

**Local Labour Market Information in Ottawa:
A program model for integrating business
conditions and LMI within a
community-based data consortium**

**Report Prepared for OCRI-TalentWorks
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Table of Contents

Executive Summary	1
1. Introduction	6
2. Ottawa’s Workforce Information Inventory	12
3. Needs Analysis	28
4. LMI Dissemination Model	40
5. Recommendations	54
6. OCRI-TalentWorks and the Social Planning Council	62
7. Governance	68
8. Next Steps	72

Appendices

Appendix 1: Indicator List (Tier I-III)	78
Appendix 2: OCRI-TalentWorks	87
Appendix 3: Industry category definitions by NAICS codes	88
Appendix 4: The Bank of Knowledge	89
Appendix 5: Community Accounts	90
Appendix 6: 211 Background	96
Appendix 7: University and College Employment & Career Services	97
Appendix 8: Ottawa Talent Initiative	99
Appendix 9: Indicator Templates	100

Executive Summary

The aim of this research project has been to develop a program model for integrating various local business conditions and labour market information (LMI) within some form of community-based data consortium that would enable a variety of stakeholders – job-seekers from a career transition perspective; service providers from a client information perspective; educators and trainers from a career guidance and curriculum development perspective; small businesses from a business development perspective; and media from a trends perspective – to utilize LMI better.

Specifically the goals of this research are to:

- Identify current sources, collection cycles and costs of Ottawa-specific business conditions and labour market information
- Identify current and potential distribution methods and activities that encourage community use of this information
- Develop a model to facilitate effective community use of this information on an ongoing basis
- Assist Ottawa job-seekers, employment service providers, educators, trainers and businesses in effectively using business conditions and labour market information by helping to standardize the presentation and interpretation of data and expanding the partnerships between the data providers (long-term)

Ottawa's attempts to strengthen its local workforce advantages in a climate of increasingly high stakes regional competition have evolved through a number of collaborative initiatives including, Partners for Jobs, the regional economic blueprint presented in the Economic Generators Initiative for 'Skilling Ottawa', the formation of OCRI-TalentWorks, the strategic recommendations of the Ottawa Works Report, and the recommendations of City of Ottawa's Talent Plan. This report builds on that significant community investment in labour force development.

Specific to the goals of this report, the community identified and reported in the City's Ottawa *20/20 Talent Plan* the desire to have comprehensive, centralized, publicly accessible workforce information resource that included:

- An Ottawa *Community Information Index* (economic and workforce information)
- A centrally supported, web-based *Workforce Information Network* (a first-stop portal), and
- A *Workforce Information Advisory Group* (data managers, researchers and owners acting on behalf of the community)

While these objectives remain only partially fulfilled as yet, the community has not lost track of their importance.

The community also identified three key actions it felt were needed to provide pragmatic workforce information, information that could change the expectations or actions of the

receiver -- whether they were job seekers, students or employers -- in order to support better decision-making on their part. These included:

- Gathering clear, timely and comprehensive information (accessing the 'right' content)
- Sharing the information in a manner that met with the needs of employers, job seekers and the community at large (accessing it through the 'right' channels)
- Providing people with the necessary tools and training to analyse, interpret and apply this information to their own individual circumstances (accessing it with the 'right' tools)

This report primarily addresses these three gaps in Ottawa's workforce information. OCRI-TalentWorks, with funding from the Ontario Ministry of Training, Colleges and Universities, has directed this review of local labour market information (LMI) in Ottawa to assess its content, its accessibility and its usability for job seekers, students and small businesses.

The report begins with an inventory of LMI data resources and distribution channels among local, provincial, federal and international providers. It has prepared a list of workforce indicators and their sources (Appendix 1) that may be used by job seekers, students and small businesses (and their support organizations) to assess labour market conditions (Tier I), labour market trends (Tier II) as well as for use in monitoring the impact of more successful utilization of LMI in the community (Tier III).

The report then presents an analysis of LMI from a perspective that applies to all Canadian communities and from an Ottawa perspective. The report identifies significant public policy issues that require attention before real progress with LMI can be made but it also identifies Ottawa specific issues that, if addressed, could help moderate the effect of existing labour market policies.

This analysis leads to a proposal for six design criteria that could be used for revising any LMI distribution channel to aid in its being more pragmatic. These include that it:

1. be primarily designed to support decision making among job seekers, students and small business.
2. support the activities of recruiters, job placement, career guidance and job counselling professionals
3. be useable by Ottawa community organizations to develop their community intervention strategies and assess their progress
4. not compete with already existing job related services but complement and enrich them
5. contain links to the various job seeker service providers
6. be regularly updated on a weekly or at least on a monthly basis

Subsequently the report identifies ten types of LMI distribution channels in use or in development including:

- i. periodic written reports,
- ii. aggregator websites,
- iii. a local workforce coordinating body,
- iv. 211 telephone service,
- v. a local labour market services web-portal,
- vi. a community information index,
- vii. newspapers or electronic journals,
- viii. educational outreach,
- ix. networking, and
- x. personal consultation

The relative strengths and weaknesses of these channels are also discussed.

In Section 5, a simple collaborative model for enhancing the effectiveness of LMI is presented and discussed. After obtaining feedback on the model from stakeholders, the author suggests this model may not be attainable at this time. Consequently modified versions of seven of the ten LMI dissemination channels are then recommended as a series of interdependent projects that have a strong potential to improve Ottawa's LMI environment. Ranked in order of their relative ease of implementation they are:

- producing an e-zine or electronic journal that includes up-to-date LMI in a format that is readable and useable by the general population
- supporting and enhancing the capacity of OCRI-TalentWorks to act as the local workforce coordination body
- encouraging the dissemination of LMI in the many networking forums already present in Ottawa
- encouraging the community's capacity to interpret and understand LMI through educational outreach and online tutorials
- creating a local Labour Market Services Portal by upgrading the existing IPS or Ottawa iWIN facilities or by influencing the Ontario One Stop education, training, employment and labour market portal currently in development to the same end
- coordinating local LMI resources in Ottawa with the community's 211 telephone services initiative
- To encourage the development of a 'Community Information Infrastructure' as an alternative to a community index through the coordination of various local indicator projects in a community partnership of data providers, community organizations and university researchers that publish labour market, economic and other social data.

In section 6 the report examines the capacities of OCRI-TalentWorks and the Social Planning Council to jointly undertake the leadership in facilitating the development of a community information infrastructure. Both organizations are seen as having largely complementary capacities while each has an established ability to assist in the development of significant community partnerships. However, both are project based organizations and would require the infusion of additional support to enable them to undertake the coordination of community stakeholders around some form of common information resource. Therefore, additional support for the co-leadership of OCRI-TalentWorks and the Social Planning Council is recommended in order to encourage coordination among the region's existing or proposed indicator projects. It is also recommended that in light of the recent Ontario Budget and the McGuinty-Martin deal,

that a new labour market partnership may be struck involving HRSDC and the Province of Ontario that can help build Ottawa's community information capacity.

Section 7 sketches out the need for a variety of governance options to be evolved given the distribution of knowledge, mandate and resources involved in the recommended initiatives and the need to secure willing participation.

The report concludes in Section 8 by setting out the seven recommendations as three groups of priorities as next steps. The *first group* addresses the need to get more labour market information circulating in the community in a form that is useable by job seekers, students and small businesses. From this perspective focussing on a journal or e-zine partnership, re-energizing the OCRI-TalentWorks and having it work with other stakeholders on the 211 Telephone Service initiative emerge as first steps. Further, OCRI-TalentWorks can probably ensure that many of Ottawa's local networks are fed with the new labour market e-zine through the simple application of goodwill and word of mouth. Addressing these priorities requires almost no additional expenditure while it keeps the momentum on Ottawa's workforce development going.

The *second group* addresses the need to invest in capacity building. It is essential in our opinion to find support for the partner management capacity of OCRI-TalentWorks. This is not a question of supplying core funding but one of supporting capacity as Social Development Canada has defined it – “the strategic and community planning ability of the community; community mobilization and networking; provision of information; and leadership development.”¹ Given the region's estimated loss of \$100 million annually in GDP due to bad career choices, this alone should represent sufficient incentive for federal, provincial and municipal authorities to want to find a way to invest in building the collective capacity to resolve this region's workforce challenges.

Along with supporting the capacity for partner management, the community should pursue efforts at strengthening its social capital infrastructure through the educational outreach option -- either by providing community LMI training programs or by developing an online support tool for LMI. The region's social capital infrastructure would also be improved by upgrading the Inventory of Programs and Services (IPS) to be more in line with the Workforce Information Network recommendations of 2002.

The *third priority group*, involving the community information infrastructure option, addresses the need to identify a return on the previous investments. One immediate aspect of this third priority is the need to obtain community agreement on geographic and topical domain definitions ASAP. Given the many local indicator projects in existence or in development, it is recommended that community stakeholders pursue a course of coordination to ensure that alignment among them is achieved *before* rather than *after-the-fact*. To achieve this coordination will require a modest infusion of new resources and soon.

¹ http://strategis.ic.gc.ca/epic/internet/infednor-fednor.nsf/en/h_fn02091e.html

The report concludes by tabling five LMI related questions which were beyond the scope of this report and which still require resolution through subsequent research and reporting, including:

- To what extent can employers be persuaded to contribute their own data to improving the accuracy of the local labour market picture?
- From a regional competitiveness perspective, where and how many are the specialized people with the very distinctive skills and knowledge that can determine Ottawa's competitive advantage on the world stage?
- What are the dynamic internal transitions that occur within Ottawa's labour market? (We have almost no timely information about the periodic slack in some industries and occupations, information that could conceivably be used to attract investment, companies and jobs.)
- Are there geographically based clusters, inequalities, or 'deserts' in the distribution of employment and economic activity? Does public infrastructure or public policy contribute to these irregularities and if so what are its dimensions?
- What is Ottawa's social data strategy? Can this be articulated so that it can be utilized by StatsCan as input into their small area estimates project? What information does the community want? What areas should be considered for small area estimation? What are the smallest area units? What are the auxiliary variables that can be used for validating small area estimation?

From our interviews with community stakeholders there appears to be an awareness of the LMI challenges, of what needs doing and generally how to do it. While it is apparent that there still remains low cost solutions for improving LMI effectiveness for job-seekers, students and small businesses, i.e. low hanging fruit, moving from here, however, to a situation where LMI becomes generally relevant and widely used in individual decision making will require a strong focus on the target audiences in a way that leads to a new sense of stewardship and community identity amongst area stakeholders. This is the new seed that has to be planted. The test of this new crop will be whether this sense of stewardship and community identity will be sufficient to overcome the aversion to the initial coordination costs in order to enable the necessary collaborative solutions to be realized.

1. Introduction

Background

The aim of this research project has been to develop a program model for integrating various local business conditions and labour market information (LMI) within some form of community-based data consortium that would enable a variety of stakeholders – job-seekers from a career transition perspective; service providers from a client information perspective; educators and trainers from a career guidance and curriculum development perspective; small businesses from a business development perspective; and media from a trends perspective – to better utilize LMI.

Specifically goals of this research are to:

- Identify current sources, collection cycles and costs of Ottawa-specific business conditions and labour market information
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This interest in making LMI in Ottawa more pragmatic and useful LMI arises from a well defined community process that has generated a series of coherent community workforce strategies and a number of workforce enhancing initiatives over the last decade.

In 2001 OCRI-TalentWorks conducted as part of its workforce development role a strategic review² of Ottawa's workforce needs and opportunities which later formed the basis of the City of Ottawa's Talent Plan³. With funding from HRDC and MTCU and with the community of Ottawa identified as the client, TalentWorks published three reports in 2002 on Ottawa's workforce, collectively entitled *Ottawa Works*. This review included a recommendation for more current, accessible, and practical workforce information that could better support the decision making of employers, students, job seekers and their support agents.

In the first *Ottawa Works* report⁴, over fifty regional indicators were compiled in the areas of economic health, employment, income, workforce transitions, innovation, skills and education, access to technology, and quality of life – in order to present for the first

² Centre on Governance, (2002). *Ottawa Works: A Mosaic of Ottawa's Economic and Workforce Landscape, Reports 1- 3*, TalentWorks, Ottawa.

³ Ottawa 20/20 Talent Plan: A Supporting Plan of the Ottawa Economic Strategy, City of Ottawa, April 2003: pg 5

⁴ *Ottawa Works: A Mosaic of Ottawa's Economic and Workforce Landscape, Report 1*, TalentWorks, 2002

time, a systemic and interdependent picture of the issues facing the region's labour force.

Subsequently, the City of Ottawa supported in its Talent Plan the desire to have a similarly compiled, centralized, publicly accessible source of workforce information⁵ that included:

- An Ottawa *Community Information Index* (economic and workforce information)
- A centrally supported, web-based *Workforce Information Network* (a first-stop portal), and
- A *Workforce Information Advisory Group* (data managers, researchers and owners acting on behalf of the community).

The concerns raised in Ottawa's Talent Plan were not unique. They can in fact be observed in every Canadian community which desires to compete and grow in the global economy. The macro challenges, for instance, of slowing population growth in the North American workforce, falling trade barriers, undiminished technological change and the outflow of manufacturing and service jobs to emergent economic powerhouses like China and India have become pervasive and permanent features of operating in that global economy. To ensure regional economy stability, community responses to these forces require innovative, flexible and cooperative measures to optimize the use and productivity of their existing workforces. As the Chairman of the Federal Reserve Board recently remarked "the single central action necessary to ameliorate these imbalances and their accompanying consequences for income inequality is to boost the skills, and thus earning potential, of those workers lower on the skill ladder."⁶ But to do so, requires continually updating the community intelligence on industry trends, occupational skill requirements, and opportunities for training and retaining.

In tabling its Talent Plan, the City of Ottawa further committed to⁷:

- i. recognizing the importance of workforce information for individual and organizational planning purposes. This included ensuring availability, access and effective use of workforce information.
- ii. working with other data owners and managers to improve ongoing access to comprehensive workforce information. The City also committed to assisting with the facilitation of the establishment of a *Workforce Information Advisory Group*.
- iii. promoting the availability of integrated workforce information tools and resources.
- iv. ensuring that the future 211 telephone service for the community incorporated workforce information.

The City of Ottawa also clearly identified three key actions it felt were needed to provide pragmatic workforce information, information that changes the expectations or actions of the receiver, which is necessary to support the decision making of job seekers and employers. They included:

⁵ Ottawa 20/20 Talent Plan: A Supporting Plan of the Ottawa Economic Strategy, City of Ottawa, April 2003: pg 5

⁶ Alan Greenspan, *The critical role of education in the nation's economy, delivered to the Greater Omaha Chamber of Commerce 2004 Annual Meeting, Omaha, Nebraska February 20, 2004* <http://www.federalreserve.gov/boarddocs/speeches/2004/200402202/default.htm>

⁷ *Ibid.* pg 25

- i. Gathering clear, timely and comprehensive information (accessing the 'right' content)
- ii. Sharing the information in a manner that met with the needs of employers, job seekers and the community at large (accessing it through the 'right' channels)
- iii. Providing people with the tools and training to analyse, interpret and apply this information to their own individual circumstances (accessing it with the 'right' tools)

However, progress on these fronts has not proceeded equally. To date the community's preference has been given to first identifying the 'right content' for job seekers and decisions around providing the 'right' channels and tools has been largely postponed.

TalentWorks has continued to champion solutions to improve Ottawa's workforce environment and since 2002 there has been real, although sometimes incremental, progress in integrating, developing and publicizing aspects of Ottawa's work information system including several projects containing an LMI component in whole or in part:

- The creation of the Ottawa Individual Work InfoNet (iWIN) web site listing service providers for career planning, labour market information, education and training and job opportunities (with funding from the City of Ottawa)
- The local administration of the Inventory of Programs and Services (with funding from the governments of Ontario and Canada)
- The production of an Ottawa focused Trends, Opportunities and Priorities Report in 2004 (with funding from the governments of Ontario and Canada)
- The completion of the Immigrants' Employment Needs Assessment Project (with funding from the City of Ottawa and HRSDC)
- The creation of the Ottawa Talent Initiative, to create positive change for the unemployed and underemployed technology workers in the Ottawa area (with support from the City of Ottawa, the Ontario MTCU - Adjustment Advisory Program, and HRSDC)
- The production of a Local Career Guidance Action Plan to help local career/employment practitioners to meet the needs of secondary and post-secondary students, immigrants and adults (with funding from the Ontario Ministry of Training, Colleges and Universities and the City of Ottawa)
- The creation of the Council for Skilled Careers to increase the number of trained, skilled workers (with the support of the Ontario Ministry of Agriculture, Food and Rural Affairs, the local School Boards, Learn to Earn and the City's two colleges)
- Conducting large employer interviews to assess anticipated labour force needs and interest in city-wide workforce priorities (funded by MTCU).

However, these continuous achievements of Ottawa's community partners in cooperation with OCRI-TalentWorks, as important as they are, represent only small steps towards the larger goals outlined in both *Ottawa Works* and the City's Talent Plan. In effect these achievements constitute the low-hanging fruit from a tree where the real benefits are higher up and require more serious commitments. While community consensus seems for the moment to have chosen a path of continuous incrementalism,

it should be cautioned that such a path will return only limited benefits, and benefits which will ultimately diminish with time. Only a new seed will produce a new crop.

The *Ottawa Community Information Index* and a *Workforce Information Advisory Group* remain only partially fulfilled objectives of the Talent Plan because they require a complicated pooling of information and financial resources and a collaborative structure that simultaneously ensures effectiveness and accountability at multiple levels. They constitute an example of the more serious commitment needed to promote 'better' workforce information. Better here implies providing information that is "comprehensive"⁸, that is not "isolated" or "lacking in knowledge management". Better also connotes a degree of timeliness for job seekers or employers currently not present, and better also addresses the interpretive gap due to information that is "highly specialized", requiring a level of technical interpretive skill that is uncommon to the public.

This report will attempt to address the three Talent Plan concerns above to achieve 'better' LMI. Specifically:

- what labour market information exists and is it the 'right' content?
- can it be easily accessed by employers, job seekers students and the community at large through the 'right' channels? And,
- are the 'right' tools available to job seekers, etc. to analyse, interpret and apply this information?

From stakeholder consultations that were part of the OCRI-TalentWorks Work Information Network (WIN) 2002 report on creating a web-based work information system for Ottawa, it was determined that "the Ottawa community has clearly enunciated that a centralized portal of employment-related information is necessary. Currently, there are a multitude of websites that focus on employment-related information in one form or another (i.e. training information, career orientation or work opportunities), however, there does not exist a particular centralized website that houses all this information in one location."⁹

The WIN 2002 report recommended a gateway-portal type website to centralize access to workforce information in Ottawa. A representative picture of the elements of this work information system is depicted in Figure 1. The report also identified a need for a "system that has the capacity to extract and analyze information and then forecast future trends i.e. forecast future work opportunities according to labour market information and unemployment rate"¹⁰ but called for further analysis on how best to accomplish this. This current review will attempt to fulfill this recommendation.

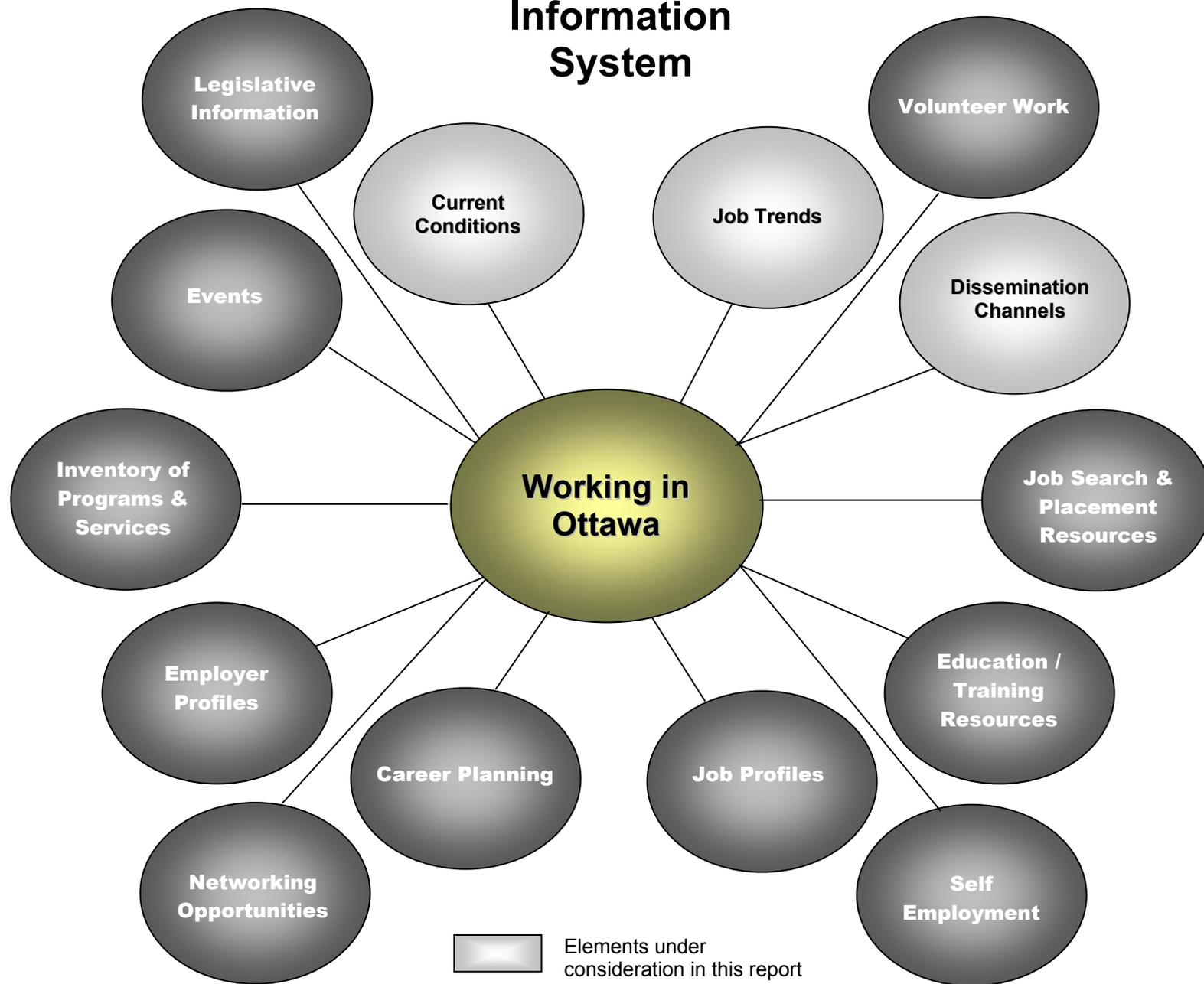
With reference to the current undertaking, there will be no attempt to replicate the much more detailed feasibility study that was undertaken in 2002 to create a web-based work

⁸ Ibid., pg. 23

⁹ Besner, N. (2002). Requirements Definition Plan To Create a Web-Based First-Stop Work Information Network for Ottawa, TalentWorks, Ottawa, pg 39

¹⁰ Ibid. pg 40

Figure 1: Work Information System



information network (WIN). This report will confine itself to finding better ways of putting LMI into the hands of job seekers, students and small businesses so that they can make practical use of it and to also put LMI into the hands of those individuals and organizations that support them. To do so this report focuses on the three primary elements of the workforce information system (depicted in light grey in Figure 1) – landscape data that present current conditions in Ottawa’s workforce, forecast data that suggest workforce trends and dissemination channels such as newspapers, websites, e-zines, etc..

Beginning in section 2, we conduct an inventory of existing public, private or civic resources of workforce information (including some still in development) that may be relevant to Ottawa job seekers, students and small businesses. These resources publish data that can provide direct or indirect indications of Ottawa’s current labour market conditions and trends. These resources may also provide indications on how effectively this information is being assimilated by area job seekers. From this review, a list of workforce indicators has been prepared and presented in Appendix 1. Since the 2002 Work Information Network report inventoried job boards, recruiters, and trainers, that effort will not be duplicated here except to highlight more recent developments.

Section 3 establishes a variety of LMI target audiences but this report will primarily focus on job seekers, students, small business and their supporting organizations. With these in mind, an analysis of existing LMI sources is conducted to establish gaps, needs and goals. Several major public policy issues are identified. Section 3 further establishes certain basic design criteria for any dissemination model that would address LMI needs for these groups.

In section 4, ten dissemination alternatives for a LMI are examined. Most of these alternatives are in use today in some form or another (see Appendices for more detail on many of these alternatives), although a few are only in the development stage. This report maps these alternatives with respect to their efficiency (cost) and effectiveness (utility to job seekers, etc.) as an aid to defining future LMI strategies.

Section 5 presents a collaborative community model for LMI in Ottawa and addresses its practicality. Subsequently this section presents seven independent recommendations for improving the dissemination of LMI in Ottawa drawing on the alternatives of section 4. Section 6 examines the potential of OCRI-TalentWorks and the Social Planning Council to jointly lead a collaborative initiative to implement a coordinated strategy for a community information infrastructure that includes LMI. Section 7 addresses a variety of governance typologies that may be required to implement the report recommendations. The final section, eight, presents suggestions for next steps and general some conclusions.

2. An Inventory of Relevant LMI Resources

The following represents a best available inventory¹¹ of LMI resources that is available to Ottawa residents and small businesses or will be in the near term. These resources have been grouped according to organizations that produce LMI; LMI promoters, educators and tool providers; and those that do both.

LMI Producers

i. Statistics Canada

Statistics Canada offers three basic products – free publications, for fee publications and publications licensed for public release.

Free publications – These publications tend to aggregate data at a national or provincial level, present data that is old (3 years or more because it is usually based on census data) and are not easily interpreted by the general public. Significant meaning making has to be applied to these publications to make them relevant to job seekers students and small businesses.

<http://www.statcan.ca/cgi-bin/downpub/freepub.cgi?subject=2621#2621>

For fee publications – While these publications tend to be more current (being released monthly, quarterly or annually), they can be expensive for individual's to obtain (ranging up to \$1000 annually for an individual data product), they are frequently not available in CMA or lower formats and they usually require extensive interpretation. In searching possible publications it is difficult to determine which data sets or publications may be relevant to the goals of a job seeker. These publications are primarily used by individual researchers and the licensing arrangement for their use extends only to the individual or organization that purchased them. They are not for public release. If, however, new value is added to StatsCan data in the form of analysis, then the new research may be released for free with attribution. Relevant data products include the Labour Force Historical Review, Establishments by Industry, Income Trends, etc. Customized local data sets may also be purchased from StatsCan although at a higher rate than the generically produced publications.

<http://www.statcan.ca/cgi-bin/downpub/feepub.cgi>

For public release – These publications and data sets are the same as the '*for fee publications*' except the data may be released to the public. Licensing arrangements for these publications and data sets could cost tens of thousands of dollars per product although the fees are negotiable. This is a principle reason why there is a preponderance of older census data in circulation. Not for profit organizations in particular can't afford this type of licensing arrangement to release data to the public.

¹¹ Note: This list of LMI sources does not presume to be complete but is rather a best attempt at comprehensiveness given the project's timeline and the desire not to restate what has already been noted in other recent workforce related reports.

