



City of Hamilton
GENERAL ISSUES COMMITTEE
ADDENDUM

Meeting #: 23-026
Date: October 4, 2023
Time: 9:30 a.m.
Location: Council Chambers
Hamilton City Hall
71 Main Street West

Angela McRae, Legislative Coordinator (905) 546-2424 ext. 5987

5. COMMUNICATIONS

- *5.1 Correspondence from Joel Hughes, Hamilton Beach Community Council, respecting Item 11.2 - Naming of Parkette, "Jim Howlett Parkette", 505 Beach Blvd, Hamilton (Ward 5)

Recommendation: Be received and referred to consideration of Item 11.2.

7. DELEGATIONS

- 7.1 Jo-Ann Mattina, Biindigen Well-Being Centre, respecting an update on the Biindigen Well-Being Centre development and next steps (In-Person) (Approved July 10, 2023)

*a. Jo-Ann Mattina, Biindigen Well-Being Centre - Added Material

- 7.2 Paul Vermaat, White Star Group, respecting an agreement involving 205-215 Cannon Street East as set out in resolution Report 05-012 and issues relating to non-collectible Taxes, Environmental Concerns and Commercial Development Enterprise (In-Person)

*a. Paul Vermaat, White Star Group - Added Material

8. PRESENTATIONS

- *8.2 2023 Economic Development Workforce Strategy (PED23194) (City Wide) - WITHDRAWN

11. MOTIONS

- *11.2 Naming of Parkette, “Jim Howlett Parkette”, 505 Beach Blvd, Hamilton (Ward 5) -
WITHDRAWN

14. PRIVATE AND CONFIDENTIAL

- *14.2 Human Rights Litigation Information Update (HUR23015 / LS23036) (City Wide)

Pursuant to Section 9.3, Sub-sections (b), (e) and (f) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (b), (e) and (f) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to personal matters about identifiable individuals, including municipal or local board employees; litigation or potential litigation, including matters before administrative tribunals, affecting the City or a local board; and advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

From: joel.l.hughes
Sent: Monday, October 2, 2023 9:32:54 AM
To: Francis, Matt <Matt.Francis@hamilton.ca>
Cc:
Subject: HBCC - Jim Howlett Park

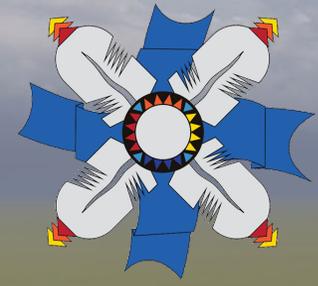
Dear Matt Francis, Ward 5 Councillor

The Hamilton Beach Community Council (HBCC) offers it's full endorsement of both classifying the lands across from the convenience store as a Park and naming that park in tribute to Jim Howlett.

These items were tabled at the September 12th HBCC meeting and received unanimous approval from all council members and those attending.

I am requesting this correspondence be added to the Wednesday, October 4th General Issues committee meeting

Regards
Joel Hughes
President, Hamilton Beach Community Council



Biindigen
Well-Being Centre

Ontario Aboriginal Housing Services

De dwa da dehs nyes > Aboriginal Health
Centre and McMaster University
Department of Family Medicine

Niwasa Kendaaswin Teg



De dwa da dehs nye>s	Niwasa Kendaaswin Teg	Ontario Aboriginal Housing Services	McQuesten Community Hub	McMaster Department of Family Medicine
Primary Care	Licensed childcare for infants, toddlers, preschoolers and school aged children	Creation of 80 – 100 rental units with a mixture of rents	Community Gardens	Primary care health clinic
Healthy Living Program		Unit sizes will be dependent on the community need	Boys and Girls Club	Care for children with specialized health needs – e.g. pediatric care, mental health care
Traditional Healing	Early ON Child and Family Centre (child and family supports), and outreach programs	from existing housing wait lists	Cooking Clubs	
Fetal Alcohol Spectrum Disorder Program		Mixed rents will be available to accommodate people of varying incomes	Youth Programming	
Diabetes Education Program	Homelessness Prevention: case management, cultural life skill and food security programs.	Culturally appropriate service delivery and application process	Early Words	Undergraduate and postgraduate medical education of health professional learners including an immersive Indigenous health training program
Cultural Education and Outreach	System-wide training (e.g.: Indigenous-led programming, cultural safety and awareness training)	OAHS will property manage residential development	Hamilton Public Library Book Mobile	
Aboriginal Patient Navigators	Food Bank			
Child and Youth Mental Health Services	Youth Drop In and Camp programs			
Mental Health Youth Navigator	Youth Leadership Development			
Indigenous Housing Street Outreach	Culture and Language Revitalization			
	McQuesten Urban Farm			
Collaborative programming areas will include: Health promotion, early and fetal alcohol spectrum disorders child nutrition programming and information				



The need:

Data continues to show high disparities in health, social and economic outcomes facing Hamilton Indigenous people as well as residents of the McQuesten neighbourhood.

High poverty rates

- The poverty rate of First Nations residents in Hamilton is 29% which is higher than the average for First Nations in Ontario (24%) and the general population in Hamilton (16%).
- For First Nations children living in Hamilton, the poverty rate climbs to 37%, compared to 28% for First Nations in Ontario, and 21% for Hamilton's general population.
- First Nations seniors in Hamilton have a poverty rate of 20%, more than double the average for Hamilton's senior population (8%).
- The McQuesten neighbourhood's child poverty rate is 75%, almost triple the rate for the city as a whole. McQuesten's senior poverty rate is 28% compared to 17% for the city as a whole.

Unacceptable access to health care

- 40% of the First Nations population in Hamilton rate their level of access to health care as fair or poor
- Identified health access barriers: long waiting lists (48%), lack of transportation (35%), not able to afford direct costs (32%), doctor not available (29%), and lack of trust in health care provider (24%).

Data sources: National Household Survey, City of Hamilton. Canada Census

Health, social, mental and support services for the whole community

The location of the Biindigen Well-Being Centre in the McQuesten neighbourhood will give vulnerable residents with limited transportation means to easily access a full continuum of health and social services.



- **Meeting recognized need:** Target appropriate, responsive and culturally safe health and community services to meet the needs of urban Indigenous and non-Indigenous individuals and their families
- **Highest quality care:** Maximize the high-quality population-based care already provided by the DAHC
- **Wrap around care:** Provide a true community-based continuum of health and social care and services with health care, childcare, housing services, recreational programs, after school programs, skills development and training programs, social programs and innovative neighborhood programs all located on one site in a neighbourhood with longstanding demonstrated need
- **Improved health and social outcomes:** Bring attention to population health and social needs in an integrated and coordinated continuum of care in the community
- **Teaching and learning culturally safe care:** Focus health professional learning on care that understands and can meet unique and complex needs in a culturally safe and appropriate way.
- **Integrated approach:** A leader in evolving attitudes and approaches to an integrated view of traditional and western health and social service models
- **Neighbourhood programs:** A true activity centre for the neighbourhood – non-existent at present
- **Shared efficiencies and value for money:** Shared capital investment in co-location will result in: capital, infrastructure and operational cost efficiencies, shared space for meeting areas and offices, shared resources and administrative and back office integration

The benefits

Viewed through a system-lens, the benefits are obvious



Partnership with the City of Hamilton

- February 2018, Hamilton City Council passed a unanimous motion to purchase the St. Helen School property to hold for De dwa da dehs nye>s.
- City of Hamilton took possession of the St. Helen Property on May 1, 2019.
- Signed the Agreement of Purchase and Sale with the City of Hamilton for the transfer of ownership to De dwa da dehs nye>s following the submission of a site plan amendment.
- City of Hamilton leading the Official Plan Amendment and Zoning By-law Amendment process. City of Hamilton will support the Biindigen Partnership through Site Plan Control approval.



Biindigen
Well-Being Centre

Next Steps

- Due to size of the building for DAHC and McMaster the project has been split into 2 phases.
- We are undergoing a RFP process for a Prime Consultant/Architect, contract to be signed in coming few weeks
- Demolition of the School on the Property
- Undertaking the Official Plan and Zoning By-law Amendment processes followed by Site Plan Control.



**LIST OF DOCUMENTS FROM CITY OF
HAMILTON
AND WHITE STAR
(1255717 ONT LTD. - MARINO
RAKOVAC)
RESPECTING AGREEMENTS
REGARDING DAMAGES AND LOST
OPPORTUNITIES DUE TO "IMPAIRED
RELATIONSHIP"**

**REPORT FCS04113 DETAILING THE CITY'S CHALLENGES WITH THE
PROPERTY AND THE AGREEMENT BETWEEN THE CITY AND
WHITE STAR (1255717 ONT LTD. - MARINO RAKOVAC)
REGARDING 205-215 CANNON STREET**

CITY WIDE IMPLICATIONS

CITY OF HAMILTON

CORPORATE SERVICES
Taxation Division

Report to: Chair and Members Corporate Administration Committee	Submitted by: Joseph L. Rinaldo, General Manager
Date: September 17, 2004	Prepared by: Larry Friday, Ext 2425

SUBJECT: Sale of 205 & 215 Cannon Street East (FCS04113) (City Wide, Ward 2)

RECOMMENDATION:

- a) That staff be directed to execute the agreement of purchase and sale in a form satisfactory to Corporate Counsel, for the .78 acre parcel of land known municipally as 205 and 215 Cannon Street East to 1255717 Ontario Ltd. for the purchase price of Fifty Thousand Dollars (\$50,000.00).
- b) That staff be directed to initiate the process to vest the property and that the treasurer be authorized to cancel the outstanding tax arrears of \$767,354.75.
- c) That 205 & 215 Cannon Street East be declared surplus.

Christine Swenor, Acting General Manager
Finance and Corporate Services

EXECUTIVE SUMMARY:

On July 5, 2004, staff issued a Request for Proposal for property known municipally as 205 and 215 Cannon Street East, in accordance with the policy for failed tax sales as delineated in report (ECO03027/FCS03157). This property was originally advertised for tax sale in November 2003 and no bids were received on it.

On July 5, 2004, the RFP was advertised in the Hamilton Spectator and 7 bids were received on closing, August 9, 2004. Interviews were set up with the top three bidders. The top bidder (a non-profit organization) has advised us that they are unable to secure financing. As such their bid has been rejected and the second highest bidder recommended for council approval.

EAST

**SUBJECT: Sale of 205 and 215 Cannon Street East (FCS04113)
(City Wide, Ward 2)**

Page 2 of 3

The property being sold is an abandoned former car dealership which has been an ongoing concern to the fire department, the property standards division, and the neighbourhood. There is also a known environmental problem on the site in the form of buried gas tanks. Recently squatters were evicted from running an illegal auto body repair shop and left the site littered with abandoned cars and car parts. The inside of the building is filled with worthless flea market type items. The roof is in need of major repairs and the upper portion of the front of the building was damaged a number of years ago in a fire set by vandals.

The property is being sold as is, where is, and the purchaser has agreed not to make any claims against the city. The intended use of the building will be as an auto dealership and the new owner is committing to immediate roof repairs, the removal of the gas tanks, stucco facade improvements to the front of the building, siding on the back suitable to the surrounding residential buildings as well as cleaning up the remaining debris left at the site and doing landscaping improvements.

BACKGROUND:

The subject property has been in tax arrears since 1990 and is a potentially contaminated site. In 1998 this property was registered for tax sale and has been eligible for tax sale since 1999. Prior to January 1, 2003 the city was reluctant to act on tax sales for such sites as the legislation was such that the site automatically vested with the city on a failed tax sale, putting the city at risk in case of potential contamination. With the new Municipal Act, cities now have one year from a failed tax sale to evaluate and accept offers to purchase such sites, and we have five years protection from any MOE orders once vested in the City's name. It is our intention to vest this property and then to immediately transfer ownership to 1255717 Ontario Ltd, further limiting our liability.

The property was seized by the receiver upon the bankruptcy of the car dealership. The receiver and the mortgage holder both walked away from the building due to the potential liability of the contamination. The taxes owing on this property have been recorded in our allowance for doubtful accounts.

ANALYSIS OF ALTERNATIVES:

Leave the property under current ownership and continue to record the past due taxes and current taxes as uncollectible while also having to spend money to secure and clean the site.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Current tax arrears of \$767,354.75 be written off of which \$128,481.81 would be charged back to the school boards. Failure to act will result in the tax arrears growing as well as the allowance for doubtful accounts.

**SUBJECT: Sale of 205 and 215 Cannon Street East (FCS04113)
(City Wide, Ward 2)**

Page 3 of 3

POLICIES AFFECTING PROPOSAL:

The Treatment of Potentially Contaminated Properties that Fail Municipal Tax Sale (ECSO03027/FCS03157). Municipal Act, 2001 sections 354 and 379.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

Purchasing Department, Legal Department, Economic Development Department and Real Estate have been consulted.

CITY STRATEGIC COMMITMENT:

Economic Development of abandoned Brownfield properties.

TRANSFER/DEED TO 205 CANNON STREET



Province of Ontario

Transfer/Deed of Land

Form 1 — Land Registration Reform Act

Do Process Software Ltd. • (416) 322-6111

A

FOR OFFICE USE ONLY

U M 2 6 2 0 0 6

CERTIFICATE OF REGISTRATION
CERTIFICAT D'ENREGISTREMENT
WENTWORTH (62) HAMILTON

New Property Identifier

'04 10 18 16 25

Additional: See Schedule

(1) Registry Land Titles (2) Page 1 of 2 pages

(3) Property Identifier(s) Block 17163 - 0076 (R) Property Identifier(s) Additional: See Schedule

(4) Consideration
FIFTY THOUSAND ----- Dollars \$ 50,000.00

(5) Description This is a: Property Division Property Consolidation
Lots 102, 103 & 104, Plan 255; Lot 178, Plan 287; Part Lot 177, Plan 287, Hamilton

(6) This Document Contains (a) Redescription New Easement Plan/Sketch (b) Schedule for: Description Additional Parties Other (7) Interest/Estate Transferred Fee Simple

(8) Transferor(s) The transferor hereby transfers the land to the transferee and certifies that the transferor is at least eighteen years old and that

Name(s) City of Hamilton Signature(s) *Tom Jackson* Date of Signature Y M D 2004 10 15
Kevin Robertson Date of Signature Y M D 2004 10 15
 City Clerk

We have the authority to bind the Corporation.

(9) Spouse(s) of Transferor(s) I hereby consent to this transaction Name(s) Signature(s) Date of Signature Y M D

(10) Transferor(s) Address for Service 71 Main Street West, Hamilton, Ontario L8P 4Y5

(11) Transferee(s) 1255717 Ontario Ltd., in trust Date of Birth Y M D

(12) Transferee(s) Address for Service 205-215 Cannon Street East, Hamilton, Ontario

(13) Transferor(s) The transferor verifies that to the best of the transferor's knowledge and belief, this transfer does not contravene section 50 of the Planning Act.

Solicitor for Transferor(s) I have explained the effect of section 50 of the Planning Act to the transferor and I have made inquiries of the transferor to determine that this transfer does not contravene that section and based on the information supplied by the transferor, to the best of my knowledge and belief, this transfer does not contravene that section. I am an Ontario solicitor in good standing.

(14) Solicitor for Transferee(s) I have investigated the title to this land and to abutting land where relevant and I am satisfied that the title records reveal no contravention as set out in subclause 50 (22) (c) (i) of the Planning Act and that to the best of my knowledge and belief this transfer does not contravene section 50 of the Planning Act. I act independently of the solicitor for the transferor(s) and I am an Ontario solicitor in good standing.

(15) Assessment Roll Number of Property City: Mun: Map: Sub: Par: Multiple

(16) Municipal Address of Property 205-215 Cannon Street East Hamilton, Ontario

(17) Document Prepared by: John S. Hall Ross & McBride LLP 10th Floor, 1 King Street West P.O. Box 907 Hamilton, Ontario L8N 3P6

Fees and Tax	
Registration Fee	
Land Transfer Tax	
Total	

Document prepared using Form 1, Ware LandForms

EAST



Schedule

Do Process Software Ltd. • (416) 322-6111

Form 5 — Land Registration Reform Act

Page 2

S

Additional Property Identifier(s) and/or Other Information

Firstly

ALL AND SINGULAR that certain parcel or tract of land and premises, situate, lying and being in the City of Hamilton and being composed of Parts of Lots Numbers One Hundred and Two (102) and One Hundred and Three (103) and all of Lot Number One Hundred and Four (104) according to Peter Ferguson's Survey, the plan thereof registered in the Land Registry Office at Hamilton as Number 255, and being also composed of all Lot Number One Hundred and Seventy-Eight (178) and part of Lot Number One Hundred and Seventy-Seven (177) according to the plan of subdivision prepared for John Ferguson and registered in the aforesaid Office as Number 287, and described as follows:

COMMENCING at the southwestern corner of Lot Number One Hundred and Two, Registered Plan Number 255. THENCE easterly along the southern limit of the aforesaid Lot Number One Hundred and Two, and being also along the northern limit of Cannon Street East, One Hundred and two feet and one-half inch (102' 0.5") more or less to a point where it is intersected by the production southerly of the western face of the western wall of the two storey brick dwelling know as Municipal Number 215 Cannon Street East.

THENCE northerly to and along the western face of the western wall of municipal number 215 Cannon Street East and continuing along the production of the line thereof northerly One Hundred and Twenty-eight feet and six and three-quarter inches (128' 6 3/4") more or less to a point in the northern limit of Lot Number One Hundred and Three.

THENCE easterly along the northern limit of Lot Number One Hundred and Three, Eighteen feet zero inches (18' 0") more or less to the northeastern corner thereof.

THENCE northerly along the eastern limit of Lot Number One Hundred and Four (104) Registered Plan Number 255, and continuing along the eastern limits of Lots Numbers One Hundred and Seventy-Eight and One Hundred and Seventy-Seven as shown on the Registered Plan Number 287, One Hundred and thirty-five feet eight and three-quarter inches (135' 8 3/4") more or less to a point in the eastern limit of Lot Number One Hundred and Seventy-seven which is distant twenty-five feet zero inches (25' 0") measured northerly along the said eastern limit from the southeastern corner thereof.

THENCE westerly parallel with the southern limit of Lot Number One Hundred and Seventy-Seven, Registered Plan Number 287, One Hundred and twenty feet zero inches (120' 0") more or less to a point in the western limit of Lot Number One Hundred and Seventy-Seven.

THENCE southerly along the western limits of Lots Numbers One Hundred and Seventy-seven and One Hundred and Seventy-Eight, Registered Plan Number 287, and continuing along the western limits of Lots Numbers One Hundred and Four, One Hundred and Three and One Hundred and Two, and being also along the eastern limit of Cathcart Street, Two Hundred and Sixty-five feet six inches (265' 6") more or less to the point of commencement. As described in Instrument Number 196150 C.D.

Secondly

ALL AND SINGULAR that certain parcel or tract of land and premises situate, lying and being in the City of Hamilton and being a part of Lot Numbers 102 and 103, Registered Plan No. 255 (Peter Ferguson's Survey), more particularly described as follows:

COMMENCING at a point in the Northern limit of Cannon Street where is it intersected by the production Southerly of the Westerly face of a two storey brick dwelling known as No. 215 Cannon Street East, the said point being distant one hundred and two feet and zero and one-half inches (102' 0.5") measured easterly along the Northern limit of Cannon Street from the Eastern limit of Cathcart Street, being the Southwest corner of the said Lot 102;

THENCE northerly in a straight line to and along the said Westerly face of the said wall and its production Northerly, through the said Lot Numbers 102 and 103, one hundred and twenty-eight feet and six and three quarters inch (128' 6-3/4") to a point in the Northern limit of said Lot Number 103;

THENCE Easterly along the said Northern limit of Lot Number 103, eighteen feet and zero inches (18' 0") to a stake planted in the Northeastern angle of said Lot Number 103;

THENCE Southerly along the Eastern limits of said Lot Numbers 103 and 102 respectively one hundred and twenty-eight feet and six and one-half inches (128' 6.5") to an iron bar marking the Southeast corner of the said Lot Number 102;

THENCE Westerly along the Northern limit of Cannon Street, eighteen feet and eleven and one-half inches (18' 11.5") more or less to the place of beginning.

As described in Instrument Number 299836 C.D.

FOR OFFICE
USE ONLY

Property Identifier(s) No. 17163-0076

Land Transfer Tax Affidavit Land Transfer Tax Act

Refer to all instructions on reverse side.

IN THE MATTER OF THE CONVEYANCE OF (insert brief description of land) Lots 102, 103 & 104, Plan 255; Lot 178, Plan 287; Part Lot 177, Plan 287 City of Hamilton

BY (print names of all transferors in full) City of Hamilton TO (print names of all transferees in full) 1255717 Ontario Ltd., in trust

I/We have personal knowledge of the facts herein deposed to and MAKE OATH AND SAY THAT:

- 1. I am/We are (place a clear mark within the square opposite the following paragraph(s) that describe(s) the capacity of the deponents): (a) the transferee(s) named in the above-described conveyance; (b) the authorized agent or solicitor acting in this transaction for the transferee(s); (c) The President, Vice-President, Secretary, Treasurer, Director or Manager authorized to act for 1255717 Ontario Ltd. (the transferee(s)); (d) a transferee and am making this affidavit on my own behalf and on behalf of (insert name of spouse or same-sex partner) who is my spouse or same-sex partner. (e) the transferor and I am tendering this document for registration and no tax is payable on registration of this document.

2. THE TOTAL CONSIDERATION FOR THIS TRANSACTION IS ALLOCATED AS FOLLOWS:

Table with 2 columns: Description and Amount. Rows include: (a) Monies paid or to be paid in cash \$50,000.00; (b) Mortgages (i) Assumed (principal and interest) Nil; (ii) Given back to vendor Nil; (c) Property transferred in exchange (detail below in para. 5) Nil; (d) Other consideration subject to tax (detail below) Nil; (e) Fair market value of the lands (see instruction 2) Nil; (f) Value of land, building, fixtures and goodwill subject to Land Transfer Tax (Total of (a) to (e)) \$50,000.00; (g) Value of all chattels - Items of tangible personal property which are taxable under the provisions of the Retail Sales Tax Act Nil; (h) Other consideration for transaction not included in (f) or (g) above Nil; (i) Total Consideration \$50,000.00.

All blanks must be filled in. Insert "Nil" where applicable.

- 3. To be completed where the value of the consideration for the conveyance exceeds \$400,000.00 I have read and considered the definition of "single family residence" set out in subsection 1(1) of the Act. The land conveyed in the above-described conveyance: (a) does not contain a single family residence or contains more than two single family residences. (b) contains at least one and not more than two single family residences. (c) contains at least one and not more than two single family residences and the lands are used for other than just residential purposes. The transferee has accordingly apportioned the value of consideration on the basis that the consideration for the single family residence is \$ and the remainder of the lands are used for purposes.

Note: Subsection 2(1)(b) imposes an additional tax at the rate of one-half of one percent upon the value of the consideration in excess of \$400,000.00 where the conveyance contains at least one and not more than two single family residences and 2(2) allows an apportionment of the consideration where the lands are used for other than just residential purposes.

- 4. If consideration is nominal, is the land subject to any encumbrance? Yes No
5. Other remarks and explanations, if necessary. n/a

Sworn before me at the City of Hamilton in the Province of Ontario this 18th day of October, 2004

Signature of Marino Rakovac, Commissioner, City of Hamilton, for Pelech, Otto & Powell.

Property Information Record

- A. Describe nature of instrument: Transfer/Deed of Land Expires August 14, 2005.
B. (i) Address of property being conveyed (if available) 205-215 Cannon Street East, Hamilton, ON (ii) Assessment Roll No. (if available) 25 18 020 182 06500 & 25 18 020 182 16440
C. Mailing address(es) for future Notices of Assessment under the Assessment Act for property being conveyed 205-215 Cannon Street East, Hamilton, ON
D. (i) Registration number for last conveyance of property being conveyed (if available) VM241789 & VM241800 (ii) Legal description of property conveyed: Same as in D.(i) above. Yes No Not known
E. Name(s) and address(es) of each transferee's solicitor: ANTHONY J.B. POWELL, PELECH, OTTO & POWELL 149 Main Street East, Suite 200, Hamilton ON, L8N 1G4 [File AJBP/22735]

For Land Registry Office Use Only. Registration No., Registration Date (Year/Month/Day), Land Registry Office No.

- School Support (Voluntary Election) (See reverse for explanation) (a) Are all individual transferees Roman Catholic? (b) If Yes, do all individual transferees wish to be Roman Catholic Separate School Supporters? (c) Do all individual transferees have French Language Education Rights? (d) If Yes, do all individual transferees wish to support the French Language School Board (where established)?

CORPORATE ADMINISTRATION COMMITTEE REPORT 05-012

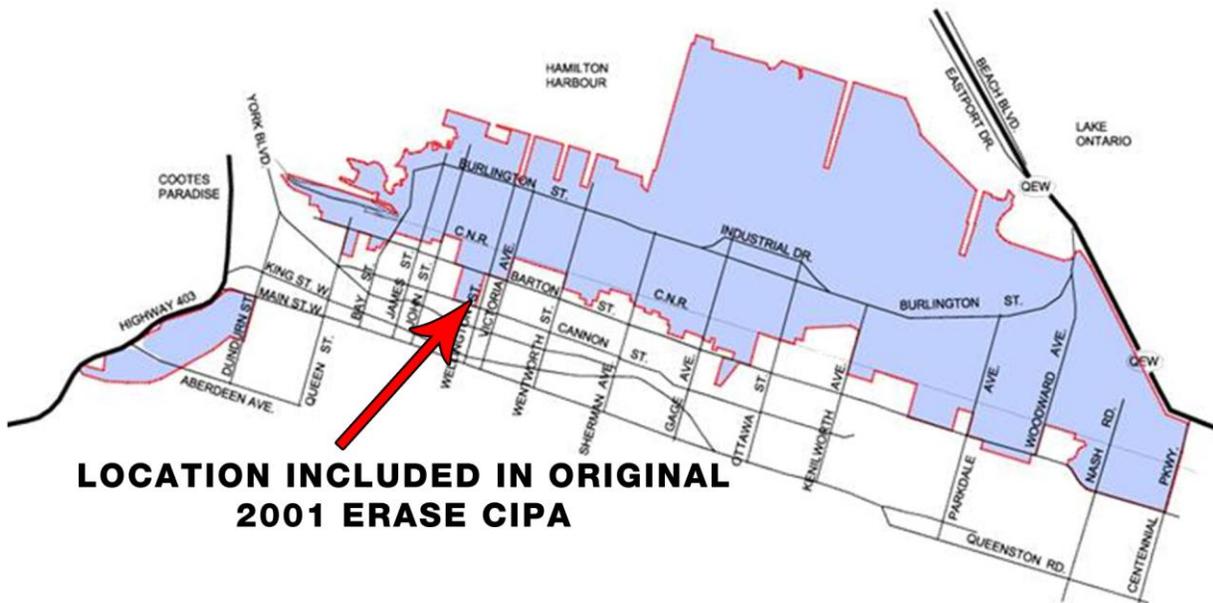
Appendix F to Corporate Administration Committee Report 05-012
Page 1 of 3

CITY OF HAMILTON
APPENDIX "A" RESULTS FROM BROWNFIELD INITIATIVES
AS OF AUGUST 04, 2005

0) Failed at Tax Sale - Vested by City with Council Approval required for City Purposes
1) Renewal of Uncollectible Accounts through Through Negotiations and Council Approval
2) Renewal of Uncollectible Accounts through Tax Sales then Request for Offers and Council Approval

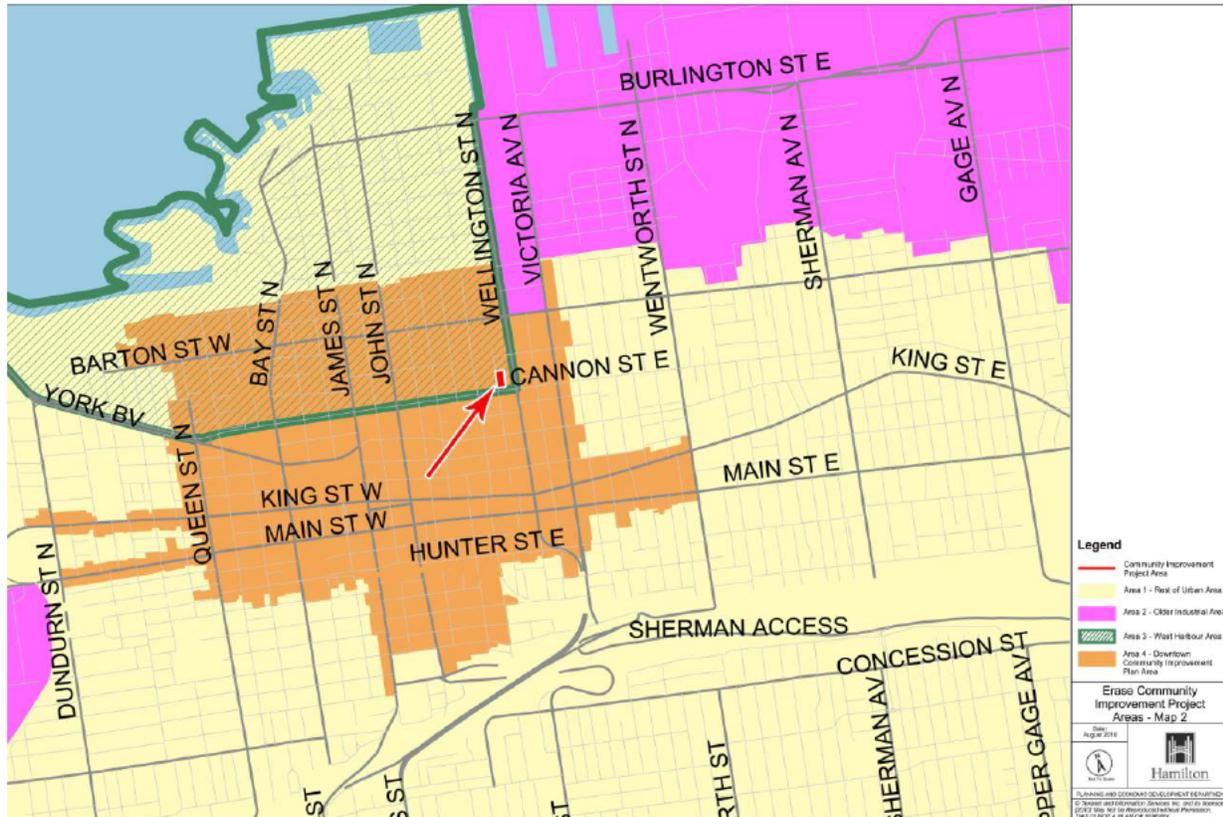
Property Address	Process	Allowance for Doubtful Accounts	Municipal Tax Write-off	Taxes Recovered	Purchasers Required Actions	Result	New Purchasers / Former owners
1) 100 Depew	1 Negotiation - Council Approval November 13, 2002	\$ 1,423,010.29	\$ 1,129,510.29	\$ 293,500.00	Demolition & renovation of existing buildings, clean up of debris from site, infrastructure upgrades. They also assisted in getting the taxes paid in full on 735 Strathearne where they are a tenant.	Dofasco spent \$3,848,000 in cleanup and upgrades to the property.	Dofasco Former Owner Dominion Castings abandoned site.
2) 735 Strathearne	1 Taxes recovered through negotiations with new owner and with help of Dofasco (a tenant) 9/30/2003	\$ 2,500,000.00	\$ -	\$ 2,500,000.00	Former USARCO properties. Taxes paid in protest re distribution of funds received in lawsuit by city against the receiver. New owner paid balance of arrears under protest.	Three industrial businesses operating on site. Settlement of outstanding arrears late 2003. Taxes paid in full for 2004. Owner dropped his lawsuit against the city re the deal on 675 Strathearne.	Archie Leach Former owner Frank Levy, Part of USARCO properties bankruptcy.
3) 123 Princess Street	2 Failed tax Sale - Sold via RFO - Council approved Jan 20, 2004	\$ 1,216,778.02	\$ 1,166,778.02	\$ 50,000.00	Removal of 100+ tires, barrels & drums, replacement of all windows on 3 storey brick structure, cladding in aluminum, Painting of same structure. Owner assumes all environmental liability.	Removal of property from allowance for doubtful accounts. Recording of property taxes again as revenues \$50,000. Work should lead to increased assessment & tax	Archie Leach Former owner 505088 Ontario Inc (Mike Sullivan) refused to pay taxes and let property go into disrepair.
4) 325 Wellington 5) 350 Ferguson	2 Failed tax sale sold via RFO - Council Approval February 3, 2004.	\$ 2,301,455.89	\$ 2,301,454.89	\$ 1.00	Two properties in tax arrears plus former city asphalt site. All three sites have been tested and will require remediation due to contamination. Sale was originally approved in November 2003 but not approved by HHSC board. Through further negotiations it has now been approved again by council and approved by the HHSC board.	Site to be remediate environmentally and uses for medical offices, parking for the General Hospital and possibly a hotel for families with patients in the cardiac care unit. Part of the property will also be used by the City for the Ferguson street bridge (350 Ferguson). Industrial building site of many fires to be demolished by HHSC.	Hamilton Health Sciences Former owners Cliffwood Investments and City of Hamilton. Property at 325 Wellington is a former industrial building which has been the site of numerous fires.
6) 80 Brant St 7 - 10) 275 / 319 / 371 / 344 Sherman Ave N	1 Negotiation with new owner using Ontario Reg 138/04 to W.O Taxes. Council approval June 16, 2004	\$ 880,793.87	\$ 432,786.46	\$ 448,007.41	City's portion in helping to secure a deal between Delaware Street Capital and Slater Steel to help preserve 300 jobs and Industrial Taxes.	New owners kept operation running securing jobs and our Industrial Tax base. Part of former owners taxes recovered and future taxes to be paid.	Hamilton specialty Bar Former Owner Slater Steel - declared Bankruptcy in 2004
11) 350 Burlington St. E	2 Failed tax Sale - Sold via RFO - Council approved June 16, 2004	\$ 113,661.69	\$ 92,281.69	\$ 21,380.00	No above ground clean-up required. Former gas station operating as a garage. Environmental concerns due to gas tanks & location	New owner to put in two commercial enterprises. Should lead to higher assessment & taxes	Jim Sinclair Former owner John Francis refused to pay taxes in dispute with city over perimeter road
12 - 13) 205/215 Cannon St. E	2 Failed tax Sale - Sold via RFO - Council approved October 13, 2004	\$ 743,795.20	\$ 693,795.20	\$ 50,000.00	Property standards cleanup on outside of building of all cars, trailers, tires etc. Repairs to building roof and appearance. Neighbors and former ward councillor involved with concerns over squatters.	New commercial enterprise to be established making use of a former abandoned property that had property standards and vandalism issues.	Marino Rakovac Netherlee Investments - Former Volkswagen dealership; Abandoned derelict building
14) 70 Covington Street	2 Failed tax Sale - Sold via RFO - Council approved October 13, 2004	\$ 991,478.19	\$ 776,353.19	\$ 215,125.00	Property standards cleanup of outside of building of all scrap, barrels of contaminants, removal of contaminants in truck bay pit, repairs to roof damaged in tornado. Removal of Contaminants in building	Business from Niagara moving in. New jobs created estimated at 20. Should lead to higher assessment and taxes.	Peter DiBussolo Nick DeFilippis Former owner Aaron Zaltchik refused to pay tax or clean up appearance or fix structure. Was using as storage.
15) 675 Strathearne	1 Negotiation with new owner using Ontario Reg 138/04 to W.O Taxes. Council approval October 27, 2004	\$ 901,707.86	\$ 401,707.86	\$ 500,000.00	Payment proposal to use an abandoned site for a commercial or industrial use. Potential use is as a hydro generating facility. Site to be cleaned of all debris and former buildings. \$10M lawsuit on 735 Strathearne to be dropped.	Abandoned site to be put to use. Should lead to higher assessment and taxes.	Archie Leach Former owner Frank Levy, Part of USARCO properties bankruptcy
16) 790 Rennie Street	1 Negotiation with new owner using Ontario Reg 138/04 to W.O Taxes. Council approval November 24, 2004	\$ 480,145.41	\$ 430,145.41	\$ 50,000.00	Old industrial building in disrepair to be refurbished and put back to use. Grounds to be cleaned up and landscaped. Land suspected of contamination.	Company moving to Hamilton from Mississauga with 14 employees, expected to hire an additional 10 employees locally. Should lead to higher assessment and taxes.	Alex Sivittelli Former Canadian Grinding Wheel. Property abandoned in receivership and in disrepair.

CONTAMINATION WELL KNOWN TO CITY AND PROPERTY INCLUDED IN ORIGINAL 2001 ERASE CIPA (COMMUNITY IMPROVEMENT PLAN AREA)



LOCATION INCLUDED IN ORIGINAL 2001 ERASE CIPA

LOCATION OF PROPERTY IN EXPANDED ERASE CIPA FALLING WITHIN BOTH THE DOWNTOWN CIPA AND WEST HARBOUR AREA



2010 EMAIL FROM BRIAN MORRIS FROM EC.DEV. CONFIRMING SITE IS ELIGIBLE FOR ERASE FINANCIAL INCENTIVES

-----Original Message-----

From: Morris, Brian [mailto:Brian.Morris@hamilton.ca]

Sent: Thursday, June 24, 2010 11:19 AM

To: [REDACTED]

Subject: 205-215 Cannon St. E.

Importance: High

Hello Joseph:

I was circulated on your formal consultation document for your proposed 8-storey apartment building with ground floor commercial uses. Being a former auto service station I wanted to inform you that you are eligible for the City of Hamilton's ERASE financial incentives. This includes the ERASE Study Grant program, whereby the City cost-shares (at 50%) for the cost of a Phase II or Phase III Environmental Site Assessment (to a maximum of \$20,000)

Also, should remediation of the site for residential use be needed (i.e. removal of USTs or dig and dump or in situ treatment of Petroleum Hydrocarbons) then the City has the Downtown Hamilton Remediation Loan program (low interest loan at 75% of the cost to remediate to a maximum of \$100,000) and the ERASE Redevelopment Grant program which offsets the cost of remediation against future taxes payable on the site (in the form of an annual grant).

Please call me should you wish to discuss these programs further. I believe your site is an ideal candidate should you need to remediate and produce a RSC.

Thanks in advance,

Brian Morris, Ec. D.

Business Development Consultant,

City of Hamilton

Economic Development & Real Estate Division

Planning & Economic Development Department

☎ telephone: 905.546.2424 ext. 5602

☎ fax: 905.546.4107

✉ e-mail: Brian.Morris@Hamilton.ca

🌐 web: www.investinhamilton.ca

Our offices are now located at City Hall
71 Main St. W., 7th Fl.,
Hamilton, ON L8P 4V5

2015 RESPONSE FROM JUDY LAM FROM EC.DEV. DENYING ACCESS TO ERASE PROGRAM DUE TO LITIGATION

SONORAK - CITY INCLUDES REFUSAL LETTER June 12 2015

2



Hamilton

Planning and Economic Development Department
Urban Renewal Section
71 Main Street West, 7th Floor, Hamilton ON L8P 4Y5
Phone: 905-546-2424, Ext. 4178 Fax: 905-546-2693

June 12, 2015

Sonorak Corp.
756 King Street East
Hamilton, ON
L8M 1A5

Attention: Ms. Raquel Rakovac

Dear Raquel:

Re: 257, 259, 263, 269, 271, 275 and 279 Bay Street North (the "Property")

I wish to acknowledge the receipt of your application, certified cheque in the amount of \$700.00, and the Site Remediation Proposal from Soil-Mat Engineers & Consultants Ltd for the ERASE Redevelopment Grant last week. The application was submitted by Sonorak Corp., as agent on behalf of the registered property owners who are 1255717 Ontario Ltd 1290976 Ontario Ltd., and 1255705 Ontario Ltd.

As discussed in a recent meeting with you, your father Marino Rakovac, and Hazel Milsome from our office, part of the due diligence for all applications is a corporate search as well as a litigation search. The due diligence has been completed and I have been advised that the property owners (1255717 Ontario Ltd, 1290976 Ontario Ltd., and 1255705 Ontario Ltd.) and Marino Rakovac (the sole shareholder of those three companies), are presently in litigation with the City of Hamilton. Therefore, we cannot process the application due to the ongoing litigation and we are returning your application and documentation as well as the certified cheque.

Yours truly,

Judy Lam, CPA, CMA, MBA
Senior Business Development Consultant

Attachments

2015 EMAIL FROM COUNCILLOR FARR STATING THAT ALL PROPERTIES OWNED BY 1255717 AND MARINO RAKOVAC ARE INELIGIBLE DUE TO IMPAIRED COMMERCIAL RELATIONSHIP

On Fri, Dec 18, 2015 at 2:05 PM, Farr, Jason <Jason.Farr@hamilton.ca> wrote:

I am just going over this owners latest communication with City of Hamilton and as it relates to his Barton / Tiffany parcel (that we are all anxious to see developed). This factors into any discussion elsewhere and by the same owner. Definitely nothing personal, but I must use discretion and tread gingerly.

In addition, the city is currently reviewing CIPA and should be ready to present to Council soon. I prefer to wait until the review and recommendations come forward. This is in a large part the result of public engagement. Note, however that if we continue the CIPA (Community Improvement Plan Area) providing incentives to meet growth targets, I would suspect that we would also continue to include the provision that there is no eligibility to programs for those with an impaired commercial relationship with the city.

So, for now, I appreciate your patients and hope you will send my very best to Marino for the holidays. I am most interested to hear what you have to say respecting Cannon East. When we do eventually sit down, Paul, I will even make certain all relevant staff are on hand to assist us. Almost like a pre-formal formal consult. That would be free.

Jay

Merry Christmas

Sent from my BlackBerry 10 smartphone on the Bell network.

EXCERPT FROM BY-LAW 10-050 WHICH REFERS TO "IMPAIRED RELATIONSHIPS" AND HIGHLIGHTS COUNCIL'S ROLE IN DETERMING THAT

Regardless of whether or not an Applicant otherwise satisfies the requirements of the Program, the City **may** reject any application received from an applicant where, **in the opinion of Council**, the commercial relationship between the City and the Applicant has been impaired by, but not limited to, the applicant being involved in litigation with the City. Applicants are individuals; corporate entities and individuals behind the corporation (Officers/Directors/Shareholders).

2017 EMAIL FROM HAZEL MILSOME FROM PLANNING AND EC.DEV. CONFIRMING THAT THE PROPERTY IS ELIGIBLE FOR DEVELOPMENT CHARGE EXEMPTIONS

From: Milsome, Hazel <Hazel.Milsome@hamilton.ca>

Sent: January 31, 2017 11:40 AM

To: [REDACTED]

Subject: Tall Building Study

Hi Marino. As discussed the link below will take you to our website with information on the Review of the Downtown Secondary Plan. Scroll down the page and you will have access to the draft studies. Also, I am confirming that 205 Cannon Street East is located within the Downtown Hamilton Community Improvement Project Area therefore the 80% Development Charge exemption (City and GO Transit not Provincial) is in effect. Note that the exemption reduces to 75% on July 6, 2017.

<https://www.hamilton.ca/city-planning/planning-community/downtown-hamilton>

Hazel Milsome

Co-ordinator of Urban Renewal Incentives
Planning and Economic Development Department
Urban Renewal Section
71 Main Street West
Hamilton, Ontario
L8P 4Y5

2017 APPLICATION FOR FORMAL CONSULTATION



Hamilton

REQUEST FOR FORMAL CONSULTATION

Office Use Only

Date Received	RECEIVED AUG 04 2017	Date Circulated	File No.
Fee Paid	\$1,085.00 <input checked="" type="checkbox"/>	Hamilton Conservation Authority Conservation Halton (cheque made payable to applicable Authority)	\$550.00 <input type="checkbox"/> \$1,500.00 <input type="checkbox"/>

PART I CONTACT INFORMATION

NAME	ADDRESS	TELEPHONE NO.
<i>Registered Owner(s)*</i> 1255717 Ontario Ltd. Officer and President - Merino Rakovac 756 King St. E., Hamilton, ON, L8M 1A5		Home: [REDACTED] Business: (905) 524-0096 Fax: () E-Mail: m.whitestargroup@gmail.com
<i>Applicant (if different from Owner)</i> Dan Kraszewski - DJK Planning (1 Boreham Circle, Brampton, ON., L6Z 1T2 on behalf of Sonorak Corp.		Home: [REDACTED] Business: () Fax: () E-Mail: [REDACTED]
All correspondence should be sent to (check one):	<input checked="" type="checkbox"/> Owner	<input checked="" type="checkbox"/> Applicant

* If a numbered company, give name and address of principal owner

PART II GENERAL PROPERTY DESCRIPTION

1. Former Area Municipality HAMILTON
2. Address and Legal Description of Property

Municipal Address	Lot/Parcel No.	Concession	Former Township
205/215 Cannon Street E., Hamilton, ON			
Registered Plan No.	Lot(s)/Block(s)	Reference Plan No.	Part(s)
255 & 287	102, 103, 104 of Plan 255 - 178 of Plan 287		177 of Plan 287

3. Particulars of Property (in metric units)

Frontage	36.95m	Depth	80.86m	Area	0.2969 ha
----------	--------	-------	--------	------	-----------

4. What is the current use of the subject lands?

Automotive, Office, Multimedia Studios

PART II PROPOSAL

1. Provide a Brief Description of the proposal.

Mixed Use - 16 Storey Highrise Residential Tower with Commercial Podium

2. Attach a sketch or concept plan to the application.

3. Please provide any additional information which may assist staff and other agencies in reviewing this proposal.

Please see the attached Preliminary Concept Package which includes: Elevations, Concept Site Plan, Artistic Renderings, Shadow Study, Statistical Information, 2010 Preconsultation Responses from City of Hamilton Departments

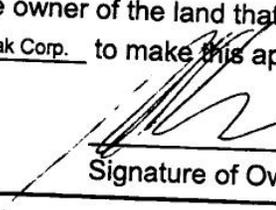
PART III AUTHORIZATIONS

If the applicant is not the owner of the land that is the subject of this application, authorization set out below must be completed.

