

# **Community Action Plan**

**Prepared by: The Ottawa Talent Initiative Project Team**

**April 30, 2004**

---

## Table of Contents

Foreword.....	5
Executive Summary .....	8
Introduction .....	13
CAP Document Structure .....	17
State of Ottawa High Tech.....	19
What is the Size of the Problem? .....	20
Survey Highlights and Sector Expectations.....	22
Challenges and barriers facing technology workers:.....	24
Community Engagement and Consultation.....	31
Development of an Adjustment Strategy.....	34
Current Realities.....	34
Strategies, activities and expected outcomes .....	37
Recommendations and Plan: .....	39
Recommended Project Structure .....	39
Recommended Next Steps .....	39
Appendix .....	39
A - Peer Network Group Summaries.....	39
B - Support from High Tech Related Community Organizations.....	39
C - Survey Results .....	39
D - Community Engagement and Consultation.....	39
E - Additional project ideas .....	39
F - Glossary.....	39
G - Document Revision History.....	39

---

## Foreword

---

The Ottawa Talent Initiative (OTI) is a grass roots organization composed of unemployed volunteers and community stakeholders working together to create positive change for unemployed and under-employed technology workers in the Ottawa area.

Composed primarily of volunteers from a variety of peer networks, OTI has worked hard to identify concrete actions that can be taken to:

- provide effective assistance adapted to the needs of technology workers;
- help technology workers develop new skills they need to transfer to other sectors;
- support start-ups, business expansion and other initiatives to grow jobs in Ottawa; and
- develop a strong and resilient technology talent pool to meet emerging needs.

We gratefully acknowledge the input of many individuals too numerous to list by name. In particular we would like to recognize the 500 people who attended the Ottawa Talent Forum on February 24, 2004.

The Ottawa Talent Initiative Steering Committee  
April 2004

### Contributors:

#### OTI Steering Committee:

Paul Baack	Josh Korn
Lou Barsony	Gord Miller
Verna Bartlett	Michael Murr
Paul Bennett	Alex Newcombe
Anita Caputo	Rick Radko
Paul deLaat	Dave Sproule
Cheryl Gorman	Marianne Wilkinson
Jeanne Gillanders	



Facilitators: Judy Laws and Rebecca Leaver

### Contact Information:

Contact email address: [contact@ottawatalentinitiative.ca](mailto:contact@ottawatalentinitiative.ca)  
Web Site: <http://www.ottawatalentinitiative.ca/>

---

Prepared with funding from: 

And additional support from:   


---

## Executive Summary

---

The purpose of this plan is to create a framework so that Ottawa job-seekers, economic development agencies, agencies serving job-seekers, and all levels of government can coordinate action to address a significant talent management problem – the persistent unemployment and underemployment of technology workers.

This Community Action Plan (CAP) describes the current economic and social reality of high technology workers in Ottawa; initiatives taken by various partnerships to address this reality to date; and proposes short and long-term projects aimed at supporting technology workers in their quest for appropriate employment as well as helping to build the Ottawa economy. This is one of the first consultative collections of information on technology workers in Ottawa. It is also meant to be a catalyst for targeted action.

In response to many layoffs that have impacted technology workers in Ottawa since 2000 a number of peer networks and community partnerships were formed. By late 2003 there was a growing recognition that each group was addressing only a portion of the problem. In an effort to leverage the power of combined resources the Ottawa Talent Initiative (OTI) was formed. OTI is composed primarily of unemployed volunteers and community stakeholders working together to find short and long term solutions to the problem. Since January 2004, this group, in concert with the Ottawa Centre for Research and Innovation (OCRI), and the City of Ottawa have galvanized their energies in an effort to effectively assist technology workers in returning to productive employment; and create initiatives to build jobs in the Ottawa economy.

There has been some consultation with all levels of government, business, community resource centres, and unemployed technology workers from which it became evident that much more needs to be done. Surveys taken have demonstrated the persistent worsening of unemployment in the high tech sector. After three years of repeated layoffs, there are many thousand unemployed and under-employed well-educated technology workers in Ottawa. The duration of this phenomenon and continued sluggishness of the economy have caused financial and emotional hardship.

The OTI decided to create and implement a Community Action Plan to deal with the situation. OTI is proposing a targeted, tactical project aimed at obtaining quick wins and visibility while demonstrating local solutions to local problems.

There are three strategies:

- 1) Grow jobs in Ottawa;
- 2) Immediate support for unemployed and underemployed technology workers, specifically; and
- 3) Provide assistance to unemployed and underemployed technology workers in transitioning their skills to other sectors.

To meet these strategies the OTI held the Ottawa Talent Forum. More than 500 unemployed technology workers attended the Forum and identified many possible projects. From these, a group of eighteen were selected to start to deal with the concerns expressed. Implementation requires the support of the community and partnerships with business and government. The OTI is committed to undertake the building of such relationships and the implementation of the strategies detailed in this CAP.

The proposed projects are:

- 1) A Grow Jobs in Ottawa Forum – 1 – 2 day workshop involving key stakeholders in the community wanting to develop concrete solutions to growing jobs in Ottawa
- 2) Creation of a High Tech Community Action Centre
- 3) Information Exchange with Various Industry Sectors
- 4) Extended Employment Insurance benefits
- 5) Career Counselling and Family Support services (similar to EAP)
- 6) Financial Counselling
- 7) One-on-one intervention for long term unemployed
- 8) Identify skills and gaps of Technology workers interested in transitioning to other career areas
- 9) A Transition assessment program
- 10) Targeted Skills Training with Financial Assistance
- 11) French language training
- 12) Career Counselling for Transitioning Technology Workers
- 13) Sector Transition Subsidy
- 14) Sponsorship for security clearance
- 15) Transition Training – Labour Market and Economic Data
- 16) Develop High Tech Specific view of Economic Forecast Data
- 17) Co-op/Internship Program
- 18) High Technology Infrastructure program

The CAP identifies key stakeholders who need to be engaged in the process and builds on related initiatives that are already underway. The Ontario Ministry of Training, Colleges and Universities has provided support for the development of this action plan.

The OTI Steering Committee have developed a project structure to implement the above activities and established a series of next steps to expeditiously get them underway. The OTI will begin the process immediately. Discussions have already proceeded with specific funders and partners. All individuals and organizations who have stake in implementing these recommendations are encouraged to contact the OTI steering committee<sup>1</sup>.

---

<sup>1</sup> [contact@ottawatalentinitiative.ca](mailto:contact@ottawatalentinitiative.ca)

---

## Introduction

---

Persistent and dramatically high unemployment of technology workers in Ottawa demands an equally powerful response if the community-at-large is going to recover an invaluable human and economic resource. This document describes the current economic and social reality of high tech in Ottawa; initiatives taken by various partnerships to address this reality to date; and proposes short and long term projects aimed at supporting technology workers in their quest for appropriate employment and revitalising the technology sector in Ottawa.

- WHAT IF A MINIMUM OF “\$375” MILLION DOLLARS COULD BE FUNNELLED INTO OTTAWA’S ECONOMY ANNUALLY?<sup>2</sup>
- WHAT IF “\$107” MILLION DOLLARS COULD BE SAVED ANNUALLY DUE TO FULL EMPLOYMENT AND SUBSEQUENT EASING OF EMPLOYMENT INSURANCE DEMANDS?<sup>3</sup>

This is the likely outcome of a well-tailored community adjustment program aimed at addressing the current reality of approximately 5,000 to 20,000 unemployed and underemployed technology workers in the Ottawa area. Employment of this highly educated and experienced human resource base is potentially an economic mother lode for the City of Ottawa and the Province of Ontario. “A strong local community results from a strong local economy, which can only result from healthy businesses that create jobs and wealth.”<sup>4</sup> For example if 5,000 of the technology workers, who are known to be unemployed were back to work, estimating an average salary of \$75,000 – \$375 million could be funnelled into Ottawa’s economy annually. Conversely, an unemployed or underemployed workforce of this calibre poses a large economic drain on the Ottawa community and a significant loss to the nation.

Since January 2001, layoffs in the technology sector have had a significant economic and social impact on technology workers, businesses and the Ottawa community at large. The number of individual technology workers currently needing support remains in the thousands. Ottawa Centre for Research and Innovation (OCRI), through semi-annual research conducted with every technology company in the region, estimates that a total of 15,300 jobs were lost in Ottawa's technology sector between the height of the boom and January 2004. Statistics Canada estimates the number is approximately 20,000 though a representative sampling of companies. Where are those people now? We know that the number of Employment Insurance recipients is approximately 5,000 people. There is no reliable method to determine the status of the remaining 10,000 to 15,000 people. Anecdotal information indicates that some have moved into comparable jobs in other sectors but many are unemployed or underemployed.

In response to this situation, laid off technology workers empowered themselves to create a variety of peer networks and community partnerships for the purpose of networking, skill exchange, mentoring, entrepreneurship, information sharing, and the generation of community based solutions (refer to Appendix A Peer Network Group Summaries on page 39 and Appendix B Support from High Tech Related Community Organizations on page 39 for more details). By late 2003 there was a growing recognition that each group was addressing only a portion of the problem. In an effort to

---

<sup>2</sup> This is based on an average salary of \$75,000 X 5000 unemployed workers.

<sup>3</sup> This was calculated by using the maximum EI payment of \$413 per week (source: HRDC Website - <http://www.hrdc-drhc.gc.ca/ae-ei/pubs/regular.shtml#much>) X 5000 unemployed workers.

<sup>4</sup> Greater Ottawa Chamber of Commerce, Charting the Course, City of Ottawa 20/20, May 2002.

leverage the power of combined resources the Ottawa Talent Initiative (OTI) was formed (refer to Appendix D Community Engagement and Consultation on page 39 for Progress Milestones). OTI is composed primarily of unemployed volunteers and community stakeholders working together to find short and long term solutions to the problem.

Since January 2004, this group, in concert with OCRI, and the City of Ottawa have worked to create a dynamic Community Action Plan.

The intent of the CAP is to:

- 1) effectively assist technology workers in returning to productive employment; and
- 2) create initiatives to build the Ottawa economy, particularly in the technology sector.

While these objectives are straightforward, the path to achieving them is not. Successful creation and implementation of a Community Action Plan must include consideration of the following:

- existing community assets must be identified and built upon;
- a wide range of partners must be engaged; and
- small, discrete actions must create “early wins” in order to sustain action over time in developing and implementing a larger strategy.

In general, a Community Adjustment Action plan is a description of the activities that help a community respond to a significant change in the local labour market and a suggested process for implementing those activities.

What follows is a detailed description of the current reality of Ottawa high tech, the actual and potential impact on the community; and proposed solutions as generated with input from a broad base of stakeholders.

Community adjustment is an iterative process. The proposed Community Action Plan is the first integrated community-wide step in describing the problem, and summarizing community action recommendations in a prioritized fashion in order to begin to address and provide solutions for the problem.

### **CAP Document Structure**

The first section, State of Ottawa High Tech, provides a summary of key issues and the situation currently being experienced by the technology workers in Ottawa.

The second section, Community Engagement and Consultation, outlines both the breadth and depth of the community consultation completed to date in the Ottawa community as well as new areas for engagement.

The third section, Development of an Adjustment Strategy, provides recommendations of high priority actions items that the OTI group has identified through consultations with the community.

The fourth section, Recommended Project Structure, provides details and outlines the recommended structure for the execution of the Ottawa Community Action Plan

The fifth and final section, Recommended Next Steps, highlights the key next steps to put the CAP into action in a prioritized fashion.

Appendixes are provided that contain additional detailed information in support of the main body of the Community Action Plan.

---

## State of Ottawa High Tech

---

After three years of repeated layoffs in the technology sector, there are thousands of unemployed and under-employed technology workers in Ottawa. The duration of this phenomenon and continued sluggishness of the economy have caused financial and emotional hardship.

What follows highlights relevant statistics and key challenges and barriers facing Ottawa technology workers at the time of this report and clearly shows that this is a community in need and deserving of support.

### What is the Size of the Problem?

- A recent Ottawa Business Journal article<sup>5</sup> cited that the tech sector “continues to languish around 40,000 jobs, down by about 17,000 from a year ago and by 28,000 from its peak in March 2001.” The Ottawa Citizen<sup>6</sup> cited “Employment in the technology sector continued its year-long slide, losing more than 1,000 jobs in the latest month to around 40,500 in February, according to Statistics Canada’s estimates.”
- Net decline in high tech jobs since a peak in the 2000 period is about 20,000 from Statistics Canada data<sup>7</sup> and 15,000 from OCRI Ottawa Business Journal surveys<sup>8</sup>.

One of the challenges that this group has struggled with is trying to get a clear sense of the significant number of unemployed and underemployed technology workers. With the data coming from different sources, quoting different numbers, it is difficult to determine the actual number of technology workers that have been laid off and continue to be unemployed in the Ottawa Region. It is clear however that there is a significant problem; there still is a large number of unemployed and underemployed technology workers in the Ottawa region still wanting to get back into productive work in their area of expertise.

---

<sup>5</sup> “Local Labour Market Flat in February”, Ottawa Business Journal, March 12, 2004.

<sup>6</sup> Kristen Goff, “Capital Region Sees Job Gain in February”, The Ottawa Citizen, March 16, 2004.

<sup>7</sup> Statistics Canada, Labour Force Survey (Special Tabulations), Monthly: 2000-2003.

<sup>8</sup> Ottawa Economic Development Corporation (2000), OCRI/OBJ.

## Survey Highlights and Sector Expectations

- In a survey conducted at the Ottawa Talent Forum, February 24, 2004, of the 241 unemployed technology workers who responded (for more specifics, refer to Appendix C Survey Results on page 39):
  - 43% were over the age of 45. This age group has historically struggled to find employment after being laid off.
  - 27% had finished EI and 17% did not qualify.
- As of Dec 2003, of those surveyed by Kanata Kareer Group, 68% of respondents have been unemployed for one or more years (For more specifics, refer to Appendix C on page 39). Workers 40 and above are over-represented in this group (13% over 50, 34% over 45, 54% over 40); and 75% of respondents are using, have completed or are ineligible for Employment Insurance (EI). A possible implication of this may be that people will begin using retirement savings for living expenses, with subsequent financial implications for individuals and the community in future years. This is a probable reality in the Boston area, where references have been made to a real possibility of homelessness amongst a group of technology workers who have been unemployed for more than one year<sup>9</sup>.
- The telecom sector is unlikely to return to pre-2001 numbers of employees. According to Frank Dunn, C.E.O. Nortel Networks<sup>10</sup>, "Everybody is looking for this big capital spending to start again. Well it's not going to happen. What was spent in 1999-2000 was unaffordable. Carriers were running some 20-22 % of their revenue in CAPEX spending. There is no business model that could afford that kind of spending. So we're back down to the low teens. And, historically, that's where this industry has been. And that's where it should be."

## Challenges and barriers facing technology workers:

In addition to the telling demographics highlighted above, there are many challenges and barriers facing technology workers as they struggle to get themselves back to productive work in their area of expertise.

- The outsourcing of technology jobs from North America to other countries where the cost of labour is lower is a topic that receives much news coverage today. In addition, in order to secure product and service contracts in China and India or other Asia Pacific countries, there may be requirements to have some part of the product developed or manufactured in the country itself. This requires that some technology jobs be created in these countries in order to access these markets, which means that these jobs are not created in Ottawa and North America.
- French language deficit is a major barrier for those technology workers seeking employment with the federal government. Additionally, a considerable number of tech workers emigrated from other countries with neither English nor French as their first language. Mature workers may face extra challenges in the acquisition of additional languages.

---

<sup>9</sup> Tom Walsh, "Unemployed workers seek aid change: Group challenges benefits, Boston Herald, February 6, 2003.

