



Nova Scotia Department of Labour and Advanced Education

Stakeholder Discussions on the
Renewal of the Labour Market Agreement

September 2013

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EXECUTIVE SUMMARY

The Province of Nova Scotia, in addressing the Federal Government's proposed replacement of Labour Market Agreements (LMAs) with the Canada Jobs Grant (CJG) program, held consultations with service providing organizations currently receiving funding through the LMA.

This report summarizes the input gathered from the consultation sessions as well as from written submissions.

Though supportive of a renewal of the Labour Market Agreement, the stakeholders expressed concern about the proposed CJG, particularly in reference to:

Policy Shift: The proposed Canada Job Grant represents a significant shift in the policy objectives as set out in the original LMA. The proposed CJG will mean limited and/or discontinued support for Nova Scotians who need the most help to successfully bridge the gap to employment. The policy objectives of the existing LMA continue to be necessary and important to Nova Scotia.

Need for Evidence: According to the evidence provided by service providing organizations, LMA funded programs are successfully achieving the policy objectives of the existing LMA. When designing the new LMA, consideration should have been given to the value of the current LMA, as it has many successes and appears to be much better suited to the needs of Nova Scotia employers and prospective employees. New programs are welcome, provided they do not negate the good work already underway.

Employer Engagement: The proposed CJG is designed in such a way as to discourage participation of small to medium enterprises. Initiatives to increase employer investment in training are needed but they should not come at the expense of existing training programs for non-EI eligible, low-skilled and under-represented workers. Under a renewed LMA, more education and awareness programs should be offered to employers so that they are better prepared and able to employ Nova Scotians from under-represented groups.

Moving Forward: The provincial level of government is in the best position to determine labour market needs. Skills training and labour market programs must be responsive to client needs. Continued flexibility (as provided by the existing LMA) is necessary to meet the specific needs of Nova Scotia's labour market and clients. On-going and meaningful collaboration among partners and stakeholders is essential.

In short, stakeholders believe that the new CJG, as proposed, could negatively impact an employer's ability or willingness to employ and provide job skills training for workers from under-represented groups; while at the same time limiting the access of some of our most vulnerable citizens to the labour market.

Conclusion:

A clear suggestion was made that if the Government of Canada proceeds without significant change to the CJG, the Province of Nova Scotia should negotiate to opt out, with full compensation.

1.0 Overview of Consultation Process

1.1 Context

As part of the renewal of the Labour Market Agreements (LMA) the Government of Canada, in the 2013 Federal Budget, announced that it will transform skills training in Canada through the introduction of the Canada Job Grant (CJG). The existing LMA expires on March 31, 2014.

The proposed CJG represents a dramatic change in policy. Currently, the emphasis is on enhancing the marketable job skills of those who are unemployed, under-employed or ineligible for EI benefits. The new CJG will focus on the 'skills mismatch' in Canada. Another significant change to the proposed CJG is in the requirement for matched funding. Under the proposed GJG, up to \$15,000 per person could be allocated for training, with equal contributions from the employer, the Government of Nova Scotia and the Government of Canada. Training programs must be of short-duration and provided by a designated educational institution recognized by the Province.

As these changes will significantly impact a number of stakeholders in the province, the Premier held discussion sessions with employers, industry associations and service-providing organizations in advance of the July 2013 Council of the Federation (COF) meeting to hear their views on the proposed CJG. Subsequently, the Minister responsible for the Nova Scotia Department of Labour and Advanced Education also convened a series of regional meetings with 58 organizations that receive funding through the existing LMA, and received submissions from another 17. Those organizations are from the following regions: Halifax/Central; Valley; Cape Breton; Northern; and South Shore/Western.

1.2 Objectives of the sessions were to:

- Discuss renewal of the LMA and the impact of the Government of Canada's proposed Canada Job Grant.
- Provide the Premier of Nova Scotia with a summary report of input received in advance of the upcoming Council of the Federation meeting.

1.3 Methodology

Information was gathered from each region of the province through a series of discussion sessions. These sessions were guided by a series of questions relating to the impact of LMA-funded programs on client groups; evidence of service provider successes; potential impact of the proposed CJG on client groups and service provider organizations; positive and problematic elements of the CJG; and suggestions for the design of a new agreement.