Authorization of Owner for Applicant to Make the Application

I, 1255717 Ontario Ltd., am the owner of the land that is the subject of this application and I authorize DJK Planning on behalf of Sonorak Corp. to make this application on my behalf.

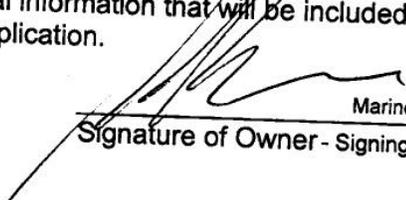
AUG 04 2017
Date


Marfno Rakovac - President
Signature of Owner - Signing Officer

Authorization of Owner for Agent to Provide Personal Information

I, 1255717 Ontario Ltd., am the owner of the land that is the subject of this request and for the purposes of the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. M.56, I authorize DJK Planning on behalf of Sonorak Corp., as my agent for this application, to provide any of my personal information that will be included in this application or collected during the processing of the application.

AVG 04 2017
Date


Marino Rakovac - President
Signature of Owner - Signing Officer



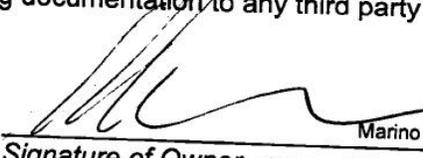
Consent of Owner to the Disclosure of Application Information and Supporting Documentation

Application information is collected under the authority of the *Planning Act*, R.S.O. 1990, c. P.13. In accordance with that Act, it is the policy of the City of Hamilton to provide public access to all *Planning Act* applications and supporting documentation submitted to the City.

I, 1255717 Ontario Ltd., the Owner, hereby agree and acknowledge
(Print name of Owner)

that the information contained in this application and any documentation, including reports, studies and drawings, provided in support of the application, by myself, my agents, consultants and solicitors, constitutes public information and will become part of the public record. As such, and in accordance with the provisions of the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. M.56, I hereby consent to the City of Hamilton making this application and its supporting documentation available to the general public, including copying and disclosing the application and its supporting documentation to any third party upon their request.

AVG 04 2017
Date


Marino Rakovac - President
Signature of Owner - Signing Officer

NOTE: Where owner or applicant is a corporation, the full name of the Corporation with name and title of signing officer must be set out.



The personal information contained on this form is collected under the authority of the *Planning Act*, R.S.O. 1990, c. P.13, and will be used for the purpose of processing the request and application. This information will become part of the public record and will be made available to the general public. Questions about the collection of this information should be directed to the Coordinator of Business Facilitation, Planning and Economic Development Department, City of Hamilton, 71 Main Street West, 1st Floor, City Hall., Hamilton, Ontario, Telephone: 905-546-2424, ext.1284.

**CITY SOLICITOR LETTER STATING THAT A REPORT ON ELIGIBILITY
AND ACCESS TO ERASE PROGRAM WOULD BE PRODUCED. NO REPORT
WAS EVER RECEIVED BY COUNCIL**

From: Brailsford, Grant [mailto:Grant.Brailsford@hamilton.ca]
Sent: February-09-18 3:56 PM
To: [REDACTED]
Cc: Orgera, Maria <Maria.Orgera@hamilton.ca>; Guest, Anita <Anita.Guest@hamilton.ca>
Subject: RE: Rakovac v. City of Hamilton - various matters

Mr. Folkes,

In anticipation of your client's application under the Erase program, I have recommended to the program administrators that the application not be immediately rejected simply because it does not comply with the policy against extending grants to parties in litigation with the City. I informed the administrators of my intention to bring a report to Council for its consideration and asked that a final decision regarding eligibility be held in abeyance until Council has had an opportunity to consider the issue.

Thank you for confirming that the OMB proceeding regarding severance will be abandoned. Mr. Kovacevic has informed me that the City's consent is not required for the abandonment of the appeal, and I invite you to file the necessary paperwork to formally abandon the appeal on a without costs basis.

In an earlier email, you indicated that Miller Thomson might provide an opinion regarding the applicability of the *Dell* decision to the present circumstances. Do you anticipate that such an opinion might be available shortly so that it can be referred to in my report?

With respect to the timing of the report, the deadline for submission of the report to the Office of City Clerk for the next non-budget General Issues Committee is February 12th. The report cannot be submitted prior to that deadline. The next available GIC is March 21st. I anticipate that the report will be considered at the GIC meeting in March.

I understand that Mr. Rakovac spoke with Glen Norton, Director of Economic Development, in the second week of January at which time Mr. Norton advised Mr. Rakovac that he could and should submit an application for ERASE prior to doing the work, in the event that the lawsuit is settled. It would be useful for me to know, for the purposes of the report, which of the various ERASE programs the joint venture intends to apply for. For ease of reference, I have attached the Hamilton ERASE Community Improvement Plan which lists the programs beginning at page 43.

Sincerely,

Grant Brailsford

Lawyer, Legal Services Division

City of Hamilton

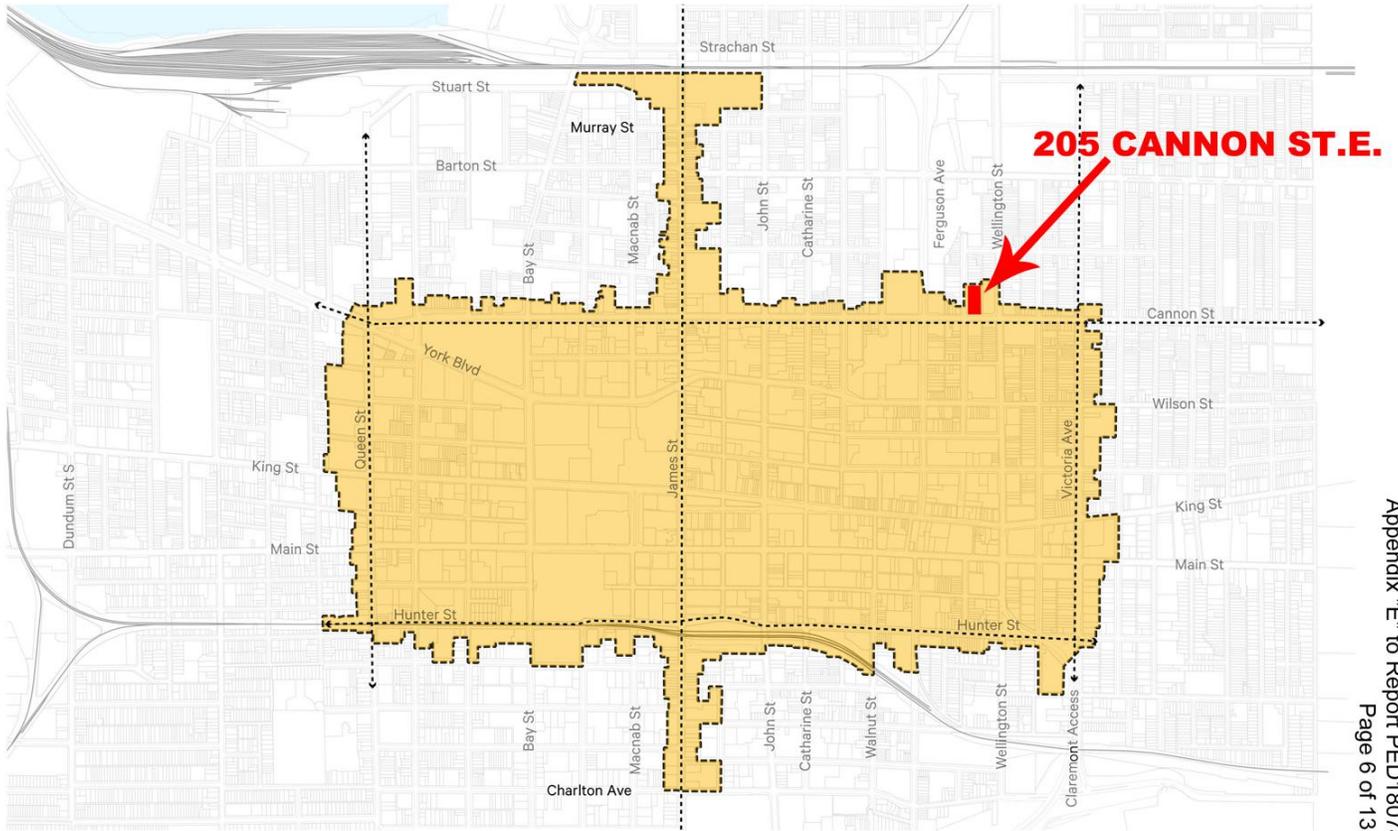
Tel: 905-546-2424 ext. 4642

Fax: 905-546-4370

LOCATION OF PROPERTY WITHIN TALL BUILDING STUDY BOUNDARY



Below: Study area map (in yellow)



2 Downtown Hamilton Tall Buildings Study

\$500,000 TAX NOTICE ON A PROPERTY THAT STAGNATED DUE TO "IMPAIRED RELATIONSHIP"

CITY OF HAMILTON
71 MAIN STREET WEST
PO BOX 2040 STN LCD 1
HAMILTON, ON L8N 0A3
PHONE: 905-546-2489

2022 PROPERTY TAX
REMINDER NOTICE

DATE OF RECORD: Nov. 08/2022
TRANSACTIONS APPLIED TO: Nov. 08/2022

Roll # 020182065000000		Group Code 00000700
Mortgage Company		Mortgage Account # 19-007
Assessed Owner and Mailing Address		Owner 1255717 ONTARIO LTD C/O RAKOVAC/WHITE/PITCHELLI
1255717 ONTARIO LTD C/O RAKOVAC/WHITE/PITCHELLI 12 WALNUT ST S HAMILTON ON L8N 2K7	018159	Property Address 205 CANNON ST E
		Legal Description PLAN 255 LOTS 102 TO 104 PLAN 287 PT LOT 177 AND LOT
Statement of Account		
Roll # 020182065000000		
YEAR	AMOUNT PAST DUE (including Penalty and Interest)	
2022	48,024.62	
2021	53,321.83	
2020	61,105.25	
2019+	339,019.56	
TOTAL PAST DUE	501,471.26	

Please ensure that your payment is received in our office on or before the last business day of the month to avoid additional penalty/interest charges.

PENALTY AT 1.25% WILL BE CHARGED ON UNPAID TAXES ON THE FIRST DAY OF DEFAULT. IF TAXES REMAIN UNPAID, THEN INTEREST IS CHARGED THE FIRST OF EACH MONTH THEREAFTER TO ALL TAXES PAST DUE, UNTIL THE TAXES ARE PAID. THE CURRENT INTEREST CHARGE IS 1.25% PER MONTH (15% PER ANNUM).

Should you already have payment arrangements or post-dated cheques on file, this notice is for your information only.

Taxpayers with taxes which are two or more years in arrears, are urged to settle as a minimum those arrears in full, to avoid the potential of a tax lien registered on title to your property. If you are unable to pay this balance in full, please contact the tax section in order to make payment arrangements. A \$3.20 approved user fee has been added to your arrears to cover print, mailing and administrative costs.

MAKE CHEQUE PAYABLE TO:
CITY OF HAMILTON
71 MAIN STREET WEST
PO BOX 2040 STN LCD 1
HAMILTON, ON L8N 0A3

**REGISTERED FOR TAX SALE
CONTACT TAX OFFICE FOR
PAYMENT ARRANGEMENTS**

PROPERTY TAX REMINDER NOTICE	
Roll #	020182065000000
Date of Record	Nov. 08/2022
Total Amount Past Due	501,471.26
Amount Paid	<div style="border: 1px solid black; width: 100px; height: 20px; margin: 0 auto;"></div>

PAYABLE AT MOST CHARTERED BANKS AND FINANCIAL INSTITUTIONS.
IF PAYING BY CHEQUE PLEASE INCLUDE THE ROLL NUMBER ON THE
FRONT OF THE CHEQUE. PLEASE ALSO INCLUDE THE STUB WITH YOUR
CHEQUE.

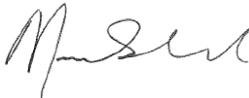
02018206500 000050147126



⑈00 20 18 206 500⑈ ⑆09930⑈900⑆



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Economic Development Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	October 4, 2023
SUBJECT/REPORT NO:	2023 Economic Development Workforce Strategy (PED23194) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Adam Durrant (905) 546-2424 Ext. 4486
SUBMITTED BY:	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

- (a) That Council receive the Workforce Strategy attached as Appendix “A” to Report PED23194;
- (b) That the strategy and the actions contained therein be used to guide the work and to inform future workplans of the Economic Development Division.

EXECUTIVE SUMMARY

In Q4 2022, Deloitte Economic Advisory Practice (Deloitte), an international consulting firm that recently acquired MDB Insight Ltd. – previously one of Canada’s leading economic and workforce development consulting firms – was awarded the contract to produce the City of Hamilton’s Workforce Strategy.

The purpose of this strategy is to identify the role and function of the City of Hamilton’s Economic Development Division within Hamilton’s broader, and well-established, workforce development and training ecosystem. This strategy includes a comprehensive qualitative and quantitative overview of labour force trends and opportunities in Hamilton, included both in the strategy (Appendix “A” to Report PED23194) and as a standalone research document (Appendix “C” to Report PED23194). The combination of secondary source data, primary data – as gathered

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

SUBJECT: 2023 Economic Development Workforce Strategy (PED23194) (City Wide) - Page 2 of 7

through a survey of Hamilton's labour force, delivered in Q2-Q3 of 2023 and existing employer survey data gathered in Q1 2023 – and extensive consultations with local employers, service providers, educational institutions, and other interested and affected parties culminated in an action plan encompassing of 40 action items.

The strategy articulates where the Economic Development Division is positioned to lead on workforce development where it can best support the existing ecosystem.

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

There are no Financial/Staffing impacts associated with the adoption of this Report. Any financial/staffing implications associated with advancing actions contained within the Workforce Strategy would be subject to future approvals as part of future reports.

HISTORICAL BACKGROUND

Economic Development undertook this study as part of the Council-approved action items to the 2021-2025 Economic Development Action Plan. Specifically, Action Item No. 5 from the Economic Development Action Plan states: In collaboration with the workforce development community, create and implement a Workforce Attraction, Retention and Development (Talent) Strategy.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

N/A

RELEVANT CONSULTATION

The 2021-2025 Economic Development Action Plan, 2020 Mayor's Task Force on Economic Recovery, the 2021 and 2023 Just Recovery for Hamilton Report, and all of Economic Development's sector strategies recognize that workforce development is integral to a sustained economic recovery from the COVID-19 pandemic. Furthermore, Economic Development's existing sector strategies speak to workforce development as a key enabler for both attracting and retaining business investment into Hamilton. These sentiments are closely aligned to those noted in the extensive consultation and engagement process which involved over 270 interactions with a range of stakeholders across five priority sectors, employers, jobseekers, community organizations, municipal leaders, and business associations. Specific examples of the consultation include:

- An online labour force survey was launched on May 15, 2023 and ran until July 10, 2023. The survey sought input from individuals working in the City of Hamilton or

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

SUBJECT: 2023 Economic Development Workforce Strategy (PED23194) (City Wide) - Page 3 of 7

looking for work in the city. The survey was designed to better understand workforce related challenges and needed supports. The survey received a total of 133 responses and primarily captured input from individuals aged 25 to 54 with post-secondary degrees, or certificates;

- A total of 42 stakeholders were interviewed, including secondary and post-secondary partners, adult education and literacy providers, employment and training services, Hamilton Street Railway, Chambers of Commerce, members of the Hamilton Immigration Partnership Council, Housing Hamilton, Workforce Planning Hamilton, and major employers. These discussions provided input into the availability and readiness of Hamilton's workforce, labour force gaps and challenges, the role of the Economic Development Division in supporting talent recruitment and retention, and insights to advance a strong, resilient, and aligned labour market environment in Hamilton;
- Workforce partners were also engaged through a roundtable discussion in May 2023 to further inform the workforce development review within the Hamilton region. A total of 25 stakeholders participated in the two-hour online session, validating findings to date, and offering a deeper dive into the current workforce ecosystem, including gaps in services and related systems and solutions to strengthen labour supply and demand alignment;
- Five sector-specific workshops were also hosted between May and June 2023, seeking input from businesses in target sectors including Manufacturing and Goods Movement, Agri-food and Food and Beverage Processing, Life Sciences, Finance, Insurance, and Real Estate, Information and Communications Technology, Creative Industries, and Mainstreet/Retail/Tourism/Small Business. A total of 70 businesses and support organizations provided input into regional assets, sector-specific workforce challenges, the role of the workforce ecosystem in supporting labour force needs and solutions to overcome recruitment and retention barriers; and,
- Further informing the employer input, Economic Development and Workforce Planning Hamilton shared insights emerging through the joint annual EmployerONE Survey, which collected responses from 630 employers across Hamilton.

The engagement results were aggregated and thematically analysed into the Strengths, Opportunities, Aspirations, Risks and Results Framework. This framework serves as the pivot point from asking "What has been learned?" to asking, "What needs to happen?". This approach guided the overall direction and strategic priorities for Hamilton's Workforce Strategy. This document is attached to this Report as Appendix "B" to Report PED23194 - Hamilton's Workforce Strategy: Engagement Summary.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

SUBJECT: 2023 Economic Development Workforce Strategy (PED23194) (City Wide) - Page 4 of 7

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The Need for A Workforce Strategy

With the need for a workforce-focused strategy clearly articulated and validated through consultation, Economic Development sought to undertake the role of convenor, facilitator, and collaborator to advance Hamilton's position as a workforce hub and city of choice to live and work.

The resulting strategy offers a series of evidence-based areas of focus and objectives, and a tailored action plan. These areas of focus state the aspirational outcomes for Hamilton's future labour market. An Action Plan will be delivered over the life of the strategy through the collaborative efforts of Hamilton's workforce ecosystem. The ultimate strategy outcome is for local industries and employers to have access to a skilled and resilient talent pool that fuels the city's competitive position to attract and retain businesses and talent.

The Workforce Strategy's Vision

The Hamilton Workforce Development Strategy is grounded in a vision that reflects Hamilton as an inter-connected workforce hub, where economic development and workforce development efforts contribute to the city's competitiveness and prosperity. The labour market is aligned, businesses have access to a ready and skilled talent pool to fill job vacancies, labour force participation reflects an active and engaged labour force, and the community is recognized as a great place to live and work.

Vision Statement: Hamilton is recognized and celebrated for its workforce excellence where talent thrives, businesses succeed, and society prospers.

We know we have achieved our vision when:

- Hamilton has an active and goal-directed workforce ecosystem that fosters collaboration among industry and business, education, labour force participants, and community intermediaries;
- The workforce is empowered and responsive to shifting employer demands in an evolving economy;
- Where decision making is grounded in relevant, reliable data and labour market analysis;

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

SUBJECT: 2023 Economic Development Workforce Strategy (PED23194) (City Wide) - Page 5 of 7

- Hamilton is an inclusive and celebrated destination known for its diverse talent pool and equitable access to opportunity for all;
- Performance indicators validate the outcomes and the impact emerging from strategy implementation; and,
- Strong partnerships across public, private, and the voluntary sector collaboratively advance talent development, and leverage evidence-based insights to position the labour market for today and tomorrow.

Strategic Areas of Focus

The strategy highlights five areas of focus that are highly interrelated and work collectively to strengthen workforce collaboration within the ecosystem. They support talent development initiatives and leverage evidence-based insights to position Hamilton's labour market to meet the needs of today and tomorrow. The areas of focus and objectives of this strategy begin with and are grounded in local strengths. They aim to bridge skills gaps, strengthen partnerships, and promote diversity, equity, and inclusion. Additionally, the strategy emphasizes marketing and advocacy efforts to enable talent attraction, retention, and talent development.

Five Areas of Focus:

1. Partnerships and Collaboration;
2. Skills Development and Training;
3. Ongoing Data Utilization;
4. Marketing and Promotion; and,
5. Policy Creation and Advocacy.

The Workforce Strategy's Objectives

The areas of focus are underpinned by a total of 13 objectives that anchor the broader Action Plan. These objectives were shaped to build on local strengths, mitigate areas of challenge, and convey outcomes articulated through primary and secondary research, that was subsequently validated through engagement with local employers and workforce partners.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

SUBJECT: 2023 Economic Development Workforce Strategy (PED23194) (City Wide) - Page 6 of 7

1. Foster a collective leadership approach to support workforce development and labour market planning;
2. Activate and foster collaboration within Hamilton's workforce ecosystem (Government, Institutions, Employers, and Local Employment Support Organizations);
3. Strengthen partnerships to demonstrate Hamilton's ability to support investments and economic growth;
4. Work with education institutions and industry partners to identify and respond in a timely manner to market needs;
5. Encourage entrepreneurship and innovation among Hamilton's local labour force;
6. Disseminate reliable resources that inform on in-demand occupations and skills, and the broader future of work considerations;
7. Continue to promote new and existing training and employment programs and supports;
8. Ensure that the labour force has access to learning and tools that consider employers needs today and in the future;
9. Develop and share common marketing communications and tools to be used by the Hamilton workforce ecosystem, and across Hamilton's business community to increase familiarity and consistency in the message;
10. Increase awareness through promotion of local initiatives that influence workforce development and labour market planning;
11. Advocate for addressing core labour force wraparound supports for Hamilton's diverse communities;
12. Undertake concerted efforts to achieve the immigration Stretch Target identified in the Economic Development Action Plan 2021-2025; and,
13. Advocate for leadership on the wider range of issues impacting the labour force and the workplace.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

SUBJECT: 2023 Economic Development Workforce Strategy (PED23194) (City Wide) - Page 7 of 7

Action Plan

A list of 40 actions comprises the Workforce Strategy's Action Plan. These actions reflect the five key areas of focus and their related objectives. Each Area focus also lists Key Performance Indicators to track success.

The list of actions is a starting point (although not presented in any priority sequence) based on input and research at a point in time. It is by no means an exhaustive or comprehensive list of all the potential actions, and it is recognized that new actions will emerge over time, based on influencing factors at a local, national, and international level.

Each action identifies a selected lead and internal/external supports, partners, or those that can make connections to advance implementation. Each Action is also provided an estimated timeline for implementation. See Appendix "A" to Report PED23194 – Hamilton's Workforce Strategy: Harnessing the Ecosystem for Shared Success.

With the recommendation that Council receive the Workforce Strategy and that Economic Development staff be directed to monitor and implement its Action Plan, staff have now completed Action Item No. 5 of the Council-approved 2021-2025 Economic Development Action Plan.

ALTERNATIVES FOR CONSIDERATION

N/A

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report PED23194 – Hamilton's Workforce Strategy: Harnessing the Ecosystem for Shared Success

Appendix "B" to Report PED23194 – Hamilton's Workforce Strategy: Engagement Summary

Appendix "C" to Report PED23194 – Hamilton's Workforce Strategy: Data and Desktop Research



Hamilton's Workforce Strategy: Harnessing the Ecosystem for Shared Success

September 2023



Table of Contents

Executive Summary	3
Acknowledgments	9
Preface	10
Glossary of Terms	12
Glossary of Acronyms	14
Framing Hamilton’s Workforce Strategy	17
Hamilton’s Workforce Ecosystem – A Shared Vision through Partnerships and Collaboration	26
The Strategy Areas of Focus	34
The Action Plan	41
Next Steps: Implement and Market	55
Moving Forward	58

A strong partnership between government, employers and workers is an essential feature of an effective and enduring bond between the world of learning and the world of work.

Executive Summary

Communities across Canada, and indeed globally, are facing significant labour market challenges, driven in part by the accelerated impact of an aging population, advancements in technology, global competition for talent, and workplace transformation. A shift in thinking among many in the labour force is evidenced in an evolving approach to job search and career decisions. Workers that experienced more freedom and flexibility in their work during the COVID-19 pandemic, are now actively negotiating to reflect this in their employment agreements. Beyond their workplaces, businesses are having to adapt their operations and strategies to tackle and report on the technological, environmental, social and governance impact of their policies. These are the dynamics that are changing the world of work, and leaders are being called upon to address them.¹ Many of these challenges require a collective response across industry, organizations, levels of governments, and communities. They cannot be ignored and require considerable thought and strategic action. Now.

Canada's future labour market will depend on the ability to broaden labour force participation, support for immigration integration into the Canadian labour market, and opportunities to further strengthen alignment between labour supply and demand to meet employer skills needs.

In 2022, almost 100% of Canada's labour force growth was accounted for through immigration to Canada; looking ahead to 2032, it is projected that 100% of Canada's population growth will be driven by immigration. Simply stated, Canada's future labour market will depend on the ability to broaden labour force participation, support newcomer integration into the Canadian labour market, and create opportunities to further strengthen alignment between labour supply and demand to meet employer skills needs. With the worker-to-retiree ratio expected to shift from 7 to 1 (50 years ago) to 2 to 1 by 2035², the challenge is clear. It is upon us, and it requires a targeted and tailored approach to help communities win the battle for talent. Adding further complication, communities are also looking for solutions to proactively respond to Equity, Diversity, Inclusion (EDI), housing affordability and availability, transportation and mobility constraints, and health and wellness, among others.

The city of Hamilton is not immune to the shifting workplace pressures.

The city of Hamilton has one of the most diversified economies in Canada – a product of the city's rich history of innovation, the quality of its labour force, its numerous geographic advantages and the efforts of Hamilton's business community and institutions. Situated at the western end of Ontario's Golden Horseshoe region, the city is centrally located in Canada, and Ontario's manufacturing heartland. The city has seen significant growth and transformation over the past decade.

With a diverse economy, the rise in Hamilton's arts scene, and projects like the West Harbour waterfront redevelopment and Hamilton Light Rail Transit, the city has further enhanced its economic prosperity and vitality indices. Hamilton's position as a multi-modal transportation hub and its proximity to United States border crossings align to support the city as a major distribution hub of goods in Southern Ontario. Its competitive positioning is further advanced through its world-class universities, colleges, and research-intensive companies, influencing its capacity for human capital development and talent opportunities.

¹ <https://www.weforum.org/agenda/2021/12/how-to-adapt-post-pandemic-workplace-young-global-leaders/>

² <https://www.canada.ca/en/immigration-refugees-citizenship/news/2022/11/an-immigration-plan-to-grow-the-economy.html>

Hamilton is home to approximately 569,353 people, 16,348 business with employees³, and 37,111 businesses being self-employed/zero employees. In 2022, Hamilton's economic base provided an estimated GDP of \$34.62billion.⁴ The city accounted for 274,296 jobs after-COVID-19 employment gains (2021-2023) in sectors such as accommodation and food services, healthcare and social assistance and educational services.

However, a primary concern voiced by Hamilton business leaders is the presence of a growing skills gap, in which the skills of the labour force do not align with job requirements. Industries and occupations that have previously experienced robust growth are now facing a shortage of workers. Labour shortages continue in industries and occupations that experienced large declines during the pandemic and are struggling to replace workers during the recovery. Barriers to success facing underutilized domestic pools of labour, including Indigenous and First Nations Peoples, members of racialized communities, women, people with disabilities, and others, emphasize the need for opportunity for all who choose to be active in the labour market.

Hamilton recognizes these challenges and responds to drive impact.

A report titled "Women out of Work"⁵ highlights how women in Hamilton's workforce were disproportionately impacted due to the challenges surrounding the pandemic. Hamilton's Youth Strategy 2022-2027 addresses the accessibility of employment and training opportunities for this segment of the population and sets a positive direction in addressing overall labour challenges within Hamilton. Further, Hamilton's Economic Development has undertaken the role of convenor, facilitator, and collaborator to advance Hamilton's position as a workforce hub and the city of choice to live and work.

Global research suggests that recent trends in the economy have led workforce capabilities to be one of the most fundamental drivers of regional economic development.⁶ This further emphasizes the importance for economic developers to inform and support skills development of the labour force, seek investment that drives good quality jobs, and strengthen alignment with the needs of the economy that maximizes the potential of the workforce.

Hamilton's Workforce Strategy

Positioning Hamilton as a location of choice, and Hamilton businesses as progressive and responsive employers, contributes to the storyline of the city.

Hamilton's Workforce Strategy combines research and analysis of Hamilton's workforce ecosystem, its current economic target sectors and their workforce context with a comprehensive consultation and engagement process. The consultation and engagement involved over 270 interactions with a range of stakeholders across priority sectors, employers, jobseekers, community organizations, municipal leaders, and business associations. Additionally, insights and perspectives were garnered from the Employer One survey, carried out by Workforce Planning Hamilton and the Hamilton Economic Development Office earlier this year, resulting in input from over 650 Hamilton businesses.

Hamilton's Workforce Strategy positions a vision that ***Hamilton is recognized and celebrated for its workforce excellence where talent thrives, businesses succeed, and the community prospers***. The strategy offers a series of evidence-based areas of focus and objectives, and a tailored action plan. These areas of focus state the aspirational outcomes for Hamilton's future labour market and are supported by a series of objectives, that clearly define how the areas of focus will be achieved. Each objective is guided by actions that will be delivered over the life of the strategy through the collaborative efforts of Hamilton's Workforce Ecosystem. The ultimate strategy outcome is

³ Based on December 2022 Canadian Business Counts

⁴Conference Board of Canada, Major City Insights Report. 2022 data are forecast values. Data cover Hamilton Census Metropolitan Area

⁵ Women Out of Work Report, Assessing Hamilton's Employment Disparities During COVID-19.

⁶ Talent-driven economic development: a new vision and agenda for regional and state economies. Brookings. Available at: Talent-driven economic development: A new vision and agenda for regional and state economies (brookings.edu)

for local industries and employers to have access to a skilled and resilient talent pool that fuels the city’s competitive position to attract and retain businesses and talent.

Figure 1 showcases the core elements of the strategy. Foundation to the strategy is a vision for the future of Hamilton as a workforce hub. Five areas of focus set the direction for action, supported by 13 objectives, and a total of 42 relevant actions to advance Hamilton towards its workforce vision. The action plan offers direction on who may lead, support, or serve as a connector that creates opportunity for the workforce ecosystem over the short, medium, and longer-term.

Figure 1: Strategy at a Glance



Hamilton’s Workforce Strategy Areas of Focus are detailed below:

Partnerships

Focus Statement: A shared commitment and efforts align to the needs of businesses and the labour force, demonstrating a seamless workforce ecosystem, and celebrating the shared strategic vision for Hamilton as a workforce hub.

- ❖ Objective 1.1: Foster a collective leadership approach to support workforce development and labour market planning
- ❖ Objective 1.2: Activate and foster collaboration within Hamilton’s workforce ecosystem (Government, Institutions, Employers, and Local Employment Support Organizations)
- ❖ Objective 1.3: Strengthen partnerships to demonstrate Hamilton’s ability to support investments and economic growth

Skills Development

Focus Statement: Enhanced education, training, and skills development offerings strengthen the availability of relevant programming, leading to an activated talent pool with the skills, motivation, and capabilities to meet labour demand needs and drive productivity.

- ❖ Objective 2.1: Work with educational institutions and industry partners to identify and respond in a timely manner to market needs
- ❖ Objective 2.2: Encourage entrepreneurship and innovation among Hamilton's local labour force

Ongoing Data Utilization

Focus Statement: Ongoing data collection, analysis, and dissemination informs evidence-based decision making and shares insights on Hamilton's labour market, talent gaps, hiring trends, future labour market needs, and education and skills gaps.

- ❖ Objective 3.1: Disseminate reliable resources that inform about in-demand occupations and skills, and the broader future of work considerations
- ❖ Objective 3.2: Continue to promote new and existing training and employment programs and supports
- ❖ Objective 3.3: Ensure that the labour force has access to learning and tools that consider employers needs today and, in the future

Marketing

Focus Statement: Hamilton is recognized as a destination of choice for talent, offering a diverse labour market that respects and promotes an inclusive and equitable work environment where all individuals are motivated to thrive and contribute.

- ❖ Objective 4.1: Develop and share common marketing and communication messages and tools to be used by the Hamilton Workforce Ecosystem, and across Hamilton's business community to increase familiarity and consistency in the city's value propositions
- ❖ Objective 4.2: Increase awareness through promotion of local initiatives that influence workforce attraction and development and labour market planning

Advocacy

Focus Statement: Decision makers advocate to all levels of government and other relevant bodies on behalf of Hamilton's residents, businesses, and organizations to advance policies, by-laws, programs, and resources that enable progress and address barriers to employment for all.

- ❖ Objective 5.1: Advocate for addressing core labour force wraparound supports for Hamilton's diverse communities
- ❖ Objective 5.2: Undertake concerted efforts to increase immigration to Hamilton
- ❖ Objective 5.3: Advocate for leadership on the wider range of issues impacting the labour force and the workplace

Report Structure

Hamilton's Workforce Strategy is presented as follows:

Framing Hamilton's Workforce Strategy introduces the reader to the context and background for the strategy. The development process, informed by Hamilton City Council's priorities for 2022-2026 and the 2021-2025 Economic Development Action Plan (EDAP), was designed by Deloitte LLP as a four-phase interconnected process that began in January 2023. The strategy is informed by extensive research and analysis together with input from stakeholders including Hamilton residents, labour force participants, education and training providers, employers and businesses, industry organizations, and workforce intermediaries. The data and research analysis are grounded in quantitative and qualitative input, further informed through primary and secondary research.

Hamilton's Workforce Ecosystem puts forth a shared vision through partnerships and collaboration. Presenting an overview of the existing ecosystem in Hamilton, this section highlights the need for strategically integrated collaboration and the role for the Hamilton Economic Development Office, the city, its partners, and workforce ecosystem stakeholders. The strategy recognizes that no single element of Hamilton's Workforce Ecosystem can function without the other.

The Strategy: Areas of Focus and Objectives reflects the key areas of focus to increase Hamilton's talent attractiveness and position the city as "the best place to raise a child and age successfully". Hamilton's Workforce Strategy is grounded in a vision that reflects Hamilton as an interconnected workforce hub, where economic development and workforce development efforts contribute to the city's competitiveness and prosperity.

The Action Plan presents actions that emerged through comprehensive research of primary and secondary data and an expansive consultation process. The actions are further informed by recent work of Hamilton's Economic Development Office and the Hamilton Workforce Ecosystem. Relevant recommendations from the 2021-2025 Economic Development Action Plan (EDAP), Workforce Planning Hamilton – Local Labour Market Plan, sector-specific strategies, Mayor's Taskforce for Economic Recovery, Hamilton Immigration Partnership Council Annual Report, City of Hamilton Housing & Homelessness Action Plan, and the 2022-2027 City of Hamilton Youth Strategy Report, among others have been incorporated. The Action Plan is supported by an implementation plan to advance execution and monitor strategic outcomes and impacts over time.

(Page left blank)

Acknowledgments

The City of Hamilton's Economic Development Office gratefully acknowledges the insight and support of the organizations and individuals who contributed to this strategy and recognized that this is the beginning of a broader conversation.

Hamilton Economic Development Team

Jennifer Patterson, Manager Business Investment and Sector Development; Judy Lam, Manager Commercial Districts and Small Business; Brian Morris, Senior Business Development Consultant; Karol Murillo, Senior Business Development Consultant; Sarah Wayland, Senior Project Manager; Adam Durrant, Business Development Analyst

Deloitte LLP Team

Trudy Parsons, Managing Director; Chris Bandak, Managing Director; Evelyn Paul, Manager; Simon Webb, Manager; Darcy Acton, Senior Associate; Jose Rodriguez, Senior Associate; Noah Fast, Analyst; Ivana Bjelakovic, Analyst; Tanushri Sawant, Analyst and Jason Adade, Analyst. Subject matter experts included Anita Shinde, Partner; Benjamin Gadwa, Manager; Lauren Millier (Sub-consultant)

Preface

Deloitte LLP was commissioned by the City of Hamilton to support the Hamilton Economic Development Office with a Workforce Strategy Review. This review was carried out from January 2023 through to August 2023. It is grounded in extensive industry consultation, community and stakeholder engagement, and comprehensive research and analysis. Consultation with workforce development partners, labour force participants, and industry was carried out from February to June 2023.

How to Read and Use this Document

Presented as Hamilton's Workforce Strategy: Harnessing the Ecosystem for Shared Success, this document reflects a series of areas of focus, objectives, and strategic actions to advance sector priorities and address Hamilton's recruitment, retention, and labour training and development needs. As a tactical document, it will guide the Hamilton Economic Development Office, along with Hamilton's Workforce Ecosystem, towards an aligned labour market. The actions have been validated based on community input and research at a point in time. This strategy is a fluid document to be adapted as changing environments, and emerging challenges and opportunities arise.

Notes for the Reader

Insight gathered from the engagement and consultation activities are marked within sections of this report. Conclusions drawn from these activities reflect the responses given at engagement sessions and should not be taken as generalizations about all employers within the target industry sectors.

If you have any further questions on the context of economic development within Hamilton, please contact the Hamilton Economic Development Office at economicdevelopment@hamilton.ca

Deloitte Disclaimer

This report was provided to inform and assist the City of Hamilton's Economic Development Office with a Workforce Strategy Review. Deloitte does not assume any responsibility or liability for losses incurred by any party because of the circulation, publication, reproduction, or use of this report contrary to its intended purpose. This report has been made only for the purpose stated and shall not be used for any other purpose. Neither this report (including references to it) nor any portions thereof (including without limitation the identity of Deloitte or any individuals signing or associated with this report, or the professional associations or organizations with which they are affiliated) shall be disseminated to third parties by any means or included in any document without the prior written consent and approval of Deloitte.

Our report and work product cannot be included, or referred to, in any public or investment document without the prior consent of Deloitte LLP. The analyses are provided as of July 2023, and we disclaim any undertaking or obligation to advise any person of any change in any fact or matter affecting this analysis, which may come or be brought to our attention after the date hereof. Without limiting the foregoing, if there is any material change in any fact or matter affecting the analyses after the date hereof, we reserve the right to change, modify or withdraw the analysis.

Observations are made based on economic, industrial, competitive, and general business conditions prevailing as at the date hereof. In the analyses, we may have made assumptions with respect to the industry performance, general business, and economic conditions and other matters, many of which are beyond our control, including government and industry regulation. No opinion, counsel, or interpretation is intended in matters that require legal or other appropriate professional advice. It is assumed that such opinion, counsel, or interpretations have been, or will be, obtained from the appropriate professional sources. To the extent that there are legal issues relating to compliance with applicable laws, regulations, and policies, we assume no responsibility, therefore. We believe that our analyses must be considered as a whole and that selecting portions of the analyses, or the factors considered by it, without considering all factors and analyses together, could create a misleading view of the issues related to the report. Amendment of any of the assumptions identified throughout this report could have a material impact on our analysis contained herein. Should any of the major assumptions not be accurate or should any of the information provided to us not be factual or correct, our analyses, as expressed in this report, could be significantly different.

© Deloitte LLP and affiliated entities.

Glossary of Terms

- ❖ **Apprenticeship:** An apprenticeship is a combination of on-the-job training and classroom learning. This form of training results in a skilled certification qualification. An apprenticeship relationship is usually administered by an employer. Employees are hired and trained through in-house on-the-job learning that are traditionally specific to a skilled trade, with periods of in-class training held throughout the apprenticeship.
- ❖ **Co-op:** A Cooperative program (Co-op) combines' classroom education with practical, structured work experience. It differs from the apprenticeship as it is usually provided by an educational institution. A student can complete several co-op placements throughout the period of academic study and receive academic credit for each. A co-op can be either paid or unpaid depending on the type of program.
- ❖ **Employability Skills:** The skills you need to enter, stay in, and progress in the world of work—whether you work on your own or as a part of a team. Examples of Employability Skills include fundamental skills such as communication, personal management skills and teamwork skills.
- ❖ **Internship:** Traditionally, an intern receives on-the-job training in the workplace. Internships are usually completed as part of coursework and students receive credit towards final program completion. They can be completed full time or part time and can be paid or unpaid.
- ❖ **Job shadowing:** Job shadowing may be completed over a few hours to a few weeks and involves observing an employee in their workplace. Students interact and network with practitioners while gaining industry exposure to inform their career pathway decisions.
- ❖ **Labour Market Transfer Agreements:** Federal government agreements with provinces and territory for the purpose of designing and delivering employment programming, with the goal of helping unemployed Canadians find and return to work. ⁷
- ❖ **Lower-skill jobs:** Low-skill jobs are a segment of the workforce associated with a limited skill set or minimal economic value for the work performed. It is characterized by a lower educational attainment, such as a high school diploma, GED, or lack thereof, and typically results in smaller wages.
- ❖ **Micro-credential:** A Micro-credential is a certification that recognizes specific skills, learning outcomes or competencies that are valued by industry and employers. They are gained in a flexible, fast, and affordable way.
- ❖ **Middle-Skill Jobs:** those that require more education and training than a high school diploma but less than a four-year university degree.
- ❖ **NAICS:** The North American Industry Classification System (NAICS) is the standard used by Federal statistical agencies in classifying business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the Canadian business economy.
- ❖ **NOC:** The National Occupational Classification (NOC) is the standard used by Federal statistical agencies in classifying occupations establishments for the purpose of collecting, analyzing, and publishing statistical data related to the Canadian business economy.
- ❖ **Target Sector:** Target sectors best match the unique competitive advantages in the area, as well as the needs of industry sectors. The ten industry target sectors in this strategy are Advanced Manufacturing, Agribusiness and Food Processing, Creative Industries, Finance, Insurance and Real Estate, Goods Movement, Information, Communications and Technology, Life Sciences and Tourism.

⁷ [Backgrounder: Labour Market Transfer Agreements - Canada.ca](#)

- ❖ **Workforce Development Agreements:** Through these agreements, financial support is provided to support the design and delivery of programs and services to provide participants with training, skills, and work experience they need to obtain meaningful employment.⁸

⁸ [Evaluation of the Workforce Development Agreements - Canada.ca](#)

Glossary of Acronyms

Acronym	Description
ABEA	Adult Basic Education Association
AI	Artificial Intelligence
COPS	Canadian Occupational Projection System
CoCs	Chambers of Commerce
CCSS	Children's and Community Services
CLH	Community Living Hamilton
EDAP	Economic Development Action Plan
ESDC	Employment and Social Development Canada
EDI	Equity, Diversity & Inclusion
FIRE	Finance, Insurance and Real Estate
FDI	Foreign Direct Investment
FTE	Full Time Equivalents
GDP	Gross Domestic Product
GTA	Greater Toronto Area
HARRC	Hamilton Anti-Racism Resource Centre
HBC	Hamilton Business Centre
HCCI	Hamilton Centre For Civic Inclusion
HCLC	Hamilton Community Legal Clinic
HED	Hamilton Economic Development Office
HIPC	Hamilton Immigration Partnership Council
HLC	Hamilton Literacy Council
HOPA	Hamilton Oshawa Port Authority
HDGs	Historically Disadvantaged Groups
HR	Human Resources
IWC	Immigrants Working Centre
IEC	Industry Education Council
IT	Information Technology
IF	Innovation Factory
IHP	Invest in Hamilton Partnership
LiUNA	Laborers' International Union of North America

MEDJCT	Ministry of Economic Development, Job Creation, and Trade
MoE	Ministry of Education
MLITSDO	Ministry of Labour, Immigration, Training and Skills Development of Ontario
NPAAMB	NPAAMB Indigenous Youth Employment and Training
OMAES	Ontario Ministry of Advanced Education and Skills Development
OTEC	Ontario Tourism Education Corporation
OYAP	Ontario Youth Apprenticeship
PATH	PATH Employment Services
PSEs	Post-Secondary Education/Institutions
SDF	Skills Development Flagship
SMEs	Small Medium Enterprises
SHSM	Specialist High Skills Major
SOARR	Strengths, Opportunities, Aspirations, Risks, Results
WIL	Work Integrated Learning
WC	Workforce Collective (Niagara)
WPB Grand Erie	Workforce Planning Board of Grand Erie
WPH	Workforce Planning Hamilton



Framing Hamilton's Workforce Strategy

This section of the strategy introduces the reader to the context and background for the strategy. Ever mindful of the Hamilton Economic Development Action Plan call for '*facilitating a skilled and adaptable workforce*'⁹, Deloitte LLP developed this workforce strategy through an interconnected process that began in January 2023 (Figure 2).