<sup>10</sup> Globe and Mail, November 17, 2003.

- Lack of security clearance - many technology workers are interested in contract positions with the federal government but are screened out by mandatory job requirements for security clearance. For example, contract information technology (IT) positions are frequently posted where the skills requirements match the backgrounds of unemployed technology workers except for a requirement for secret or top secret clearance. Since secret or higher clearance can take several months or even a year to obtain and can only be requested by a sponsoring employer a chicken and egg situation has developed. Technology workers aren't considered for positions because they lack clearance and they can't get clearance because they aren't being considered for the positions. In the survey conducted at the recent Ottawa Talent Forum only 23 % of respondents had secret clearance (Refer to Appendix D Community Engagement and Consultation on page 39 for details).
- Venture capital (VC) investment has decreased throughout Canada. Ottawa has maintained its market share of investment but the overall decrease is having a negative effect on job growth in the National Capital Region (NCR). Investment has fallen from a high of \$1.261 billion in 2000 to \$242 million in 2003<sup>11</sup>.
- The majority of Ottawa technology companies export their products and services, particularly to the United States. The rapidly fluctuating Canadian dollar has had a direct, negative impact on new hiring as employers struggle to frequently adjust their cash flow and revenue statements.
- Many technology workers have invested their careers in highly specialized technology areas within the high technology sector, hence their knowledge and experience may not be easily transferable.
- 41% of respondents to a KKG poll reported needing help to determine alternatives to high tech employment, 38% have decided to change sectors, and 20 % plan to remain in high technology (Refer to Appendix C on page 39 for details).
- Currently there is no formal, recognized, body that represents the needs of unemployed technology workers in Ottawa.
- Out placement services have been reduced or withdrawn:
  - Many technology workers had no or limited out placement services
  - As a result of the protracted length of the high tech economic downturn, and also through the consolidation of Human Resources and Outplacement firms, many of the high tech workers have had outplacement services reduced, and in many cases eliminated.
- Many ex-technology workers are also subject a variety of myths that have become real employment barriers. Anecdotal evidence suggests that the following problems are experienced by technology workers who are trying to transfer their skills into other sectors:
  - Flight risk – many employers are reluctant to hire technology workers due to the fear that when the economy rebounds, these workers will return to the technology sector

---

<sup>11</sup> OCRI Reporting in 2003.

- Image problems – technology workers have been portrayed as a uniform group that was excessively paid and demanding. Many employers are unaware of the range of skills within the sector and the transferability of those skills to new sectors. In combination, these two problems create a new problem - employer reluctance to hire workers they think will be difficult to work with, over-experienced and too expensive
- Age discrimination – while this is not unique to technology workers, being considered “too old” is another barrier experienced by technology workers
- Skill and experience mismatch – learning how to transfer skills gained in the technology sector to new sectors
- Obsolete – skill currency has always had a very high turnover in the technology sector (this is the sector that created the web year of 4 months!). For people who want to return to the sector, long periods of unemployment are exponentially more of a re-entry problem than in any other sector of the economy

Technology workers are essential contributors to our community and to economic growth; it is critical that we keep them in Ottawa. They will be needed for Ottawa's own economic recovery and to help secure the city's global leadership position in technology and innovation. This work force is an economic driver, a strong contributor to the community and an important factor in growing the tax base for all levels of government. Initiatives need to be put in place to support them as they navigate through the troubled waters of seeking appropriate re-employment.

---

## Community Engagement and Consultation

---

A successful Community Action Plan demands community input and partnership. This includes identifying and engaging key stakeholders and building on related initiatives that are already underway. Given the urgency of the short-term needs of technology workers, securing commitment from many partners will be required in the next few months if the community is to address the identified problems in a timely manner.

No community initiative operates in a vacuum. This Action Plan builds on a number of existing activities that are focussed on job-seekers and economic development, and, at that same time, identifies actions of specific interest to unemployed and underemployed technology workers.

What does this mean in practical terms? A number of important priority projects have been identified to “kick-start” the implementation process. These projects have been chosen because they show the most potential to address short-term needs of technology workers while building towards medium to long-term job creation strategies. They have been developed with a significant amount of input from the technology worker peer groups and are written with the City of Ottawa’s Growth Management Strategy in mind. A wider group of stakeholders will need to be consulted as the action plan begins to be implemented. Initially this will happen in the context of securing support for individual projects. As more projects are implemented, a wider group of stakeholders will become aware, interested and then engaged.

A number of important consultations have been held with technology workers. The short-term priority projects were selected from ideas generated during these consultations.

This Community Action Plan builds on a number of existing community planning documents:

- the City of Ottawa’s 20/20 Growth Management Strategy;
- the *Ottawa Works* series of reports;
- the Ottawa-Gatineau Commercialisation Task Force; and
- the “How Can the Federal Government Help Ottawa’s High Tech Industry?” position paper.

Leaders of the Community Action Plan will need to work with the following types of organizations that currently support project activity in related areas and are involved in implementing the planning documents above:

- Peer Networks supporting technology workers;
- Economic Development agencies and their members;
- Government departments and ministries;
- Business Associations/ Organizations; and
- Other community organizations and service providers.

In summary, much has been accomplished since June 2003 and it is evident that much more needs to be done. We recognize at the time of this report that this consultative process is not complete. We need to continue engaging key community stakeholders as part of this endeavour; to evaluate progress and to adjust the plan according to results achieved.

For a general description of community engagement principles and additional details, please see Appendix D - Community Engagement and Consultation on page 39.

---

## Development of an Adjustment Strategy

---

OTI has begun consulting with all levels of government, business; community resource centres, and unemployed workers. Effective engagement of the community is contingent on raising awareness and interest in ways that are sensitive to potential partner interests. This means discovering the driving needs of a given partner. For example, why would a partner care about our issues? What are their pain points, cultural characteristics, and language? It means making a case that speaks to their priorities, such as, "How can we help you grow your business?" It means making connections and networking with a view to influencing key decision-makers.

### Current Realities

Using government as an example, a significant determinant of their current reality is that all three levels of government have recently undergone or are undergoing electoral change. All three levels are wrestling with major budgetary pressures, which means that all have hiring freezes and are likely to be in risk management mode. Finally, a fact which may work in our favour, all three levels of government currently share the same political party, possibly opening the door to greater ease of collaboration. Another factor, which may work to the advantage of OTI interests, is that the Province of Ontario has expressed the desire to move quickly in negotiating a Labour Market Agreement with the Government of Canada, making over \$500 million available for labour market initiatives in the province. Project ideas that have currency at the moment are:

- 1) those that would employ individuals who were brought to Ottawa from abroad to meet the high demand for technology workers and subsequently laid off;
- 2) those demonstrating innovation and commercialization; and
- 3) projects related to smart growth.

Ottawa's economic development is supported by a number of longstanding partnerships between the City of Ottawa, three economic development agencies, industry associations and chambers of commerce, which have been described in the previous section. Trends reported by these organizations include:

- Local companies are still conservative with regard to hiring, often opting for requiring employees to do more than one job and using overtime. Companies that are hiring are doing so predominantly through word-of-mouth rather than publicly available methods. There is concern throughout North America regarding off-shore outsourcing, particularly to China and India.
- Ottawa companies are maintaining their market share of Canada's venture capital but the over-all amount of money has been reduced; there is a significant downward trend in the amount of angel investment available.
- A significant increase in individuals with technology experience are approaching the Entrepreneurship Center for start-up assistance.
- Companies report a higher return on deal rates generated from U.S. trade missions in the past year.
- Revenue generation is on the rise for companies that are publicly traded.
- Economic clusters are finding value in working collaboratively to grow market share.
- There is an identified lack of career guidance services in the community, including coaching and mentoring.

Given the current realities of the community highlighted in this report and the persistent problem of chronic unemployment and under-employment of technology workers in Ottawa, OTI is proposing a targeted, tactical action plan. It is inclusive of three strategies aimed at obtaining quick wins and visibility while demonstrating local solutions to local problems. It is crucial that CAP project proposals make a strong 'return on investment' case as they are developed. The three strategies include:

- Provide immediate support for unemployed and under-employed high tech workers, specifically for:
  - those who have been unemployed for a year or more, and need emotional and/or financial support and help finding work;
  - those under-employed technology workers whose talents, education and experience are being underutilized, i.e.; a software designer working in retail;
- Provide assistance to unemployed and under-employed high tech workers in transitioning their skills to other sectors; and
- Grow jobs in Ottawa.

### **Strategies, activities and expected outcomes**

Table 1 Strategies, activities and expected outcomes on page 39 outlines specific activities and expected outcomes for each strategy identified. Both short-term (to be implemented in the next 6 – 12 months) and potential mid to long-term (for consideration after short-term initiatives are in place) activities have been identified. This is followed by a description of each of the recommended activities listed by priority, and the recommended next steps needed to apply or implement the solutions. The number beside each activity indicates the order according to criteria for its implementation. See Appendix E Additional project ideas on page 39 for additional project ideas generated from various forums and not included in this list.

Each of these activities (details starting in the Section on Recommendations and Plans on page 39) will require an implementation plan, which includes applications for funding, and identification of resources needed. In some cases the activity may be undertaken by the Ottawa Talent Initiative, while in other cases the activity will be undertaken by another group or partner.

**Table 1 Strategies, activities and expected outcomes**

STRATEGY	ACTIVITIES	EXPECTED OUTCOMES
<p>Strategy 1 Grow jobs in Ottawa</p>	<p><b>Short-term:</b></p> <ol style="list-style-type: none"> <li>1. A Grow Jobs in Ottawa Forum – 1 – 2 day workshop involving key stakeholders in the community wanting to develop concrete solutions to growing jobs in Ottawa.<sup>12</sup></li> </ol> <p><b>Mid to Long-Term:</b></p> <ol style="list-style-type: none"> <li>18. High Technology Infrastructure program</li> </ol>	<ul style="list-style-type: none"> <li>• Job retention and job redevelopment</li> <li>• Sustainable incomes</li> <li>• New economic development</li> <li>• Increased community self reliance, while maintaining the values and character of the community</li> <li>• More effective utilization of community organizations, institutions, and resources</li> </ul>
<p>Strategy 2 Immediate support for unemployed and under employed technology workers</p>	<p><b>Short-term:</b></p> <ol style="list-style-type: none"> <li>2. High Tech Community Action Centre<sup>12</sup></li> <li>3. Information Exchange with Various Industry Sectors</li> <li>4. Extended Employment Insurance benefits</li> <li>5. Career Counselling and Family Support services (similar to EAP)</li> <li>6. Financial Counselling</li> <li>7. One-on-one intervention for long term unemployed</li> </ol>	<ul style="list-style-type: none"> <li>• Meets the immediate needs of unemployed and underemployed workers who are struggling perhaps financially and/or emotionally and in finding work in the high tech sector</li> <li>• Job retention and job redevelopment</li> <li>• Sustainable incomes</li> <li>• Increased community self reliance, while maintaining the values and character of the community</li> <li>• More effective utilization of community organizations, institutions, and resources</li> </ul>
<p>Strategy 3 Provide assistance to unemployed and under employed technology workers in transitioning their skills to other sectors short-term:</p>	<p><b>Short-term:</b></p> <ol style="list-style-type: none"> <li>8. Identify skills and gaps of Technology workers interested in transitioning to other career areas</li> <li>9. Transition assessment program</li> <li>10. Targeted Skills Training with Financial Assistance</li> <li>11. French language training</li> <li>12. Career Counselling for Transitioning Technology Workers</li> <li>7. One-on-one intervention for long term unemployed</li> </ol> <p><b>Mid to Long-Term:</b></p> <ol style="list-style-type: none"> <li>13. Sector Transition Subsidy</li> <li>14. Sponsorship for security clearance</li> <li>15. Transition Training – Labour Market and Economic Data</li> <li>16. Develop High Tech Specific view of Economic Forecast Data</li> <li>17. Co-op/Internship Program</li> </ol>	<ul style="list-style-type: none"> <li>• Meets the needs of technology workers seeking to transfer to other sectors</li> <li>• Job retention and job redevelopment</li> <li>• Sustainable incomes</li> <li>• Increased community self reliance, while maintaining the values and character of the community</li> <li>• More effective utilization of community organizations, institutions, and resources</li> <li>• Prevention of job-search burnout and persistent unemployment</li> </ul>

<sup>12</sup> Will be implemented first. The timing of other projects will be based on the community's ability to resource and prime with OTI.

**Recommendations and Plan:****Short-Term Activities**

The activities identified below are to be implemented immediately upon approval of the CAP (within 6 months). They are listed according to the following criteria:

- assist technology workers who urgently need help
- create short-term wins, thus encouraging the interest of other potential partners
- ability to meet the immediate needs identified by job seekers
- have local control, thus increasing the likelihood of success in the short term
- availability of local service providers in Ottawa
- frequent identification of the idea from the various forums

Many other ideas that may not be reflected in these particular activities will be reviewed on an ongoing basis and added to the list as resources permit. (See Appendix E Additional project ideas on page 39 for a complete list of project ideas).

The top 2 priorities of OTI are:

- Recommendation 1 - A Grow Jobs in Ottawa Forum – 1 – 2 day workshop involving key stakeholders in the community wanting to develop concrete solutions to growing jobs in Ottawa
- Recommendation 2 - High Tech Community Action Centre

Ideally, action will be taken on recommendations 3-18. It is unlikely OTI will be able to lead on these recommendation unless additional partners step forward to run project teams. Should this be the case, the short-term recommendations 3-12 would be delayed.