Small area estimates – StatsCan is developing an interesting new series of data products based on emerging techniques in the statistical field of ‘small area estimation’. From ‘Statistics 101’ we know that typical statistical surveys are accurate because their sample populations are based on large populations – smaller populations such as those in single cities or neighbourhoods require relatively larger survey samples to remain reliable. The new small area techniques being explored by StatsCan correlate other data with a small area surveys to bolster their reliability. StatsCan is looking to begin piloting some small area products in 2006.

ii. Federation of Canadian Municipalities

The FCM collects and makes freely available census data on demography, community and social infrastructure, educational attainment, employment and local economic conditions (and other quality of life data) from Canada’s major cities. Local data is available only in raw format.

<http://www.fcm.ca/english/qol/indicators.html>

iii. The Conference Board of Canada

The Conference Board of Canada is an independent not-for-profit, policy research organization and economic think tank. The Conference Board’s Forecasting and Economic Analysis department publishes *Canadian Outlook*, a comprehensive look into the national economy as well as a number of similar forecasts for major metropolitan areas such as Ottawa in their Metropolitan Outlook series. The *Ottawa-Gatineau Metropolitan Outlook* is a five-year forecast of Ottawa’s economy that is updated three times a year. Cost \$1,425 annually.

<http://www.conferenceboard.ca/pubs1.htm>

iv. KPMG Competitive Alternatives

KPMG’s free annual *Competitive Alternatives Study* measures 27 cost components – such as labour, taxes and utilities—applied to business operations in 11 western countries including: Australia, Canada, France, Germany, Iceland, Italy, Japan, Luxembourg, the Netherlands, the United Kingdom and the United States. The research included an analysis of these costs in 98 cities worldwide. The study’s basis for comparison was the after-tax cost of start-up and operation for 12 types of business, over a 10-year span. The comparison allows businesses to search out low-cost but quality locations for conducting business. Its data is not presented in absolute terms but as ratios of a US regional standard.

<http://www.competitivealternatives.com/default.asp>

v. Other OCRI

The OCRI Entrepreneurship Centre conducts each year a survey of small business clients who used the Centre’s services in the year prior. The survey examines new

business formation, capital investment, and the state of start-up and small business in Ottawa.

http://www.entrepreneurship.com/tools/pdf/Trends_2004.pdf

OCRI Global Marketing conducts a semi-annual survey of Ottawa's technology companies. *OCRI Global Marketing* also publishes a monthly online newsletter, *Ottawa Facts*, which includes statistics and other information on employment conditions, the housing/real estate/construction market, venture capital, technology, education and other areas of economic interest. The newsletter includes overall unemployment rates and overall employer hiring expectations. The *Ottawa Facts* website maintains some basic Ottawa statistics including 2001 census data and employment figures from the 2001 City of Ottawa Employer Survey.

<http://www.ottawaregion.com/facts/index.asp>

In addition to its other support activities for small business, the *Ottawa Capital Network* tracks venture capital investment in Ottawa by quarter. Knowing where people are investing is a hint to where future growth opportunities lie.

<http://www.ottawacapitalnetwork.com/research/vc.cfm?display=research>

vi. Royal LePage Market Information

Royal LePage provides detailed knowledge of regional and national real estate conditions and trends. This information is useful in assessing trends in retail, office and manufacturing industries.

<http://www.royallepage.com/en/marketinfo/index.asp>

vii. Research Infosource

This source provides information on annual research spending trends in Canadian corporations, universities and research institutions. Ottawa is the most R&D oriented city in Canada and much of the City's jobs are dependent on research work.

<http://www.researchinfosource.com/top100.shtml>

viii. US Bureau of Labour Statistics

According to our information, the USBLS is willing to work with Canadian communities to provide more current small area estimates for local labour and economic data than StatsCan is willing to provide and at little or no cost, even for publishing over the Internet.

<http://www.bls.gov/bls/international.htm>

ix. US Patent and Trade Office

The USPTO tracks patent filings by metropolitan area in North America. Since $\frac{3}{4}$ of the patent applications originating in Canada are also filed in the US and since CIPO

does not seem to provide Canadian metropolitan statistics, the USPTO source of patent information is a reasonable estimate of long term business prospects.

<http://patft.uspto.gov/>

x. Environment Canada

Sustainable Communities Indicator Program - The SCIP Web site provides templates of Indicator Profiles, Data Profiles and Indicator Reports to assist communities in documenting and organizing an indicator program. Maintaining these metadata (data about data) can help ensure that the indicator data are correctly used and interpreted and will help those with whom information is shared.

<http://www.ec.gc.ca/soer-ree/English/scip/templates.cfm>

Commentary

StatsCan is the primary supplier of labour market information in Canada. Its two most relevant products are the most recent Census data and data from the Labour Force Survey which is conducted monthly. Census data are not timely, tend to be backward looking, and are missing important emerging occupations. Labour Force Survey data contain industry and occupational groupings that do not align with market descriptions¹², are frequently truncated due to ‘small’ numbers¹³ or are subject to rounding errors. Both Census and LFS data are difficult to use for a layman and hard to interpret. There are many other related sources of LMI data at StatsCan but navigating the site is difficult.

This data is not targeted to job seekers, students or small businesses. Therefore, the utility of this information to these users is limited as it may cost a lot in time to find and use but offer only marginal rewards in terms of knowledge. Obtaining local data is also costly – beyond the reach of the typical public user.

Non-StatsCan producers can be a valuable adjunct to StatsCan although they generally limit themselves to Census Metropolitan Areas and may have prohibitive costs associated with them. The Environment Canada site is a good resource to help build a suite of local LMI indicators¹⁴.

LMI Promoters/ Educators/ Tool Providers

i. Universities and Colleges

Ottawa’s universities and colleges provide a variety of career and employment information online, through seminars and individual counselling, newsletters and

¹² See Appendix 3 definition for Information and Communication Technology sector

¹³ Refers to truncating for privacy purposes data that is less than 1500 in an occupational category. Some important occupational categories may not have that many nationally or even globally.

¹⁴ As is the guidebook “Building and Operating Neighborhood Indicator Systems: A Guidebook”, at National Neighborhood Indicators Partnership of the Urban Institute

<http://www.urban.org/nnip/pdf/guidebk.pdf>

through career fairs. Typically these services include job postings and referral services, career counselling, coop placements, job search counselling, organizing company recruiting, and assistance for disabled persons (for a complete list see Appendix 6). These institutions are making good use of career counselling software including [Careercruising](#), [eChoices](#), and *Career Navigator*. The University of Ottawa provides links to LMI, through HRSDC's LMI site, HRCC's Ottawa Labour Market Bulletin, the Ontario Work InfoNet and Sector Councils. Carleton University is currently revising its website to include LMI resources. Both Universities have expressed interest in partnerships that would put more timely and locally relevant LMI in the hands of students. Area colleges provide a variety of advice and referral services to connect employers with students and assist students in conducting job searches.

ii. Canadian Career Development Foundation

The Canadian Career Development Foundation is a charity committed to advancing both the understanding and practice of career development in Canada. CCDF works on projects that strengthen and support the career development profession and that improve access to quality career services. In 1998 the CCDF produced a LMI handbook to support career counselling professionals in their use of LMI. It contains a wide assortment of LMI sources, and although a number of these have become dated and there is generally no local focus, this resource presents valuable insight into understanding LMI from a less technical perspective.

<http://makingcareersense.org/>

iii. Canadian Policy Research Network

The CPRN is a non-profit think-tank, that specializes in social and economic policy research and public engagement. The CPRN's JobQuality.ca project provides comprehensive information on employment conditions and work environments by providing complete, public and user-friendly information on the quality of work in Canada's labour markets. The many charts, tables and analyses on this web-site provide users with an integrated and comprehensive approach to understanding what makes a good job, and why it matters to people, firms, the economy and society.

<http://www.JobQuality.ca>

iv. LASI World Skills

LASI is a not-for-profit organization that offers assistance to more than 2500 Ottawa immigrants every year through a variety of programs and services, including job search workshops, a resource centre, and sector-specific support for internationally trained professionals and trades people.

Career Access for Newcomers -- supports newcomers in their efforts to establish themselves in careers through the provision of information and assistance.

<http://www.ottawa-worldskills.org/can.htm>

v. Career Station

Career Station provides individual career advice; resume help; computers and access to the Internet and an active employer referral service. It also offers speciality programs for youth and those interested in basic hospitality training services.

<http://www.careerstation.ca/>

vi. The Ottawa Life Sciences Council

The OLSC strives to foster the development of new Life Sciences technologies and companies, as well as to raise the profile of the local life sciences industry both nationally and internationally.

BioJobs.ca -- is an initiative to stimulate the growth of the life sciences sector in the Ottawa area. The goal of BioJobs.ca is to provide qualified candidates and Ottawa-area organizations with a forum to find and fill jobs, develop employee skills, and promote Ottawa as a great career destination.

BioJobs.ca aims to meet the existing and emerging human resources challenges caused by the exciting growth occurring in the Ottawa life sciences marketplace. <http://www.biojobs.ca/>

vii. Peter's New Jobs

A tool designed for job searchers. PNJ monitors over 7,000 web sites, scans each site, identifies the NEW jobs that have been just posted since the previous day, records the link and job title and packages them into a clean, easy to read email and sends it out to subscribers each day, Monday to Saturday. The subscription fee is quite modest -- \$20 for three months. PNJ also has links to career guidance and job counselling services.

<http://www.petersnewjobs.com/index.htm>

viii. Wow Skills

WOW-Skills.com is a fully interactive website that enables users to individually evaluate, develop and market their employability skills. It is the result of a pilot project agreement between WCG International and the Conference Board of Canada which had developed the Employability Skills Tool Kit. Cost of subscription = \$120 for six months.

<http://www.wow-skills.com/default.asp>

ix. The Lennox, Addington, Frontenac, Leeds and Grenville Training Board

This is an example of one of five local training boards for the Eastern Ontario region surrounding Ottawa. Its *Trends, Opportunities and Priorities for LAFLG 2004* presented five priority areas for the development of the area's workforce, including:

- the imbalance created by an aging workforce

- employment opportunities for new labour force entrants
- training for literacy, language and soft skills
- addressing skill requirements & shortages
- improving opportunities in rural communities

<http://www.workforcedev.ca/documents/Summary%20of%20Survey.pdf>

Commentary

These sites provide important mechanisms for job seekers, students and small businesses to interpret, assimilate and make use of LMI. Some sites are educational organizations, others are subscriber sites, and some are provided by community organizations and not-for-profits. There is a significant amount of topical overlap and a strong potential for reducing the cost of redundancies through coordinated efforts – whether around job fairs, career fairs, web resources, or counselling services.

All-Purpose LMI Producers & Disseminators

i. OCRI-TalentWorks

A program of the Ottawa Centre for Research and Innovation formed in 2001 to bring coordination to information, programs and services directed towards Ottawa's workforce.

Ottawa Works – *The Ottawa Works* project was a series of three reports that were produced to inform strategic and collaborative thinking on workforce issues across all sectors of the community. *Ottawa Works* was a first step towards improving the access of companies to skilled employees and creating an attractive environment for people who have the talents desired by Ottawa's organizations. Its first report, *Ottawa's Workforce Environment*, began by addressing the city's workforce information requirements systemically and as a community in order to develop, attract and retain talented people in the region.

http://www.talentworks.ca/projects_ottawa_works.html

Trends, Opportunities and Priorities, March 2004 -- An analysis of 2001, 1996 and 1991 censuses data was conducted around various dimensions of the labour force in the Ottawa-Carleton Local Board Area including population dynamics, educational attainment, and the distribution industries and occupations. In the local consultation aspect of this report, several issues were identified including the need for a coordinated and strategic response to the development of Ottawa's workforce; the integration of immigrants; the re-integration of unemployed technology workers; the lack of management talent for Ottawa's SMEs; a growing shortage of healthcare workers; the shortage of skilled tradespeople; the demand for centralized workforce information; and a francophone employment strategy.

http://www.talentworks.ca/pdf/TOP_Ottawa_Mar04.pdf

Immigrants' Employment Needs Assessment Project, June 2004 - This project identified a number of target beneficiaries - immigrants who are currently experiencing difficulty in finding the most effective means of gaining employment; career practitioners and employment counsellors providing services to this target population; funders wanting to target program dollars to areas of greatest need; and employers wanting to integrate the single largest source of anticipated new workers in the labour force. This in turn would contribute to improved economic performance and quality of life in Ottawa.

http://www.talentworks.ca/pdf/Imm_emp_needs_assess.pdf

Ottawa Individual WorkinfoNet [iWIN] – this is Ottawa's first attempt at providing a centralized source of workforce information and is a fairly comprehensive listing of LMI sites. It needs to be recognized that before iWIN there was nothing similar. Given the limited local resources, the decision to create a provincially aligned and supported website (despite its limitations below) that had a better chance of being sustained and maintained seems to have paid off. The site is being upgraded this summer with new features including more local data. The site also has extensive links to resources for career planning, education and training, and job searches.

<http://www.iwin.on.ca/ottawa/index.htm>

Ottawa Talent Initiative -- A grassroots, not-for-profit organization composed of Ottawa unemployed and underemployed hi-tech workers, the Ottawa Talent Initiative works with community organizations to develop and implement a credible, coherent and effective plan to assist technology workers in creating positive change. The Ottawa Talent Initiative is supported by all three levels of government, OCRI and over 20 peer networking groups, which have contributed people and ideas since OTI's formation in January 2004. Its services include a bi-monthly newsletter, a online job board, counselling and support services, a support facility, sector related task forces and an annual Talent Forum. *This initiative has the means to reach many local tech workers, although it does not appear to utilize much in the way of LMI.*

<http://www.ottawatalentinitiative.ca/>

Career Guidance Action Plan -- a study for the Ottawa community conducted by the Canadian Career Development Foundation (CCDF). In the report "there was agreement by almost all career guidance practitioners in almost all sub-sectors that an increase in current, local LMI and industry information would improve their service to clients." This notwithstanding the multiple sources of LMI listed for example on the iWIN website.

http://www.talentworks.ca/pdf/CarGuid_FINAL_ActionPlan_May04.pdf

Council for Skilled Careers -- The Council for Skilled Careers of Eastern Ontario is a collaborative organization of industry, government and education partners dedicated to addressing the regional skills shortage by increasing the number of skilled workers. The Council has completed a plan for a central, regional repository of information on skilled careers not unlike that of the Hamilton Industry Education Council *Skilled Trades* initiative. This information clearinghouse, tentatively called

the “Skilled Careers Exchange”, would draw on resources from government, community and educational agencies and provide employers and job seekers with streamlined access to skilled trade information. However, current partnership strains may prevent this initiative from continuing.

<http://www.csc-ccs.ca/whoweare.htm>

ii. Social Planning Council of Ottawa

The SPC of Ottawa is a not-for-profit organization, whose primary objective is to build the community's capacity to improve the social and economic well-being of its residents by being a constant source of ideas, information and analysis relevant to decision-making by, and for, the social services sector in Ottawa.

Bank of Knowledge – The SPC of Ottawa together with the United Way are planning to help bridge socio-economic knowledge gaps in Ottawa by harmonizing information sources and eliminating duplication, to provide efficient, clear, and useful information to its community users. The main goal of this site is to help build an inclusive city, ensuring that every constituency in the community has access to the up-to-date practical information and opportunities they are looking for. The main information areas of the BoK include: diversity, housing and homelessness, inclusion for people with disabilities, poverty, labour force, voluntary sector and general statistics.

http://www.spcottawa.on.ca/new_home_e.htm

iii. United Way Ottawa

The United Way/Centraide Ottawa is a volunteer-led, research-based organization that invests in areas where it feels it can make a measurable difference towards building a strong, healthy, safe community. In 2003, it undertook a community-wide consultation and environmental scan, which resulted in the establishment of six priority impact areas.

211 Telephone Service -- Together with the City of Ottawa, the United Way is working on the development of a 211 telephone service¹⁵. Both a feasibility study and an organizational capacity assessment have been completed as of December 2004. The service is designed to improve access to community, social, health and government services by helping individuals quickly locate information and referral specialists who can help them navigate the numerous and diverse agencies and programs available to them. 211 services will be ubiquitous across the region as they are available wherever telephone access is present, they will be free to callers and the number easy to remember. Employment assistance is one of the primary service areas of 211 being considered.

Access through the 211 Service will provide:

¹⁵ See Appendix 5 for additional information on the nature of the 211 service.

- An opportunity to increase awareness of information and referral services in the community;
- An opportunity to increase access to vital community services;
- Efficient and appropriate referrals to services;
- A central access point for information on *new* community initiatives;
- A culturally sensitive response to local community needs through multilingual services;
- More effective use of services by efficiently linking people to available services;
- Help for people who simply don't know where to get the help they need; and,
- Service for those populations who find it difficult or sometimes impossible to locate the agency or service that will serve their needs. Those groups include:
 - Older adults;
 - Children and youth;
 - People who are homeless;
 - People with disabilities;
 - People who speak neither official language;
 - People with low levels of literacy;
 - People incapacitated by crisis such as domestic violence.

<http://www.unitedwayottawa.ca/english/newsandevents/ourcommunity/211mainpage.htm>

Tapping the Potential – This is a statistical profile report of Ottawa's immigrant workforce produced by the United Way, Local Agencies Serving Immigrants and the Canadian Labour Business Council. Associated with this report is a background analysis of Ottawa's labour market that was part of their joint project on integrating foreign trained workers into Ottawa's labour market and draws heavily from the Ottawa Works project of TalentWorks.

http://www.unitedwayottawa.ca/english/wordfiles/analysis_ottawa.pdf

Growing Challenges -- The United Way has also undertaken an environmental scan of potential growth challenges. The report entitled "Growing Challenges: Key Demographic and Social Trends Ottawa 2003", reviews a wide range of statistical measures and describes a relatively prosperous city, but one that must deal with the emerging needs and growing disparities that come with fast-paced change. This report was envisioned as an annual publication, however, it is likely a scarcity of resources and competing needs at the United Way may limit publication. *The report is useful to inform policy making but relies on data that is too old or too general to be useful to job seekers.*

<http://www.unitedwayottawa.ca/english/newsandevents/ourcommunity/20040209.htm>

Community Impact Councils -- United Way Ottawa is developing six Volunteer Community Impact Councils to help build a stronger, healthier and safer community. The Councils will help identify community solutions and guide the investments to where they are needed most and will have the greatest impact in one of six areas:

- Promoting healthy development for children and youth

- Reducing isolation and enhancing seniors' quality of life
- Reducing barriers and increasing participation for people with disabilities
- Strengthening individuals and families in times of need and crisis
- Reducing barriers and increasing engagement for immigrants
- Strengthening agency, neighbourhood and community capacity

<http://www.unitedwayottawa.ca/english/newsandevents/newsletter/2005/april.htm>

It is also interesting to note an initiative recently undertaken by the United Way of Toronto called "*Poverty by postal code*" which has identified specific neighbourhoods within Toronto where intense poverty seems to abound. Here local data has begun to provide better insight into areas of the city which are experiencing a steady intensification of poverty despite overall GTA prosperity and income growth in adjacent areas. Such observations lend credence to the need for very locally targeted interventions to assist those specifically in need instead of producing blanket policies that affect everyone.

http://www.unitedwaytoronto.com/who_we_help/social_issues.html

iv. City of Ottawa

The City of Ottawa is currently active in providing or developing a variety of statistical information resources to residents. In addition to the initiatives listed below, the City accepted the "Ottawa 20/20 Talent Plan" recommendation to develop and support an Ottawa Community Index. The City publishes an annual report in compliance with Ontario's Municipal Performance Measurement Program and is currently participating in the Ontario Municipal Benchmarking Initiative (OMBI). The objective of the OMBI is to identify and develop appropriate performance measures, capture performance data, conduct analysis and benchmark results, in order to identify best practices in Ontario municipalities.

The City has signalled a strong interest in performance and outcome measures by its recent appointment of a new Chief Corporate Planning and Performance Reporting Officer and is currently conducting a review to define performance and outcome measure indicators among its various departments and coordinate their collection and publication. Once defined, the community will be engaged to refine the indicators for external use.

Data Handbook -- The 2004 Data Handbook is an information tool providing an overview of the social and economic composition of the city of Ottawa. It presents a compilation of basic data from various sources including Statistics Canada Census material and the City's Planning and Development Department. It covers four basic information areas -- demographics; geographic distribution of citizens; Ottawa's economy; and forecast/ trend data. When the City uses their own data, it has been able to provide value adding forecast data as far forward as 2021.

http://city.ottawa.on.ca/city_services/planningzoning/facts/data_handbook/index_en.shtml

Ottawa Counts – is a newsletter designed to help residents learn more about the city -- its downtown core, its fast-growing urban centres, and its extensive rural areas (there are five issues to date). Using the latest data from the Census and other sources, the newsletter explores key facts and trends about the people and the city, how they live and how they work.

http://city.ottawa.on.ca/city_services/planningzoning/facts/counts/counts_jan_03/index_en.shtml

Community Profiles – This Ontario site is prepared by the City of Ottawa and includes basic statistics on population, labour force, wage rates, major employers, real estate, finance, utilities, transportation, research and development activity, and community services. Its data is quite dated (eg. major employers) and the site likely to experience a major overhaul once the new performance measures strategy is defined.

http://www.2ontario.com/communities/contactinfo.asp?mun_name=8880017&topic=1&map_code=3

v. Province of Ontario¹⁶

Ontario Job Futures -- Ontario Job Futures is a website which provides information on the current trends and the future outlook for 157 occupations common in Ontario. This site could be very helpful for students, guidance counsellors and people seeking a career change. However, its database is now almost three years old and could be updated while many more occupations, particularly new occupations, could be included.

<http://www1.on.hrdc-drhc.gc.ca/ojf/ojf.jsp?lang=e§ion=Welcome&noc=0000>

Ontario Labour Market Report – This monthly report (one month delay) contains local data for unemployment and employment for Ottawa by industry, by occupation as well as provincial statistics around age and education. The report can also include special reviews of surveys like the Workplace and Employee survey (WES) that looks at employer spending on training and education.

http://www.gov.on.ca/MBS/english/LMI/lmr_monthly.html

Ontario Regional Labour Market Quarterly Report – This report presents some value adding elements to StatsCan data including the growth rate of employment in 31 occupational categories; GDP and employment growth forecasts four years forward; sample of employment level forecasts four years forward; and a sample survey of Ottawa employer's hiring intentions.

http://www.gov.on.ca/MBS/english/LMI/lmr_regional.html

¹⁶ Note: At the time of writing this report, the Province of Ontario is exploring a one-stop information portal for all provincial programs related to education, training and employment services.

Ontario Economic Update – This brief monthly update, reports on changes to basic economic data including, employment, inflation, housing, and business conditions for Ontario. It is not Ottawa specific.

<http://www.gov.on.ca/FIN/english/oecoeng.htm>

Ontario Labour Force Profile – This current assessment presents comparative annual data on workforce characteristics, productivity and costs. Its only Ottawa data covers salary comparisons for 10 occupations. Last updated in March 2005 with statistics from the Labour Force Survey of February 2005.

http://www.2ontario.com/welcome/oo_000.asp#oolf

Ontario Work InfoNet – This is the umbrella website for Ottawa's iWIN. The OnWIN site provides links to work- and career-related web sites that deal with career planning, learning and finding a job in Ontario. OnWIN is a non-profit corporation that receives support from the Ontario Ministries of Education; Training, Colleges and Universities; and Agriculture, Food and Rural Affairs. It has also been supported by HRSDC-Ontario Region and Canada's WorkInfonet. The site lists a sub heading for Ontario Resources for Exploring Options and Opportunities that includes links to 154 occupational profiles, 72 industries and sector trends, and 56 sources of LMI data and trends.

http://onwin.ca/english/index.cfm?fuseaction=view_subcategories&CategoryID=1

Inventory of Programs and Services -- The IPS contains a centrally administered database of employment programs and services in Ontario (and Ottawa) that can lead to employment. It is much more than an aggregated list in that it can be keyword searched or sorted in five major categories. In addition to local programs, it provides information on provincial and federal programs and services. The database information is provided by Findhelp Information Services of Toronto, a United Way member agency and the website hosted by the Lennox, Addington, Frontenac, Leeds and Grenville Training Board. The service is funded by both the governments of Ontario and Canada.

Unfortunately the database of local service providers is very incomplete. Searches for providers in major areas of Ottawa return "zero matches" and many of the ostensibly Ottawa programs and services are not located in Ottawa at all.

<http://ips.iwin.ca/english/home.cfm?TrainingBoardID=LB02>

vi. Human Resources and Skills Development Canada

Labour Market Information – This destination website provides information on job descriptions, employment prospects, wages and salaries, major local employers, where to get training, job comparisons and links to local labour market information.

http://lmi-imt.hrdc-drhc.gc.ca/standard.asp?pcode=lmi_v_main&lcode=e

Occupational profiles – This is a sub site of the HRSDC LMI site that contains a searchable database of occupational information classified by geography, job

description, employment prospects, nature of work, main duties, employment requirements, skills requirements, wages and salaries, where to get training, associations and unions, local labour market conditions, and occupational comparisons.

http://www.labourmarketinformation.ca/standard.asp?ppid=85&lcode=E&prov=35&qaid=9193&occ=&search_key=4&pre_sel_criteria=0

HRCC – Ottawa Labour Market Bulletin (OLMB) -- This quarterly bulletin, arguably the best source of local LMI, contains labour market news on:

- Construction
- Manufacturing
- Trades
- Transportation and Warehousing
- Finance, Insurance, Real Estate and Leasing
- Professional, Scientific and Technical Services
- Educational Services
- Health Care and Social Assistance
- Accommodation and Food Services
- Public Administration
- Tourism, and
- Local Wage Settlements

The OLMB also looks at labour force trends by industry and occupation, unemployment and employment levels, Employment Insurance claim loads, Ontario Works claim loads, and employment opportunities by occupation.

<http://www.rhdcc.gc.ca/asp/gateway.asp?hr=/en/on/offices/current/ottawa.shtml&hs=on0>

Job Futures – This website is a product of the Canadian Occupational Projection System (COPS), a labour supply-and-demand information and data bank. Job Futures provides an online career tool to help people plan for their future employment. It provides useful national information on 226 occupational groups and describes the work experiences of recent graduates from 155 programs of study. It presents earnings, outlook, average employment and future work prospects. Work is ongoing to expand and update this site. However, local conditions for occupations are not available.

Job Futures also has a web based newsletter, although only one evident issue and, like the Job Futures website as a whole, hasn't been updated since March 2003. The information contained in the newsletter on tomorrow's most promising jobs, new industries offering new opportunities, and job opportunities across Canada was interesting but was at too high a level for local job seekers.

<http://www.jobfutures.ca/en/home.shtml>

Canadian Apprenticeship Forum – has developed a 3-phased project designed to provide Canadians with an accessible and one-stop inventory of apprenticeship information. The site lacks an ability to search locally.