2.0 Overview of Stakeholder Feedback

2.1 Policy Shift

- The CJG signals a fundamental shift away from the original policy objectives of the LMA.
- The proposed CJG will mean limited and/or discontinued support for Nova Scotians who need the most help to successfully bridge the gap to employment.
- It is unlikely that clients currently served through LMA will be supported under the proposed CJG.
- The policy objectives of the existing LMA continue to be important to Nova Scotia. It currently targets under-represented groups – often the most vulnerable.
 - Many clients face significant barriers to employment.
 - Many clients have never been in the workforce or have not been in the workforce for some time.
 - Some lack literacy and essential skills which are fundamental pre-requisites to go on to education and training programs.

- Many need a series of pre-employment interventions to get them to the point that they would be ready to enter the labour market.
- The LMA funds foundational skill development and training programs that many clients require before they can take advantage of other streams of labour market programming, enroll in training or find and sustain employment.
- The LMA helps address multiple barriers to employment.

Nova Scotia has the highest rate of disability in Canada.

Given the current target client group under the existing LMA, it takes time and often a series of interventions in order for many clients to successfully progress to the point where they are able to enter the labour market.

- The short-term nature of training funded through the CJG is inadequate for the majority of unemployed/ underemployed, under-represented workers.
- Under the proposed CJG, the employers with the capacity to participate will likely be medium to large corporations investing in their existing workforce.
- This might negatively impact rural communities where most businesses are small to mid-sized enterprises.

- It may increase out-migration of workers to Western Canada as larger corporations would most likely be able to leverage CJG funds.
- Service providers anticipate the proposed CJG will result in a number of their clients returning to Income Assistance and abandoning their efforts to become employed.

2.2 Need for Evidence

- Service providing organizations indicated that they have quantitative and qualitative evidence of LMA successes and are anxious to share success stories.
- The evidence demonstrates that programs and services that they have been able to deliver as a result of funding through LMA are needed and are achieving positive results.
- The proposed CJG is aimed at short duration training but the timeframe to bridge a typical LMA client from unemployment to successfully entering the labour market may take years (on average 3-5 years).
- LMA impacts go beyond just transitioning Nova Scotians to employment. With employment, many clients are able to break free of systemic poverty. Health and quality of life outcomes improve significantly.
- There is concern that those most vulnerable will not benefit from the CJG as it is currently proposed by the Federal Government.
- Ending LMA funded programs for the most vulnerable will adversely impact upon the cost of social services, justice, health care; and will result in lost opportunities for the economy, local businesses as well as the clients.
- There appears to be little or no evidence that the CJG as proposed would have any impact on the 52% of Nova Scotians with disabilities who are not in the workforce.

Participants requested a copy of the evidence that the Federal Government used to create the Canada Job Grant.

- Extensive research has identified the need to address workplace essential skills, literacy, numeracy, and interventions that include career exploration, bridging programs, as well as employment maintenance and job coaching.

2.3 Employer Engagement

- It was reported by local industry representatives that for the most part, the CJG will be inaccessible to small and medium sized enterprises (SME) in Nova Scotia, as it appears to be aimed at large businesses.

Most SMEs are not in a position to make the up-front cash investment.

- There is an overwhelming consensus that CJG will not receive much uptake in NS as most of our businesses are SMEs.
- Most SMEs do not have human resources departments or the capacity to participate in the CJG. The CJG as currently proposed would be difficult and expensive to administer, and would be an administrative burden on SMEs.

- While most businesses want more say in labour market and skill development programming, there is a limit to the amount of time they have available to actively participate.
- There is a need to balance the financial investment, administrative, and accountability reporting requirements to encourage employer participation.
- Employers are seeking workplace-ready workers. It is unlikely that they would be willing to lay out an initial investment of up to \$5,000.00 for training when there is no guarantee of success, or that the individual would ever become an employee of the company.
- In the most recent five-year period, few companies in Nova Scotia's manufacturing sector were in a position to add new jobs.
- With an aging workforce and the out-migration of workers, Nova Scotia must increase its labour force participation rate.
- As a result of pending mega projects and related spin-offs in shipbuilding, energy transmission, and offshore energy Nova Scotia's job prospects are improving. It is important that all Nova Scotians have access to job-readiness, training and skill development programs so that they will have the skills to fill these new jobs.