<b>1. A “Grow Jobs in Ottawa” Forum</b>	
General Description	<p>Task force formed, comprised of key stakeholders, to come together in a 1-2 day forum that will allow groups wrestling with aspects of the problem to come together, choose a high priority issue and work it through to highly focused solutions using the creative problem solving process. Themes which could be addressed include:</p> <p>Providing financial incentives</p> <p>Getting government and local business to buy local products;</p> <p>Create new business opportunities i.e. tapping into new sectors, creating co-ops, reverse business shows, commercialization pipeline.</p> <p>Work with visionary companies/ champions;</p> <p>Create, support &amp; attract visionary companies;</p> <p>Create agility &amp; flexibility to move work around and tackle opportunities vs. traditional structures.</p>
Anticipated Completion Date:	Fall 2004
Potential Partner Organization:	<p>Examples of key stakeholders:</p> <ul style="list-style-type: none"> <li>• Ottawa Centre for Research and Innovation (TalentWorks, Entrepreneurship Centre, Ottawa Global Marketing)</li> <li>• Local cluster chairs</li> <li>• City of Ottawa</li> <li>• Ministry of Economic Development &amp; Trade</li> </ul>
Next Steps:	<p>A working group needs to be established to undertake the forum. This should consist of existing economic development agencies such as Chambers of Commerce, Technology Cluster Groups and others. Ensure this action is embedded in the Commercialization Task Force planning</p> <p>Lessons learned from the Ottawa Talent Forum should be incorporated into the planning.</p> <p>Conduct exploratory meetings to flush out the agenda, etc.</p> <p>With feedback from the exploratory meetings completed, an event budget and project plan should be created. Partners who could subsidize or offer event support need to be identified and approached.</p> <p>Hold the event</p> <p>Evaluate the event in terms of key learnings and next steps</p>

<b>2. High Tech Community Action Centre (CAC)</b>	
General Description	<p>The Community Action Centre would provide one-stop information services to unemployed/underemployed technology workers on support services, training and job opportunities, particularly geared to meet the needs of those from High Tech. Each worker would receive direction to the appropriate services provided elsewhere, including registration for workshops and training programs and assistance in how to access such services.</p> <p>This centre could also serve as a drop-in centre/meeting point for technology workers to get peer support (e.g. “tutoring” on resume preparation).</p> <p>It could also include direct provision of services, such as a job board for full and part-time work opportunities.</p> <p>The Ministry of Training, Colleges and Universities (MTCU) would partner in the funding of the centre and the remuneration of a centre coordinator. The coordinator will assist the OTI Steering Committee in the running of the centre.</p>
Anticipated Completion Date:	Run for one year and then review ongoing need
Potential Partner Organization:	<p>Ministry of Training, Colleges and Universities (MTCU)</p> <p>HRSDC</p> <p>Existing Local Service providers, selected through an open competitive process</p> <p>Others to be identified</p>
Next Steps:	<p>Formalize who will be on the OTI Steering Committee to manage the CAP Centre</p> <p>Locate and set up the centre with the support of MTCU</p> <p>Identify and hire a Centre Coordinator</p> <p>Develop an information data base on services available to unemployed/underemployed tech workers</p> <p>Confirm what direct services the centre will and will not provide</p> <p>Identify and select local service providers through an open competitive process if running activities out of the centre.</p> <p>Consider co-locating the centre with a partner organization</p>

<b>3. Information Exchange With Various Industry Sectors</b>	
General Description	<p>Hold information sessions with employers that represent the various industry sectors within the Ottawa area. This would be a two-way information exchange benefiting both parties. The unemployed will come away with a better understanding of the businesses that make up these industries, their challenges and skill sets required, while the businesses/industries will gain a better appreciation for the wide variety of skill sets and value former knowledge workers can add to their businesses.</p> <p>The intent of this initiative is to create an open environment to share information and ideas between employers and potential employees.</p>
Anticipated Completion Date:	Run first Exchange, June 2004
Potential Partner Organization:	<p>Ministry of Training, Colleges and Universities (MTCU)</p> <p>Local Service providers to participate (to be determined)</p> <p>Others to be identified</p>
Next Steps:	<p>A working group needs to be established to identify industry sectors of interest to the unemployed knowledge work and find employers/industry associations willing to engage in a two-way dialogue with unemployed knowledge workers. Initially, one or two industry sectors should be targeted. If the information exchange sessions are successful, the program could be expanded to include the remaining industries in the Ottawa economy or industries that do not exist in the Ottawa economy but are of interest (e.g. Pharmaceuticals, Finance, etc.)</p> <p>TalentWorks, an OCRI program, has identified the following industry sectors in the Ottawa area: (Reference: "Ottawa Works, A Mosaic of Ottawa's Economic and Workforce Landscape, Report II, Profiling Ottawa's Workforce")</p> <ol style="list-style-type: none"> <li>1. Agri-food</li> <li>2. Construction</li> <li>3. Education</li> <li>4. Health, Social Services and Life Sciences</li> <li>5. Information Communications Technology (ICT)</li> <li>6. Public Administration</li> <li>7. Tourism, Arts and Entertainment, Accommodation and Food</li> <li>8. Services</li> <li>9. Transportation</li> </ol>

<b>4. Extended Employment Insurance Benefits</b>	
General Description	Develop a proposal for an extension of Employment Insurance Benefits based on a long-term dislocation in a particular industry group, such as long-term layoffs of high tech workers, rather than using regional employment rates. This could apply to those high tech workers who have been unemployed for one year or more, whose severance and EI has run out. Present the proposal to the federal government and advocate for its implementation on an urgent basis. Gain support of this proposal from other levels of government
Anticipated Completion Date:	As soon as possible
Potential Partner Organization:	Provincial Social Services providers
Next Steps:	Research special EI benefits provided to other industry sectors. Identify those with the expertise and decision making ability and commence a dialogue with them. Start the process immediately

<b>5. Career Counselling and Family Support Services</b>	
General Description	There are a growing number of unemployed technology workers who are now up to 3 years out of work. Many have already accessed what services are available but have not been successful. Many need ongoing counselling and support, both for themselves and their families, as they go through this difficult time.  Identify local service providers who can provide career counselling and guidance, and support for family members for those unemployed workers wanting to remain in high tech. Similar to EAP services that would be offered within an organization, the unemployed worker and/or his family could have up to 10 visits within a year.
Anticipated Completion Date:	Run for one year and then review ongoing need
Potential Partner Organization:	HRSDC Employment Assistance Services (career counselling only) Ministry of Training, Colleges and Universities (MTCU) City of Ottawa Employment and Financial Assistance Branch Local Service providers selected through an open competitive process Others to be identified
Next Steps:	Identify funding source Identify and select local service providers through an open competitive process Advertise through the High Tech Community Action Centre

<b>6. Financial Counselling</b>	
General Description	<p>There are a growing number of unemployed technology workers who are now up to 3 years out of work. Many have already accessed what services are available but have not been successful. Many are at a point where they need to re-assess their financial situation and could benefit from expert advice.</p> <p>Provide workshops and professional and peer counselling for unemployed technology workers who need assistance getting their financial affairs in order.</p>
Anticipated Completion Date:	Run for one year and then review ongoing need
Potential Partner Organization:	<p>City of Ottawa Employment and Financial Assistance Branch</p> <p>Community Resource Centres</p> <p>Banks and Credit Unions</p> <p>Financial Professionals</p> <p>Ministry of Training, Colleges and Universities (MTCU)</p> <p>Local Service providers selected through an open competitive process</p>
Next Steps:	<p>Identify funding source</p> <p>Identify and select local service providers through an open competitive process</p> <p>Advertise through the High Tech Community Action Centre</p>

<b>7. One-on-one intervention for long term unemployed</b>	
General Description	<p>There are a growing number of unemployed technology workers who are now up to 3 years out of work. Many have already accessed what services are available but have not been successful This group would benefit from one-on-one intervention from experienced counsellors with extra knowledge/training in the high tech sector. This would take the form of re-evaluating their job goal(s) (assisting with letting go if their specific expertise is no longer required), or diagnosing job search problems (retargeting résumé, networking strategies, interview skills, etc.), and formulating a new job search action plan.</p> <p>There is a need to provide overview training about high tech sector to a group of experienced career counsellors who would assist clients for a specified number of hours per participant (12-16). These counsellors are the ones who provide assistance to two target audiences:                      individuals reluctant to change occupations, OR                      individuals needing help to refresh a dispirited job search.                      Offer up to 10 visits per year to the individual.</p>
Anticipated Completion Date:	Run for one year and then review ongoing need
Potential Partner Organization:	HRSDC Employment Assistance Services Ministry of Training, Colleges and Universities (MTCU) Local Service providers selected through an open competitive process Others to be identified
Next Steps:	Identify funding sources Identify and select local service providers through an open competitive process Advertise through the High Tech Community Action Centre

<b>8. Identify skills and gaps of Technology workers interested in transitioning to other career areas</b>	
General Description	<p>Develop and/or use existing tools, through a survey, to identify skill/knowledge gaps, accreditation and licensing requirements.</p> <p>Provide feedback on the MTCU tool (see also Project proposal 3) and identify any needs that the tool should be evolved to address. The pilot program would provide feedback on areas of needs for new and improved services to meet the needs of technology workers and employers.</p> <p>The intent of this initiative is to gather data on skill sets of unemployed technology workers to determine any need for customized training.</p>
Anticipated Completion Date:	June 2004
Potential Partner Organization:	<p>HRSDC Local Labour Market Partnerships</p> <p>Ministry of Training, Colleges and Universities (MTCU)</p> <p>Ministry of Economic Development &amp; Trade, Investment Division</p> <p>Others to be identified</p>
Next Steps:	<p>Hire a Researcher to identify/develop survey tool and to analyze the data</p> <p>Administer the survey through the High Tech Community Action Centre and local peer groups</p>

<b>9. Transition Assessment Program</b>	
General Description	<p>Many unemployed technology workers are ready and willing to change into other careers. Unfortunately most of the unemployed technology workers do not know which industry or sector to turn to for employment. In many cases they do not even know which of their skills could be potentially transferred to other industrial sectors. Most technology workers have skills that are desired by other sectors, but the unemployed high tech candidate may not be able to communicate this. Some technology workers will be able to transition with specific, targeted, training and/or through targeted programs aimed at providing on-the-job experience.</p> <p>Identify a third party organization to be funded to address the issue of career transition assessment for unemployed technology workers. This organization would work with groups of ten candidates from the same skills segment during an assessment session (software development, computer hardware development, or SW/HW development management). These candidates would be willing, or would consider, to transition to another Industry. The candidates assessed skills would be compared with available rankings of diminishing or emerging skills. Training opportunities would be identified, and arranged. Opportunities for emerging skills would be identified.</p> <p>MTCU has a newly developed needs assessment tools that could work for this initiative.</p>
Anticipated Completion Date:	Run for one year and then review ongoing need
Potential Partner Organization:	<p>HRSDC (potential expansion through existing service providers)</p> <p>Ministry of Training, Colleges and Universities (MTCU)</p> <p>Local Service providers selected through an open competitive process</p> <p>Others to be identified</p>
Next Steps:	<p>Identify and select third party through an open competitive process</p> <p>Advertise through the High Tech Community Action Centre</p>

<b>10. Targeted Skills Training with Financial Assistance</b>	
General Description:	<p>Because technology as an industry rapidly evolves, key skills of technology workers can become outdated very quickly. There is a very real need to keep skills up-to-date to qualify and compete for the limited number of available jobs.</p> <p>This activity will develop short-term training programs targeted to upgrade requirements of unemployed workers, such as FPGA Technology, Wireless technology, Linux System Administration Java Programming Language and MS .Net programming skills. It will also provide project management and general management skills training required for non-programming positions or management and supervisory roles.</p> <p>The activity will also identify sources of funding and other possible support arrangements to enable unemployed technology workers to take advantage of these programs who have determined the need to:</p> <ol style="list-style-type: none"> <li>1. return to school to retrain for occupations where job opportunities exist</li> <li>2. Upgrade existing skills to improve employment opportunities</li> </ol> <p>Financial assistance to be more flexible, such as provision of a lump sum with the technology workers determining the course they wish to take.</p>
Anticipated Completion Date:	As soon as possible
Potential Partner Organization:	<p>HRSDC Skills Development Program</p> <p>Ministry of Training, Colleges and Universities (MTCU) through its Apprenticeship Program for specific skill training.</p> <p>Software Human Resource Council</p> <p>Other upgrading, retraining and skills training needs to be arranged by individuals with private training providers, colleges or universities</p> <p>Others to be identified</p>
Next Steps:	<p>Develop specific opportunities and funding arrangements.</p> <p>Identify and select training providers through an open, competitive process.</p> <p>Communicate through the proposed central Community Action Centre.</p>

<b>11. French language training</b>	
General Description	<p>The overwhelming majority of the workers in this sector, while they may have a range of language profiles, lack French language proficiency for government jobs. In fact many of the workers in this sector have come to Ottawa from areas of the world/the province where there is little or no exposure to the French language.</p> <p>Provide technology workers with intensive, short-term French language training, equipping them to apply for federal government jobs resulting in resolving a significant employment barrier for at least 80% of high tech group.</p>
Anticipated Completion Date:	Run for one year and then review ongoing need
Potential Partner Organization:	<p>Ministry of Economic Trade &amp; Development (Immigrant Investor Program)</p> <p>Local Service providers selected through an open competitive process</p> <p>Others to be identified</p>
Next Steps:	<p>Identify funding source for the training</p> <p>Identify and select third party through an open competitive process</p> <p>Advertise through the High Tech Community Action Centre</p>

<b>12. Career Counselling for Transitioning Technology workers</b>	
General Description	<p>The intent of this initiative is to help technology workers interpret/work with the assessment results they would have received through the Transition Assessment Program. Counsellors/coaches would work with them providing assistance on how best to make decisions around the results, and follow through on next steps.</p>
Anticipated Completion Date:	Run for one year and then review ongoing need
Potential Partner Organization:	<p>HRSDC Employment Assistance Services</p> <p>Ministry of Training, Colleges and Universities (MTCU)</p> <p>Local Service providers selected through an open competitive process</p> <p>Others to be identified</p>
Next Steps:	<p>Identify funding source</p> <p>Identify and select third party through an open competitive process</p> <p>Advertise through the High Tech Community Action Centre</p>

**Mid to Long-Term Projects**

The activities identified below will take time to initiate and implement. Ideally, if resources are available, they should be initiated at the same time as short-term projects.

<b>13. Sector transition subsidy</b>	
General Description	Develop a Sector transition subsidy program for a specified short term period of approximately 3 months where a percentage of the salary would be paid by a sponsoring level of government to an un-employed individual is who is moving to a new sector to facilitate obtaining on-the-job contextual knowledge. The intent would be to facilitate an employer to engage skilled individuals with experience from another industry sector. (This would be another form of assistance for “on-the-job” contextual training to encourage employers to hire those who are transitioning from another business sector).
Anticipated Completion Date:	As soon as possible
Potential Partner Organization:	HRSDC Targetted Wage Subsidy Program Federal or Provincial Retraining organization Others to be identified
Next Steps:	Identify funding sources Identify what programs are presently available Identify those with the expertise and decision making ability and commence a dialogue with them. Start the process immediately.

<b>14. Sponsorship for security clearance</b>	
General Description	Many of the unemployed technology workers are ready and willing to change into other careers, including government careers. Unfortunately, these positions often require security clearance. Many of the candidates have the background to qualify for security clearance to satisfy the demands of these government jobs, but because they don't have documented security clearance and there is no existing employer to sponsor them, these candidates are screened out immediately.
Anticipated Completion Date:	As soon as possible
Potential Partner Organization:	Existing Local Service providers, selected through an open competitive process Third party sponsors Others to be identified
Next Steps:	<p>Consult with the Canadian and International Industrial Security Directorship (CIISD) of Public Works (PWGSC) to discuss the issue of security clearance for unemployed technology workers and clarify the requirements and responsibilities of an organization applying for security clearance or screening.</p> <p>Identify any fees or charges from CIISD to the applying organization.</p> <p>Based on the responses above do one of the following:</p> <ul style="list-style-type: none"> <li>- identify a third party organization willing and able to assist in the completion of applications for reliability status screening and secret/top secret clearance for unemployed technology workers plus store/hold the resulting security file.</li> <li>- have the High Tech CAP Centre certified to apply for reliability status/secret/top secret for unemployed technology workers and hold the resulting security file.</li> </ul> <p>Identify funding source</p> <p>Advertise through the High Tech Community Action Centre</p>

<b>15. Transition Training – Labour Market and Economic Data</b>	
General Description	<p>Provide a course on Labour Market Information – what is available, how to use it so that Technology workers will know in a timely fashion and use the LMI information in a manner that will assist their job search.</p> <p>Support organizations are unable to currently provide guidance to help Technology workers in the use of the data in their job search and occupational strategies.</p> <p>It is recommended that a small number of pilots be established focusing on Technology workers. Courses are anticipated to be one day long. Pilot feedback would review if a longer session was required.</p>
Anticipated Completion Date:	As soon as possible.
Potential Partner Organization:	Software Human Resource Council
Next Steps:	<p>Identify funding sources</p> <p>Approach the organization who had previously done this sort of work</p> <p>Investigate potential support from SHRC</p> <p>Advertise through the High Tech Community Action Centre</p>