<http://www.apprenticetrades.ca/en/>

Canada Prospects – This is an annual online newsletter published by the Canadian Career Consortium. Its 2002-2003 volume published some LMI assessment tools that were oriented to the national economy level.

http://www.canadacareerweek.com/products/cp_nav/home_e.cfm?yearid=9§ionid=5&art_number=0

vii. ONESTEP -- The Ontario Network of Employment Skills Training Projects (ONESTEP) is a province-wide registered charity for organizations that sponsor community-based training projects. Its member agencies provide over 450 programs throughout Ontario to help people prepare for, return to and/or maintain employment. More than 100,000 people use its services each year. Services include career and personal counseling; literacy, ESL and numeracy programs; job-finding clubs; computer courses; and job placement. ONESTEP scans media for employment related stories and re-publishes them on its website. It also includes a variety of links to LMI websites and articles dating back to 1998.

<http://onestep.on.ca/resource/resource.cfm?clickedid=2&ulevel=1>

Ontario Wage Survey – Wage information plays an important role in the proper functioning of a labour market. Employers need it to determine an appropriate rate of pay that is competitive with rates paid by other employers. Workers need to know the wages and benefits associated with different occupations. The Ontario Wage Survey provides agencies that assist workers in finding employment, information they need to help job seekers make important decisions. The Ottawa portion of this included 148 occupations classified by 1991 Standard Occupational Classification (SOC). Information was collected between March and April 1999. Data is six years old.

http://www.onestep.on.ca/ows/Ows99_Eng/occ_list_46_e.html

viii. Alliance of Sector Councils -- The TASC is a coordinating body formed of some 29 sector councils. The Sector Councils bring together representatives from business, labour, education, and other professional groups in neutral forums in order to comprehensively and cooperatively analyze and address sector-wide human resource issues. This is a rich but uneven resource in the sense that not all have websites and not all sector councils provide the same high degree of occupational information as say the Software Human Resource Council. The sector Councils do not provide local data.

<http://www.councils.org/tasc/nav.cfm?p=index&l=e>

Commentary

OCRI-TalentWorks, the Social Planning Council, the United Way and the City are all making reasonable attempts at providing timely data targeted to local needs. However, much of their posted data relies on StatsCan or provincial data and suffers from the lack of timeliness and relevancy typical of those sources.

The Ottawa Labour Market Bulletin is probably the best, most reliable, most current local LMI source in Ottawa. In addition to survey data, its brief news highlights of Ottawa's major industry sectors add a lot of value. Given that the local office has endured staff cuts of over 80% in recent years without a commensurate cut in mandate, this is nothing short of remarkable. The survey data still, however, requires some interpretation, as it is directed towards labour market researchers and academics, not the general public.

As a federal information product the OLMB is unfortunately constrained by policies that require standardized content and appearance across the country. This standardization tends to curtail innovative local responses or approaches to make LMI more relevant to job seekers, students and small businesses. However, the local HRCC office is extremely open to working with local partners within these constraints to improve the degree to which job seekers can benefit from local LMI.

Among the other provincial and national web sites there are frequently too few links to local LMI and statistics. Often the links to LMI tend to direct users to organizational home pages rather than the sub site that actually contains LMI. This places an added navigational burden on users to figure out where the LMI might be located. In addition, when a site simply lists links and there is no way of prioritizing them, it can add to the users confusion in terms of "what does it all mean?".

While employment assistance is envisioned as part of the Ottawa 211 service, its capacity to assist job seekers will be limited to steering inquiries to other community resources that engage clients around LMI. That said, the existence of a centralized workforce portal and/or centralized community information resource would simplify the 211 service and facilitate its ability to provide more comprehensive work information to area residents.

In this group, the resources that seem to stand out the most in our opinion are the *Ottawa Labour Market Bulletin (local information)*, Ontario Job Futures web site (occupational information), the HRSDC LMI site (all purpose), the Software Human Resource Council web site (comprehensive industry specific), and the searchable structure of the Inventory of Programs and Services (service provider access). In future, the United Way 211 service, the City's external performance indicators, and the Social Planning Councils Bank of Knowledge promise to improve the access, range and usability of LMI.

3. Needs Analysis

Having reviewed the various sources of LMI available to Ottawa residents, in this section we examine the needs of the users of LMI and how the effectiveness of LMI might be improved. We begin by establishing our target audiences and by calling to mind some of the key issues with respect to LMI that exist not only in Ottawa but also nationwide to provide a context for possible solutions. We then consider some of the more Ottawa specific issues and suggest some basic criteria that would need to be incorporated into any solution.

3.1. Target audiences

The primary target audiences of LMI, both in terms of overall numbers and in terms of those most likely to be interested in new or modified LMI tools, include:

1. Job seekers (including the unemployed and those employed persons seeking to change their jobs /careers)
2. Students (including those in high school, university, college, and private colleges)
3. Small businesses

Secondary target audiences (primarily those that serve the above) include:

1. Recruiters
2. Job placement professionals
3. Career guidance and counselling professionals
4. Community organizations serving unemployed, poor, immigrants and other disadvantaged groups
5. Public agencies directly serving the job seekers, students and small business
6. Educators and training professionals
7. Local media

Assuming the purpose of LMI is to encourage better decision making among those involved in making job, career or hiring decisions, a cursory review of currently available LMI reveals that the content, the channels, and the tools associated with LMI are not directed to either the primary or secondary audiences. LMI is presented as if the primary audiences were statisticians, policy makers and academics. Given the costs mentioned earlier associated with making bad career decisions, it is our conclusion that *LMI needs to be extensively democratized* to make it more both accessible and understandable to the primary and secondary audiences in order to enable them to make better choices¹⁷.

Therefore there are several key factors that need to be taken into consideration by communities to achieve this democratization (see Table 1). Communities should:

- identify LMI which is relevant to the primary audiences. Old information or information about other places is not relevant to today's job seekers, students or small businesses unless it is presented as part of a trend or comparison.

¹⁷ This theme of democratizing neighbourhood information is being promoted by the Urban Institute in the National Neighborhood Indicators Partnership <http://www.urban.org/nnip/concept.html>

- package LMI in ways that allow it to be easily assimilated by both primary and secondary audiences. (for instance pictures, stories and social networks are all helpful tools that facilitate the integration of new information)
- find a balance between effectiveness and efficiency in LMI dissemination
- present the information so that it can lead to some actionable outcomes (there must be a clear path from LMI to knowledge to action by the job seeker/student to find work, define a career path, enrol in a training program, or find additional help)
- make LMI easily accessible (in terms of language, geography, disability, etc.) to both the primary and secondary target audiences

Table 1: Key Factors for Democratizing LMI

		<p>Balancing effectiveness & efficiency in dissemination</p>	<p>Positioning LMI so it leads to actionable outcomes</p>	<p>Making LMI easily accessible</p>
<p>Identify LMI data sources</p> <p>Identify relevant indicators <i>Direct-</i> Current local employment environment <i>Indirect-</i> Trend data <i>Impact</i> on Job market</p> <p>Consult with users, analysts & data experts</p> <p>Identify how indicators relate to one another</p> <p>Finalize and publish indicators</p> <p>Prepare Indicator and Data Profiles (see Appendix 7)</p> <p>Periodically review indicators</p>	<p style="text-align: center;">Less Pragmatic</p> <p style="text-align: center;">Occasional Reports</p> <p style="text-align: center;">Aggregator Portal</p> <p style="text-align: center;">Local Coordinating Body</p> <p style="text-align: center;">211 referral</p> <p style="text-align: center;">Local LM Services Portal</p> <p style="text-align: center;">Community Information Index</p> <p style="text-align: center;">Employment E-zine OR Newspaper</p> <p style="text-align: center;">Educational outreach</p> <p style="text-align: center;">Networking</p> <p style="text-align: center;">Personal consultation</p> <p style="text-align: center;">More Pragmatic</p>	<p>High effectiveness model has personalized support mechanisms for valuing, interpreting and integrating LMI</p> <p>Low effectiveness model leaves valuing, interpreting and integrating LMI to job seekers</p> <p>High efficiency model is low cost and emphasizes self serve web based tools</p> <p>Low efficiency model is high cost due to extensive use of specialized labour and reliance on one-on-one interactions</p>	<p>LMI should link to link to local providers for:</p> <p><i>Job searching</i></p> <ul style="list-style-type: none"> Job boards Recruiters Job placement Job networks <p><i>Career Decision Support</i></p> <ul style="list-style-type: none"> Mentors Career guidance Job counselling Career coaching Public agencies Community organizations <p><i>Education & Training</i></p> <ul style="list-style-type: none"> Universities Colleges Distance education School boards Private trainers 	<p>Easy to read</p> <p>Easy to navigate</p> <p>In both official languages</p> <p>Found where job seekers are</p> <p>Free or very low cost</p> <p>Accessible to disabled</p> <p>Accessible online and offline</p>

3.2. Analysis

General Comments on LMI

According to comments made at the Forum of Labour Market Ministers (FLMM) LMI Working Group¹⁸ there is a general need to go beyond the collection and publishing of basic LMI. Specifically the Forum identified that:

- Moving through the stages (see Figure 2) of collection of data to the analysis and contextualization of data into information is useful for individual and policy decision makers. Making the information accessible and understandable will enable decision makers and individuals to make informed choices.
- More energy and effort in enabling users to make decisions about their future, although LMI also helps inform public policy.
- Systematic teaching about using, not just access to LMI is important.
- Selecting the right data to collect and using it (interpreting it) can help decision makers make the right decisions.
- There is a need to place data in context and look at relationships.
- There is a need to develop consistent methodology and classification of data to permit comparability of data.
- There exists a need to develop evaluation frameworks.
- The importance of using the language of the local labour market and bringing it down to the individual level so as to make it easily understood.
- Industry is focused on investing in people "just in time", it is difficult to plan and envisage needs in 5 years.

Similar comments are reflected in the City's *Ottawa 20/20 Talent Plan*, where the third strategic direction emphasized the need for "centralized, ongoing access to workforce related information"¹⁹. It identified three key actions that would be necessary to realize this objective – "gathering clear, timely and comprehensive information; sharing this information in a manner that meets the needs of employers, job-seekers and the community at large; and providing people with the tools and training to analyze, interpret and apply this information to their own circumstances."

The Talent Plan also identified that labour market data is often collected in isolation, that it can be dated and incomplete (emerging occupations, for instance, are not recorded in statistical surveys) and that the average person does not possess the necessary skills to make use of the information to support his or her job or career related decision making.

From the review undertaken in this report, it is evident that the obstacles regarding LMI identified in 2003 in the City's Talent Plan remain. *Fundamentally*

¹⁸ Labour Market Information Working Group, *Summary Report on 2003 National LMI Forum*, Forum of Labour Market Ministers, LMI Secretariat, Edmonton, July 2003: pg. 6

¹⁹ City of Ottawa, *Ottawa 20/20 ~ Talent Plan: A Supporting Plan of the Economic Strategy*, April, 2003: pg 23

the problems remain persistent because LMI is not oriented to serve job seekers, students or small businesses but to institutional planners in large public or private organizations equipped with statisticians or other LMI professionals.

Previously economic and labour policy rested on programs and services to improve the decision making in large corporations. In today's knowledge economy, where the difference between success and failure rests on the management of only one real resource – the human one -- the key decisions regarding this resource are taken by individuals not companies or governments. It remains with individuals to choose where, when and how they apply their talents. In recognition of this, regional economic development has become more of a bottom-up exercise of encouraging the right choices by key individuals rather than being the product of centralized decision making among a few organizations.

Therefore any community which can not ensure that individuals -- whether they are job seekers, students or small businesses – are provided with good and timely career and labour market information, undermines decision making on the only resource that really matters. Such communities will not be able to develop, attract or retain top talent and will be consigning their companies and themselves to a future of decline.

Said one interviewee, “Currently we are undergoing a major shift in responsibility for the maintenance of a skilled workforce -- from governments to companies and to individuals. Yet the information that individuals and companies need to make good decisions isn't available. The information that is available still continues to support the public decision making model.”

The guiding assumption present in the publication of most LMI is that it primarily serves public decision making. This is a relic that must be uprooted. We can no longer afford to accept, for instance, the presumption that the employment rate for Ontario two years ago would be of any interest to today's Ottawa job seeker or student interested in the employment opportunities in tomorrow's jobs, in a specific industry, in a specific occupation, or in a specific Ottawa neighbourhood?

This gulf between the guiding assumptions of LMI and the needs of its most important users is huge. And it is a gulf that is further reinforced by the backward-looking, historical orientation of LMI whereas the target audiences are always looking to the future. This gap represents an *extremely important public policy question* – one that has yet to be adequately acknowledged or directly addressed by any order of government and yet one that is integral to the future success of every Canadian community. While the transition costs associated with adopting a new information paradigm may today seem inconvenient, the opportunity costs associated with a failure to adapt to the needs of the knowledge economy will be many orders of magnitude greater.

This is why there is a need to refocus the efforts of public data providers to serve the decision making of job seekers, students and small business with current local data as an essential public good. Yet it is not within the scope of local decision making (either at the municipal or civic level) to determine or compel this kind of fundamental policy change. The change must come from provincial and federal authorities.

This situation is further complicated by data collecting agencies such as Statistics Canada that seem to view themselves not as providers of public goods to citizens but as service providers whose clients should be subject to user fees²⁰. So while current, local labour force information may exist with StatsCan, that data is not treated as a public good but it is held back to be used as part of transactional services in a commercial market. Thus citizens who could use this information to guide their employment decisions are denied their rightful (since they paid for it) access to it. In today's knowledge economy, information is like money. The more it circulates the more wealth it generates. Therefore constraining the information flow is tantamount to putting brakes on development.

Oddly, this is a peculiarly Canadian attitude. Usually only the irrelevant (to job seekers) national or provincial data is made available for free. By comparison, the US Bureau of Labour Statistics collects and publishes local labour market information freely over the Internet – without concern as to who uses it -- individual citizens, academics or corporations. In fact, as our interviews with Newfoundland's Community Accounts revealed, the US-BLS has even expressed a willingness to share the LMI they have on Canadian cities as an added means of comparison for US cities.

The misalignment of LMI in favour of institutional over individual decision makers is further underscored by the common practice of aggregating local LMI, homogenizing it and presenting it almost exclusively at provincial and national scales. While it is easier for policy development to submerge local differences and assume uniformity across a jurisdiction or by averaging results over a regional, when this centralizing mindset is applied to LMI and projected onto local job markets, it can skew the perception of local realities in favour of regional, provincial or national averages.²¹

This kind of LMI does not tell the true story of what's going on in the job seekers' backyard. Said one interviewee we spoke to, "there is not enough detailed occupational data. Even Ottawa is too high a level! The cut off point in StatsCan data of 1500 is absurd. In some critical trend setting occupations there are not 1500 people in the entire world. Yet the presence of a few these people can be enough to attract companies and even entire industries." The example previously

²⁰ Note: This is also the result of classifying Statistics Canada as a Strategic Operating Agency and causing to operate on a cost recovery basis

²¹ Note: West Virginia for example publishes detailed county level data
<http://www.wvbep.org/bep/lmi/>

mentioned in Section 2, “Poverty by Postal Code”, clearly demonstrates how local data can more effectively address root causes of community problems, including jobs.

All jobs are inherently local. They are rooted in a place, even if the scope of the job’s activities is not. The positions of carpenter, nurse, accountant, even Prime Minister, may all be filled and conducted in Ottawa as the place of work. The broader operational job contexts, such as Ontario or Canada, are immaterial to a specific job’s place of business. LMI typically lacks this geographical precision which unfortunately reduces its utility to job seekers. Therefore all effort should be made to provide LMI at the most local level so as to allow its users, whether they be job seekers or researchers, the degrees of freedom they require to build the geographic data scope that is most useful for them (this is an accommodation currently offered by the Community Accounts initiative in Newfoundland). The Forum of Labour Market Ministers came to a similar conclusion and underscored further “the importance of using the language of the local labour market and bringing it down to the individual level so as to make it easily understood.”²²

These problems are exacerbated by the common practice of disseminating LMI in the form of printed reports -- reports that are time consuming and costly to prepare and outdated as soon as they are printed. Said one interviewee, “While the decisions involved in workforce management are plagued by the need to base future decisions on past knowledge, we can’t even get past data in any timely or complete form to be useful.” The OLMB, for instance, which is the most current source of Ottawa labour market data requires three to four months to prepare -- principally because of the federal administrative approvals process. The printed report approach becomes particularly expensive in Ottawa’s case where the need exists for LMI to be bilingual.

The preference for printed reports is an anachronism that should be ended. For instance, given the large penetration rate for Internet services in Ottawa (over 75%) and the presence of public Internet access in libraries, community houses, and many other community service locations throughout the City, the use of web based dissemination methods for LMI should be given priority. Even those citizens without Internet service or computers can have printed access to LMI through these community resources if it is available over the Net. Web-based LMI offers the only realistic opportunity for the provision of up-to-date information for job seekers.

In reviewing the many LMI sites identified earlier, one is quickly confronted by the problem of too much data and not enough actionable knowledge. Figure 2 presents the value adding chain associated with LMI -- one that ultimately leads to knowledge, enabling action and wisdom. However, LMI is too frequently found in its raw or next to raw data formats. Most LMI has not been transformed sufficiently through study or dissemination to enable practical action. These

²² Ibid pg 6

transformation processes go beyond simple data collection – they massage the data, interpret it, authenticate it and format it in such a way that users can apply it to their own lives. These processes include analysis, debate, and third-party validation and are usually carried out through the community's social capital infrastructure including local media, the Internet, local workshops, and more interactive exchanges through client contacts, networking, and counselling. According to the 2004 Ottawa TOPs report, "... a higher degree of interactivity is needed for the information to be useful to a wider audience."²³

LMI should be pragmatic, that is, it results in changes to the job seeker's thinking or behaviour. If behavioural changes are to be realized then the job seeker must not only find something new but also be able to integrate and apply that new information to his or her life. For example, the Ottawa iWIN site attempts this integration by aggregating a multitude of LMI, job search, and training links but the effort required in navigating this mass of websites tends to undermine the utility to users. The Ontario Job Futures site and HRSDC LMI site both tend to achieve a degree of integration between information and action but remain limited in terms of local content.

This lack of uniformity in bringing together information of different types and from different sources (other than just aggregating it) places a high burden in terms of user time and competence to integrate and confirm the usefulness of the information. This confirmation burden is highest with those web sites that simply aggregate sources without any indication of their comparative value, of the information's relevance or of its meaning to job seekers. What gets provided is more data when what is required is more intelligence on the local job market. To be more useful to job seekers, students and small business both the temporal cost as well as the required expertise level need to be brought down. For a public audience, LMI would be easier to convey if it were presented more journalistically in the form of local narratives, stories, pictures, graphs or even in the form of an easy to read newsletter.

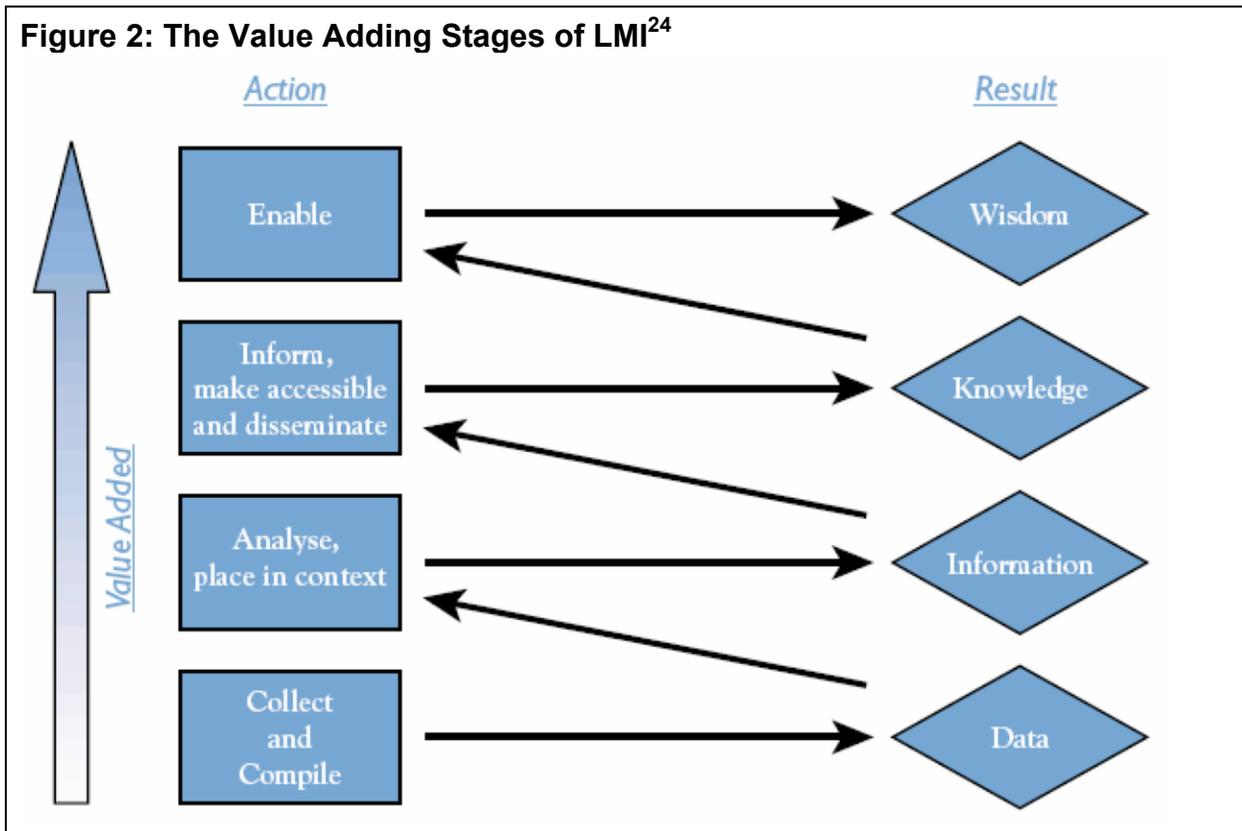
Getting labour market information into the hands of job seekers, students and small business is a clear a broad public good. But while it is true that individuals benefit from LMI, the collection, access and interpretive costs associated with LMI are well beyond the means of most individuals. Good knowledge-type LMI (as described by Wagner) tends to suffer from the "tragedy of the commons" in that a single organization whether public, private or civic has little incentive to refine raw LMI data because so many others would benefit.

On the other hand the cost to governments to generate knowledge-type LMI is marginal because the raw data is already a by-product of core policy activities while the socio-economic benefits of a well informed labour market are potentially great. Thus the transformation of LMI into labour market knowledge fits the classic definition of a 'public good'. But what is observed is that instead of

²³ TalentWorks, Ottawa Trends, Opportunities and Priorities (Top) Report, March 2004

treating LMI as an important public good, LMI prepared for policy purposes, is disseminated with little, if any, further refinement to a public that has no means to effectively assimilate it.

Figure 2: The Value Adding Stages of LMI²⁴



LMI in Ottawa

The fact is, because of these inadequacies of public policy, no Canadian community is doing a really good job at getting LMI into the hands of job seekers, students and small businesses in a manner that positively impacts their decision making. That said, each community can and should do the best it can with the LMI resources under local control – such as the resources resting with the City, the not-for-profit organizations and the educational institutions. The key local issues revolve around increasing the reach and the circulation rate of available LMI; improving coordination among local LMI stakeholders; and creating a unified local voice to advocate for change in LMI related public policy.

As the primary provider of local LMI HRSDC's *Ottawa Labour Market Quarterly Bulletin* publishes the most up-to-date information on Ottawa's labour market but its technical format tends to minimize its usefulness for a general audience.

²⁴ Labour Market Information Working Group, *Summary Report on 2003 National LMI Forum*, Forum of Labour Market Ministers, LMI Secretariat, Edmonton, July 2003: pg. 7

Apparently, HRSDC has been making efforts to reformat the *Bulletin* to reach a somewhat less sophisticated readership, although the Ministry's standardization policy will limit the extent of this reform. Maybe more importantly, recent staff cuts have reduced the capacity of the local HRCC office to provide additional analysis and comment or to conduct local educational outreach activities.

In contrast, the Employment and Business Journal (EBJ) -- a private monthly journal about employment opportunities in the Ottawa region with a print circulation of 50,000 monthly distributed mainly to job seekers and students -- has successfully conveyed career and employment news for over ten years. It has a well developed distribution network and a sustainable business model, although it tends to be thin on labour market content and commentary. The complimentary strengths of the OLMB and the EBJ naturally beg the question of a possible partnership.

Another reason LMI is poorly assimilated by Ottawa job seekers, students and small business may be due to an underutilization of Ottawa's rich social capital infrastructure. Despite the numerous opportunities and venues for social learning that take place in Ottawa -- through the networking events of OCRI, the Ottawa Life Sciences Council, LASI, the Ottawa Chamber of Commerce, the university and college career fairs for students, etc. -- LMI does not seem to have made a big impact. Aside from university and college job fairs, there seems to be little in the way of events dedicated to future industry and job markets trends in Ottawa. Some concerted attention on LMI is required by community leaders.

This "concerted attention" is unlikely to be found unless the community first finds support for the development a partner management capacity to coordinate the area's key workforce stakeholders. Previously, the principal body for doing so has been OCRI-TalentWorks, but the recent scaling back of OCRI-TalentWorks' Secretariat and the departure of the Executive Director is worrisome.

Even if vehicles can be found to circulate LMI better and to sustain the partner management capacity of local workforce stakeholders, the community lacks a dedicated community information infrastructure which could provide a stable context for the ongoing collection, transformation and publication of local labour market information. The "Ottawa 20/20 Talent Plan" recommendation for a centralized *Community Information Index* (much like Community Accounts) would have provided such a context but this option may not be appropriate (see Section 5). What seems more acceptable to local stakeholders at this time is the coordination of multiple, independent indicator projects, data providers and researchers, along with some form of Internet gateway vehicle to access local data over the web.

3.3. Local LMI Design Criteria

For LMI to positively affect decision making in labour markets it must be moved, according to Dr. Norm Wagner at the 2003 National LMI Forum, from the stage of compiling and collecting to the more mature stages of analysis, dissemination and enabling (Figure 2). In our opinion, the tools that are provided to support this maturation of LMI should include the following six design criteria. They should:

1. be primarily designed to support decision making among job seekers, students and small business. To do so, it should be
 - as current as possible
 - as local as possible
 - forward looking not historical (except in pointing to future trends)
 - readable, meaningful, user friendly and easily navigable
 - be presented in formats that are naturally recognizable by job seekers
 - capable of integrating as much information as desirable for the job seeker rather than leaving all of the integration task to end users
 - designed as a self service tool, however... it may require additional educational or analytical support services
 - be free or inexpensive for end users
2. support the activities of recruiters, job placement, career guidance and job counselling professionals
3. be useable by Ottawa community organizations to develop their community intervention strategies and assess their progress
4. not compete with already existing job related services but complement and enrich them
5. contain links to the various job seeker service providers
6. be regularly updated on a weekly or at least on a monthly basis

With these criteria in mind one can consider a variety of models for the dissemination of LMI in Ottawa.

A first step might be to identify the information likely to be most helpful to job seekers and students in guiding their decision making around employment / training options. A starting point might be the list of indicators presented in Appendix 1. These indicators should be shared with a cross section of stakeholders and discussed as to their meaning, usefulness, cost, etc.. When a final list has been agreed upon, indicator and data profiles should be prepared and recorded for future reference (a template of these profiles may be found on the Environment Canada site referenced on the indicator list or in Appendix 8).