2.4 Moving Forward

- Employers want stable labour market policy and programming.
- Continued flexibility (as provided by the existing LMA) is necessary to meet the specific needs of Nova Scotia's labour market and clients.
- Programs need to be responsive to client needs.
- Service providers are asking for multi-year funding commitments, in order to plan and provide continuity for clients.
- Service providers are anxious to share their ideas on what could work well.

Flexibility is needed if we are to meet the labour market priorities of Nova Scotia.

2.5 Other

- Participants expressed concern that the federal government also plans to renegotiate the Labour Market Agreement for Persons with Disabilities (LMAPD) and the Labour Market Development Agreement (LMDA) in the same manner as the new LMA is currently proposed by the federal government.

LMA funding made it possible for providers to deliver much needed programs and services, and to make them available to clients who were previously ineligible.

3.0 Detailed Stakeholder Feedback

3.1 Impact of LMA Funded Programs on Clients (under the existing LMA Agreement)

Question 1: What impact did the LMA-funded programs that you provided have on your client group (under the current LMA agreement)?

Serving clients from under-represented groups and “vulnerable populations” such as:

| | |
|---------------------------------------|--|
| Non-EI eligible clients | Low-skilled clients |
| African Nova Scotians | Aboriginal Peoples |
| Women | Persons with Disabilities |
| Youth | New-entrants |
| Unemployed – previously self-employed | Underemployed, working poor |
| Immigrants | Older workers |
| Income Assistance clients | Those who are furthest from the job market |

Undertaking activities such as:

- Disability assessments
- Psychological assessments
- Workforce readiness training and certification
 - Basic jobs training – WHIMIS, first aid, etc.
 - Computer Literacy
 - Social/life skills
- Literacy and Essential Skills training
- Developing clients’ confidence and self-esteem
- Addressing barriers to training such as transportation and the cost of training materials
- Tailoring programs that fit the needs of clients
- Job search skills
- Bridging programs
- Employment maintenance and job coaching
- Longer-term support (follow-up to help clients deal with workplace issues and retain employment)

3.2 Outcomes Achieved

Question 2: Are you able to provide evidence of your success?

A number of service providing organizations submitted qualitative as well as quantitative evidence of successful outcomes achieved as a result of LMA funded programming. *Please refer to Appendix 2 listing the organizations that provided written submissions.*

Outcomes reported included:

- √ Increased literacy and essential skills;
- √ Increased work-experience;
- √ Increased Canadian work-experience;
- √ Increased labour market attachment of under-represented groups;
- √ Increased retention of immigrants due to increased employment of immigrants in their areas of expertise;
- √ Employment income/ less dependency on government sources of income;
- √ Improved health and quality-of-life outcomes of clients and their families.

3.3 Potential Impact of the Canada Job Grant on clients served under the existing LMA

Question 3: How would the Canada Job Grant, as proposed by the Government of Canada, impact your clients? Your organization?

It is anticipated that the Canada Job Grant, as proposed by the Government of Canada, would have the following impact on clients:

- A lack of support for the most vulnerable in attaching - and staying attached - to the workforce, particularly in the proposed shorter-term timeframe;
- Decline of retention rates of immigrants without successful labour market attachment;
- Lack of access or reduced access to programming without the flexibility offered through LMA;
- Loss of support for “bridging programs”;
- Loss of access to “non-job skilled” related training;
- Prevents the individual from directly accessing skills development and training. The CJG is an employer-driven model. Access for individuals should be paramount;
- The most marginalized in society will again be under-serviced;
- The cycle of poverty will be perpetuated for those most vulnerable, diminishing their potential to contribution to the economy and society.

CJG does nothing to eliminate systemic barriers faced by under-represented groups; and their rate of participation in the labour force will not increase significantly.

3.4 Potential Impact of the Canada Job Grant on Service Providing Organizations

Service providers expect the proposed Canada Job Grant will have the following impact on their organization:

- With the loss of LMA funding, some organizations will be downsized, have fewer programs and resources, and may no longer be able to sustain operations;
- Some LMA funded organizations are already losing staff due to uncertainty surrounding the renewal of the LMA;
- A loss of momentum, infrastructure, networks, and the preservation of public trust;

- Reduced success rates due to the unrealistic length of time allowed to effectively transition individuals;
- A distinct lack of recognition of the excellent programming and successes achieved by service providing organizations through the existing LMA;
- A loss of flexibility to provide local solutions to local labour market problems;
- Community Learning Organizations would need to qualify as designated educational institutions recognized by the Province of Nova Scotia to be an 'eligible' training institutions under the requirements of the CJG;
- The non-profit, voluntary sector employs a lot of people in Nova Scotia. But the CJG as proposed eliminates non-profit sector employers from accessing support for training for their workers due to the proposed matching funds requirement.