<b>16. Develop High Tech specific view of Economic Forecast Data</b>	
General Description	<p>Develop a consolidated view of Economic Data focused on High Tech skills working with:</p> <ul style="list-style-type: none"> <li>• HRSDC</li> <li>• Sector Councils</li> <li>• Economists, statisticians and organizations</li> <li>• Employers and business partners</li> <li>• Other partners (Industry Canada, SHRC, etc.)</li> </ul> <p>The data would be made available to the community through the action centre and electronic distribution.</p> <p>The data would be used in the LMI training session.</p>
Anticipated Completion Date:	<p>Initial consolidation targeted for Q3 2004. This is dependant on Employer engagement priorities.</p> <p>A schedule of updates to this data would be established once the initial draft is completed.</p>
Potential Partner Organization:	Software Human Resource Council
Next Steps:	<p>Identify funding sources</p> <p>Initially work with SHRC</p> <p>Publish through the High Tech Community Action Centre</p>

<b>17. Coop/Internship Programs</b>	
General Description	<p>Create Co-op and/or Internship programs for unemployed technology workers seeking to transition into government or different sectors from high tech allowing unemployed workers to get “hands-on skills instead of retraining.</p> <ul style="list-style-type: none"> <li>• Provide Coop placement for high tech technology workers in Government and in new market areas</li> </ul>
Anticipated Completion Date:	Run for one year and then review ongoing need
Potential Partner Organization:	<p>HRSDC Targetted Wage Subsidy Program                      Ministry of Economic Development &amp; Trade, Investment Division</p>
Next Steps:	<p>Identify funding sources                      Identify and select areas/industries that would be willing to offer this type of program                      Advertise through the High Tech Community Action Centre</p>

<b>18. High Technology Infrastructure Program</b>	
General Description	<p>Identify and promote employment opportunities related existing government infrastructure programs such as Government On-line.</p> <p>Link emerging infrastructure programs to the Grow Jobs in Ottawa priority:</p> <ul style="list-style-type: none"> <li>• Identify new demand-side infrastructure projects that match skill sets of technology workers. Establish pilots in Ottawa as demonstration projects.</li> <li>• Monitor existing infrastructure projects for emerging/ changing skill sets. Publicize this information within the Ottawa community.</li> </ul>
Anticipated Completion Date:	Long term project involving significant dollar investment
Potential Partner Organization:	<p>Federal and Provincial Ministers responsible for Industry                      Industry Canada                      National Industry Associations                      Chambers of Commerce and other business groups</p>
Next Steps:	<p>Approach Senior Level officials to start the dialogue going                      Identify and approach other Industry/community groups who have been working on this issue</p>

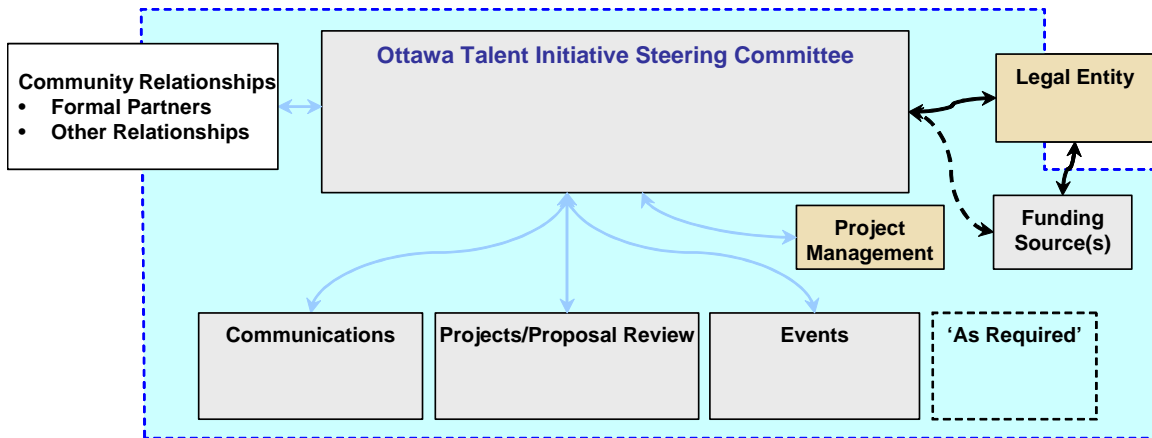
## Recommended Project Structure

The Ottawa Talent Initiative (OTI) Steering Committee was established in January 2004. Members of the Committee have developed the Community Action Plan and taken on the responsibility of implementing the CAP. The following structure has been developed as a means of engaging the community as a part of the execution of the CAP.

Given that the purpose of the Community Action Plan and the OTI organization is to achieve real results, the structure is designed to maximize the effectiveness of all activities and the participation by members contributing to these initiatives, while requiring a minimum of overhead costs. OTI will request OCRI, or similar organization, to initially provide the legal framework. OTI will review this legal framework at a later date to determine whether to set up a separate non-profit organization

The structure of OTI is illustrated in Figure 1 OTI Organization below.

**Figure 1 OTI Organization**



### Structure Overview

The heart of the OTI organization is the Steering Committee which is composed of unemployed volunteers from many community peer-network groups plus individuals supporting the OTI initiative from government and other community organizations.

Initially three important teams that will engage the community have been identified, and are represented by the boxes shown below the Steering Committee, namely:

**Communications** – responsible for the strategy and execution of communicating to and getting communications from the community and the media

**Projects / Proposal Review** – responsible for project execution and reporting as well as the review, prioritization and development of recommendations for projects

**Events** – responsible for the planning and execution of OTI community events

Additional major initiatives may result in the creation of future functional teams or may be executed within one of the existing teams. Due to the evolving nature of the CAP – these may be created and disbanded as the particular team is formed as needs are identified or projects are completed.

Each team has the ability and responsibility to engage the community within its area of responsibility and report back to the Steering Committee. The SC will assist the teams in establishing the appropriate community contacts and engagements.

Each team is described in more detail below.

### **Steering Committee (SC)**

The SC membership is composed of members of the community, primarily the unemployed, through individuals from major peer-network groups. As the OTI initiative grows and matures additional members will be identified and their participation on the SC ratified by the SC. This could include representatives of community agencies, businesses, organizations and educational institutions for example.

The SC provides strategic direction and guidance for implementation of the Community Action Plan, including the definition of project tasks.

Strategies and goals will be developed and monitored in the SC. The SC, in steering the implementation of the CAP, will work with the teams to achieve these goals. Detailed work is performed by the individual teams in implementing the initiatives of the CAP and regularly reported to the SC.

The SC works on the basis of consensus, with voting used only when a consensus cannot be reached within a reasonable amount of time.

### **Communications Team (CT)**

The communications team will develop a communications strategy and mechanisms for distribution of information and interaction with the community. This includes Media engagement, messages to the public and interfacing with partners on messaging and positioning.

It is responsible for writing the communication strategy, messages, and other communication tools and, recommending them to the SC for approval and release.

### **Project Team (PT)**

The project team will execute projects based on SC direction and CAP recommendations.

The project team:

- Reports to the SC, interacts with the other teams and the community.
- Monitors and prioritizes project submissions into an overall project list. Makes recommendations to the SC for the launch and funding of projects.
- Develops an overall plan for OTI project teams developed for each initiative. Individual project teams manage and report on the progress on their plan to the PT. Teams may draft funding proposals or work with 3<sup>rd</sup> parties as required to put programs in place. In selected cases, a proposal request may be prepared for 3<sup>rd</sup> party service providers for submission of bids on offering services.
- Mentors and facilitates the execution of the individual initiatives by their respective project teams. Reviews and provides feedback on the output and recommendations from the project groups.

The OTI Project Team will provide ongoing status information and work with the Project manager on the implementation of the projects.

### **Proposal Review Team (PRT)**

The PRT will review submissions for proposals from outside of OTI , make recommendations to the SC for their acceptance within the prioritization list and make

recommendations on how the proposals are to be funded. It will identify potential partners or providers and/or approve individuals to execute any project. Initially the PRT functions will be carried out by the PT.

### **Event Team (ET)**

The ET will plan and resource the preparation and holding of community events.

The ET reports to the SC and interacts with both the CT and PT.

### **Project Management**

The SC may appoint a Project Manager (PM) to look after the overall operations and day-to-day requirements for the project activities. The PM reports to the Steering Committee in accordance with the terms of reference provided by the SC. This includes the preparation of progress reports for external funder(s) and partners for the SC and the legal entity.

### **Community Relationships**

The implementation of the CAP will require support from partner organizations, peer networks, community groups, business groups and individuals. Any formal partner will require regular interaction with the SC and the various teams. Development of connections to such groups and individuals will be undertaken early in the process of implementing the CAP. Persons from these organizations and other individuals would be actively recruited to fill positions on the SC teams (CT, PT, ET) and to serve on individual project teams.

Examples of partners are:

- Federal Government (i.e. HRSDC)
- Provincial Government (i.e. MTCU, Ministry of Economic Development)
- City of Ottawa (i.e. Business Development, People Services,)
- OCRI
- Chambers of Commerce
- Corporations

Other relationships include groups with whom OTI needs to stay connected as a means of sharing information. This is of particular importance with groups that have activities of mutual interest and benefit e.g. Local Agencies Serving Immigrants. Such groups include:

- Peer Networks
- Stakeholders
- Community Resource Centres
- Sponsors
- Partners
- Employers

### **Funders**

Funding and support can come from many places. The various initiatives in the CAP have identified some potential sources of funding. The OTI SC will continue to search

for funders and partners to carry out the initiatives in the CAP. Funders may be from government, business and industry, community organizations or elsewhere.

Contributions can also take the form of 'in kind' donations such as space, training, equipment, and/or personnel as examples.

### **Legal Entity**

Initially OCRI has been requested to support the OTI by acting as its legal entity. This request is being reviewed in the context of secretariat funding for TalentWorks. Any arrangements with OCRI, or a similar organization, would be evaluated within one year and the OTI SC will determine whether it would then prefer to become registered directly as a not-for-profit organization.

---

**Recommended Next Steps**

---

The following identifies the recommended steps needed to put this Community Action Plan (CAP) into motion. It should be noted that implementing the CAP is an iterative process, beginning with the short and long term solutions identified within this plan. To be successful this CAP needs to be communicated and validated on an ongoing basis with broad community input that extends beyond the groups identified in this report.

The OTI Steering Committee has taken on the responsibility of ensuring that the CAP is implemented. The members of the SC are:

Paul Baack	Michael Murr
Lou Barsony	Alex Newcombe
Paul deLaat	Rick Radko
Cheryl Gorman	Dave Sproule
Jeanne Gillanders	Marianne Wilkinson
Gord Miller	

The SC will immediately commence the implementation of the CAP by:

- 1) Creating an operational plan, including resource requirements, relationship amongst projects, timelines and personnel allocation required to make immediate progress in providing support and services to unemployed technology workers.
- 2) Putting in place, within one month, a procedure for adding or replacing members of the SC.
- 3) Setting up the High Tech Community Action Centre within the next 3 months as per the next steps identified for this activity.
- 4) Immediately developing a project structure which outlines the process for dealing with project submissions, including their funding and potential partnerships and establishing a regular review of new project ideas.
- 5) Developing a communication plan, within the next month, for widely disseminating the CAP report to key stakeholders, including a vehicle for soliciting their input and feedback on the CAP.
- 6) Developing an evaluation approach, within the next six months, that can be used to evaluate the CAP on an annual basis.

---

## **Appendix**

---

### Appendix A Peer Network Group Summaries

Details a list of peer networking support groups.

### Appendix B Support from High tech Related Community Organizations

Provides information on High Tech community resources and initiatives.

### Appendix C Survey Results

Provides a summary of the survey results from the OTF and KKG activities.

### Appendix D Community Engagement and Consultation

Provides an overview of the community consultation activities to date.

### Appendix E Additional Project Ideas

Contains a list of initiatives that have been identified but have not been prioritized into the short or medium term activities.

### Appendix F Glossary

### Appendix G Document Revision History

Itemizes the publicly issued versions of the Community Action Plan.

---

## A - Peer Network Group Summaries

---

---

### +WORKS

---

#### **Group Description**

+WORKS (Positive WORKS) Initiative to define actions to primarily help unemployed High Tech people.

Vision: Sustainable Employment for the Workers of Ottawa

Mission: Accelerate the transition to sustainable employment of the High Tech working Community

Guiding Principles: Mitigate social and economic effects of the crisis on individuals  
Identify ways in which this initiative can assist in developing and sustaining the talent pool for future needs

#### **Membership and Numbers**

Membership: from the community, OCRI, WOCRC, HR primes, technology workers.

#### **Location**

Meetings are held weekly at the Western Ottawa Community Resource Centre, 2 MacNeil Court, Kanata

Meeting times are currently under review to best accommodate the needs of the team members that are attending.

Currently there are two groups that meet here:

- Coaching and Mentoring team (C&M)
- Employer Engagement team (EE)

#### **Meeting Type**

Face to face - round table, lead by team chair or volunteer. The meeting rooms can accommodate about 8-10 people comfortably and 14 maximum.

Brain storming ideas, selected topics per meeting, review actions and contributions of team members. White board and paper flip chart is available and used throughout the meeting to capture and present ideas.

#### **Contact Information**

Contact: Positive\_WORKS\_SC@yahoogroups.com

#### **Activities**

Meetings to develop strategies and proposals to help unemployed technology workers.

---

**Bravo Charlie Group**

---

**Group Description**

BCG is a networking group for senior managers re-entering the workforce. The members have a network of expert affiliations and provide consulting services and mentorship to grow their skills and contacts as a contribution to the business community.

Their motto is "Make it Real, Make it Work". From concept to commercial availability, their group knowledge addresses needs in Business Development, e-Commerce, Hardware and Software design, International Relations, Graphic Design, Market Research and Marketing, Process Analysis, Project Management, Quality Assurance, Standards Compliance, Strategic Planning, Training and Managed Outsourcing, both onshore and offshore. They advocate a pro-active and a get-it-the-first-time-right approach to manage corporate risk and to assure meeting operational objectives. (See [www.BravoCharlieGroup.com](http://www.BravoCharlieGroup.com))

**Membership and Numbers**

The group maintains a small active membership of 14 with a growing Alumni of those re-hired (As of March 2004 - a total of 36).

**Location**

Residence of rotational chair person

**Meeting Type**

Face to face meetings weekly.

**Contact Information**

Info@BravoCharlieGroup.com  
Gord Miller

**Activities**

Network updates, guest speakers, updates on consulting contributions, support of the Ottawa Talent Initiative

---

**Cabin Global**

---

**Group Description**

A business networking group designed to bring individuals together to create business opportunities. Many of the participants had been laid off from Technology companies and are working to build new business opportunities. The name CABIN is derived from the words Career, Arts, Business, Initiative and Networking.

The objectives of CABIN Global are:

To improve the prosperity of businesses through bringing together individuals and business representatives to network, explore partnerships and conclude business transactions.

To encourage fair business practises through the development of codes of business excellence.

To provide training and other educational opportunities for business executives, staff and entrepreneurs.

To assist businesses in the development of international business connections and opportunities.

To support community activities including the arts and charitable organizations

To create an international network of Cabin Global organizations in countries throughout the world.

**Membership and Numbers**

There are 1700 on the data base, composed of those who have attended events and those who have contacted the organization. Membership is derived from attending and participating in events.

**Location**

There is an office at 555 Legget Drive, Tower A, Suite 304. Biweekly breakfast meetings are held at various venues in Ottawa. Special events are held at specific locations.

**Meeting Type**

Meetings are primarily business networking breakfasts. There is normally a guest speaker, panel or arts entertainment. Each event includes a transaction wall where jobs may be posted, opportunities outlined and services offered. Participants are encouraged to give a one minute statement of their business, opportunity, good news or the like.

**Contact Information**

President Sylvain Henry 819.921.6234 [sylvain\\_henry@yahoo.com](mailto:sylvain_henry@yahoo.com)

**Activities**

A co-operative marketing activity is presently under development along with a play about unemployed technology workers.