With a list of indicators in hand one must then consider the channels for distributing them. Ten options are presented in column 2 of Table 1 back on page 34. They have been organized in order of their ability to convey pragmatic

information to job seekers – from less successful (such as printed reports) to more successful (such as personal consultation). These alternatives are described in detail in Section 4. They have also been mapped according to efficiency and effectiveness criteria in Figure 4 on page 52. in order to aid the prioritization of alternatives.

Finally, all the common issues of accessibility need to be addressed, including: readability, navigation, bilingualism, user cost, accessibility for the disabled, online and offline accessibility and convenience.

4. LMI Dissemination Model

4.1. Alternatives

1. **Printed compilation report** -- Reports (such as *Ottawa Works*) are the traditional means for disseminating LMI, although they are usually published in narrow topic areas for use by statisticians, academics and policy makers. They are not usually prepared for use by the general public or job seekers or with the intent of depicting a comprehensive picture of workforce dynamics. The series of *Ottawa Works* reports was an interesting change from this trend offering a degree of both interpretive value and comprehensiveness. However, it suffered from the static nature of the data, the aged nature of many of its indices, the long time line to produce it (essentially making it out-of-date when published) and the high cost of its production (without having to incur any public dissemination or marketing costs). Based on the *Ottawa Works* project, the costs of producing a report similar to *Ottawa Works I* can be estimated at \$150,000 annually for a limited run (2,000 copies) publication.

This alternative exhibits low efficiency and low effectiveness.

2. **Aggregator website of LMI data sources** -- This alternative already exists with the iWIN website. The iWIN site could be augmented with additional local web sites to make it more complete and could be updated more frequently. The iWIN site represents a first step in providing better LMI and is the only currently available option of its type. The first-stop portal proposed by the community in 2002 has yet to find traction with funders.

With the aggregator website there is no attempt to provide interpretation, navigation is difficult, there is no way of prioritizing which sites would be more or less valuable for an individual, and there is little in the way of currency or local relevance among the sites listed. Although this option may not be ideal, the Ottawa iWIN site is a giant step forward from the previous alternative – no information. This alternative exhibits high efficiency since it is a simple list published on the web but is low on effectiveness due to its lack of integration, local focus and currency.

3. **Local Workforce Coordinating Body** -- The provincial and federal governments have jointly funded local bodies across Ontario to track new labour market issues, to develop local area plans, and to create or enhance partnerships that address priority labour force development issues in their geographic areas. One of the main activities of local workforce coordinating bodies has been to produce a Trends, Opportunities and Priorities Report with input from the community. These reports have then been used to guide the development of new projects and partnerships to address local priorities. It should be noted that in Ottawa's case the City has also provided significant funding and support for these activities in this community.

Since 2001, OCRI-TalentWorks has led these workforce activities on behalf of the community of Ottawa. Where it was relevant, some projects also involved partners within eastern Ontario. TalentWorks was originally an initiative of The Ottawa Partnership which was managed by OCRI. The Ottawa Partnership is a voluntary, economic development steward for Ottawa and continues to be a champion of OCRI-TalentWorks and its projects. OCRI is Ottawa's lead economic development agency and provides administrative infrastructure as well as additional championing the program. OCRI-TalentWorks relies on the voluntary contributions of members of the TalentWorks Steering Committee for strategic direction and championing. This latter group includes representatives from all three levels of government, business, education, labour, job-seeker and community groups, as well as business associations and economic development agencies.

Currently this alternative exhibits moderate effectiveness due to its limited resourcing but exhibits high efficiency for the same reason.

4. **Ottawa 211 Service** -- This service is still in development. The LMI component of the United Way's 211 service is a planned aspect of the community's telephone support system that will direct callers to a variety of community resources including where to look for help in finding employment, LMI, and career counselling. The service will essentially be ubiquitous throughout the region – accessible wherever there is phone access. Because the service is being developed for a wide range of community services, the cost associated with LMI will be marginal. However, telephone agents will not be able to go into any depth with callers on any request and will not be able to present long lists of service providers or information sources, let alone discuss the merits of specific data.

The existence of a centralized labour market services portal or a few practical resources for LMI would greatly enhance both the effectiveness and efficiency of this 211 initiative. If these are in place as this initiative comes online, then we can expect low-moderate effectiveness due wide coverage but only limited content but high efficiency owing to the marginal cost of set up and delivery.

5. **Local LM Services Portal** -- One means of ensuring that LMI is disseminated along with an ability to understand and act upon it is through a web portal that presents all three aspects together – information, tools for understanding and possible actions. Unlike the Aggregator website the Services Portal would have to be more than just a list. In our review, we have observed three manifestations of this – the destination website, the gateway website and the *wayfinder* website.

a) The *destination website*, like the [Ontario Job Futures](#) site or HRSDC's [Job Futures](#) site, contains a lot of job information within it. It contains occupational

profiles, employment trends, and education and training links. Much of this information has a longer shelf life than job search data or LMI on current employment and unemployment conditions. The emphasis in the destination site is on integration. Trend analysis is presented in less technical language than the Labour Market Bulletins and is applied to each occupation. Navigation is easier because all the information is organized over one site.

However, the challenge with this type of site is its massive size due to the requirement to put everything on one website. While Ontario Job Futures provides excellent coverage of its occupations it only covers 157 occupations compared to HRSDC's 226 occupations which also have less detail. In addition, neither website presents emerging occupations that have not been identified in the last census nor do they include local labour market conditions. Besides this, the sites require large maintenance costs in order to keep the data fresh and consequently they are not frequently updated.

Because the cost of this information is leveraged over the entire province or country, these sites exhibit high efficiency relative to Ottawa, although their lack of completeness and currency would suggest they have only moderate effectiveness for Ottawa job seekers and small business. The notable exception to this would be students trying to define a career path and for whom this site could be very useful.

b) the *gateway website*, like the IEC of Hamilton's site for the skilled trades (www.Skilledtrades.ca), pulls together a lot of occupationally relevant knowledge and uses a multiplicity of channels to convey it including: a knowledge base, skilled trade news, free job search, occupational profiles (weekly and archived), an event calendar, a newsletter, guest speakers, interactive surveys, and discussion forums. All the information and links are embedded in a context that guides the job seeker through the important steps of finding work, exploring a career or obtaining advice. LMI is presented so as to directly support these activities. It also helps employers to connect, inform and educate job seekers and students about the trade occupations. The channels utilized provide a variety of ways users can obtain and assimilate the information they are seeking. It's also easy to use and navigate throughout.

The major weakness of skilledtrades.ca is its limitation in fact to skilled trades. Developing a similar website for each occupational or industry group in Ottawa might sound ideal but such a course seems highly impractical given the unlikely event of any individual funder (or collection of funders) undertaking the cost. This solution would also be prohibitive on a subscription basis – because of the narrow audience associated with each occupational or industry group. Thus this alternative exhibits high effectiveness but low efficiency.

c) the *wayfinder website*, like a modified version of the recommendation contained in the *WIN 2002* proposal, would include LMI, an inventory of programs and services, links to training and education services, links to job boards and events, and an e-zine. The *WIN 2002* report proposed other features that included that it:

- be free of charge;
- be bilingual;
- be easily navigable and searchable;
- be automatically updated;
- have the capacity to generate integrated reports;
- provide email accounts for users;
- link to financing and funding opportunities;
- provide interactive tools and surveys for assisting users find jobs, training, advice or information
- provide online interview training;
- provide online and printable tutorials to assist in its use; and
- provide a toll-free telephone helpline.

Given the independent development since 2002 of many of the constituent elements of the *WIN 2002* recommendations, it seems that a simpler, less expensive *wayfinder* option (also detailed in the 2002 Work Information Network report) may be all that is required at this time. If Provincial authorities are willing, then the existing IPS platform could be expanded upon because it already has a searchable database of local services and can be organized into smaller service and geographic areas²⁵.

In order to align the IPS website with the Ottawa's 2002 *WIN* recommendations, the IPS needs to include more local service providers, be updated more frequently, and provide additional capabilities such as, reporting, user email accounts, links to LMI and funding, online interactive tools (like FAQs or 'Flash type' tutorials), and a telephone helpline. One might estimate 1 full time equivalent (FTE) to create and implement this type of locally centric upgrade and 0.5 FTE's annually to maintain it. This assumes that LMI content and an e-zine are developed separately and that the 211 service can be substituted for the telephone helpline.

Alternatively, another opportunity exists for the community to influence the development of the architecture for the Ontario One-Stop education, training and labour market portal that is currently taking shape and that will be reported on in December 2005. (This report will be forwarded to the designers of the One-Stop portal to inform their research.)

However, any *wayfinder* site will still need to address the public policy shortcomings that are magnified in an aggregator site such as local

²⁵ If the IPS can not be modified, the Ottawa iWIN site might be considered for upgrading.

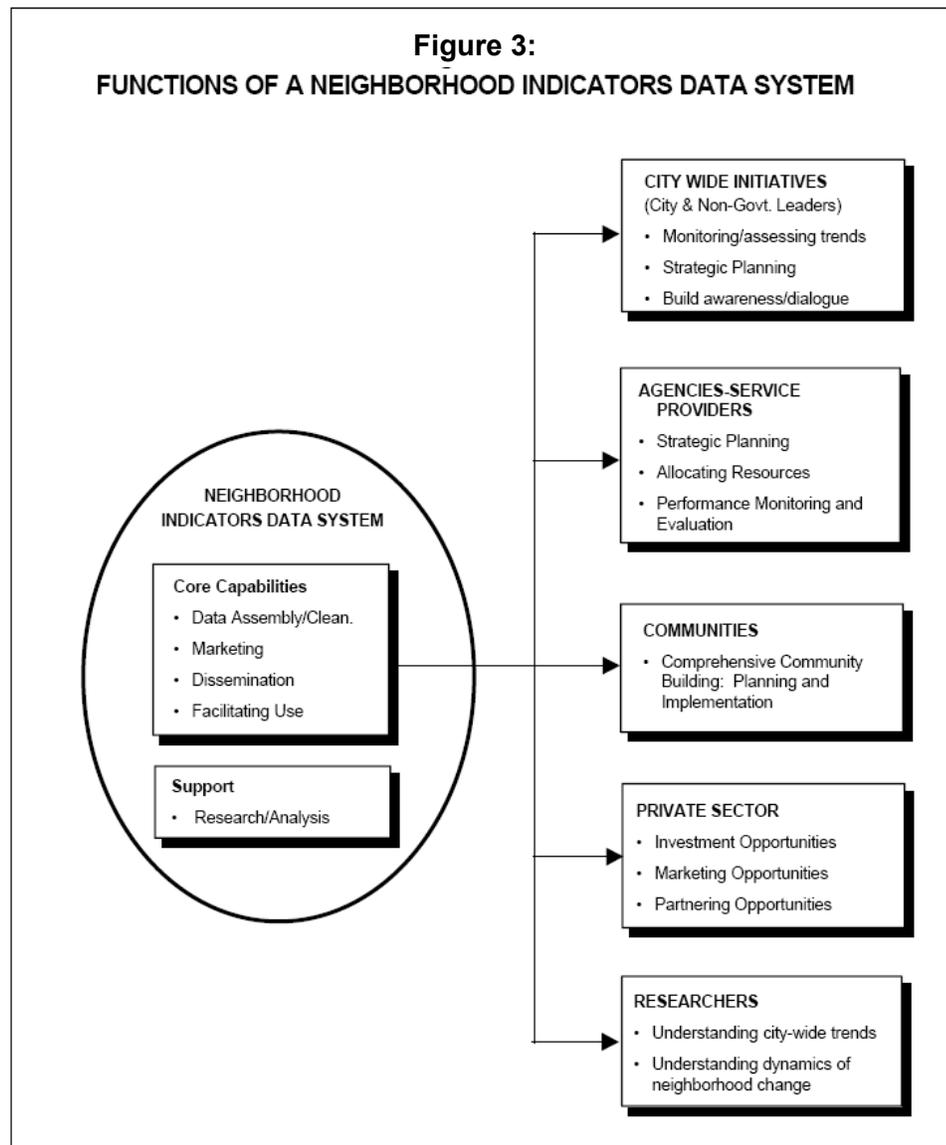
relevance, currency, interpretation, and navigation. A well designed *wayfinder* site could exhibit moderate – high efficiency (the IPS site needs to be upgraded first) but when it is, then moderate effectiveness may also be expected due to a centralization of LMI access, the cross-linking with labour market services, and positive, spill-over impacts on other alternatives such as the 211 service, local coordination, a community information index, an e-zine, educational outreach, networking, and personal consulting.

- 6. Community Information Index** -- This alternative coordinates and compiles a variety of socio-economic indicators (such as those LMI presented in Appendix 1), including both labour market demand and supply related information, and presents them in a systemic and inter-related way (as they are in real life). This type of channel can potentially provide both online support tools to help interpret LMI, other statistical information and third party analysis of data. A community information index could enhance public accountability by providing generally accepted measures of progress on a number of complex policy files. It could also provide not-for-profit community organizations with outcome data to assess their social interventions. In addition to basic data, such an infrastructure could make use of pictures, graphics and stories to help convey or make real quantitative data. Figure 3 suggests possible functions²⁶ of a local indicator system.

A current example of a Community Index is the City of Ottawa's online Community Profile but this site is very limited, using older statistical data and providing no interpretation or analysis. The City expressed the desire to create a more elaborate Ottawa Community Index as a tool to monitor progress on its Ottawa 20/20 Talent Plan, and a framework document on the City's performance measures is soon forthcoming. As a result the Community Profile project seems to have been put on hold. Consequently, this alternative exhibits high efficiency, as it represents only a marginal activity for the City's Planning Department, but low effectiveness due to dated information and low public profile.

A better example of this type of alternative is represented by [Community Accounts](#) (CA) which was Canada's first Internet-based data retrieval and exchange with unrestricted access to view and analyze data down to the community and neighbourhood levels (see Appendix 4 for further information). It has provided citizens and policy makers with a single comprehensive source of key social, economic and health data that would not be readily available, too costly to obtain, or too time consuming to manually or otherwise retrieve and compile.

²⁶ National Neighborhood Indicators Partnership, Building and Operating Neighborhood Indicator Systems: A Guidebook, Urban Institute, 1999, page 62 <http://www.urban.org/nnip/pdf/guidebk.pdf>



In addition to labour force data, Community Accounts presents data across ten other areas including wellbeing, income and prosperity, social capital, health, production and economics, demographics, education, resources, and environment. CA's unique features include:

- a systemic presentation of data that recognizes the interdependence of many socio-economic variables;
- the use of the smallest area data units so that information can be rebuilt into almost 1400 areas of geographic consideration from neighbourhoods and villages to the province as a whole (a level of detail wholly unavailable in other provinces and cities);
- the promotion of third party analysis;

- an active program of education and online support in the use and understanding of the indicators used;
- direct links to the province's economic development strategy; and
- a fully funded public program with oversight by the province's not-for-profit leaders

Adapting the CA model to Ottawa would require a degree of scaling down from Newfoundland's 1400 areas of geographic interest to Ottawa's approximately 350 areas of interest. CA had an initial start-up cost of \$300,000, a cost likely to be less in Ottawa due to reduced complexity and because the Social Planning Council has already conducted some initial planning and development for a similar initiative called the Bank of Knowledge – even to the extent of posting a template of the website piloting an account on diversity. CA's original start-up cost could be further reduced because of an offer by CA to provide its proprietary operating software for at no charge.

To maintain a service similar to CA, it is likely that an ongoing commitment for 3-4 full time equivalents (FTEs) and \$20-50,000 for necessary data costs plus Internet Service Provider and computer costs will be required. Such work overlaps to some degree with efforts currently being staffed at the City and at OCRI and it also overlaps to some extent with the 211 Initiative, the United Way's work on Impact Councils and the academic activities of the Community Based Research Network of Ottawa, the Centre for Research on Community Services and others. This overlapping of activities on community indicators is suggestive of a potential partnership. However, such a partnership would not be limited to LMI or even workforce concerns.

As discussed later in more detail in Section 6, one important issue in this regard that needs to be *immediately* addressed by the community is the definition what constitutes the smallest geographic or interest units. Given that there are several local indicator initiatives that are in development, it will be important to reach consensus on what are the commonly accepted definitions of what constitutes an Ottawa neighbourhood or what constitutes an topical interest area, such as disability for example. The City uses Ward definitions and 17 arbitrarily defined neighbourhoods. StatsCan uses a definition of dissemination area or DA that amounts to about 2000 people as its data collection unit. School catchment areas or health districts are other possible unit definitions. Other local researchers are considering 'natural' definitions based on natural geography or popular perceptions. In any event, in order to achieve data coordination across different geographic and topical areas as is done with CA some degree of community consensus needs to be achieved in the near term.

If the a community information index like the CA alternative is fully implemented in Ottawa, then it would likely exhibit moderate effectiveness for

job seekers, students and small businesses. It would likely have an even greater influence on the community organizations that support these audiences. In addition, a community information index would most likely help to strengthen all the other dissemination channels and improve their effectiveness.

Logically, the pooling of diverse community efforts and resources in this regard could result in cost savings and result in a moderately efficient LMI option, but if the community resources associated with the collection and publishing of data are only marginal to the activities of community stakeholders and are not detachable from them, then any community information infrastructure will require an entirely new funding envelope, which if CA is any indication, will approximate \$200,000 annually.

7. E-zine OR newspaper model -- There are several existing models of electronic or print newspapers related to employment. They include:

Ottawa Labour Market Bulletin: The OLMB provides recent (roughly 16 week lag time) employment and economic news in 11 different industry sectors as well as news on recent wage settlements. The OLMB compiles news from local media and from the *Daily* published by Statistics Canada and publishes a quarterly report as a PDF on the HRSDC website. It also presents Ottawa labour force trends both overall and by industry, employment insurance trends, and employment opportunities by industry.

Because of its relative currency, the OLMB is probably the most valuable LMI resource available to local job seekers. However, the OLMB doesn't present much in the way of analysis or commentary about "what it all means". The OLMB is referenced frequently by the media and by other sites but doesn't seem to have much of a profile on its own. So while it is very efficiently disseminated it is not at all clear that the much needed content of the OLMB is effectively reaching job seekers. Therefore we assign it high efficiency but low to moderate effectiveness.

The Source – This monthly newsletter on skilled trades²⁷ was published between 2000 and October 2004 by the Hamilton based Skilled Trades Alliance of the Industry Education Council. “Our readers were very supportive of the *Source*. Our aim was to provide stories and information to all of our readers which included: students/youth, parents, educators, employers, associations, unions, employment resource centres and government. We promoted it as the only monthly newsletter in Ontario (probably Canada) that focused on the skilled trades.”

“We had approximately 200 subscribers which included 9 Ontario Colleges, our two local school boards, employment resource centres, government

²⁷ http://skilledtrades.ca/html/job_seeker/st_job_seeker_newsletter.asp

(including MTCU, HRSDC, the Ministry of Labour, and Industry Canada), unions, employers, associations and individuals. We even had organizations and employers paying for ads for the last year or so. It was a costly and time consuming venture, but with great benefits and rewards.”²⁸ The *Source* is currently undergoing re-structuring after HRSDC recently withdrew as a sponsor in October 2004.

The Source had a very good balance of local stories, some assessment of labour market trends, workplace issues, local industry trends and resources. It is encouraging to observe that this publication was sustained for four years with just the narrow focus of skilled trades, and, even with the narrow focus, that it was beginning to generate advertising revenue.

*The Employment and Business Journal*²⁹ -- the Employment & Business Journal has been operating since 1995, and has been recognized as "Eastern Ontario's Only Employment and Business Opportunities Newspaper".

- EBJ is a *specialized publication* focused on employment, business opportunities and career training.
- EBJ distributes *50,000 print copies per month*, throughout Eastern Ontario, from Ottawa to Cornwall to Peterborough.
- EBJ receives over *up to 1/2 million hits* per month on its interactive web site.

In reviewing the EBJ content, it is largely a conduit for employers and service providers to reach job seekers. It is available everywhere job seekers are – universities, colleges, municipal buildings, Ontario Works sites and unemployment offices. EBJ has some journalistic content but this tends to be limited to three or four stories per edition on such topics like how to network, how to write a resume, how to prepare for an interview, etc.. While strong on promoting local resources in aid of job seekers, the EBJ has not had the capacity to develop LMI content that analyzes job trends or presents local workforce intelligence. However, it does provide links for job seekers to search for training and conduct job searches across eastern Ontario and for employers to access resumes and business opportunities. Most importantly, the EBJ has clearly found an audience and a market for advertisers. Its lack of labour market content is not by design but because of a staff shortage. If the content were available, the EBJ would likely publish it.

*Employment News -- Employment News*³⁰ is published to “provide the job seekers with up-to-date, detailed information about local and regional job opportunities.” It is available free of charge in thousands of locations across Ontario, including the Big Yellow newspaper boxes, convenience stores,

²⁸ From personal communication with Skilled Trades Alliance

²⁹ <http://www.employmentandbusiness.com/main.cfm>

³⁰ <http://www.employmentnews.com/Content/AboutUs.asp?xsec=>

Shoppers Drug Mart, Coffee Time Donuts, Canada Employment Centres, universities, colleges, and training schools.

The articles presented are simply promotional pitches for various training and educational organizations. There is no analysis of LMI although there was one recent story based on Manpower's Net Employment Outlook Survey giving Canadian statistics on the major industry sectors. There is no Ottawa focus, despite its claim to being a regional media. It is almost exclusively oriented to Toronto. This Toronto centric orientation makes Employment News an inappropriate focus for Ottawa.

*Your Workplace Magazine -- Your Workplace*³¹ is a general-interest publication containing articles, columns and advice on issues relevant to the working people and the organizations they work in. YWM is published in Kingston eight times a year and has an annual readership of 200,000. It contains regular columns on leadership, relationships, health and wellness, the history of work and books related to work/life issues. *Your Workplace* is a mixed paid-subscription / controlled-circulation magazine averaging 12,000 copies per issue and is distributed nationally at newsstands. Subscriptions are \$26 per annum or in bulk for as little as 36¢ per issue. It's website cross-links with the EBJ website.

The magazine is attractive, easily read and shows good journalistic organization. As promoted, its focus is on work life issues and consequently has little in the way of LMI assessment, local labour market intelligence or occupational forecasting.

Overall these journalistic alternatives are very efficient as they make use of private enterprise. As e-zines they can also be easily linked to the websites of a variety of local community organizations, such as the Entrepreneurship Centre, the colleges and universities and the Social Planning Council. However, since their advertisers are workforce related service companies, the content of these publications tends to be related to the promotion of those providers. Consequently, as currently constituted, they have only limited utility disseminating LMI to job seekers, students and small businesses to assist them in job search, hiring or training types of decision making. The EBJ, however, has expressed an interest in a partnership that might generate additional local labour market content that could simultaneously increase its value to its readers and subsequently to its advertisers.

- 8. Educational outreach** -- As mentioned earlier, the capacity amongst most job seekers and citizens to properly interpret, understand and make use of LMI is a commonly acknowledged limitation on LMI effectiveness. Even among the community organizations and public agencies that serve job

³¹ <http://www.yourworkplace.ca/default.asp>

seekers, this capacity for assessing and making use of LMI is inadequate. If it were possible to bridge this gap, then this would be an important step in improving LMI effectiveness within the local population.

One obvious solution would be to provide additional LMI educational or training services to aid those community organizations that support job seekers (and job seekers themselves if they wish). This would enable them in turn to provide education to their clients as LASI does for immigrants in their LMI workshop.

Educational outreach can be provided in face-to-face training sessions or by providing an online tool or both. The Canadian Career Development Foundation, for instance, has recognized this gap and the need for new educational tools. As a consequence, they developed a handbook³² to aid career counselling professionals understand LMI. It is possible this handbook could be revised to suit the needs of local community organizations.

Community Accounts (CA) also recognized this problem and responded by structuring a free training workshop one day per month in St John's as well as periodically conducting sessions around the province. CA has also begun experimenting with an online, interactive Flash³³-type FAQs to allow users (specifically Internet savvy students) to interpret data more effectively for themselves.

A natural local resource when it comes to training, and one that might be co-opted for this purpose, exists within the academic community. The Social Planning Council has been exploring the use of academic partnerships for this purpose in conjunction with their Bank of Knowledge project. Students could be encouraged to help convey the meaning of statistical and survey data to community organizations as part of their academic work or as an internship, and in return community organizations provide students with opportunities to explore the real life relevance of their classroom knowledge and to enhance their understanding and connections in the community. The face-to-face training alternative would involve some person (could be a student) to conduct the teaching / training / explaining. The experience of Community Accounts suggests that much of the end user problems with applying data arise not just from a lack of statistical sophistication but also from a lack of computer sophistication. Therefore some direct personal interaction will be necessary.

However, hiring LMI professionals to undertake this educational work could prove relatively expensive compared to the ongoing costs of an online tool, even if the personalized training would be more effective. Therefore, utilizing

³² Elaine O'Reilly, 2001. *Making Sense of Labour Market Information*, 2nd ed. Canadian Career Development Foundation, Ottawa. <http://makingcareersense.org/default.htm>

³³ 'Flash' is a web software tool produced by Macromedia.

students in coop or internship arrangements looks tantalizingly, while being mutually beneficial for both academe and community groups. Even so, if students were used then someone will be needed to coordinate them with the community organizations and there is a cost associated with this. Also, for student participation to be considered part of an academic program, individual professors must agree to participate and they would likely desire some teaching or research incentive.

This outreach alternative is not currently developed so that it is difficult to assess both cost and effectiveness but it seems likely it would require an investment in an online tool and/or an ongoing effort by someone to coordinate professors, students and community organizations.

- 9. Networking** -- In general, networking can be a relatively low cost tool for transforming LMI into pragmatic labour market knowledge due to the large voluntary component involved. The personal exchanges in networking can facilitate an improvement in an individual's capacity to acquire new knowledge and skills, to obtain local market intelligence, to integrate that information with local services and courses of action, and to establish contacts for work opportunities. Therefore if networking forums could be generally recognized as vehicles for transforming LMI data into LMI knowledge, then they could have a greater impact on job seekers, students and small businesses.

This is not to say that networks can be centrally coordinated – far from it. Networks tend to be grass roots interest groups that self-organize. But if more LMI was properly packaged and fed into these forums, then they could become very effective LMI conduits. Two interesting networking examples are the Ottawa Talent Initiative (OTI) and the Local Agencies Serving Immigrants (LASI). OTI's services include a bi-monthly newsletter, an online job board, counselling and support services, a support facility, sector related task forces and an annual Talent Forum. LASI assists over 2500 people annually through workshops on a dozen topics, including one on researching the local labour market, to assist recent immigrants find employment and integrate into Canadian society. With up to date, local, easy to read LMI, these forums could reach many thousands of job seekers.

In addition, the two universities and the two colleges regularly conduct career fairs and job fairs to both inform students of job opportunities and connect them to potential employers. Again properly formatted LMI could impact many thousands of students through these forums. If stronger coordination existed between the post-secondary institutions and community groups, it might even be possible to cross link events and share resources. The added presence of either a community information index or an e-zine would allow LMI to be more quickly acquired and transmitted through this channel.