The severe economic downturn caused by the coronavirus pandemic made economic recovery an urgent priority in Hamilton. The COVID-19 pandemic and its impact on people, service delivery, and the economy have forced policy makers, community leaders, intermediaries, and businesses to rethink and respond to talent readiness and availability to sustain economic competitiveness. This was evidenced in the recommendations from the 2020 Mayor's Task Force on Economic Recovery. That work identified workforce training, employment, and ensuring work provisions as integral to economic recovery.

The Hamilton Economic Development Office, and its partners, have developed this first workforce strategy to support and advance a harmonized approach to workforce development and labour market planning in the city for the next five years. The strategy is timely and necessary, as evidence points to the need for a more intentional approach to workforce efforts.

Methodology

The workforce strategy is informed by extensive research and analysis together with input from those contributing to the workforce ecosystem in the city, including Hamilton residents, labour force participants, education and training providers, major employers and businesses, industry organizations, and workforce intermediaries.

The development phases of the workforce strategy included:

- ❖ **Background review and Labour Market Analysis (January – April 2023):** To inform on the local situation, a literature review and data analysis was completed. This included a review of the broader policy context as it relates to workforce development in Hamilton and insights related to Employment Services Transformation within the Ontario government context. The research also identified key assets in Hamilton that contribute to workforce attraction, development, education and training, employment and wrap around services. A snapshot of labour market trends, including current employment and projected labour needs for Hamilton's target sectors, was also developed. The result of this phase is provided under separate cover as Technical Report 1: Data and Desktop Research.
- ❖ **Stakeholder Engagement (May – July 2023):** Engagement and consultation informed the areas of focus, objectives, and actions of this strategy. The workforce strategy incorporated engagement insights from a broad representation of stakeholders, including approximately 270 participants including Hamilton residents, labour force participants, the business community with representation from target economic sectors, education and post-secondary partners, business intermediaries and associations, Workforce Planning Hamilton, and the Chambers of Commerce, among others that contribute to workforce development, directly and indirectly. Participants offered insights and perspectives pertaining to the local labour market, economic opportunities influenced by access to the right talent, and a defined role for the Hamilton Economic Development Office in the workforce development ecosystem. This phase ensures Hamilton is drawing on its

⁹ Workforce development is one of the 6 priorities of the 2021-2025 Economic Development Action Plan

comparative advantages and aspirations, while identifying "gap" areas or constraints to workforce development. The result of this phase is provided under separate cover as Technical Report 2: Engagement Summary Report.

- ❖ **Draft Strategy Validation Session (August 2023):** Deloitte LLP and the Hamilton Economic Development Office hosted a strategy validation session, to gather feedback from workforce partners related to areas of focus, objectives, and actions. Through facilitated breakout sessions, 33 participants were engaged in a fulsome discussion, offering feedback on the emerging actions, potential leads and partners and timing for implementation. Input shared was used to refine the strategy actions and identify potential roles for partners in successful strategy implementation. Upon the completion of the validation session, the strategy was refined, and performance metrics for achieving outcomes were developed.

This report brings together the research and consultation to provide the Hamilton Economic Development Office and its partners with Hamilton’s Workforce Strategy. The strategy recommends five Areas of Focus, namely partnerships, skill building, data collection, marketing, and advocacy. The strategy supports Hamiltonians' participation in the local economy and foster an aligned talent pipeline. The actions span employer supports for finding and retaining talent, student, and job seeker career pathway exploration, strengthening Hamilton’s position as an inclusive and diverse community, and working with post-secondary partners and training providers to contribute to Hamilton's talent pipeline and the attraction and retention of international students.

The Workforce Strategy will elevate Hamilton's profile as a workforce hub that supports increased investment and future growth in the city. This living document sets direction and establishes workforce priorities that will support the labour market today and into the future.

Figure 2: Hamilton’s Workforce Strategy Development Process – Phases of Work



Alignment with City Plans

Effective workforce development planning requires leadership, commitment, and collective effort. It requires alignment with corporate and economic development efforts to ensure labour supply and demand needs are clearly defined and that there are cross-benefits through implementation of City strategies. This, in turn, leads to sustainable economic growth and competitiveness. For Hamilton’s Workforce Strategy, the development process

was informed by Hamilton City Council’s priorities (2022-2026) and the 2021-2025 Economic Development Action Plan (EDAP).

Council approved 2021-2025 EDAP supports and advances economic development and growth for the city of Hamilton. The strategy focuses on maintaining and sustaining Hamilton’s economy while pursuing opportunities that align with the city’s economic strengths and momentum. Consideration of the current and forecasted global landscape, and insights and feedback leveraged from Hamilton business owners, developers, citizens, anchor institutions and City Council helped ground the strategy. The EDAP identifies six key priorities, as illustrated below:

Figure 2:2021-2025 Economic Development Action Plan Priorities

-  **FACILITATING A SKILLED AND ADAPTABLE WORKFORCE**
-  **ENHANCING DIGITAL INFRASTRUCTURE AND SERVICES**
-  **GROWING BUSINESS AND INVESTMENTS**
-  **MOVING GOODS AND PEOPLE**
-  **REVITALIZING PRIORITY AREAS AND PLACEMAKING**
-  **BUILDING TRANSFORMATIONAL PROJECTS**

This Workforce Strategy is a direct outcome of the 2021-2025 Economic Development Action Plan, namely action #5, which states: *In collaboration with the workforce development community, create and implement a Workforce Attraction, Retention & Development (Talent) Strategy.* The strategy is driven by Action #3 (*Design and deliver an annual Local Economy and Workforce Needs business survey*) and recognizes Action #1 (*Approve and implement the Hamilton Immigration Partnership Strategy*) as essential to workforce growth. The role of the Hamilton Economic Development Office as the coordinator and convener for workforce development, builds on Action #11 (*Partner with the workforce and business community to identify employment programs, work development opportunities and initiatives in Hamilton focused on equity-seeking groups, groups disadvantaged by discrimination and marginalized communities to recommend future strategies to address existing needs and gaps*).

In addition to the EDAP, the Workforce Strategy sought alignment and leveraged actions from the following reports.

- ❖ 2021 Hamilton Economic Development Highlight Book
- ❖ City of Hamilton Report of the Mayor’s Task Force on Economic Recovery - 2020
- ❖ Hamilton Economic Development Office Manufacturing Sector Strategy
- ❖ City of Hamilton Creative Industries Sector Strategy
- ❖ City of Hamilton FIRE Sector Strategy
- ❖ City of Hamilton Life Sciences FDI Sector Strategy
- ❖ City of Hamilton Information and Communications Technology (ICT) and Digital Media Sector FDI Strategy
- ❖ Business Impact Survey – EmployerOne
- ❖ City of Hamilton Housing and Homelessness Action Plan – 2020
- ❖ Housing for Hamilton Community Improvement Plan 2019
- ❖ Downtown Hamilton Secondary Plan Summary Report - 2017
- ❖ 2022 – 2027 City of Hamilton Youth Strategy Report

- ❖ Our Future Hamilton Final Report – 2017
- ❖ Our Future Hamilton Community Suggested Actions - 2017
- ❖ Our Future Hamilton Progress Report - 2018
- ❖ Hamilton Immigration Partnership Council Strategic Plan, 2021 – 2025
- ❖ Newcomers and Immigrants in the Hamilton Labour Market: Outcomes and Opportunities for Improvement – 2020
- ❖ A Demographic Profile of Immigrants in Hamilton - 2019
- ❖ Migration and Mobility in Hamilton Report - 2022
- ❖ Discrimination Experienced by Immigrants, Visible Minorities, and Indigenous People in Hamilton Report - 2021
- ❖ Workforce Planning Hamilton Local Labour Market Plan - 2021 – 2022

Key Findings that Inform Areas of Focus, Objectives and Actions

A research-based environmental scan of macro-economic trends and local community consultation, including the voice of Hamiltonians, the business community, and workforce ecosystem partners provides relevant insight into the city’s current workforce challenges. These insights set the tone for the practical steps contained in the action plan. Key findings include:

- ❖ Continuing to encourage and support immigration
- ❖ Aligning education and training with employer needs
- ❖ Addressing the ‘employer-employee’ disconnect
- ❖ Leveraging and strengthening workforce ecosystem partnerships
- ❖ Enabling diversity, equity, and inclusion
- ❖ Fostering Hamilton’s value proposition for talent attraction and retention

Continuing to encourage and support immigration

Hamilton, like other communities across Canada, is constrained by structural factors of an aging domestic population, barriers to employment facing underutilized domestic pools of labour (e.g., Indigenous and First Nations Peoples, members of racialized communities, women, people with disabilities, etc.), and reliance on immigration for close to 100% of net labour force growth¹⁰.

If unaddressed, immigrant attraction challenges and the aging population may restrict Hamilton’s long-term economic prosperity. Attracting and retaining immigrants that can fill labour force gaps across all skill levels is critical to the city’s competitiveness. Canada’s Immigration Plan¹¹ with increased targets post COVID-19, creates opportunity for key sectors to attract the desired talent with the skills and knowledge necessary to fill job vacancies. The Plan projects that by 2032, immigration will account for 100% of Canada’s population growth¹². With Hamilton being home to universities, colleges, and schools, including Mohawk College, Collège Boréal, McMaster University, Redeemer University, Columbia International College, the Hamilton-Wentworth District School Board and Hamilton-Wentworth Catholic School Board, there are opportunities to build on Hamilton’s value proposition as an education hub and leverage this strength to attract immigration and new talent to live and work in Hamilton.

¹⁰ Deloitte. September 2022. Understanding Canada’s Labour Shortage.

¹¹ Immigration, Refugees and Citizenship Canada. 2022. An Immigration Plan to Grow the Economy.

¹² Ibid.

The Hamilton Economic Development Office and partners need to undertake targeted measures to attract newcomers to Hamilton. This includes creating a welcoming and inclusive community, supporting measures that address housing limitations, and ensuring a skills-based approach to immigration to narrow the gap between employer needs and labour supply. Advocating to provincial and federal decision makers to address core labour force wraparound supports, including housing will help support a more equitable and inclusive city, where everyone can thrive.

As companies seek talent from around the globe, and individuals are more willing to work across borders, the dependence on digital nomads may continue to increase and be a prominent factor in labour force planning¹³. Hamilton can work with partners including Workforce Planning Hamilton to market the newly implemented Federal initiative, the Digital Nomad Program among its business community as a step towards addressing skills shortages.

Aligning education and training with employer needs

Community consultations highlight the need for enhanced collaborative efforts with the education and training sector to meet the current and future labour force needs of local businesses. Both the research and engagement point to employers across multiple sectors struggling to address skills shortages in a variety of positions and levels of experience. Businesses in manufacturing and goods movement¹⁴ identify a shortage of skilled tradespeople and technically skilled workers. These occupations are essential to the operations of these businesses and employers face difficulties in finding skilled workers to meet their needs. Businesses in creative industries, FIRE, and ICT mention the need for specialized information technology skills and sector-specific skills. Life sciences stakeholders mentioned the need for specialized roles, such as nursing, youth mental health, social work, and environmental aides, etc. This sector also identified that Hamilton also has a lack of C-suite talent necessary to grow Hamilton as an international destination of choice for life science research and commercialization.

Digital transformation, automation, and the adoption of artificial intelligence (AI) is also expected to impact the labour market, with workforce displacement being the most significant outcome¹⁵. Advances in automation, including large language models and generative AI, are positioned to potentially reduce demand for both physical or routine roles, as well as professional and creative positions¹⁶. Current research points to AI's anticipated effects in completing routine tasks in industries such as retail and healthcare, as well as in activities common to legal assistants, researchers, or programmers¹⁷. Overall, these findings suggest that the adoption of AI may increase labour market disparities between workers who have the skills to use AI effectively and those who do not. Making sure that workers have the right skills to work with new technologies is therefore a key policy challenge.¹⁸

Business leaders have emphasized the need for flexible and responsive skills development opportunities across all skill levels and priority sectors to address labour force gaps. Enabling individuals to transition from programs such as Ontario Works and Ontario Disability Support Program into skilled trades/apprenticeships, or to utilize micro-credentialing and upskilling, may promote workplace participation through accommodation and inclusion. Additionally, incorporating experiential learning at the high school and post-secondary levels can create opportunities for career exploration and increased sector awareness. Programs such as LIUNA Hamilton Youth in

¹³ Immigration, Refugees and Citizenship Canada. June 2023. Canada's Tech Talent Strategy.

¹⁴ Sectors include iron and steel mills and ferro-alloy manufacturing; motor vehicle parts manufacturing; railroad rolling stock manufacturing; general trucking; and couriers among other subsectors.

¹⁵ Deloitte. September 2022. Understanding Canada's Labour Shortage. Brookfield Institute. February 2021. Yesterday's Gone: Exploring possible futures of Canada's labour market in a post-COVID world. McKinsey Global Institute. June 2018. AI, automation, and the future of work: Ten things to solve for.

¹⁶ Brookfield Institute. February 2021. Yesterday's Gone: Exploring possible futures of Canada's labour market in a post-COVID world. McKinsey Global Institute. June 2018. AI, automation, and the future of work: Ten things to solve for.

¹⁷ Brookfield Institute. February 2021. Automation, AI, and Outer Space: Tech and the Future of Work in Canada.

¹⁸ <https://www.oecd.org/future-of-work/reports-and-data/AI-Employment-brief-2021.pdf>

Construction, Secondary Specialist High Skills Major, Foreign Worker Program, E-Compass Ontario, and Ontario Youth Apprenticeship Program could be leveraged to support these initiatives.

Upskilling, reskilling, and education initiatives are crucial for attracting, developing, and retaining talent by addressing skills gaps. By investing in these initiatives, businesses can promote workforce development and ensure that their employees have the skills needed to succeed in their roles.

Addressing the 'employer-employee' disconnect

Growing the labour force takes more than simply increasing awareness of career options. With an environment of labour scarcity, any disconnect between what job seekers want in jobs and what employers are offering, can impact job vacancies.

Macro trends related to the employer – employee disconnect include shifting expectations due to the rise, and in some cases strong persistence, of remote and flexible work options¹⁹. This trend may lead to changes in talent recruitment and a decrease in commercial space utilization. In a related area, workforce well-being has gained prominence as a critical factor in talent attraction and retention. Organizations investing in employee wellness programs, flexible work arrangements, and work-life balance initiatives have a competitive edge. There is a need to consider the generational divide in planning for workforce recruitment and retention, as the multi-generational workplace require varying leadership styles, from formal authority to leadership by influence²⁰. The rise of technology-based workplaces has also seen age-related discrimination, preventing mature workers from re-entering the workplace²¹.

Stakeholders identified the opportunity to work with youth to improve recruitment outcomes. Suggestions included school field trips and providing tours to connect local employers and students for sector awareness and experiential learning opportunities. There is also a defined need to encourage employers to recognize the value of flexibility in the workplace, where appropriate. Businesses could opt for flexible employment arrangements including the location, schedule, and number of work hours, or consider part-time work, job sharing, or reduced hour position. In sectors where traditional flexibility might be limited, cross-training programs, hiring temporary workers, flexible contracts, task rotation and shared labour pools could be implemented. Other ideas included investing in workplace opportunities, mentorships, internships and facilitating access to training supports and tools.

Leveraging and strengthening workforce ecosystem partnerships

Consultations on this project have identified the strength of Hamilton's partnerships and collaborations as a unique value proposition. These relationships span businesses, industry associations, post-secondary education and training organizations, employment support networks, intermediaries, and advocacy groups and unions. Ongoing conversations and shared knowledge are needed to ensure that both labour force needs are understood, and employers have access to timely and relevant supports. It is these collaborative efforts that will inform and influence certifications and training programming, professional development, and continued program enhancements. Identifying new data sources and conducting additional data analysis that can inform labour force forecasting, in-demand occupations, talent pool skills gaps, education, and training needs, will help promote evidence-based decision making. Involving workforce partners in new business investment opportunities can strengthen the promotion of an employer-ready labour pool.

Given the strength of the existing ecosystem, the Hamilton Economic Development Office role as a convener, facilitator, and collaborator was widely accepted in stakeholder consultation. The opportunity areas identified

¹⁹ Forbes Advisor. June 2023. Remote Work Statistics and Trends In 2023.

²⁰ Harvard Business Review. 2014. Managing People from 5 Generations.

²¹ Employment and Social Development Canada. 2021. Older workers: Exploring and addressing the stereotypes. Harvard Business Review. 2019. The Case for Hiring Older Workers.

include informing and supporting access to current labour market data, developing a consistent marketing message for Hamilton, and catalyzing partnerships for stronger talent attraction and retention. This further emphasizes the importance for economic developers to inform and support the skills development of the labour force, seek investment that drives good quality jobs, and strengthen alignment with the needs of the economy to maximize workforce potential.

Enabling Diversity, Equity, and Inclusion

Consultation and research findings suggest the need and opportunity for Hamilton to address the labour market barriers for disadvantaged groups²². There is an international discussion happening on the need to acknowledge labour market barriers for equity deserving groups, including youth, women, Indigenous Peoples, visible minorities, and 2SLGBTQIA+ people. The Hamilton business community is engaged in this issue²³.

Anecdotally, there is a perception that Hamilton is less welcoming, which negatively influences talent attraction and retention. To promote a culture of opportunity for all, targeted approaches are necessary to address inclusivity in the workplace. Improved access to the labour market can be enabled through tailored approaches, such as mentorship programs for youth, addressing language barriers for refugees, and improving international credential recognition for immigrants. Employment services can help qualified job seekers who may be lacking in interview skills and confidence. This is particularly true for historically disadvantaged groups, women in trades or individuals with disabilities. Employment services directed to these specific population groups or those disproportionately impact can help address their barriers to employment.

Fostering Hamilton's value proposition for talent attraction and retention

Consultations have identified the need to continue promoting Hamilton's quality of life and place as a talent attraction and retention tool. Hamilton's assets, including diverse restaurants, a vibrant arts and culture scene, numerous galleries, museums, festivals, and a variety of parks and green spaces, should be promoted more broadly within the region. Opportunities also exist for Hamilton to showcase its community diversity and support policies and initiatives aimed at promoting social welfare and economic equality. However, some negative perceptions still exist that may discourage people from relocating to the city. Safety, a high level of homelessness in the downtown core, the high cost of living, and housing affordability were identified as barriers for people to relocate or remain in Hamilton. Stakeholders consulted as part of this project mentioned safety concerns affecting their motivation to work downtown. Labour force survey respondents also identified the least satisfaction with public safety and policing, along with the lack of affordable housing, childcare services, and access to public transit. These factors are barriers impacting their quality of life. Housing affordability has an impact on Hamilton's ability to attract talent to the city.

These elements contribute to the ongoing trend of people leaving Canada's biggest cities to move to smaller, more rural communities, i.e., the rural boom²⁴. These barriers require thoughtful consideration and a collective effort spanning community organizations, all levels of government, among others, to advance solutions. One concept identified through the stakeholder engagement focused on the importance of a living wage for lower-skilled jobs that often pay minimum wage. While these solutions are beyond the scope of a workforce strategy, they are factors to its success and must remain a priority if Hamilton's vision to become a workforce hub is to be achieved.

Increased awareness and connection to local community support networks across the ecosystem will help those seeking information and assistance. To foster continued growth, Hamilton must ensure that its quality of place and

²² The Conference Board of Canada. February 2022. Recovery for All, Finding Equities in Education and Employment.

²³ Ibid.

²⁴ Brookfield Institute. February 2021. Yesterday's Gone: Exploring possible futures of Canada's labour market in a post-COVID world.

quality of life factors into workers decision-making. A high quality of life and quality of place quite simply helps attract and retain workers.²⁵

Efforts may include working collaboratively with housing developers to better align development to community needs and leveraging Hamilton's Employer Crawl²⁶ which offers students the opportunity to meet with potential employers and get a better understanding of Hamilton's job market.

²⁵ <https://www.linkedin.com/pulse/defining-quality-place-roi-carlotta-ungaro-cce-iom>

²⁶ <https://dailynews.mcmaster.ca/articles/students-employers-to-connect-at-annual-hamilton-employment-crawl/>



Hamilton's Workforce Ecosystem – A Shared Vision through Partnerships and Collaboration

This section of the strategy provides a brief overview of the existing workforce ecosystem in Hamilton and highlights how the Hamilton Economic Development Office may support workforce development efforts for the city.

Defining Workforce and Economic Development

To establish clarity around the definition and practice of economic and workforce development as it relates to the context of this research, this subsection offers a summary of these key terms. This is to ensure that the reader and participants in this project are considering the roles and responsibilities in the same light.

Workforce Development

Workforce development, as a function area, has evolved from human resource development and workforce planning, and is described as “the coordination of public and private-sector policies and programs that provides individuals with the opportunity for a sustainable livelihood and helps organizations achieve exemplary goals, consistent with the societal context.”²⁷ In simple terms, workforce development focused on preparing individuals with the skills, knowledge, and capabilities to effectively participate in the workforce. This has expanded workforce development beyond policies in the Canadian context to include activities in economic development, immigration, human capital, social security, education, and training. In practice, this generally translates into the following types of activities in the community:

- ❖ Employment and training services
- ❖ Policy directions for employment and training
- ❖ Labour market research and planning
- ❖ Employer engagement and resourcing
- ❖ Skills development and educational alignment
- ❖ Employment, skills, and training grants/funding

Economic Development

At its most basic level, Economic development refers to the process whereby a society improves its economic, social, and political well-being by expanding the range of economic activities, increasing the level of productivity

²⁷ <https://www.stlouisfed.org/publications/bridges/spring-2010/what-is-workforce-development>

and efficiency in those activities, and improving the distribution of the benefits of those activities among the members of society. Economic development involves a range of activities, including investment in physical and human capital, technological innovation, institutional development, and policy reform, among others²⁸. In practice, this generally translates into the following types of activities in the community:

- ❖ Support and foster industry and business growth
- ❖ Investment attraction and aftercare
- ❖ Business Retention & Expansion (BR&E)
- ❖ Entrepreneurial support
- ❖ Incubation, acceleration, and technology transfer
- ❖ Tourism development and destination marketing
- ❖ Supporting workforce development efforts

Aligning Workforce Development and Economic Development

Over the past decade, workforce development has become increasingly intertwined with economic development to support local economies. Communities recognize the need to be proactive in responding to business needs for a skilled and talented labour force. As a result, workforce development and economic development converge where the local labour force can meet industry's skills and knowledge needs.

Communities that can demonstrate the availability of a skilled and talented labour pool, one that meets local labour demands, are better positioned to compete for business investment and large-scale development projects. These investments, in turn, support the attraction and recruitment of people as workers and residents, due to the employment opportunities provided. Challenges arise when a lack of coordination impedes local workforce development, leaving the labour force underprepared to meet employer needs.

Consequently, the coordination of the local support ecosystem can influence decisions for new investments and business expansion, as the ability to support training and overall labour force availability has become a key consideration for site selectors and investors. To support coordination and cohesion of the workforce ecosystem, engagement across the community is necessary; whereby, all organizations commit to adapting to a new way of supporting local business.

Hamilton's Workforce Ecosystem

Simply defined, a workforce ecosystem refers to the structure and interaction of partners and programs that influence skills development, talent attraction, retention, and labour readiness.

Hamilton has a strong workforce ecosystem base, comprised of the Hamilton Economic Development Office, education and training providers, major industry sectors and industry partners, and support organizations providing employment support, settlement services, youth services and other government services. The ecosystem actively engages in workforce planning, skills development and talent attraction and retention efforts. Hamilton's workforce ecosystem benefits from its geographical positioning near the Greater Toronto Area and the many universities, colleges, and schools across the region. Locally, Hamilton is home to Mohawk College, Collège Boréal, McMaster University and Redeemer University. All these institutions are highly recognized for their contribution to Hamilton's economy and competitive positioning. Columbia International College, the Hamilton-

²⁸ Farhad Taghizadeh-Hesary, "Economic Development: Definition, Theories, and Policies," *Journal of Economic Structures*, vol. 10, no. 1 (2021): 1-2

Wentworth District School Board and Hamilton-Wentworth Catholic School Board are responsible for elementary to high school levels, which play an important role in providing formative career exploration and awareness. Secondary schools also work closely with employers and industry partners to inform curriculum, enable on-the-job training, and enable work-integrated learning opportunities essential to decision making for the future workforce.

Mohawk College's Challenge 2025 stands as an example of a strong ecosystem effort. This workforce training program was launched by Mohawk College and community partners including Workforce Planning Hamilton and the Adult Basic Education Association of Hamilton to address regional employment gaps and make skills training and retraining more accessible across the city.

Beyond education and training assets, Hamilton is home to a multitude of employment and wrap-around support organizations, which deliver client facing services and supports required to position many in the labour force for transition into the labour force. FedCap as the new Service System Manager for the Hamilton-Niagara region is mandated to ensure a more responsive and reflective labour market, while Workforce Planning Hamilton (WPH), enables solutions to labour market issues through employer and community engagement and collaboration.

The Hamilton Immigration Partnership Council (HIPC) is unique among Ontario's Local Immigration Partnerships as the only LIP that is integrated within a municipal economic development office. This placement enables an extensive level of collaboration and cooperation between HIPC, the immigrant-serving organizations that contribute to HIPC's activities.

Hamilton's business support organizations including the three Chambers of Commerce (Hamilton, Flamborough and Stoney Creek), BLK Owned, in addition to local unions including Laborers' International Union of North America (LiUNA) contribute to information dissemination and help identify and respond to employer and labour needs. The Invest in Hamilton Partnership, including the Hamilton Economic Development Office, the Chambers of Commerce, post-secondary institutions, Hamilton Health Sciences, McMaster Innovation Park, Synapse Life Science Consortium, Hamilton Port Authority, and John C Munro Hamilton International Airport, play an essential role in enabling job creation, supporting business investment, and contributing to professional learning communities.

Role of the Hamilton Economic Development Office

Hamilton's Economic Development Office serves as the City of Hamilton's primary resource for investment inquiries, financial incentives, investment attraction, and services to support the growth and success of local businesses. The division offers sector specialists to support key industry growth, increase foreign direct investment and trade, and encourage the creation of satellite offices through a Soft-Landing Program. The department also houses the Hamilton Business Center, which provides direct support to entrepreneurs and small businesses operating in Hamilton.

Hamilton's Economic Development Office serves as the City of Hamilton's primary resource for investment inquiries, financial incentives, investment attraction, and services to support the growth and success of local businesses. The division offers sector specialists to support key industry growth, increase foreign direct investment and trade, and encourage the creation of satellite offices through a Soft-Landing Program. The department also houses the Hamilton Business Center, which provides direct support to entrepreneurs and small businesses operating in Hamilton.

Research suggests that Hamilton's Economic Development Office undertake targeted initiatives to support Hamilton's labour market. These include:

- ❖ improving access to data and evidence-based decision-making

- ❖ working with service providers to integrate performance measurement systems into program monitoring to support continuous improvement and program outcomes
- ❖ supporting sector-specific working groups to build a shared taxonomy around available skills and advocating for more employer-led training
- ❖ disseminating relevant information in useful and useable format
- ❖ collaborating within the workforce ecosystem
- ❖ contributing to the integration all segments of the immigrant population
- ❖ working with local employers to increase awareness of work integrated learning opportunities

Role of Workforce Planning Hamilton

Workforce Planning Hamilton is one of 26 workforce planning boards across Ontario mandated to gather intelligence about labour supply and demand. The boards work with employers to identify current and emerging skills, and communicate those needs to the communities they serve. WPH will play a critical role working together to advance the strategy through:

- ❖ increasing labour market data and data accessibility
- ❖ encouraging information exchanges through networking events
- ❖ building out career pathways to promote growth occupations
- ❖ fostering employer-driven curriculum and training
- ❖ building partnerships in Hamilton's key growth sectors
- ❖ developing LMI tools that are made available to the entire workforce ecosystem

Role of Other Workforce Ecosystem Partners

Workforce development providers and intermediaries bring valuable insights and knowledge on the challenges facing employers and job seekers, as well as opportunities to ensure a stable workforce and growth in Hamilton's economy. Opportunities exist for the Hamilton Economic Development Office and its ecosystem partners to build on existing resources and foster active employer engagement in skills development and training. Facilitated forums for ecosystem collaboration can ensure timely opportunities to discuss workforce barriers and viable solutions. This will, in turn, empower local collaboration, deepen relationships, and build trust and connections across the ecosystem. Other areas of support include:

- ❖ enhancing wrap-around supports that are key attributes for talent attraction and contributing to the development of quality of place and life
- ❖ engaging with underemployed segments of Hamilton's population to promote meaningful work and provide sector-specific, flexible, and accessible skills development and professional programming
- ❖ agreeing on common language to describe programs and processes to make it easier to understand for the client, particularly when a client may use multiple service supports
- ❖ ensuring employer-led training prepares the workforce to respond to the skills demands of the future

- ❖ strengthening immigrant settlement services and other support organizations
- ❖ collaborating on foreign worker programs to aid recruitment efforts in priority sectors
- ❖ enabling more employer-directed curriculum and career pathways, employer-led training, and experiential learning through apprenticeships, co-op programs, work-integrated learning, volunteerism, internships, and entrepreneurship programs
- ❖ focusing on education, training, and skills development initiatives that align with labour demand needs of employers
- ❖ increasing awareness among small and medium-sized businesses (SMEs) on Equity, Diversity, and Inclusion standards
- ❖ strengthening and delivering more targeted population-specific programming (such as that provided by Adult Basic Education Association and Hamilton Literacy Council) including credential assessments, language training for newcomers and Hamilton's diverse populations

Role of Provincial Government (Employment Ontario)

The Ministry of Labour, Immigration, Training and Skills Development (MLITSD) leads Ontario's effort to be the best jurisdiction in North America to recruit, train, retain, protect, and reward workers for the jobs of today and tomorrow. The Ministry's work on this front creates dynamic and equitable labour markets, safe and harmonious workplaces, and competitive labour and employment regulations.²⁹ A key area of responsibility is the Employment Ontario (EO) program that aims to address labour market and skills gaps and enhance employment opportunities for all Ontarians. The objective of the program is to support job seekers in connecting with opportunities to find and keep good jobs, ensure employers can hire the skilled workers they need, and make sure the province has the best possible employment services. Employment Ontario aims to achieve this by equipping more people with valuable skills through apprenticeships and transforming employment and training services to improve labour market outcomes for job seekers.³⁰ MLITSD is currently undertaking an Employment Services Transformation review with the goal of making employment services more efficient, more streamlined, and more outcomes based. The role of the provincial government includes:

- ❖ Leading the Employment Services Transformation and assigning Service System Managers
- ❖ Supporting the provision of funding to support employment readiness, employment access, and barriers to labour force participation including housing, transit, and wrap-around services
- ❖ Coordinating efforts with other Ministries to reduce duplication and promote maximum labour market impact through cross-ministry collaboration

Role of Federal Government

The Government of Canada has established the Labour Market Development Agreement and the Workforce Development Agreement (WDAs) with provincial and territorial governments for the development and delivery of

²⁹ <https://www.ontario.ca/page/published-plans-and-annual-reports-2022-2023-ministry-labour-training-and-skills-development>

³⁰ *ibid*

programs and services that help Canadians get training, develop their skills and gain work experience.³¹ The Canada – Ontario Workforce Development Agreement reflects a common vision of supporting the employment and training needs of Ontario’s labour market by building an inclusive, integrated, client-centered, outcomes-driven, employment and training model for Ontario that responds to the evolving needs of individuals, employers, and communities. Employment and Social Development Canada has a mandate to improve the standard of living and quality of life for all Canadians by promoting a labour force that is highly skilled and promoting an efficient and inclusive labour market.³² Another key federal ministry, Immigration, Refugees, and Citizenship Canada focuses on supporting settlement for immigrants and refugees that includes workforce integration. A leading source for reputable statistical data and insights, Statistics Canada helps Canadians better understand their country's population, resources, economy, society, and culture. StatsCan leads the Canadian Census every five years, along with about 350 active surveys that inform on many aspects of Canadian life.

These federal Ministries/Agencies have a role to play in the Hamilton workforce ecosystem through:

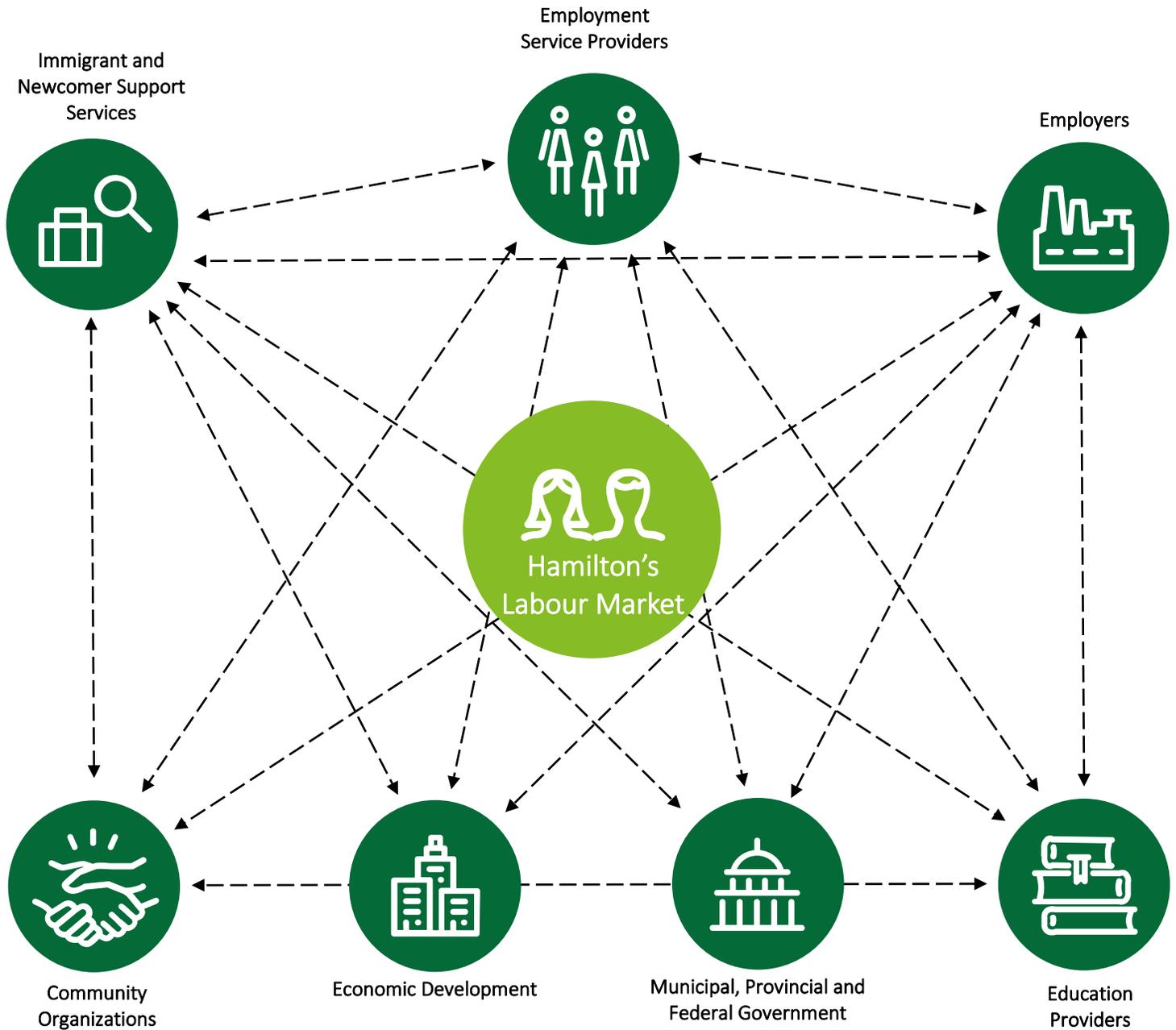
- ❖ participating in the exchange of relevant information, and dissemination of funding opportunities, grant programs, and available services and supports
- ❖ helping ecosystem partners to understand current policy and program requirements
- ❖ accessing relevant LMI to use for policy and program decision making
- ❖ engaging Hamilton’s workforce ecosystem through funded programming opportunities and initiatives
- ❖ Working with Hamilton’s workforce ecosystem partners to understand immigration policies and how to facilitate immigration supports that meets the needs of the newcomers and their families alongside the needs of Hamilton

Following is a visual presentation of Hamilton’s Workforce Ecosystem, reflecting the broad categories of those that contribute.

³¹ <https://www.canada.ca/en/employment-social-development/programs/training-agreements/workforce-development-agreements.html>

³² <https://www.canada.ca/en/employment-social-development.html>

Figure 3: Hamilton's Workforce Ecosystem



Strategically integrated collaboration is at the core of both Hamilton's workforce development ecosystem as well as this strategy. No single element of this ecosystem can function without the other. Likewise, the labour force itself is inclusive of newcomers and immigrants, youth, older workers, people with disabilities, and equity seeking individuals.



The Strategy Areas of Focus

Hamilton's Workforce Strategy is grounded in a vision that reflects Hamilton as an inter-connected workforce hub, where economic development and workforce development efforts contribute to the city's competitiveness and prosperity. In this vision, the labour market is aligned, businesses have access to a ready and skilled talent pool to fill job vacancies, labour force participation reflects an active and engaged labour force, and the community is recognized as a great place to live and work. This is our vision.

Areas of Focus are designed to move Hamilton towards this vision. These are supported by a series of relevant objectives and tangible actions that identify what needs to be done next, and why it is necessary.

Vision

Hamilton is recognized and celebrated for its workforce excellence where talent thrives, businesses succeed, and community prospers.

We know we have achieved our vision when:

- ❖ Hamilton has an active and goal-directed workforce ecosystem that fosters collaboration among industry and business, education, labour force participants, and community intermediaries
- ❖ The workforce is empowered and responsive to shifting employer demands in an evolving economy
- ❖ When decision making is grounded in relevant, reliable data and labour market analysis
- ❖ Hamilton is an inclusive and celebrated destination known for its diverse talent pool and equitable access to opportunity for all
- ❖ Performance indicators validate the outcomes and impact emerging from strategy implementation
- ❖ Strong partnerships across public, private, and the voluntary sector collaboratively advance talent development, and leverage evidence-based insights to position the labour market for today and tomorrow

Strategic Areas of Focus

The five areas of focus are highly interrelated and work collectively to strengthen workforce collaboration within the ecosystem, support talent development initiatives, and leverage evidence-based insights to position Hamilton's labour market for needs of today and tomorrow. The Areas of Focus and objectives of this strategy are grounded in local strengths. They aim to bridge skills gaps, strengthen partnerships, and promote diversity, equity, and inclusion. Additionally, this strategy emphasizes marketing and advocacy efforts to enable talent attraction, retention, and talent development.

Partnerships

Focus Statement: A shared commitment and efforts align to the needs of businesses and the labour force, demonstrating a seamless workforce ecosystem, and celebrating the shared strategic vision for Hamilton as a workforce hub.

- ❖ **Objective 1.1:** Foster a collective leadership approach to support workforce development and labour market planning.
- ❖ **Objective 1.2:** Activate and foster collaboration within Hamilton's workforce ecosystem (Government, Institutions, Employers, and Local Employment Support Organizations).
- ❖ **Objective 1.3:** Strengthen partnerships to demonstrate Hamilton's ability to support investments and economic growth.

Partnerships among Hamilton's Workforce Ecosystem are identified as an area of focus to ensure a collaborative workforce planning ecosystem. A shared commitment to aligning the needs of businesses and the labour force will build a seamless integration of talent and skills development and advance a shared strategic vision.

Hamilton is home to a strong workforce ecosystem, with educational institutions, support organizations and an active business community. Continuing to create channels for communication, and enhancing connections among business leaders, academia, and employment support organizations is necessary to address labour market issues in a timely manner. Solutions cannot be achieved in isolation.

Involving employers from Hamilton's economic target sectors is crucial to planning for current and future labour needs. As of 2023, these sectors (excluding retail) employed more than 91,600 individuals (including self-employed individuals)³³, representing close to 33% of all jobs in Hamilton. Active and ongoing engagement involving employers from these sectors, along with policy makers, educators, and other intermediaries, will provide valuable insights into the specific skills and knowledge required for the jobs of the future.

The Canadian Occupational Projections System identifies that there is a relationship between the occupations projected to have stronger demand and those facing labour shortages in the coming decade. The increasing demand for these occupations amid falling labour supply further underscores the need to promote emerging career opportunities among students, as well as increase the training programs targeting these occupations. Collaboration with Hamilton's key industry partners also allows for the identification of emerging trends, technological advancements, and evolving job roles, enabling greater training flexibility and the creation of 'Made in Hamilton' solutions to local challenges. Such proactive engagement fosters a symbiotic relationship across the workforce ecosystem, and advances Hamilton's workforce strategy towards its shared vision.

³³ Lightcast, Data run 2022.3

Skills Development

Focus Statement: Enhanced education, training, and skills development offerings strengthen the availability of relevant programming leading to an activated talent pool with the skills, motivation, and capabilities to meet labour demand needs and drive productivity.

- ❖ **Objective 2.1:** Work with educational institutions and industry partners to identify and respond in a timely manner to market needs.
- ❖ **Objective 2.2:** Encourage entrepreneurship and innovation among Hamilton’s local labour force.

Stakeholders in Hamilton’s life sciences, manufacturing, and information and communications technology sectors shared concerns of a skills gap. While many of these job opportunities seek to hire a workforce with some level of post-secondary education, there is considerable job demand that requires high-school level education or less. Insights and lived experience identified through background research point to opportunities to support a reduction of the skills gap. These opportunities include immigration and newcomer workforce engagement, wrap-around supports, sector-specific and industry-led training and skills development, employer engagement, and workforce inclusion and integration strategies.

As private sector investors explore relocation, reshoring, and business expansion, talent availability has become a key consideration in site selection activities. As such, demonstrating Hamilton’s ability to respond to talent demands through effective strategies targeting talent attraction, retention, and training and development will serve the city well. The presence of a strong post-secondary sector within the city further strengthens the business case for investment in Hamilton.

Business leaders have further expressed a desire for flexible and responsive skills development that can accommodate needs that arise quickly or require targeted skills building. These types of needs will differ depending on the sector and type of worker. For example, some consultations suggested exploring the potential to tap into programs such as Ontario Works as a potential source for skilled trades/apprenticeships. Paths to successful short-term training included micro-credential programs, upskilling programs, and incorporating technical training into workplace learning. Other identified paths to long-term skill development included investing in experiential learning, co-op placements, mentorships, internships. Programs such as LIUNA Hamilton Youth in Construction program, Specialist High Skills Major, Foreign Worker Program, E-Compass Ontario, and Ontario Youth Apprenticeship Program are all examples of programs that could be leveraged.

Ongoing Data Utilization

Focus Statement: Ongoing data collection, analysis, and dissemination informs evidence-based decision making and shares insights on Hamilton's labour market, talent gaps, hiring trends, future labour market needs, and education and skills gaps.

- ❖ **Objective 3.1:** Disseminate reliable resources that inform about in-demand occupations and skills, and the broader future of work considerations.
- ❖ **Objective 3.2:** Continue to promote new and existing training and employment programs and supports.
- ❖ **Objective 3.3:** Ensure that the labour force has access to learning and tools that consider employers needs today and, in the future.

Current labour trends are complex and constantly changing. A deeper understanding of sector specific labour market nuances can guide workplace practices that consider both employer and employee needs and preferences. Ensuring additional and relevant labour market data is available to inform new and existing training opportunities and employment support programming will further guide decisions that strengthen labour supply readiness and alignment with employer needs.

Canadian Occupational Projection System (COPS) data informs the national labour demand, leaving those seeking more local information to find other sources. Most individuals and employers are looking for LMI that is local, timely, granular, and frequent.³⁴ This is an area where established LMI can fall short. However, the opportunity to seek out additional LMI and examine multiple sources to inform decisions exists. Access to information on local job postings, emerging skill set requirements and labour demand projections would paint a picture of what is happening locally as such data may be examined to assess the occupational growth for Hamilton's CMA.

When considering data acquisition, it is necessary to understand the expected uses and users of that data. Researchers may work well with complex, multi-level data tables, while an individual looking for career direction would likely prefer the data disseminated in a more visual and easier to understand manner. As Hamilton explores where to access local data, there is an opportunity to be creative and serve multiple audiences. Data collected through employment support networks, as well as business retention meetings may be aggregated to create a new local perspective on what is happening across the city and within the labour market.

Tracking labour supply data is an important component that can be completed by connecting with workforce partners and through LinkedIn, online job boards, annual surveys to job seekers, and other online tools. A career laddering and mobility tool could be considered to further understand and support the transition of people from declining occupations into in-demand occupations and those projected to grow. Tracking mobility and spending data can help to understand key transportation nodes to promote and advocate for new transportation routes. Current post-secondary enrollment and graduation data can support the alignment of local demand and supply. Alumni data can inform on where graduates are working, career paths chosen, and potentially support a repatriation strategy for top talent.

³⁴ <https://lmi-cimt.ca/perceptions-of-lmi-feedback-from-the-canadian-ecosystem/#toc4>

Marketing

Focus Statement: Hamilton is recognized as a destination of choice for talent, offering a diverse labour market that respects and promotes an inclusive and equitable work environment where all individuals are motivated to thrive and contribute.