---

**Govnetgrp**

---

**Group Description**

Govnetgrp members are individuals interested in pursuing new career options in the Ottawa area. The Canadian Public Service was the initial focus of the group but other job sectors are now also the subject of frequent discussion. The group meets once every few weeks to share information, ideas and contacts about career search techniques and growth areas in the local job market.

**Membership and Numbers**

Open to any individual meeting the description above via a "Join this group" button on the web page (see below). Membership is subject to approval by group moderators.

Currently Govnetgrp has 176 members.

**Location**

Varies depending on where meeting space can be found.

Meeting information is sent out by the Yahoo mailing list.

**Meeting Type**

The majority of the communications are conducted via the Yahoo mailing list.

Periodic face-to-face meetings are called for members to meet and discuss items of interest.

**Contact Information**

Web page for more information or to join: <http://ca.groups.yahoo.com/group/govnetgrp/>

**Activities**

Share tips on best practices getting into the government, information on current or pending job openings, discussion of existing programs to assist in job finding or starting a business and general discussion on finding employment in Ottawa. These discussions occur both at periodic face to face meetings and via the group's mailing list.

---

**Hire Top Talent Ottawa**

---

**Group Description**

Email communications group moderated by Hire Top Talent Ottawa.

Discusses the Ottawa High Tech market and issues.

**Membership and Numbers**

Open to anyone

**Location**

Email only.

**Meeting Type**

None (refer to HTT F-F)

**Contact Information**

Subscribe: [HireTopTalent\\_Ottawa-subscribe@yahoogleroups.com](mailto:HireTopTalent_Ottawa-subscribe@yahoogleroups.com)

**Activities**

Varies depending on where meeting space can be found.

Meeting information is sent out by the Yahoo mailing list – see above.

---

**HTT F2F**

---

HTT F2F is a networking meeting in Ottawa. F2F stands for Face To Face, i.e. a meeting in a boardroom, not an internet meeting.

These meeting came about in the late 1990s after one of the first waves of layoffs took place at Nortel.

The affected employees formed a networking group to help each other in the very unsettling times following the layoff.

The group first put up a webpage that allowed them to show off their resumes to anyone visiting the site. The group finally formed an association (?) that became known as HireTopTalent.

The group of talented individuals eventually created a Yahoo Club and the HireTopTalent group became known as HTT. After the HireTopTalent group formed a company they allowed the Yahoo group to remain as that is where the root of the company sprang from, networking!

After some time of meeting on the internet some of the people using the Yahoo group decided to hold a actual boardroom meeting and it was nicknamed a Face To Face meeting.

These meetings have been held regularly for the past almost 5 years. Usually someone will volunteer to be the meetings chair, holding the position until they give it up and someone else takes it over.

The chair will book rooms and put together an agenda, these days the agenda includes guest speakers or workshops. The meetings are held every second Thursday at 1:00 pm

**Group Description**

An informal group of professionals seeking re-employment.

**Membership and Numbers**

There is no membership numbers for HTT F2F, as it is a meeting extension of HireToptalent-Ottawa Yahoo Group

**Location**

Currently the meetings usually take place at 100 Constellation Drive, Second Floor East

**Meeting Type**

Bi-Weekly on a regular basis.

**Contact Information**

Jim McQuaid 596-1666

---

**JFC Ottawa**

---

**Group Description**

JFC-Ottawa is a Yahoo group open to any interested party that has completed the Job Find Club program at any location in the Ottawa region. The Job Finding Club is a three-week program managed as an employment service by Tecsalt Eduplus Inc. under contract with the Canadian Human Resources Development Corporation. .

**Membership and numbers**

Open to JFC graduates.

**Location**

Email Yahoo group.

**Meeting Type**

Communications are conducted in a Yahoo group.

**Contact Information****Activities**

JFC-Ottawa members are alumni of the JFC program who stay in touch by means of the Yahoo email group to

- share job leads,
- progress reports
- other career management related information or
- announcements

The group has not specifically developed any input to the community action plan at this point in time.

---

**KKG**

---

**Group Description**

Kanata Kareer Group is a volunteer group providing networking and support services to over 470 members.

They meet twice a week with speaker sessions and workshops to develop job-finding skills.

The group also has an active web page and mailing list to post jobs leads, a member's skills database and a files section.

**Membership and Numbers**

Open to anyone

**Location**

Kanata United Church supplies the meeting space.

**Meeting Type**

Face to face with an active email Yahoo group as well.

**Contact Information**

Web page for more information: [http://www.geocities.com/robz\\_27/](http://www.geocities.com/robz_27/)

**Activities**

KKG meetings are of two types:

- speaker meetings with a presentation on a topic of interest to job seekers such as starting a business, transitioning to a sector outside high tech, financial planning, self assessment and job market trends
- workshops where the members do group exercises to develop job hunting/interview skills or discuss issues and ideas members have encountered in their job search, resume and cover letter reviews

There is also a KKG email list used to announce upcoming meetings, post job leads and discuss job hunting related items between meeting.

The KKG maintains a members only web site with a frequently asked questions list, a database of member's skills and other useful reference material.

---

**KKG: Ott BT LS**

---

**Group Description**

Ottawa Bio-Tech Life Sciences group - special interest group - formed as an initiative to look at how small teams of individuals can develop strategies in tackling sector change

**Membership and Numbers**

Open to members of KKG. This is a special interest sub-group of KKG.

**Location**

Kanata United Church supplies the meeting space for KKG meetings. Others as required. Notifications will be distributed by the email group.

**Meeting Type**

Discussion group is primarily by email with periodic discussions of interest to members in the KKG group meetings. Separate meetings would be booked where a need is identified.

**Contact Information**

Web page for more information: [http://www.geocities.com/robz\\_27/](http://www.geocities.com/robz_27/)

**Activities**

Group has conducted surveys of members, reviewed results with service providers. Participated in an industry led 4 day seminar on the BioTech / Photonics field.

---

**Lets Get Working**

---

Grass roots organization established to spark the renewal of the technology community in Ottawa through bringing together job seekers with leaders from the local, provincial and federal governments as well as leaders from the local business community.

**Group Description**

Let's Get Working is organized under the auspices of CABIN Global and is made up of a group of people, primarily unemployed, from various walks of life in the Ottawa community. Each is volunteering in one of eleven teams to manage the components of a major event for the unemployed.

**Membership**

The group is made up of volunteers from CABIN Global and others who participated in the October 1<sup>st</sup>, 2003 CABIN Global event

**Location**

Meetings are held at 555 Legget Drive or at the Dovercourt Community Centre

**Meeting Type**

Meetings are designed to organize a large scale event for the unemployed and consist of reports from the eleven team groups. The long term objective is to bring the unemployed together and set up working groups to deal with multiple ways to grow the Ottawa economy.

**Contact Information**

Josh Korn 277-9068, Bruce Sanders 592-3655

**Activities**

Weekly organization meetings were put on hold pending the results of the Ottawa Talent Forum.

---

**New Frontiers**

---

New Frontiers is a group of professionals seeking employment. New Frontiers was created two years ago. We meet weekly to - share information, share advice, support each other and work on tools and techniques to help us re-enter the workforce.

**Group Description**

An informal group of professionals with varied backgrounds seeking re-employment.

**Membership and Numbers**

Currently New Frontiers has a membership of approximately 50 including members who have landed. Of those, 10-15 members are actively seeking re-employment and attend weekly meetings.

**Location**

West-end (Kanata)

**Meeting Type**

Weekly on a regular basis, from 9:30 – 11:30 am.

**Contact Information**

Richard Lefebvre – 613-836-5181

**Activities**

Regular resume review for all members

Cover letter writing and review

Interview tips, practice and format discussions. Post-Interview debriefings and lessons learned

Cold call and meeting information skill development

30 second commercial practice

Networking and Small talk skill development

Roadblock discussions and workarounds

Occasional presentations from group members

Sharing of company contacts

Weekly round table updates

---

**Ottawa Tech Advocates (OTA)**

---

**Group Description**

The Ottawa Tech Advocates group focus is to advocate changes to improve labour situation in Ottawa. The objectives of their members is to:

To better inform and educate both the general public and the relevant government authorities on the extent and impact of the high unemployment and technical job shortage in the Ottawa region.

To raise awareness among public and private sector policy makers of the dimensions of this region's available currently unemployed technical talent pool.

To collaborate with local policy makers on strategies to capitalize on the huge regional surplus of highly trained and capable technology talent.

**Membership and Numbers**

Membership is unrestricted, currently at 36

**Location**

Primarily Internet. Meetings are announced on the group email.

**Meeting Type****Contact Information**

[OTA\\_Group-owner@yahoo.com](mailto:OTA_Group-owner@yahoo.com)

Moderator Sandra Lifshitz

---

**Ottawa High Tech**

---

Public discussion of the labour market for Technology workers

**Group Description**

The OTTAWAHITECH group is purely an online group for the public discussion of labour market topics for hi-tech workers.

**Membership and Numbers**

There are no membership restrictions and as of March 2004, there were 373 registered members. Administration is managed by group moderators.

**Location**

Yahoo Internet group

**Meeting Type**

Online group interaction ONLY

**Contact Information**

[Ottawahitech@yahoogroups.com](mailto:Ottawahitech@yahoogroups.com)

**Activities**

Discussion of Labour market issues

---

**Perfect Work**

---

**Group Description**

Networking group for individuals looking at career change or setting up a business. Started by graduates of the Find Your Perfect Work career course. Monthly meetings with presenters or focused group discussions.

**Membership and Numbers**

Open to Find Your Perfect Work course graduates as well as people interested in developing strategies for starting your own business or topics of interest.

**Location**

Various by meeting based on where a room can be booked. Members of the distribution list are notified in advance of the meeting.

**Meeting Type**

Face to face. Typically once per month.

**Contact Information**

Joan Batucan 613-298-9281 or

Dave Sproule 613-263-4727

**Activities**

Guest speakers and focused group discussions.

---

**TalentNet**

---

TalentNet is a group of professionals seeking employment. TalentNet was created two years ago. We meet weekly to - Share information, Share advise, Support each other

**Group Description**

An informal group of professionals seeking re-employment.

**Membership and Numbers**

Currently TalentNet has an active membership of about 70, about 12 of those members are actively seeking re-employment.

**Location**

Location varies from meeting to meeting.

**Meeting Type**

Face to face on a regular weekly basis.

**Contact Information**

Lou Barsony – 613-831-7173

**Activities**

One of the significant activities coming from TalentNet was documented by CBC television , fall 2003. During that meeting Dave Smith, local restaurateur and entrepreneur, came to TalentNet to give a motivational speech. The entire meeting was captured on video tape courtesy of CBC.

---

**The Semiconductor Group (TSG)**

---

**Group Description**

The Semiconductor Group (TSG) is a networking group representing experts in the IC/ASIC field. The group is informal, no minutes, no procedures. The goal of TSG is to be a long term networking facility for IC/ASIC experts in Ottawa, not just a temporary support group for the unemployed during the downturn. About 20% of the group has been re-employed.

**Membership**

Membership is restricted to people who have been, or currently are, employed in the IC/ASIC field. The group spans all aspects of the IC/ASIC field including design, layout, verification, testing, packaging and CAD tool support. There currently are over 90 members in the group.

**Location**

Various restaurants as determined by the group and availability.

**Meeting Type**

The group meets once a month, usually on the second Tuesday of the month. Most meetings are for breakfast, but there are occasional lunch meetings.

**Contact Information**

Contact: [semiconductorgroup@sympatico.ca](mailto:semiconductorgroup@sympatico.ca)

**Activities**

Once a month meeting, which is primarily a social gathering. The group provides self support and networking via it's email list. Using the email list, we keep each other posted on any IC/ASIC related events and job openings.

---

**The Ottawa Network / Venture Creation Group TON / VCG**

---

**Group Description**

The Ottawa Network is a grass roots, community based, volunteer organization founded in the fall of 2001. Since then, The Ottawa Network has been very successful in creating a community of budding Ottawa entrepreneurs that support and learn from each other. There are currently over 700 members of the “network”, including entrepreneurs, professionals and supporters which grows at over 10 new members every week!

**What is the mission of The Ottawa Network?**

To Stimulate New Opportunities in the Ottawa High-Tech Community by Helping Individuals to Meet, Interact, Learn and Share Ideas

**How does The Ottawa Network do this?**

By providing regularly scheduled networking opportunities, for those looking for the right people to connect to, and a forum where those connections can be made. ... Making Connections

By providing programs for entrepreneurs to learn and hone their skills ... Venture Creation Group

And several start-ups have done just that – connected with each other at events sponsored by The Ottawa Network

**Making Connections**

It's all about opportunities, and to find those opportunities, you need to be able to meet like minded people. You have to be in the right place at the right time. Making Connections provides the right place and the connections to like minded people!

Making Connections is an informal networking session where entrepreneurs can connect with the business people in industry and with other entrepreneurs. Both technical and business professionals can exchange ideas and information either to create a new venture, to help one that is in its early stages, or to learn about what's going on in our high-tech community. Making Connections weekly sessions on Wednesday afternoons regularly attracts 50-75 like-minded people.

**Special Events**

In addition to the weekly Making Connections, special evening dinner events are held quarterly, with networking and keynote speakers in a pleasant surrounding. Where else can you get an opportunity to speak with some of Ottawa's most prominent and successful entrepreneurs! Each event attracts over 200 people, and there is always a waiting list.

**Venture Creations Group**

Venture Creations Group was formed in October 2001 with a mission to foster and develop new ventures in technology. VCG provides a no-frills atmosphere where entrepreneurs, service professionals and members of the high tech community interact towards the launching and sustaining of new ventures. Participants learn from each other and from the freely shared knowledge and experience in the high-tech community. This unique community collaboration is at the heart of the success formula.

Every week, there is a speaker willing to share their knowledge and experience in one of four key areas:

CEOs sharing “lessons learned” as a start-up – CEO’s of many local start-ups have presented

Funder’s (angels, VCs, government agencies) describing how to get funding – what works and what doesn’t

Outstanding professionals who provide a short educational seminar on a topic (such as legal or accounting) and valuable contacts

Industry updates to provide the current state of a particular market or industry segment, either by a panel or a seasoned executive

On average, 50 people attend VCG sessions, held every Tuesday evening.

### **Business Review Panels**

As new enterprises emerge, VCG convenes a Business Review Panel, where the new start-up can get feedback on their business concept from early stage investment community and friendly VCs.

From there, start-ups flow into existing collector programs such as “IdeaFlow”, or directly into Ottawa’s venture capital and business development community.

### **Membership and Numbers**

Join the members of The Ottawa Network by signing up at the web site.

### **Location**

Making Connections is currently held at the Brookstreet Hotel, every Wednesday starting at 4:30

Venture Creations Group seminars are held at St. Anthony’s Soccer Club every Tuesday, doors open at 6:45.

Business Review Panels are held as needed.

Special Events are held quarterly.

### **Contact Information**

[www.theottawanetwork.com](http://www.theottawanetwork.com)

---

---

## **B - Support from High Tech Related Community Organizations**

---

---

---

### **IEEE EIT**

---

Institute of Electrical and Electronics Engineers - Engineers in Training - provide support to technology workers in Ottawa offering cost effective courses and networking events

Based on IEEE membership. This initiative is primed by the Ottawa Chapter of the IEEE.

A team of about 7volunteers are working on the EiT initiatives.

Examples of community leadership:

Face to face. Lecture for training and presentations. Some meetings are hands on for training – typically at an educational institution.

The IEEE local chapter has provided funding to various initiatives such as internship at the Communications Research to allow people to gain additional experience and get paid a modest amount. The intent is to demonstrate to employers the value of laid off High-Tech employees and to allow EITs to gain additional expertise so that they are more employable.