One word of caution, however. Despite the strong voluntary contributions that significantly lower the costs of networking, there are real costs involved – the costs of infrastructure, of space, and of communication. OTI, for instance, provides facilities resources that are supported public and private funders. Without this support, the OTI might not be able to sustain itself.

Currently this alternative might be considered as low-moderately effective from a LMI perspective (area networks have little local LMI channelling through them) and moderately efficient (because of large in-kind contributions by participants and peer groups).

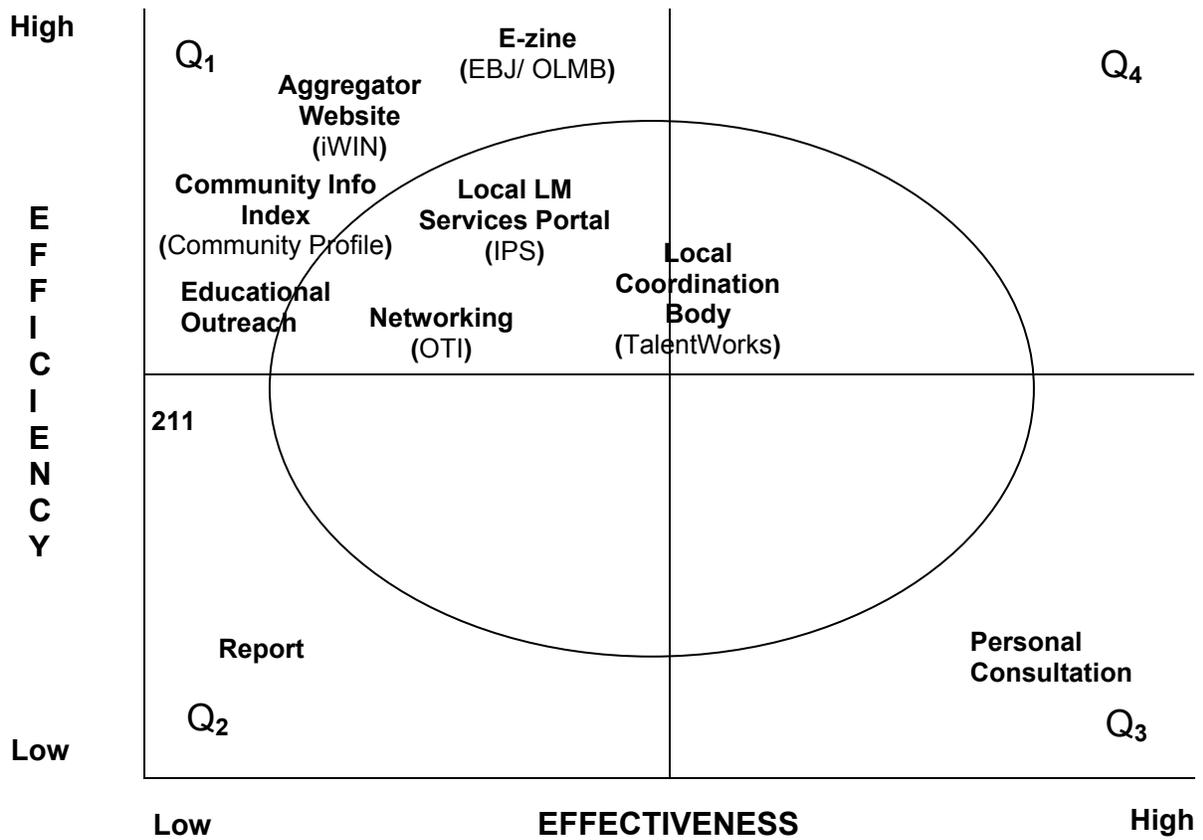
10. Personal Consultation -- Probably the most effective method for making use of LMI is for a job seeker, student or small business person to sit down with a professional skilled in its use and its interpretation. Some private career guidance professionals and job counsellors have these skills and offer them as a specialized service to job seekers. Similarly some private recruiters offer this service as a high quality add-on.

For most employment support professionals, however, this skill goes beyond their job description. This type of service professional could benefit significantly from educational outreach, a community information infrastructure, a centralized labour market services portal, an e-zine that discusses local labour market conditions, and a body that coordinates labour market information and services.

This alternative may be considered to be highly effective but it earns a low efficiency grade because of its reliance on one-on-one interactions.

In Figure 4, these ten alternatives have been mapped according to efficiency and effectiveness criteria. The efficiency vs effectiveness mapping is a simple but useful decision tool for prioritizing the alternatives. The goal of maximizing efficiency and effectiveness can be depicted by placement of all options in the top right quadrant (Q_4) of Figure 4. While maximizing both efficiency and effectiveness is ideal, it is not always a practical goal for LMI dissemination. However, one would naturally want to move as many as possible of the dissemination options into Q_4 given available resources and likely impact. This provides the community with a basis for conversation in trading off more efficiency for more effectiveness.

Figure 4: Summary of Current LMI Dissemination Approaches



5. Recommendations

So is there a model for improving the delivery and the pragmatism of labour market information in Ottawa? The most reasonable model is one that has local labour market information, or community information in general, as its focus. This would entail:

1. A strong, cross sector group of local LMI champions to provide leadership and inspire collaboration among a wide cross section of Ottawa stakeholders. The same group of champions would embrace an advocacy role to change the paradigm of LMI in Canada.
2. A secretariat to facilitate community information coordination and see to the upgrading of a local labour market services web portal. The secretariat would also promote partnerships to create new avenues for disseminating LMI, such as an e-zine, to help channel LMI into existing networking forums and to create educational outreach opportunities.
3. A centrally funded web based community index or data bank that collects, cleans, centrally publishes and promotes the use of local LMI and other local data in Ottawa.

The OCRI-TalentWorks Steering Committee already has the community mandate to champion collaboration on workforce issues including LMI and to advocate for LMI reform. It needs only to be re-energized.

The TalentWorks Secretariat at OCRI supports the Steering Committee and could undertake the coordinating role above, as it has done successfully on other issues. What would be required is sufficient resourcing and to select a suitable candidate to replace the previous Executive Director. We estimate funding requirements for this task to be 1½ full time equivalents (FTEs) or maybe \$110,000. Additional funding would be required on a project by project basis presumably on a shared cost consortium basis.

With Community Accounts as a guide, the task of creating an Ottawa community index would entail a budget of about \$200,000 annually, including three FTEs. The support and coordinating roles of the Secretariat could conceivably be folded into this cost.

With these elements in place we believe the community would have the capacity to tackle all of the options presented in Section 4. A solid collaborative infrastructure such as this would likely create opportunities for both private investment and research funding (through such vehicles as the Canadian Foundation for Innovation or the Community University Research Alliance), which could be used to enhance services. As an information infrastructure project, it may be eligible for Infrastructure Canada grants.

Without this tripartite structure in place, community members will have to work much harder to coordinate multiple initiatives, they will find it difficult to find the time and the money to implement each proposal and, most importantly, they will find it very difficult to organize themselves to address the fundamental policy issues around LMI. This keeps the door open to the incremental approaches that will ultimately limit the impact of LMI.

Assuming this collaborative model is not attainable and with the above comments in mind the following represents our recommendations for choosing between the various LMI dissemination options presented in the Section 4.

Among those options previously described, three are efficiency / effectiveness outliers, exceptions that are far removed from the other options and likely to remain so, and therefore do not seem to constitute important avenues of further development as means to improve LMI impact on job seekers, students and small business. They include:

- Reliance on printed compilation reports
- Aggregator websites of LMI data sources
- Personal Consultations

No doubt, these avenues will continue to be used but as a focus for new or enhanced community-wide priorities, they are unlikely to produce significantly different outcomes than they have already.

Therefore we focus our attention on the following seven options that, with some new investment and/or modification, seem to offer new or additional returns to the community that are not currently realized. We have ranked these seven options below according to their potential ease of implementation and whether they may be a prerequisite for another option (see Table 2).

Table 2: Prioritizing LMI Dissemination Channels

Service	Interdependence	
	Basic Outcome	Optimal Outcome
E-zine	Complementary elements exist but need coordination and partnership	Needs info infrastructure Needs portal Needs networking
Local Workforce Coordination Body (WCB)	Exists but needs to be re-energized and better funded	Needs info infrastructure Needs portal
Networking	Venues exist but they need more information Needs e-zine	Needs info infrastructure Needs portal
Educational Outreach	Needs local WCB to facilitate partnerships Needs e-zine	Needs info infrastructure Needs portal Needs networking
Local LM Services Portal	Most components exist with IPS but others are needed or require updating Needs Local WCB	Needs info infrastructure Needs e-zine Needs networking Needs 211

Service	Interdependence	
	Basic Outcome	Optimal Outcome
		Needs educational outreach
211	Needs involvement of Local WCB Needs services portal	Needs info infrastructure Needs e-zine
Community Information infrastructure	Needs local coordinating group with representation from local WCB	Needs educational outreach Needs portal Needs networking Needs e-zine

1. E-zine OR newspaper model – Since the Ottawa Labour Market Bulletin (OLMB) and the Employment Business Journal (EBJ) already exist, even though neither fully satisfies the LMI needs of job seekers, students or small businesses, three alternatives present themselves:

- broaden the scope of the OLMB
- broaden the scope of the EBJ, or
- create a partnership form of the two.

Our recommendation is to create a new partnership from the two. The OLMB has institutional constraints for a standardized format and delivery and the EBJ does not have the analytical or journalistic skill to research and deliver LMI content. This proposed partnership could be significantly enhanced by the participation of universities and colleges to help format and translate LMI obtained from OLMB into a more common vernacular. The universities have in fact expressed a solid interest in doing so and in exploring a partnership with the other two. It is likely that this alternative can proceed with little additional support beyond the resources of the local partners.

During the course of preparing this report, representatives from the three groups -- the HRCC labour market economist from the OLMB, the publisher of the EBJ and the University of Ottawa Career Services -- have met and agreed to pursue a partnership with a goal of conducting joint activities in the fall of 2005. The partners have also tabled a proposal to cross link their networking activities in career fairs, workshops, seminars and job fairs in a way that would make each open to the entire community. In addition, prior to an event the EBJ would publish a story related to local labour market conditions in partnership with HRCC in order to push attendance and exhibitor participation in the event.

The e-zine could be promoted through the LM services portal, the community information infrastructure (see recommendation 7 this section) and the workforce coordinating body. The existence of an e-zine would also enhance any 211 service, a community information infrastructure, efforts at educational outreach, a LM services portal, and other local networking activities.

2. Local Workforce Coordinating Body –In general, a workforce system is essentially an eco-system with many interdependent components, few of

which (if any) can be altered without impacting the other elements of the system. The reader may recollect that it was recognition of just this reality that led to the formation of OCRI-TalentWorks in 2001. Therefore, ensuring that there is a continuing exchange of ideas, dialogue and collaboration among workforce stakeholders will be an essential foundation for achieving pragmatic LMI.

Therefore our recommendation is to re-energize the collective leadership of the Steering Committee of OCRI-TalentWorks as soon as possible as it appears from this review that the old pattern of institutional silos may be re-emerging due to under-resourcing and staff turnover. In addition, increasing support for the partner management capacity of the OCRI-TalentWorks Secretariat will be another key factor for integrating labour market information in Ottawa, especially in the coordination of the various labour market supply chain participants that could actively connect people to jobs. The low cost end of this support entails ensuring the existence of a new executive director and someone to facilitate the committee's reconstitution. This process is underway. The higher end of this involves sufficient resources to broker and sustain the partnerships to undertake specific workforce related projects under the direction of the Steering Committee.

This option is an important prerequisite for linking LMI to the Ottawa 211 service, for ensuring an LMI component in a community information infrastructure (described below), for coordinating educational outreach, and for enhancing the labour market services portal. Its existence would also contribute to improving the effectiveness of the remaining options.

- 3. Networking** – There are already a number of Ottawa networking forums that can and do communicate LMI to some degree including the Ottawa Life Sciences Council, LASI, OCRI, Line 1000³⁴, and the university and college career/job fairs. There are others like the Ottawa Chamber of Commerce that could be encouraged to highlight current and anticipated industry conditions. They could all circulate more LMI if the information was properly formatted and available. Therefore our recommendation is to make better use of existing Ottawa networking forums by linking other LMI channels such as the e-zine, the labour market services portal, and the outputs of a community information infrastructure to those networking activities.

Another networking recommendation follows a Conference Board of Canada model that would bring together representatives of Ottawa's various networks on an annual basis to share knowledge of their respective activities and experiences in order to identify opportunities for collaboration.

³⁴ Line 1000 provides employment services for people with disabilities, offering a resource centre for job searches, resume preparation, etc. and helping about 700 of the 75,000 Ottawa residents with disabilities annually.

- 4. Educational outreach** – In 1998 the Canadian Career Development Foundation produced for the Forum of Labour Market Ministers LMI Working Group a Labour Market Information (LMI) Training Manual. It was designed for career and employment information professionals nationally. While it has proved to be very useful to career guidance professionals, there is no comparable *local* tool for other professionals in community organizations that support job seekers, students or small businesses. As its author underscored in an interview “it’s at the local level where we truly have the opportunity to be innovative and have an impact”.

Therefore a simple recommendation is to produce an online interactive tutorial version of [Making Career Sense of Labour Market Information](#). The CCDF would react positively to working with Ottawa community organizations to produce a tool of this nature and one that could well be used as a template across Canada.

Another outreach recommendation is to pursue a partnership with the post-secondary institutions and local community organizations that would provide the latter with a stronger understanding and interpretive ability of LMI in order to serve their clients better. To accomplish this, the LMI outreach option will require suitably formatted LMI content that is accessible to job seekers, students and small businesses. Ensuring LMI is embedded in a community information infrastructure would be ideal, but even a popularized e-zine would be a useful starting point.

This alternative would also require coordination between the community organizations and the faculties and professors in the universities and colleges. The Career Services department at the University of Ottawa has been exploring such an option as has the Social Planning Council. Although some student participation could be induced by tying their participation to academic credit, it is clear that resources will need to be made available to coordinate the students and community organizations and to provide at least nominal incentives.

The participation of professors will remain a matter of aligning institutional policies so as to encourage professors to engage in local initiatives. That said, each of Ottawa’s post-secondary institutions has made a strong commitment to contributing the Ottawa community. In its recently adopted Strategic Plan, for instance, the University of Ottawa identified the pursuit of strong community partnerships to strengthen its social, political and community-outreach roles as one of its core values. To that end it committed to recognizing “the social and community work by our students and staff members.”³⁵

³⁵ University of Ottawa, *Vision 2010*, January 2005, page 4 www.uottawa.ca/vision2010/

Another possible outreach example may be found in the 'mini-Med School' model being offered at the University of Ottawa which offers high level, public courses on medicine and public health in a format of six evening presentations that utilize a variety of health faculty professors with the assistance of medical students.

5. Local LM Services Portal – While this channel does not currently exist many of the components which were proposed in the 2002 WIN report do exist in one form or another. They include:

- Access to LMI (Ottawa iWIN)
- an inventory of programs and services (IPS)
- job profiles (Ontario Job Futures, HRSDC Job Futures, Council for Skilled Careers of Eastern Ontario & Sector Councils)
- career planning (Ottawa iWIN)
- self-employment resources (the Entrepreneurship Centre)
- education and training (Ontario Job Futures, Ottawa iWIN)
- job search and placement (job boards, the EBJ, Peter's New Jobs, Ottawa iWIN)
- e-zine (OLMB & EBJ)
- events (Canada Career Consortium, OCRI, EBJ, sector councils, universities and colleges, etc.)
- networking (Ottawa Talent Initiative, post-secondary career fairs, LASI OCRI, Line 1000, Ottawa Chamber of Commerce, etc.)

Our recommendation is that these components would be more useful from the end user perspective if combined via a *wayfinder* type web site rather than existing as entirely separate sites. We recommend using the pre-existing web platform of IPS, and extending it to include the above local capabilities. Failing that, the community should attempt to influence the architecture of the Ontario One-Stop Education, Training and Employment portal that is currently in development. If a local labour market services portal is still unavailable by that route then upgrading the Ottawa iWIN site may be the best solution.

A labour market services portal would be very valuable for disseminating LMI and on other workforce service information through the proposed 211 telephone service as well as enhancing all other LMI channels. The creation of this portal along with the implementation of an e-zine and a community information infrastructure would essentially round out the work information system that was proposed by stakeholders in 2002.

6. Ottawa 211 Service – This initiative is going forward as a partnership between the City and the United Way. It will permit telephone access to the locations of various job related resources including those for: job search, career counselling, job placement, training and labour market information. OCRI-TalentWorks should continue to liaise with this group on LMI and labour market services.

Our recommendation here concerns the source of the content for labour market information that phone agents will refer to. Since they will not be able to go into

much detail, a few comprehensive resources will be needed. Currently the Ottawa iWIN web site is the most likely referral site, however, as described earlier, this would not be ideal. Therefore with a view of optimizing the LMI value within the 211 service, our recommendation, is for the community to concurrently pursue the development of a first-stop labour market services portal such as the one proposed above.

The 211 service would also benefit from a centralized, community information index in which LMI resources could be embedded. Given the diversity of potential resources and information providers, the 211 service will have its own coordinating body but a local workforce coordinating body could pull together labour market information and labour market service data and channel it to the 211 initiative.

- 7. Community information infrastructure** – Given the progress by a number of local organizations (see Section 6 for more detail) to compile and publish indicator data on a variety of community subjects, it seems unlikely that these organizations would agree to a single data bank solution³⁶. Thus as attractive as centralized initiative like the Talent Plan's Community Information Index or Community Accounts might be, the real issue for Ottawa is most likely to be whether the existing or developing indicator projects remain coordinated and that the multiple indicator projects are made accessible through a single point of entry.

At first brush, it may appear as if the indicator resources at the City, at OCRI, at the Social Planning Council, at the United Way, the Community Foundation and at the universities might be pooled and redirected towards creating and sustaining a centralized, Community Accounts type of information index. However, after probing the organizations it appears the data collection and dissemination resources in these organizations are not detachable and therefore are not available for pooling. Consequently, the centralized index option does not appear to be practical in Ottawa if one considers local resources alone.

We recommend, in this environment, the creation of a 'community information infrastructure' in which multiple, independent indicator projects can unfold but they coordinate their definitions of data topics and area units, identify indicator gaps, collaborate on research, and cross-publish their results. As a community alliance they could jointly contribute to the creation of a *wayfinder* website to direct users to the location of desired information. Naturally, a prerequisite for this option would be the commitment of local stakeholders to work together and a sufficiently funded partner management capacity.

The formation of a 'community information infrastructure' would provide a stable institutional home for the presentation of LMI. The promotion of a common community information site would also aid in the promotion of LMI across the

³⁶ Note: That is, of course, only if the centralized solution is funded from existing local resources. If significant new funding was made available for a centralized solution that could begin development almost immediately then most participants would likely agree to modify their plans.

community and could be easily linked to a labour market services portal. Its existence would support the other previously listed dissemination options as well. A community information infrastructure would also provide a valuable support tool for both student and professorial research, student networking and student job searches. But the benefits of this option would extend beyond LMI, to include healthcare and educational concerns, environmental concerns, municipal planning, environmental concerns and quality of life.

The creation of this 'collaborative information infrastructure', essentially involves the creation of a community of practice on community intelligence. New resources will be required to help facilitate the definition of the partnership's nature, scope and structure. Our estimate is that this could be contracted for approximately \$35-40,000 over six months. The many stakeholders could then contribute important in-kind contributions, even if they could not contribute directly to sustain the coordination effort (refer to the progress report on community indicator projects in Section 6). We recommend that the Province of Ontario catalyze local collaboration on this issue by making a contribution that could bring the stakeholders to the table so as to coordinate their community information and collection activities.

However, it should be kept in mind that since this recommendation would lack a centrally funded data collection group, it would necessitate the establishment of a group to collect, clean, and publish local LMI over the net. *No such group currently exists!* As local workforce champion OCRI-TalentWorks represents the most likely candidate for this but it has no resources to undertake it. To do so would require ongoing funding for at least one FTE to collect, clean and post the data and ½ FTE for administrative support. The full time person could also help manage the community information partnership. In addition to this labour cost one might anticipate data costs of \$10-15,000 annually. (Note: This is half the annual cost of a Community Accounts type of solution.)

6. TalentWorks and the Social Planning Council

An important element of this review is to apportion some consideration to a possible collaboration between the Social Planning Council of Ottawa and OCRI-TalentWorks around the development of a community information infrastructure.

To begin we briefly review the progress locally on this issue:

The Social Planning Council has developed a prototype of a multi themed, online community data bank called the Bank of Knowledge (BoK). Its themes include: Diversity, Housing and Homelessness, Inclusion for People with Disabilities, Income Equity, Economy and Labour Market and the Voluntary Sector.

The SPC has invested considerable time in scoping this initiative and preparing the relationships, in particular with the United Way and the Community Based Research Network of Ottawa, that will be necessary to make it work. It has paid member access to social data from the Canadian Social Data Consortium and is the local lead for the Consortium. It is a strong social researcher and facilitator of many community initiatives. In the specific context of LMI, the SPC is not so strong in its connections to employers, career guidance professionals, and economic development agencies. Owing to the fact that the SPC is a project based organization, it lacks a sustainable source of funding to collect, compile and publish data on its own. It also does not have the resources to develop, implement or maintain the BoK partnership in any way other than as a marginal activity of the SPC. Even the small resources necessary to facilitate and define a collaborative venture are unavailable. However, the SPC is firmly committed to the idea of making community data broadly available and is willing to take whatever time it takes to do so.

On the other hand, having recently undertaken several workforce development initiatives including an indicator project, OCRI-TalentWorks has built many solid relationships with employers, educators/trainers, labour market and career guidance professionals and economic development agencies. OCRI itself is the lead economic development agency of the City and it has a good sense of the local economic pulse. Thus there is in fact good complementarity between OCRI-TalentWorks and the SPC on knowledge.

Like the SPC, OCRI is a project based organization and so lacks the necessary resources to dedicate towards the collection of data or the development of a community information partnership. In spite of OCRI's recognition of the importance of better local economic and employment information, the only OCRI resources available for the development of community information are marginal to OCRI's current project activities. Therefore, OCRI's resources for information collection and distribution are, like the SPC, unable to be pooled. When this incapacity is added to OCRI's inability to fill the recently vacated position of Executive Director, it raises a question regarding the ability of OCRI-TalentWorks to foster a new and significant partnership at this time.

A major player in the collection and distribution of community data is the City of Ottawa. The City has in fact three information initiatives in development – one being developed by the City’s Planning Office, another associated with City’s Economic Development Office, and the third associated with the City’s Community and Protective Services department. While it appears that these initiatives will remain autonomous, the City has recently hired a new person to coordinate these information collection activities both for internal and external reporting by the City and a new City performance measures strategy is being developed. This person will report directly to the City Manager.

Also within the City, there is a significant effort being made to respond to the Ontario Municipal Benchmark Initiative, a new provincial initiative based on Ontario Municipal Act that covers 34 different programs and 150 performance measures that can link expenditures and outcomes. Within certain performance measures, the City is collaborating with other groups such as the Regional Public Health and City Living to produce a more holistic picture of the impacts of municipal spending.

As mentioned earlier, the Federation of Canadian Municipalities’ produces an annual Quality of Life Report, including publishing data and analysis on Ottawa.

The Community Foundation of Ottawa has decided to go ahead with its development of a community information resource modelled after Toronto’s [Vital Signs](#) project³⁷. That project included data and analysis in four primary areas – working, living, learning and growing – which were presented through approximately 90 indicators. The definition of Ottawa’s version of Vital Signs will occur in the remaining months of 2005 and the project rolled out in 2006.

The United Way Ottawa’s six Community Impact Councils are being planned with impact measures associated with them from the outset. These measures will help the United Way allocate scarce resources among its chosen areas of community work. The measures will also provide a means for the United Way to account for funding received for community programming from federal, provincial and municipal authorities. *Success by 6*, for example, is an early childhood development program that has now become *the* vehicle for addressing this target audience in Ottawa. *Success by 6* publishes an annual report card supported by more detailed statistics on the progress of early childhood development in Ottawa. In a similar way, future public resources for local social programs around homelessness, youth, seniors, the disabled, violence against women, etc. are likely be increasingly funneled through the United Way and their local community partners necessitating a demonstration of evidenced-based outcomes to sustain public support.

There are several neighbourhood indicator projects underway including one by the South East Ottawa Centre for a Healthy Committee and another by the Ottawa West Creative Neighbourhood Project to identify and develop meaningful and practical measures of community life and track them over time.

³⁷ http://www.torontovitalsigns.com/vitalsigns2001/www2001/02_about.htm

Several university research centres have expressed either an interest in the SPC initiative or are developing some form of community indicators project on their own. These include the Community Based Research Network of Ottawa (CBRNO), the Centre for Research on Community Services (CRCS), the Centre for Population Health (CPH) and the Centre for Research in the Voluntary Sector (CRVS).

In a meeting on May 4, 2005 representatives of these and other groups in Ottawa interested in some form of a community information resource gathered together to appraise each other of their respective information initiatives and to explore the possibility for further cooperation and collaboration.

At that meeting participants identified generalized information needs for the community as well as the local information needed by their own organizations. These information needs included:

- The need for more Ottawa-based data and research to support evaluation, planning and decision making
- The need to provide free and simple tools to permit public assessment of current conditions and future trends in a variety of community interest areas
- The need to increase the community capacity to understand data and evaluation models
- The need to increase the transparency around the impacts of public decision making
- The need to increase both networking and collaboration among local researchers and agencies
- The need to take advantage of new technologies in research and evaluation

The group delineated a set of assumptions about going forward with any community data project. These included that:

- Data should be free to the public
- Existing resources are marginal
- Data should be anchored geographically (GIS)
- Ottawa's choice of a community information resource would lie on a continuum somewhere between the current multiple disconnected information networks and a fully funded model like Community Accounts.
- The community information model would likely be a federated one that coordinated independent information efforts across the community
- Must be mindful of limited computer capacity of local agencies

The participants were clear on why they would value a collaborative venture, including their desire to:

- improve access to current, local data
- ensure generally used foundational data is widely available among different community actors
- reduce redundancies (costs) and increase access to information among local agencies
- facilitate conversations around commonly accepted measures of community performance

- develop a more systemic and integrated picture of what's occurring in the community as each indicator tells a different story
- obtain information which is transferable between areas of interest such as economy, health and the environment
- gain more localized and integrated information for management decision making or policy making
- improve agency accountability and capacity to obtain resources
- foster inter-agency collaboration
- enable potential trade-offs between agencies of complimentary skills (training analysis for information, etc.)
- identification of community information gaps
- enable new local research collaboration within and across areas of interest
- permit research or assessment validation by other agencies
- provide important local information to inform both internal City committees and City Advisory committees
- provide a equally available reference tool for everyone from grassroots community activists to federal politicians – helps them make their case

The participants also listed some of the challenges that would need to be overcome, including:

- the relatively immediate need to address issues of area definitions (both geographical and topical domains)³⁸
- the need to stimulate the community's ability to visualize the possibilities of such an information resource
- the need to develop a clear picture of the purpose of a community information infrastructure
- the need to develop a set of principles under which collaboration might take place
- the need to develop a clear a process for developing collaboration
- the need to obtaining data that is not public domain
- the need for a cost-benefit analysis due to the general scarcity of resources to develop the project
- the need to identify what data is important to disseminate, as different information may be required for different purposes
- the need to generate data that is credible and dependable which will require 'ownership' by a variety of local partners in order to represent a community 'good housekeeping seal of approval'
- the need to ensure that any technical format is accessible to all residents
- the need to identify the appropriate technical partners and technical assistance in developing the concept

While there was general conceptual agreement at this meeting on the value of cooperation, the participants felt a need to understand better the impact and operating implications of working together. This they were prepared to explore together through a

³⁸ The community needs to address how the basic units of community information are defined, whether in terms of postal codes, municipal wards, geographic terrain, 'natural' neighbourhoods or something else.

series of five meetings which the SPC agreed to organize over the next few months. The goal of these meetings would be to see if a way forward could be found in terms of defining a product, respective roles, and expected contributions. At this stage the participants seemed to be more interested in the opportunities for reducing costs than the potential afforded by such an infrastructure to attract new resources or develop new knowledge. Nonetheless, the meeting successfully announced to the community the existence of several parallel or complementary information initiatives and that coordination among them could be useful.