- ❖ **Objective 4.1:** Develop and share common marketing and communication tools to be used by the Hamilton Workforce Ecosystem to increase familiarity and consistency in the city's value propositions.
- ❖ **Objective 4.2:** Increase awareness through promotion of local initiatives that influence workforce attraction and development and labour market planning.

Feedback received from Hamilton's workforce development partners and key employers during the creation of this strategy identified a need to improve talent recruitment and retention. Positioning Hamilton as a hub for talent requires increasing the awareness that quality of place and quality of work have on job seeker decisions to accept new job offers, or to relocate to a new community. Helping employers showcase their business and the community in which they operate will expand use of consistent messaging that can be shared across the ecosystem. Examples of such stories can celebrate how Hamilton offers a diverse labour market, good employment opportunities, natural beauty, rich cultural and historical assets, as well as a thriving nightlife and culinary scene.

Fostering Hamilton's brand as a destination for international talent attraction further requires a combination of tactics including promotion of competitive wages, wellness and mental health supports, and workplace culture and flexibility. It is necessary to demonstrate how EDI is an influencing factor to the city's workplace and labour market landscape.

Promoting Hamilton's strong positioning as an education hub through its post-secondary education partners contributes to a positive reputation for the city. Hamilton's major post-secondary education institutions, including McMaster University, Mohawk College, Redeemer University, and Columbia International College enable a talent pipeline to support local businesses. This includes potential workers from within Canada and internationally. Opportunities exist to promote and build on the existing talent available in the community, and through the international student community choosing Hamilton to continue their studies.

Stakeholder consultation also identified that Hamilton's reputation may discourage people from relocating to the city. It is important to tackle these perceptions strategically with consistent messaging and build and reflect pride of place within the city. For example, promotional campaigns can focus on Hamilton's workforce development partners working to ensure there are opportunities that fit all job seekers and that employers have access to the right labour in a timely manner. The daily work of these organizations contributes to dispelling myths surrounding select sectors that carry a negative image, and to showcase Hamilton for all it has to offer.

Along with a negative perception facing select sectors including manufacturing and the skilled trades, stakeholder consultation reported a disconnect between job seeker expectations and employer realities. Proposed solutions repeatedly noted the importance of working with youth to increase awareness and clarity around existing career opportunities and pathways, while also informing on workplace practices and culture.

Youth focused marketing and promotion activities are inclusive of school field trips that allow local employers to showcase the modernization of many workplaces in manufacturing and across the skilled trades.

Advocacy

Focus Statement: Decision makers advocate to all levels of government and other relevant bodies on behalf of Hamilton’s residents, businesses, and organizations to advance policies, by-laws, programs, and resources that enable progress and address barriers to employment for all.

- ❖ **Objective 5.1:** Advocate for addressing core labour force wraparound supports for Hamilton’s diverse communities.
- ❖ **Objective 5.2:** Undertake concerted efforts to increase immigration to Hamilton.
- ❖ **Objective 5.3:** Advocate for leadership on the wider range of issues impacting the labour force and the workplace.

Advocacy efforts can be far reaching and impactful. It is cross-cutting across all Areas of Focus noted in this strategy. Considerations for advocacy roles within Partnerships, Skills Development, Ongoing Data Utilization, and Marketing must remain top of mind to maximize the impact on Hamilton and its labour market. Key advocacy objectives relate to core wrap around services, equity, diversity and inclusion, and support for immigration to strengthen Hamilton’s labour force talent pool.

A welcoming and inclusive community is one where differences are celebrated, seen as assets, a sense of belonging is fostered, and all are respected and included. Celebrating diversity can influence the brand attached to Hamilton, while supporting a more inclusive approach to engagement and active labour market participation from historically excluded populations. This theme can be carried over into all aspects of promotion for Hamilton. Equity, Diversity & Inclusion was a major theme that emerged from project research and stakeholder engagement. Hamilton has a diverse population, and it is important that this diversity be reflected throughout community groups, committees, boards, councils, associations, and beyond. Historically excluded populations must be visible, respected, included, and given an equal voice. These diverse populations will not only be more apt to actively participate in a welcoming environment, but also seek out Hamilton as a place to live and work. Engaging with diverse populations and creating opportunities for inclusion is an important step in the city’s workforce strategy implementation.

Many stakeholders felt that there is still work to be done on meaningful inclusivity in the workforce within certain segments of Hamilton’s population. Disadvantaged groups would benefit from partnerships across academia and businesses to create programs that result in skills development and upskilling. There is also a need to communicate the benefits of hiring a diverse workforce and encouraging more inclusivity in the workplace. For example, when considering the refugee population, there may be language and communications barriers. Employment services organizations mentioned difficulties that women in trades or those with disabilities face when seeking employment. International credential recognition remains a challenge. Workforce partners working with youth identified the need to create such programs as mentoring to showcase workplace culture to youth and inform on workplace skills development and enhancement opportunities. Whether it is a lack of confidence, communication barriers, gaps in interview skills, or credential recognition, connecting these individuals to the appropriate employment support services will foster a more positive outcome.



The Action Plan

The actions outlined have emerged through comprehensive research of primary and secondary data and an expansive consultation process. They were further informed by existing work of Hamilton's Economic Development Office and the Hamilton Workforce Ecosystem. As such they incorporate relevant recommendations from the 2021-2025 Economic Development Action Plan (EDAP), Workforce Planning Hamilton – Local Labour Market Plan, sector-specific strategies, Mayor's Taskforce for Economic Recovery, Hamilton Immigration Partnership Council Annual Report, City of Hamilton Housing & Homelessness Action Plan and the 2022-2027 City of Hamilton Youth Strategy Report, among others.

The actions are a starting point (and not presented in any priority sequence) based on input and research at a point in time. It is by no means an exhaustive list of all potential actions, as it is recognized that new actions will emerge based on influencing factors within the city, and more broadly.

Detailed Actions

The direction Economic Development, its partners, and ecosystem stakeholders will undertake to address the essential issues or opportunities that emerged as key areas of focus through the strategy development.

Potential Role

The identification of leads, supports, partners, or those that can make connections to advance implementation of an action.

Time frame

The length of time needed to implement each action is designated as:

- Short term (1-2 years)
- Medium term (3-4 years)
- Long term (5 years or beyond)

Following is a detailed action plan that presents each Area of Focus, along with a series of specific actions that support the stated objectives. Timelines and potential lead/partner organizations have been identified. However, it is recognized that further discussion within the Hamilton Workforce Ecosystem is necessary to confirm identified actions align with the potential lead/partner organization mandate and interest. This is seen as an early next step following the strategy adoption.

Area of Focus #1: Partnerships

A shared commitment and efforts align to the needs of businesses and the labour force, demonstrating a seamless workforce ecosystem, and celebrating the shared strategic vision for Hamilton as a workforce hub.

#	Action	Potential Lead/Partner (Lead in Bold)	Timing		
			S	M	L

Objective 1.1: Foster a collective leadership approach to support workforce development and labour market planning.

1	<p>Facilitate the establishment of a Labour Market Advisory Table as part of the Invest Hamilton Partnership³⁵. This cohesive approach will strengthen ongoing dialogue, knowledge exchange, and advance the Hamilton Workforce Strategy.</p> <ul style="list-style-type: none"> ❖ The Labour Market Advisory Table will reflect diverse participation that promotes EDI, is inclusive of urban and rural geographies, and offers a system-wide representation of decision makers to drive a pivotal response to emerging issues. ❖ This Table would serve as a governance body. The mandate of the Table includes strategy implementation, ensuring continued strategy response and relevance, focusing collective impact through a shared vision, and monitoring of strategy KPI's and impacts. ❖ Decision makers from priority sectors, education, employment and business intermediaries, Workforce Planning Hamilton, FedCap, and Economic Development Hamilton would make up this Table. <p>Early priorities may include:</p> <ul style="list-style-type: none"> ❖ Establishing a Terms of Reference ❖ Identifying the means to acquire a position (full or part-time) for a Strategic Plan Workforce Coordinator to support the Table and strategy implementation. (This may be a shared position with Invest Hamilton Partnership). 	<p>HED, WPH, Workforce Ecosystem partners, IHP</p>			
---	---	---	--	--	--

³⁵ The Invest Hamilton Partnership is a collaboration between leading stakeholder groups including McMaster University, Mohawk College, Synapse Life Sciences Consortium, McMaster Innovation Park, Innovation Factory, The Hamilton-Oshawa Port Authority, and Hamilton International Airport.

	<ul style="list-style-type: none"> ❖ Establish a memorandum of understanding (or similar) that defines how the workforce ecosystem will work collaboratively, with the best interests of Hamilton’s labour market at the centre, and all working towards the shared workforce vision for the city. 			
2	<p>To inform the Labour Market Advisory Table, establish Sector Response Committees to carry out on-the-ground solutions that address sector specific challenges and opportunities.</p> <ul style="list-style-type: none"> ❖ The committees may focus on relevant actions from both the workforce strategy and workforce-related actions identified in the sector-specific strategies (i.e.: Manufacturing Sector Strategy, Life Sciences FDI Sector Strategy, Creative Industries Sector Strategy, and the FIRE Sector Strategy). ❖ These committees would provide regular updates to the Labour Market Advisory Table, within information flowing in both directions. ❖ Establish mechanisms to engage industry/targeted sector employers to promote conversation and collaboration, strengthen talent recruitment and enable solutions for workforce challenges ❖ The Sector Response Committees will create a Terms of Reference to articulate roles and responsibilities and facilitate participation and engagement of all members. ❖ Structure must guarantee an equal voice for all members and include representation from minority groups/organizations, Indigenous Peoples, and people with disabilities. 	HED, WPH, IEC		

Objective 1.2: Activate and foster collaboration within Hamilton’s workforce ecosystem (Government, Institutions, Employers, and Local Employment Support Organizations).

3	<p>As an add-on to the Connect to Careers Annual Job Fair, explore the opportunity to integrate an Information Exchange that brings workforce ecosystem partners together for an interactive dialogue and sharing of organization updates on services and programming.</p> <ul style="list-style-type: none"> ❖ The session will broaden understanding of the services available, how these services support clients and employers, and to identify any areas of challenge or barriers that would benefit from a collective resolution. This event would further strengthen the network and help inform all ecosystem partners on current activities within Hamilton’s labour market. 	<p>Workforce Ecosystem partners, Chambers of Commerce, business associations</p>		
4	<p>Through data sharing agreements between the City of Hamilton (across related departments) and the Hamilton workforce ecosystem partners, maximize data utilization and dissemination of data products that can be shared and used broadly to support talent retention, recruitment, domestically and internationally. <i>(Data sharing restrictions and costs often restrict access, preventing its use and usability to inform and support workforce planning decision-making.)</i></p>	<p>WPH, HED, FedCap, Workforce Ecosystem partners</p>		

5	Mitigate barriers resulting from restricted access of job seekers to employers in more remote areas of the city, where high employment opportunities exist for good jobs. This must be cost effective and may require employer and employee contributions to offset costs.	WPH, HED, Hamilton Transit, Hamilton Roundtable for Poverty Reduction, Just Recovery, Housing			
---	--	---	--	--	--

Objective 1.3: Strengthen partnerships to demonstrate Hamilton’s ability to support investments and economic growth.

6	Hamilton Economic Development Office, the Labour Market Advisory Table and the broader Workforce Ecosystem share updates of labour demand needs that evolve from investment opportunities and BR&E. This will enable key labour market needs to be shared with those partners that can support talent readiness and connections. Existing publications (e.g., Hamilton by the Numbers) may be leveraged toward this goal.	HED, IHP, Workforce Ecosystem partners			
---	---	--	--	--	--

Key Performance Indicators (KPIs)

- ❖ # of partnerships committed to developing a top-quality labour force and aligned workforce ecosystem
- ❖ # of Labour Market Advisory Table meetings
- ❖ # of Sector Response Committee information sessions
- ❖ # of workforce information exchange sessions i.e. Connect to Careers Annual Job Fair

Area of Focus #2: Skills Development

Enhanced education, training and skills development offerings strengthen the availability of relevant programming leading to an activated talent pool with the skills, motivation, and capabilities to meet labour demand needs and drive productivity.

#	Action	Potential Lead/Partner (Lead in Bold)	Timing		
			S	M	L
Objective 2.1: Work with educational institutions and industry partners to identify and respond in a timely manner to market needs.					
7	<p>Map detailed career pathways within each of Hamilton’s target growth sectors to demonstrate career progression from entry level to highly skilled occupations that are in demand.</p> <ul style="list-style-type: none"> ❖ These pathways should be created in collaboration with employers and focus on education/training requirements, competencies, capabilities, and skills. They should also emphasize the transferable skills that can be applied across distinct roles or industries. Sources for sharing could include Workforce Planning Hamilton’s Career Pathways, Industry Education Council of Hamilton’s Experiential Learning and ABEA’s career ladders. 	<p>IEC, WPH, School Boards, Chambers of Commerce, Business Associations, Employers</p>			
8	<p>Partner with government funded programs to advance employment and training services to ensure relevant essential, technical, and employability skills for the unemployed and underemployed labour force. This can help address the labour force shortages in Hamilton’s target sectors. The Elevate Plus program could serve as a best practice example.</p>	<p>HED, PSEs, Employers</p>			
9	<p>Capture employer input regarding job requirements and skills needs to best position workforce development organizations to be responsive and timely in curriculum and training program development.</p> <ul style="list-style-type: none"> ❖ This can inform on micro-credentials, shorter-term training programs, and higher-education learning needs. This requires a commitment to share aggregated key findings emerging from discussions with the Hamilton Workforce Ecosystem related to skills, competencies, and upskilling needs. 	<p>WPH, HED, McMaster University, Mohawk College, Redeemer University</p>			

Objective 2.2: Encourage entrepreneurship and innovation among Hamilton’s local labour force.

10	Host a Lion’s Lair series across local high schools in Hamilton to foster creative and innovative thinking among students to promote entrepreneurship and skills building. Better practices may be drawn from LiONS LAIR by Innovation Factory - Startup Pitch Competition & Gala	IEC, IF, School Boards			
11	Support networking and collaboration opportunities for aspiring entrepreneurs/international entrepreneurs through events, industry-specific meetups/coffee chats and forums to promote Hamilton’s entrepreneurial ecosystem and the available services and supports to assist aspiring entrepreneurs to be prepared for operating a business	HBC, IF, HED, PSEs, Employers			

Key Performance Indicators (KPIs)

- ❖ # of experiential learning opportunities
- ❖ # of support activities to connect students to business
- ❖ # of support activities to connect employers to employment and other training agencies
- ❖ # of start-ups
- ❖ # of support activities (training & seminars) for SMEs

Area of Focus #3: Ongoing Data Utilization

Ongoing data collection, analysis, and dissemination informs evidence-based decision making and shares insights on Hamilton’s labour market, talent gaps, hiring trends, future labour market needs, and education and skills gaps.

#	Action	Potential Lead/Partner (Lead in Bold)	Timing		
			S	M	L

Objective 3.1: Disseminate reliable resources that inform about in-demand occupations and skills, and the broader future of work considerations.

12	Explore a platform to regularly showcase target sector job vacancies to raise awareness of hiring activity within the sector and the types of jobs available in Hamilton.	WPH , Hamilton Workforce Ecosystem partners, Sector Response Committees			
13	<p>Increase awareness and understanding among employers and the labour force of the influencing factors impacting the future of work. This can be facilitated through information sharing resources that:</p> <ul style="list-style-type: none"> ❖ Present data on occupations and skills, ❖ Communicate how the future of work is changing, areas of importance to focus on, how the labour force can best be prepared and positioned for future career opportunities, ❖ How employers can build successful approaches to employee recruitment, retention practices <p>These resources may be shared through the Workforce Planning Hamilton Job Portal, and through the Workforce Ecosystem partners.</p>	WPH , Future of Work Canada, Hamilton Workforce Ecosystem partners			
14	<p>Develop a Hamilton LMI Data Strategy to identify/validate data needs, data sources, opportunities for data sharing (possible Hamilton LMI dashboard), and data utilization.</p> <ul style="list-style-type: none"> ❖ Demonstrate in the strategy the value and return on investment to the workforce ecosystem and the broader community. ❖ Provide a focus on data that informs on diverse populations and groups including youth, women etc. ❖ The data can promote opportunities to recent graduates and mid-level talent within the target sectors and subsectors 	WPH , HED, PSEs			

15	<p>Examine the feasibility to create an aggregated data repository that captures enrollment and graduation data across participating post-secondary institutions.</p> <ul style="list-style-type: none"> ❖ Feasibility report to address such questions as: how is this created? What is its purpose and use? Who is it serving? Access to the repository and data use restricted must be determined. ❖ Consideration to utilize AI to conduct, at least in part, the preliminary research to inform on models that may already exist. 	WPH, HED, PSEs			
<p>Objective 3.2: Continue to promote new and existing training and employment programs and supports.</p>					
16	<p>Engage CEWIL partners with post-secondary institutions and community partners to design and deliver sector-specific work-integrated learning (WIL) programs in Hamilton.</p>	WPH, HED, CEWIL, Mohawk College, IEC			
17	<p>Collaborate with Palette Skills to leverage Upskill Canada and promote the partner registration and funding application process among Hamilton employers. The program connects employers to qualified talent, to address their need for workers. It prioritizes job placement as the key performance indicator they will be evaluated on.</p>	FedCap, Hamilton Workforce Ecosystem partners, Palette Skills			
18	<p>Support the Career Laddering Regional Project that looks at entry level jobs in Manufacturing and Healthcare and Social Assistance that has potential for employees to progress through the company. Career Ladders.</p>	WPH, ABEA, WC, WPB Grand Erie			
19	<p>Develop a “Hamilton Way” to promote youth directed programming related to skilled trades and career promotion.</p> <ul style="list-style-type: none"> ❖ Leverage existing efforts including the Ontario Youth Apprenticeship Program (OYAP), Specialist High Skills Major, Dual Credit, and Interprovincial Standards Red Seal Program. ❖ Options may include engaging high-school youth or college students to build an immersive experience using select Hamilton workplaces, showcasing “a workday as an.... (auto mechanic; chef; welder) Example: “Trade Up! Be Proud, Be Skilled” Virtual Reality Careers Campaign 	IEC, WPH, LUINA, School Boards, PSEs, MoE, OMAESD, Employers			
20	<p>Continue to track Employment and Social Development Canada funding programs and promote them among the local labour force and employers to ensure a work-ready labour force is available.</p>	Workforce Ecosystem partners, WPH, FedCap, HED			

Objective 3.3: Ensure that the labour force has access to learning and tools that consider employers needs today and, in the future.

21	In partnership with HIPC and immigrant serving organizations, explore the feasibility of monitoring immigrant hiring outcomes. Metrics to be tracked can include hiring and retention results (i.e., those still employed after 3 months, 6 months and 12 months etc.) and the recognition of employee foreign credentials among these hires without the need for additional training.	HIPC, HED, WPH			
22	Create a centralized, online calendar that presents upskilling and professional development training opportunities that employees, labour force and employers can access. This could be presented with links directly to the provider/training opportunity to promote what is available locally. Posts to be validated by host organization, with each participating organization responsible to keep their information current and relevant.	WPH, HED, Local Training and Education Providers			

Key Performance Indicators (KPIs)

- ❖ # of visits to Hamilton LMI dashboard, data points collected, analyzed, and shared
- ❖ # of job seekers supported
- ❖ # of businesses provided with LMI information
- ❖ # of College and University admissions/graduates from courses relevant to target sectors

Area of Focus #4: Marketing

Hamilton is recognized as a destination of choice for talent, offering a diverse labour market that respects and promotes an inclusive and equitable work environment where all individuals are motivated to thrive and contribute.

#	Action	Potential Lead/Partner (Lead in Bold)	Timing		
			S	M	L

Objective 4.1: Develop and share common marketing and communication messages and tools to be used by the Hamilton Workforce Ecosystem, and across Hamilton’s business community to increase familiarity and consistency in the city’s value propositions.

23	<p>Develop a marketing profile and communication materials that:</p> <ul style="list-style-type: none"> ❖ Promotes Hamilton’s collective commitment to strengthening its labour market through the Workforce Strategy. ❖ Demonstrates using multimedia formats (print, digital, video, etc.), Hamilton’s lifestyle, cultural experiences, and quality of life assets. This is to be shared with local employers and community partners to support their recruitment efforts, internally within the city, and externally to the broader region and beyond. ❖ Promotes Hamilton as a hub for remote workers. 	<p>HED, WPH, PSEs, Businesses, IWC, NPAMMB, HIPC</p>			
24	<p>As part of the marketing profile,</p> <ul style="list-style-type: none"> ❖ Share employee experiences living and/or working in Hamilton via a social media campaign targeting students, parents, post-secondary students, career practitioners, etc. The messaging should address Hamilton’s perceived nature as an older industrial city focused exclusively on heavy industry compared to a reality of high-skill, green, and clean job opportunities. ❖ Develop creative messaging utilizing Hamilton’s multicultural events, festivals, and activities that highlight diverse cultures, traditions, and contributions of immigrants choosing Hamilton. ❖ Create a “Learn about Hamilton” guide that is available at high traffic pedestrian locations around the city, Hamilton International Airport, Bus/Go Train Depots. Example: Getting started in Calgary 	<p>HED, WPH, Post-secondaries, Businesses, IWC, NPAMMB, HIPC</p>			

25	<p>Demonstrate the modernization of the workplace often challenged by negative perception in sectors such as manufacturing (including steel, metal fabrication and clean technology), and agriculture. Other sectors may be identified through the Sector Response Committees.</p> <ul style="list-style-type: none"> ❖ Utilize career education and awareness classes with a focus on all skill levels, from entry level occupations to senior management opportunities to demonstrate opportunities. ❖ Identify businesses and employers to be 'local champions', speaking to students in the classroom, workplace familiarization tours to showcase the workspace, and sharing employee stories of successful career progression. 	IEC, School Boards, Employers			
26	<p>Market the newly implemented Federal initiative, the Digital Nomad Program among Hamilton's business community to address skills shortages. The program allows remote workers to stay in the country for up to six months without needing a work permit. This program can also serve to attract and retain remote workers by promoting Hamilton's quality of life and place.</p>	HED, WPH, IRCC			

Objective 4.2: Increase awareness through promotion of local initiatives that influence workforce attraction and development and labour market planning.

27	<p>Coordinate with community partners to provide authentic and transformative city experiences that attract tourists and potential residents.</p>	Tourism Hamilton, OTEC, HED			
28	<p>Continue to highlight successes such as the Newcomer Week line-up, museum exhibition Stories of Migration and Belonging and Hamilton Employers Hire Immigrants Campaign more broadly in the community through social media and media materials to increase awareness, garner interest and participation.</p>	HIPC, HED, Hamilton Civic Museums			
29	<p>Strengthen promotion of Challenge 2025 to broaden initiative awareness and understanding. Focus on encouraging employer participation and collaboration with Mohawk College to deliver rapid, demand-led training that closes workforce gaps, provides employers skilled workers, and supports reduction in the skills gap among Hamilton's labour force.</p>	Mohawk College, WPH, HED			

Key Performance Indicators (KPIs)

- ❖ # of views/engagement / reach of marketing activities related to worker attraction and promotion of the city
- ❖ # of initiatives and participation numbers in events
- ❖ # of Challenge 2025 initiatives

Area of Focus #5: Advocacy

Decision makers advocate to all levels of government and other relevant bodies on behalf of Hamilton’s residents, businesses, and organizations to advance policies, by-laws, programs, and resources that enable progress and address barriers to employment for all.

#	Action	Potential Lead/Partner (Lead in Bold)	Timing		
			S	M	L

Objective 5.1: Advocate for addressing core labour force wraparound supports for Hamilton’s diverse communities.

30	Work collaboratively with the Employment Supports Network in Hamilton to share quantifiable data at the provincial and federal government level to maximize the benefit to Hamilton employers and job seekers through the Labour Market Transfer Agreements (LMDAs) and the Workforce Development Agreements (WDAs).	FedCap			
31	Be responsive to the changing needs of Hamilton’s early years and childcare sector and actively engage in advocacy efforts to provincial decision-makers to address the need for quality childcare in Hamilton.	CCS, Today's Family, MoE,			
32	Working collaboratively with Hamilton Poverty Reduction and Living Wage Ontario, advance strategies that assist the labour force in addressing challenges that impede their active participation in the labour market. These may include local cost of housing, access to healthcare, mental health, drug addition, transportation, food, and other essential expenses.	Hamilton Roundtable for Poverty Reduction, Just Recovery, HED, WPH, All levels of government			
33	Identify a federal champion who is kept informed with current economic development investment successes and opportunities (e.g., high-ranking local MP’s such as cabinet ministers).	HED, WPH, All levels of government			
34	Advocate for ongoing provincial and/or federal funding to support a local response to areas of challenge including housing, transit, and wellbeing services.	HED, IHP, HIPC, WPH			
35	Through the Hamilton for All – Campaign, continue to broaden city-wide awareness against discrimination of all kinds. Positive efforts to promote EDI within the workforce ecosystem, and the broader community should be reflected in social media, and other platforms.	HED, HIPC, HARRC, HCLC, HCCI			

	The intent is to promote success stories that reflect Hamilton as a welcoming community that nurtures equity, diversity, and inclusion.				
Objective 5.2: Undertake concerted efforts to increase immigration to Hamilton.					
36	Apply to participate in the Municipal Nominee Program. This will require wrap around services such as housing, transportation, workplace transition supports, among others.	HED, WPH, IRCC			
37	Work with support settlement and integration services to be informed and advocate for immigration policies that support family reunification, improve pathways to permanent residency and citizenship, and provide adequate resources for immigrant settlement and integration.	HIPC, EC. DEV., CLH, YMCA			
38	Pilot a post-graduate retention program to retain international student graduates and enhance their integration into the community. The program will provide detailed information on coaching on the immigration pathway and supports to immigrate.	HED, Post-Secondary's, IRCC			
Objective 5.3: Advocate for leadership on the wider range of issues impacting the labour force and the workplace.					
39	Investigate the feasibility of a SME concierge service to assist SMEs with support for grant writing, reporting to accompany subsidy applications, HR supports, connection to employment support organizations, among other services identified by the businesses.	Innovation Factory, HBC, HED, FedCap			
40	Work with major employers in Hamilton to create and launch a Hamilton Business to Business EDI Ambassador Campaign. The campaign will share business driven initiatives that promote integration of EDI in the workplace, enabling the creation of a diverse workplace, and promote a living wage for employees.	SDF, WPH, HED, Businesses			
Key Performance Indicators (KPIs)					
<ul style="list-style-type: none"> ❖ # of views/engagement /reach of marketing activities related to worker attraction ❖ # of new projects initiated that support refugee and immigrant populations ❖ # of workers from marginalized population groups supported into employment 					



Next Steps: Implement and Market

The Implementation Plan will be supported by the Hamilton Economic Development Office along with partners within Hamilton's Workforce Ecosystem. The Economic Development team will lead, support, or convene stakeholders to advance the strategy's implementation and monitor its outcomes and impacts. Implementing the recommendations and actions contained in this strategy will require a collaborative approach involving a commitment to workforce development and labour market alignment for Hamilton. Successful implementation needs to consider the following:

- ❖ Leadership and commitment provided by the Hamilton Economic Development Office shared commitment and buy-in among Hamilton's workforce ecosystem stakeholders including education and training institutions, workforce partners and intermediaries, employers, and municipal, provincial, and federal government
- ❖ A working partnership among workforce ecosystem stakeholders to support and advance implementation of the strategy through a shared vision, knowledge sharing, and collaboration
- ❖ Ongoing coordination and monitoring of strategy implementation, outcomes, and impact
- ❖ Procured funding to implement strategic initiatives outlined in the strategy. Funding sources may include public, private, and not-for-profit financial and in-kind contributions

Marketing

The following messages have been developed for use in marketing materials. These messages can be leveraged through print, digital platforms, social media. Where the opportunity exists, the Workforce Ecosystem partners may provide a direct on-line link to the materials to maximize exposure and demonstrate shared buy-in to the messaging.

Why Hamilton? (Levelling up!)



Discover Hamilton. A truly welcoming community. Over 145,000 immigrants and 100 ethnic groups call our city home!



Explore Hamilton. A city of abundant natural beauty with over 3,480 acres of pristine parks and an extensive trail system that allows you to explore and get lost in nature.

Why Hamilton? (Levelling up!)



Embrace Hamilton. A city that offers you a harmonious balance. Experience the best of nature through Lake Ontario and the Niagara Escarpment and have unparalleled access to museums, art galleries, and incredible restaurants and shopping experiences.



Experience Hamilton. Immerse yourself in a year-round extravaganza as you enjoy our array of exciting events and festivals. Create lasting and memorable experiences as you explore Hamilton Fringe Festival, Super Crawl, Victoria Day Fireworks, Boots in the Creek, Hamilton Winterfest, Winona Peach Festival and more!



Learn in Hamilton. Embark on a journey of knowledge and excellence. With over 20,000 post-secondary students graduating each year from our two largest post-secondary institutions, Mohawk College, and McMaster University, we are truly empowering our next generation of leaders and change makers.



Find your dream career in Hamilton. Hamilton is a remarkable ecosystem of over 53,000 businesses spanning manufacturing, technology, digital media, life sciences and the trades. Thrive in this landscape of innovation and disruption; your options are endless.



Thrive in Hamilton. Work and call Hamilton home, as we continue to seek exceptional talent!



Enjoy your best life in Hamilton. Hamilton's overall cost of living is 25% lower than living in Toronto.³⁶



Experience health care excellence in Hamilton. Hamilton offers you world-class excellence in health care with cutting-edge expertise, top-tier medical care and some of the most talented medical professionals in Canada, we are committed to your health and well-being.

³⁶ <https://moving2canada.com/planning/destination-guides/hamilton/cost-of-living-in-hamilton/>



Moving Forward

Workforce development and labour market planning is complex. The way forward will take collaboration, collective effort, and shared vision. The way forward will take a commitment to make purposeful choices to embrace disruption and get ahead of the curve with a futurist mindset. The way forward will require acceptance that all stakeholders must give up something to achieve a great good that positions Hamilton competitively in the war on talent.

Hamilton has a strong Workforce Ecosystem that has demonstrated an approach to workforce development that is cooperative and connected. This approach must remain top of mind to maximize impact. Efforts and initiatives must leverage existing projects and partnerships to support and create relevant, strategic workforce development opportunities that reinforce Hamilton's capacity for an aligned labour market. The focus is on preparing labour force participants with the skills, knowledge, and capabilities that promote success in today's labour market, while fueling resiliency for the workplace of tomorrow.

The strategy aligns with the 2021-2025 Economic Development Action Plan that lists 'Facilitating a skilled and adaptable workforce' as one of its six priorities. Moving Hamilton's Workforce Strategy forward is an important and integral task, with no single partner being the owner of this important work. It is important for each stakeholder to ask themselves what role they might play in achieving maximum impact of workforce alignment and reaching the shared vision:

Hamilton is recognized and celebrated for its workforce excellence where talent thrives, businesses succeed, and community prospers.

We know we have achieved our vision when,

- ❖ Hamilton has an active and goal-directed workforce ecosystem that fosters collaboration among industry and business, education, labour force participants, and community intermediaries
- ❖ The workforce is empowered and responsive to shifting employer demands in an evolving economy
- ❖ When decision making is grounded in relevant, reliable data and labour market analysis
- ❖ Hamilton is an inclusive and celebrated destination known for its diverse talent pool and equitable access to opportunity for all
- ❖ Performance indicators validate the outcomes and impact emerging from strategy implementation
- ❖ Strong partnerships across public, private, and the voluntary sector collaboratively advance talent development, and leverage evidence-based insights to position the labour market for today and tomorrow

To achieve the necessary impact will require alliances and relationships among key stakeholders, investments in education and training offerings, targeted skills development programs, and a commitment to EDI. Strategic approaches also need to consider the changes in the hiring landscape as competition for talent is intermunicipal, interprovincial, and international in nature. As job seekers continue to customize their work environment desires and prioritize geographic freedom, Hamilton must harness its place-based potential to attract and retain talent and stimulate the local economy.



Hamilton's Workforce Strategy: Harnessing the Ecosystem for Shared Success

Technical Report 2: Engagement Summary

Sept 2023



Table of Contents

Introduction	2
Workforce Strategy SOARR	5
Key Findings that Inform Areas of Focus, Objectives and Actions	15
Appendix A - Employee Survey Results	19

Introduction

Strategy Development and Stakeholder Engagement Process

Deloitte LLP designed the project framework for Hamilton’s Workforce Strategy: Harnessing the Ecosystem for Shared Success as a four-phase interconnected process that began in January 2023.

The results of *Phase 2: Labour Market Analysis* were captured in Technical Report 1: Data and Desktop Research. This Technical Report 2: Engagement Summary presents the results of *Phase 3: Stakeholder Engagement* and is designed to inform the strategic areas of focus and objectives that will position Hamilton competitively, drawing on its comparative advantages and aspirations, while identifying “gap” areas or constraints to workforce development.

Figure 1: Strategy Development Process – Phases of Work



Phase 3: Stakeholder Engagement

Phase 3: Stakeholder Engagement was a comprehensive process with a broad representation of stakeholders conducted from February to June 2023. Input received offered insights and perspectives pertaining to the local labour market, economic opportunities, and clarity for the role of the Hamilton Economic Development Office in the Workforce Ecosystem.

A significant was made to ensure the consultation process was inclusive, transparent, and comprehensive. The process directly and indirectly engaged Hamilton job seekers, labour force participants, Intermediaries, and the business community.

In total, approximately 270 participant touchpoints were facilitated through surveys, one-on-one interviews, sector workshops and a partner focus group.

Figure 2: Stakeholder Engagement for Hamilton’s Workforce Strategy



- ❖ An online labour force survey launched on March 7th, 2023 and ran until June 5th, 2023. The survey sought input from individuals working in the city of Hamilton or looking for work in the city. The survey was designed to better understand workforce related challenges and needed supports. The survey received a total of 133 responses and primarily captured input from individuals aged 25 to 54 with post-secondary degrees, or certificates. The survey revealed that most respondents (72%) were satisfied with Hamilton as a place to find suitable job opportunities, followed by 77% indicating satisfaction with the overall quality of life in the city. The survey results are in Appendix A to this report.
- ❖ A total of 42 stakeholders, spanning secondary and post-secondary partners, adult education and literacy providers, employment, and training services, HSR, Chambers of Commerce, members of the Hamilton Immigration Partnership Council (HIPC), Housing Hamilton, Workforce Planning Hamilton, and major employers, participated in one-on-one interviews throughout April and May 2023. These conversations offered input into the availability and readiness of Hamilton’s workforce, labour force gaps and challenges, the role of the Hamilton Economic Development Office in supporting talent recruitment and retention, and insights to advance a strong, resilient, and aligned labour market environment in Hamilton.
- ❖ In May 2023, 25 stakeholders participated in a 2-hour roundtable discussion focused on validating the project’s findings to date and offering a deeper dive into the current workforce ecosystem. Specific discussions included the identification of gaps in services and related systems and solutions to strengthen labour supply and demand alignment.
- ❖ Five sector-specific workshops were held between May and June 2023. These sessions sought input from businesses in Hamilton’s key sectors including Manufacturing and Goods Movement, Agri-food and Food & Beverage Processing, Life sciences, Finance, Insurance, and Real Estate, Information and Communications Technology, Creative Industries, Tourism, and small businesses that included representation from Hamilton’s BIA (Business Improvement Areas)

members and retail establishments. A total of 70 businesses and support organizations provided input into regional assets, sector-specific workforce challenges, the role of the workforce ecosystem in supporting labour force needs and solutions to overcome recruitment and retention barriers.

- ❖ Further informing the employer input, Workforce Planning Hamilton and the Hamilton Economic Development Office shared insights emerging through their annual Employer One survey, which collected responses from 630 employers across Hamilton. The survey revealed that most respondents (74%) rated the availability of qualified workers in Hamilton “Fair” or “Poor”, and 2% provided a rating of “Excellent”. Employer respondents (71%) indicated it was “difficult” or “very difficult” to hire required labour in Hamilton.

The engagement results were aggregated and thematically analyzed into the SOARR (Strengths, Opportunities, Aspirations, Risks and Results) Framework. The SOARR serves as the pivot from '*what has been learned*' to '*what needs to happen*,' guiding the overall direction and strategic priorities for Hamilton’s Workforce Strategy. The insights captured inform Phase 4: Review of City's Role and Strategy Development.

Report Sections

The balance of this report is organized into the following sections.

- ❖ **SOARR Assessment** provides an overview of labour force and workforce development related Strengths, Opportunities, Aspirations, Risks, and Results (SOARR) for Hamilton.
- ❖ **What We Heard – Key Themes** builds from the SOARR assessment and provides the common themes that anchor the Areas of Focus and objectives for the strategy.
- ❖ **Emerging Areas of Focus and Objectives** presents the foundational elements that anchor and qualify the actions of Hamilton’s Workforce Strategy.

It should be noted that the conclusions within the SOARR assessment reflect the responses given during the stakeholder engagement sessions. As such, they should not be taken as generalizations of all stakeholders within Hamilton Workforce Ecosystem.

Workforce Strategy SOARR

The SOARR assessment serves as the pivot from *'what has been learned'* to *'what needs to happen'* to address and support workforce development areas of focus for Hamilton.

The SOARR model of “appreciative inquiry” (Strengths, Opportunities, Aspirations, Risks, Results) represents an emerging best practice in strategic planning. As a forward-looking model, the SOARR takes elements of what would traditionally be affiliated with a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis and focuses on the Risks and Results. Bringing risk and results into the conversation ensures that contingency planning receives due attention and that outcomes are reflected in an action-oriented, measurable manner. By identifying opportunities and understanding potential risks, specific action steps can be designed to achieve desired results. This approach allows for strategic leveraging of identified strengths while also addressing areas for growth and improvement.

The concepts underpinning the SOARR model are illustrated below.

S	<p>Strengths</p> <p>What are we doing well? What key achievements are we most proud of? What can we build on?</p>	
O	<p>Opportunities</p> <p>What are our best possible future opportunities? What changes in demand can we expect in the future? What broader trends and policies may affect development and impact our aspirations?</p>	
A	<p>Aspirations</p> <p>What are we deeply passionate about and want to achieve? What difference do we hope to make for all?</p>	
R	<p>Risks</p> <p>What challenges do we need to be aware of? How will we recognize and mitigate or eliminate potential risks?</p>	
R	<p>Results</p> <p>How do we know we are succeeding? What are the key goals we would like to accomplish to achieve these results?</p>	

For Hamilton’s Workforce Strategy, the SOARR assessment leveraged insights gained through all data and desktop research. Each element of the SOARR is broken down by participating stakeholder groups, including the labour force, employers/businesses, support organizations, and training providers. This enables the reader to understand sentiments shared by stakeholder groups. This approach supported the identification of alignment across participant input and contributed to the emergence of key themes which then guided the development of a cohesive plan for workforce development within Hamilton.

S

Strengths

What are we doing well? What key achievements are we most proud of? What can we build on?

Labour Force

Feedback (as paraphrased from the surveyed Hamilton’s labour force) is provided below:

- ❖ Of the surveyed labour force, 21% of respondents reported that they were ‘very satisfied’ with Hamilton as a place to find suitable job opportunities, with 50% reporting ‘somewhat satisfied’. This indicates an overall positive response with room for improvement. Factors that contributed to overall satisfaction levels include job security, employment assistance services and availability of appropriate work-related training.
- ❖ Reflecting overall quality of life in Hamilton 24% of respondents were ‘very satisfied’ and 50% reported ‘somewhat satisfied’. Factors that contributed to overall satisfaction levels included availability and selection of restaurants, internet connectivity, and recreational activities.

Businesses/Employers

Feedback (as paraphrased from participating businesses/employers) is provided below:

- ❖ Employers felt that Hamilton has well established industries are well positioned to grow including steel manufacturing and businesses reliant on goods movement.
- ❖ Hamilton’s proximity to Toronto and the US border presents a valuable opportunity to attract a diverse pool of local, regional, and international workers.
- ❖ Businesses in goods movement identified sector strengths to include Hamilton’s position as a multi-modal transportation hub and proximity to the US border. The John C. Munroe Hamilton International Airport, Hamilton Oshawa Port Authority (HOPA) and the Hamilton Harbour are significant assets for the city and the sector.
- ❖ The goods movement sector noted that Hamilton's housing market is a notable strength, as it is not experiencing an exorbitant increase in housing prices relative to other regions. Evidence to support this statement is drawn from the Canadian Mortgage and Housing Corporation which has stated, Hamilton's historical average price for absorbed homeowner and condominium units is among the lowest compared to other areas such as Toronto, KWC, Brantford, London, and St. Catharines-Niagara.¹
- ❖ Food and beverage processing businesses identified that recent transit improvements such as increased bus services and 24-hour routes are a step in the right direction and have made transportation easier for staff. However, this is a work in progress as some businesses still have problems getting workers by public transit. This is particularly important for businesses that fall outside of the downtown.
- ❖ Employers in the food and beverage processing sector also indicated that the increasing number of international applicants for programs related to the sector, ensure a viable talent pool for the sector.
- ❖ McMaster and Mohawk support talent development across many industries and sectors. Businesses indicated that the “Building Careers” program and Hamilton Immigration Partnership’s campaign, “Hamilton Employers Hire Immigrants” are significant strengths, with the potential to enable a strong pipeline for the food and beverage processing sector, if utilized.
- ❖ Hamilton’s film sector is expanding, and local post-secondary education institutions are taking steps to prepare individuals for this growing sector. Hamilton has strong talent, especially in the music sector.

¹ CMHC. Ontario — Average, Median and Price Percentiles for Absorbed Homeowner and Condominium Units (in Census Metropolitan Areas and Census Agglomerations with at least 50,000 people). CMHC Market Absorption Survey. July 2023

- ❖ Employers in the life sciences sector identified that there is a perception of security around the sector, particularly due to the significant number of applications for sector-specific roles and education programs.
- ❖ The main street, retail, tourism, and small business sectors acknowledged Hamilton's noteworthy qualities in terms of entertainment and outdoor recreational spaces. Specifically, they have highlighted that Hamilton boasts a flourishing culinary and entertainment scene, making it unnecessary for residents to travel to Toronto to attend shows, games, or plays. Hamilton's open spaces, including parks and trails were noted.
- ❖ Employers in the manufacturing sector indicated that there is active collaboration within the Hamilton Workforce Ecosystem, including postsecondary institutions and the Future Ready Premium Partnership that connects and engages the labour force, industry, and jobs. A similar sentiment was echoed by main street, retail, tourism businesses and the FIRE, ICT, and creative industries. Hamilton was recognized as one of the better aligned and supportive communities when it comes to its workforce ecosystem. City staff were considered forward looking and willing to collaborate and partner.

Training Providers and Support Organizations

Feedback (as paraphrased from training providers and support organizations) is provided below

- ❖ It was noted that Hamilton boasts a robust and highly skilled labour pool, with local schools offering programs including co-op and experiential learning opportunities. Participating organizations expressed a positive outlook on the availability of low-skilled workers in Hamilton. Additionally, it was noted that the presence of three major post-secondary education institutions in Hamilton provides a strong talent pipeline and supports attraction of potential workers from both Canada and abroad.
- ❖ It was identified that Mohawk College and McMaster University are valuable providers of education and training. Mohawk College, for example, has developed a curriculum tailored to meet the needs of the labour force. Furthermore, Mohawk College's City School offers low or no-cost training, making it a valuable resource in supporting the skills development and training of marginalized communities.
- ❖ It was also noted that economic immigrants are arriving in Hamilton with strong education and credentials, while post-secondary institutions are actively recruiting international students. Overall, the consensus among stakeholders was that Hamilton has a wealth of training and talent resources that can be leveraged to support the local workforce and economy.

O

Opportunities

What are the best possible future opportunities? What changes in demand can we expect in the future? What broader trends and policies may affect development and impact our aspirations?

Labour Force

Feedback (as paraphrased from the surveyed Hamilton's labour force) is provided below:

- ❖ Majority of survey respondents were core working age (25-54), living in Hamilton long-term (more than 6 months) and currently working or looking for work in the Hamilton area. 54% of respondents noted that they were in their "mid-career", presenting an opportunity to retain this cohort through the delivery of skills upgrading, leadership development, and mentorship programming.

- ❖ When asked to rate their satisfaction with factors relating to the job opportunities available in Hamilton, areas that showed the most opportunity for improvement were adequate pay/compensation, access to health benefits/sick pay, and available jobs.