Develop and deliver training courses.

Alliances within the community to help EiT members retain skills and keep engaged.

The EiT has expressed a strong interest in participating with OTI and strengthening the local initiatives.

---

### **Software Professionals Society of Canada SPSC**

---

The SPSC is a non-profit organization operated by software professionals dedicated to providing the best and most versatile resources in assisting the software professional through collaboration and involvement of people in the software industry. We offer community networking, knowledge building, employment, and entrepreneurship services. SPSC is supporting the OTI initiative.

Open to anyone. For additional information, please go to <http://www.softwareprofessionals.ca>

---

### **PMI-OVOC**

---

PMI-OVOC (Project Management Institute - Ottawa Valley Outaouais Chapter) - the Ottawa Area chapter of the Project Management Institute.

Based on membership to PMI and a fee for belonging to the local chapter.

Monthly meeting locations are announced by the group's email distribution list.

A team has been formed in the PMI-OVOC to support Project Managers that are seeking employment. OTI and this team are supporting each other.

---

### **Wired Women**

---

Incorporated in 1996, the Wired Woman Society (WWS) is a Canadian, registered non-profit society. The society's mission is to create an open, nurturing, integrity-based

environment that encourages women to explore opportunities in technology, science and new media and to build successful careers that will allow them to become a driving force in these growing sectors. Programs and activities support the three core goals of the society: networking, education and mentoring.

Originally launched in Vancouver, B.C. by Emma Payne (Smith) and a group of like-minded visionary women, the society now has chapters across Canada. The society is completely volunteer-run with chapter presidents leading activities in Ottawa, Toronto, Winnipeg, Calgary and Vancouver.

The Ottawa Chapter, with 50 members and 220 affiliates in 2004, is one of the most active branches of the society. The Chapter's members are some of the highest ranking members of the Wired Woman Society with respect to their education and working experience in the technology sector.

Contact: contact [wiredwomanottawa-owner@yahoogleroups.ca](mailto:wiredwomanottawa-owner@yahoogleroups.ca)

---

---

**Ottswjobs**

---

---

This group is used for distribution of daily emails containing new job postings of mostly software positions in the Ottawa-Gatineau Region found by searching over 1000 job sites. It is available to individuals for free. <http://groups.yahoo.com/group/ottswjobs>

---

---

**Peter's New Jobs PNJ**

---

---

The most comprehensive daily summary of new job postings from organizations hiring in the Ottawa area. Very cost effective 'pay' service - daily emails - \$10.00 for a 3-month service. Scans numerous web sites. Excellent summary - hot linked.

To subscribe send an email to [pnj@rogers.com](mailto:pnj@rogers.com).

---

## C - Survey Results

---

The results of two major surveys are covered in this section.

The first are the results of the Kanata Kareer Group (KKG) surveys between July 2003 and Nov 2003.

The second are the results of the surveys conducted at the Ottawa Talent Forum (OTF) workshop on Feb 24 2004.

The following is a summary of the key findings of the surveys.

### A. Age

The results from the OTF survey indicate that 43% of the respondents are over the age of 45 and this jumps to almost 2/3 at 65% of respondents indicating they are over 40 years of age.

The OTF results show more people are impacted in the above 45 and above 40 ages than the previous KKG survey. The KKG results showed that 35% were above age 45 and 54% were over 40.

Age is a major issue facing the community as a high percentage of the displaced workers are over 45. This is highlighted in data from HRDC.

Additional research is being conducted on the issue of an aging workforce in the WANE research project being conducted at the University of Western Ontario. Technology workers are viewed by many companies as aging at a much earlier age – lowering the traditional figure from 45 for most other industries.

This is in large part of factor of the high rate of technology churn and employers targeting younger workers that have recent training.

Therefore to offset this, greater emphasis and programs need to be established to have targeted programs to enable these skilled workers to retain as was as to gain new skills.

### B. EI Status

The results from the OTF survey indicate that over 60% have started EI or have progressed to the point of having completed EI payments. When workers who are not eligible for EI but have been impacted are included, the percentage jumps to 80%.

The KKG survey produced similar results with about 25% not having started EI. About 75% were on EI or progressed through to having exhausted their benefits or were ineligible (~10%).

### C. Financial

Over 14% express having a financial need with 6% stating a dire financial need.

The KKG survey was conducted about 7 months ago. The results indicated that over 3% were in dire financial need.

### D. Security Clearance

From the OTF survey less than 25% have secret clearance. 21% have enhanced reliability. Over 55% have no clearance.

**E. Where do you live**

The OTF survey outlined that about 1/3 – 73 of 226 relies were from Ottawa West, jumping to about 2/3 when Kanata and Ottawa South were included and to 82% when Barrhaven and Goulbourn were included.

The KKG survey indicated that about 80% were Ottawa West, Kanata and Ottawa South.

**F. Layoffs**

The OTF survey results highlight that 136 (>67%) of 202 replies were laid off once, 53 (>26%) twice and 10 (5%) - 3 times. One person indicated they were laid off 5 times.

Many workers that were let go have gone to a second firm which subsequently has gone broke or had to lay people off for financial reasons due to the down turn in the economy.

**G. Previous Employment Sector**

The OTF survey identified that over 70% were from Telecom and IT with 84% from high tech.

KKG polls indicated that over 78% were previously in telecom and 92% in total in high tech. (This question was worked slightly differently than the one above in that IT was not a category).

**H. Target Employment Choices**

The OTF survey results in order of percentages were Software – 27%, Management 25%, Hardware 22% and Technical 9% plus additional high tech categories totalling 95%.

The KKG survey had a total of 81% technical. Software was the highest at 16%, Technical and management at 15% each, Hardware at 14%. 18% was other technical specialization.

**I. Degrees**

The OTF survey had 156 with Bachelors, 56 Masters and 15 PhDs. 82 indicated other degrees and 48 indicated certifications.

KKG did not poll for this data, other than a small survey for professionals looking to move into BioTech. In that case each had Bachelors but none had high levels of education that was applicable to the BioTech field.

**J. Frequency of Interviews**

The OTF survey indicates that 99 people had 0 / month and 72 had 1 per month. This fell to 25 for 2 and 7 for 3 per month respectively.

The KKG survey question was slightly different and resulted in an overall average of 0.3 interviews per month with 18 of 54 relies indicating no interviews. The next highest number was 14 people indicating 3-4 interviews per year.

**K. Change Sector / Field**

The KKG survey indicated that only 20% planned to stay in their existing field.

80% wanted or had made a decision to seek employment in other areas. Over 50% of these were not able to make a choice.

Discussions with individuals indicated that this is primarily due to lack of Job information (opportunities) and corresponding assessments of skills, experience and formal training as well as specialized assistance in making a quality career decision to change fields as well as having sufficient financial resources to make the significant investment for such a change.

This is particularly problematic for older workers due to a potentially long time away from the work force and a short time to earn wages prior to retirement. This coupled with a huge debt load when needing to save for retirement due to the depletion of resources due to lengthy unemployment puts older individuals are particularly high risk in being successful in this approach.

#### **L. Identified Areas of Need**

The KKG survey indicated in order of preference that help was needed in the following areas:

- Identifying Employers 17/33
- Making a new career decision 16/33
- Interviewing 12/33
- Certification / Accreditation 11/33
- Training, Resume Preparation and Networking – each 10/33
- Identification of ‘self’ skills and ‘occupational’ skills – each 7/33

## **D - Community Engagement and Consultation**

The Ontario Ministry of Training, Colleges and Universities identifies four stages of an effective action plan<sup>13</sup>:

- Pre-Entry – includes identification of need, an initial inventory of community assets, organization of an adjustment committee and initial community consultations;
- Phase 1: Development of an Adjustment Strategy – making the transition from ideas to action;
- Phase 2: Community Implementation of the Adjustment Strategy – includes implementing initial projects and evaluating progress; and
- Phase 3: Sustainable Support for Community Adjustment – includes expanding leadership base and leveraging resources.

### **Work Carried out by the Ottawa Talent Initiative and Related Groups**

Prior to the formation of the Ottawa Talent Initiative, a number of town hall meetings were held to identify problems and solutions with the help of community partners. Since the formation of the Ottawa Talent Initiative in January 2004, the group has:

- obtained financing to develop a community action plan;
- engaged peer networking groups to share ideas and solutions to seed the community action plan;
- created the Ottawa Talent Forum to gather further input and raise awareness about this issue with leaders from the community, government and business as well as to share information about community and government services for job-seekers; and
- developed an initial mechanism to coordinate community efforts to address the employment challenge of technology workers.

### **Progress Milestones for Peer Networks and the Ottawa Talent Initiative**

- |              |  |
|--------------|--|
| 2003-June 9  | 1 <sup>st</sup> town hall organized by the Western Ottawa Community Resource Centre (WOCRC)  |
| 2003-July 29 | A second town hall organized by the WOCRC and the Kanata Kareer Group to prioritize project areas; a team is set up to develop these ideas into full-fledged project descriptions (called Positive WORK and included OCRI resource person) |
| 2003-Oct 1   | 1 <sup>st</sup> Cabin Global event gives birth to a “Hope” initiative to help the unemployed   |
| 2003-Oct 9   | Cabin Global’s Lets Get Working group established to organize a 2nd public event   |
| 2003-Nov 26  | Exploratory meeting held between Let’s Get Working, The Ottawa Network , Kanata Kareer Group, Positive WORK, the City of Ottawa and OCRI; agreed to try and create a joint approach  |

<sup>13</sup> Mike Balkwill and Gordon Ball, “Evaluation Framework for Community Adjustment”, August 2000.

- 2003-Dec 2 First meeting of the collective November 26<sup>th</sup> group with broad peer network group support; agree to try and work on one community initiative going forward
- 2004-Jan 8 Meeting with all three levels of government staff to determine interest in supporting a community initiative; strong support
- 2004-Jan 15 The Ottawa Talent Initiative team name, structure and mandate adopted
- 2004-Jan 26 Project funding secured from the Ontario Ministry of Training, Colleges and Universities (OMTCU) to develop a Community Action Plan
- 2004-Feb 24 Ottawa Talent Initiative hosts an event called the Ottawa Talent Forum (see below)

### **Ottawa Talent Forum**

See also Appendix E Additional project ideas on page 39 for Forum results.

The Ottawa Talent Forum, held on Feb 24<sup>th</sup>, 2004, at the Nepean Sportsplex was attended by 500 unemployed and under-employed technology workers together with leaders from the community, government and business. The following leaders made presentations:

- Marlene Catterall, MP Ottawa West-Nepean
- Patrick Donnelly District Manager - Ottawa, Ministry of Training, Colleges and Universities
- Councillor Janet Stavinga City of Ottawa -Goulbourn Ward
- Helen Maskery President, Maskery & Associates
- Kirk Mandy Co-Chair, The Ottawa Partnership
- Tyseer Aboulnasr, Dean of the Faculty of Engineering, University of Ottawa

This event generated hope and allowed participants to share information and contribute to the Community Action Plan designed to get technology workers back to productive work and to support economic development.

In addition to formal presentations, exhibit booths were set up for participants to gather information on employment and entrepreneurship services.

A forum highlight was the spirited challenge to government leaders by Tyseer Aboulnasr, Dean of the Faculty of Engineering at the University of Ottawa, to support the development of technology industries in Ottawa. She also announced that the University would provide 20 free placements in Engineering Courses for unemployed technology workers as retraining in order to have the skills needed for new job opportunities.

Key issues that still need to be addressed and identified by Forum participants include:

- Employment Insurance duration and eligibility
- Skills not staying current
- Lack of investment in high technology companies, possibly as a result of high taxes
- Venture Capitalists not spending in high technology
- Investing in new ways to do things, like transportation
- Central point for information
- Many companies are exporting jobs to cut costs

The following recommendations are the top priorities identified by Forum participants:

- Provide effective assistance adapted to the needs of technology workers (social programs and retraining)
- Help technology workers develop new skills to transfer to other sectors
- Support start-ups, business expansion and other initiatives to create jobs in Ottawa.
- Develop a strong and resilient talent pool to meet emerging needs

### **Related Community Activity**

This Community Action Plan builds on a number of existing community planning documents:

- the City of Ottawa's 20/20 Growth Management Strategy approved unanimously by Council in April 2003;
  - thousands of citizens were consulted through this 16 month process
  - relevant plans include the Ottawa 20/20 Talent Plan; the Ottawa 20/20 Economic Strategy and the Ottawa 20/20 Human Services Plan
- the *Ottawa Works* series of reports published in Fall 2002 by TalentWorks, a program of OCRI;
  - thousands of employers, job-seekers and service providers were consulted through this 13 month process
  - baseline indicators for the workforce were collected, a supply and demand study was completed and a workforce strategy was developed as the basis for the *Ottawa 20/20 Talent Plan*
- the Ottawa-Gatineau Commercialisation Task Force created in 2003 to identify actions that would support local technology companies to become global leaders in their market segment; and
  - partners are local and national
  - interim report released in December 2003
- the "How Can the Federal Government Help Ottawa's High Tech Industry?" position paper published in December 2002 by The Honourable David Pratt, Minister of National Defence.
  - a range of federal policy issues presented from broadband infrastructure to a "Canada first" purchasing policy
  - several ideas have direct and in-direct relevance to the Community Action Plan

Leaders of the Community Action Plan will need to work with the following organizations that currently support project activity in related areas and involved in implementing the planning documents above:

- Economic Development agencies and their members:
  - Ottawa Centre for Research and Innovation – relevant programs include: TalentWorks; Ottawa Global Marketing; the Entrepreneurship Centre; the Commercialization Task Force
  - Ottawa Life Sciences Council – relevant activity is the business attraction program
- Government programs led by:
  - Federal government – Human Resources and Social Development Canada; Industry Canada and Ministry of International Trade
  - Provincial government – Ministry of Training, Colleges and Universities and ministry of Economic Development and Trade
  - Municipal government – particularly the Development Services Department, the People Services Department and The Ottawa Partnership, the City's economic development steward (an informal body)
- Business Associations/ Organizations (key groups related to the project ideas in this Community Action Plan)
- Greater Ottawa Chamber of Commerce
- National Capital Institute of Telecommunications
- Regroupement des gens d'affaires (RGA)
- Canadian Advanced Technology Alliance (CATA)
- Information Technology Association of Canada (ITAC)
- The Alliance of Sector Councils

### **TalentWorks**

TalentWorks is a community-based initiative building Ottawa's talent pool by providing strategic, integrated support to targeted sectors. It is managed by the Ottawa Centre for Research and Innovation and receives funding from all three levels of government.

TalentWorks facilitates collaboration between business, government, education and community partners to:

- develop, attract, and retain qualified workers for targeted sectors of the local economy to support identified needs of employers and job-seekers;
- develop project plans and deliver specific, customized projects that are matched to economic development priorities;
- integrate and disseminate relevant information to TalentWorks partners; and
- influence and improve strategic planning and economic development.

Since June 2003, the program has been providing significant support to the Ottawa Talent Initiative and its predecessors. All three levels of government have expressed their desire to use this existing structure to move the agenda of the Community Action Plan.

## Entrepreneurship Centre

A program of OCRI (Ottawa Centre for Research and Innovation), the Entrepreneurship Centre is a public private partnership created to help entrepreneurs start and grow their businesses. The Entrepreneurship Centre (EC) provides and facilitates information and tools to support the establishment and growth of successful businesses across all sectors of the Ottawa economy. The Centre fulfills this mandate through the provision of training, mentoring, consultative services as well as operating a walk-in resource centre and providing numerous strategic programs and events.