The informal partnership and co-leadership of OCRI and the SPC on this issue is significant for the community, significant because of the range of community stakeholders they cut across between them. As mentioned earlier, OCRI-TalentWorks and the Social Planning Council have somewhat complementary strengths. The former has strong reach into the business and educational communities and the latter has a strong reach into the voluntary sector. Both are active partners in a variety of ways with the City of Ottawa and the United Way. Both have been engaged in conducting community based research in support of community collaboration and locally directed policy making.

In this regard it makes good sense for the two organizations to jointly undertake the development of a community information infrastructure. Such collaboration would, in our opinion, result in an information infrastructure that was balanced, credible, cost effective and pragmatic for its users. However, neither currently has the internal capacity to do so -- OCRI-TalentWorks even less so at this moment because of the recent departure of its executive director, despite it's previously proven capacity to undertake large community projects in the past.

What we are left with is a collection of community stakeholders instinctively aware of the value of a community information infrastructure but incapable of resourcing even their coordination, let alone the implementation of an infrastructure. Elsewhere³⁹ three prior conditions for the self-organization of a community partnership have been identified. They included the establishment of a common identity, a flow of information among the partners to fuel their mutual understanding and the development of trusted relationships. Meeting these conditions is not an act of immaculate conception but an investment of time and money. Added to these is the need for a catalyst/facilitator to assist community partners form their collective identity, feed them information and manage their relationships. This is a role that both OCRI and the SPC have been adept at but are constrained from playing in this case due to insufficient resources.

The most natural sponsor for this type of community capacity building exercise is HRSDC, and with a long awaited Labour Market Agreement between Ontario and the Federal Government as part of the McGuinty-Martin agreement in May, there is renewed hope that an Ottawa labour market partnership involving HRSDC and Province of Ontario can be struck. A partnership directed towards the development of a

³⁹ Margaret Wheatley, *Finding Our Way: Leadership for an uncertain time*, Berrett-Koehler Publishers, San Francisco, 2005: 37

community information infrastructure would be an enabling tool that would permit the community to better help itself.

In the recently released Ontario Budget, Minister of Finance Greg Sorbara announced⁴⁰ a focus on activities that result in new jobs and economic growth. "We are making an essential strategic investment in our people — one that will translate into a competitive advantage and economic growth for Ontario. In return for this massive investment, we will demand more access, quality and accountability." These are encouraging words.

Ottawa needs to be able to pull together and coordinate its own resources to create an information infrastructure that would simultaneously strengthen the economy, increase accessibility and enhance accountability. It is hoped therefore that provincial support of a partnerships to build such an infrastructure would find a place among the Province's priorities for 2005-2006. The investment – 1 FTE plus 1 halftime support person renewable on an annual basis over a three year period – would cover ongoing partner management within community information infrastructure partnership as well as the collection and dissemination of local LMI.

The City's commitment to outcome performance measures suggests that it will likely be a supporter and contributor to a community based information partnership. The City's partnership with the United Way on *Success by Six* and the development of the United Way's Impact Councils suggests that even more decentralized delivery of community services is in the offing and that an even stronger need exists for credible, reliable and centralized community data in the future.

⁴⁰ <http://www.ontariobudget.fin.gov.on.ca/bud05e/nre1.htm>

7. Governance

From the discussion in Section 6, it is unlikely that community stakeholders will come together as a single unit, like establishing a not-for-profit organization to collect, transform and disseminate LMI, or even to provide community data in general. What has been occurring has been very bottom up with groups of stakeholders identifying each other and recognizing some benefit from working together. Given that there is no one LMI model that is likely to be adopted, the community needs to adopt a loose, federated, distributed governance approach one that simultaneously permits the coordination within and among a variety of local information initiatives.

With each of the seven LMI options previously described there are different sets of collaborators and partners that would oversee and/ or deliver the initiative. They will not all come together around LMI in Ottawa but a few will come together around the initiatives most relevant to them. Therefore, the governance of local LMI must remain flexible to enable the forming and reforming of communities of practice. In this case governance can not established top down but must emerge in keeping with the needs and contributors of an initiative and the partner participants in each project must be the decision makers, and not just advocates for an external group. This type of distributed governance underscores once again the need to fund partner management capacity.

Each of the initiatives mentioned in Section 5 already have partners in place. Some might benefit from the inclusion of additional partners but each initiative is evolving its own governance regime. The linking of the various projects through the TalentWorks Steering Committee will help establish coordination across projects as well as across the community. Partner participants would be responsible for project coordination with their respective home organizations.

For each the governance of LMI initiative, we list the potential partners that might participate.

1. Journal / E-zine

HRCC Ottawa
Employment Business Journal
Career Services, University of Ottawa
Career Services, Carleton University*
OCRI-TalentWorks*

(The two colleges and the local school boards are also possible participants)

Three of the partners have met and agreed to try and develop a plan to coordinate events such job and career fairs and to publish local labour market stories, analysis and commentary in the lead to the events

2. Local Workforce Coordinating Body (OCRI-TalentWorks Steering Committee)

Major employers

* Possible new partner

University of Ottawa
Carleton University
Algonquin College
La Cité Collegiale
School Boards
The City of Ottawa
Treasury Board Secretariat
HRCC Ottawa
Ontario MTCU
Ottawa-Carleton District Labour Council
The Capital Health Alliance
Ottawa Tourism and Convention Authority*
Canadian Manufacturers and Exporters*

The membership of Steering Committee of OCRI-TalentWorks is being renewed after four years of successfully championing many Ottawa workforce issues and projects. The Committee retains its diverse community perspectives and a willingness to tackle complex labour market problems together.

3. Networking

OCRI
Ottawa Chamber of Commerce
Regroupement des gens d'affaires (RGA)
Ottawa Life Sciences Council
Ottawa Human Resource Professionals
Career Services and Alumni at Ottawa's post-secondary institutions
LASI
Line 1000
Ottawa Technology Initiative

This is a short list of the many networking groups and associations that operate in Ottawa. While it is unrealistic to think in terms of a pan-Ottawa network of all networks, one could consider convening an annual meeting where network representatives could share their activities and experiences with each other in order to facilitate potential cooperation. One such area might well be around LMI.

4. Educational Outreach

Social Planning Council
United Way Ottawa
Community Based Research Network of Ottawa
Career Services at Ottawa's universities and colleges*
Canadian Career Development Foundation*
OCRI-TalentWorks*
Centre for Research in Community Services, University of Ottawa*

The Social Planning Council has been exploring this initiative in support of Ottawa's not-for-profit organizations. The group could use a strong endorsement from the area's post-secondary institutions in order to stimulate involvement by students and professors, as well as resources to structure the outreach programs.

5. LM Services Portal

- OCRI-TalentWorks
- Ottawa iWIN
- Ontario iWIN
- HRSDC
- City of Ottawa, Ottawa.com*
- Career Services, University of Ottawa*
- Career Services, Carleton University*
- Career Services providers in Ottawa*
- Canadian Career Development Foundation*
- MTCU IPS*
- MTCU, One-Stop*
- Ottawa 211 Services*
- Canada Career Consortium*
- Ontario Job Futures*
- HRSDC Job Futures*
- Sector Councils*
- OCRI-Entrepreneurship Centre*
- Ottawa Labour Market Bulletin*
- Employment and Business Journal*
- LASI*

This is the least developed partnership. While the need for a local labour market services portal has been recognized in Ottawa for several years, and while there seems to be acceptance of the idea of a labour market portal at provincial and national levels, there has been little appetite for a local services portal and potential partners have yet to coalesce. The governance of this group is therefore quite indeterminate until sufficient urgency is established to cause the stakeholders to consider cooperation. The case for a local portal has not been sufficiently made as yet.

6. 211 Services

- City of Ottawa
- United Way
- The Distress Centre of Ottawa and Region
- OCRI-TalentWorks*

The City, the United Way and the Distress Centre are currently in the process of developing a Business and Implementation Plan. As that Plan emerges, it might be useful for the OCRI-TalentWorks to connect with the 211 project to help align it with labour market information and services.

7. Community information infrastructure

Social Planning Council

OCRI-TalentWorks

United Way of Ottawa

Community Based Research Network of Ottawa

City of Ottawa, Community & Protective Services

Centre for Population Health

Ottawa Community Health Centres

Statistics Canada

University of Ottawa

Carleton University

City of Ottawa, Chief Corporate Planning & Performance Reporting Officer*

Ottawa Community Foundation*

*(possible partner is Memorial University, developer of Community Accounts)**

The governance of the community information infrastructure project is evolving. As described in Section 6, potential partners need to be able to visualize the possibilities of such an information resource; to develop a clear purpose of the community information infrastructure; and to develop a set of principles and a clear a process under which collaboration might take place. Stakeholders have agreed to a series of five meetings to explore these ideas over the remaining months of 2005.

8. Next Steps

The aim of this research project has been to develop a program model for integrating various local business conditions and labour market information (LMI) within some form of community-based data consortium that would enable a variety of stakeholders – job-seekers from a career transition perspective; service providers from a client information perspective; educators and trainers from a career guidance and curriculum development perspective; small businesses from a business development perspective; and media from a trends perspective – to utilize LMI better.

That means helping make labour market information more pragmatic by ensuring that the ‘right’ information content is collected, that it is disseminated in the ‘right’ channels, and that the ‘right tools are provided to permit people to assimilate and transform that information into actionable knowledge.

The reader may recall that the goals of this research were to:

- Identify current sources, collection cycles and costs of Ottawa-specific business conditions and labour market information
- Identify current and potential distribution methods and activities that encourage community use of this information
- Develop a model to facilitate effective community use of this information on an ongoing basis
- Assist Ottawa job-seekers, employment service providers, educators, trainers and businesses in effectively using business conditions and labour market information by helping to standardize the presentation and interpretation of data and expanding the partnerships between the data providers (long-term)

In the course of this report we have identified over 50 indicators (presented in Appendix 1 and ready for use) that can help directly or indirectly assess the dynamics of Ottawa’s workforce and the impact of LMI on job seekers. We have examined over 90 locations where local workforce intelligence is currently being distributed. We have analyzed these sources for content, format, cost, ease of access and understanding, and we have considered the potential utility of this information on job seekers, students and small businesses. We have further examined ten alternatives for disseminating local LMI and on that basis proposed a community partnership model that has local labour market information, or community information in general, as its focus. This entailed:

1. A strong, cross sector group of local LMI champions to provide leadership and inspire collaboration among a wide cross section of Ottawa stakeholders. The same group of champions would embrace an advocacy role to change the paradigm of LMI in Canada.
2. A secretariat to facilitate community information coordination and see to the upgrading of a local labour market services web portal. The secretariat would also promote partnerships to create new avenues for disseminating LMI, such as an e-zine, to help channel LMI into existing networking forums and to create educational outreach opportunities.

3. A centrally funded web based community index or data bank that collects, cleans, centrally publishes and promotes the use of local LMI and other local data in Ottawa.

However, our interviews with stakeholders revealed that this centralized 'Cadillac' model, although desirable, is not be considered practical without an outside infusion of funding. The community resources that are now directed towards collecting and disseminating community information (including LMI) are either too scarce or too tied to an organization's core activities that they are unavailable for pooling. Consequently we proposed modifications to seven of those ten dissemination alternatives that would, in our view, improve the pragmatic impact of LMI in Ottawa. In addition we observed and reported that the community, led by the Social Planning Council and OCRI, is moving towards coordination among the diverse local indicator projects instead of a single centralized solution.

Returning to the seven recommendations for LMI, in our opinion, the *first priority* should be to get more labour market information circulating in the community in a form that is useable by job seekers, students and small businesses. From this perspective focussing on a journal or e-zine partnership, re-energizing the TalentWorks Steering Committee and working with other stakeholders on the 211 Telephone Service initiative emerge as first steps to be undertaken by OCRI-TalentWorks and its community partners. Further, TalentWorks can probably influence many of Ottawa's local networks to help distribute the new labour market e-zine with the simple application of goodwill and word of mouth. Addressing this priority will require only nominal additional expenditure while keeping the momentum on Ottawa's workforce development moving forward.

A *secondary priority*, which should be simultaneously pursued, is to continue to support the partner management capacity of OCRI-TalentWorks. It should be evident that this is not a question of supplying core funding but one of supporting capacity building, a distinction that Social Development Canada (SDC) has described as "associated with developing the organizational foundation of a community to create and/or sustain social economy enterprises...such as: strategic and community planning; community mobilization and networking; provision of information; and leadership development."⁴¹ The aims of this capacity-building, according to SDC, might include the development of a strategic plan, such as the TalentWorks contribution to the City's Talent Plan, or "exploring what activities it [the community] would like to pursue and is capable of pursuing collectively through engagement in the formulation and implementation of an agreed plan", such as the several LMI options presented above.

With sustained partner management capacity in place, the community should pursue as a secondary priority efforts at strengthening its social capital infrastructure and its ability to transform labour market data into labour market knowledge. This could be accomplished through the educational outreach option -- either in a training program directed at community organizations or in the development of an online support tool for LMI -- and advocating for locally relevant upgrades to the Inventory of Programs and

⁴¹ http://strategis.ic.gc.ca/epic/internet/infednor-fednor.nsf/en/h_fn02091e.html

Services (IPS). Both options will require modest investment but by improving community linkages and interactions they can increase the knowledge churn around LMI and increase the capacity to convert basic LMI data into more pragmatic knowledge for Ottawa's job seekers, students and small businesses.

To measure the return on this investment, the *third priority*, the community information infrastructure option needs to be pursued. This hopefully would result in coordination across various independent local indicator projects in the long term but almost immediately a community agreement on geographic and topical domain definitions needs to be achieved; otherwise the compatibility of future data sets will be seriously jeopardized.

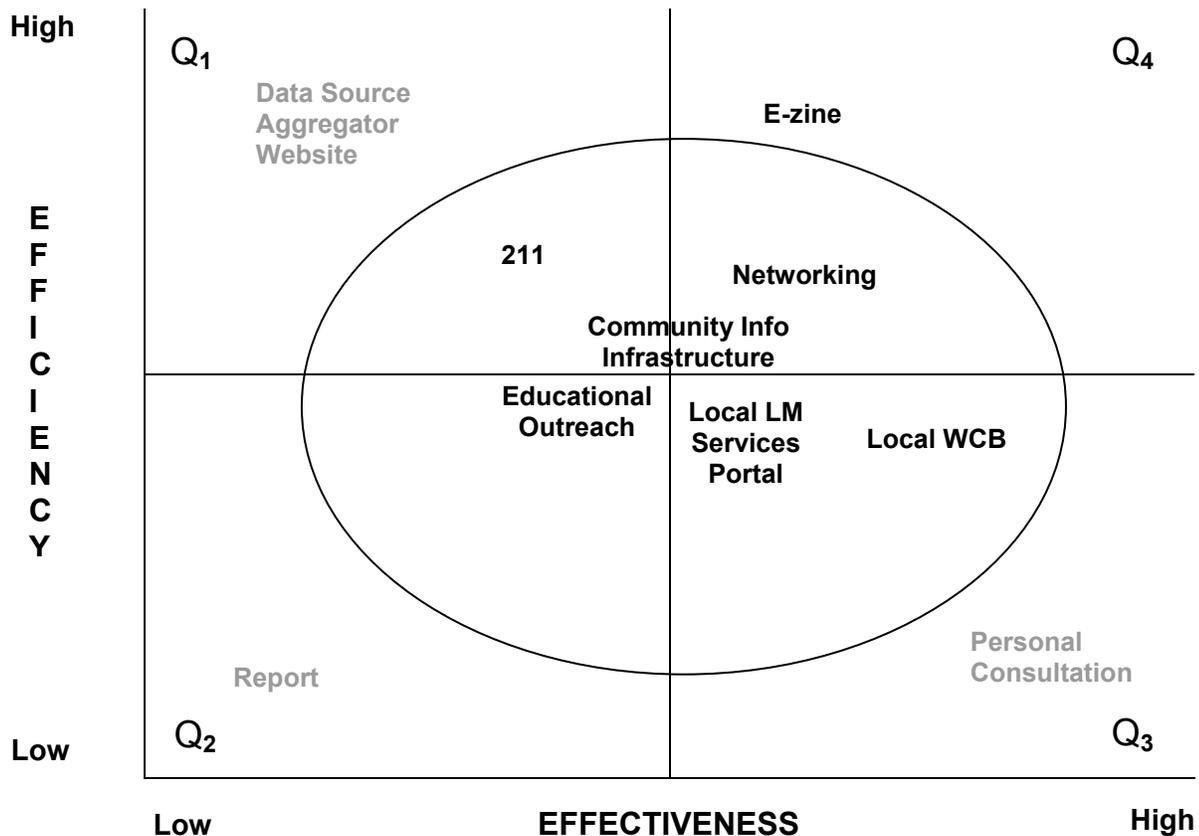
As noted in section 6, OCRI, the SPC and other stakeholders have already begun a conversation on this. Yet there is a question of how long they might delay the development of their own information projects in order to achieve community coordination. To ensure that coordination is achieved *before* rather than at the more costly *after-the-fact* stage, some additional resourcing of this coordination should be made soon. To paraphrase an old adage, a small dose of prevention today will save a lot of headache and confusion tomorrow.

With the implementation of recommendations 1 – 7 the community would likely experience a shift in LMI effectiveness as illustrated in Figure 5 below. For the most part these recommendations are not free of cost solutions and decision makers in the public and private sectors must weigh the value of a more informed, effective workforce and its contribution to a more competitive regional economy against the costs of contributing to a collaborative, locally driven series of community information initiatives. If we understand the dynamics of the knowledge economy, then a 'do nothing strategy' is not really viable.

Despite the inherent possibility of a "commons tragedy", the very existence of many possible beneficiaries is in itself a strong argument in favour of pursuing a partnership approach. As the stakeholders move forward on identifying the possibilities, purposes, principles, and processes of working together on these initiatives, we also recommend that they work to *jointly* develop local LMI business plans to map benefits (both tangible and intangible), markets, potential investors and costs. An imposed solution will not be effectual in such a distributed governance arena. A jointly developed business plan could, for instance, determine if the provision of LMI assists other organizations sufficiently to attract investors and /or advertisers. Is a small user fee / subscription fee appropriate? Is some mix of public, private and consumer funding appropriate -- as is the case, for instance, in public transportation?

Simultaneously, the local indicator groups together with OCRI-TalentWorks could pursue a path of federal and provincial advocacy to help convert the existing LMI paradigm into one which is centred on the public and which views the collection and distribution of labour market knowledge as an important public good.

Figure 5: Anticipated Outcomes



From this discussion it is apparent that pursuing technology options at this stage is premature. The various community stakeholders have yet to define what they want to do together. In the case of a community information infrastructure stakeholders know only that the end result will likely be somewhere between no coordination (current case) and a centralized online databank (Community Accounts case). That said, in the course of this study we became aware that if the community can better define its collective way forward, then specific technologies like the HTML software underlying Community Accounts, or Macromedia Flash for use in online educational tools, or a variety of business intelligence tools, could be used to enhance whatever web-based presence the community opted for. But, for now, the immediate challenge is to define the partnership around a coordinated information infrastructure for the community.

This review has, in addition, brought to light other LMI questions that are beyond the current scope of work and will require future study, including:

- To what extent can employers be persuaded to contribute their own data to improving the accuracy of the local labour market picture?
- From a regional competitiveness perspective, where and how many are the specialized people with the very distinctive skills and knowledge that can determine Ottawa's competitive advantage on the world stage?

- What are the dynamic internal transitions that occur within Ottawa's labour market? (We have almost no timely information about the periodic slack in some industries and occupations, information that could conceivably be used to attract investment, companies and jobs.)
- Are there geographically based clusters, inequalities, or 'deserts' in the distribution of employment and economic activity? Does public infrastructure or public policy contribute to these irregularities and if so what are its dimensions?
- What is Ottawa's social data strategy? Can this be articulated so that it can be utilized by StatsCan as input into their small area estimates project? What information does the community want? What areas should be considered for small area estimation? What are the smallest area units? What are the auxiliary variables that can be used for validating small area estimation?

These are all important questions and their answers would contribute much to Ottawa's strategic workforce planning and its capacity to optimize the use of its existing workforce. Recalling Alan Greenspan's remarks, boosting skills and optimizing the existing labour force is "the *single central action* [emphasis added] necessary to ameliorate these imbalances [of the global economy] and their accompanying consequences for income inequality..."⁴²

In conclusion, it is good to recall that Ottawa firms face an unrelenting competitive challenge to be faster, smarter and more creative than firms elsewhere in the world. That competition is best fought on the hard to imitate strengths of its regionally based competitive advantages. In Ottawa those advantages are based almost exclusively on the intelligence, innovativeness, knowledge and skills of its people, along with the region's collective ability to optimize the development, flow and utilization of this talent pool for the benefit of all Ottawa citizens and organizations.

We know that markets, including job markets, work best when all parties have timely access to the knowledge associated with market transactions. From this review it is apparent that much work still needs to be done before even existing information about Ottawa's labour markets becomes more generally accessible and useable by job seekers, students and employers. It was reported in *Ottawa Works*⁴³, the City's economic output (GDP) was probably being reduced by \$100 million annually due to bad career choices alone. This alone should represent sufficient incentive to want to find a way to invest in building the collective capacity to resolve this issue.

From our interviews with community stakeholders there is awareness of the LMI challenges, what needs doing and generally how to do it. It is apparent that additional low hanging fruit may still be picked with good result, however, moving from here to a

⁴² Alan Greenspan, *The critical role of education in the nation's economy*, delivered to the Greater Omaha Chamber of Commerce 2004 Annual Meeting, Omaha, Nebraska February 20, 2004
<http://www.federalreserve.gov/boarddocs/speeches/2004/200402202/default.htm>

⁴³ Centre on Governance (2002). "Ottawa's Workforce Development Strategy", Report III of Ottawa Works: A Mosaic of Ottawa's Economic and Workforce Landscape, presented to TalentWorks Steering Committee, Ottawa, pg 31

situation where LMI becomes generally relevant and widely used in individual decision making will require a strong focus on the target audiences in a way that leads to a new sense of stewardship and community identity amongst the stakeholders. This is the new seed that has to be planted. The test of this new crop will be whether this sense of stewardship and community identity will be sufficient to overcome the aversion to the initial coordination costs in order to enable the necessary collaborative solutions to be realized.

APPENDIX 1: INDICATOR LIST (TIER I-III)

Tier I Indicator	Source	Date	Renewal	Cost ^{44,45}	Lowest level	Notes ⁴⁷
What's New in Ottawa <i>Recent hiring and employment news</i>	Labour Market Bulletin, HRCC Ottawa Ottawa Citizen Ottawa Business Journal	Current	Daily	None	City	Regular scanning required Needs to be compiled
Employment Opportunities in Ottawa by Major Industry Sector <i>Identifies recent industry job vacancies in Ottawa</i>	Labour market Bulletin, HRCC Ottawa http://www.labourmarketinformation.ca/standard.asp?ppid=92&lcode=E&prov=35&gaid=9193&catid=8&prompt_for_criteria=0	Sept 2004	Quarterly	None	City	Collecting this data can establish trends Contact : HRCC Ottawa
Recent Ottawa Employment Trends by Industry	Labour market Bulletin, HRCC Ottawa http://www.labourmarketinformation.ca/standard.asp?ppid=92&lcode=E&prov=35&gaid=9193&catid=8&prompt_for_criteria=0	Sept 2004	Quarterly	None	City	Collecting this data can establish trends Contact : HRCC Ottawa
Recent Ottawa Employment Trends by Industry & Occupation	<i>Ontario Labour Market Report using StatsCan Labour Force Survey</i> http://www.gov.on.ca/MBS/english/LMI/lmr_monthly.html	January 2005	Monthly	None	City	Report also contains similar data for the Ottawa region in addition to the city.
Labour markets, business activity and population growth and mobility in CMAs	<i>Trends and Conditions in Census Metropolitan Areas entitled Labour Markets, Business Activity and Population Growth and Mobility in Canadian Census Metropolitan Areas (89-613-MIE2005006)</i>	April 26 2005	Annual	None	Ottawa & other Canadian CMAs	
Employment growth rate by	<i>Ontario Regional Labour Market</i>	Sept 2004	Quarterly	None	City	six month delay

⁴⁴ The indication of no cost applies if the data is acquired by linking to the relevant site. Republishing StatsCan data is forbidden unless by licence.

