

## **Toronto Sector Skills Academy GUIDELINES & 2016 APPLICATION**

---

### **Introduction**

Sector-focused workforce development is a promising practice to improve employment opportunities for low-income workers while supporting business competitiveness. Over the last decade, interest in sectoral approaches to workforce training has grown dramatically in the United States and Canada. In Ontario this trend can be seen in the 2016 SkillAdvance sector-focused pilots led by the Ministry of Advanced Education and Skills Development, and the City of Toronto's focus on sectoral strategies in the 2015 report to Council, [\*Work-Based Learning Works: An Action Plan for Youth Employment in Toronto\*](#).

Today, across North America, the sector field embodies a diverse mix of industry specific approaches. Sector leaders may offer training and skills development, conduct research about the industry or working conditions, convene businesses to discuss their challenges, advocate for public policy changes, help workers organize, or provide other services designed to meet the needs of both workers and businesses. Regardless of the approach, sector strategies are focused on two outcomes. One is helping workers move into better jobs by removing barriers and skills gaps, or *building ladders*. The second is improving the quality of low-wage jobs, or *raising the floor*.

To address the growing interest and need for sector-focused workforce development in Toronto, the Metcalf Foundation is establishing the [\*\*Toronto Sector Skills Academy\*\*](#) in partnership with the Aspen Institute. Each cohort will include 25 participants who will work with peers from a variety of organizations to learn from experts in the field, strengthen partnerships, engage in experiential learning with practical applications, and acquire new skills to explore, catalyze, and enable sectoral workforce strategies. Over a 10-month period Fellows will attend three retreats and three workshops.

The leadership development model used by the Toronto Sector Skills Academy was created by the Aspen Institute. Since it was first instituted in 2005, the highly regarded Aspen Institute Sector Skills Academy has graduated eight classes and nearly 225 Fellows. Participants in the Toronto Sector Skills Academy will be Aspen Sector Skills Academy Fellows.

**This document contains information about:**

- Metcalf Foundation and The Aspen Institute
- Toronto Sector Skills Academy
- Sector Strategies
- Eligibility
- Selection Process
- Application Deadlines & Support

As well, you will find the Toronto Sector Skills Academy Application.

## **Metcalf Foundation**

The George Cedric Metcalf Charitable Foundation's mission is to enhance the effectiveness of people and organizations working together to help Canadians imagine and build a just, healthy, and creative society.

**We focus our efforts on three areas:**

- improving economic livelihoods for low-income people in Toronto;
- building a low-carbon, resource efficient, and resilient Canada; and
- leveraging opportunities for new approaches and shared learning in the performing arts.

Our work is grounded in the belief that change happens when we share hopeful visions of the future, work and learn collectively, think broadly in pursuit of comprehensive solutions, and take a meaningful role in the decisions that affect our lives.

We believe that non-profit organizations play a critical role as catalysts who animate and facilitate lasting change. They create space for people to connect, communicate, and participate. We are interested in organizations that are deliberately engaging communities in their work and developing new strategies and collaborations.

**We encourage success by:**

- supporting dynamic leadership — celebrating, developing, and strengthening leaders who are contributing to positive change;
- nurturing new ideas and practices — exploring and developing innovative approaches to tackling tough problems and seizing opportunities; and
- fostering integrated thinking — creating opportunities for ongoing dialogue, collaborative learning, and informing action.

In our work, we aim to be clear, open, reflective, and responsive. We actively seek to learn from our experiences with funded projects and from our ongoing exploration of issues and ideas. We expect our grant-making practices to evolve as we strive to realize

the full potential of our commitment and resources. The Toronto Sector Skills Academy is an initiative of the Foundation's Inclusive Local Economies program.

## **The Aspen Institute**

The Aspen Institute is an educational and policy studies organization based in Washington DC. Its mission is to spark intellectual inquiry and exchange, create a diverse worldwide community of leaders committed to the greater good, and provide a nonpartisan forum for reaching solutions on vital public policy issues. The Aspen Institute's Economic Opportunities Program advances promising strategies and policies to help low- and moderate-income people thrive in today's dynamic economy.

For nine years The Aspen Institute's Economy Opportunities Program ran the Sector Skills Academy, a year-long leadership program. The goal of the Sector Skills Academy was to improve the quantity, quality, and sustainability of sector efforts on the ground. This was done by developing the competencies and leadership of senior managers to use sectoral approaches and to strengthen the organizational capacity of their institutions to achieve lasting sectoral change. Over 200 workforce leaders are alumni of the Sector Skills Academy, drawn from organizations such as non-profit workforce training programs, local workforce agencies, community colleges, unions, and worker centers.