Businesses/Employers

Sector feedback (as paraphrased from participating employers) is provided below:

- ❖ Manufacturing businesses identified opportunities to leverage programs such as the Specialist High Skills Major (SHSM) to increase the incidence of students gaining apprenticeship training, education, or employment. Businesses also indicated the need to align training programs with industry needs and create responsive sector-relevant programming. A common framework is needed to ensure streamlined and standardized micro-credentialing, upskilling, and reskilling programs. Moreover, offering subsidies to employers to support the upskilling and reskilling of their workforce is an area of opportunity to be explored.
- ❖ In the goods movement sector, employers noted that Hamilton is uniquely positioned to welcome more people into the city. Redevelopment of select neighbourhoods, particularly downtown, can enhance affordable housing and create communities and spaces to welcome and retain newcomers. A specific opportunity was identified for economic support for independent truckers to finance their rigs to improve goods movement. The Hamilton Economic Development Office can advocate on behalf of many businesses in the city and work with local immigrant communities to attract more workers.
- ❖ Stakeholders in the food and beverage processing sector noted efforts to increase awareness of workplaces in this sector. Collaborating with employment support organizations to access available training and increased support for the Ontario Youth Apprentice Program (OYAP) can provide potential hires with the necessary skills.
- ❖ In the agri-food sector, stakeholders expressed that the temporary foreign worker program requires increased funding and a significant overhaul to meet current standards. Improved and affordable housing options are necessary to enhance workforce stability and support the workforce in this sector. Stakeholders also identified the creation of a training incentive that employers could access to provide training for employees. Businesses identified that a provincially funded two-week training program would reduce their financial burden and support retention.
- ❖ Businesses in the agri-food sector identified that job seekers and employees, particularly within the sector, hail from immigrant communities. There is significant opportunity to provide sector-specific training to retain these employees over the longer term. Businesses also mentioned the need to work with youth and high schools to heighten awareness of the industry and promote growth opportunities within the sector. Such approach could position the sector with a talent line in the short and longer term.
- ❖ Businesses within the FIRE, ICT, and Creative Industries recommended that efforts be made to develop storytelling, mentorship, and youth outreach initiatives. Forging community partnerships to foster greater awareness of Hamilton's economy was seen as a positive step in talent attraction.
- ❖ Main street, retail, tourism, and small businesses expressed a willingness to provide on-the-job training for skills development. Customer service training was recommended. Additionally, removing HR barriers for small businesses can confer a competitive advantage in areas such as internal training, new hire integration, and recognition programs. Collaborating with insurance companies to create scale-up opportunities for small businesses could also be beneficial for recruitment efforts.
- ❖ Addressing the skills mismatch and clarifying employer needs was identified as important in the life sciences sector. Life sciences stakeholders mentioned the need for specialized roles, such as nursing, youth mental health, social work, and environmental aides, etc. This sector also identified that Hamilton has a lack of C-suite talent necessary to grow as an international destination of choice for life science research and commercialization.
- ❖ Documenting existing efforts and implementing better programming is instrumental in developing a skilled workforce.
- ❖ Employers identified that showcasing the cost-of-living differentiators for Hamilton versus other geographies could prove beneficial for Hamilton.

- ❖ It was noted that the Hamilton Economic Development Office could take a leadership role and serve as a central point in the Workforce Ecosystem.

Training Providers and Support Organizations

Feedback (as paraphrased from training providers and support organizations) is provided below:

- ❖ Support organizations stated that a more collaborative approach with the education and training sector is necessary to address the current and future labour force needs of local businesses. Through increased collaboration between support organizations, post-secondary institutions, and the education and training sector, upskilling opportunities, employment readiness programs, and validation of skills gaps across sectors should be a key area of focus.
- ❖ Training providers and support organizations indicated the need to develop sector-specific training programs that align with the skills and talent required by local businesses. This includes a focus on skilled trades and apprenticeships. Other training programs that were identified as critical to supporting the employment readiness of Hamilton's labour force included soft skills training and entrepreneurship programming.
- ❖ Stakeholders identified the need to incentivize training in the trades beyond what the province is currently offering. Providing further incentives for training and education can help to bridge the skills gap and ensure a strong and capable workforce.
- ❖ Opportunities also exist to improve access to skilled trades for historically disadvantaged youth. This requires a multi-faceted approach that educates and increases awareness on opportunities within the trades to youth, their parents/guardians, and the education institutions. Dispelling myths or misconceptions about the trades and showcasing the benefits of pursuing a career in this field is necessary. Career counsellors have a role to play in educating youth about the trades and helping them connect with relevant employers and training programs.
- ❖ Stakeholders identified a need for providing technology-based and digital skills training, with a focus on supporting youth skills and knowledge development. Insights offered by training providers and support organizations related to actions identified in the Hamilton Youth Strategy which emphasized the need to increase employment opportunities for youth, improve wages of entry-level jobs, and improve access to financial support for post-secondary education and training.
- ❖ Importance of marketing programs to Hamilton's business community was noted. Specialist High Skills Major (SHSM), LIUNA Hamilton youth in construction program, the career ladder program developed by Adult Basic Education Association and its partners, and the Ontario Youth Apprentice Program (OYAP) were noted. The Hamilton Community Benefits Network was identified for its work with local construction companies to ensure a local percentage of hires; this practice could be replicated across other sectors.
- ❖ Opportunities also exist to partner with post-secondary institutions to develop labour force forecasting.² This could promote a joint, coherent approach to informing Hamilton's talent pipeline.
- ❖ Support organizations also recommended that employers investigate job sharing, flexible work shifts, living wage standards, and mentoring opportunities in response to job seekers' aspirations.
- ❖ The Hamilton Economic Development Office plays a pivotal role in the development of the workforce through its efforts to support data collection and dissemination, ecosystem planning, and fostering partnerships. To attract large employers and generate enthusiasm for the city, it is essential to present a forward-looking response to collaborate when opportunities arise.
- ❖ As a SSM (Service System Manager), FedCap's programs and services must be responsive to local labour market needs and foster strong relationships within the Workforce Ecosystem.
- ❖ Support organizations have recognized the value of employer-led initiatives, such as partnerships between employers and housing developers to provide housing for employees. They identified a need to encourage local authorities to develop housing solutions that are customized to the needs of immigrants and immigrant families, including economic

² Example: <https://www.georgiancollege.ca/blog/newsroom/georgian-building-cloud-based-database-to-support-local-hiring/>

immigrants, refugees, students, and families. By tailoring solutions to the needs of these groups, a welcoming and supportive environment can be created.

- ❖ Stakeholders identified the need to address societal issues such as poverty, homelessness, addiction, and mental health. Community support is crucial to effectively addressing these issues and facilitating positive change. Furthermore, adequate healthcare resources, including doctors, are required to ensure that residents have access to medical care.
- ❖ Hamilton has the potential to be marketed as an ideal post-graduate destination. One opportunity to achieve this is increasing participation from students and employers in the Hamilton Employer Crawl, an event that showcases the diverse range of employment opportunities available in Hamilton for students.
- ❖ Hamilton must promote and market its unique sense of place and quality of life, highlighting its various amenities such as restaurants, social scene, natural assets, local attractions, and landmarks. To address the need for more green space and activities, the city could consider developing additional bike paths, walking trails, and outdoor event and performance spaces. Collaborating with local businesses and community organizations to host cultural events and festivals that highlight the city's diverse offerings would also be beneficial. Furthermore, the city could implement measures to address safety concerns in downtown, such as safety and awareness campaigns, encouraging more foot traffic, and increasing shopping and dining options. Such efforts would help to position Hamilton as a more vibrant and attractive city.

A

Aspirations

What are we deeply passionate about and want to achieve? What difference do we hope to make for all?

Labour Force

Feedback (as paraphrased from the surveyed Hamilton’s labour force) is provided below:

- ❖ The top priorities for respondents included the amount of job opportunities available, adequate pay/compensation, professional development, networking, and mentorship opportunities.
- ❖ Respondents noted Hamilton’s quality of life, the availability of affordable housing, recreational activities, availability of health and medical services, family friendliness of the city, pedestrian and cyclist infrastructure and access to public transit options as important to them.

Businesses/Employers

Sector feedback (as paraphrased from participating employers) is provided below:

- ❖ Manufacturing sector employers identified an opportunity to establish a local network that can facilitate a deeper understanding of the transition to clean technology and electric vehicles on small and medium-sized enterprises (SMEs). This network could also provide insights into the available resources to support employers hiring needs.
- ❖ Businesses indicated that stronger collaboration with post-secondary would ensure stronger alignment between education programming and employer needs. Sector-specific career pathways would inform on skills and knowledge needed and provide a clear and structured pathway for career progression, from entry-level to more advanced roles. Stakeholders in the FIRE, ICT, and creative industries identified the need to collaborate with partners to support

recruitment and highlight potential career paths. Additional investment in contemporary and future-looking programs to support the development of skilled workers was noted.

- ❖ Agri-food sector businesses expressed a desire for accessible language skill training to support international workers and newcomers.
- ❖ Main street, retail, tourism, and small businesses expressed a desire for increased business support resources, particularly in the form of administrative support. Community colleges could play a significant role in supporting small businesses by developing tailored programs, such as hospitality programs or programs that focus on the unique needs of small businesses.
- ❖ In the life sciences sector, businesses mentioned a need for clarity around the skills and talent available in Hamilton and faster, responsive programming to address gaps.
- ❖ Businesses mentioned that wraparound support services such as housing and transit connections should be improved to facilitate employment outcomes.
- ❖ Businesses within the food and beverage processing sector identified that Hamilton should provide resources and tools that highlight the city's quality of life and cost of living. This includes promoting available employment support programs and increasing awareness of these programs among employers. A centralized website that provides information on employment, housing, accommodations, food banks, and wrap-around services would be a valuable resource.
- ❖ Promotion of manufacturing and related skilled trades would inform career choices, help address labour force shortages, and improve the profile of the sector.
- ❖ Businesses identified that the Hamilton Economic Development Office could leverage its role to share information and strengthen partnerships. Aspirations included the development of a sector-specific mentor network, job-shadowing/job-sharing program, a job portal, and leveraging the facilities at McMaster Innovation Park to organize networking events.
- ❖ The need to develop a consolidated resource to leverage the under-utilized talent in the community was noted.

Training Providers and Support Organizations

Feedback (as paraphrased from training providers and support organizations) is provided below:

- ❖ Stakeholders identified that additional and stable funding sources are required to support organizations in their work.
- ❖ Training providers identified that they would like to see greater emphasis placed on sector-specific training and soft skills development to ensure alignment with skills that employers require.
- ❖ Focused efforts that increase international recruitment of workers, especially for the healthcare sector and the attraction of skilled trades labour should be prioritized.
- ❖ Alignment with Hamilton's Youth Strategy to develop programs that connect local students to potential employers should be encouraged.
- ❖ Stakeholders identified that the Hamilton Economic Development Office could take on the role of facilitator for the Workforce Ecosystem to provide a big-picture perspective. Collaborative opportunities exist to work with decision makers, including WPH (Workforce Planning Hamilton), Invest in Hamilton Partnership, FedCap, and other Workforce Ecosystem partners, to support workforce development and labour market planning. This includes strengthening ongoing dialogue, knowledge exchange, and advancing the implementation of the Hamilton's Workforce Strategy.
- ❖ Training providers and support organizations identified the importance of transportation to all areas of the city, affordable housing options and the need for childcare to support labour force participation.
- ❖ Support organizations have expressed a desire to ensure that equity, diversity, and inclusion (EDI) initiatives apply to all levels within organizations. There needs to be more opportunities for disabled and disadvantaged groups to integrate into the workforce. There needs to be a focus on providing mental health supports for job seekers and employees.

R

Risks

What challenges do we need to be aware of? How will we recognize and mitigate or eliminate potential risks?

Labour Force

Feedback (as paraphrased from the surveyed Hamilton’s labour force) is provided below:

- ❖ Respondents reported a lack of related work experience (38%), a lack of suitable employment options (37%), and a lack of related skills/knowledge (35%), when asked of barriers and challenges faced when exploring suitable employment opportunities in Hamilton.
- ❖ 46% of labour force participants agreed with the statement “I would need to move out of or commute outside of Hamilton to find suitable work in my field”. When asked why they feel they need to move out of or commute out of Hamilton, 66% of individuals noted a lack of suitable job opportunities.
- ❖ When asked if they have contacted any workforce support organizations for employment assistance 36% of respondents did not know who to contact, reflecting a lack of awareness of workforce support resources.
- ❖ Respondents identified the availability of affordable housing, public safety, and policing, childcare services, and access to public transit as areas of less satisfaction.

Businesses/Employers

Sector feedback (as paraphrased from participating employers) is provided below:

- ❖ Businesses in the manufacturing, goods movement and agri-food businesses identified that there is a distinct lack of skilled trades workers. This coupled with the high turnover rate and low ratio of full-time to temporary workers exacerbate labour force challenges.
- ❖ Life sciences businesses noted attraction and retention challenges across various skill levels, from specialized roles to IT, administration, and janitorial services. For highly specialized technical roles, businesses indicated a focus on global talent attraction with retention challenges.
- ❖ Businesses consulted in the main street, retail, tourism, and small business sector indicated challenges due to workers requiring on-the-job training, limited resources, and capacity to leverage the training available.
- ❖ Businesses in all sectors mentioned a shift in worker mentality and a mismatch between worker expectation and business needs, impacting retention rates. Businesses further mentioned that retirements will intensify the growing labour gap.
- ❖ Employers in life sciences identified that remote work is not an option, negatively impacting their ability to attract talent. The sector is witnessing a high number of provincial government incentives for recruiting, which is a strength. However, because of a limited talent pool, there is increased competition among businesses.
- ❖ Agri-food businesses mentioned facing labour force challenges due to funding limitations of the Temporary Foreign Worker Program.
- ❖ Businesses and employers in all sectors consulted identified transportation constraints as a risk to growth. The lack of transit connections around the community is impacting businesses’ access to talent due to dependence on public transit to commute to work. The goods movement sector, agri-food businesses and main street, retail, tourism, and small businesses also mentioned challenges due to limited transportation options to and from rural areas, and the airport. Businesses mentioned that transit gaps impact the decision-making of employees to work in these sectors.
- ❖ Employers within the manufacturing, goods movement and the main street, retail, tourism, and small business sectors identified that employees and job seekers often mention that wages are not in line with the increasing costs of living.

This impacts the ability of businesses to attract and retain workers and has caused a decline in the sector's competitiveness for talent.

- ❖ The prevalence of remote and hybrid work is impacting the ability of businesses in the FIRE, ICT, and creative industries to attract talent. With hybrid work, people still choose to work in Toronto. Moreover, businesses identified that they are often competing with Toronto as the pay is higher in that region.
- ❖ Employers in the manufacturing, goods movement and agri-food businesses mentioned challenges to hire and retain workers due to the increasing cost of housing for workers.

Training Providers and Support Organizations

Feedback (as paraphrased from training providers and support organizations) is provided below:

- ❖ Support organizations mentioned that there is a skills mismatch between labour demand and labour supply. The available labour pool is not employment ready.
- ❖ Stakeholders mentioned a disconnect between what job seekers want and what employers are offering, including the most in-demand jobs not offering the hybrid work model that many employees are seeking.
- ❖ Employment services identified the challenge of securing opportunities for employment among historically disadvantaged groups. Credential recognition for immigrant applicants is a challenge. The refugee population lack language skills and confidence. Youth may not have the necessary skill sets. Racialized people struggle to make connections to the job market, and marginalized individuals who are in low-skilled jobs are more than willing to go to other jobs in other communities.
- ❖ Volunteerism is on the decline.
- ❖ There is a lack of coordination between training and funded programming. Provincial, and federal grant programs often operate on cycles, and organization often face the risk of shutting programs down when the funding stops, or not being positioned to access new funding programs.
- ❖ Stakeholders cited that employment outcomes are a key measure, yet people in the system and not finding sustainable jobs.
- ❖ There is low access to wrap-around supports, such as affordable housing, transit, and daycare availability, making it hard for certain population segments to enter the workforce.
- ❖ The prohibitive cost of housing and rent is affecting students' ability to focus on studies and long-term career planning.
- ❖ The pandemic recovery is a concern for the health and mental wellness of the labour pool.
- ❖ The city's high level of homelessness in the downtown area may discourage people from relocating to Hamilton.

R	<p>Results</p> <p>How do we know we are succeeding? What are the key goals we would like to accomplish to achieve these results?</p>
---	--

Labour Force

Feedback (as paraphrased from the surveyed Hamilton's labour force) is provided below:

- ❖ There is clear direction for the labour force on who to contact to address their workforce needs. Communication of information from employers to employees is important.

- ❖ Labour force barriers to job opportunities and quality of life are addressed.
- ❖ There are increased co-op placements for secondary and post-secondary students.
- ❖ Employment opportunities are in line with employee and job seeker needs.

Businesses/Employers

Sector feedback (as paraphrased from participating employers) is provided below:

- ❖ Skills needs and relevant knowledge are reflected in training and curriculum.
- ❖ Increased collaborative efforts are providing relevant resources to ensure skills transfer to help people be successful in their roles.
- ❖ Increased offerings and access to free online learning/training promote active participation among the labour force and employers.
- ❖ Awareness of available employer supports, and services is increasing.
- ❖ There is increased availability of funding for training programs, improved access to capital in the city, and increased public-private partnerships.
- ❖ Support for new Canadians and their communities are providing job and social supports to drive successful integration into the community and the workplace.
- ❖ Stronger collaboration between training providers and business community exists
- ❖ Hamilton Workforce Ecosystem is taking a leadership role in managing relationships that foster labour market alignment.
- ❖ Hamilton is promoted as a holistic place to live and work, with improved safety and security in the downtown, a continued focus on worker mobility to places of employment, and affordable and available housing options.
- ❖ HR support services are available to SMEs across Hamilton.

Training Providers and Support Organizations

Feedback (as paraphrased from training providers and support organizations) is provided below:

- ❖ A Future Focused Workforce Development Plan supports increased employment opportunities, improved wages, and greater access to financial supports for education and training.
- ❖ The Hamilton Economic Development Office works with the Workforce Ecosystem, and more broadly, to effectively market the city to attract people, and investment.
- ❖ Business attraction wins are celebrated with stronger marketing efforts.
- ❖ Employment readiness is the focus of employment support services.
- ❖ Focused training and education at the secondary and post-secondary level aligns with the needs of the future of work in Hamilton fueling alignment between labour supply and demand needs.
- ❖ Hamilton is recognized as a workforce hub for talent.

Key Findings that Inform Areas of Focus, Objectives and Actions

A research-based environmental scan of macro-economic trends and local community consultation, including the voice of Hamiltonians, the business community, and Workforce Ecosystem partners provides relevant insight into the city's current workforce challenges. These insights set the tone for the practical steps contained in the action plan. Key findings include:

- ❖ Continuing to encourage and support immigration
- ❖ Aligning education and training with employer needs
- ❖ Addressing the 'employer-employee' disconnect
- ❖ Leveraging and strengthening workforce ecosystem partnerships
- ❖ Enabling diversity, equity, and inclusion
- ❖ Fostering Hamilton's value proposition for talent attraction and retention

Continuing to encourage and support immigration

Hamilton, like other communities across Canada, is constrained by structural factors of an aging domestic population, barriers to employment facing underutilized domestic pools of labour (e.g., Indigenous and First Nations Peoples, members of racialized communities, women, people with disabilities, etc.), and reliance on immigration for close to 100% of net labour force growth³.

If unaddressed, immigrant attraction challenges and the aging population may restrict Hamilton's long-term economic prosperity. Attracting and retaining immigrants that can fill labour force gaps across all skill levels is critical to the city's competitiveness. Canada's Immigration Plan⁴ with increased targets post COVID-19, creates opportunity for key sectors to attract the desired talent with the skills and knowledge necessary to fill job vacancies. The Plan projects that by 2032, immigration will account for 100% of Canada's population growth⁵. With Hamilton being home to universities, colleges, and schools, including Mohawk College, Collège Boréal, McMaster University, Redeemer University, Columbia International College, the Hamilton-Wentworth District School Board and Hamilton-Wentworth Catholic School Board, there are opportunities to build on Hamilton's value proposition as an education hub and leverage this strength to attract immigration and new talent to live and work in Hamilton.

The Hamilton Economic Development Office and partners need to undertake targeted measures to attract newcomers to Hamilton. This includes creating a welcoming and inclusive community, supporting measures that address housing limitations, and ensuring a skills-based approach to immigration to narrow the gap between employer needs and labour supply. Advocating to provincial and federal decision makers to address core labour force wraparound supports, including housing will help support a more equitable and inclusive city, where everyone can thrive.

As companies seek talent from around the globe, and individuals are more willing to work across borders, the dependence on digital nomads may continue to increase and be a prominent factor in labour force planning⁶. Hamilton can work with

³ Deloitte. September 2022. Understanding Canada's Labour Shortage.

⁴ Immigration, Refugees and Citizenship Canada. 2022. An Immigration Plan to Grow the Economy.

⁵ Ibid.

⁶ Immigration, Refugees and Citizenship Canada. June 2023. Canada's Tech Talent Strategy.

partners including Workforce Planning Hamilton to market the newly implemented Federal initiative, the Digital Nomad Program among its business community as a step towards addressing skills shortages.

Aligning education and training with employer needs

Community consultations highlight the need for enhanced collaborative efforts with the education and training sector to meet the current and future labour force needs of local businesses. Both the research and engagement point to employers across multiple sectors struggling to address skills shortages in a variety of positions and levels of experience. Businesses in manufacturing and goods movement⁷ identify a shortage of skilled tradespeople and technically skilled workers. These occupations are essential to the operations of these businesses and employers face difficulties in finding skilled workers to meet their needs. Businesses in creative industries, FIRE, and ICT mention the need for specialized information technology skills and sector-specific skills. Life sciences stakeholders mentioned the need for specialized roles, such as nursing, youth mental health, social work, and environmental aides, etc. This sector also identified that Hamilton has a lack of C-suite talent necessary to grow as an international destination of choice for life science research and commercialization.

Digital transformation, automation, and the adoption of artificial intelligence (AI) is also expected to impact the labour market, with workforce displacement being the most significant outcome⁸. Advances in automation, including large language models and generative AI, are positioned to potentially reduce demand for both physical or routine roles, as well as professional and creative positions⁹. Current research points to AI's anticipated effects in completing routine tasks in industries such as retail and healthcare, as well as in activities common to legal assistants, researchers, or programmers¹⁰. Overall, these findings suggest that the adoption of AI may increase labour market disparities between workers who have the skills to use AI effectively and those who do not. Making sure that workers have the right skills to work with new technologies is therefore a key policy challenge.¹¹

Business leaders have emphasized the need for flexible and responsive skills development opportunities across all skill levels and priority sectors to address labour force gaps. Enabling individuals to transition from programs such as Ontario Works and Ontario Disability Support Program into skilled trades/apprenticeships, or to utilize micro-credentialing and upskilling, may promote workplace participation through accommodation and inclusion. Additionally, incorporating experiential learning at the high school and post-secondary levels can create opportunities for career exploration and increased sector awareness. Programs such as LIUNA Hamilton Youth in Construction, Secondary Specialist High Skills Major, Foreign Worker Program, E-Compass Ontario, and Ontario Youth Apprenticeship Program could be leveraged to support these initiatives.

Upskilling, reskilling, and education initiatives are crucial for attracting, developing, and retaining talent by addressing skills gaps. By investing in these initiatives, businesses can promote workforce development and ensure that their employees have the skills needed to succeed in their roles.

Addressing the 'employer-employee' disconnect

Growing the labour force takes more than simply increasing awareness of career options. With an environment of labour scarcity, any disconnect between what job seekers want in jobs and what employers are offering, can impact job vacancies.

Macro trends related to the employer – employee disconnect include shifting expectations due to the rise, and in some cases strong persistence, of remote and flexible work options¹². This trend may lead to changes in talent recruitment and a

⁷ Sectors include iron and steel mills and ferro-alloy manufacturing; motor vehicle parts manufacturing; railroad rolling stock manufacturing; general trucking; and couriers among other subsectors.

⁸ Deloitte. September 2022. Understanding Canada's Labour Shortage. Brookfield Institute. February 2021. Yesterday's Gone: Exploring possible futures of Canada's labour market in a post-COVID world. McKinsey Global Institute. June 2018. AI, automation, and the future of work: Ten things to solve for.

⁹ Brookfield Institute. February 2021. Yesterday's Gone: Exploring possible futures of Canada's labour market in a post-COVID world. McKinsey Global Institute. June 2018. AI, automation, and the future of work: Ten things to solve for.

¹⁰ Brookfield Institute. February 2021. Automation, AI, and Outer Space: Tech and the Future of Work in Canada.

¹¹ <https://www.oecd.org/future-of-work/reports-and-data/AI-Employment-brief-2021.pdf>

¹² Forbes Advisor. June 2023. Remote Work Statistics and Trends In 2023.

decrease in commercial space utilization. In a related area, workforce well-being has gained prominence as a critical factor in talent attraction and retention. Organizations investing in employee wellness programs, flexible work arrangements, and work-life balance initiatives have a competitive edge. There is a need to consider the generational divide in planning for workforce recruitment and retention, as the multi-generational workplace require varying leadership styles, from formal authority to leadership by influence¹³. The rise of technology-based workplaces has also seen age-related discrimination, preventing mature workers from re-entering the workplace¹⁴.

Stakeholders identified the opportunity to work with youth to improve recruitment outcomes. Suggestions included school field trips and providing tours to connect local employers and students for sector awareness and experiential learning opportunities. There is also a defined need to encourage employers to recognize the value of flexibility in the workplace, where appropriate. Businesses could opt for flexible employment arrangements including the location, schedule, and number of work hours, or consider part-time work, job sharing, or reduced hour position. In sectors where traditional flexibility might be limited, cross-training programs, hiring temporary workers, flexible contracts, task rotation and shared labour pools could be implemented. Other ideas included investing in workplace opportunities, mentorships, internships and facilitating access to training supports and tools.

Leveraging and strengthening workforce ecosystem partnerships

Consultations on this project have identified the strength of Hamilton's partnerships and collaborations as a unique value proposition. These relationships span businesses, industry associations, post-secondary education and training organizations, employment support networks, intermediaries, and advocacy groups and unions. Ongoing conversations and shared knowledge are needed to ensure that both labour force needs are understood, and employers have access to timely and relevant supports. It is these collaborative efforts that will inform and influence certifications and training programming, professional development, and continued program enhancements. Identifying new data sources and conducting additional data analysis that can inform labour force forecasting, in-demand occupations, talent pool skills gaps, education, and training needs, will help promote evidence-based decision making. Involving workforce partners in new business investment opportunities can strengthen the promotion of an employer-ready labour pool.

Given the strength of the existing ecosystem, the Hamilton Economic Development Office role as a convenor, facilitator, and collaborator was widely accepted in stakeholder consultation. The opportunity areas identified include informing and supporting access to current labour market data, developing a consistent marketing message for Hamilton, and catalyzing partnerships for stronger talent attraction and retention. This further emphasizes the importance for economic developers to inform and support the skills development of the labour force, seek investment that drives good quality jobs, and strengthen alignment with the needs of the economy to maximize workforce potential.

Enabling Diversity, Equity, and Inclusion

Consultation and research findings suggest the need and opportunity for Hamilton to address the labour market barriers for disadvantaged groups¹⁵. There is an international discussion happening on the need to acknowledge labour market barriers for equity deserving groups, including youth, women, Indigenous Peoples, visible minorities, and 2SLGBTQIA+ people. The Hamilton business community is engaged in this issue¹⁶.

Anecdotally, there is a perception that Hamilton is less welcoming, which negatively influences talent attraction and retention. To promote a culture of opportunity for all, targeted approaches are necessary to address inclusivity in the workplace. Improved access to the labour market can be enabled through tailored approaches, such as mentorship programs for youth, addressing language barriers for refugees, and improving international credential recognition for immigrants. Employment services can help qualified job seekers who may be lacking in interview skills and confidence. This is particularly true for historically disadvantaged groups, women in trades or individuals with disabilities. Employment

¹³ Harvard Business Review. 2014. Managing People from 5 Generations.

¹⁴ Employment and Social Development Canada. 2021. Older workers: Exploring and addressing the stereotypes. Harvard Business Review. 2019. The Case for Hiring Older Workers.

¹⁵ The Conference Board of Canada. February 2022. Recovery for All, Finding Equities in Education and Employment.

¹⁶ Ibid.

services directed to these specific population groups or those disproportionately impact can help address their barriers to employment.

Fostering Hamilton's value proposition for talent attraction and retention

Consultations have identified the need to continue promoting Hamilton's quality of life and place as a talent attraction and retention tool. Hamilton's assets, including diverse restaurants, a vibrant arts and culture scene, numerous galleries, museums, festivals, and a variety of parks and green spaces, should be promoted more broadly within the region. Opportunities also exist for Hamilton to showcase its community diversity and support policies and initiatives aimed at promoting social welfare and economic equality. However, some negative perceptions still exist that may discourage people from relocating to the city. Safety, a high level of homelessness in the downtown core, the high cost of living, and housing affordability were identified as barriers for people to relocate or remain in Hamilton. Stakeholders consulted as part of this project mentioned safety concerns affecting their motivation to work downtown. Labour force survey respondents also identified the least satisfaction with public safety and policing, along with the lack of affordable housing, childcare services, and access to public transit. These factors are barriers impacting their quality of life. Housing affordability has an impact on Hamilton's ability to attract talent to the city.

These elements contribute to the ongoing trend of people leaving Canada's biggest cities to move to smaller, more rural communities, i.e., the rural boom¹⁷. These barriers require thoughtful consideration and a collective effort spanning community organizations, all levels of government, among others, to advance solutions. One concept identified through the stakeholder engagement focused on the importance of a living wage for lower-skilled jobs that often pay minimum wage. While these solutions are beyond the scope of a workforce strategy, they are factors to its success and must remain a priority if Hamilton's vision to become a workforce hub is to be achieved.

Increased awareness and connection to local community support networks across the ecosystem will help those seeking information and assistance. To foster continued growth, Hamilton must ensure that its quality of place and quality of life factors into workers decision-making. A high quality of life and quality of place quite simply helps attract and retain workers.¹⁸

Efforts may include working collaboratively with housing developers to better align development to community needs and leveraging Hamilton's Employer Crawl¹⁹ which offers students the opportunity to meet with potential employers and get a better understanding of Hamilton's job market.

¹⁷ Brookfield Institute. February 2021. Yesterday's Gone: Exploring possible futures of Canada's labour market in a post-COVID world.

¹⁸ <https://www.linkedin.com/pulse/defining-quality-place-roi-carlotta-ungaro-cce-iom>

¹⁹ <https://dailynews.mcmaster.ca/articles/students-employers-to-connect-at-annual-hamilton-employment-crawl/>

Appendix A - Employee Survey Results

Objectives and Methodology

The goal of the 2023 Labour Force Participant Survey was to better understand the needs of the local workforce in Hamilton. The primary objectives were to identify challenges to labour force participation, satisfaction with available job opportunities in Hamilton, and resources to support labour force participants. In turn, this data was aggregated alongside seven other types of engagement and analyzed to inform the SOARR assessment.

The Labour Force Participant Survey was available from March 7th to June 4th and received 133 total responses. The survey screened participants to ensure they either worked or lived in Hamilton and were over the age of 18. The final sample size resulted in a +/- 8.49% margin of error at a 95% level of confidence.

Key Findings

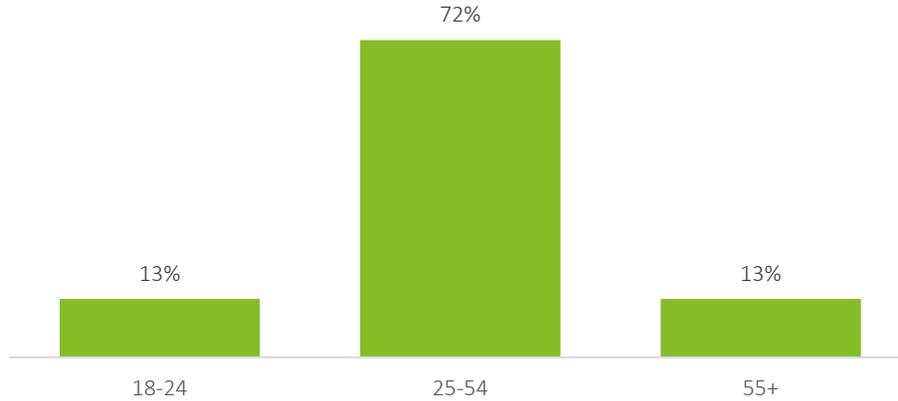
- **Satisfaction with Hamilton Job opportunities** – 21% of respondents reported that they were very satisfied with Hamilton as a place to find suitable job opportunities with 50% who somewhat agreed, indicating an overall positive response but also room for improvement.
- **Job Opportunity Priorities** - Using Deloitte’s proprietary derived importance methodology, it was found that the top three priorities for employees related to job opportunities in Hamilton were adequate pay/compensation, amount of job opportunities available and access to health benefits/sick pay.
- **Relocation or commuting** – 46% of labour force participants agreed with the statement “I would need to move out of or commute outside of Hamilton to find suitable work in my field”. When asked why they feel they need to move out of or commute out of Hamilton, 66% of individuals noted a lack of suitable job opportunities.
- **Quality of Life** – The majority of labour force participants were satisfied with the overall quality of life in Hamilton (74%). Using Deloitte’s proprietary derived importance methodology, it was found that the top priority related to quality of life was affordable housing.
- **Barriers to Suitable Employment Opportunities** - When asked about the barriers and challenges faced when exploring suitable employment opportunities in Hamilton, respondents reported a lack of related work experience (38%), a lack of suitable employment options (37%), and a lack of related skills/knowledge (35%).
- **Workforce Support** - When asked if they have contacted any workforce support organizations for employment assistance, majority of respondents did not know who to contact (36%), reflecting a lack of knowledge in workforce support resources.

Labour Participant Force Survey - Detailed Findings

Q1. Please select your age.

The survey captured a range of ages in its demographics with most participants between 25-54.

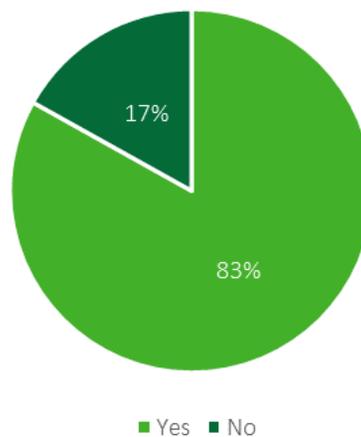
Figure 1: Age demographic (N=133)



Q2. Do you currently reside in Hamilton for more than six months of the year?

83% of respondents noted that they were currently residing in Hamilton for more than 6 months of the year.

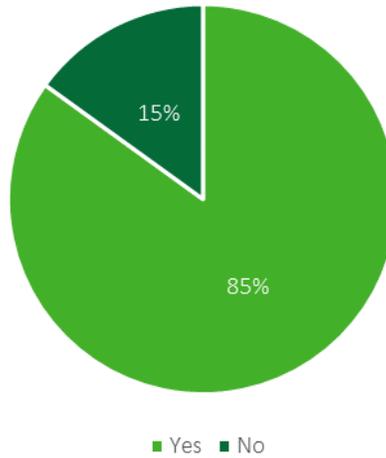
Figure 2: Number of residents residing in Hamilton for more than 6 months (N=139)



Q3. Are you currently working or looking for work in Hamilton?

85% of respondents were currently working or looking for work in the Hamilton area.

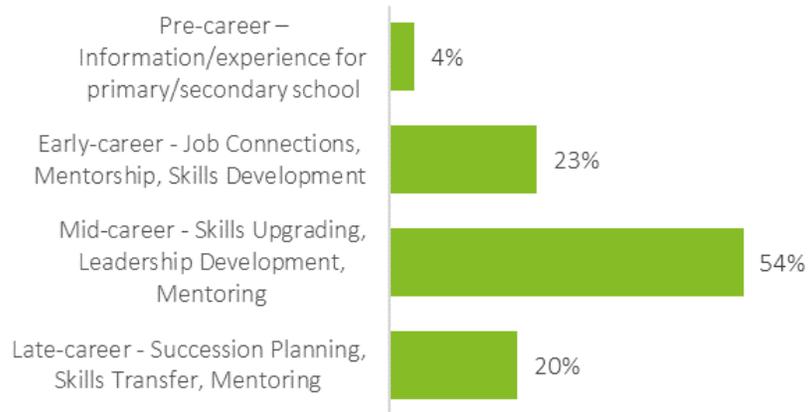
Figure 3: Residents currently working or looking for work in Hamilton (N=133)



Q4. Which of the following best describes your current stage in your career path?

When asked about the current stage of their career, 54% of respondents noted that they were in their “mid-career”, entailing skills upgrading, leadership development, and mentoring.

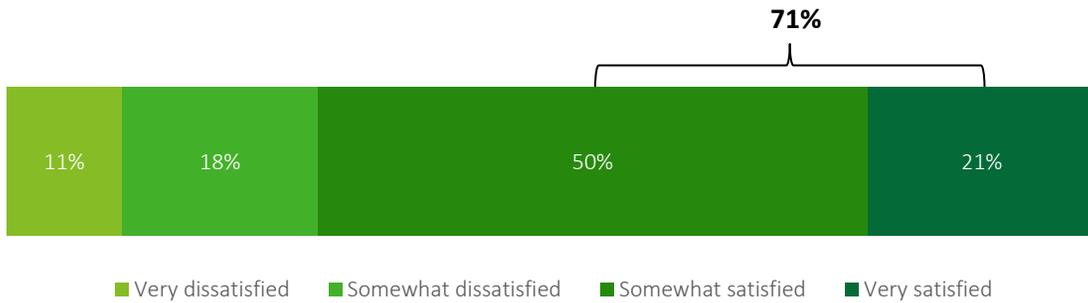
Figure 4: Respondents’ current stage in career path (N=133)



Q5. Overall, how satisfied are you with Hamilton as a place to find suitable job opportunities

71% of respondents noted being 'somewhat satisfied' and 'very satisfied' with Hamilton as a place to find suitable job opportunities.

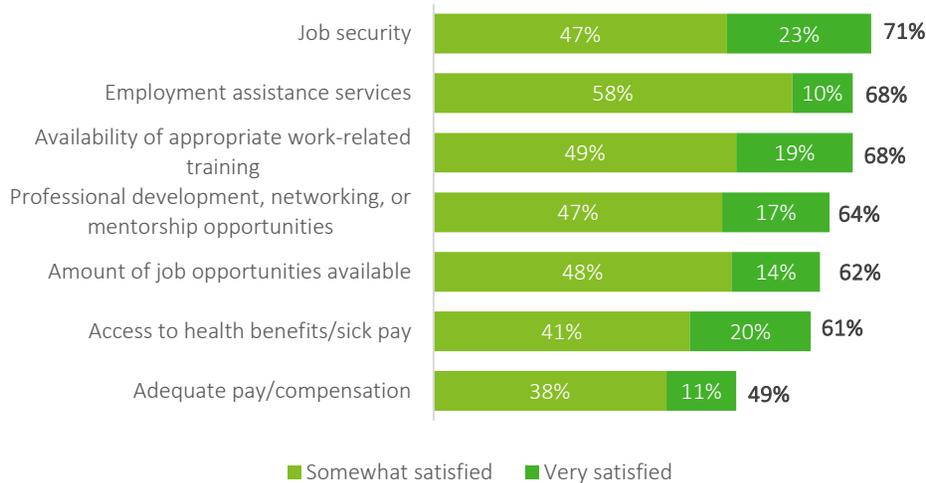
Figure 5: Satisfaction levels with Hamilton as a place for suitable job opportunities (N=133)



Q6. How satisfied are you with each of the following factors related to the job opportunities available in Hamilton?

When asked to rate their satisfaction with factors relating to the job opportunities available in Hamilton, respondents rated highest satisfaction in job security, employment assistance services and availability of appropriate work-related training. Areas that showed the most opportunity for improvement were adequate pay/compensation, access to health benefits/sick pay, and available job opportunities.

Figure 6: Satisfaction levels with factors related to Hamilton's job opportunities (N=133)



Derived Importance Priority Matrix

Using respondents’ satisfaction levels with factors related to Hamilton’s job opportunities, a priority matrix was created using Deloitte’s proprietary derived importance methodology. The Priority Matrix consists of three metrics:

- **Performance:** The percentage of respondents who are somewhat satisfied or very satisfied with each factor.
- **Level of Importance:** A statistical measure using a machine learning algorithm to determine the strength of the relationship between the factor and their overall satisfaction with the region. Attributes with a high importance tend to matter for individual’s overall satisfaction. In other words, factors that are very important will have a considerable influence on overall satisfaction whereas factors that are not important will not have much influence on overall satisfaction.
- **Priority Rank:** This was determined for each attribute based on high levels of importance and low levels of performance. Top priorities are factors where many respondents registered low levels of satisfaction and have a high importance.

Figure 7: Priority Matrix – Factors related to Hamilton’s job opportunities

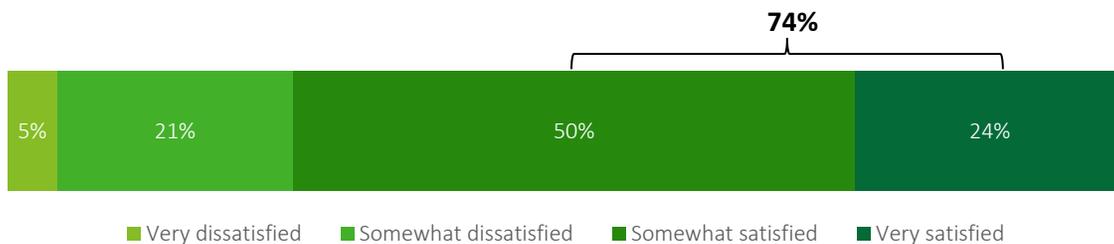
Service	Performance	Importance	Priority Rank
Adequate pay/compensation	49%	7.0	1
Amount of job opportunities available	62%	9.4	2
Access to health benefits/sick pay	61%	6.0	3
Professional development, networking, or mentorship opportunities	64%	6.2	4
Employment assistance services	68%	5.8	5
Availability of appropriate work-related training	68%	5.8	6
Job security	71%	5.8	7

Using Deloitte’s proprietary derived importance methodology, it was found that the top priorities for respondents related to the amount of job opportunities available were adequate pay/compensation, and professional development, networking, or mentorship opportunities.

Q7. How would you rate the overall quality of life in Hamilton?

74% of respondents were ‘somewhat satisfied’ and ‘very satisfied’ with the overall quality of life in Hamilton.

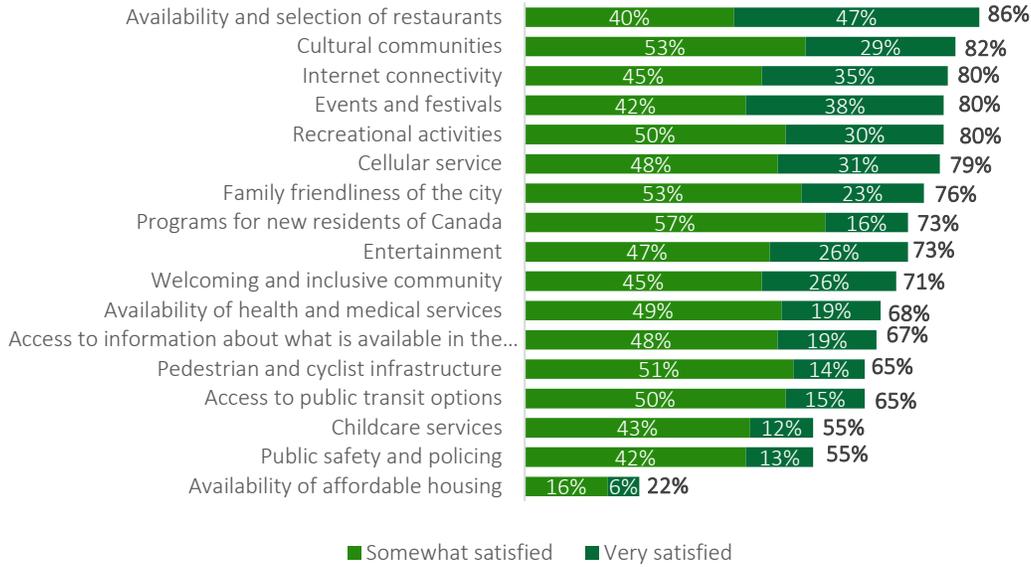
Figure 8: Quality of life in Hamilton (N=133)



Q8. How satisfied are you with each of the following factors related to living in Hamilton?

When asked about their satisfaction levels with factors relating to living in Hamilton, the top factors included: Availability and selection of restaurants, Internet connectivity, and recreational activities.