⁴⁵ †Indicates Data Liberation Initiative data to which Carleton and University of Ottawa subscribe

⁴⁶ The same report can be referred to several times and the cost is also repeated. However, the cost associated with LFH Review for example may be redundant

⁴⁷ A common criticism from job seeker perspective is that industries and/or occupational descriptions don't reflect what people see and hear in real life

Local Labour Market Information in Ottawa

occupation; GDP and employment forecasts; and employer's hiring intentions	Quarterly Report – http://www.gov.on.ca/MBS/english/LMI/lmr_regional.html					
Today's job trends	Ontario Job Futures http://www1.on.hrdc-drhc.gc.ca/ojf/ojf.jsp?lang=e&section=Overview&noc=0000#side3	2002	Periodic?	None	Ontario	
'Good' Employment Prospects for Ottawa	HRSDC http://www.labourmarketinformation.ca/standard.asp?ppid=57&lcode=E&prov=35&gaid=9193&occ=&employer_potential=1&search_key=1&search_type=3	Feb 17, 2005	Daily	None	Ottawa	
Duties and Educational Requirements by Occupation <i>Identifies formal occupational requirements</i>	Ontario Job Futures http://www1.on.hrdc-drhc.gc.ca/ojf/ojf.jsp?lang=e&section=Welcome&noc=0000		Periodic? TBD	None	Ontario	Assumes industry input
Essential Skills by Occupation <i>Employability skills associated with each occupation</i>	HRSDC http://www15.hrdc-drhc.gc.ca/English/general/home_e.asp		Periodic	None	National	Assumes industry input
	Employability Skills Toolkit Conference Board of Canada	2003	Periodic	\$98.58 ea	National	Available through Mgraw Hill
	Wow Skills http://www.wow-skills.com/default.asp			None	National	Uses Conference Board Employability Skills assessment tool
Major Employers in Ottawa	Data Handbook, City of Ottawa http://city.ottawa.on.ca/city_services/planningzoning/facts/data_handbook/index_en.shtml	2001	TBD?	None?	City	Good to identify but out of date data
No. of firms with employees in Ottawa	StatsCan Cansim 178-0001 Firms remitting payroll deductions	2004	Monthly	request	CMA	No. of businesses with employees
No. of Firms by Employment Size	City of Ottawa	2001	Annual	None	City	City employment survey

Local Labour Market Information in Ottawa

<i>Establishes the scope of employment activity in Ottawa</i>						
No. of Firms by employee size and by sector <i>Establishes the scope of employment activity in Ottawa</i>	StatsCan, Establishments by Industry 61F0040X .	2004	Semi-annual	\$400[†] \$600[†]	CMA Census subdivisions	City may have this
No. of new businesses registered by sector <i>Suggests where growth is taking place</i>	OCRI (via entrepreneurship center)??	2001	Annual	None	City	
Employment Distribution by Occupation and Geographic Area Suggests which occupation is growing in Ottawa and where.	Data Handbook, City of Ottawa http://city.ottawa.on.ca/city_services/planningzoning/facts/data_handbook/index_en.shtml	2001	Census	none	Neighbourhood	
	StatsCan Labour Force Historical Review, 71F0004XCB	2004	Annual	\$209[†]	CMA	
Workforce distribution by industry sector <i>Past trends in employment by sector suggests which sector may be growing / declining as an employer</i>	Statistics Canada, Labour Force Historical Review, 71F0004XCB	2004	Annual	\$209	CMA	On an annual basis, this is the most accurate of the 3 sources cited here; a detailed annual sector breakdown can also be purchased by Research & Projections.
	Census data, City of Ottawa http://city.ottawa.on.ca/city_services/planningzoning/facts/census/index_en.shtml	2001	census	none	Neighbourhood	

Local Labour Market Information in Ottawa

<p>Projected Employment by Sector</p> <p><i>Indicates where employment growth currently expected to grow</i></p>	<p>Data Handbook, City of Ottawa http://city.ottawa.on.ca/city_services/planningzoning/facts/data_handbook/index_en.shtml</p>	2021	periodic	none	City	
<p>Employment Prospects and Profile by Occupation</p>	<p>Ontario job futures http://www1.on.hrdc-drhc.gc.ca/ojf/ojf.jsp?lang=e&section=Find&noc=0000</p>	2002	5-year projection	none	Ontario	
<p>Ontario Job Trends 2007</p>	<p>Ontario Job Futures http://www1.on.hrdc-drhc.gc.ca/ojf/ojf.jsp?lang=e&section=Overview&noc=0000#side7</p>	2002	Annual?	None	Ontario	<i>Are projections including replacement demand?</i>
<p>Small Business Trends</p>	<p>OCRI-Entrepreneurship Centre reported in <i>Entrepreneurs Client Survey</i></p>	2004	Annual	None	Ottawa	
<p>Occupational Diversity within Industries</p> <p><i>Within an industry, this suggests where most of the jobs are</i></p>	<p>Statistics Canada, Labour Force Historical Review 71F0004XCB</p>	2004	annual	\$209†	CMA	
<p>Number & Distribution of skilled trades people in Ottawa by trade</p> <p><i>Trends in employment suggest which trade may be growing / declining</i></p>	<p>Statistics Canada, Labour Force Historical Review, NOC (H) only 71F0004XCB May be available through City of Ottawa</p>	2004	Annual	\$209†	Neighbourhood	City Contact : Ian Cross
<p>Average wage per worker by occupation (hourly)</p> <p><i>Suggests average wage workers can anticipate.</i></p>	<p>HRSDC Local Wages by Occupation http://www.labourmarketinformation.ca/standard.asp?ppid=81&lcode=E&prov=35&gaid=9193&occ=39&search_key=5&search_type=&employer_potential=&new_search=&total_records=39</p>	2003	Annual	None	City	
<p>Household Income trends</p>	<p>Statistics Canada, Income Trends</p>	2002	annual	\$209	City	

Local Labour Market Information in Ottawa

<p>Can suggest to workers whether average incomes are increasing or not.</p>	<p>13F0022XCB</p>					
	<p>Census data through City of Ottawa http://city.ottawa.on.ca/city_service/planningzoning/facts/census/index_en.shtml</p>	<p>2001</p>	<p>Census</p>	<p>None</p>	<p>Neighborhood</p>	
<p>No. Residential building permits</p>	<p>City</p>	<p>2004</p>	<p>annual</p>	<p>None</p>	<p>City</p>	
<p>Indicates residential demand for building trades</p>	<p>StatsCan 64-001-XIE</p>	<p>2004</p>	<p>monthly</p>	<p>\$15</p>	<p>CMA</p>	
<p>No. Commercial building permits</p>	<p>City</p>	<p>2004</p>	<p>annual</p>			
<p>Indicates commercial demand for building trades</p>	<p>StatsCan 64-001-XIE</p>	<p>2004</p>	<p>monthly</p>	<p>\$15</p>	<p>CMA</p>	
<p>Total Building Permits Value</p>	<p>Value of Residential and Non-Residential Building Permits, Data Handbook, City of Ottawa http://city.ottawa.on.ca/city_service/planningzoning/facts/data_handbook/index_en.shtml</p>	<p>2003</p>	<p>annual</p>	<p>none</p>	<p>City</p>	
<p>Suggests the volume of building work soon to be undertaken</p>						
<p>Tier II Indicators</p>	<p>Source</p>	<p>Most Recent Date</p>	<p>Renewal</p>	<p>Cost</p>	<p>Lowest level</p>	<p>Notes</p>
<p>Current Unemployment rate (Overall and by sector)</p>	<p>Labour Market Bulletin, HRCC Ottawa</p>	<p>Sept 2004</p>	<p>Quarterly</p>	<p>None</p>	<p>City</p>	<p>Collect this for short term trends</p>
<p>Indicates the surplus or unused workforce capacity. If that surplus is low (below 6.5%) , workers can demand higher wages and greater flexibility in terms of qualifications.</p>	<p>Statistics Canada, Labour Force Historical Review, 71F0004XCB</p>	<p>2004</p>	<p>Annual</p>	<p>\$209†</p>	<p>CMA</p>	
<p>Historical Workforce Statistics</p>	<p>Data Handbook, City of Ottawa http://city.ottawa.on.ca/city_service/planningzoning/facts/data_handbook/index_en.shtml</p>	<p>2003</p>	<p>Annual</p>	<p>None</p>	<p>City</p>	<p>Labour force Employed Participation rate Unemployment rate</p>
<p>Indicates trends in the surplus or unused workforce capacity</p>						<p>Beware of Ontario - Québec</p>

Local Labour Market Information in Ottawa

						issues and permanent resident issues
<p>Migration Estimates To and From Ottawa</p> <p><i>In general more immigration implies more competition for existing jobs and more cost to integrate immigrants locally</i></p>	<p>Ottawa Counts, City of Ottawa with Statistics Canada, Migration Estimates for Census Division 3506 http://city.ottawa.on.ca/city_services/planningzoning/facts/counts/counts_oct_03/index_en.shtml</p>	2002	Annual	None	City	
<p>Regional GDP and GDP by industry sector</p> <p><i>An indicator of economic vitality. Increases in GDP suggest a growing demand for jobs.</i></p>	<p>Data Handbook, City of Ottawa based on Conference Board data in <i>Metropolitan Outlook</i> http://city.ottawa.on.ca/city_services/planningzoning/facts/datahandbook/index_en.shtml</p>	2003	annual	None	CMA/ City	
	<p>Statistics Canada, <i>Gross domestic product by industry</i> 15-001-XIE</p>	2004	Monthly (national figures)	Special request	City	
	<p><i>Ottawa-Gatineau Metropolitan Outlook</i>, The Conference Board of Canada,</p>	Winter 2005	Semi-annual	\$660	CMA	
<p>Average labour cost per employee by occupation and region</p> <p><i>Indicates how willing firms may be to locate in Ottawa</i></p>	<p>KPMG, Competitive Alternatives Study http://www.competitivealternatives.com/default.asp</p>	2004	Annual?	None	City & Industry comparison	Uses comparison ratios rather than actual amounts
	<p>Geographic Assessor, Economic Research Institute,</p>	2002	annual	\$829		ERI uses differentials from base line city. Also looks at cost of living comparisons
<p>Transportation Costs by industry and region</p> <p><i>Indicates how willing firms may be to locate in Ottawa</i></p>	<p>KPMG Competitive Alternatives Study, February 2002 http://www.competitivealternatives.com/default.asp</p>	2004				Uses comparison ratios rather than actual amounts
<p>Taxation rates by industry and region</p> <p><i>Indicates how willing firms may</i></p>	<p>KPMG, Competitive Alternatives Study, 2002 http://www.competitivealternatives.com/default.asp</p>	2004	Annual?		City & Industry comparison	Uses comparison ratios rather than actual amounts

Local Labour Market Information in Ottawa

<p>be to locate in Ottawa</p>						
<p>Growth of seniors by area</p> <p><i>Suggests which areas of the City are becoming more significant for health care /home care / and health supportive occupations</i></p>	<p>ΔChange- Ottawa Counts http://city.ottawa.on.ca/city_services/planningzoning/facts/counts/coun ts_aug_03/index_en.shtml</p> <p>Area- Data Handbook, City of Ottawa with StatsCan census data http://city.ottawa.on.ca/city_services/planningzoning/facts/data_handb ook/who/table_6_en.shtml</p>	<p>2001</p>	<p>Census</p>	<p>None</p>	<p>Sub-area</p>	<p>Needs some compiling</p>
<p>Office / Industrial Vacancy Rates</p> <p><i>Low rates may suggest employers are expanding</i></p>	<p>Royal LePage National Office Market Statistics - Ottawa Market Report</p> <p>http://www.royallepage.com/en/m arketinfo/index.asp</p>	<p>2004</p>	<p>Quarterly</p>			<p>These reports also include forecasts of business growth in commercial, industrial and retail activity - and their locations</p>
<p>Average household income & Disposable income</p> <p><i>An indicator of Ottawa's consumer marketplace – more disposable income more retail</i></p>	<p>Statistics Canada, Income Trends 13F0022XCB</p>	<p>2002</p>	<p>annual</p>	<p>\$209</p>	<p>City</p>	
	<p>Conference Board CPI</p>	<p>2004</p>	<p>Annual</p>	<p>None</p>		<p>Conference Board reports estimates of disposable income per capita for the Ottawa CMA three X per year (City has a subscription to this)</p>
<p>Retail Space Inventory</p> <p><i>Indicates where retail growth is occurring</i></p>	<p>Data Handbook, City of Ottawa http://ottawa.ca/city_services/plann ingzoning/facts/data_handbook/oth er/table_58_en.shtml</p>	<p>2002</p>	<p>periodic</p>	<p>None</p>	<p>Sub-areas</p>	<p>Trends can be constructed</p>
<p>Local R&D spending as a percentage of Ottawa GDP</p> <p><i>Indicator of research related employment</i></p>	<p>Research Infosource http://www.researchinfosource.co m/top100.shtml (Firms and Universities) NRC http://www.nrc-cnrc.gc.ca/aboutUs/facts_e.html CRC http://www.crc.ca/en/html/crc/home /info_crc/budget</p>	<p>2004 2003 2003</p>	<p>Annual</p>	<p>None</p>	<p>Ottawa</p>	<p>Needs compiling and data results would not be perfectly accurate</p> <p>The Impact Group in Toronto suggested StatsCan could do a special run. Est. cost \$7500</p>

Local Labour Market Information in Ottawa

<p>Venture capital spending</p> <p><i>Suggests areas and size of new economic activity</i></p>	<p>Ottawa Venture Capital Network, Canadian Venture Capital Association, National Venture Capital Association</p> <p>http://www.ottawacapitalnetwork.com/research/vc.cfm?display=research</p>	Q1 2005	quarterly	none	NCR?	Note OCRI and the Venture capital Network present 2 different numbers
<p>Intellectual property commercialization per capita</p> <p><i>Medium range indicator of new product development</i></p>	<p>CITO?</p> <p>OCRI?</p>			Special Request	CMA	
<p>No. of patents produced in the region per capita</p> <p><i>Long range indicator of new product development</i></p>	<p>U.S. Patent and Trademark Office</p> <p>Statistics Canada, Survey of Innovation,</p>	2003	annual	none	City	In 1999 77% of all Canadian produced patents were filed in the US and the trend is increasing
<p>Enrolment by Discipline or Program in Local Universities and Colleges</p> <p><i>Indicator of future workforce supply and areas where competitive pressures likely to arise</i></p>	<p>University of Ottawa http://www.uottawa.ca/services/irp/eng/field_studies_index.html</p> <p>Carleton University, http://www.carleton.ca/%7Eopas/pi-2003/index/html/pi.htm</p> <p>Algonquin college http://www.algonquincollege.com/pr/FastFacts/facts.htm</p> <p>La Cite</p>	<p>Fall 2004</p> <p>Fall 2003</p> <p>Fall 2004</p> <p>Fall 2003</p>	Annual	None	City	Needs compiling
<p>Apprenticeship Certification by Program</p> <p><i>Suggestive of the growth in the supply of skilled trades</i></p>	MTCU	Annual	annual	Special request		
<p>Enrolment in Tech Programs in Secondary Schools</p> <p><i>Suggestive of the growth in the supply of skilled trades</i></p>	Summary of data from Ottawa school boards	annual	annual	Special Request		Needs compiling

Local Labour Market Information in Ottawa

Tier III Indicators	Source	Date	Renewal	Cost	Lowest level	Notes
Ratio of employment growth to population growth <i>Partial indicator of the region's success at matching growth with employment opportunity. However, advances in technology and changes in demographics can impact employment growth.</i>	The City of Ottawa, from The Centre for Spatial Economics, 2001	2001	periodic	Census	CMA	
	Statistics Canada, Labour Force Historical Review 1997–2003	2004	Annual	\$209 [†]	CMA	
Business failures <i>Suggests the degree to which people have incorporated the lessons of entrepreneurship and whether Ottawa has succeeded in creating a nurturing environment for entrepreneurs.</i>	Industry Canada, Superintendent of Bankruptcy, 2003 http://strategis.ic.gc.ca/epic/internet/inbsf-osb.nsf/en/br01104e.html	2004	YTD/annual	None	City	Collect for trends Could be available monthly and annually from CANSIM or Min of Consumer & Corporate Relations
	Conference Board bankruptcies					
Families receiving EI and social assistance as % of all tax files <i>A reduction in social supports is suggestive that people are becoming more successful in achieving positive employment outcomes</i>	StatsCan Small Area Administrative Data Division, income tax data 13C0015	2002		Special Request		
Percent of regional long-term unemployment (greater than 6 months)	Statistics Canada, Labour Force Historical Review 1997–2003	2004	Annual	\$209 [†]	CMA	
Proportion of self-employed with sustainable income <i>How supportive is Ottawa to self-employment?</i>	Statistics Canada, Small area administrative data (33-40 net income self employed non-farm) 13C0015	2002		Special Request	CMA	
Percentage of Women employed	Statistics Canada, Labour Force Historical Review 1997–2003	2004	Annual	\$209 [†]	CMA	
Percentage of new immigrants employed	Statistics Canada, Labour Force Historical Review 1997–2003	2004	Annual	\$209 [†]	CMA	

APPENDIX 2: OCRI-TALENTWORKS

The first major local workforce initiative, stemmed from a 1998 report entitled *Ottawa's Hidden Workforce* which identified a large pool of Ottawa residents who were either unemployed or underemployed. The report led to the creation of the 'Taskforce on Employment' by the Regional Municipality of Ottawa-Carleton and a recommendation by stakeholders, later embraced by the Region, to implement workforce changes through an informal community consortium called *Partners for Jobs*.

In the spring of 1999, the Region's Economic Generators Initiative recommended a cluster development strategy as an economic blueprint for the Region and called for the creation of a cross-sector coordination body, the Ottawa Partnership (TOP), to provide direction for the area's development. Among the other key recommendations of the Economic Generators Initiative was the need to address workforce issues, collectively called "Skilling Ottawa", as a necessary cornerstone of any regional development strategy.

Since the Ottawa Centre for Research and Innovation (OCRI) had had a long history in Ottawa of facilitating community collaboration across the private, public civic and educational sectors and had also managed several human resource initiatives in support of the technology sector, OCRI was approached to take the lead on behalf of TOP to integrate the needs of employers, job-seekers and the community.

OCRI accepted the workforce challenge and created TalentWorks -- a community coordination model that was championed by TOP and other key stakeholders in November 2001. Recognizing that no one organization in Ottawa had sufficient knowledge, mandate or resources to identify the gaps, to develop strategies and pilot projects or to harmonize workforce supply and demand programs for the entire region, it became the mandate of OCRI-TalentWorks to try and integrate the activities of the various community stakeholders on a wide range of talent related issues.

A TalentWorks Steering Committee was established with representatives from the three orders of government (as both employers and policy makers), private sector employers, educational and training organizations, local recruiters, labour, business associations, economic development agencies, as well as job-seeker and community groups to begin this integration. Formally TalentWorks was a TOP initiative managed by an OCRI Secretariat with core funding from the City of Ottawa and major project funding coming from the City, Human Resources Development Canada (now HRSDC), the Ontario Ministry of Training Colleges and Universities (MTCU), the Ontario Ministry of Municipal Affairs and Housing and the Ontario Ministry of Agriculture, Food and Rural Affairs.

APPENDIX 3: INDUSTRY CATEGORY DEFINITIONS BY NAICS CODES

Group	Name	NAICS codes
1	Agriculture & Agri-food	111 + 112 + 1151 + 1152 + 311
2	Primary Sector	113 + 1153 + 21
3	Utilities	22
4	Construction	23
5	Textile Manufacturing	313 + 314 + 315
6	Other Manufacturing	3122 + 32 + 3331 + 332 + 333 + 335 (- 3359) + 336 + 337
7	Info. & Comm. Techn.	334 + 3359 + 5112 + 513 + 514 + 5415 + 5416 + 5417
8	Trade	41 + 42 + 44 + 451 + 452 + 453 + 454 + 811 + 812
9	Transportation	481 + 482 + 483 + 484 + 485 + 488
10	Other Transportation	486
11	Tourism and Recreation	487 + 5111 + 711 + 712 + 713 + 721 + 722
12	Other Art	512
13	Business Service	491 + 492 + 493 + 522 + 523 + 524 + 526 + 53 + 5411 + 5412 + 5413 + 5414 + 5418 + 5419 + 55 + 561 + 562
14	Education	61
15	Health & Social Services	62
16	Public Administration	5211 + 91
17	Not-for-Profit	813 + 814

APPENDIX 4: THE BANK OF KNOWLEDGE

<http://www.spcottawa.on.ca/bok/>

Bank of Knowledge
A Multi-Year Collaborative Project
of the Social Planning Council of Ottawa

Content Advisory Committee

Representative Body

Bank Infrastructure (Project Coordination and Planning)

Lead Partner:

- Social Planning Council of Ottawa (SPC)

Partners:

- Community Based
- University Department Centres Network of Ottawa
- United Way Ottawa

Diversified Resourcing for:

- Project Coordination and Participatory Planning
- Baseline Data and Analysis (incl. Canadian Social Data Strategy - Census and related data)
- Geographic Information System Capacity

Technical Advisory Committee

Re Website and GIS Mapping Development

Housing & Homelessness Account
"Community Information Exchange on Housing and Homelessness"

Lead: SPC

Primary Community Partner:

- Existing Collaboration where an appropriate one exists

Diversified Resourcing:

- Funding and in-kind

Diversity Account
Prot Name TBD

Free Information

Ottawa based research

Connecting with others

Inclusion for People with Disabilities Account
"Name TBD"

Economic Inclusion Account
Name TBD

Labour Market Account

APPENDIX 5: COMMUNITY ACCOUNTS⁴⁸

In 1996, a Social Policy Advisory Committee (SPAC) was established to conduct public consultations throughout the province to determine what was happening in the daily lives of the province's citizens and whether programs and policies were meeting needs. After extensive research and consultation, one of the committee's major recommendations was that government programs and policies be developed and implemented based on strong statistical evidence, clear target groups, and measurable results.

To achieve this community of practice the Newfoundland and Labrador Statistics Agency, in partnership with the Strategic Social Plan (SSP) of the Government of Newfoundland and Labrador and Memorial University, developed a government and public-wide system that embraces an integrated, *evidence-based management approach* to policy and program development through collaboration within and across government departments, and economic and social sectors. Termed the "Community Accounts", it is the first Internet-based data retrieval and exchange system in Canada with unrestricted access to view and analyze data down to the community. It provides citizens and policy makers with a single comprehensive source of key social, economic and health data and indicators that would not be readily available, too costly to obtain, or too time consuming to manually or otherwise retrieve and compile.

Architecture

Community Accounts (CA) architecture is defined by geography and by topic.

By geography

Geographic Area
607 school catchment areas
400 Communities
200 Municipalities
80 Local areas
20 Economic zones
15 HRCC Regions
11 School Districts
8 Institutional Health Boards
6 Health and Community Services Regions
6 SSP Regions
4 HRSDC Districts
1 Province

Indicators by Account Topic

⁴⁸ Based on Community accounts website (www.communityaccounts.ca) and interviews with CA personnel.



The first step in creating Community Accounts was undertaking a vision session to establish where it was we wanted to go. The vision was then used to guide the selection of indicators which then become the basis of assessing progress and avoiding the cycle of blame. In the CA case, it was coincidental that it happened this way. The SSP pre-occupation at the time was shrinking communities and a lack of jobs. The SSP developed a vision and introduced the idea of a social audit to provide an evidence based management approach for decision-making and accountability among the actors in their contributions towards their espoused vision. CA provided both a landscape of Newfoundland's existing conditions and a means of reporting on progress. CA also wanted to reduce their reliance on static print media artifacts that were expensive and too quickly outdated.

CA was originally driven by the not-for-profit sector, and it was primarily social in its orientation and based in the SSP. It was a way for keeping the government accountable in its commitments around the SSP. CA has now moved into the Rural Secretariat, where social and economic outcomes have become linked and it is increasingly seen as a means for government to extract outcome accountability from the not-for-profits that are delivering on social services with public money.

The three most frequently accessed CA accounts are: demographics, income, and labour market information.

CA has groups of subject matter experts working with specific accounts and has individual organizational or departmental sponsors of specific accounts or data

components. CA doesn't do analysis. It prefers this is done by local groups or academics.

Data refreshment of is done manually owing to the need to ensure reliability of data and eliminate the problems associated with random rounding and suppression errors that can be significant with small area data. These errors have to be adjusted so that unrealistic results don't occur.

Mapping – CA uses a lot of maps to present a visual representation of the geography referred to but is moving towards the application of GIS technologies to generate landscape data and trends.

“We try to collect the data by the smallest common denominator (postal code) so that we can rebuild it in larger groupings of different descriptions” (eg. communities, health boards or school districts). While obtaining “small area estimates” is essential for local relevance but it is often difficult to extract from StatsCan.”

CA does not have access to original StatsCan data. They achieve localness by defining the 1400 geographic areas by postal code and submitting these definitions to StatsCan which then aggregates original data, rounding or suppressing to ensure privacy and delivers customized data sets. Each geographic definition of CA has a table with all the indicator information. CA has considered more automated approaches but felt that to do so would mean more problems with StatsCan privacy barriers and unadjusted data. With any account theme (education, income etc.) there can be from 3 to 5 geographic levels depending on the variable and the detail required. For the most part the definition of detail required is determined by the communities themselves. CA will obtain and post data because communities want it.

Costs

Data - \$30K – 50K annually for public release data depending on whether it is a census year or not. If research or presentation value is added to StatsCan data the cost to publish the data can be significantly reduced but this analysis or formatting has its own costs. StatsCan licensing agreements for public release data is expensive, usually in the thousands of dollars; however, the price is negotiable.

One cost that isn't obvious is the cost associated with data cleaning (fixing those rounding and suppression errors). This cost plus the high cost of StatsCan data are an inducement for CA to collect their own data using the format of StatsCan surveys for compatibility. They are also looking for better ways to do computer searches for outliers that helps to identify the accuracy of the data.

Original surveys – CA uses call centres to conduct original research and uses StatsCan survey templates and part-time StatsCan survey people. This original data collection is usually done as an add-on contract with a specific provincial department. Doing this has cut the data cost up to 50% and CA obtains original local data which then can be matched with StatsCan surveys.

Staff – CA employs 3.5 FTE's at about \$165,000 annually. Staff costs are associated with technical support, software development and maintenance, data cleaning, and training. They have one dedicated person for programming because they are continuously updating the site based on user feedback. They also use one person for data cleaning and management of the data tables.

Marketing & Communication – To date CA hasn't put a great deal of emphasis on this but feels that now that the data resource is established this should become a priority now, maybe with the inclusion of a newsletter or more popular type of media.

Technical – CA uses 2 servers – one a web server that uses WinNT which they are upgrading to Windows 2003; and the other a database server which operates with SQL. They tried using MS Access but there were problems experienced when more than 15 concurrent users were online. CA has developed their own proprietary software to run the web interface (much of the original \$300,000 set up cost was associated with software development). They are also willing to make this available at no charge. This web interface is customizable for other jurisdictions as illustrated by its use by Community Counts, a Nova Scotia initiative similar to CA.

Maintenance and revision – usually it takes one person 6-8 weeks to update a table. The major cause of this is data cleaning. As far as ISP and computer costs these tend to be buried in the Province's overall technology budget. CA isn't entirely sure of the exact cost. Despite this, they are considering moving their IT and ISP functions to an independent host and contracting out the entire technical aspect of the service.

Data compatibility – CA does very limited cross matching of data. This decision was largely due to their desire to present each data source independently and let users determine which source may be more valid. In some areas though where one source has been established as being more reliable than another they will use the more reliable one, as demonstrated in their decision to use Provincial social assistance numbers rather than Income Tax data because tax filers tend to under report assistance levels.

Training to community groups

Training is built into CA's FTE costs – one day a month in St. John's and one day a month elsewhere in Province. CA does both individual training and group workshops. These courses are free and open to anyone -- from students to Deputy Ministers and MPs. They have also developed a Flash⁴⁹ tutorial for use in classrooms to show university students how to use CA.

Nature of training offered by CA

- Genesis of Community Accounts
- Explain Home Page and Navigation Bar
- Explain "Geography Path" and "Topic Path" Steps to retrieve Data
- Explain Levels of Geography Available

⁴⁹ Note: an interactive internet tool by Macromedia

- Show how to select communities and regions
- Explain Community Accounts diagram and system of accounts used to organize data
- Explain how each account is organized (Tables/Graphics/Analysis Tools)
- View Income Data (Income Summary Table)
- Explain the notion of “Well-Being Indicators”
- Explain Well-Being Charts, Maps, Summary Table
- Show other sources of data:
 - Health – Hospital Morbidity, Adult Health Surveys
 - Social Accounts – Social Assistance, Employment Insurance
 - Labour Accounts – Labour Activity Survey, Census of Population
- Explain Population Pyramids
- Demonstrate Indicator Analysis Tool
- Show Community Profiles

Governance of Community Accounts

CA is run by an advisory group that reports to the Premier’s Office and that is composed primarily of executives from the major provincial not-for-profit organizations along with representatives from some government departments. CA’s governance structure tends to be top down, although grass roots input from users and community groups is continually changing the face of CA.