In 2014, Aspen Institute's Economic Opportunities Program conducted an extensive review of its nine-year Sector Skills Academy program. Many Fellows attributed change results — personal, organizational, and systems — to their Academy experiences. This review affirmed the value of the Academy's methodologies and provided fresh insights into the success drivers that help inform local or specialized sector skills training programs. These include: value of peer networks, value and usefulness of tools, and systems change results.

In 2015-16, The Aspen Institute's Economic Opportunity Program delivered a train-the-trainer program to a small group of experienced workforce or training professionals, preparing them to deliver local or specialized versions of the Sector Skills Academy. The Metcalf Foundation and Hospitality Workers Training Centre participated in this training with the purpose of bringing this proven model to Canada. The result is the launch of the Toronto Sector Skills Academy.

## **Toronto Sector Skills Academy**

The Toronto Sector Skills Academy is a 10-month fellowship to help grow and support sectoral workforce development strategies in the Toronto region. Fellows will work with peers from a variety of organizations from across the region; hear from experts in the field; engage in facilitated discussions; and explore new strategic approaches in issue areas such as employer engagement, system change, strategic communications, and

strengthening networks. Fellows will build skills needed to strengthen the capacity of their organizations to engage in sectoral strategies, build new relationships and networks, and gain a fuller appreciation of the scope of workforce systems in Toronto.

The goals of the Toronto Sector Skills Academy are to:

- build capacity (understanding, knowledge, rationale, confidence, and skills) among employment and training practitioners and policy-makers to develop and deliver sectoral workforce development programs and strategies in Toronto;
- strengthen the organizational capacity of policy development and employment and training institutions to achieve lasting sectoral change;
- create and support a learning community of workforce leaders that increases professional networks and opportunities for collaboration;
- employ sectoral strategies as a framework to improve lower income individuals' access to good jobs
- employ sectoral strategies as a framework to improve the quality of bad jobs; and
- champion sectoral strategies in the broader workforce development and poverty reduction field.

Up to 25 people will be selected to participate in the 10-month fellowship with peers from across the Toronto region. The fellowship consists of three, three-day retreats and three Toronto workshops. Fellows must commit to participate fully and actively in all of the Toronto Sector Skills Academy events, both to enhance their individual experience and to contribute to the peer learning elements for the group as a whole.

The program cost per participant is \$1500, which covers food, lodging, and program materials. The Metcalf Foundation is committed to ensuring that cost is not a barrier to participation in the Toronto Sector Skills Academy. The Foundation will provide bursaries, as needed, to participants from non-profit organizations.

## **Sector Strategies**

Sector initiatives are industry-specific workforce development approaches. Aspen Institute has defined a sector strategy as a systems approach to workforce development, typically on behalf of low-income individuals, that:

- i. Targets a specific industry or cluster of occupations;
- ii. Intervenes through a credible organization, or set of organizations, crafting workforce solutions tailored to that industry and its region;
- iii. Supports workers in improving their range of employment-related skills and ability to compete for work opportunities of higher quality;
- iv. Meets the needs of employers; and
- v. Creates lasting change in the labour market system.

Sector strategies promote systemic change by restructuring internal and external educational opportunities, employment and business practices, and public policies. Sector strategies cultivate a win-win environment that can achieve changes beneficial to employers, low-wage workers, and low-income job seekers. Leaders in the field use a variety of strategies tailored to the regional economy, industry sectors and worker populations.

Sector strategies:

- help workers move into better jobs by removing the barriers and skills gaps that impede them from getting those jobs; and
- improve the quality of low-wage jobs within sectors with poor job quality, such as jobs in restaurant and retail industries.

This work is accomplished in a number of ways. Sector leaders may offer training and skills development for specific industries and occupations, conduct research about the industry or working conditions, convene businesses to discuss their challenges, advocate for public policy changes, help workers organize, or provide other services designed to meet the needs of both workers and businesses. These initiatives often benefit companies by helping them have a more skilled workforce. Workers benefit by having improved incomes, benefits, and employment opportunities.

## Eligibility

The Toronto Sector Skills Academy is designed for organizational leaders with direct responsibility and authority to implement a sector strategy. Job titles of qualified candidates will vary by institutional type. For example, a candidate might be an executive or program director at a community-based organization, director of workforce programs of a community college, a high road employment director for a worker centre, a manager of workforce programs at a labour-management partnership, or a director or manager of workforce programs at the city or province.