3.5 Positive elements of the proposed Canada Job Grant

Question 4: What elements of the proposed CJG do you think are positive? Are problematic?

The following are positive elements identified by service providers:

- The CJG short-term nature of the training interventions would work for clients who are work ready and skilled but unemployed or underemployed.
- CJG will help work-ready candidate's access training programs at registered education and training institutions to prepare for specific jobs.
- Greater involvement and investment in training by employers is important and needed.

3.6 Problematic elements of the proposed Canada Job Grant

The following features of the CJG have been identified as problematic:

- Limits Nova Scotia's ability to increase labour market participation by eliminating training and employment services to under-represented groups and under-employed workers with low skills.
- Jeopardizes the success of current training programs, particularly those that help the most vulnerable people.

There are no equity provisions in the Canada Job Grant which seems to be incorrectly based on the premise that there is a level playing field for all people seeking to attach to the labour market. The Canada Job Grant will push marginalized citizens further down the access line for skill development and training for available jobs.

- Programs currently funded under LMA will not qualify for funding under the proposed model. With LMA funding being diverted to CJG, continuation of current effective programming will be in doubt.
- CJG will not help to break down barriers to employment (many of which are systematic barriers).
- Decrease in LMA funding will be detrimental to African Nova Scotian communities and their learning needs. CJG will alienate this population.
- Women who access literacy, skills development programming offered by service providing organizations often lack the confidence to negotiate a training arrangement with a prospective employer; and this would also be the case for immigrants and other under-represented groups.

- The model does not reach at-risk-youth who require the most services at the provincial level (e.g. taxing the health care system, education system, employment support/income assistance system, justice system).

- Without access to LMA funded programming specifically targeted at under-represented groups, it is unlikely their participation rate in the labour market will significantly improve.
- There is a concern that employers may default to hiring temporary foreign workers.
- To come up with the matching dollars, the provincial government will be forced to cut provincial funding to other programs or increase overall provincial spending.
- Restrictions around the cost matching model are prohibitive to small and medium size enterprises (SMEs) across Nova Scotia.
- The proposed CJG could exclude women who have been out of the workforce raising their children, taking care of their elders, or who have been underemployed.
- It is doubtful that Nova Scotia employers will contribute training dollars, as they were even reluctant to participate in wage subsidy programs.
- There is concern that 'big' employers, particularly from Western Canada, will use this tool to lure skilled workers away and exacerbate the economic challenges of the region.
- The introduction of the CJG will mean people will lose access to "non-job skilled" related training. Employers don't want to do the essential skills training (i.e., reading and math), but are more likely to be willing to do job related skills training. The LMA funds essential skills programming that employers will not invest in.
- Participants are very concerned that this design may be applied to LMAPD and LMDA – there is room for improvement in all of the labour market agreements but the CJG is not the answer.

It is anticipated that the proposed CJG would be significantly under-subscribed in Nova Scotia. Slippage would likely go back to the federal government, leaving the province with a reduction in allotted funding.

3.7 Suggestions for Renewal of the Labour Market Agreement

Question 5: Considering your client group, what suggestions do you have concerning the design of a new agreement and specifically concerning the Canada Job Grant?

Stakeholder suggestions for the design of a new labour market agreement fell into a number of categories.

Suggestions for the design of a new labour market agreement:

- ✓ Employer Education & Awareness and Supports
- ✓ Continued priority for under-represented groups
- ✓ True consultation and collaboration
- ✓ Demonstrate value to the public

➤ **Employer Awareness and Supports:**

- There is a need to provide employers with education and awareness programs; and on-going supports to increase recruitment and retention of under-represented groups.
- Many employers have limited knowledge of disability issues, including the duty to accommodate, how to set up a structured recruitment program and how to access available resources.
- Similarly, many employers lack cross-cultural competency and diversity management skills.
- Employers are reluctant to hire an individual with little or no work experience and who may have other barriers.
- Employer education can heighten awareness of the value in hiring underrepresented groups.
- It was noted that there is a need to offer ongoing support to employers, re job placement and job maintenance. With access to on-going support as needed, employers and workers would be better able to address issues that may arise during employment. This would result in positive retention rates.
- Without equity provisions in the CJG and without education and supports to employers, it is unlikely that the employer would directly hire individuals in need of significant workplace readiness training and who may face barriers to employment.