CA tries to listen to what people are saying about the type and format of the data they are looking for. If a particular group wants a certain kind of data, CA does try to obtain it for them. “We want people to be able to find their data in a format that is useful to them. We work with local people to identify data they need and to use those local people to validate the data once we make it available.” Consequently, CA is beginning to incorporate more qualitative data and to put more of a face and flesh on the bones of quantitative data that were originally presented. For instance, data on the village of Twillingate is now accompanied by pictures of the community so people can better see what the numbers really represent (or don’t).

CA’s principal partner has been the Newfoundland and Labrador Statistics Agency. The Provincial department with responsibility for the SSP is the Rural Secretariat. Development of the software and the content of CA has been the responsibility of Memorial University, while the Community Services Council, other not-for-profits and the provinces municipalities have contributed to CA governance through the Premier’s Advisory Group.

University Linkages

Research catalyst -- The existence of CA and its ability to juxtapose different kinds of community data is already beginning to have an effect on the provinces research community. One outcome of this is that it has become obvious to researchers and policy makers alike that there is a link between population health and income levels. The provinces poorest communities are also the least healthy. “Today we can categorically show that growing health inequalities are related to growing income inequalities as

demonstrated by individual Newfoundland and Labrador communities.” The existence of this interdisciplinary data resource is encouraging to researchers studying complex problems.

Educational outreach – CA is well aware of the need to educate the public and community organizations on how to interpret and use data which is why they developed the Flash presentation and conduct training sessions but to date they have not utilized third party educators to assist in this role. They are however, considering it as a possible next step.

Indications of uptake/usage by community organizations

The initial reaction from the not-for-profit community in the province was hostile to the proposal of Community Accounts. More recently these same organizations have gone to the Premier and the Deputy Ministers to say that the existence of CA is absolutely essential to their ability to do their job helping Newfoundland communities. In addition, the health indicators are being increasingly used by regional health authorities and in classrooms to demonstrate issues of population health. Politicians have found that CA provides them with the information they need at their constituency level and that it is available instantly anytime day or night.

No one group in Newfoundland appears to be asking for or using CA data. The interest in CA appears to cut across the board from individual citizens, to not-for-profits, to Deputy Ministers and Members of Parliament.

Given that people like maps and charts and that representing data in this way constitutes a means of adding value to StatsCan data and thus reducing its cost, CA is moving towards graphic data representation more and more, especially in GIS terms.

Other references suggested by Community Accounts:

Neighbourhood Accounts -- www.neighbourhoodaccounts.ca – Canadian neighbourhood level data experiment

UK Policy Hub - http://www.policyhub.gov.uk/about/about_policy_hub.asp - developed by the UK Cabinet Office Government Social Research Unit

Federation of Canadian Municipalities - <http://www.fcm.ca/qol3/team3.htm>– Quality of life data from city planner perspective

APPENDIX 6: 211 BACKGROUND⁵⁰

211 is a resource that assists individuals, families, community agencies and government departments to access community, social, health and government services. 211 is an abbreviated telephone number approved in 2001 by the CRTC for the purpose of community information and referral (I&R) in Canada. 211 is “one of the most important social innovations in this century, as critical to societal development as electricity and automobiles were in previous centuries.”

The 211 dialling code is designed to improve access to community services by helping individuals quickly locate I&R specialists who can help them navigate the frequently complex maze of agencies and programs available to them. The 211 call is free to the caller, the number is easy to remember, and is expected to quickly become nationally recognized as the easiest and most effective way for individuals and families to locate the appropriate community-based organizations and government agencies required to meet their human service needs.

The core business of a 211 service is community Information and Referral, and includes skilled staff, an up-to-date comprehensive database, professional standards of performance and technology to support an efficient system.

211 is a community asset as demonstrated in Canada’s first 211 service for Toronto’s 2.5 million people, (about eight percent of Canada’s population). 211 services were launched in Toronto in June 2002 and now receives an average of 30,000 calls a month. In the United States, 211 services continue to grow. There are now 128 locations with a 211 service, located in 26 states that serve 32 percent of the U.S. population.

The recent Ottawa 211 Feasibility Study identified several benefits, including:

- Improved access to services and community information for all residents
- Enhanced and facilitated access, including advocacy, for vulnerable populations such as older adults, children, people who are homeless or in distress who face barriers to accessing services
- Centralized expertise and standardized quality of service for Ottawa I&R consumers and extended service hours
- Data collected to help the community address trends and gaps related to social and health needs
- Organizations that currently provide information and referral services are able to focus on their core competencies.

The principal partners involved in developing Ottawa’s 211 services include the United Way of Ottawa, the City of Ottawa and the Distress Centre of Ottawa and Region.

⁵⁰ Jonquil Eyre Consulting, Final Report, Ottawa 211 - Review of Organizational Capacity, Ottawa, July 21, 2004

APPENDIX 7: UNIVERSITY and COLLEGE EMPLOYMENT & CAREER SERVICES

University of Ottawa Career Services

(<http://www.careers.uottawa.ca/en/students>)

Career Information and Resources

Information available at Career Services

What can I do with my studies?

Career Software

Career Mentors

Career Counselling

Where are our Graduates?

Studying Abroad

Job Search Workshops

Frequently Asked Questions (*includes LMI resources*)

Other Career Services on Campus

Tools for applying for a Job

Identifying Employability Skills

Resume writing

Cover Letter

Portfolio

Information Meetings

Job Interview

Thank you letter

Individual consultations

Success in the First Year on the Job

Job searching options

Job postings

Career Fairs

Internships

Volunteering

Entrepreneurship

Employer Presentations

Graduate Recruitment

Working and Volunteering Abroad

Job Search Web Sites

Employment for Disabled Persons

Carleton University Career Services

(<http://www.carleton.ca/career>)

Job Postings

Career & Job Search Workshops

Resume Tips

Resume Reviews

Interview Tips

The Networking Guru

Career Related Events

Calendar of Activities

Career Connection

Job Career Links

Career Buzz Newsletter

Frequently Asked Questions

Graduate Year Recruitment

Volunteer Bureau

Resource Center

Algonquin College Employment Services

(<http://www.algonquincollege.com/student-services/employment>)

The Career Centre contains business directories and information on occupations, educational programs, employment projections, and job search techniques. Other services include:

- On-Line Graduate Referral Service to connect employers and students
- Advice and assistance on job searches and applying for a job
- The Direct Referral Service provides job posting services
- On-Campus Recruiting

La Cite Collegiale Service de placement

(http://www.lacitecollegiale.ca/services_cite/etu.php)

Le Service de placement appuie les étudiants et les diplômés du Collège dans leur recherche d'emploi en offrant des conseils et divers ateliers pour faire une recherche dynamique et constructive. Parmi les outils mis à la disposition des étudiants:

- **Affichage d'emploi** -- Temps plein, temps partiel, occasionnels, d'été, bénévolat, tout sur www.workopoliscampus.com
- **Clinique de CV** -- Service de révision de CV et lettre d'accompagnement, français et anglais
- **Services individualisés** -- Conseils pour la recherche d'emploi, techniques efficaces d'entrevues, etc.
- **Centre de ressources C-1060** -- Accès gratuit à des ordinateurs avec accès Internet, imprimante, télécopieur, photocopieur, ressources pour l'emploi, documentation sur les carrières et les emplois

APPENDIX 8: OTTAWA TALENT INITIATIVE

The Ottawa Talent Initiative is a grassroots organization composed of unemployed talent and community stake-holders working together to create positive change for unemployed and underemployed technology workers in the Ottawa Area. OTI is a not-for-profit organization sponsored by private and public funding and gifts in kind. Located in Kanata, the City's advanced technology centre, the OTI Action Centre provides the hi-tech community with a variety of services, including:

- **Task Forces:** OTI's emphasis on self-help is the driver behind several task forces, designed to get unemployed hi-tech workers involved in seeking solutions to the employment issues they face.
- **Career counseling:** On-site career counseling provides support to help job seekers students and others to understand their strengths and opportunities, develop a resume and appropriate job search strategies, practice their interviewing skills, and share job leads and networking options.
- **Computer and office services:** OTI provides free access to an on-site computer centre, where users can spend time researching educational, volunteer, and employment opportunities. As well, printers, and a photocopier, telephones and individual workstations are available to support a job search.
- **Seminars and workshops:** Periodically, the OTI Action Centre sponsors workshops, speakers, and learning opportunities designed to keep people informed of recent developments in the technology industries and labour trends.
- **Meeting rooms:** OTI assists networking teams or small start-ups with meeting spaces. OTI's conference room comfortably seats eight people and has a white board. OTI Action Center Facilities are available free of charge for use by unemployed or underemployed hi-tech talent, as well as organizations and small businesses in the Ottawa area high-tech community.

In addition, the Ottawa Talent Initiative offers many other services, including:

- OTI Online Services
 - OTI Job Board - post a job or find a job.
 - OTI Volunteer Board - post a volunteer position / find a place to volunteer
 - OTI Calendar of Events - see what is going on at the Action Centre.
- OTI Resources
 - A growing list of local, national and international resources that offer information, tools, services and networking venues.
 - OTI Documents - white papers, committee and task force minutes, and much more
- Public Discussions Forums

OTI also has several ongoing projects involving technology workers, including:

Skill Database of Individuals – a system to track technology workers, contact info, skills, progress, etc.

MERX Bidding Opportunities – Forming of teams to bid on projects

Market Research – There are numerous opportunities for research

Business Engagement – Establish links with business community

Recruiters – Establish links with local recruiters

Security Clearance – investigate the process of gaining security clearances required when applying for government employment

Entrepreneurship -- investigate what is available to assist clients who want to go the entrepreneurial route

Academic Community – establish relationships, understand opportunities and develop influence to meet client needs

Setting up a Speaker Series - Recruit speakers on a variety of subjects for the Speaker Series

APPENDIX 9: INDICATOR TEMPLATES

The Sustainable Community Indicator Program (SCIP) web site developed by Environment Canada⁵¹ provides templates of Indicator Profiles, Data Profiles and Indicator Reports to assist in documenting and organizing an indicator program. Maintaining these metadata (data about data) will ensure that the indicator data are correctly used and interpreted and will help those with whom you might wish to share information.

The templates are available as text documents with headings under which information can be organized. Under each heading is a [suggestion] for the type of text that can be included. The Indicator Profile and Data Profile templates have been adapted from the US Federal Geographic Data Committee's content standard for geospatial metadata.

A brief description of the Indicator Profile, Data Profile and Indicator Report templates are given below based upon the SCIP templates for sustainability (some adjustment for workforce concerns will be necessary).

1. INDICATOR PROFILES

[Follow the instructions in square brackets. You can delete the instructions once finished.]

Indicator profiles are an important part of an indicator program. They guide the full documentation of new indicators as well as provide a front-end interface for selecting and finding out details behind existing indicators. Maintaining this information, or metadata, is essential if you wish to have your indicators used, interpreted and shared properly.

Indicator profiles should include an explanation of the indicator as well as information about how the indicator can be used. The Indicator Profile should be used in conjunction with Data Profiles that describe the source data associated with the indicator. An indicator will have one Indicator Profile, but may have multiple Data Profiles (one for each data table).

Example Indicator Profile Template

Indicator Name

[Insert name of indicator.]

Summary Profile

[The purpose of the summary is to describe what the indicator reveals, i.e. what is the issue, problem or theme revealed by the indicator.]

⁵¹ <http://www.ec.gc.ca/soer-ree/English/scip/templates.cfm>

Issue Area

[This sub-section indicates the broad issue area revealed by the indicator. (Environmental health, for example.) The SCIP template suggests five broad issue areas that you can choose from, although others may be of interest as well such as education, innovation, and human health. The right hand column could also be grouped together under “quality of life” as was done in the ‘Ottawa Works’ project. Select one from of the following list and delete the others.]

Employment	Human health
Economy	Social well-being
Education	Environmental health
Innovation	Environmental footprint

Issue

[The issue section indicates the specific theme or problem that is revealed by the indicator. The template provides a large number of suggested issues, and the list should be able to cover most of the possible issue categories. You can also add your own, more descriptive, issue to the profile. Select one from of the following list and delete the others.]

Aesthetic Quality	Land Use/Urban Sprawl
Air Quality/Emissions	Material Consumption
Atmospheric Change	Natural Resource Use/Consumption
Cost of Doing Business	Noise
Culture and Heritage	Other
Culture and Society	Population Structure and Change
Economic Health of a Community	Public Safety/Crime
Education and Skills	Recreation and Leisure
Employment	Social Capital
Energy	Soil quality/Contamination
Governance/Participation	Solid and Hazardous Waste
Green-Space/Natural Areas/Wildlife	Taxation/Cost-competitiveness
Housing/Shelter Needs	Toxics
Human Health	Transportation
Immigrant integration	Water Consumption and Conservation
Income Equity/Social Welfare	Water Quality and Treatment
Innovation	Workforce transitions

Relationship to Issue

[Use this sub-section to indicate if the indicator is a measure of stress, condition or response in relation to the issue or objective. The Stress-Condition-Response framework is described in the SCIP Indicator Development Guidelines under "Indicator frameworks - The stress-condition-response model". Select one from of the following list and delete the others.]

Condition
Response
Stress

Core Information

Definition and Rationale

[The Definition and Rationale should clearly explain why the indicator is relevant and important, as well as how the indicator represents the issue being addressed. The scope of information that can be listed under definition and rationale can be quite broad. Try to be as explicit as possible when defining the indicator to ensure correct interpretation of the data. Explain any terms and variables that are used with the indicator that might not be understood. Insert the definition and rationale and delete the bracketed text.]

Workforce Component

[This sub-section states the component of workforce vitality that the indicator reflects. Select one from of the following list and delete the others.]

Economic	Health
Employment	Social
Environment	Socio-political

Indicator Program

[This section lists the name of the program for which the indicator was developed. The program may be based on an existing indicator program (such as The FCM Quality of Life Reporting System) in which case you should also include it in this section. The name of an indicator program should include the organization or community for which the indicator was developed. Insert the name of the indicator program from which the indicator was developed.]

Local government functions

[Select the local government functions to which the indicator applies from the following list and delete the rest - you may select more than one government function.]

Community and Social Services	Other
Corporate Services	Parks and Recreation
Development Control/Zoning	Planning and Policy
Drainage and Sewers	Police
Economic Development	Public consultations
Education	Social welfare
Engineering and Public Works	Solid waste
Environment and natural area protection	Transportation
Finance	Utilities
Fire	Wastewater treatment
Health	Water
Housing	

Objective

[The objective should describe what local, regional or national policy objectives are linked to this indicator. This section could also describe the objective of community programs for which the indicator measures the progress towards sustainability. This

information shows what the indicator is trying to accomplish. Information for this section can be found in the purpose of the indicator set. It may help to review the purpose in order to get a clear idea of the objective or goal which this indicator is measuring the progress towards. Insert the objectives associated with this indicator and delete the bracketed text.]

Background Information

[The background information of an Indicator Profile should provide information on how the indicator was developed and how it should be interpreted.]

Indicator Source/Contact

[This section should provide information on where and by whom the indicator was developed. Include the name of the agency, a contact name and appropriate contact information. If the indicator is available in a report, the reference for the report can be given here as well. Insert the indicator source/contact and delete the bracketed text.]

Methods and Interpretation

[This section should be detailed in its description of how the indicator was developed and how it is interpreted. Explain any assumptions and estimates which were used, as well as any caveats that should be kept in mind when using the data. Be as clear as possible when providing information for this section to ensure proper use and interpretation of the data. Insert methods and interpretation and delete the bracketed text.]

Geographic Scale

[The range of the indicator's application can be shown here. This sub-topic indicates the scale at which the indicator is measured or presented. If there are any limits to the scale of the indicator, this section should include them so that the information remains accurate and is used properly. Select the geographic scales that apply to the indicator from of the following list and delete the others - you may select more than one.]

Census Dissemination Area (DA)
Neighbourhood (defined)
Census Agglomeration (CA)
Census Metropolitan Area (eg. CMA-Ottawa)
Municipality (census subdivision, eg. Old City of Ottawa)
Regional (sub-provincial, eg Eastern Ontario)
Province
National

Pros

[The Pros of the indicator, especially in regards to revealing the strengths or challenges of the community's workforce, are listed under this sub-topic. Insert the pros associated with this indicator and delete the bracketed text.]

Cons

[The Cons section allows you to ensure that the information used by those viewing the profile is done properly. This information prevents users from misinterpreting the indicator. Insert the cons associated with this indicator and delete the bracketed text.]

Rating Criteria

[The rating criteria section of an Indicator Profile gives readers and indicator practitioners an idea on how the information contained in the indicator is to be used. The rating of each of the sub-sections can give the reader an idea of how useful the information is to them at a glance. It also allows for a quick analysis when it comes time to review the current indicator set. This section can show where and how the indicator could be improved, or where it is already strong. Rate the indicator High/Medium/Low with respect to the following criteria - type in rating after the colon.]

Scientific Validity

Scientific validity/theoretical soundness:
Evident links of cause and effect:
Representative of issues:
Responsiveness to change:

Available Data

Accurate time-series data available or collectable:
Cost-effectiveness:

Understandable

Relevant & understandable to users:
Community acceptance:
Comparable among jurisdictions:
Useful at large & small geographic scales:
Comparability to targets, thresholds or standards:
Integrates social, economic & environmental factors:

Related Information

Related Issues

[This sub-section may be used to indicate issues other than the primary one included in the Summary section of the profile. The Related Issues can show the range of an indicator's influence. Select the related issues that apply to the indicator from of the following list and delete the others. You may select more than one.]

Aesthetic Quality	Education and Skills
Air Quality/Emissions	Employment
Atmospheric Change	Energy
Cost of Doing Business	Governance/Participation
Culture and Heritage	Green-Space/Natural Areas/Wildlife
Culture and Society	Housing/Shelter Needs
Economic Health of a Community	Human Health

Immigrant integration
Income Equity/Social Welfare
Innovation
Land Use/Urban Sprawl
Material Consumption
Natural Resource Use/Consumption
Noise
Other
Population Structure and Change
Public Safety/Crime
Recreation and Leisure

Social Capital
Soil quality/Contamination
Solid and Hazardous Waste
Taxation/Cost-competitiveness
Toxics
Transportation
Water Consumption and Conservation
Water Quality and Treatment
Workforce transitions

Related Objectives

[Much like the Related Issues sub-section, Related Objectives is a place to list the objectives, other than the primary one, which are also connected to the indicator. These objectives will allow the readers of the Indicator Profile to get a broader sense of what the indicator is attempting to illustrate and how issues can be linked. Insert the related objectives associated with this indicator and delete the bracketed text.]

Targets and Benchmarks

[The local, provincial or federal standards, thresholds or target which have been established for the indicator should be listed here. This will give the reader of the profile a better understanding of the progress measured by the indicator. In the case of government standards, provide a reference for the document that states the relevant regulation. Insert the targets and benchmarks associated with this indicator and delete the bracketed text.]

Examples of Indicators in Use

[Examples of the indicator's use in other programs should be listed here. A reference for finding the indicator example should be provided or additional contact information, if appropriate. This section allows the readers of the profile to refer to the previous successes of the indicator and to get a better background and understanding of its use. Insert examples of indicators in use and delete the bracketed text.]

2. DATA PROFILES

Data Profiles are linked to the Indicator Profile and are designed to help users organize data in a clear, referenced and structured manner. The Data Profile should be used to document information about the data associated with your indicator program. An indicator will have one Indicator Profile, but may have multiple Data Profiles (one for each data table).

Data for indicators may come from a wide range of different sources. Information should be clearly catalogued and referenced, to facilitate the task of updating indicators in future years and sharing your data with others.

Example Data Profile Template

Indicator Name

Data Set Name

[Insert an appropriate name for the data set. Be descriptive but concise. Delete bracketed text once you are finished.]

Data Type

[This section documents the type of data described by this Data Profile. Indicator data is data that directly represents the indicator. Related data is data associated with the indicator or data used to calculate the indicator. Benchmark or target data can be a goal or target that the indicator is attempting to reach. Select one from of the following list and delete the others.]

Indicator data

Related data

Benchmark or target data

Scope

Geographic Coverage

[Insert a description of the geographic coverage of the data. If there are any limits to the scale of the indicator, this section should include them so that the information remains accurate and is used properly. If the data pertains to a municipality that has been amalgamated with surrounding communities, it should be noted what geographic boundaries and populations the data refer to.]

Length of Data Series

[Insert the length of data series and delete the bracketed text.]

Smallest Geographic Units

[This section should describe the smallest area for which data has been collected, such as "Neighbourhood" or "Municipality". This is important for the transferability of data from one area to another. Delete the bracketed text once you have entered the information.]

Reliability

Assumptions and Caveats

[This section may be used to give an explanation of the data set. Cautions that should be kept in mind should be explained in this section, as well as any assumptions that have been made while creating or collecting the data.]

Quality Assurance Procedures

[All of the checks and measures that were taken to ensure that the information is

accurate and complete should be listed in this section. Delete the bracketed text once you have entered the information]

Data Confidence Limits

[Use this section to comment on such items as data accuracy and applicability, or populations/groups that the data does not include.]

Collection Info

Data Methodology

[In this section, describe the data collection techniques as well as any algorithms, manipulations, interpretations or estimates applied to the data. Delete the bracketed text once you have entered the information.]

Collection Frequency

[This should be a brief description of how often the data is collected. (i.e. Hourly, Daily, Monthly, Annually) You may also note here if the data collection is in an ongoing process.]

Notice of Proprietary Data

Acknowledgement

[The acknowledgments should explain if the data is proprietary in nature, whether permission is required to use the data and how to go about getting permission.]

Data Sources and Contacts

Data Sources

[The data sources should document the source of raw data for the indicator, including references.]

Contact Name

[This section should list a contact for the raw data and anyone who would have information regarding use of the data. This contact information will differ from that contained in the Indicator Profile in that it should pertain only to the holder of the raw data rather than the developer of the indicator.]

3. INDICATOR REPORT

[The reporting template consists of headings under which report text can be organized. Under each heading is a brief description of the text that the user can write for the report. Charts and tables can be copied and pasted into the report where appropriate and the user can adjust the content and/or format as required. An example of an indicator report template is provided below. Under each heading is a brief description of the text that the user will write for the report.]

Example Indicator Report Template

Introduction

[This section of the report should be used for introducing the reader to your program. It should contain all of the information explaining why the indicator is in place and the issues which the indicator is reflecting. The section contains a description of the indicator program as a whole and of the program's goals and objectives. Those who read the report should gain information into the background of the indicator and the indicator program. This will allow them to better understand what the Indicator itself is showing and what it means.]

Current issues

[Brief description of the main workforce issues facing the community in the areas of economics, employment, education and training, innovation, society (health and social well-being) and the environment.]

The global context

[A community is part of the larger context of global sustainability. How is it part of the problem and how can it become part of the solution.]

The vision for the community: sustainability goals and objectives

[A view of how the community wants to be in the future and a description of the goals and objectives that need to be addressed in the short and medium term.]

The Indicator program

[A description of the workforce indicators program, who is involved, how broad participation is/will be encouraged, when the report will be updated etc.]

Indicator

[Insert the name of the indicator – repeat for the full set of indicators being reported.]

Issue context

[Brief description of the rationale behind this indicator, what it is measuring and how it relates to community sustainability.]

Trends and prospects

[Description and commentary on the trend so far seen in the indicator, how it relates to targets and goals and to national, provincial or other benchmarks (if any), and some discussion of what might be needed to change the direction of the trend if needed.]

Indicator chart(s)

[A simple and clear presentation of the charts resulting from the analysis done on the data set.]

Conclusions

Where are we going?

[An overview of the trends reported, the issues that need more urgent attention, what the community will look like if there is no change in course.]

Monitoring and data

[A summary of the quality of the data and confidence in the indicator results. Suggestions for improved monitoring and where the priorities may lie.]

Changing course

[A discussion of possible courses of action to increase the likelihood of reaching the stated goals, commenting on what areas should be priorities based on the trends, examples of programs dealing with the same issue areas in other communities. What are the policy implications or the strategic implications for collaborative community action?]

What do you think?

[An invitation to policy-makers and individuals to comment on recommended actions and programs in response to the indicators.]

Data, sources, background and technical notes

Indicator: (name of indicator)

Data

[A simple table of the data directly behind the indicator chart(s).]

Sources, background and technical notes

[Insert a copy of the Indicator Profile and Data Profile(s) for this indicator. You can also include any additional technical or background information that you feel would benefit the reader.]

Acknowledgments

[Contributors of advice, concepts, methods and information.]

###

ABOUT OCRI-TALENTWORKS

TalentWorks provides strategic, integrated support for building Ottawa's talent pool. Through community-wide collaboration TalentWorks seeks to bring together business, government, education and community partners to attract, develop and retain qualified talent within all industry sectors in Ottawa. Its activities encompass the development of project plans, the delivery of customized projects matched to the economic development priorities of the region and the support of identified needs among employers and job seekers. TalentWorks is managed by a Secretariat of four staff and is overseen by a Steering Committee that represents all the groups being integrated through this initiative -- public and private sector employers, job-seekers and community groups. TalentWorks is funded by Human Resources Development Canada (HRDC) and by the City of Ottawa.

TalentWorks is an initiative of The Ottawa Partnership (TOP) that is managed by the Ottawa Centre for Research and Innovation (OCRI). TOP is the economic development steward for Ottawa. Its members represent a cross-section of the city's major employers, economic development agencies, chambers of commerce, government and education. OCRI is a not-for-profit organization supported by over 600 members including large corporations and research laboratories, small and medium sized technology companies, post-secondary academic institutions, all of the region's school boards, local government and private individuals. OCRI works in collaboration to advance research and development, lifelong learning, professional development and community infrastructure. This level of integration is providing Ottawa with a competitive advantage over other cities seeking to find qualified workers to grow their economies.

FOR FURTHER INFORMATION
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Ottawa, Ontario K2B 8K2
Tel: 613-828-OCRI (6274)
Fax: 613-726-3440
URL: www.talentworks.ca

ABOUT INVENIRE

INVENIRE specializes in issues of governance and stewardship that are found in an increasingly interdependent world. Today good governance frequently involves the coordination of multiple stakeholders and partners who share some degree of power, knowledge or resources. This challenge of interdependence lies at the root of many of the more commonly cited problems of organizational effectiveness, accountability, transparency and insularity. Yet to achieve good coordination, one must take into account different points of view, different priorities, and even different uses of language, in order to successfully meet the needs of participating organizations. Consequently, organizational stewardship can no longer rely on top-down methods of control, but must focus on more subtle interventions like negotiation, education, coaxing or persuasion to influence stakeholders.

As a spin-off of the Centre on Governance at the University of Ottawa, *INVENIRE* works in this environment by helping decision makers to re-frame their business models, to act horizontally, to devise creative learning systems and processes, and to share power in a manner that enhances collective leadership capacity. In this way *INVENIRE* helps to improve organizational effectiveness through the discovery of better governance regimes.

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