We recognize that some applicants may currently operate employment and industry-focused programs — such as training programs or advocacy initiatives — that will be developed into sector strategies. Others may already lead sector initiatives. For example, an organization might operate an occupational skills training program that trains and places individuals in jobs in construction but may not have engaged partners for services or have identified systemic change opportunities in the sector. For the purpose of this application, the term “sector initiative” refers to both existing sector programs and other industry-targeted employment programs that are not yet sector strategies as we have defined them.

**All applicants engaged in or planning workforce development efforts that target specific industries are invited to apply.**

Applicants must:

- be leading existing sector initiatives or leading industry programs that are seeking to develop sector strategies;
- hold positions of leadership and decision-making authority regarding sector-focused strategies;
- be based and active within the Toronto region;
- submit a letter of support from their supervisor approving their participation in the Toronto Sector Skills Academy; and
- commit to full participation over these set dates:
  - **Retreat 1** – November 1–3, 2016
  - **Retreat 2** – January 31–February 2, 2017
  - **Retreat 3** – May 15–17, 2017
  - **Dates to be confirmed:**
    - The Welcome Reception – October 2016
    - The Spring Workshop
    - The Capstone presentation and closing reception – June 2017

Inclusivity and diversity of race, ethnicity and gender are core values of the Toronto Sector Skills Academy. Members from equity seeking groups are encouraged to apply.

## Selection Process

Applications will be reviewed by an advisory committee. The selection process will be based on demonstration of leadership competencies, commitment to improving job opportunities for low-income people, ability and desire to design and implement a sectoral employment initiative, and interest in learning about a variety of sector approaches and strategies.

## Application Deadlines & Support

The Toronto Sector Skills application deadline is **September 15, 2016 by 5pm**. No late applications will be accepted. We encourage you to submit your application prior to the deadline. All applicants will be notified of the status of their applications by the last week of September.

On **July 26, 2016** we will hold a Toronto Sector Skills Information session to review the program and answer questions. Register [here](#).

On **August 8, 2016** we will hold a webinar to review the program and focus on the application. Register [here](#).

## **Toronto Sector Skills Academy Application**

---

While organizations and practitioners may participate in several distinct sector initiatives, for purposes of this application, as illustration, we ask you *to focus your answers around one primary sector* on which you expect to focus as part of the Toronto Sector Skills Academy.

The Toronto Sector Skills application deadline is **September 15, 2016 by 5pm**. A completed application and the required attachments must be sent to:  
[SectorSkillsAcademy@metcalffoundation.com](mailto:SectorSkillsAcademy@metcalffoundation.com)

If you are submitting hard copy, please submit **2 copies** of all materials, postmarked September 15, 2016 to: Attention: Toronto Sector Skills Academy, Metcalf Foundation, 38 Madison Ave, Toronto, ON, M5R 2S1

**The materials for submission include:**

- A completed application form
- Your resume
- Your photograph and bio (this will be used for Toronto Sector Skills Academy cohort announcement)
- Organizational chart
- Two references (one from your direct supervisor and one from a professional partner external to your organization)
- Signed "Commitment to Participate" Form
- Signed "Authorization to Implement" Form signed by your supervisor

If you have any questions about the Toronto Sector Skills Academy, your eligibility to apply, or the application process, please e-mail your questions to Adriana Beemans at [abeemans@metcalffoundation.com](mailto:abeemans@metcalffoundation.com)

If you have technical difficulties with the application process, please contact Mercedes Sharpe at [SectorSkillsAcademy@metcalffoundation.com](mailto:SectorSkillsAcademy@metcalffoundation.com)

We will hold an information session on **July 26, 2016** and a webinar on **August 8, 2016** focusing on the application process. If you want to register, please click [here](#) for the information session and [here](#) for the webinar.

## I. Applicant Information

1. Please insert the following personal information.

Name of Applicant			
Job Title			
Name of Organization			
Phone		Email	
Address		City	Prov Postal Code

2. Please insert your professional biography (100 words max).

------------------------------------------

Please attach your Resume and Photograph to your application.