The Entrepreneurship Centre is funded by the City of Ottawa, the Ontario Ministry of Economic Development and Trade, Royal Bank, Nelligan O'Brien Payne and numerous other partners and sponsors providing funding to support the activities of the Centre.

While the Centre supports businesses in all sectors, 41% of the 4500 clients in 2003 reported that they had started or were planning to start a business in the technology sector. Clearly ongoing support from this program is important to the future success of the Community Action Plan.

## Ottawa Global Marketing

In three short years, OCRI's Ottawa Global Marketing program has gained international recognition as a key source of information about business and investment opportunities in Canada's capital. The division maintains an extensive database on business and career opportunities, Ottawa's dynamic cluster-based economy, the city's competitive advantage and the region's exceptional quality of life. The program has the mandate to:

- establish Ottawa as a global technology centre;
- increase the awareness of Ottawa's major attributes among targeted decision makers;
- provide a coherent brand image to internal and external audiences;
- foster economic prosperity in the region by attracting investments, people and companies; and
- increase the investment from OCRI's private- and public-sector partners.

This program has an important contribution to make to the Community Action Plan in terms of attracting new investment and companies as well as promoting Ottawa as a "near-shore" location for American companies looking to expand.

## General principles of community engagement

There are many examples of principles and process. A source used throughout the Ottawa 20/20 Growth Management Strategy was provided by the Alliance for Regional Stewardship. An excerpt from *Monograph 5: The Practice of Stewardship: Developing Leadership in Regional Action* is provided. <http://www.regionalstewardship.org/>

Stages of Regional Change	Tools used to Develop Regional
I. Initiation	<ul style="list-style-type: none"> <li>• Leverage Precipitating Event</li> <li>• Convene Leaders</li> <li>• Learn from Other Regions</li> <li>• Provide Financial Incentives</li> </ul>
II. Mobilization	<ul style="list-style-type: none"> <li>• Share Catalytic Publications</li> <li>• Use Media to Communicate the Message</li> <li>• Hold Public Events</li> <li>• Recruit Leaders from New Sources</li> </ul>
III. Collaborative Action	<ul style="list-style-type: none"> <li>• Develop a Regional Strategy</li> <li>• Form Action Teams</li> <li>• Create Advocacy Coalitions</li> <li>• Engage in Civic Dialogue</li> </ul>
IV. Sustaining Change	<ul style="list-style-type: none"> <li>• Prepare More Leaders</li> <li>• Measure Regional Progress</li> <li>• Celebrate Success/Capture Lessons</li> <li>• Build and Renew Civic Institutions</li> </ul>

---

## **E - Additional project ideas**

---

### **Ottawa Talent Forum - Building a Community Action Plan**

Results of Workshop Discussion with Table Leaders and submissions during the Forum on February 24th,

A group of table leaders from the Ottawa Talent Forum met on March 5<sup>th</sup> to debrief and provide further suggestions. In addition a number of individuals have sent in suggestions for projects. These are summarized below:

### **Recommendations**

#### **Transition Skills Assistance**

- On the job training alternatives (with assistance from HRDC)
- Short term jobs as Project/Business/liaison/monitor/technical managers with the Canadian International Development Agency (CIDA) abroad where CIDA has assistance programs
- Short term assignment with Non-Governmental Organization (NGO) in Canada or abroad
- Start-ups
- Co-op type assignment similar to those operated for university co-op programs
- Volunteer organizations for fundraising or other activities
- Environment: alternative energy/recycling/natural resources/energy efficiency
- Work with the Ottawa Carleton Environmental Institute (OCI) (a joint project of Carleton and Ottawa Universities with the National Research Council) to provide special courses/program to train IT people in services in environmental areas.
- Basic SAP training (economical online or in class) which would train people to specialize in different areas.
- Allow the costs of courses like SAP or ORACLE to be tax deductible for individuals, not just corporations.

#### **Support for the Unemployed**

Make the unemployed more aware of available programs:

- Publish a Frequently Asked Questions (FAQ) guide similar to that provided by the Kanata Kareer Group
- Update and expand the FAQ
- Through information posted at the Community Action Centre, through engagements with counsellors, and through other agencies

Information to included but not be limited to:

- Community Resource Centres
- Networking Opportunities
- Peter's Jobs
- Kanata Kareer Group and other support networks
- Provide Financial Support
- What's next when EI ends? Need to provide special assistance to those whose severance has run out, whose EI has run out, who has no working partner.
- Daycare support
- Deferral of taxes – e.g. property tax
- Access to OCRI programs with no fee
- Free training with training allowances provided
- More and more effective Career Counselling – more of a push to take free seminars such as the job finders club, resume/cover letter review for jobs, etc.
- Develop a support system structure for past EI.
- Internships
- Short term contracts
- Volunteer opportunities that can help maintain skills
- Help start-up businesses be effective through providing business knowledge
- Pilot programs and non-profit organization placements with funding for salaries
- Job creation partnership program
- Make it easier to apply for social assistance

### **Job Creation**

- Expand the HRDC Self Employment Benefit Program.
- Expand the infrastructure program funded by 3 levels of government to include high tech infrastructure business ventures.
- Identify latent work available and put together with latent labour that is available through raising the profile of the short term option and working with management to recognize the viability.
- Employment Exchange – central location to report for work, find work and get an immediate assignment. Also provides support, motivation and services like resume publication. A single regional job bank.
- Sector training to develop skills in other sectors such as biotech where there is a shortage.
- Partner with groups – Monster, Workopolis, E-cruiter, Hire Top Talent, etc as well as Ontario Ministry and Chambers of Commerce.
- Provide centralized support for small companies in operations, marketing and finding solutions.
- Set up a co-operative marketing group to serve multiple small companies.
- Continue to invest R&D dollars into the high technology sector via both IRAP and other programs without the difficulty of requiring matching dollars through a technical screening for verification and validation.

- Restore the CANARIE project which seems to have almost disappeared.
- Continue and enhance SR&ED credits – many companies are openly dependent on the tax credits as a development funding machine.
- BDC early technology funds need to be made available (Innovation programs) at low interest and with imaginative pay-back schemes as these are the backbone of many start-ups.
- Create an Advance Technology Innovation Fund similar to that sponsored by Industry Canada in British Columbia.
- Government research grants to smaller organizations and individuals rather than just to universities and large corporations
- Reinstate the Ontario Premiers Technology Fund to support initiatives
- Link with other countries or companies looking to locate in Ottawa and exploit the talent pool, provide engineering expertise and entry to markets.
- Clearing House concept with a central location to act as a drop in center, registration center, meeting point, support center, report for work centre.
- Hold a follow-up Ottawa Talent Forum Meeting in May/June to provide information on Where are we? What's happening? What's happening for me?

#### **+WORKS Input**

#### **Coaching and Mentoring**

- Establish / strengthen links to counselling / mentors to assist candidates with developing skills, skills mapping
  - Role playing – feedback
  - Marketable skills identification
  - Employment counsellor – relevant labour information
  - Transferable skills
  - Information interviews and interviewing
- Address High Tech. community special needs
- Training Consultation, opportunities to address new sectors
- Action
  - Set up 'pilot project', validate need and benefits
  - Increase awareness of existing resources / networks
  - Partners - HRSDC, Entrepreneurship Centre (OCRI), Outplacement Agencies and others in the community

**Employer Engagement**

- Engage employers
  - Identify 'real' needs – skills, opportunities in the market
  - Set up 'Co-Op' opportunities
  - Determine sector profiles
    - Aid in targeting companies – Jargon, Skills, Experience
- Gain Experience
- Understand Certifications, Education
- Action
  - Explore with TalentWorks (OCRI) and the community in the setting up of trained individuals to actively engage employers to identify employer 'needs'.
  - Explore the formation of Volunteer / Co-op placements Programs with the assistance of OCRI and the community

**Career / Skills Mapping**

- Skills Map
  - Gather skills from people and employers
  - Create summary profiles by sector
  - Mapping
    - Clarify Jargon for and presentation to a given sector
- Skills assessment
  - Contacts for skills assessment
- Mentoring
  - Identify counselling / mentors to assist candidates in developing skills mapping
- Action
  - Identify a skills mapping language – refine an existing tool if possible
  - Employer Engagement to help develop the mapping
  - Coaching / Mentoring to help deploy the mapping

**Community Resources**

- Counselling
  - Financial Counselling
  - Crisis counselling – group info, one-on-one
  - Family support
- Overall Job Finding Support / Resource
  - Network to other agencies: CRCs, affiliations
- Space
  - Meetings, training, networking, planning, support
- Satellite Entrepreneurial Centre Support
  - Increase opportunity for engagement (eliminate a barrier)
  - Provide local service - so people don't have to go down town
- Action
  - Information to be available in summary form to individuals
  - Contact numbers and names to refer people to for specific needs
  - Explore partnership with BOMA Ottawa on space needs

**User 'How To' Guide**

- Create "How To" Resource Guide
- Focus
  - Overall process
  - Identification of and links to resources
  - Cover all areas
    - Emotional, Skills Identification, Labour Market Information, Sectors, Research, How to Prepare, Resumes, ....
  - Don't recreate
    - Provide context, layperson's guide, links to resources
- Action
  - Resources will be collected from OCRI, HRSDC, service providers and agencies, peer networking groups, the community.
  - A resource package can be pulled together with assistance from members of the community

**Skills Training**

- Update, maintain, and obtain marketable skills
  - Hard and soft skills to stay current in present sector, to enter new sector  
E.g. French language, Career Networking, Biotech GMP, Java, .NET
- Resource needs
  - Computer h/w and s/w, office space, office furniture, support personnel
- Possible resources: MLC, vendors, High Tech. firms, college, universities
- Possible funding or support resources: HRSDC, Vendors, High Tech. firms, government institutions, individuals, Trillium Foundation, others
- Action
  - Explore opportunities to keep skills current
  - Affordable, timely, new supplementary courses
  - Identify a list of training requirements

**KKG Input****Resumes**

- Feedback from people in the sector on the resume
- Help de-techifying it
- Help with sector terminology
- Getting recruiter feedback

**Career Change**

- Help identifying sectors with 'job demand'
- Help in mapping 'transferable skills' and understanding new 'skill needs'

**Identifying Employers**

- List of small 'paying companies'
- Labour market data
- Realistic 'Work Fairs'
- Directory of companies in different sectors – similar to the Ottawa Technology Industry Guide
- Reverse skills to companies mapping (for software – tools being used)
- Career fairs where companies provide brief summaries on products and services they offer

**Sector Transition – New Career Selection**

- Counselling one on one – discussing sector transition and skills match
- Labour market data and economic forecasts to understand where growth is, better current statistics on the job market
- Speakers from companies talking about transferable skills needs
- Matrix of skills vs. companies looking
- Profiles on entry criteria
- Prior Learning assessment and recognition
- Identification of critical skills shortages
- Labour market seminars

**Skills Identification (self)**

- One stop 'shopping' for free worthwhile 'web-based' self assessment resources
- Counselling support to interpret and dialogue one-on-one about skills and next steps

**Skills Identification (Occupation)**

- Prior Learning Assessment and Recognition
- Mapping of experience 'jargon' to alternate career jargon

**Training**

- More subsidized training
- More 'custom classes' – short intervals – targeted to employer needs
- On the job training through experience
- More community partnered training to keep technical and other skills current

**Certification and Accreditation**

- Microsoft training and accreditation
- More information on various organizations and certifications – PEO, PMP, CET, etc.
- Identify which are important
- Group classes and rates

**Business Connections**

- Internationally Trained Workers project out of the Canadian Labour and Business Centre that seeks to integrate internationally trained workers into the Ottawa economy.
- Ottawa-Gatineau Task Force on Commercialization to help start-ups that have developed as a result of the downturn to bring them to commercial success.

**Additional Project Outlines**

**A. Community Job Creation Partnership**

General Description	A vehicle for Hiring Companies with a local physical address to get subsidized highly qualified high-tech workers and for High-Tech Workers to get paid at fair market value. Also to provide both the Hiring Company and the High-Tech Worker a vehicle for training and ensure skills are brought up to date.  Submitted by Laura Lea Macaulay, Managing Director, Brainstorm Associates.
Anticipated Proposal Outline Completion Date:	April 1, 2004
Potential Partner Organization:	Ajilon Consulting
Next Steps:	<ol style="list-style-type: none"> <li>1. Determine budgetary costs - includes Salaries, Legal, Accounting, Insurance, System Development.</li> <li>2. Ensure an individual is assigned for each Government Partner to fulfill to the requirements of the project: <ul style="list-style-type: none"> <li>• HRDC: approval or disapproval of hiring company's job description and training requirements within three weeks</li> <li>• Industry Canada: accountability of HRDC</li> <li>• City of Ottawa: subsidization of salaries</li> <li>• OttawaU and CarletonU - provision for training</li> <li>• MCTU - payment for training</li> <li>• NCIT - support for HRDC with Telecommunications R&amp;D reviews</li> </ul> </li> <li>3. Submit proposal to HRDC, Ajilon Consulting, each Government Partner, OTI and OCRI to review and expediently approve the proposal.</li> </ol>

**B. General – Do People Know What Support Is Available**

Description	<p>Individuals who are in Career Transition are not specifically knowledgeable in what resources may be available to them, or how to effectively use them.</p> <p>Information providing an overview to candidate on what is available and associated details for each of the components from notification through to finding new employment.</p>
Recommendation	<p>Provide a summary of a) what resources and capabilities are available and b) flow as to which other resources may be of value. Resources can be used on an as needed basis.</p> <p>These resources would include:</p> <p>Career Counselling - no cost / low cost access to timely, professional career counselling</p> <p>Career Networking - tools and facilities to encourage Peer Level Job Search Support</p> <p>Emotional and Crisis Counselling - no cost / low cost access to individual / family counselling</p> <p>Financial Support Programs – “one stop” portal with information on available local, provincial and federal programs, application process and contact information.</p>

**C. Career / Sector Change Skills Tools**

Description	<p>Awareness of various tools and assessment techniques that can be applied to determine areas and strengths for career transition.</p>
Recommendation	<p>Make information available to those tools that best fit High Tech workers.</p> <p>Consolidation of various skills matrix from across the industry. Includes soft (Management/ People) and hard (technical) skills. For each skill – person is rated by 4 levels of competency.</p> <p>Essential skills by occupation based on National Occupation Codes (NOC) or by sector</p>

**D. Sector Matrix Information**

Description	<p>High Tech workers need to be able to translate their skills from their industry sector to the terminology where the same skills are used but they may be referred to by different terminology. A mapping of terms is needed to help candidates articulate the skills in terms an employer would recognize.</p>
Recommendation	<p>The need for establishing a matrix of sector terms and those used by high tech. workers was needed. This is an exercise that should be undertaken. Recommend as an initial project to do one, based on results – add additional sectors.</p>

**E. Jargon – Skills map and counselling**

Description	Different market sectors have different ‘jargon’ that describe similar tasks or skills.
Recommendation	<p>Counselling support by staff knowledgeable in specific target industry segments is required.</p> <p>Provide counselling – input on the sector, review and understanding and mapping jargon from one sector to another would be useful.</p> <p>Counselling support to provide feedback on resumes or other material to provide confirmation of the use of target industry sector jargon vs. what may have been used in high tech / telecom.</p> <p>This is an area where using a skill map. Employers would use the skills map to define the job, job seekers use the skill map to describe their skills. Using a common language, both groups can see matches that were not apparent before.</p> <p>Propose to develop a skills matrix for one sector – create as a guide for individuals as resource material. Mapping to industry terms from telecom sector. Validate this. Use as a candidate prototype to extend to other areas if it provides value to candidates..</p>

**F. Skills Building for Other Sectors**

Description	Support for skills building and experience for high tech. workers to gain to apply to other employment sectors outside of Telecommunications.
Recommendation	Develop programs to support career transition into other sectors.