In a renewed LMA, more needs to be done to prepare and support the employer in recruiting, hiring and retaining under-represented groups otherwise it is unlikely that the participation rate of under-represented groups in the labour market would significantly improve.

There is also need for education and awareness programs for employers.

➤ **Suggested provisions under a new LMA:**

- Consideration needed on how a new LMA would encourage employers to hire more apprentices from under-represented groups;
- Many candidates require LMA programming to prepare them for a program like CJG.
- Under a renewed LMA, provisions must be in place to address the gap between employers and under-represented workers.

Ensure continuation of existing programming and support clients to get them to the point where they would be ready to be part of the Canada Job Grant.

- The design of a renewed LMA must not overlook the link between a lack of essential skills and a lack of attachment to the workforce. Research indicates a causal relationship between levels of literacy and its relationship with people's income, education, health and well-being.
- Make sure Community Learning Organizations are designated educational institutions recognized by the Province of Nova Scotia.

➤ **Need for Consultation:**

- Participants were very concerned about the perfunctory nature of the Federal Government's consultations.
- Businesses in NS were not consulted on the CJG, contrary to the Federal Government's claim.
- On a go-forward basis, the Federal Government must conduct meaningful consultations with: provincial and territorial governments, businesses of all sizes (particularly SMEs), unions, equity groups and service providing organizations.

➤ **Need for Collaboration:**

- Labour market policies and programs are most likely to succeed when they are developed in collaboration with stakeholders and partners.
- Policies and programs should be designed to meet needs. Employers, unions and service providing organizations must be involved in a meaningful way. Outcomes, performance indicators and measures as well as reporting requirements must be defined at the outset.
- Employers can benefit from the knowledge and expertise of community organizations and provincial government officials in how to harness workforce capacity in their regions.
- There is a need for the provincial and federal governments to establish a forum for labour market stakeholders and partners. The forum should include representatives from business, labour, service providing organizations, equity groups and government. The forum would provide a venue for ongoing discussion to address labour market challenges and opportunities.
- There is also a need for better labour market information which will result in better labour market planning.

There must be a stronger commitment for better collaboration among stakeholders and partners.

➤ **Demonstrating Value to the Public:**

- CJG does not meet employer needs for job training that require long-term training (e.g. occupations in health care, skilled trades, and science and technology professions).
- The design of the CJG must work for varying client/employer needs (literacy& job readiness as well as short term gap to employment).
- Being accountable is important but we have to balance the administrative requirements to encourage employers to participate.
- There is a need to build in necessary employer accountability provisions while balancing the need to encourage employer participation.
- Making such sudden, dramatic and unexplained changes to the current LMA design reduces public confidence, especially when it ignores vulnerable populations and the successes of current LMA funded programs.
- Under the existing LMA, provinces and territories are required to provide an evaluation to the Government of Canada. The Province of Nova Scotia should publically release its evaluation.
- It must be recognized that the Province of Nova Scotia already invests significant provincial dollars on skills development and labour market programming over and above the LMA (federal dollars).

Accountability is built into the current LMAs.

Should the Canada Job Grant go forward, an accountability framework should be developed at the outset. It is important that outcomes are tracked, evaluated and reported publicly.

3.8 Current LMA funded programs that were identified as including some aspects of the proposed Canada Job Grant

It was noted that Nova Scotia already offers a number of labour market programs that include some aspects of the proposed Canada Job Grant. Some examples are:

- **START Program:** The START program encourages employers to hire Nova Scotians requiring work experience or apprenticeship support, the result of which is good jobs that benefit Nova Scotians and employers alike. Financial incentives are provided to employers with a labour need who are willing to support ready-to-work Nova Scotians. Incentives vary depending on the type of employment offered, the skill level of the employee and includes the possibility of a retention bonus.
- **ALP GAP:** The ALP GAP program (administered by the Adult Education Division and funded under the Labour Market Agreement) was designed to meet the needs of adult learners who require more than academic upgrading to prepare them for the workplace. The program runs for a maximum of 40 weeks and consists of the following components: Life skills, Adult Learning Program (ALP) essential skills, and a work placement. The number of weeks spent on each component is adjusted to meet the needs of the group and the length of available work placements. The program is delivered through partnerships between Community Learning Networks, Career Resources Centres, the Department of Labour and Advanced Education and the Department of Community Services.
- **LINK Programs:** LINK programs bring elements of the Nova Scotia School for Adult Learning (NSSAL) program together with a core college program to create a seamless connection to learner participation in the labour market. The LINK Continuing Care Assistant (CCA) programs, for example, are provided through partnerships with the Adult Education Division, NSCC, and Université Sainte-Anne. Participants are able to complete their high school diploma and the CCA Certificate program at the same time and gain work experience in a health care setting.
- **One Journey:** One Journey Programs are workplace initiatives conducted in partnership with industry sector councils. These programs provide skill training for participants seeking full time employment in an identified industry, and are successful because employers fully support the initiative. The employers are involved in designing sector or industry specific training, selecting participants and are expected to offer full time employment upon successful completion of all phases of a program. LMA has funded One Journey programs with the Trucking, Tourism & Hospitality, and Environment sectors.

Other Models to Consider: The Vocational Model

- It was suggested that we also look at other approaches such as Germany's dual vocational school/practical work experience model. It combines education in vocational schools and practical work experience in companies where training takes place. Training is labour market demand-oriented.

4.0 Conclusions

All participants supported a renewal of the Canada Nova Scotia Labour Market Agreement with a continuation of the existing LMA policy objectives.

According to the evidence provided by service providing organizations, LMA funded programs are successfully achieving the policy objectives of the existing LMA.

Many of the clients targeted under the existing LMA have significant barriers to employment. They need a series of interventions to get them to a point where they are ready to successfully enter the labour market.

Under the terms of this proposal, 60% of LMA funding would be transferred to the Canada Job Grant in four years, resulting in Nova Scotia losing \$8.4 million in flexible LMA funded programming. Concern was expressed that the most vulnerable, those most in need of labour market programming would be further marginalized.

Most of Nova Scotia's employers (primarily small and medium-sized businesses) would not be able to participate in the CJG because of the matched funding aspect of the program. The CJG, as proposed, would be difficult and costly to administer and would pose an administrative burden on businesses.

While agreeing that employers do need to have a greater say over labour market programming and should invest more money in skills training, the participants did not support the premise that the majority (60%) of the LMA should be employer-driven.

Initiatives to increase employer investment in training are needed but they should not come at the expense of existing training programs for non-EI eligible, low-skilled and under-represented workers.

Greater, on-going collaboration is needed.

It was suggested that the Province and the Federal Government establish a Canada/Nova Scotia Labour Market Partners Forum that would include representatives from business, labour, service providing organizations and equity groups. This would provide a venue for ongoing discussion to develop effective labour market plans, strategies, policies and programs to address labour market challenges and opportunities.

It must be recognized that the Province of Nova Scotia already invests significant provincial dollars on skills development and labour market programming over and above the LMA (federal dollars).

In addition, there are a number of LMA funded programs that include some aspects of the proposed Canada Job Grant. Some examples include START, ALP GAP, Link Program, and One Journey.

Participants recommended that if the Government of Canada proceeds with the CJG as currently proposed that the Province of Nova Scotia negotiate to opt out with full compensation.