## II. Organizational Information

1. What type of organization do you work for? *Check all that apply*

- Community organization
- Workforce development organization
- Business/Trade Association/Chamber of Commerce
- Community College
- Labor-management partnership
- Foundation
- Governmental agency
- Worker Centre
- Other \_\_\_\_\_

Additional Comments:
----------------------

2. How many staff does your organization (or division of a very large organization) employ? \_\_\_\_\_.

3. Do you supervise any staff?  Yes  No  
If so, how many? \_\_\_\_\_



4. **What is the approximate annual operating budget of your organization or division of your organization?** *For example, a division of a community college that deals with workforce development.*

\$ \_\_\_\_\_

Please attach an ORGANIZATIONAL CHART of your organization or division to your application. The chart should show your supervisors and as well as staff reporting to you.

### III. Sector Initiative

While organizations and practitioners may participate in several distinct sector initiatives, for the purpose of this application we ask you to focus your answers on the one primary industry you expect to focus on as part of your fellowship experience, and answer the questions accordingly. There is an opportunity to provide information about other industries you have an interest or experience in at the end of this section. For organizations that primarily focus on “raise the floor” strategies, we recognize that your answers to these questions will likely be in relation to your targeted advocacy and system change efforts.

1. **What is your industry of focus?** *Select one.*

- Accounting, business, finance or office administration
- Administration of justice
- Aerospace
- Automotive technology or repair
- Early childhood education
- Construction / Building Trades
- Energy
- Health care
- Hospitality and tourism
- Food Services
- Retail sales or management
- Security
- Information technology
- Utility or telecommunications
- Manufacturing or advanced manufacturing
- Transportation, distribution and logistics
- Other \_\_\_\_\_

2. **Is your initiative designed to provide services to unemployed/underemployed workers, incumbent workers, or both?**

- Unemployed/underemployed workers
- Incumbent workers (workers already employed in your sector of focus)

3. **What are the characteristics of the target population you seek to place or serve in this industry sector initiative?** *Check all that apply.*

- |                                                   |                                                    |
|---------------------------------------------------|----------------------------------------------------|
| <input type="checkbox"/> Working                  | <input type="checkbox"/> Persons with Disabilities |
| <input type="checkbox"/> Unemployed               | <input type="checkbox"/> Youth                     |
| <input type="checkbox"/> Underemployed            | <input type="checkbox"/> Parents                   |
| <input type="checkbox"/> Displaced                | <input type="checkbox"/> Formerly incarcerated     |
| <input type="checkbox"/> Ontario Works Recipients | <input type="checkbox"/> Women                     |
| <input type="checkbox"/> Newcomers / Refugees     | <input type="checkbox"/> Other _____               |

4. Sector initiatives are often comprised of, or supported by, a range of partners from varying organizational types that perform a variety of functions — from delivering training and supportive services, to influencing public policy makers, to removing barriers to successful outcomes. **What types of organizations do you partner with as part of your sector initiative?** *Indicate the top five organizations you partner with. If you partner with fewer than five, please leave the remaining categories blank.*

- Community-based organizations
- Human service agencies
- Employment Ontario Centres
- Community colleges
- Economic development agencies
- Trade Associations
- Unions
- Worker Centres
- Government Agency / Crown Corporation
- Other \_\_\_\_\_

5. Most sectoral employment development programs provide training to individuals, including incumbent workers and the unemployed, either directly or through partnerships. **Which types of training do you offer as part of your sector initiative?** *Check either column or leave the field blank if you do not currently offer, nor are you considering offering it.*

TYPE OF PROGRAM	CURRENTLY	CONSIDERING
Literacy & Basic Skills (LBS)	<input type="checkbox"/>	<input type="checkbox"/>
English as a Second Language (ESL)	<input type="checkbox"/>	<input type="checkbox"/>
Life skills/ behavioral training	<input type="checkbox"/>	<input type="checkbox"/>
Employment / Job readiness (resume preparation, interviewing, and job search assistance)	<input type="checkbox"/>	<input type="checkbox"/>
Technical /Occupational skills training	<input type="checkbox"/>	<input type="checkbox"/>
Integrated math, literacy, ESL or work readiness as a part of vocational/technical skills training	<input type="checkbox"/>	<input type="checkbox"/>

TYPE OF PROGRAM	CURRENTLY	CONSIDERING
Internships, apprenticeships, or on-the-job training	<input type="checkbox"/>	<input type="checkbox"/>
Incumbent worker training	<input type="checkbox"/>	<input type="checkbox"/>
Leadership training	<input type="checkbox"/>	<input type="checkbox"/>
Worker organizing training	<input type="checkbox"/>	<input type="checkbox"/>
Workplace safety training	<input type="checkbox"/>	<input type="checkbox"/>
Worker rights training	<input type="checkbox"/>	<input type="checkbox"/>
Broker training from other organizations	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>

6. Low-income adults may also need a range of non-training supports to help them persist and succeed in training and/or upon placement. Below is a list of supports that are sometimes provided as part of a sector initiative needed by this population. **Which supports does your organization or partnership currently provide as part of your sector initiative?** Check either column or leave the field blank if you do not currently offer nor are you considering offering it.