**G. Community Building and Skill Retention**

Description	Community skills development. Workers need opportunities to utilize their skills and keep current.
Recommendation	Develop a program to help community and volunteer agencies within Ottawa that need technical support. Candidates would be paid and have an ability while helping centres with their technical needs, to gain and retain technical skills.

**H. Technology Tool Access**

Description	Technical Skills need to keep current with state of the industry. The community – especially government and industry demand experience with the latest technologies.
Recommendation	<p>Establish a facility where individuals can have access to the software and other tools to keep proficiency up.</p> <p>Develop specific cooping programs to help people retain skills on technologies so that workforce matches community need.</p> <p>Partnership of industry, government and other institutions to support skills retention and development.</p>

**I. Government Internship Program**

Description	Government experience program
Recommendation	Develop a program to allow candidates access to the government to gain experience in processes and being deemed to 'have worked in the government'. Many people are ineligible since they have no previous government experience.

**J. HRDC and Other Institutions – Input to Economic Planning**

Description	Gather and review economic data and forecasts as input to and information upon which to base various strategies.
Recommendation	Participation and sharing of economic data and dialogue between HRDC, institutions (universities, agencies – such as Industry Canada) and business groups (sector councils, NRC, etc.) to develop a forward looking view and understand historical data that may be of benefit to address the unemployment and economic picture.

**K. Identify Community Skills Needs with Employers**

Description	Get clearer understanding of community and employer needs for skills. Address experience vs. accreditation issue. Enable gaining credit for experience.
Recommendation	<p>Work with employers – get information from employers on what they need.</p> <p>Help to provide solid information, reduce dependence on forecasts that aren't solid.</p> <p>Prior Learning Assessment</p> <p>NOC codes</p> <p>Sectors</p> <p>Transferable skills</p> <p>Get information on why workers don't meet requirements</p> <p>Opportunities – 'Myth busters' – workers / employers</p> <p>Do in a controlled 'friendly' manner. Employers are 'afraid' of engaging in a general forum as they are flooded by candidates. Need to establish a non-intimidating means to gather the information that would facilitate employer engagement.</p>

**L. Lightweight Training and Cooping Experience**

Description	Establish rapid, lightweight, low cost training to target skills needs of employers for candidates transferring to new careers and sectors.
Recommendation	<p>Develop mentorship and targeted programs to support individuals in career transition. Strengthen the Vitesse program and concepts. Do rapid training with targeted material so that individuals do not have to take lengthy academic training and can get into these other careers rapidly. Target needs of employers. Coupled with partnership for on the job training and mentorship in a new field.</p> <p>More community engagement to meet community skills needs.</p>

**M. Sector and Employer Skills Need Identification**

Description	<p>Need to identify skills that the employers need.</p> <p>In the short term - What is the body of knowledge required for the workplace? What academic / theoretical knowledge is required?</p> <p>In the long term - Future skills profile. What skills will be required in the future.</p> <p>Community Demographics</p> <p>Need to get a better characterization and harder data on what is being done and what is needed.</p> <p>Who is doing what in the community? Demand for what type of people . . . what type of skills? Who is growing . . . who is not?</p> <p>Can the colleges/universities/employers provide this type of information? (informational interviews)</p>
Recommendation	<p>Establish longer term repository that the community contributes to. This would be used to determine community trends and needs for skills.</p> <p>Analysis and output would be available to the community.</p>

**N. Regulatory Policy**

Description	Investment in new businesses
Recommendation	<p>Improve investment climate for individuals in Canada to stimulate investment in technology companies.</p> <p>Treat investments in a similar manner to Oil exploration. Technology investment in start-ups is Technology exploration – with high risk.</p> <p>Hold workshops with venture capitalists to identify ideas and opportunities.</p> <p>Generate new funds to grow business and jobs.</p> <p>Create a climate that is at least a level playing field with other countries or better.</p>

**O. Prior Learning Assessment**

Description	Provide assessment and recognition to candidates for Prior Learning Assessment.
Recommendation	Set up a funded program to assess and rate workers skills through a Prior Learning Assessment. Inventory these in a recognized database that would be used as a reference source recognized by HR professionals.

**P. Business Support Centre of Excellence**

Description	Lack of sufficient expertise to help small start up companies succeed.
Recommendation	Create a critical mass community organization of skilled resources that small start up companies could draw on to make themselves more successful, improve their business growth and opportunities, provide expert advise, guidance and facilitate their growth.

**Q. Innovation**

Description	Venture capitalists have noted that there are not enough innovation ideas coming forward to create break throughs to create winning companies. A stronger cycle of innovation with a focus on time to market and time to profitability is required to improve the Ottawa region's technology leadership position.
Recommendation	Increase the partnering between academic institutions, government and businesses to shorten the cycle of concept to commercialization. Create and bring more innovation to market – faster. Partnership to look at the entire ecosystem and improve it to grow Ottawa.

**R. Promote Ottawa Software - Outsource to the USA**

Description	Leverage Ottawa's SW expertise and other advantages outside of Ottawa. Much of the software community can perform work with out having to relocate. By stimulating work in Ottawa that could be done remotely, talent would remain in the city to support future growth. This initiative leverages on the BPO (Business Process Outsourcing) initiatives by many companies.
Recommendation	Promote Ottawa to US firms interested in business process outsourcing to attach jobs to Ottawa through contracting of software resources.

**S. Grow Ottawa Business and Executive Mentoring**

Description	Many start-ups do not have the experience in growing start-ups and being successful. There is a need to increase the number of people that can support start-ups through the initial phase so that they successfully complete this and grow to viable companies with sustained business post start up.
Recommendation	Develop a mentorship program on individuals, academic institutions to help mentor companies. The mentorship program would be focused on people with a strong set of business skills and help them to grow these and increase the number of individuals in the region that could provide support to start up companies.

**T. Alternate Career Transition and Evaluation Tools**

Description	Provide easy to access information to aid in information on careers that candidates could potentially transition to.
Recommendation	<p>Provide on-line access to tools for skills and occupational assessment. Increase access and the number of sectors covered by tools such as 'Environmental Career Information for Mid-Career Professionals'. The web site is <a href="http://www.cchrei.ca/ee/tools.asp?wp=en&amp;id=1">http://www.cchrei.ca/ee/tools.asp?wp=en&amp;id=1</a>.</p> <p>Areas that it could be strengthened is having a stronger regional view of opportunities. Ability to list occupations based on entry (tick box based) of skills (in addition to interests).</p> <p>Having a similar or the same tool for other sectors and careers areas would be excellent.</p> <p>It has been reported that other similar tools exist but 1) they are not well known – information is not distributed 2) they aren't accessible from a central place 3) some can only be accessed from a centre which is a significant barrier. Tools should be accessible to anyone on the internet. A user ID and password mechanism could be established if necessary for internet users if this is a need.</p>

**U. Knowledge Worker Career Centre**

Description	Create a body that focuses on continuous training to provide easy access to those individuals that need training for career transitioning.
Recommendation	Create a centre to focuses on helping highly skilled individuals supporting a strategy for continuous upgrading into new areas recognizing the need for such highly skilled individuals to continuously renew and upgrade.

**V. Virtual Development Centre**

Description	In response to the needs of individuals and organizations in having skilled individuals – maintain and grow existing skills. Create a Virtual Development Center. A partnership of various organizations and institutions in the community. Proposed by Brian Davidson E-MC <sup>2</sup>
Recommendation	Set up a centre to promote gaining new skills and retain existing skill base and promote new development initiatives. Focus on Business as well as R&D aspects – entire product life cycle – from inception to commercialization – including sales and marketing. Low rent, reduced license fees, sharing and pooling of community resources (educational, gov't agencies, private companies, sector councils, etc.)

**W. Mentorship Program**

Description	Need to keep skills up to date and gain experience in organizations.
Recommendation	Create programs to benefit individuals through mentoring – provide some funding to complement 'in kind' investment. Example of this is the initiative by the Communications Research Centre. Support has been obtained by others beyond the CRC to fund a limited number of positions. There is an opportunity for more mentorship programs that benefit individuals and organizations but these are currently limited in terms of financial support.

**X. Community Energy Initiative**

Description	A number of technical workers are interested in gaining access to the renewable energy sector.
Recommendation	There is also a community need for ensuring continuity of the supply of power. A proposal is to study and develop the feasibility to develop a model for community power generation and efficiency at a community level. With support from CANSIA (Canadian Solar Industry Association) in partnership with government and other partners, build a model to demonstrate such a project could be done at a local level to benefit the community. This would promote technology advancements, skills and a base of renewable energy components that would sustain occupations in this area. Energy efficiency would also be promoted. The concept being to bring together a number of initiatives that are not done together to create a model that will demonstrate the benefits and be a model for other communities to emulate. Leverage community resources and expertise of CMHC, building research, wind and solar energy, CanMET, NRC, educational institutions and more. The first phase would be working together to develop an analysis and feasibility to developing such an initiative. New technologies such as more modern and cost effective solar cells with potential for local manufacturing would be investigated.

## Y. Community Training Support

Description	Technology Training partnerships to provide low cost training
Recommendation	Provide a small amount of funding to cover costs and leverage 'in kind' contributions from various community sponsors that wish to support training of individuals in the high tech community. Examples being Rational / IBM UML training where it is limited by seats and computers. In like support could result in more seats and frequency of training. If partnered with institutions like Algonquin college – more training could be provided. UML is a recognized software development tool that is in high demand for many software positions.

## Z. Employment Support Program Opportunities

The following is a summary of a review to identify opportunities to benefit unemployed technology workers by leveraging some of the existing programs.

The key areas of interest and needs have been identified by the unemployed workers. Each of the following programs contain aspects that could benefit candidates if the candidates were able to access the program.

The needs to be addressed are:

- Extended EI Benefits
- On the Job Training and Experience
- Prior Learning Assessment
- Employer Training and Incentives
- Entrepreneurship and Self-Employment
- Wage Subsidy to Client

### **Methodology**

The entire list of programs available from IWIN was reviewed. Each program was reviewed to assess if it could be of benefit to technology workers from a functional perspective. If the program did not appear to be of benefit or didn't need to be changed, it is not listed below. Only programs that were identified as an opportunity to benefit candidates with modifications to the criteria to access these programs is included.

In summary: there were few programs that offer needed services to individuals to transition to other careers who are mature and educated workers but that they faced the challenge of 'restarting' their career in other sectors. The result being that they are disadvantaged and could be considered to be the same as new individuals entering the workforce but with additional barriers to overcome.

**Programs**

## Adjustment Advisory Program

- No restrictions, need program(s) defined for Ottawa Technology workers and community

## Environmental Youth Corp (EYC)

- Many unemployed Technology workers could benefit from being able to be eligible for programs focusing on the environment.
- Need to identify and promote specific opportunities
- Extend program to individuals with High Tech background – increasing the eligibility to include individuals above 30 years of age and up

## First Job Youth Internship Program (YIP)

- Excellent initiative to get individuals into the Biotechnology sector
- Many unemployed Technology workers are looking for sector transfer opportunities into BioTech and Life Sciences
- Need to extend the program to individuals with High Tech background – increasing the eligibility to include individuals above 30 years of age

## Job Connect

- Many unemployed Technology workers are looking for sector transfer opportunities to gain experience in other areas
- Need to extend the program to individuals with High Tech background – increasing the eligibility to include individuals above 24 years of age

## Job Connect/ Club de recherche d'emploi

- Many unemployed Technology workers are looking for sector transfer opportunities to gain experience in other areas
- Need to extend the program to individuals with High Tech background – increasing the eligibility to include individuals above 24 years of age
- Include eligibility to non-minority segments of the population

## Partners for Jobs

- One site – need geographic services where the needs are

## Science and Technology Internship

- Many unemployed Technology workers are looking for sector transfer opportunities to gain experience in other High Tech science and technology areas
- Need to extend the program to individuals with High Tech background – increasing the eligibility to include individuals above 30 years of age

## Science and Technology Internship in Apparel Program (STIAP)

- Many unemployed Technology workers are looking for sector transfer opportunities to gain experience in other areas
- Need to create similar programs in non-ICT sectors to aid employers in gaining the benefit from the skills of Technology workers as well as allow Technology workers to gain skills in other sectors

- Need to extend the program to individuals with High Tech background – increasing the eligibility to include individuals above 29 years of age

#### Science and Technology Internships Program - IRAP/YES

- Program is limited to Scarborough
- Need programs in science and technology focusing on internship programs in Ottawa
- Inclusive of all ages of High Tech individuals

#### Scientific Collaborative Research Internships Program - IRAP/YES

- Program is limited to Scarborough
- Need programs in science and technology focusing on internship programs in Ottawa
- Inclusive of all ages of High Tech individuals

#### Sector Specific Adjustment Services

- Need to define sector by sector mapping of opportunities and incentives that can be created to facilitate High Tech worker transition and acquiring of new skills and experience

#### Skills Development

- Update training programs to provide a focus on High Tech skills – at a sector level.
- Programs to ensure individuals retain and gain new skills
- Improve levels and funding
- Review and put 'bulk' training sessions in place for areas of training need

#### Technology First Work Placement Service (TFWPS)

- Unemployed Technology workers need similar programs focused on specific areas of High Tech employment
- Develop similar programs for the Unemployed Technology workers, open to all

#### Youth Initiatives and Internships

- A program similar to this providing opportunities for Technology workers in the software field to gain experience or new skills is required
- The program should be open to all ages, Ottawa area

#### Youth Internship Canada

- Technology workers could benefit from a similar program that focuses on skills enhancement, work experience and entrepreneurial assistances in key areas such science and technology and international trade, which are knowledge and technically-based.

Additional research would be required to access and assign priorities to these programs.

---

**F - Glossary**


---

+WORKS	Positive WORKS (Workers of Ottawa Rejuvenating the Knowledge based economy Sustainably)
COPE	Career Orientation - Pathways for Employment
EAP	Employee Assistance Program <a href="http://www.hc-sc.gc.ca/hecs-sesc/eas/your_eap/ye_index.htm">http://www.hc-sc.gc.ca/hecs-sesc/eas/your_eap/ye_index.htm</a>
EI	Employment Insurance
E=MC <sup>2</sup>	Experience in Motion
HRSDC	Human Resources Skills Development Canada
ICT	Information Communications Technology
IRAP	Industrial Research Assistance Program
ITO	Information Technology Orientation
JFC	Job Finding Club
KKG	Kanata Kareer Group
LMDA	Labour Market Development Agreement
LMI	Labour Market Information
MCTU	Ontario Ministry of Training, Colleges and Universities
MCO	MCO Business Group Inc <a href="http://www.mco.ca">www.mco.ca</a>
NOC	National Occupation Code
NCRC	Nepean Community Resource Centre
NRC	National Research Council
OCRI	Ottawa Centre for Research and Innovation
OTA	Ottawa Tech Advocates
OTF	Ottawa Talent Forum
OTI	Ottawa Talent Initiative
PLA	Prior Learning Assessment
PLAR	Prior Learning Assessment and Recognition
PQHCS	Pinecrest Queensway Health and Community Services
SHRC	Software Human Resources Council
WANE	Workforce Aging in the New Economy
WOCRC	Western Ottawa Community Resource Centre

---

## **G - Document Revision History**

---

Versions released outside the Ottawa Talent Initiative Steering Team are included below to facilitate the incorporation of comments and the evolution of this document.

<u>Date</u>	<u>Version</u>	<u>Distribution</u>	<u>Description</u>
2004-Apr-30	1.0	Initial public release	Initial release