APPENDIX 1 - List of Participating Organizations by Region

| | |
|--|------------------|
| Queens Learning Network | South Shore |
| Yarmouth and Shelburne County Learning Network | South Shore |
| Yarmouth/Shelburne Career Resource Centre | South Shore |
| Digby Career Resource Centre | South Shore |
| West Nova Inclusive Employment | South Shore |
| Employment Opportunities | South Shore |
| Employment Solutions Society | South Shore |
| Yarmouth County Literacy Organization | South Shore |
| Guysborough County CBDC | Northern/Central |
| Antigonish/Guysborough Black Development Association | Northern/Central |
| Community Enhancement Association | Northern/Central |
| Cumberland Adult Network for Upgrading | Northern/Central |
| Literacy Nova Scotia | Northern/Central |
| Trucking Human Resource Sector Council | Northern/Central |
| Colchester Adult Learning Association | Northern/Central |
| Career Connections | Northern/Central |
| Antigonish County Adult Learning Association | Northern/Central |
| Pictou Landing First Nation | Northern/Central |
| The Confederacy of Mainland Mi'kmaq | Northern/Central |
| Pictou County Women's Centre, Community Sector Council of NS | Northern/Central |
| African Nova Scotia Employability Table | Northern/Central |
| Cumberland African Nova Scotian Association | Northern/Central |
| Valley Community Learning Association | Valley |
| Hants Learning Network Association | Valley |
| PeopleWorx | Valley |
| Hants County Community Access Network | Valley |
| Valley African Nova Scotian Development Association | Valley |
| Richmond County Literacy Network | Cape Breton |
| New Waterford Employment Centre | Cape Breton |
| Employability Partnership of Cape Breton | Cape Breton |
| Every Woman's Centre of Sydney | Cape Breton |
| East Novability | Cape Breton |
| Community Inc. (Valley) | Cape Breton |
| Adult Learning Association of Cape Breton County | Cape Breton |
| YMCA of Cape Breton | Cape Breton |
| Ann Terry Society - Women's Employment Project | Cape Breton |
| Nova Scotia Aboriginal Employment Partnership | Cape Breton |
| MetroWorks | Metro |
| Dartmouth Literacy | Metro |
| Leave Out Violence (LOVE) | Metro |

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|---|-------|
| Greater Halifax Partnership | Metro |
| ReachAbility Association | Metro |
| Centre for Entrepreneurship Education and Development (CEED) | Metro |
| Le Conseil de développement économique de la Nouvelle Écosse (CDENE) | Metro |
| Black Business Initiative (BBI) | Metro |
| Immigrant Settlement and Integration Services (ISIS) | Metro |
| People Plus Consulting | Metro |
| Canadian Manufacturers and Exporters | Metro |
| Women Unlimited | Metro |
| Hypatia Association | Metro |
| Guysborough County Adult Learning Association | Metro |
| Nova Scotia Federation of Labour | Metro |
| Mic Mac Native Friendship Centre | Metro |
| WorkBridge Association | Metro |
| Team Work Cooperative | Metro |
| Halifax Regional School Board Adult English as an Additional Language | Metro |
| Canadian Labour Congress | Metro |
| Western Halifax Regional Municipality Community Learning Network | Metro |

APPENDIX 2 - List of Written Submissions

| Organizations |
|--|
| Adult Learning Association of Cape Breton County |
| Association of Nova Scotia Community Learning Organization (ANSCLCLO) |
| Collaborative Partnership Network |
| Cumberland Adult Network for Upgrading (CANU) |
| Cunard Learning Centre |
| Dartmouth Learning Network |
| Eastern Shore Musquodoboit Valley Literacy Network |
| Hants Learning Network |
| Nova Scotia Association of Women's Centres |
| Nova Scotia Federation of Labour, CLC |
| Nova Scotia Persons with Disabilities Employability Table |
| PeoplePlus Consulting (Older Wiser Labour Force Project) |
| PeopleWorx |
| Services for Persons with Disabilities |
| Tourism Industry Association of Nova Scotia (TIANS) / Nova Scotia Tourism Human Resource Council |
| Valley Community Learning Association |
| Women's Centre Connect |

How People Changed their Lives with the Support of LMA Funded Programming



"You're not going to get me to work a computer!" An example of how LMA helps people is the story about Lloyd. Lloyd first came to the OWL Program (Older Wiser Labourforce) with a beard, tattered clothing and holes in his shoes. He repeatedly said ***"You're not going to get me to work a computer!"*** Despite his resistance to computers, Lloyd participated in an 8-week program. He now looks amazing. He proudly wears great suits, ties and shoes. To top it off, he is employed in a management position. He returns to new OWL groups to share his story with participants. Where would Lloyd be without OWL?

A woman (age 39), married with children, approached a local Community Learning Association seeking the GED as a credential. *She was working and was given a promotion only to have it rescinded when they discovered she did not have grade 12. She has completed her goal of passing the GED, continues to work and is applying for her promotion.* She is thrilled with her accomplishments!

Centre for Entrepreneurship Education & Development (CEED) delivers the ***Second Chance Program*** (LMA funded). Through this program CEED works with 12 young people in trouble with the law. ***Without LMA funding, these 12 young people would otherwise be in jail*** (which also carries a significant cost).