NON-TRAINING SUPPORTS	CURRENTLY	CONSIDERING
Tutoring	<input type="checkbox"/>	<input type="checkbox"/>
Financial assistance with training or academic-related expenses	<input type="checkbox"/>	<input type="checkbox"/>
Academic advising	<input type="checkbox"/>	<input type="checkbox"/>
Case management	<input type="checkbox"/>	<input type="checkbox"/>
Coordination of student/peer support networks	<input type="checkbox"/>	<input type="checkbox"/>
Assistance with transportation concerns (financial support for, direct provision of service, or other)	<input type="checkbox"/>	<input type="checkbox"/>
Assistance with child care (financial support for, direct provision of service, or other)	<input type="checkbox"/>	<input type="checkbox"/>
Rental assistance	<input type="checkbox"/>	<input type="checkbox"/>
Health care assistance	<input type="checkbox"/>	<input type="checkbox"/>
Legal assistance and supports	<input type="checkbox"/>	<input type="checkbox"/>
Wage recovery assistance	<input type="checkbox"/>	<input type="checkbox"/>
Personal counseling/mental health	<input type="checkbox"/>	<input type="checkbox"/>
Referrals to specific community resources	<input type="checkbox"/>	<input type="checkbox"/>
Emergency cash supports	<input type="checkbox"/>	<input type="checkbox"/>
Financial counseling, e.g., assistance with financial aid, tax assistance, debt removal	<input type="checkbox"/>	<input type="checkbox"/>
Job placement	<input type="checkbox"/>	<input type="checkbox"/>
Job retention support (in additional to follow-up or data collection activities)	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>

7. **Who are some of the key employers in this industry that you partner with or envision partnering with?**

8. **How do employer partners currently support your sector initiative?** *Check all that apply.*

- Hire graduates
- Participate in hiring events, job fairs, and/or mock interviews
- Offer site tours for staff and/or participants
- Assist with and/or provide input on curriculum
- Serve on industry advisory or programmatic boards
- Provide instructors
- Provide job shadowing, mentoring, or internship opportunities
- Provide materials, equipment, meeting space or other in-kind resources
- Make financial donations
- Pay fees for services
- Provide paid release for employees to attend training
- Provide on-the-job training for new hires and/or incumbent workers
- Refer incumbent workers to training
- Offer tuition reimbursement or other benefits to facilitate training and education
- Convene or help convene other business leaders
- Partner with us on public policy advocacy
- Other \_\_\_\_\_

9. Some sector programs also deliver a range of non-training services to their business customers/employers or to their industry generally—services that are ultimately geared toward helping businesses in the region compete more effectively and continue to provide jobs locally. These services may include industry research, technical assistance, human resources services, convening and networking, and other services. **Do you provide any non-training business services?**

- Yes                                       No                                       Considering

*If "Yes" or "Considering", please describe briefly below in 250 words or less.*

**10. Please provide us with some narrative context for the information outlined in this current section, Sector Initiative.**

- When was the project launched or when will it be launched?
- What steps and planning have you taken towards the project, and how long you have been working on it?
- What have been the initiative's major accomplishments to date or major lessons / identified opportunities? (Please describe these both qualitatively and quantitatively to the extent possible.)
- What is the problem your initiative currently addresses or would like to address with respect to both businesses in your target industry and low-income participants seeking to obtain employment or advance in the industry?
- Have you identified or articulated systemic changes or goals your initiative is trying to achieve?
- What are the primary goals and activities you see for the sector initiative and your work within that initiative over the next year?
- What are your current responsibilities in relationship to this initiative?