Figure 9: Satisfaction levels with living in Hamilton (N=133)



Derived Importance Priority Matrix

Figure 10: Priority Matrix – Satisfaction with quality-of-life factors

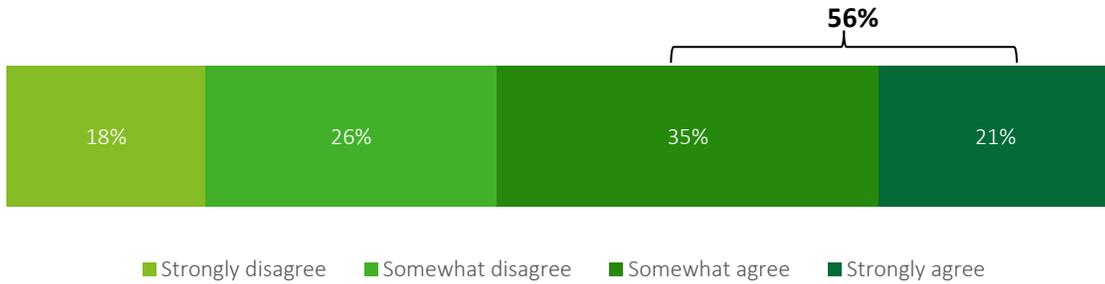
Factor	Performance	Importance	Priority Rank
Availability of affordable housing	22%	6.8	1
Recreational activities	55%	7.8	2
Availability of health and medical services	55%	7.5	3
Family friendliness of the city	67%	9.4	4
Pedestrian and cyclist infrastructure	65%	7.7	5
Access to public transit options	65%	7.5	6
Internet connectivity	68%	6.8	7
Cellular service	71%	7.1	8
Cultural communities	73%	7.1	9
Events and festivals	73%	6.6	10
Entertainment	76%	7.3	11
Childcare services	80%	8.4	12
Public safety and policing	82%	8.7	13
Access to information about what is available in the city (e.g., amenities, services jobs, etc.)	80%	7.0	14
Programs for new residents of Canada	79%	6.3	15
Availability and selection of restaurants	80%	6.3	16
Welcoming and inclusive community	86%	6.6	17

Using Deloitte’s proprietary derived importance methodology, it was found that the top priorities for respondents related to quality of life were the availability of affordable housing, childcare services, and public safety and policing.

Q9. To what extent do you agree with the statement “I would need to move out of or commute outside of Hamilton to find suitable work in my field?”

56% of respondents ‘somewhat agreed’ and ‘strongly agreed’ they would need to move outside of Hamilton to find suitable work.

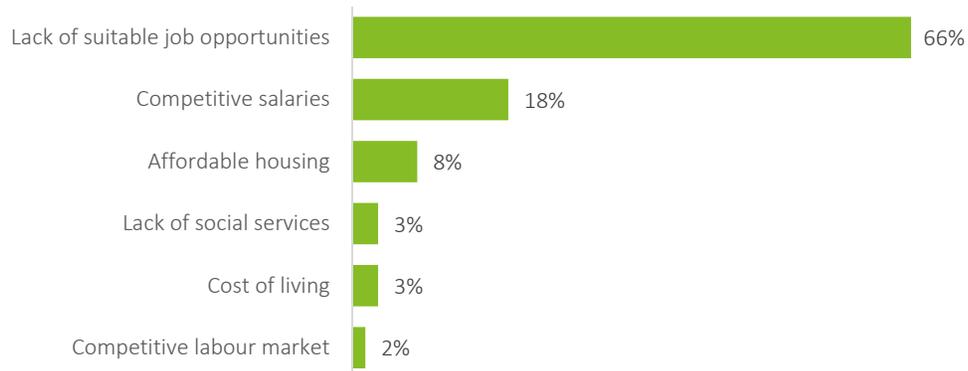
Figure 11: level of agreeableness with moving out of Hamilton to find suitable work (N=133)



Q10. Why do you feel you need to move out of or commute out of Hamilton to work in your field of interest?

When asked why respondents would need to move out of Hamilton to work in their respective fields, 66% of individuals mentioned that a lack of suitable job opportunities within the city might cause them to leave.

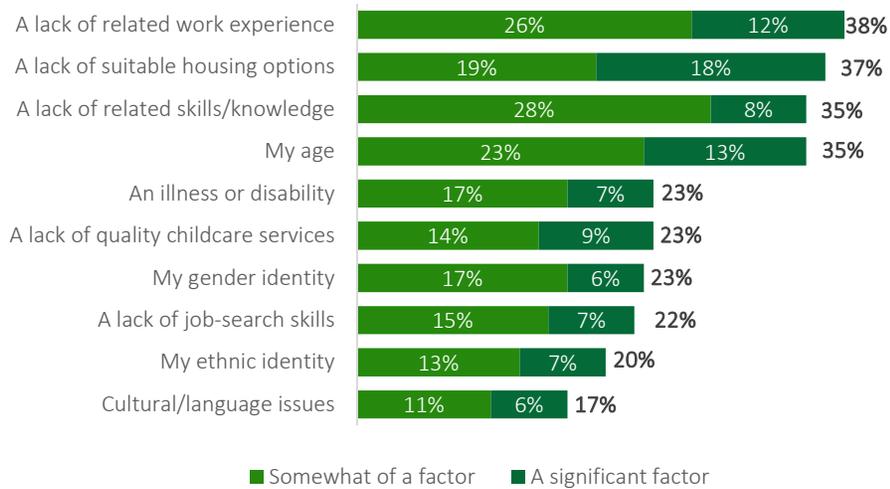
Figure 12: Reasons to move out of Hamilton to work in field of interest (N=65)



Q11. Please rate the extent to which the following factors pose as a barrier or challenge to your ability to find suitable employment in Hamilton

When asked to rate the extent to which the following factors posed as barriers to find suitable employment in Hamilton, the top three barriers included: A lack of related work experience, a lack of suitable housing options, and age.

Figure 13: factors posing as barriers to finding suitable employment in Hamilton (N=133)



Q12. What assistance would be most helpful to help you achieve your goals?

Respondents noted skills training, access to business hiring, and more networking opportunities to help achieve their goals.

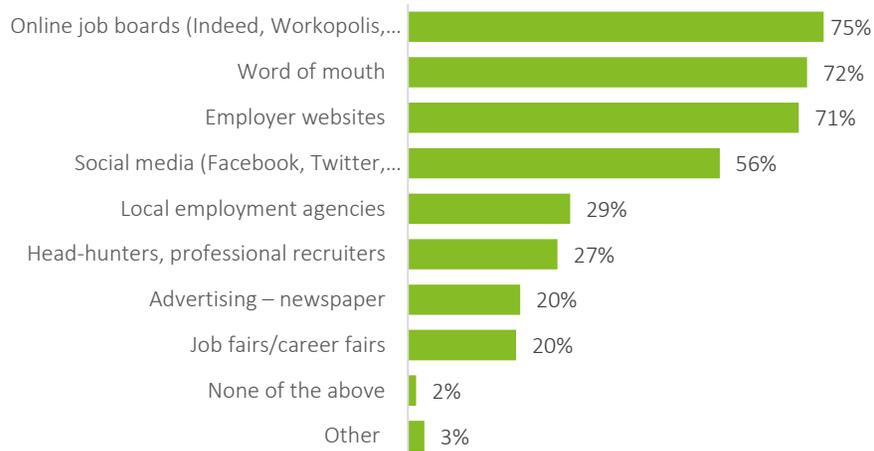
Figure 14: factors assisting in achieving goals (N=133)



Q13. Which of the following methods have you used when looking for a job?

Online job boards, word of mouth, and employer websites were the used methods noted by respondents looking for a job.

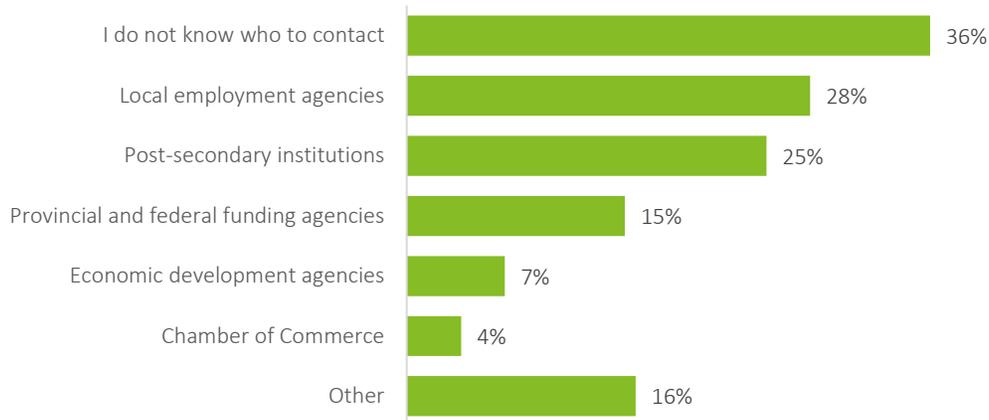
Figure 15: methods used when looking for a job (N=133)



Q14. Have you contacted any of the following workforce support organizations for employment assistance?

The majority of respondents expressed a lack of workforce support for employment assistance by not knowing who to contact within the organizations.

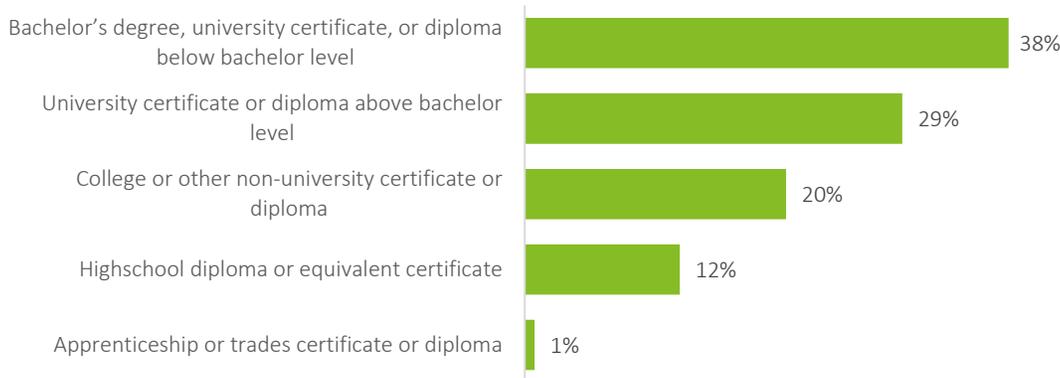
Figure 16: contacting workforce support organizations for employment assistance (N=133)



Q15. What is the highest level of educational attainment do you have?

38% of respondents' highest level of educational attainment was a bachelor's degree, university certificate, or diploma below bachelor level.

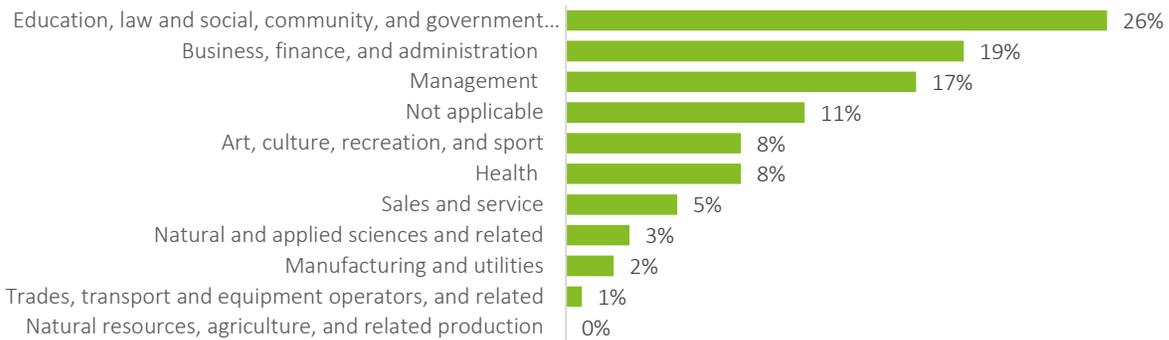
Figure 17: highest level of education noted by respondents (N=133)



Q16. How would you classify your current/most recent job?

26% of respondents noted to classify their current/most recent job within the education, law and social, community and government services industry.

Figure 18: classification of current/most recent job (N=133)





This report has been provided for the purpose of informing and assisting the City of Hamilton to produce a Workforce Development Strategy.

Deloitte does not assume any responsibility or liability for losses incurred by any party as a result of the circulation, publication, reproduction, or use of this report contrary to its intended purpose.

This report has been made only for the purpose stated and shall not be used for any other purpose. Neither this report (including references to it) nor any portions thereof (including without limitation the identity of Deloitte or any individuals signing or associated with this report, or the professional associations or organizations with which they are affiliated) shall be disseminated to third parties by any means or included in any document without the prior written consent and approval of Deloitte.

Our report and work product cannot be included, or referred to, in any public or investment document without the prior consent of Deloitte LLP.

The analyses are provided as of July 2023, and we disclaim any undertaking or obligation to advise any person of any change in any fact or matter affecting this analysis, which may come or be brought to our attention after the date hereof. Without limiting the foregoing, in the event that there is any material change in any fact or matter affecting the analyses after the date hereof, we reserve the right to change, modify or withdraw the analysis.

Observations are made on the basis of economic, industrial, competitive, and general business conditions prevailing as at the date hereof. In the analyses, we may have made assumptions with respect to the industry performance, general business, and economic conditions and other matters, many of which are beyond our control, including government and industry regulation.

No opinion, counsel, or interpretation is intended in matters that require legal or other appropriate professional advice. It is assumed that such opinion, counsel, or interpretations have been, or will be, obtained from the appropriate professional sources.

To the extent that there are legal issues relating to compliance with applicable laws, regulations, and policies, we assume no responsibility, therefore.

We believe that our analyses must be considered as a whole and that selecting portions of the analyses, or the factors considered by it, without considering all factors and analyses together, could create a misleading view of the issues related to the report.

Amendment of any of the assumptions identified throughout this report could have a material impact on our analysis contained herein. Should any of the major assumptions not be accurate or should any of the information provided to us not be factual or correct, our analyses, as expressed in this report, could be significantly different.



Hamilton's Workforce Strategy: Harnessing the Ecosystem for Shared Success

Technical Report 1: Data and Desktop Research

April 2023



Table of Contents

Executive Summary	3
Background Review	9
Economic and Community Profile	17
Workforce Ecosystem Mapping	56
Conclusion	63

Executive Summary

The Technical Report 1: Data and Desktop Research presents the literature review and data analysis that informs Hamilton’s Workforce Strategy: Harnessing the Ecosystem for Shared Success.

This report is organized into the following sections.

- ❖ **Background Review** presents the broader policy context regarding workforce development in Hamilton and priority themes for Hamilton Economic Development. The desktop research focused on:
 - A review of the 2021 – 2025 Economic Development Action Plan (EDAP) actions and outcomes and other relevant workforce reports and labour market studies
 - An understanding of The Municipal Act, 2001 (the Act) and the role of municipal governments in supporting workforce and economic development
 - Insights on the Employment Services Transformation within the Government of Ontario
- ❖ **Economic and Community Profile** highlights Hamilton’s socio-demographic profile and talent supply and demand assessment. The data analysis helped inform the composition of the sector-focus groups conducted as part of Phase 3: Stakeholder Engagement, and focuses on:
 - Hamilton’s population, immigration, and ethnic diversity, educational profiles for the city of Hamilton, the Hamilton Census Metropolitan Area (CMA)¹, and Ontario
 - Talent supply assessment and talent demand assessments. These profiles provide a current snapshot of the labour market trends in terms of unemployment and employment figures by industry and occupation, job growth, current job demand and the educational pipelines in Hamilton
 - Insight into the current employment and projected labour needs for Hamilton’s target sectors, including, advanced manufacturing; agribusiness and food processing; creative industries; finance, insurance, and real estate (FIRE); goods movement; ICT and digital media; life sciences; and tourism
- ❖ **Workforce Ecosystem Mapping** documents key assets in Hamilton that are involved with workforce attraction and the delivery of workforce development and training
 - Assets documented include education and training providers, employment service providers, community organizations, immigrant and newcomer support services, employers and economic development and government partners
 - Understanding the make-up of the Workforce Ecosystem, the inter-relationships, shared mandates, and willingness for collaborative and collective contributions is important to creating a strategic approach that strengthens attraction efforts, training and development opportunities, and clarity of roles
 - The results of this analysis, supplemented through consultation, have informed the creation of the Hamilton Workforce Ecosystem

The analysis conducted to date is based on desktop research and review. The insights captured here inform later steps of the strategy and will be supplemented through the consultation steps. Hamilton’s Workforce Strategy incorporates components of this report.

A summary of key findings follows.

¹ The Hamilton CMA includes the city of Hamilton, the city of Burlington, and the town of Grimsby.

State of Hamilton's Labour Force

Hamilton is recovering, but some groups are still impacted by the Pandemic

- ❖ The Hamilton CMA experienced significant challenges during the COVID-19 Pandemic. Between 2019 and 2020, the labour force declined by 2.6%, while unemployment rate increased from 4.3% in 2019 to 9% in 2020. Between 2019 and 2020, the participation rate also declined by 3%, and the employment rate dropped 8%
- ❖ Statistics Canada's Labour Force Survey supports a narrative of ongoing employment recovery in the Hamilton CMA following the COVID-19 pandemic. Between 2021 and 2022, the unemployment rate declined from 6.9% to 4.9%. While the participation rate declined from 66% to 65.4%, the employment rate increased from 61.4% to 62.2%. These trends reflect a growing movement in the number of people finding employment in the Hamilton CMA, while at the same time an increase in the number of people not participating in the labour force
- ❖ The CMA is still experiencing some of the impact from the pandemic in certain population groups including women, youth, visible minorities, and immigrants. For instance, women employment is still 3% lower than it was before the pandemic, the employment rate for youth is still 5% below pre-pandemic peak, and landed immigrants have a higher unemployment rate at 8% compared to people born in Canada²

Hamilton is a draw for talent

- ❖ Hamilton is home to approximately 569,353 residents and is strongly positioned as a growth community with a diverse and educated resident population
 - 25% of Hamilton's population self-identify as a visible minority, and 2% report Indigenous identity
 - The city has a strong appeal among new residents, as over 26% of residents are immigrants, and 2% are non-permanent resident (temporary workers and students). Diverse communities tend to attract more newcomers, and this is important as newcomers represent a reliable source of skilled and unskilled workers that can support local labour needs
- ❖ Median household income in Hamilton was estimated at \$86,000 in 2020. This suggests that the city's residents have purchasing power and ability to invest in the community. Nonetheless, it is worth noting that 12% of households earn less than \$29,999 which may impact affordability
- ❖ Hamilton is home to key post-secondary institutions including McMaster University and Mohawk College, both of which are focused on developing and retaining quality talent to support emerging technology sectors. The CMA produces an estimated annual average of 12,230 graduates, mostly in areas related to health professions, and business, management, marketing, and related support services
- ❖ Hamilton's location allows the city to benefit from a broader pipeline of potential workers across the Greater Toronto-Hamilton Area
- ❖ The city of Hamilton's share of labour force with an apprenticeship or trades certificate reached 5.6% in 2021; a higher share compared to the Hamilton CMA and the province. Skilled trades are important to support the growth of good-producing sectors such as construction, manufacturing, transportation, and other services. As per recent Federal projections, approximately 700,000 skilled trades personnel are projected to retire by 2028 across Canada, creating a need to hire and train new workers³

Hamilton is well position to meet future demand

- ❖ Hamilton's major employment sectors include health care and social assistance (46,291 jobs or 17% of the city's total employment), retail trade (28,608 jobs or 10% of the city's total employment), and manufacturing (26,735 jobs or 9.7% of the city's total employment)
- ❖ Occupational demand will be led by health occupations (+2,671 jobs or 10% growth), and sales and service occupations (+2,470 jobs or 4% growth). These two occupations will represent close to 50% of the occupational growth in the city between 2023 and 2028
- ❖ Priority sectors for Hamilton account for over 91,660 jobs and will have an anticipated net employment growth of 3,721 jobs

² Workforce Planning Hamilton 2021-20222 Local Labour Market Plan

³ Employment and Social Development Canada. Government of Canada promotes in-demand skilled trades as a first-choice career path. Source: <https://www.canada.ca/en/employment-social-development/news/2022/01/skills-trade.html>

- ❖ Considering the projected growth in key sectors, Hamilton would be in an advantageous position to meet a segment of projected job growth if the city is able to increase the participation of lower-skilled individuals (for jobs that do not require post-secondary training). In addition, high skill jobs can be easily filled if the city is able retain students from regional post-secondary institutions
- ❖ As per Vicinity Jobs, the largest number of job postings between 2020 and 2022 were in TEER (Training, Education, Experience and Responsibilities) levels 4 and 5. These TEER occupations usually require a high school diploma, or several weeks of on-the-job training or short-term work demonstration and no formal education. This volume of job demand speaks to the full range of labour demand within Hamilton, and forecasts that competition for talent at all skill levels will be paramount. Opportunities exist to enhance collaboration efforts with post-secondary institutions and industry partners to offer more on-the-job training or apprenticeships to engage youth and the trades labour force to job opportunities in the city

Growth Occupations

Looking forward to 2028, occupational growth in Hamilton will be led by health occupations (+2,671 jobs or 10% growth), and sales and service occupations (+2,470 jobs or 4% growth). These two occupational groups will represent close to 50% of the occupational growth in the city. At a more detailed level, the top occupations projected to experience the largest growth in Hamilton include:

- ❖ Registered nurses and registered psychiatric nurses
- ❖ Nurse aides, orderlies, and patient service associates
- ❖ Food counter attendants, kitchen helpers and related support occupations
- ❖ Family, marriage, and other related counsellors
- ❖ Light duty cleaners
- ❖ Professional occupations in advertising, marketing, and public relations
- ❖ Retail sales supervisors
- ❖ Other customer and information services representatives
- ❖ Elementary school and kindergarten teachers
- ❖ Material handlers
- ❖ Motor vehicle assemblers, inspectors, and testers

The Current Workforce Ecosystem

The existing Workforce Ecosystem in Hamilton is robust and has strengths in employment services and post-secondary institutions. With organizations providing employment services for employers and job seekers, there seems to be sufficient service offerings for residents and employers in Hamilton. With Hamilton being home to universities, colleges, and schools, including Mohawk College, Collège Boréal, McMaster University, Redeemer University, Columbia International College, the Hamilton-Wentworth District School Board and Hamilton-Wentworth Catholic School Board, there are opportunities to build on Hamilton's value proposition as an education hub and leverage this strength to attract immigration and new talent to live and work in Hamilton. To build additional service strengths and address gaps in the Workforce Ecosystem, Hamilton Economic Development could promote shared goals and opportunities with a focus on continued collaboration identified in the background review section of this report. Opportunity areas include:

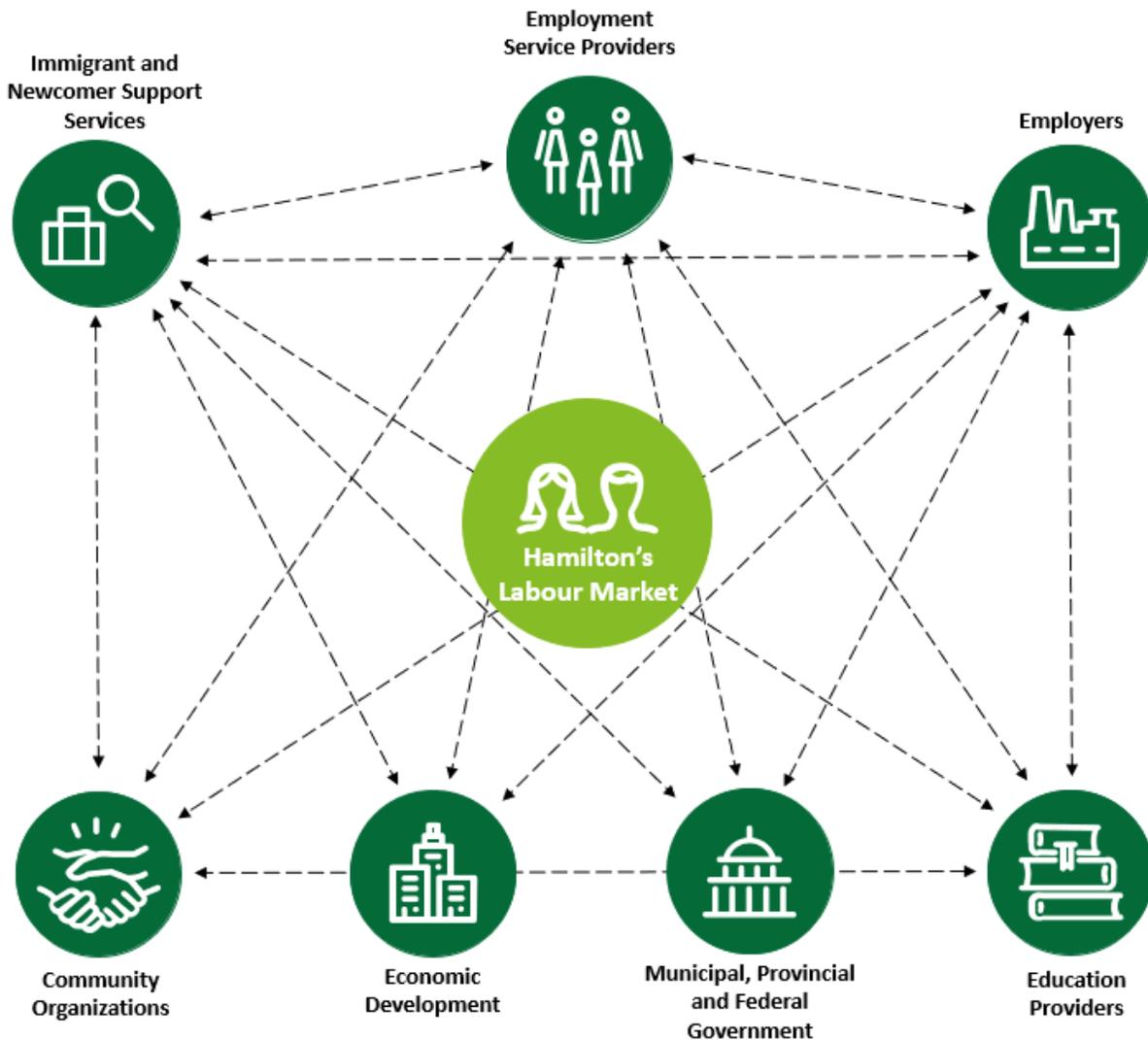
- ❖ Immigration and Newcomer Workforce Engagement
- ❖ Wrap-around Supports
- ❖ Training and Skills Development
- ❖ Employer/Business Labour Force Engagement
- ❖ Workforce Inclusion and Integration

More directed partnering, collaborating, and supporting workforce development organizations can support Hamilton Economic Development's shift from a traditional '*planner-provider-deliverer*' model to a collaborative '*enabler-convenor-catalyst-broker*' model.

Opportunities exist for Hamilton Economic Development to consider the following attributes when designing workforce development strategies.

- ❖ Workers want skills and experiences that interest them, and they want to be developed any way they want, whenever they want
- ❖ Businesses require strategic workforce development to be better prepared for transformations of their future of work and workforce
- ❖ Talent functions must implement holistic workforce development strategies to meet current and future workforce demands
- ❖ Organizations need end-to-end solutions for their entire workforce, positioning them to provide meaningful integrated development experiences

Hamilton’s Workforce Ecosystem



Opportunity Areas for Hamilton Economic Development Office in Workforce Development

A detailed review of relevant municipal reports and policy documents reveals areas of thematic overlap and related observations that may impact on Hamilton’s workforce development agenda. These examinations allow for effective alignment with future priorities.

The 2021 – 2025 Economic Development Action Plan (EDAP) provides the strategic framework to guide workforce development efforts for Hamilton Economic Development. Opportunities exist for Hamilton Economic Development to partner, collaborate, and support workforce development organizations in Hamilton.

The review confirmed several priority themes that impact on labour market and talent attraction including immigration and newcomer workforce engagement, wrap around supports, training and skills development, employer/business labour force engagement, workforce inclusion and integration. These priorities are strongly represented in the current internal policy framework and offer direction to heighten awareness, and efforts in workforce development for Hamilton Economic Development.

Figure 1: Priority Themes – Results of Background Review



A high-level scan of comparable workforce development strategies suggests that across Ontario and Canada economic development departments, while partners in the process, have not been tasked with any discernible role in the implementation of workforce strategies beyond support to service providers, marketing, and talent attraction initiatives. Strategies reviewed include Lehigh Valley, City of London, Western Ontario Wardens Caucus Inc. (WOWC), Southeast Labour Market Partnership - 3+ Corporation Southeast New Brunswick, Halifax Partnership and Bruce County. Research identifies that communities need to support key attributes for talent attraction and retention such as developing quality of place and quality of life, improving public transit, and providing affordable/attainable housing options. Providing a central repository that highlights the depth and breadth of the available employment opportunities was also a consistent theme⁴.

⁴ Flor, Robert (2022), Placemaking: Creating Communities That Attract Talent. Retrieved from <Placemaking: Creating Communities That Attract Talent>

Strategies of relevance include:

- ❖ Improved access to data and evidenced based decision-making
- ❖ Building a shared taxonomy or consistent language around available skills and connecting this to existing occupations to clarify the distribution of occupations and workers across the city
- ❖ Support sector specific working groups with the objective of more employer-led training and disseminating relevant information

The desktop review also focussed on understanding the transformation of select systems and programs including Employment Services currently underway in the province. As part of Phase 1, the Ministry of Labour, Immigration, Training and Skills Development (MLITSD) has Selected Service System Managers (SSMs) for the Phase 2 catchment areas. As of April 2020, the SSM selected for the Hamilton-Niagara region is FEDCAP Inc. Phase 2 focuses on setting up operations, establish community presence and building partnerships. Phase 3 will be focussed on engagement with partners, stakeholders, and potential vendors to gather feedback on how to improve Integrated Employment Services (IES) delivery and client outcomes in the catchment areas.

Research by Maytree⁵ provide five insights that can inform on IES delivery. These include:

- ❖ SSMs should be assessed on their commitment and ability to deliver services through a human rights-based approach
- ❖ Focus on an approach that benefits all who access service. A “digital first” approach may not be accessible for everyone requiring support, and can worsen inequities
- ❖ ensure that dynamic access to care is available as people’s circumstances change
- ❖ Increase social assistance rates
- ❖ Align investments in human services to ensure wrap-around supports can be provided, and ensure that the regulatory environment does not undermine these investments

Hamilton’s Economic Development Office has opportunities to work with FEDCAP Inc to inform and ensure operations and partnerships are focused on workforce inclusiveness, wrap-around supports and inclusive upskilling and reskilling program design.

⁵ <https://maytree.com/publications/five-ideas-for-the-ontario-government-to-consider-for-its-employment-services-transformation-planning-process-for-toronto/>

Background Review

A document review examined the current state of Hamilton’s Workforce Ecosystem and the role of Hamilton Economic Development Office in workforce development.

Workforce Development Strategic Framework

Key Takeaways

As per the EDAP, workforce development opportunity areas for Hamilton Economic Development include:

- ❖ Partnering, collaborating, and supporting workforce development organizations in the City of Hamilton that are delivering local workforce development services
- ❖ Collaborating with post-secondary institutions on workforce development and retention related initiatives
- ❖ Working in collaboration with post-secondary institutions on the attraction and retention of international students
- ❖ Delivering provincially and federally funded workforce development related programs and initiatives
- ❖ Supporting and celebrating newcomers and the contributions they are making in our city⁶

The 2021 – 2025 Economic Development Action Plan (EDAP) provides the strategic framework to guide workforce development efforts for Hamilton’s Economic Development.

The EDAP aligns with the City of Hamilton’s 2016-2025 Strategic Plan and the identified Term of Council Priorities. Workforce development is one of the six priorities established for the Plan. Within this priority of *Facilitating a Skilled and Adaptable Workforce*, action items include *collaborating with the workforce development community and creating and implementing a Workforce Attraction, Retention & Development (Talent) Strategy*. Key opportunities for *Facilitating a Skilled and Adaptable Workforce* identified in the EDAP, include:

- ❖ Newcomer workforce engagement
- ❖ Scaling pathways for building in-demand skills
- ❖ A commitment to equity, diversity, and inclusion⁷

Workforce Development Priority Themes

In addition to the EDAP, the Workforce Strategy sought alignment and leveraged actions from the following reports.

- ❖ 2021 Hamilton Economic Development Highlight Book
- ❖ City of Hamilton Report of the Mayor’s Task Force on Economic Recovery – 2020
- ❖ Hamilton Economic Development Department Manufacturing Sector Strategy
- ❖ City of Hamilton Creative Industries Sector Strategy
- ❖ City of Hamilton FIRE Sector Strategy
- ❖ City of Hamilton Life Sciences FDI Sector Strategy
- ❖ City of Hamilton Information and Communications Technology (ICT) and Digital Media Sector FDI Strategy
- ❖ Business Impact Survey – EmployerOne
- ❖ City of Hamilton Housing and Homelessness Action Plan – 2020
- ❖ Housing for Hamilton Community Improvement Plan 2019

⁶ 2021 – 2025 Economic Development Action Plan, City of Hamilton

⁷ Ibid.

- ❖ Downtown Hamilton Secondary Plan Summary Report – 2017
- ❖ 2022 – 2027 City of Hamilton Youth Strategy Report
- ❖ Our Future Hamilton Final Report – 2017
- ❖ Our Future Hamilton Community Suggested Actions – 2017
- ❖ Our Future Hamilton Progress Report – 2018
- ❖ Hamilton Immigration Partnership Council Strategic Plan, 2021 – 2025
- ❖ Newcomers and Immigrants in the Hamilton Labour Market: Outcomes and Opportunities for Improvement – 2020
- ❖ A Demographic Profile of Immigrants in Hamilton – 2019
- ❖ Migration and Mobility in Hamilton Report – 2022
- ❖ Discrimination Experienced by Immigrants, Visible Minorities, and Indigenous People in Hamilton Report – 2021
- ❖ Workforce Planning Hamilton Local Labour Market Plan - 2021 – 2022

The document review also considered factors that impact the labour market including attainable housing, transportation, post-secondary education, and inflation affecting talent attraction across Ontario and Canada. Sources utilized for this research include Deloitte’s Government and Public Services, Economic Advisory and Human and Social Services research and other national and international publications/trends (Global Human Capital Trends, Brookfield Institute, Mercer Global Talent Trends Study, Harvard Business Review insights, The Conference Board, OECD, etc.).

The desktop review confirmed priority themes (Figure 2) that impact on labour market and talent attraction including immigration and newcomer workforce engagement, wrap around supports, training and skills development, employer/business labour force engagement, workforce inclusion and integration. The themes will continue to be examined as the strategy develops to underpin the SOARR (Strengths, Opportunities, Aspirations, Risks and Results) analysis and inform the Action Plan.

Figure 2: Priority Themes – Results of Background Review



The priority themes are further explored below.

Immigration and Newcomer Workforce Engagement

Key Takeaways

- ❖ While immigration serves as an avenue of growth and address labour market shortages, successful integration of newcomers into the community and the local labour market requires targeted policies and strategies that address the acute economic, labour, and demographic challenges they face.

Immigration and newcomer workforce engagement are priority strategies for Hamilton to support labour force growth and address the needs of its businesses. Stretch targets identified in the EDAP include increasing immigration to Hamilton by 25% by 2025⁸. The city also has plans to participate in the Municipal Nominee Program. Initiatives such as Hamilton Immigration Partnership Council (HIPC) virtual Newcomer Week 2021, and subsequent return to live programming for newcomer week in 2022 and 2023, and the Immigrants Working Centre's Trades Gateway program are demonstrative of the city's efforts in this space.

A 2020 HIPC report identifies avenues to increase labour force attachment of the skilled immigrant population to Hamilton. These include:

- ❖ A bridging program for Business and Administration bachelor's degree holders to assist them to access administrative and office support occupations
- ❖ Assisting STEM (Science, Technology, Engineering, and Math) degree holders (who have been unsuccessful finding employment in a professional-level STEM occupation), to access specialized technologists, technicians, and skilled trades occupations, primarily in the manufacturing sector

These actions are of relevance to the city, given that that Hamilton's immigrant population has an overall higher level of education compared to its non-immigrant population, with the majority reporting degrees in business administration, engineering, and health care related fields⁹.

Initiatives by the Federal government regarding immigrants and newcomers include support for vulnerable populations, granting permanent residence to refugee claimants working in health care during the pandemic and talent retention of those already in Canada by granting permanent status to temporary residents¹⁰. The Policy Papers of Ontario 360 provides recommendations to integrate skilled immigrant in a community through Bridge Training program and federal pre-arrival and foreign credential recognition supports¹¹. Ontario employment organizations are identified as a partner in implementing these recommendations.

⁸ 2019 IRCC reported immigration admissions for Hamilton as the baseline

⁹ 2020. HIPC. Newcomers and Immigrants in the Hamilton Labour Market: Outcomes and Opportunities for Improvement

¹⁰ <https://www.canada.ca/en/immigration-refugees-citizenship/news/2022/02/new-immigration-plan-to-fill-labour-market-shortages-and-grow-canadas-economy.html>

¹¹ <https://on360.ca/policy-papers/integrating-newcomers-into-ontarios-economy-a-strategy-for-professionally-skilled-immigrant-success/>

Wrap-around Supports (Housing, Transit, Settlement Services)

Access to public transit options, accessible and affordable housing options, availability of health and medical services, childcare and settlement services are critical supports to ensuring an equitable labour market environment. Increase in housing units for all and reducing homelessness, and improve mobility, accessibility and road safety are high-level priorities within the Term of Council Priorities 2022 to 2026. Goals and initiatives underway that have implications for workforce development include:

- ❖ Transform Hamilton's housing and homelessness system to move closer to ending chronic homelessness and to meet annual benchmarks of housing households from the Access to Housing Waitlist
- ❖ In January 2021, the city released its Housing and Homelessness Action Plan, highlighting five outcome areas, namely, housing supply, choice, supports, quality, and equity
- ❖ In response to the current housing crisis, the Housing Sustainability, and Investment Roadmap (HSIR) was developed to position Hamilton to deliver affordable housing outcomes
- ❖ Hamilton's updated Community Improvement Plan by-law was approved in September 2021. The updates allow for the revitalization of strategic commercial districts throughout Hamilton, while also supporting housing affordability, environmental sustainability, and post-COVID economic recovery. Incentive programs include:
 - The Commercial District Housing Opportunities Program offering expanded loan eligibility for residential unit creation in commercial districts, including accessory units outside of primary buildings
 - The Revitalizing Hamilton Tax Increment Grant Program increasing tax increment grants for developments that incorporate housing affordability or environmental sustainability measures
- ❖ Achieve a 48% non-single occupant vehicle modal split by 2031 with a target of 15% for Walk/Cycle, 12% for Transit and 21% auto passenger and shared modes, in accordance with the Transportation Master Plan
- ❖ Transformation of Hamilton's Downtown Entertainment District (FirstOntario Centre, FirstOntario Concert Hall, and the Hamilton Convention Centre) into a Distillery District inspired locale, with enhanced pedestrian access and housing options that would allow people to have a full live-work-play experience in Hamilton's downtown
- ❖ The 14-kilometre Hamilton Light Rail Transit (LRT) project, which will connect McMaster University in the West end of Hamilton to Eastgate Square in the East and the all-day GO Transit service will support labour force commuting within the city
- ❖ Immigrant settlement services are provided primarily by the YMCA, the YWCA, and Wesley, with other organizations offering more specific immigrant settlement needs such as employment, housing, language, and bridging programming. YWCA Hamilton's new Join program offers wraparound services for newcomers, youth, and the 2SLGBTQ+ community

Training and Skills Development

Hamilton Economic Development is a partner in training and skills development, working in collaboration with post-secondary institutions on the attraction and retention of international students. As identified in the EDAP, opportunities in workforce development include scaling pathways for building in-demand skills for priority sectors. The sector-specific strategies provide more direction to address skills development, talent attraction and retention. Example actions include:

- ❖ Engaging with academic partners to develop training and retraining programs to ensure that the talent has the right skills to participate in the labour force
- ❖ Increasing collaboration (including information sharing sessions) with accelerators / incubators focused on life sciences across Canada's innovation corridor to promote flow of employment opportunities to potential talent
- ❖ Strengthening partnerships with academia (including employment liaison officers, researchers with recently obtained large-scale grants) to promote opportunities to recent graduates and mid-level talent within key subsectors

Ongoing initiatives such as the Global Skills Strategy (GSS) and partnerships with Mohawk College (Challenge 2025 workforce training program) are critical in addressing employment gaps, making skills training, and retraining more accessible.

Employer/Business Labour Force Engagement

Hamilton Economic Development has also been actively engaged with its business community to understand their labour force needs. These efforts include:

- ❖ Coordinating the Employer One survey in partnership with Workforce Planning Hamilton
- ❖ Engagement in business retention and expansion activities with businesses in advanced manufacturing, agribusiness and food processing, creative industries, finance, insurance and real estate, goods movement, ICT and digital media, life sciences, and tourism industry.
- ❖ Sector Working Groups, established as part of the Mayor’s Task Force on Economic Recovery, provided advice and guidance on addressing the impacts of COVID-19

Workforce Inclusiveness and Integration

Key Takeaways and Leading Practices

- ❖ Hamilton Economic Development engages many partners representing under-represented groups. Reporting on these important engagements within workforce development planning will be important to measure moving forward
- ❖ With the changes occurring due to the pandemic, training and re-training will also be a key priority to reflect some of the labour market adjustments that have occurred due to the pandemic. Priorities include:
 - Identify critical labour market trends in the post-pandemic/evolving economy
 - Understand the competencies needed/available currently/in the future
 - Barriers for youth entering the labour market
 - Encourage and promote best practices in recruitment and retention to SME’s
 - Mental health effects on workers and the unemployed
- ❖ The Federal Government’s 2021 State of Youth Report¹², provides critical direction for Hamilton as it focuses on youth retention and participation. The report provides recommendations including addressing barriers to employment, programming that supports career aspirations, addressing financial concerns and enabling equity in the workplace
- ❖ The Canadian Centre for Diversity and Inclusion offers resources and toolkits for organizations on diversity, inclusion, and equity topics, including a Diversity & inclusion councils toolkit. This is a valuable resource in creating and maintaining these councils and measuring their efforts. The creation of a Diversity and Inclusion Council is noted as a best practice for EDI efforts

Measuring: Global Diversity, Equity & Inclusion Benchmarks (GDEIB) Model

The Centre for Global Inclusion is a United States based organization that aims to be a resource for research and education in improving diversity and inclusion practices around the globe¹³. The Centre offers the GDEIB as a way for organizations to access how they are performing on DEI. This model includes 15 categories split into 4 groups, namely, foundation, the Internal Group (Attracting and Retaining People), Bridging (Align and Connect) and External (Listen to and Serve Society).

The External group is noteworthy, as it relates to listening and servicing society relevant to EDI. “DEI considerations are integrated into the services and products development cycle to leverage the diversity of the communities they serve. The process contributes to social and economic progress and eliminates or reduces

¹² Canadian Heritage, *Canada’s First State of Youth Report*, 2021

¹³ [Strategic Alliances: About Us: The Centre for Global Inclusion](#)

inequities. Service or product development teams are diverse and include customers, stakeholders, and community representatives. Recognition is also given to the value of DEI in innovation, and the organization consistently leverages the diversity of cultures, lived experiences, perspectives, and thought for product and service improvement”¹⁴.

Leading Practice: Dufferin County’s Diversity, Equity, and Inclusion Community Advisory Committee (DEICAC)

In 2020, the County of Dufferin created the DEICAC in response to local incidents of racism directed at a Black resident. This was a community led initiative that quickly evolved to become an Advisory Committee to County Council. In 2022 the County of Dufferin developed the County of Dufferin DEICAC 4-year Strategic Plan. Their Vision is stated as “DEICAC works toward a future in Dufferin County where diversity is respected and valued, systemic discrimination is eliminated, and structural barriers to social and economic inclusion are dismantled. Dufferin County policies, practices, programs, and services are recognized equity resources, utilized to foster civic engagement and community belonging, and to support building of sustainable communities, create economic stability, and enhance meaningful social inclusion and well-being.”¹⁵.

Members of the DEICAC sit on either the Human Services Working Group or Economic Development Working Group ensuring the DEI lens is being applied to services within the scope of the two subcommittees¹⁶.

As part of the City of Hamilton’s 10-year Strategic Plan, Equity, Diversity, and Inclusion are listed as a key Council priority, with a stated goal of: “Equity-seeking communities will feel safe, supported and have an enhanced sense of belonging through strengthening community capacity, City responsiveness and creating inclusive engagement opportunities.”

Given the City of Hamilton’s diverse workforce, Equity, Diversity, and Inclusion (EDI) will play a significant role in its workforce development efforts and is noted as a key opportunity in the City of Hamilton’s EDAP. Currently, the City of Hamilton has four committees/sub-committees with a focus related to EDI:

- ❖ Advisory Committee for Persons with Disabilities
- ❖ Advisory Committee for Immigrants and Refugees
- ❖ Committee Against Racism
- ❖ Expanding Housing and Support Services for Women, Non-binary, and Transgender Community Sub-Committee

Youth Retention and Participation

In recognizing the importance of youth engagement in the labour market, the City of Hamilton created the Youth Strategy Report for 2022 – 2027. The strategy focuses on three main objectives, including increasing employment opportunities for youth, improving wages of entry-level jobs, and improving access to financial support for post-secondary education and training. Actions to achieve the stated objectives include:

- ❖ Identifying barriers and challenges to youth 14-29 accessing employment and training needs in Hamilton
- ❖ Identifying new and existing initiatives to help youth 14-29 access employment and training opportunities
- ❖ Identifying successful models, and policies to incentivize businesses to provide entry level jobs for youth

Collaboration with stakeholders and partner organizations is also identified as a priority to support youth retention and participation. Stakeholders include youth (ages 14-29), post-secondary institutions, school boards, Challenge 2025, Skills Development Flagship, Ontario Works, YouthCan Collaborative, Youth Employment Network, Planning

¹⁴ The Centre for Global Inclusion. Global Diversity, Equity & Inclusion Benchmarks: Standards for Organizations around the World. 2021 Edition.

¹⁵ County of Dufferin. Diversity, Equity and Inclusion Community Advisory Committee Strategic Plan. 2022-2026.

¹⁶ [Diversity, Equity and Inclusion Community Advisory Committee | Dufferin County](#)

and Economic Development, Hamilton Business Center, Employment Ontario Agencies and Hamilton Fire Department, among others.

Workforce Planning Hamilton (WPH) is an important partner in youth retention and participation. WPH youth advocacy efforts focus on employment opportunities, virtual networking engagements, and mental health awareness. They also work with Mohawk Community Apprenticeship Hub and other apprenticeship groups. These agencies focus on gathering information on skilled trades apprenticeship pathways, which supports the development of a streamlined toolkit targeting students exploring career pathways.

First Nation Participation

While community engagement is listed as a community priority in Our Future Hamilton's 2017 report. This report lists recognizing and celebrating Indigenous traditions as a key direction on the path to deeper engagement with Indigenous residents.

The City of Hamilton released an Urban Indigenous Strategy Report in 2019. One of the key objectives of the report is to create opportunities for education and internal collaboration among City staff to strengthen the relationship with the Indigenous community and service providers. While this report lists specific community engagement events, the report states "Indigenous people must be involved in decision-making activities that affect them."¹⁷.

Workforce Transformation - Role of Municipal Governments in supporting Workforce Development

In 2019, the government of Ontario announced its plan to change the employment services ecosystem. This shift to an outcomes-focused model for service providers intends to create a system that is more responsive and reflective of the current labour needs, with better alignment across provincial ministries who offer services in the Workforce Ecosystem. This change also extends the connectivity between social assistance and employment services.

As part of Phase 1, the Ministry of Labour, Immigration, Training and Skills Development (MLITSD) Selected Service System Managers (SSMs) for the Phase 2 catchment areas. The Hamilton-Niagara region was one of the three prototype catchments selected for Phase 2¹⁸. This roll-out includes a change to new Service Systems Managers (SSM's)¹⁹. As of April 2020, the new SSM has for the Hamilton-Niagara region is FEDCAP Inc²⁰. The launch of the new SSM happened during COVID, without a formal event, leaving an opportunity for greater alignment with workforce service providers in the future. As set by the MLITSD, Phase 2 focuses on setting up operations, establishing community presence and building partnerships. Phase 3 will be focussed on engagement with partners, stakeholders, and potential vendors to gather feedback on how to improve Integrated Employment Services (IES) delivery and client outcomes in the catchment areas.

The Province of Ontario has communicated their Performance Management Framework that highlights the goals within the system for both the SSM's and Service Providers. Three key reference points for outcomes are identified for SSM's:

- ❖ Employment outcome achievements of the current Employment Ontario network within the defined Catchment Area
- ❖ Achievements SSMs had committed to in their CFP Application/business plan regarding client volumes for each client stream/inclusion group and associated outcomes
- ❖ Outcomes achieved in comparison to local context and other SSM's outcomes

¹⁷ Hamilton Urban Indigenous Strategy, City of Hamilton, June 2019

¹⁸ Hamilton-Niagara, Peel and Muskoka-Kawarthas are the three regions where prototypes have been launched.

¹⁹ [Employment Services Transformation \(gov.on.ca\)](https://www.gov.on.ca)

²⁰ [A Consortium Led By Fedcap Inc. Selected As Service System Manager For Employment Services In The Hamilton-Niagara Area - The Fedcap Group](#)

Key Performance Indicators highlighted are:

- ❖ Clients with complex needs are served
- ❖ Clients progress towards employment
- ❖ Client satisfaction
- ❖ Employment outcomes

Key Performance Indicators for Hamilton-Niagara Peninsula Baseline

- ❖ Ontario Disability Support Program (ODSP) Clients Served
- ❖ General Population Clients with Disabilities Served
- ❖ Indigenous Clients Served
- ❖ Francophone Clients Served
- ❖ Youth with Higher Support Needs Served
- ❖ Newcomer Clients Served
- ❖ Completion of Placement
- ❖ Completion of Training/Education
- ❖ Client Satisfaction

More details on key performance indicators can be found in the Government of Ontario's Employment Services Transformation Incentive and Consequence Framework Addendum: Performance Management Framework²¹.

In the next phase of this project, the impact of the Employment Services Transformation in Ontario on Hamilton Economic Development's role in workforce development will be tested through stakeholder engagement. This input from key stakeholders will help understand the opportunities and gaps within this newly defined system.

²¹ [Performance Management Framework - Key Performance Indicators - Addendum \(gov.on.ca\)](#)

Economic and Community Profile

This section of the report provides an assessment of the local demographic and economic indicators, including population growth, labour force, job demand and key sector trends.

Demographic Profile

The demographic profile details the population and related trends, including the population's age, immigration and ethnic diversity, income levels and housing affordability, and educational profile for the city of Hamilton, the Hamilton Census Metropolitan Area (CMA)²², and Ontario.

Home to an estimated 569,535 people in 2021, Hamilton represented 4% of Ontario's population. Approximately 51% of Hamilton's population self-identified as women, and 49% as men. Hamilton has experienced steady population growth, increasing 6% between 2016 to 2021. Overall, the growth experienced by Hamilton was comparable to those in the broader CMA and the province, with less than 1% difference.

Figure 3: Population trends, 2011-2021

Census Period	Hamilton	Hamilton CMA	Ontario
Population 2021	569,353	785,184	14,223,942
Population 2016	536,917	747,545	13,448,494
Population 2011	519,949	721,053	12,851,821
5-year Change	32,436	37,639	775,448
% 5-Year Change	6%	5%	6%
10-year Change	49,404	64,131	1,372,121
% 10-Year Change	10%	9%	11%

Source: Statistics Canada, 2011 NHS | Census 2016 | Census 2021

In addition to analyzing the growth rate of Hamilton's population, it is important to examine the population's age by broad age groups. This will provide insights into current and future talent needs, housing needs, and support programming. This analysis includes a breakdown of broader age cohorts that include the "prime working-age" categories²³.

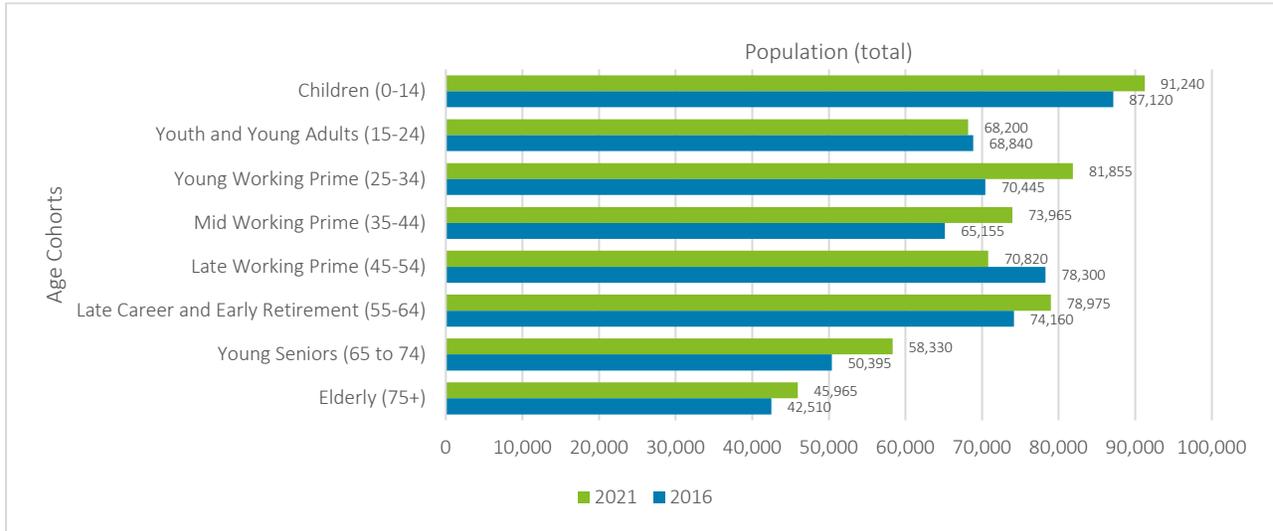
By 2021, a significant share of the city's population was comprised of young families (children 0 to 14 years at 16%, and young working prime 25 to 34 years at 14%). Meanwhile, older age cohorts (65 years and over) only represented 18% of the total population in the city.

Compared to 2016 Census, the age cohorts that show the largest growth in 2021 include the young working prime (25 to 34 years) at 16%, followed by young seniors (65 to 74) at 16%. Individuals aged 65 and over experienced a 24% growth, compared to 30% in the rest of the age cohorts together. This shows that despite its young population, Hamilton is experiencing a fast population aging.

²² The Hamilton CMA includes the city of Hamilton, the city of Burlington, and the town of Grimsby.

²³ The US Bureau of Labor Statistics define the prime working-ages as individuals between 25 to 54 years of age.

Figure 4: Population by major economic age group, Hamilton, 2016-2021

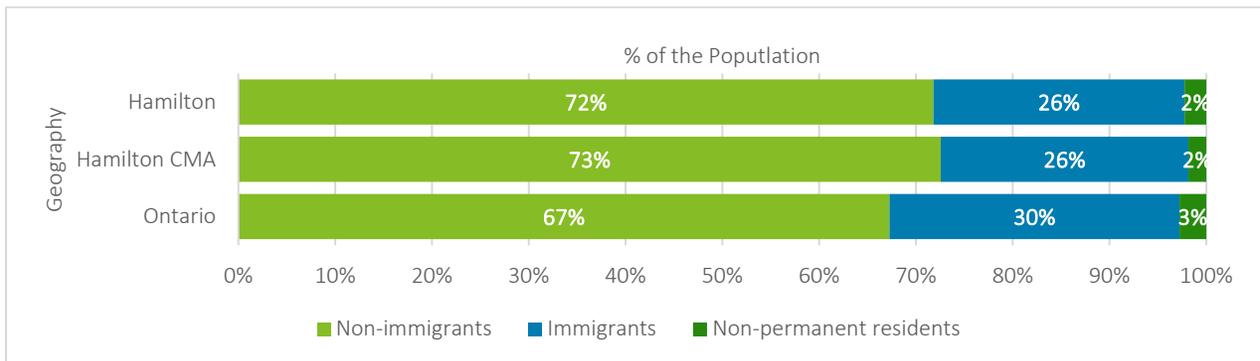


Source: Statistics Canada, Census 2016 | Census 2021

Immigration and Diversity

In 2021, the number of immigrants in Hamilton reached 145,550 people; the share of immigrants among Hamilton residents was 26% during this time. The share of immigrants in Hamilton was lower than those in the province at 30%. Most of the immigrants in the city (28%) arrived before 1980, whereas the largest influx of immigrants in the province overall took place between 2001 to 2010. During the last decade, however, the influx of immigrants to Hamilton closely matched provincial trends (24% of immigrants arrived in Hamilton between 2011 to 2021, and 25% in Ontario during the same time). Immigration attraction could provide long-term relief to the city’s labour constrictions by attracting both skilled and unskilled labour.

Figure 5: Immigration status, 2021



Source: Statistics Canada, Census 2021

Approximately 2% city’s population identifies as Indigenous (1.5% First Nations – North American Indian), and 25% identified as other visible minority group; the largest visible minority present within the city was South Asian, which accounted for 6% of Hamilton residents, followed by Black, which represented 5% of the population.

Dwellings

According to the 2021 Census, a total of 222,810 occupied dwellings were reported in the city of Hamilton: 56% of these corresponded to single-detached housing, 25% to apartments in buildings (excluding duplex), and 12% to row houses. Approximately 66% of Hamilton’s dwellings are occupied by owners, and 34% by renters.

Dwelling Completions

In terms of dwelling completions, the Canadian Housing and Mortgage Corporation (CMHC) reported that between 2018 and 2022, a total of 9,968 units were completed in Hamilton. Approximately 26% of unit completions occurred in 2022, followed by the year 2020 with 24%. Most of the dwelling completions during the last five years took place in dwelling types such as row houses (37%), and apartments (32%). Single detached dwellings accounted for 27% of the new starts during the same time. The CMHC estimated that during the last five years, 1,744 new rental units were completed in Hamilton; this represented 17% of the total completions between 2018 and 2022. All rental unit completions were apartments (1,743 units).

Figure 6: Historical Completions by Dwelling Type, Hamilton (City) 2018-2022

Year	Single	Semi-detached	Row	Apartment	All	Change From Previous Year
2018	509	14	839	0	1,362	-28%
2019	522	44	1,002	5	1,573	15%
2020	566	64	948	818	2,396	52%
2021	514	94	336	1,126	2,070	-14%
2022	567	180	562	1,258	2,567	24%

Source: CMHC Starts and Completions Survey

Dwelling Starts

In terms of dwelling starts, the Canadian Housing and Mortgage Corporation (CMHC) reported that between 2018 and 2022, a total of 14,194 unit were started in Hamilton. 49% of all these dwelling starts took place between 2021 and 2022. Most of the dwelling starts during the last five years took place in dwellings such as apartments (46%) and row houses (30%).

Of all new dwelling starts in Hamilton between 2018 and 2022, approximately 12% (1,728 units) were intended to rental housing. 98% of these were high-density units (apartments). Furthermore, 62% of all rental dwellings started construction in 2022. Dwelling starts during the last five years have surpassed the completions; this evidence the increasing demand for housing in the city. To meet the forecasted housing demand during the upcoming decades (by 2051), Hamilton needs more than twice the number of new dwelling units to be created over the next 20 years than were completed in the last 20 years²⁴.

Figure 7: Historical Starts by Dwelling Type, Hamilton (City) 2018-2022

Year	Single	Semi-detached	Row	Apartment	All	Change From Previous Year
2018	482	26	1003	986	2,497	27%
2019	605	58	984	749	2,396	-4%
2020	425	90	569	1261	2,345	-2%
2021	658	232	682	2,032	3,604	54%
2022	643	176	1036	1,497	3,352	-7%

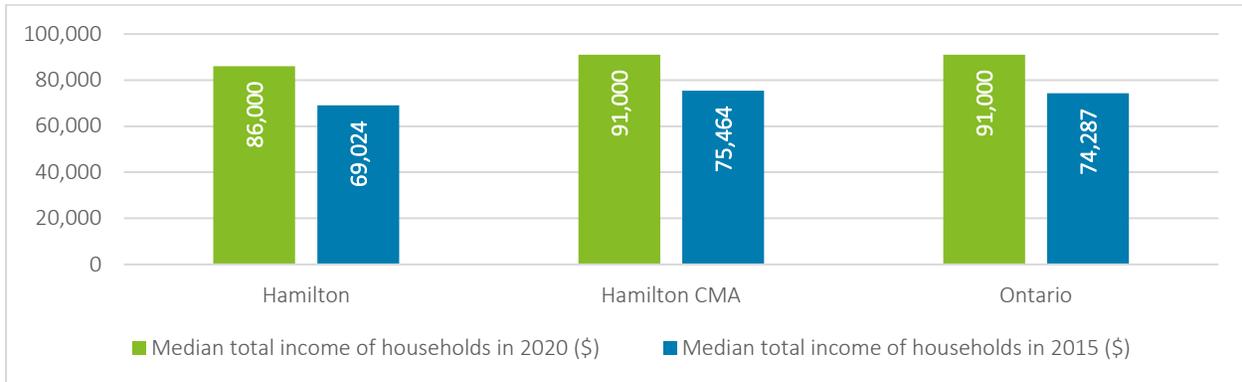
Source: CMHC Starts and Completions Survey

²⁴ City of Hamilton, Housing Needs Assessment, December 2022

Income

The median total income of household in 2020 reached \$86,000 in the city of Hamilton, \$91,000 in the Hamilton CMA, and Ontario. Between 2015 and 2020, the median income of households increased approximately 25% in the city (a difference of \$16,976), compared to 21% in the CMA and 22% province wide.

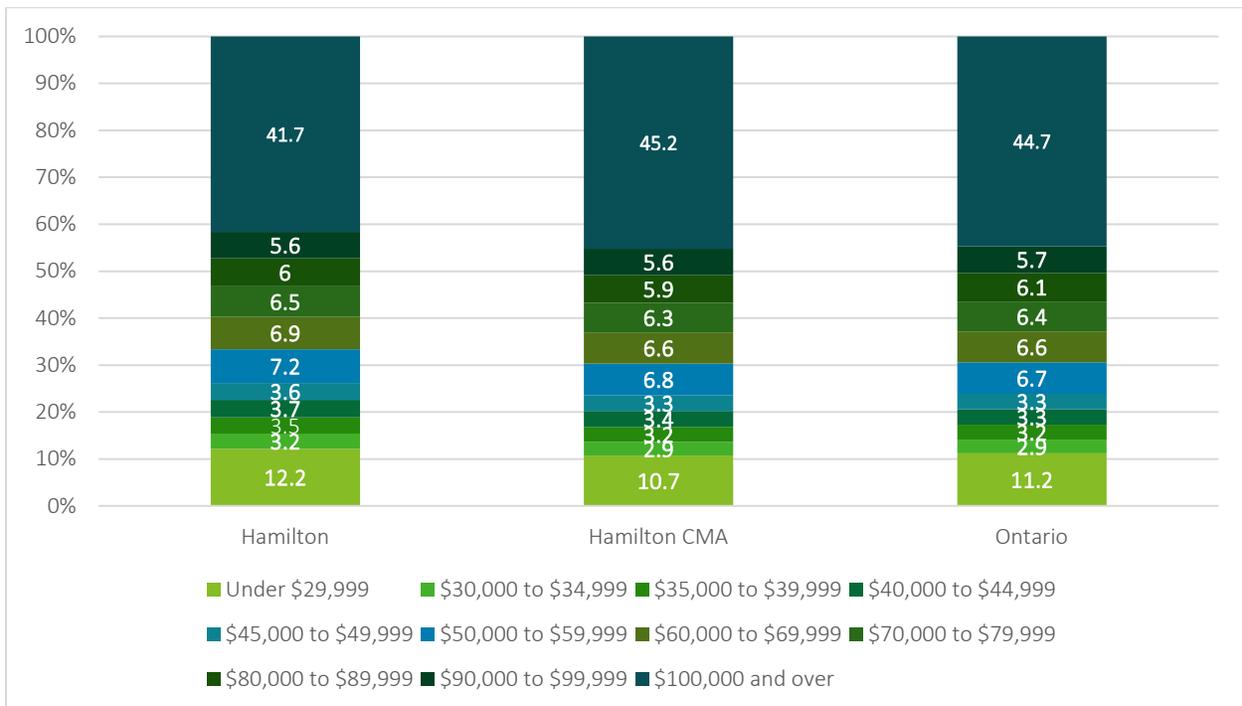
Figure 8: Median Total Income of Households, 2015-2020



Source: Statistics Canada, Census 2016 | Census 2021

In 2020, 41% of households in Hamilton (city) received a total income of over \$100,000. The share of households with similar income levels in the CMA reached 45% during the same time. The city of Hamilton also had a larger share of households with incomes under \$29,999 (12%) compared to the broader CMA (11%) and Ontario (11%).

Figure 9: Household Total Income Groups in 2020 for Private Households (%), 2020



Source: Statistics Canada, Census 2021

Talent Supply Assessment

The talent supply assessment provides information about Hamilton’s labour force characteristics including industry and occupational employment, commuting patterns, and educational pipelines.

Labour Force

As key labour force indicators are drawn from Statistics Canada’s Labour Force Survey, the data in this section will report on the Hamilton CMA. While a larger area than the city of Hamilton, this data is the most up-to-date and accurate measure of labour force activity and serves as a strong indicator for the city. Statistics Canada estimated the Hamilton CMA’s labour force at 440,300 people in 2022; an estimated 4.3% growth compared to 2020, and a 0.1% growth compared to 2021. The CMA experienced significant challenges during the COVID-19 pandemic. Between 2019 and 2020 all labour force indicators were impacted, the CMA’s labour force declined by 2.6%, the unemployment rate increased by 4.7%, participation rate declined 3%, and the employment rate plummeted 8%.

The latest data from Statistics Canada’s Labour Force Survey, supports a narrative of ongoing employment recovery in the Hamilton CMA following the COVID-19 pandemic. Between 2021 and 2022, the unemployment rate declined from 6.9% to 4.9%. While the participation rate declined from 66% to 65.4%, the employment rate increased from 61.4 to 62.2%. These trends reflect both an increase in the number of people finding employment in the Hamilton CMA, and an increase in the number of people not participating in the labour force. Despite the positive trends, the CMA is still experiencing some of the impact from the pandemic in certain population groups including women, youth, visible minorities, and immigrants²⁵.

Figure 10: Labour force characteristics, annual, Hamilton CMA, 2018-2022

Labour force characteristics	2018	2019	2020	2021	2022
Labour force (x 1,000)	428.7	433.3	422.1	440	440.3
Not in labour force (x 1,000)	223.5	226.9	241.9	227.2	233.1
Unemployment rate	5	4.3	9	6.9	4.9
Participation rate	65.7	65.6	63.6	66	65.4
Employment rate	62.5	62.8	57.8	61.4	62.2

Source: Statistics Canada. Table 14-10-0385-01 Labour force characteristics, annual

From a sectoral perspective, Hamilton reported notable year-over-year employment gains (2021-2022) in sectors such as wholesale and retail trade (+5,500 people in employment), educational services (+5,000 people in employment), manufacturing (+4,500 people in employment) and professional services (+2,900 people in employment). Employment declines were seen in health care and social assistance (-8,000 people in employment) and other services (-2,400 people in employment)²⁶.

Figure 11: Employment by industry, census metropolitan areas, annual (x 1,000), Hamilton CMA, 2018-2022

Industry	2018	2019	2020	2021	2022
Total employed, all industries	407.4	414.8	384.1	409.6	418.6
Goods-producing sector	82.9	84.8	88.7	79	82.2
Agriculture	2.3	3.8	1.5	2.6	1.8
Forestry, fishing, mining, quarrying, oil and gas	x	x	x	x	x
Utilities	2.2	2.5	x	2.6	2.3
Construction	28	27.9	39.3	30.6	30.6
Manufacturing	50.3	50.1	45.4	42.6	47.1
Services-producing sector	324.5	330	295.4	330.6	336.4
Wholesale and retail trade	68.9	68.1	62.2	65.6	71.1
Transportation and warehousing	16	20.3	17.1	15.5	17.6
Finance, insurance, real estate, rental and leasing	27.3	27.7	26.3	32.2	31.6

²⁵ Workforce Planning Hamilton 2021-20222 Local Labour Market Plan

²⁶ The employment data capture the employment status of Hamilton CMA residents and should not be read as changes in job counts.

Industry	2018	2019	2020	2021	2022
Professional, scientific and technical services	34.7	30.7	24.3	36.4	39.3
Business, building and other support services	19.3	20.1	17.1	14.2	15.5
Educational services	32.5	31.9	30.6	31.1	36.1
Health care and social assistance	53.3	55.5	55.1	63.5	55.5
Information, culture and recreation	20.1	18.8	12.4	16.8	17.4
Accommodation and food services	21.2	27.2	16.6	23	22.7
Other services (except public administration)	15.3	16.1	14	14.7	12.3
Public administration	15.8	13.8	19.7	17.8	17.3

Source: Statistics Canada. Table 14-10-0384-01 Employment by industry, census metropolitan areas, annual (x 1,000)

Note: x suppressed to meet the confidentiality requirements of the Statistics Act

From an occupational perspective, Hamilton reported year-over-year employment gains (2021-2022) in management occupations (+8,200 people employed), natural and applied sciences and related occupations (+5,400 people employed), and occupations in manufacturing and utilities (+3,000 people employed). Significant employment declines were seen in health occupations (-5,300 people employed) and business, finance, and administration occupations (-4,900 people employed). This data captures the employment status of Hamilton CMA residents and should not be read as changes in job counts.

Figure 12: Archived - Employment by occupation, census metropolitan areas, annual, (x 1,000), Hamilton CMA, 2018-2022

Occupational Category	2018	2019	2020	2021	2022
Management occupations	38.5	40.5	31.9	35.8	44
Business, finance and administration occupations	57	65.1	62.5	71.9	67
Natural and applied sciences and related occupations	27.2	27.8	27.4	32.7	38.1
Health occupations	31.2	31.4	30.3	40.3	35
Occupations in education, law and social, community and government services	47.5	47.6	46.7	47.4	48.8
Occupations in art, culture, recreation and sport	15	13.5	7.9	13.1	12.5
Sales and service occupations	104.8	101.8	94.3	97.6	95.8
Trades, transport and equipment operators and related occupations	53.3	55.7	59	47.7	48.8
Natural resources, agriculture and related production occupations	6.1	6.1	3.1	3.5	5.2
Occupations in manufacturing and utilities	22.4	21.9	21.9	18.2	21.2

Source: Statistics Canada. Table 14-10-0382-01 Employment by occupation, census metropolitan areas, annual, (x 1,000)

Commuting Patterns

Commuting pattern analysis identifies that the 2021 Census saw a reduction of commuter flow into and out of Hamilton. Approximately 47,740 people who lived in the Hamilton CSD left the city for employment, and approximately 34,075 people who lived outside the CSD commuted into Hamilton for work. Approximately 111,255 people lived and worked in Hamilton. Compared to 2016, commuter flow into Hamilton decreased by 23%, and commuter flow out of Hamilton decreased by 31%²⁷.

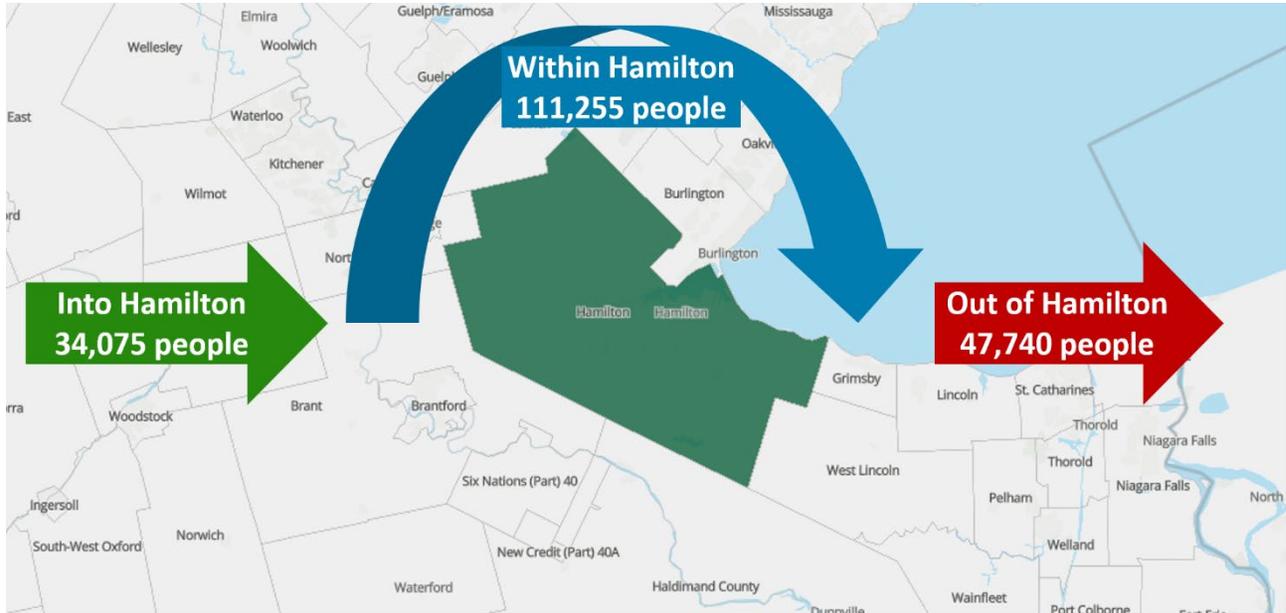
With respect to people commuting out of Hamilton, most people commuted to Burlington (17,420 people), Oakville (5,625 people), and Mississauga (5,065 people). When considering individuals commuting into Hamilton for work, most people commuted from Burlington (5,265 people), followed by Haldimand County (4,400 people), and Brantford (3,200 people).

It is also integral to note that these data were captured during the height of the COVID-19 lockdowns. As such the declines in commuting flow are strongly impacted by external pressures created by the pandemic.

²⁷ City of Hamilton, Invest Hamilton. An Overview of Commuting Flows to and from Hamilton

According to Statistics Canada figures, approximately 81% of the employed labour force aged 15 years and over with a usual place of work commuted within the Hamilton CMA (Hamilton, Burlington, and Grimsby).

Figure 13: Commuting flows, Hamilton, 2021



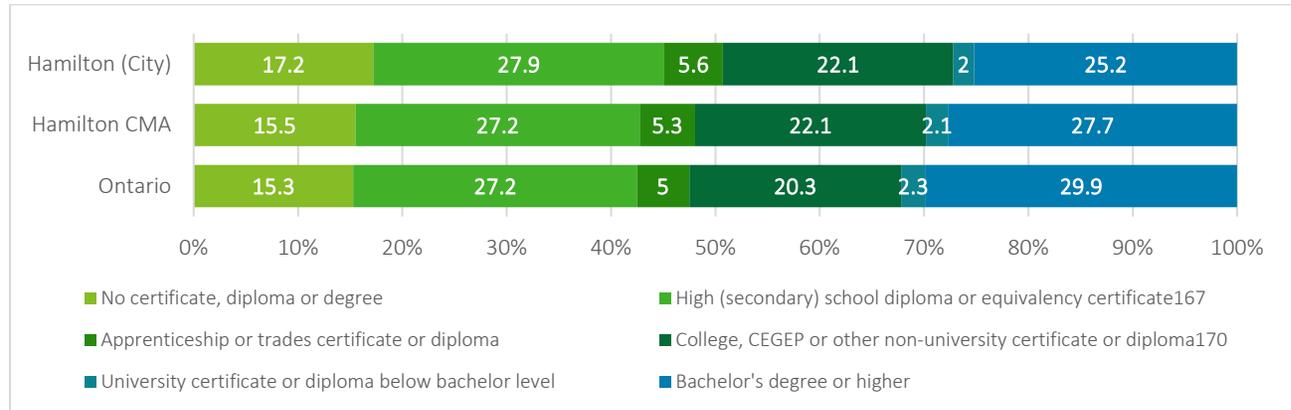
Source: Statistics Canada, Census 2021 – Provided by the City of Hamilton | map: Lightcast, 2023

Educational Attainment and Pipeline

Education attainment can be looked at as an important descriptor of labour force capacity. The figure below summarizes skilled labour proportions for comparator areas, which is composed of people that have completed an apprenticeship, trade certificate, or college or university degree, diploma, or certificate. By 2021, the proportion of skilled labour aged 15 years and over was slightly lower in the city of Hamilton at 54.9%, compared to the Hamilton CMA at 57.2%, and the province at 57.5%.

The city of Hamilton has a slightly larger share of people with an apprenticeship or trades certificate at 5.6%, compared to the Hamilton CMA at 5.3% and the province at 5%. Access to people with apprenticeships is important for Hamilton’s goods-producing sectors such as advanced and traditional manufacturing, food manufacturing and beverage production. In contrast, Hamilton has a lower share of people with at least a bachelor’s degree at 25.2% compared to the broader CMA and the province at 29.9%.

Figure 14: Highest certificate, diploma or degree for the population aged 15 years and over in private households, 2021



Source: Statistics Canada, Census 2021

The educational pipeline for Hamilton was analyzed at three geographic levels, the immediate CMA, a 60-minute drive radius and a 90-minute drive radius. The purpose of this analysis is to understand Hamilton access to skilled labour in the city and surrounding areas.

- ❖ **Hamilton CMA:** the Hamilton CMA area includes McMaster University, Brock University (Hamilton Campus), and Mohawk College²⁸
- ❖ **60-minute drive:** includes all institutions in the Hamilton CMA, plus other post-secondary campuses in Niagara, Brantford, and other nearby census subdivisions (e.g., Wilfrid Laurier University Brantford Campus, University of Toronto Mississauga Campus, Sheridan College, etc.)
- ❖ **90-minute drive:** this area encompasses most of the Golden Horseshoe Region and includes all previous areas post-secondary institutions, in addition to the Toronto Metropolitan University, University of Toronto, York University, OCAD University, University of Waterloo, Wilfrid Laurier University, University of Guelph, George Brown College, Seneca College, Humber College, Conestoga College, among others

From 2015 to 2019, an average of 12,230 people a year complete post-secondary programs from institutions located in the Hamilton CMA; the largest segment of graduates from the CMA completed programs related to health professions (an average of 2,489 completions a year), followed by business, management, marketing programs (an average of 1,951 completions a year).

The size of the surrounding educational training catchments creates opportunities for Hamilton to tap into surrounding markets for new talent. For instance, an average of 38,122 post-secondary completions per year were estimated for communities within a 60-minute drive of Hamilton, and more than 148,600 completions per year for communities in the Golden Horseshoe Region.

²⁸ Redeemer University, a private Christian University, is also located in Hamilton. However, completion data was not available for this institution though Lightcast.

Figure 15: Post-secondary average annual completions 2015-2019, Hamilton CMA and surrounding geographies

CIP	Description	CMA	60-Minute Drive	90-Minute Drive
XX	Total	12,230	38,122	148,660
51	Health professions and related programs	2,489	5,242	17,692
52	Business, management, marketing and related support services	1,951	6,858	33,108
15	Engineering technologies and engineering-related fields	986	2,264	7,233
14	Engineering	938	1,340	6,636
26	Biological and biomedical sciences	930	2,433	5,650
45	Social sciences	798	2,460	7,559
47	Mechanic and repair technologies/technicians	486	603	1,475
19	Family and consumer sciences/human sciences	403	1,948	6,785
31	Parks, recreation, leisure and fitness studies	356	1,154	3,544
43	Security and protective services	347	1,161	3,418
09	Communication, journalism and related programs	310	825	3,593
44	Public administration and social service professions	272	692	3,599
30	Multidisciplinary/interdisciplinary studies	241	626	3,302
23	English language and literature/letters	208	424	1,883
50	Visual and performing arts	197	1,552	6,446
11	Computer and information sciences and support services	187	813	4,877
22	Legal professions and studies	143	296	2,573
42	Psychology	116	895	3,716
24	Liberal arts and sciences, general studies and humanities	111	942	3,188
04	Architecture and related services	107	314	1,661
27	Mathematics and statistics	106	270	1,669
48	Precision production	101	223	592
41	Science technologies/technicians	94	220	855
40	Physical sciences	84	316	1,452
54	History	81	293	1,032
38	Philosophy and religious studies	78	194	721
10	Communications technologies/technicians and support services	76	327	1,291
13	Education	65	1,287	4,255
46	Construction trades	53	314	1,244
53	High school/secondary diploma and certificate programs	37	47	98
03	Natural resources and conservation	36	354	1,224
16	Aboriginal and foreign languages, literatures and linguistics	31	159	962
55	French language and literature/letters	27	74	318
39	Theology and religious vocations	26	26	241
32	Basic skills (not for credit)	23	23	120
21	Pre-technology education/pre-industrial arts programs	20	37	119
05	Area, ethnic, cultural, gender, and group studies	16	142	688
25	Library science	7	7	181
01	Agriculture, agriculture operations and related sciences	3	541	858
12	Personal and culinary services	3	413	2,396
49	Transportation and materials moving	0	0	280
71	Cannabis-related instructional programs	0	11	11
89	Unspecified	0	0	117

Source: Lightcast, 2023 – Datarun 2022.3

Talent Demand Assessment

The talent demand assessment provides information on current employment trends (number of jobs) in Hamilton. This section also includes estimated job growth, and current labour demand (job postings) characteristics.

Industry and Occupational Overview

The June 2022 Canadian Business Counts data²⁹ reported that there are 16,208 businesses in Hamilton. In addition, Lightcast estimated a total job count of over 274,296 jobs³⁰.

Most of the job counts in the city are concentrated in health care and social assistance (46,291 jobs or 17% of the city's total job count), retail trade (28,608 jobs or 10% of the city's total job count), and manufacturing (26,735 jobs or 9.7% of the city's total job count). The Figure below provides a breakdown of all industries by total employment. The top sectors are also similar in proportion to the employment percentage seen in the extended CMA and the province.

Figure 16 Job counts by industry sector (2-Digit NAICS), 2023

Code	Description	Hamilton	Hamilton (CMA)	Ontario
XX	Total	274,296	406,274	7,938,460
62	Health care and social assistance	46,291	60,212	918,174
44-45	Retail trade	28,608	44,914	800,492
31-33	Manufacturing	26,735	43,019	702,899
61	Educational services	25,987	33,226	561,797
23	Construction	20,744	30,063	540,771
72	Accommodation and food services	16,605	24,409	470,983
56	Admin. and support, waste management and remediation services	15,973	23,878	452,389
54	Professional, scientific and technical services	14,817	26,175	682,879
91	Public administration	13,373	16,811	481,306
41	Wholesale trade	11,884	23,638	383,714
81	Other services (except public administration)	11,099	15,963	314,765
48-49	Transportation and warehousing	10,889	15,617	381,799
52	Finance and insurance	8,743	13,632	413,983
53	Real estate and rental and leasing	6,053	9,774	184,857
X0	Unclassified	4,324	6,349	123,712
71	Arts, entertainment and recreation	4,020	6,230	139,575
51	Information and cultural industries	3,823	5,914	174,575
11	Agriculture, forestry, fishing and hunting	2,529	3,116	80,578
22	Utilities	879	1,463	51,104
55	Management of companies and enterprises	701	1,587	48,848
21	Mining, quarrying, and oil and gas extraction	218	285	29,264

Source: Lightcast, 2023 – Datarun 2022.3

When examining jobs by occupation in Hamilton, the top occupational categories are related to sales and service (64,754 jobs or 24% of the city's total job count); trades, transport and equipment operators and related occupations (40,543 or 15% of the city's total jobs count); and business, finance, and administration occupations (40,257 jobs or 15% of the city's total job count). These occupations accounted for 53% of the total jobs in Hamilton. These are also the largest occupations among comparators, representing 54% of occupational employment in the CMA, and 53% at the provincial level.

²⁹ At the time of writing, the most recent CBC data available was June 2022.

³⁰ Jobs counts include employees and self-employed

A more detailed view of specific occupations highlights seven occupation types that account for 18% of all jobs available by local employers in Hamilton. These occupations include:

- ❖ Retail salespersons (7,340 jobs or 3% of the city’s job count)
- ❖ Registered nurses and registered psychiatric nurses (6,105 jobs or 2% of the city’s job count)
- ❖ Food counter attendants, kitchen helpers and related support occupations (5,752 jobs or 2% of the city’s job count)
- ❖ Nurse aides, orderlies, and patient service associates (5,229 jobs or 2% of the city’s job count)
- ❖ Cashiers (4,951 jobs or 2% of the city’s job count)
- ❖ Retail and wholesale trade managers (4,364 jobs or 2% of the city’s job count)
- ❖ Transport truck drivers (4,210 jobs or 2% of the city’s job count)
- ❖ Sales and account representatives - wholesale trade (non-technical) (4,047 jobs or 1% of the city’s job count)
- ❖ Retail sales supervisors (3,820 jobs or 1% of the city’s job count)
- ❖ Light duty cleaners (3,712 jobs or 1% of the city’s job count)

Figure 17: Job counts by occupational category (1-Digit NOC), 2023

Code	Description	Hamilton	Hamilton (CMA)	Ontario
XX	Total	274,296	406,274	7,938,460
6	Sales and service occupations	64,754	99,793	1,821,481
7	Trades, transport and equipment operators and related occupations	40,543	59,779	1,033,720
1	Business, finance and administration occupations	40,257	61,418	1,332,309
4	Occupations in education, law and social, community and government services	32,778	43,733	867,268
3	Health occupations	26,313	34,091	562,459
0	Management occupations	21,725	32,942	730,055
9	Occupations in manufacturing and utilities	16,415	25,689	416,582
2	Natural and applied sciences and related occupations	15,336	25,244	722,177
5	Occupations in art, culture, recreation and sport	7,739	11,568	227,057
X	Unclassified	4,324	6,349	123,712
8	Natural resources, agriculture and related production occupations	4,112	5,668	101,641

Source: Lightcast, 2023 – Datarun 2022.

Forecasts to 2028 expect occupational growth in Hamilton will be led by health occupations (+2,671 jobs or 10% growth), and sales and service occupations (+2,470 jobs or 4% growth). These two occupational groups will represent close to 50% of the occupational growth in the city. At a more detailed level, the occupations projected to experience the largest growth in Hamilton include registered nurses and registered psychiatric nurses (+700 jobs or 11% growth), followed by nurse aides, orderlies, and patient service associates (+626 jobs or 12% growth), and food counter attendants, kitchen helpers, and related support occupations (+295 jobs or 5% growth).

Figure 18: Occupational subcategories (4-Digit NOC 2016) by jobs growth, Hamilton, 2023-2028

Code	Description	2023 Jobs	2028 Jobs	2023 - 2028 Change	2023 - 2028 % Change
3012	Registered nurses and registered psychiatric nurses	6,105	6,805	700	11%
3413	Nurse aides, orderlies and patient service associates	5,229	5,855	626	12%
6711	Food counter attendants, kitchen helpers and related support occupations	5,752	6,047	295	5%
4153	Family, marriage and other related counsellors	1,195	1,461	266	22%
6731	Light duty cleaners	3,712	3,976	264	7%
1123	Professional occupations in advertising, marketing and public relations	2,433	2,692	259	11%
6211	Retail sales supervisors	3,820	4,062	242	6%
6552	Other customer and information services representatives	2,514	2,720	206	8%
4032	Elementary school and kindergarten teachers	3,509	3,705	196	6%
7452	Material handlers	2,980	3,170	190	6%
9522	Motor vehicle assemblers, inspectors and testers	1,795	1,983	188	10%
1121	Human resources professionals	1,798	1,985	187	10%
6513	Food and beverage servers	2,094	2,280	186	9%
6411	Sales and account representatives - wholesale trade (non-technical)	4,047	4,228	181	4%
3011	Nursing coordinators and supervisors	792	967	175	22%
6611	Cashiers	4,951	5,125	174	4%
2282	User support technicians	1,502	1,664	162	11%
5254	Program leaders and instructors in recreation, sport and fitness	1,826	1,985	159	9%
1211	Supervisors, general office and administrative support workers	954	1,108	154	16%
3111	Specialist physicians	1,237	1,387	150	12%

Source: Lightcast, 2023 – Datarun 2022.3

Job Demand

The Job Demand report provides an analysis of jobs postings identified by Vicinity Jobs. This tool provides real-time job demand intelligence by monitoring online job postings with extensive quality assurance to analyze and compile each local job posting information. This technology permits the extraction of relevant information about each online job posting, including but not limited to the following metrics: job location, industry sector (NAICS), occupational category (NOC), known employers, educational requirements, and CIP programs.

The Hamilton CMA was selected as the geography of reference, as it enables a clear picture of the jobs available for most commuters in the city of Hamilton (over 80% of Hamiltonians commute within the CMA). For the Hamilton CMA, the data includes job postings collected between January of 2020 and December 2022. Data from 2019 is included to highlight the impact of COVID-19 on the labour demand in the region.

Impact of COVID-19 in the Labour Market

The city of Hamilton has a diverse economy, and the COVID-19 pandemic has created an international shift in the workforce’s relationship to work. With employment levels reaching pre-COVID numbers it will be important to understand new work trends and growth opportunities to proactively plan and enable Hamilton’s workforce.

Workforce Planning Hamilton’s Local Labour Market Plan highlights impacts from the pandemic. These findings show youth and women have not yet reached pre-pandemic levels of employment or labour force participation.; Men are near pre-employment pandemic levels and have exceeded participation rates. This highlights a fundamental workforce hurdle “females and younger people saw a greater employment impact from the pandemic”³¹. From the Local Labour Market Plan, mental health was listed as a key theme. Employment service providers indicated that this is one of their top priorities as newcomers tend to require these services.