*Please describe below in 500 words or less.*

**11. Is there any additional information you think we should have about your work in other sectors, to properly evaluate your candidacy?**

*Provide any additional information here in 250 words or less.*

## **IV. Leadership, Motivation, and Goals**

Effective sector leaders exercise a variety of leadership practices to lead people, programs, partnerships, and change. They engage in self-reflection for their continual growth and development as leaders. In answering the following questions, feel free to illustrate with examples from your current work. *Please answer the following three questions in 100 words or less.*

**1. How would you describe yourself as a leader? Why?**

**2. What ways do you think you need to further develop as a leader? Why?**

**3. Please briefly state what motivates you to work in the workforce development field.**

**4. What three personal and/or professional objectives do you have for participating in the Toronto Sector Skills Academy? *Bullet form is acceptable.***

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**5. As noted earlier, the sector field comprises a diverse set of strategies and approaches. Some strategies involve helping workers move up into better jobs by removing the barriers and skills gaps that impede them from getting higher-quality jobs. These strategies are often focused heavily on training and developing workers' skills and education. Another set of strategies is aimed at improving the quality of bad or low-wage jobs in industries such as retail, restaurant, and home health care. These strategies may also include training and skills development components, but they are also likely to involve research, policy advocacy, promotion of "high-road" business practices, and worker organizing. **Please describe in 150 words or less your experience and interest in learning more about strategies aimed at improving the quality of bad or low-wage jobs.****

## V. Partnerships

A key goal for the Toronto Sector Skills Academy is to help create or improve cross-institutional collaboration in workforce development. **Please provide us with the following in 500 words or less:**

- An example of a partnership with another organization you are currently working with. What is the nature and goals of your partnership? What are the roles and responsibilities of your organization? What has been rewarding and challenging about the collaboration?
- Opportunities your organization sees or is exploring for additional collaboration across the workforce development system?

## VI. Instructions for References

Along with your application, please include a letter of reference from the individual who holds direct responsibility for overseeing your work, explaining why you would be an appropriate candidate for participation in the Toronto Sector Skills Academy. In addition, please provide a reference from a professional partner external to your organization from another organization or employer you partner with or are considering partnering with on workforce development issues.

The letters of reference should provide the following information:

1. Professional relationship to applicant;
2. Contact information including name, organization, title, address, email, and telephone number;
3. Examples of the applicant's leadership competencies, achievements and commitment to his/her work;
4. Areas in which the Toronto Sector Skills Academy might benefit the applicant and the organization that he/she represents; and
5. Expression of commitment to support the applicant, if selected for the Toronto Sector Skills Academy, in his or her efforts for meaningful inquiry and practical application of concepts to his or her current work.

## VII. Final Checklist

**Please review the following checklist and ensure that you submit all of the following documents:**

- A completed application form
- Your resume
- Your photograph and bio (this will be used for Toronto Sector Skills Academy cohort announcement)
- Organizational chart
- Two references (one from your direct supervisor and one from a professional partner external to your organization)
- Signed "Commitment to Participate" Form (page 17)
- Signed "Authorization to Implement" Form signed by your supervisor (page 18)

**COMPLETE APPLICATION MUST BE RECEIVED NO LATER THAN  
SEPTEMBER 15, 2016 at 5PM.**



## VIII. Commitment to Participate Form

By checking the box below you agree that, if selected for this program, you will commit to full participation in all activities of the Toronto Sector Skills Academy including:

- Three 3-day retreats;
  - **Retreat 1** – November 1–3, 2016
  - **Retreat 2** – January 31–February 2, 2017
  - **Retreat 3** – May 15–17, 2017
- Three events/workshops held in Toronto (dates to be confirmed):
  - **The Welcome Reception** – October 2016
  - **The Spring Workshop** – 2017
  - **The Capstone presentation and closing reception** – June 2017
- Peer groups between work sessions; and
- Program cost of \$1500.

I commit to full participation

I require a bursary to enable my participation in the Toronto Sector Skills Academy

Agreed by:

---

Name

---

Date

## IX. Authorization to Implement form

The Toronto Sector Skills Academy is designed for emerging leaders. In order to qualify for this program, applicants must hold a position of authority where they are involved in or responsible for the development and implementation of a sectoral employment initiative.

This form should be completed by the **Executive Director, Chairman of the Board of Directors, President** or other **senior executive** responsible for overseeing the work of the applicant.

**Applicant's Name:**

---

**Organization:**

---

**Job Title:**

---

I fully support the applicant's petition to participate in the Toronto Sector Skills Academy. I understand that he/she will attend the following six sessions over a period of ten months as a part of his/her work responsibilities.

**Finally, I agree to attend and participate in the June 2017 session with the applicant.**

**Agreed By:**

---

**Name**

---

**Title**

---

**Organization**

---

**Date**