³¹ Workforce Planning Hamilton, *Local Labour Market Plan, 2021 - 2022*

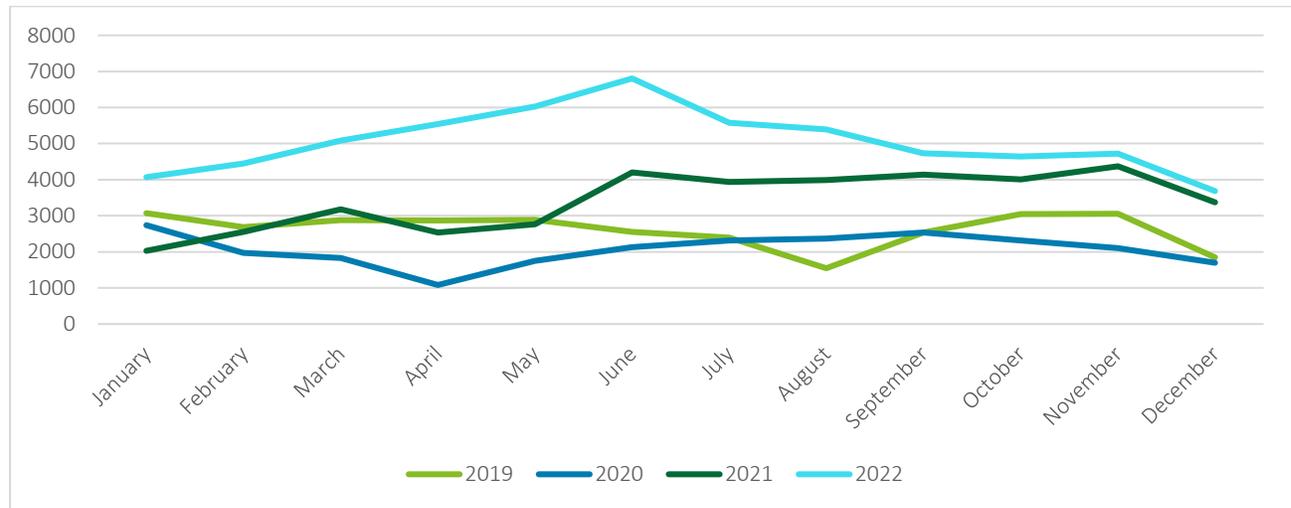
With the changes occurring due to the pandemic, training and re-training will also be a key priority to reflect some of the labour market adjustments that have occurred due to the pandemic. The Local Labour Market Plan identifies five priorities for workforce development planning coming out of the pandemic:

- ❖ Identify critical labour market trends in the post-pandemic/evolving economy
- ❖ Understand the competencies needed/available currently/in the future
- ❖ Barriers for youth entering the labour market
- ❖ Encourage and promote best practices in recruitment and retention to SME's
- ❖ Mental health effects on workers and the unemployed³²

In the second quarter of 2020, three months after the initial Federal measures were implemented to mitigate the spread of COVID-19 in Canada, the Hamilton CMA saw a significant decline in job postings. Only 4,957 job postings were published during this period, which was 3,360 fewer job postings than in the second quarter of 2019, representing a 68% decline. 2020 would remain the year with the lowest number of job postings in the area during the last 4 years with 24,837 job postings (a 21% decline compared to 2019).

As both provincial and federal governments eased their measures, the labour market began to recover. Between January 1st, 2021, and December 31st, 2021, a total of 41,068 job postings were published in the Hamilton CMA, representing a 65% increase compared to 2020. By the end of 2022 (January 1st, 2022, to December 31st, 2022), the number of job postings in the region reached 60,724, showing a 48% increase compared to 2021 and an impressive 144% increase compared to 2020. In fact, the number of job postings in 2022 surpassed the pre-pandemic benchmark of 2019 by 93%.

Figure 19: job postings by month, January 1st, 2019, to December 31st, 2022, Hamilton CMA



Source: Vicinity Jobs, 2023

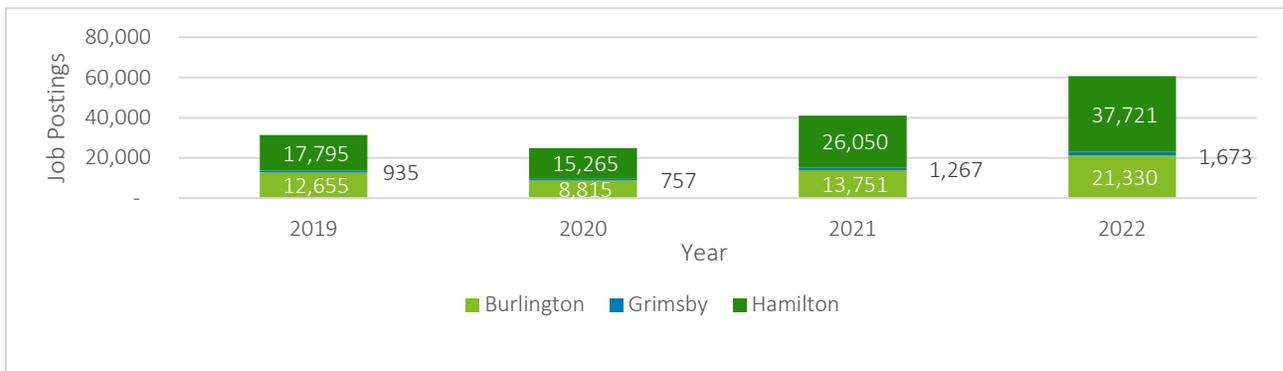
³² Workforce Planning Hamilton, *Local Labour Market Plan, 2021 - 2022*

Job Postings by Location

During the last three years, approximately 62% of the job postings published in the CMA were positions available in Hamilton (79,036 job postings), followed by Burlington at 35% (43,896 job postings), and Grimsby at 3% (3,697 job postings).

When considering the number of job postings in the region, as compared to the estimated average post-secondary completions (see Figure 15), it is likely that Hamilton CMA will be able to meet labour demand needs for the region. It is important to note that there are several influencing factors that draw graduates to other regions, and this may negatively impact graduates remaining in Hamilton CMA.

Figure 20: Job postings by location, January 1st, 2019, to December 31st, 2022, Hamilton CMA



Source: Vicinity Jobs, 2023

Job Postings by Industry Sector

During the period analyzed, 46% of the job postings identified an industry sector. Of these, 25% were in health care and social assistance; 16% in retail trade, and 13% in educational services. Sectors with the lowest demand included utilities; agriculture, forestry, fishing, and hunting; and mining and oil and gas extraction, all of which represented less than 1% of the jobs postings in the CMA. Among the previously noted industries, the health care and social assistance industry shows the largest growth in terms of total number of job postings from 2020 (+4,866 job postings), followed by educational services (+4,572 job postings), and retail trade (+3,552 job postings). The growth in the health care sector may be driven by population growth, and the growth in retail trade and educational services may suggest signs of recovery, following the impact of the pandemic.

Figure 21: Job postings by industry sector (2-digit NAICS), January 1st, 2020, to December 31st, 2022, Hamilton CMA

Industry	2020	2021	2022	Total Postings	%
Grand Total (Industry Identified) *	9,379	17,873	31,387	58,639	100 %
62 - Health Care and Social Assistance	2,495	5,025	7,361	14,881	25%
44-45 - Retail Trade	1,452	2,832	5,004	9,288	16%
61 - Educational Services	411	2,101	4,983	7,495	13%
72 - Accommodation and Food Services	827	1,736	2,822	5,385	9%
31-33 - Manufacturing	914	1,428	2,284	4,626	8%
52 - Finance and Insurance	586	972	1,422	2,980	5%
54 - Professional, Scientific and Technical Services	753	913	818	2,484	4%
48-49 - Transportation and Warehousing	378	540	1,424	2,342	4%
56 – Admin. and Support, Waste Mgmt. and Remediation Services	200	305	1,562	2,067	4%
91 - Public Administration	470	673	869	2,012	3%

Industry	2020	2021	2022	Total Postings	%
41 - Wholesale Trade	235	380	940	1,555	3%
71 - Arts, Entertainment and Recreation	156	289	255	700	1%
23 - Construction	157	164	332	653	1%
51 - Information and Cultural Industries	114	206	315	635	1%
53 - Real Estate and Rental and Leasing	63	80	363	506	1%
81 - Other Services (except Public Administration)	119	172	248	539	1%
55 - Management of Companies and Enterprises	0	13	270	283	1%
21 - Mining and Oil and Gas Extraction	44	40	28	112	0%
11 - Agriculture, Forestry, Fishing and Hunting	1	0	82	83	0%
22 - Utilities	4	4	5	13	0%

Source: Vicinity Jobs, 2023 | Number of Postings applicable to the reporting period but excluded from this report's grand total due to lack of reliable and relevant information: 67,990

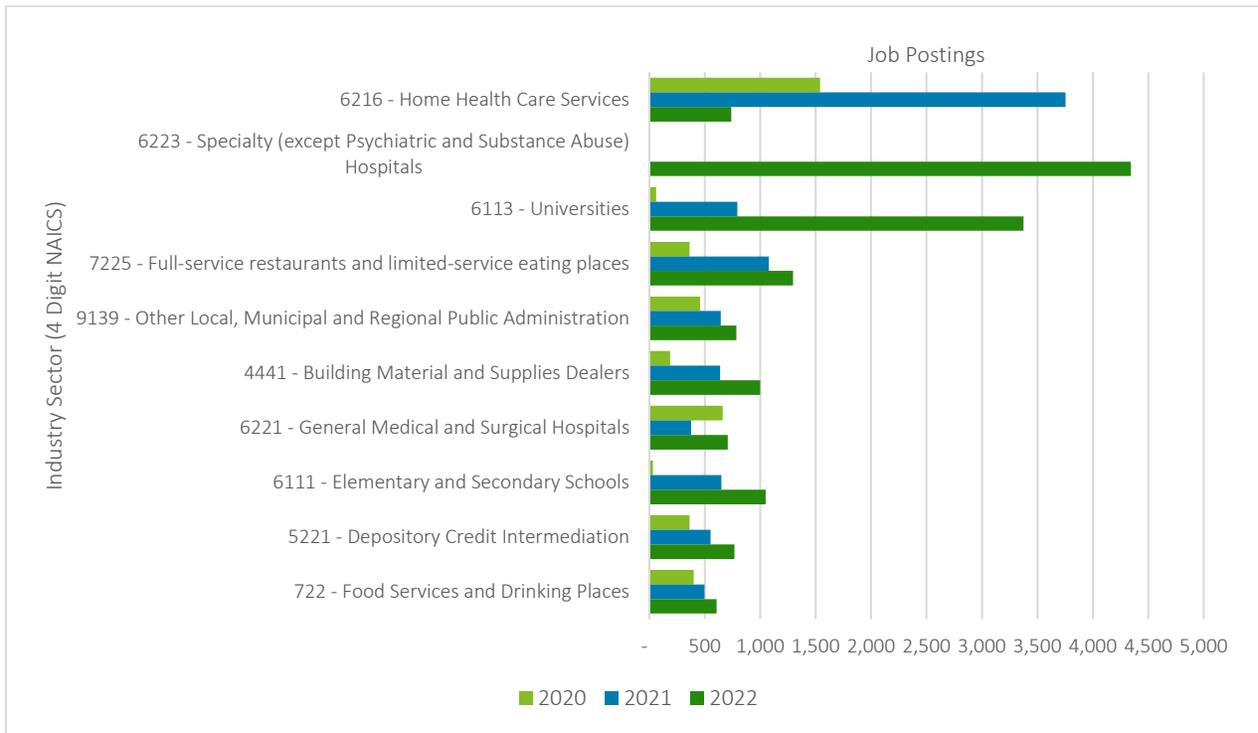
A detailed analysis of industry subsectors at a 4-digit NAICS level shows that over 47% of the job demand in the Hamilton CMA came from 10 sectors, the largest being home health care services (10% of job postings in the period analyzed). This sector reached the highest job demand in 2021 with 3,754 job postings.

Another sector that showed important demand in 2022 includes specialty hospitals (except psychiatric and substance abuse) with 4,348 postings. This sector, however, did not record job postings in the previous years (2020 and 2021)³³.

The job demand in universities also showed significant growth between 2020 and 2022 (a 5,344% increase). This might be explained by COVID-19 measures impacting the demand for workers in the sector, as educational activities moved to an online setting.

³³ Vicinity Jobs was unable to assign job postings to specific industry sectors for the years 2020 and 2021. However, this does not necessarily indicate that job postings did not exist during this period. Rather, the available information provided through these postings may have been insufficient to accurately assign them to a specific industry sector.

Figure 22: Job postings by industry sector (4-digit NAICS), January 1st, 2020, to December 31st, 2022, Hamilton CMA



Source: Vicinity Jobs, 2023 | Number of Postings applicable to the reporting period but excluded from this report's grand total due to lack of reliable and relevant information: 67,990

Job Postings by Occupational Category

In terms of occupational category, sales and service occupations showed the highest demand in the period analyzed; approximately 36,693 job postings or 29% of all of job postings in the CMA, followed by business, finance and administration occupations (20,917 job postings or 17% of all job postings). These occupations also experienced the largest growth in 2022 compared to previous years; the job demand in sales and services occupations had the largest growth (an additional 10,343 job postings – or 143% growth); and business, finance, and administration occupations (added 6,540 job postings or 172% growth).

Sales and service occupations typically have the highest job demand, and this trend is not unique to Hamilton. Due to their higher turnover rate, the number of job postings for these positions tends to be higher each year.

Figure 23: Job postings by occupational category (2-digit NOC), January 1st, 2020, to December 31st, 2022, Hamilton CMA

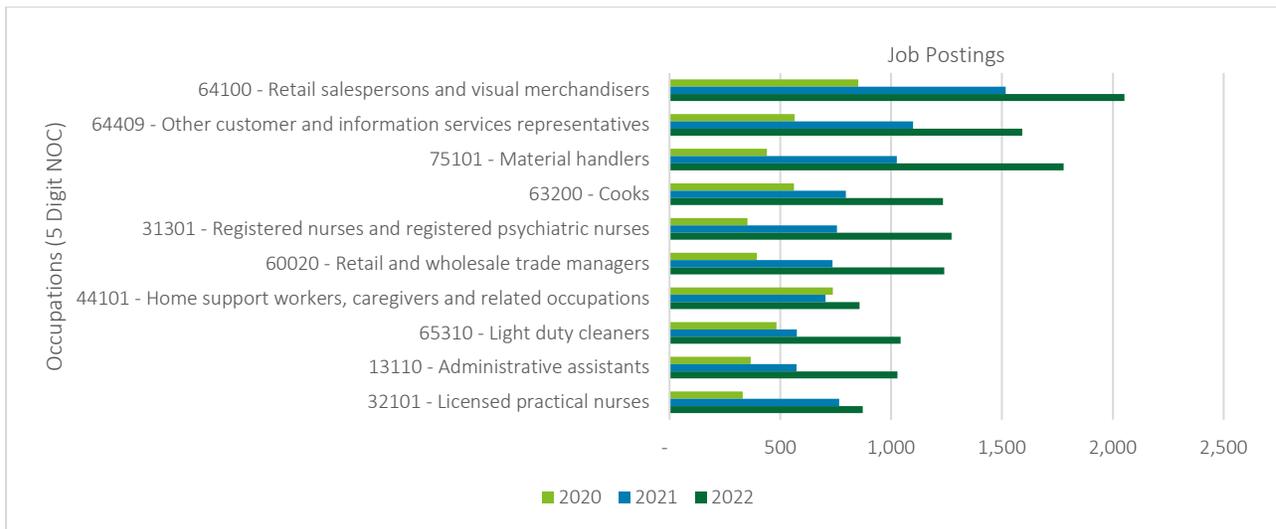
Industry	2020	2021	2022	Total Postings	%
Grand Total	24,837	41,068	60,724	126,629	100%
6 - Sales and service occupations	7,232	11,886	17,575	36,693	29%
1 - Business, finance and administration occupations	3,792	6,793	10,332	20,917	17%
Other / Unidentified	3,938	7,265	9,627	20,830	17%
7 - Trades, transport and equipment operators and related	3,292	5,361	8,457	17,110	14%
3 - Health occupations	2,182	3,743	5,103	11,028	9%
4 - Occupations in education, law and social, community and government services	1,919	2,739	4,870	9,528	8%

Industry	2020	2021	2022	Total Postings	%
9 - Occupations in manufacturing and utilities	766	1,244	2,174	4,184	3%
2 - Natural and applied sciences and related occupations	700	1,170	1,553	3,423	3%
8 - Natural resources, agriculture and related production	643	327	241	1,211	1%
5 - Occupations in art, culture, recreation and sport	264	356	520	1,140	1%
0 - Legislative and senior management occupations	109	184	272	565	0%

Source: Vicinity Jobs, 2023

A more detailed analysis of occupational demand in the CMA shows that retail salespersons and visual merchandisers experienced the largest demand for workers (4,421 job postings or 4% of all job postings), followed by other customer and information services representatives (3,253 job postings or 3% of all job postings). In terms of growth, material handlers experienced the largest net and percentage growth among detailed occupations, adding 1,338 job postings since 2020, a 304% growth.

Figure 24: Top 10 Job postings by occupational category (5-digit NOC), January 1st, 2020, to December 31st, 2022, Hamilton CMA



Source: Vicinity Jobs, 2023

Job Postings by TEER Category

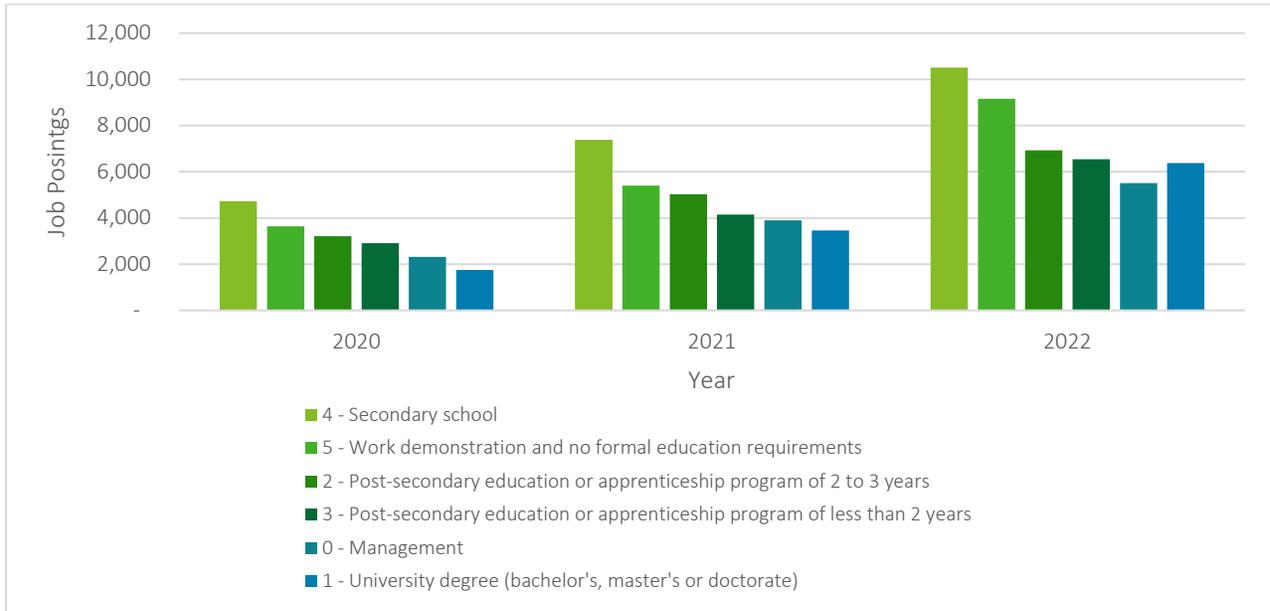
In 2021, the training, education, experience, and responsibilities (TEER) replaced the former National Occupation Classification (NOC) skill level system. TEER provides a more detailed picture of the educational requirements of the occupational categories available in Canada. Definition for the TEER are presented below:

- ❖ **TEER 0:** Management occupations
- ❖ **TEER 1:** Occupations that usually require a university degree
- ❖ **TEER 2:** Occupations that usually require a college diploma, apprenticeship training of 2 or more years, or supervisory occupations
- ❖ **TEER 3:** Occupations that usually require a college diploma, apprenticeship training of less than 2 years, or more than 6 months of on-the-job training
- ❖ **TEER 4:** Occupations that usually require a high school diploma, or several weeks of on-the-job training
- ❖ **TEER 5:** Occupations that usually need short-term work demonstration and no formal education

Between January 1st, 2020, to December 31st, 2022, most of the job postings (22,617 job postings or 18% of all job posting) required secondary school, followed by work demonstration and no formal education requirements (18,191 job postings or 14% of all job postings). These two TEER categories have also experienced the largest

growth in terms of job postings compared to 2020. The high number of job postings that do not require a level of post-secondary education matches the demand for workers in areas related to sales and services, which traditionally require on-the-job training.

Figure 25: Job Postings by TEER Category, January 1st, 2020, to December 31st, 2022, Hamilton CMA



Source: Vicinity Jobs, 2023

Job Postings by Classification of Instructional Program (CIP)

Vicinity Jobs started collecting Classification of Instructional Programs (CIP) data starting October 1st, 2022. Although the time for this data only represents a small portion of the job postings analyzed, it provides a snapshot of the most sought instructional programs by regional employers. During this time, job seekers with education in areas related to registered nursing, administration, nursing research and clinical nursing (CIP 51.38) were the most in demand (168 job postings or 20% of the postings during the last three months of 2022). Business and commerce ranked second, with 246 job postings seeking this type of instructional background (11% of the postings during the last three months of 2022).

Overall, over 68% of the job postings advertised during the last three months of 2022 had requirement for health professions and related programs –CIP 51 (38% of job postings); and business, management, marketing, and related support services – CIP 52 (30% of job postings).

Figure 26: Job Postings by CIP (4-digit), October 1st, 2022, to December 31st, 2022, Hamilton CMA



Source: Vicinity Jobs, 2023 | * Job postings represent data from October 1st, 2022, to December 31st, 2022. The Number of Postings applicable to the reporting period but excluded from this report's grand total due to lack of reliable and relevant information: 10,732

Target Sector Industry and Occupation Overview

Based on previous work conducted by the City of Hamilton, several target sectors have been identified; these sectors considered Hamilton's history in manufacturing to set the stage for a technological advance and innovative economy³⁴. The sectors identified include advanced manufacturing; agribusiness and food processing; creative industries; finance, insurance, and real estate (FIRE); goods movement; ICT and digital media; life sciences; and tourism.

As of 2023, Hamilton's target sector industries employed over 91,669 individuals. The next five years forecast that the target sector industries would have an anticipated net employment growth of 3,721 workers.

The following presents some insight into the current employment and projected labour needs for Hamilton's target sectors.

Notes on NOC and TEER Level

As of the time this report was written, the most recent data available on Lightcast (Datarun 2022.3) pertained to the 2016 NOC level. To estimate the TEER level for this data, we matched the 2016 NOC codes to their corresponding 2021 NOC equivalents and TEER values. NOC version was not updated to prevent any potential conflicts with the data.

Manufacturing

Hamilton's manufacturing sector contributes \$12 billion to Ontario's economy. Hamilton's largest industry sector within manufacturing is primary metals. The city is known for its history as a steel producer, but now the industry has grown to encompass engineering, product design, steel manufacturing, fabricated metal products, and final

³⁴ Invest Hamilton

product commercialization³⁵. Hamilton is home to Canmet MATERIALS (in McMaster Innovation Park), the largest research centre in Canada dedicated to fabricating, processing, and evaluating metals and materials. Major manufacturing employers include the Walters Group, Stackpole, Nucor, ArcelorMittal and Liburdi, among others.

Current and Future State of the Sector

Hamilton’s manufacturing sector houses an estimated 26,735 jobs. The most prominent manufacturing subsectors in Hamilton include iron and steel mills and ferro-alloy manufacturing; motor vehicle part manufacturing; railroad rolling stock manufacturing; and architectural and structural metals manufacturing (1,078 jobs). Employment in the sector is projected to grow 4% in the next five years, reaching 27,671 jobs by 2028.

Figure 27: Industry snapshot of current and forecasted jobs, manufacturing, Hamilton



Source: Lightcast, 2023 Datarun 2022.3 | Vicinity Jobs, 2023

Of the 26,735 jobs, the most frequently occurring occupations are:

- ❖ Motor vehicle assemblers, inspectors, and testers (5% of all manufacturing jobs)
- ❖ Construction millwrights and industrial mechanics (5% of all manufacturing jobs)
- ❖ Welders and related machine operators (4% of all manufacturing jobs)

Figure 28: Top 10 staffing patterns and snapshot of employment demand, manufacturing, Hamilton

NOC (2016)	Description	2023 Jobs	% Jobs 2023	Anticipated Demand 2028	TEER
9522	Motor vehicle assemblers, inspectors, and testers	1,457	5%	+138	4
7311	Construction millwrights and industrial mechanics	1,316	5%	+33	2
7237	Welders and related machine operators	1,154	4%	+25	2
0911	Manufacturing managers	1,061	4%	+12	0
9416	Metalworking and forging machine operators	1,060	4%	+94	4
9461	Process control and machine operators, food and beverage processing	1,030	4%	+22	4
9617	Labourers in food and beverage processing	928	3%	+73	5
9462	Industrial butchers and meat cutters, poultry preparers and related workers	717	3%	+108	4
9411	Machine operators, mineral, and metal processing	662	3%	+19	4
7231	Machinists and machining and tooling inspectors	603	2%	-18	2

Source: Lightcast, 2023 Datarun 2022.3

³⁵ Invest in Hamilton

Occupations Projected for Most Growth by Number of Jobs

As per Lightcast data³⁶, occupations projected for most growth include:

- ❖ Motor vehicle assemblers, inspectors, and testers (+138 jobs)
- ❖ Industrial butchers and meat cutters, poultry preparers and related workers (+108 jobs)
- ❖ Metalworking and forging machine operators (+94 jobs)

These occupations are TEER level 4 (occupations that require secondary school).

The Occupations and Skills that Hamilton CMA's Employers are Seeking

In 2022, there were 2,284 manufacturing job postings. Most of these job postings were for:

- ❖ Other labourers in processing, manufacturing, and utilities (9% of sector job postings)
- ❖ Material handlers (4% of sector job postings)
- ❖ Welders and related machine operators (3% of sector job postings)
- ❖ Delivery service drivers and door-to-door distributors (3% of sector job postings)

Overall, 18% of the job postings in manufacturing were for occupations that fall under TEER level 5 (occupations that require work demonstration and no formal education requirements), followed by TEER level 4 (high school diploma, or several weeks of on-the-job training). The key occupational skills for the manufacturing sector include customer service, handling heavy loads, occupational health and safety, analytical skills, and project management³⁷.

Occupations with Predicted Labour Force Shortages

Based on the Canadian Occupational Projection System (COPS), these manufacturing-related occupations are going to have shortages:

- ❖ Motor vehicle assemblers, inspectors, and testers
- ❖ Construction millwrights and industrial mechanics
- ❖ Welders and related machine operators
- ❖ Labourers in food and beverage processing
- ❖ Industrial butchers and meat cutters, poultry preparers and related workers

Why is this a Priority?

Some of the occupations projected to grow the most within the manufacturing sector in Hamilton are also projected to experience labour shortages in Canada. Although the COPS do not predict city-level trends, it does signal a constrained labour market where jurisdictions experiencing shortages will work to attract and retain this talent, thus increasing the competition for critical labour in Hamilton with other communities. Hamilton should support and enable training in these occupations in order to be prepared for potential local labour shortages, and to compete with other jurisdictions facing similar labour challenges.

In the short term, Hamilton's effort should focus on maintaining a healthy pipeline of workers able to fill lower skilled positions in the manufacturing sector. Although this type of worker does not require a high level of educational attainment, they tend to be impacted by housing, cost of living, and transportation issues. Hamilton

³⁶ Lightcast, Data run 2022.3

³⁷ Occupational skills represent the most sought-after skill for all occupations in demand within the manufacturing sector. Occupational skills will differ at specific industries and occupational categories.

will not be alone in competing for these types of workers, as job shortages in Canada are made up entirely of low-skill positions³⁸.

Opportunity Areas in Manufacturing

Manufacturing businesses engaged through the sector specific workshop highlighted the need to increase the awareness of local services and business support in Hamilton. Businesses also express the necessity to inform and support building a curriculum based on the needs of local companies to ensure alignment of skills development with industry requirements. Actionable areas to support workforce development for manufacturing sector include:

- ❖ Continue collaboration within the Hamilton ecosystem, including postsecondary institutions and the Future Ready Premium Partnership that connect and engage the labour force industry and jobs
- ❖ Connect directly to employees to understand current needs of the workforce
- ❖ Ensure industry has access to relevant equipment and training supports and micro-credentials
- ❖ Explore subsidies for employers to support upskilling/reskilling programs
- ❖ Enable a local Manufacturing network that clarifies sector and sub-sector opportunities and resources that are available to support employers with hiring needs
- ❖ Advocate for solutions to address barriers to employment including housing, transportation, and wage gaps
- ❖ Create and share a key skills matrix that includes soft skills, technical skills, technology skills and critical certifications. This matrix can be aggregated among all manufacturing businesses to support workforce and education partners in training for these skills
- ❖ Support for more co-op programs that leverage the Specialist High Skills Major (SHSM)
- ❖ Promote Diversity, Equity, and Inclusion practices to widen the labour pool of workers. This will also increase company's recognition as an inclusive workplace

Agribusiness and Food and Beverage Processing

As of June 2022, the city was home to over 154 food and beverage manufacturers³⁹, with over \$2.7 billion in sales⁴⁰. Some of these companies include Maple Leaf, Mondelez, E.D. Smith, and Gay Lea. According to the 2021 Census of Agriculture, Hamilton housed 679 farms, most of these in the oilseed and grain farming. Close to half of all farms in Hamilton are sole proprietorships. Over 78% of farms in Hamilton had a total farm capital of over \$1 million.

Current and Future State of the Sector

Hamilton's agribusiness sector employs 8,845 people, the most prominent subsectors in this area in Hamilton include meat product manufacturing; bakeries and tortilla manufacturing; and other food manufacturing. Employment in the sector is projected to grow 3% in the next five years, reaching 9,127 jobs by 2028.

³⁸ The Financial Post – Economy - 'Not a simple story': Labour shortages aren't being driven by lack of highly educated job seekers

³⁹ Canadian Business Counts, June 2022

⁴⁰ Lightcast, Regional jobs, Wages, Sales, Data run 2022.3

Figure 29: Industry snapshot of current and forecasted employment, agribusinesses and food processing, Hamilton



Source: Lightcast, 2023 Datarun 2022.3 | Vicinity Jobs, 2023

Of the 8,845 people, the majority perform the following occupations:

- ❖ Process control and machine operators, food, and beverage processing (12% of sector jobs)
- ❖ Labourers in food and beverage processing (11% of sector jobs)
- ❖ Managers in agriculture (8% of sector jobs)

It is important to note that a considerable number of the labour force employed by agriculture sector come from temporary foreign farm workers; over 10,232 temporary foreign farm workers participated in the program in the Hamilton-Niagara Peninsula Area in 2020⁴¹.

Figure 30: Top 10 staffing patterns and snapshot of employment demand, agribusiness and food processing, Hamilton

NOC	Description	2023 Jobs	% Jobs 2023	Anticipated Demand	TEER
9461	Process control and machine operators, food and beverage processing	1,038	12%	24	4
9617	Labourers in food and beverage processing	935	11%	72	5
0821	Managers in agriculture	698	8%	8	0
9462	Industrial butchers and meat cutters, poultry preparers and related workers	724	8%	108	4
8431	General farm workers	494	6%	-6	5
9213	Supervisors, food and beverage processing	444	5%	33	2
8432	Nursery and greenhouse workers	415	5%	-27	5
6332	Bakers	315	4%	1	3
7311	Construction millwrights and industrial mechanics	290	3%	3	2
0911	Manufacturing managers	234	3%	5	0
7452	Material handlers	227	3%	15	5
6421	Retail salespersons	180	2%	5	4

Source: Lightcast, 2023 Datarun 2022.3

⁴¹ City of Hamilton, Farm Labour Residences, Planning and Economic Development Department, 2022

Occupations Projected for Most Growth by Number of Jobs

As per Lightcast data⁴², occupations projected for most growth include:

- ❖ Industrial butchers and meat cutters, poultry preparers and related workers (+108 jobs)
- ❖ Labourers in food and beverage processing (+72 jobs)
- ❖ Supervisors, food, and beverage processing (+33 jobs)

Most of this occupational demand will happen in occupations under TEER level 4 (occupations that require high school diploma, or several weeks of on-the-job training), and TEER level 5 (occupations that usually need short-term work demonstration and no formal education).

The Occupations and Skills that Hamilton CMA's Employers are Seeking

During 2022, the number of job postings in the agribusiness and food and beverage processing sector reached 280 postings. Most of these in jobs postings were for:

- ❖ Retail and wholesale buyers (13% of sector job postings)
- ❖ Delivery service drivers and door-to-door distributors (6% of sector job postings)
- ❖ Manufacturing managers (5% of sector job postings)

Overall, 30% of the job postings in sector were for occupations that fall under TEER level 2 (post-secondary education or apprenticeship program of 2 to 3 years), followed by TEER level 5 (occupations that usually need short-term work demonstration and no formal education). The key occupational skills for the agribusiness and food and beverage processing sector include occupational health and safety, customer Service, handling heavy loads, continuous Improvement, and good manufacturing practice⁴³.

Occupations with Predicted Labour Force Shortages

Based on the Canadian Occupational Projection System (COPS), these sector-related occupations are going to have shortages:

- ❖ Labourers in food and beverage processing
- ❖ Industrial butchers and meat cutters, poultry preparers and related
- ❖ Nursery and greenhouse workers

Why is this a Priority?

According to the Ontario Grain Farmer Magazine, farmers in Canada continue to report chronic labour shortages. The industry is increasingly dependent on international workers, and employees in the sector are looking for more flexible work arrangements and better employer-provided benefits⁴⁴. Like the manufacturing sector, some of the occupations projected to grow the most within the agribusiness and food and beverage processing sector in Hamilton are also projected to experience labour shortages in Canada. Thus, increasing competition for these workers across communities in the country. In addition, some of the largest occupations in the sector are projected to decline in the next five years, including general farm workers; nursery and greenhouse workers; and construction millwrights and industrial mechanics. People getting displaced by the job declines in these sectors should be reskilled to transition into an occupation with higher demand.

⁴² Lightcast, Data run 2022.3

⁴³ Occupational skills represent the most sought-after skill for all occupations in demand within the agribusiness and food and beverage production sector. Occupational skills will differ at specific industries and occupational categories.

⁴⁴ Grain Farmers of Ontario – Ontario Grain Farmer Magazine

Opportunity Areas in Agrifood and Food and Beverage Processing

Agrifood and Food and Beverage Processing businesses engaged through the sector specific workshop highlighted the need to strengthen the connection between programs and the industry sector. In addition, funding to support transportation for rural area farms, or increasing availability of bus lines. Actionable areas to support workforce development for the sector include:

- ❖ Collaborate with employment support organizations to access available training to potential hires
- ❖ Improving housing options for people who are in various stages of their life and improving affordability can help to support the workforce in this sector
- ❖ Increase awareness about career opportunities in the agricultural sector (e.g., Ontario Federation of Agriculture (OFA), Feeding your Future, and Agricultural Classroom Canada)
- ❖ Improve connection between industry and employment support programs. Increase awareness of available support programs for agribusinesses and food and beverage processing businesses
- ❖ Provide more language skills related programs to support international workers
- ❖ Improve connection/engagement with Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) to develop programs aimed to support local agricultural businesses

Creative Industries

Creative industries comprise sectors such as performing and visual arts, publishing, and music and are driven by the digital economy and professional services. This report utilizes the same definition used for the City of Hamilton Creative Industries Sector Profile Study⁴⁵; this study defines the creative industries as the segment of the larger economy whose principal orientation is to apply creative ideas and processes to generate goods, services and innovations that provide both economic and aesthetic value. Hamilton’s Creative Industries Sector includes film, music, fashion, visual and applied arts, live performance, and written and published works. Some creative companies in Hamilton include Spectra, Core Entertainment, Hamilton Film Studios and Ed Hill Entertainment, among others.

Current and Future State of the Sector

Hamilton’s creative industry sector employs 26,106 people, the largest subsectors within creative industries by employment in Hamilton include computer systems design and related services; clothing stores; and architectural, engineering, and related services. Employment in the sector is projected to grow 3% in the next five years, reaching 26,823 jobs by 2028.

Figure 31: Industry snapshot of current and forecasted employment, creative industries, Hamilton



Source: Lightcast, 2023 Datarun 2022.3 | Vicinity Jobs, 2023

⁴⁵ City of Hamilton Creative Industries Sector Profile Study, Creative Industries Baseline Analysis, 2018

Of the 26,106 people, the majority perform the following occupations:

- ❖ Retail salespersons (9% of sector jobs)
- ❖ Retail and wholesale trade managers (4% of sector jobs)
- ❖ Sales and account representatives - wholesale trade (non-technical) (3% of sector jobs)

Figure 32: Top 10 staffing patterns and snapshot of employment demand, creative industries, Hamilton

NOC	Description	2023 Jobs	% Jobs 2023	Anticipated Demand	TEER
6421	Retail salespersons	2,314	9%	9	4
0621	Retail and wholesale trade managers	949	4%	-49	0
6411	Sales and account representatives - wholesale trade (non-technical)	856	3%	-2	4
2174	Computer programmers and interactive media developers	776	3%	58	1
2171	Information systems analysts and consultants	724	3%	48	1
5241	Graphic designers and illustrators	668	3%	6	2
5133	Musicians and singers	649	2%	13	1
1123	Professional occupations in advertising, marketing and public relations	584	2%	37	1
6211	Retail sales supervisors	585	2%	15	2
6563	Pet groomers and animal care workers	528	2%	33	5

Source: Lightcast, 2023 Datarun 2022.3

Occupations Projected for Most Growth by Number of Jobs

As per Lightcast data⁴⁶, occupations projected for most growth include:

- ❖ Computer programmers and interactive media developers (+58 jobs)
- ❖ Information systems analysts and consultants (+48 jobs)
- ❖ Professional occupations in advertising, marketing, and public relations (+37 jobs)

These occupations are TEER level 1 (occupations that usually require a university degree).

The Occupations and Skills that Hamilton CMA's Employers are Seeking

During 2022, the number of job postings in the creative industry sector reached 2,207 postings. Most of these in jobs postings were for:

- ❖ Retail salespersons and visual merchandisers (24% of sector job postings)
- ❖ Retail and wholesale trade managers (15% of sector job postings)
- ❖ Other customer and information services representatives (6% of sector job postings)
- ❖ Retail sales supervisors (3% of sector job postings)

Overall, 34% of the job postings in the creative industries were for occupations that fall under TEER level 4 (high school diploma, or several weeks of on-the-job training), followed by TEER level 0 (management occupations). The key occupational skills for the creative sector include customer service, sales, occupational health, and safety, handling heavy loads, and project Management⁴⁷.

⁴⁶ Lightcast, Data run 2022.3

⁴⁷ Occupational skills represent the most sought-after skill for all occupations in demand within the creative industries sector. Occupational skills will differ at specific industries and occupational categories.

Occupations with Predicted Labour Force Shortages

Based on the Canadian Occupational Projection System (COPS), these creative industry-related occupations are going to have shortages:

- ❖ Computer programmers and interactive media developers
- ❖ Information systems analysts and consultants

Why is this a Priority?

The top occupations by projected growth are also projected to experience labour shortages nationwide. These occupations are also important for other key sectors including information and communications technology and digital media, and the finance, insurance, and real estate sector. Therefore, the competition for this critical talent will take place both externally and internally. Hamilton should promote training in these occupations and advertise the city as a desirable place to live. Workers in these occupations tend to earn well (on average \$39/hour) and will increase the local spending for goods and services, thus growing the local economy.

In the short term, Hamilton's should work together with Mohawk College and McMaster University to increase the number of individuals accessing critical tech occupations. At the same time, an increased support for service occupations within creative industries should be promoted. Using first job programs and career planning Hamilton and its workforce partners can increase young people and vulnerable populations to start in the service and gradually acquire skills that facilitate the movement to higher skilled occupations. Micro credentials and upskilling are also important to support the transition of people from occupations projected to decline into in-demand occupations (e.g., retail and wholesale trade managers).

Opportunity Areas in the Creative Industries

Creative industry businesses engaged through the sector specific workshop highlighted the need to improve the expectations related to job behaviour in the workplace (soft skills), as well as developing relevant training and skill upgrading. Creative businesses would like to see Hamilton's Economic Development play a leadership role in managing the relationship between training providers and the business community. Additional actionable areas to support workforce development for sector include:

- ❖ Engage with professionals and businesses in the field to improve connection with ecosystem
- ❖ Engage with youth to increase awareness of opportunities in the sector and potential talent pipeline
- ❖ Investing in creative industries supports placemaking and city culture which supports talent retention
- ❖ Increase external awareness of the benefits of filming/recording in Hamilton in comparison to the City Toronto
- ❖ Explore a creative careers information session with the support of local companies to showcase and increase the profile of local creative companies (e.g., music industry)

Goods Movement

Located at the centre of the busiest economic hub in the country, Hamilton's strategic location and infrastructure supports all forms of transportation making it truly multi-modal – home to John C. Munro Hamilton International Airport, the Hamilton Oshawa Port Authority, CP & CN Rail lines, and intermodal facilities with connectivity to major highway systems. World-class companies in the city include Cargojet, Canadian Pacific Rails, Fluke Transportation, Amazon, DHL Express and Penske, among others.

Current and Future State of the Sector

Hamilton's goods movement industry sector employs 8,549 people, the largest goods movement subsectors by employment in Hamilton include postal service; general trucking; and couriers. Employment in the sector is projected to grow 2% in the next five years, reaching 8,744 jobs by 2028.

Figure 33: Industry snapshot of current and forecasted employment, goods movement, Hamilton



Source: Lightcast, 2023 Datarun 2022.3 | Vicinity Jobs, 2023

Of the 8,549 people, the majority perform the following occupations:

- ❖ Transport truck drivers (29% of sector jobs)
- ❖ Letter carriers (7% of sector jobs)
- ❖ Material handlers (7% of sector jobs)
- ❖ Delivery and courier service drivers (5% of sector jobs)

Figure 34: Top 10 staffing patterns and snapshot of employment demand, goods movement, Hamilton

NOC	Description	2023 Jobs	% Jobs 2023	Anticipate d Demand	TEER
7511	Transport truck drivers	2,517	29%	31	3
1512	Letter carriers	617	7%	-43	4
7452	Material handlers	558	7%	47	5
7514	Delivery and courier service drivers	431	5%	10	5
1511	Mail, postal and related workers	365	4%	-2	4
7305	Supervisors, motor transport and other ground transit operators	326	4%	-7	2
1513	Couriers, messengers and door-to-door distributors	247	3%	-28	4
1215	Supervisors, supply chain, tracking and scheduling co-ordination	187	2%	8	2
1525	Dispatchers	164	2%	13	4
6411	Sales and account representatives - wholesale trade (non-technical)	157	2%	13	4

Source: Lightcast, 2023 Datarun 2022.3

Occupations Projected for Most Growth by Number of Jobs

As per Lightcast data⁴⁸, occupations projected for most growth include:

- ❖ Material handlers (+58 jobs)
- ❖ Transport truck drivers (+48 jobs)

These occupations are TEER level 3 (occupations that usually require a college diploma, apprenticeship training of less than 2 years, or more than 6 months of on-the-job training degree), and TEER level 5 (occupations that usually need short-term work demonstration and no formal education).

The job projections for this sector in Hamilton do not reflect the recent developments taking place. The city has seen significant investments from major companies such as UPS, Amazon, and DHL Express, which are likely to have a substantial impact on the job market. Therefore, it will be necessary to periodically revise the data to accurately assess the effects of these new investments on the city's employment landscape.

⁴⁸ Lightcast, Data run 2022.3

The Occupations and Skills that Hamilton CMA's Employers are Seeking

During 2022, the number of job postings in the goods movement sector reached 1,057 postings. Most of these in jobs postings were for:

- ❖ Material handlers (30% of all job postings)
- ❖ Delivery service drivers and door-to-door distributors (3% of all job postings)
- ❖ Other customer and information services representative (2% of all job postings)
- ❖ Transport truck drivers (2% of all job postings)

Overall, 35% of the job postings in this sector were for occupations that fall under TEER level 5 (occupations that usually need short-term work demonstration and no formal education), followed by TEER level 4 (Occupations that usually require a high school diploma, or several weeks of on-the-job training). The key occupational skills for the sector include customer service, handling heavy loads, key performance indicators, good manufacturing practice, inventory management⁴⁹. As truck drivers are the largest occupation in the sector, a driver's license is a critical certification for this sector.

Occupations with Predicted Labour Force Shortages

Based on the Canadian Occupational Projection System (COPS), these creative industry-related occupations are going to have shortages:

- ❖ Transport truck drivers

Why is this a Priority?

The shortage of goods movement related occupations is a nation-wide issue. In fact, the Canadian Trucking Alliance (CTA) has warned that the shortage of professional drivers represents one of the biggest threats to Canada's economic recovery⁵⁰. The vacancy rate in this occupation is also higher in truck transportation compared to that in the general economy (8% compared to 5%)⁵¹. According to the Canadian Manufacturers and Exporters, eight out of ten manufacturers are currently facing supply chain challenges, increasing the cost of production, and delaying fulfilling customer orders. Constriction in the goods movement sector will only increase the supply chain issues across other industry sectors⁵².

Training requirements vary from province to province but, overall, student loans cover less than 50% of the cost of tuition for these programs. This gap can be a barrier for many considering entering the sector⁵³. Long-term training funding support for trucking in the form of student grants to cover entry-level training costs would be one way would be one way to support training in the sector to support the sector and help mitigate the labour shortages.

⁴⁹ Occupational skills represent the most sought-after skill for all occupations in demand within the goods movement sector. Occupational skills will differ at specific industries and occupational categories.

⁵⁰ Truck News – Driver Shortage Threatening Canada's Economic Recovery, October 2022

⁵¹ Canadian Trucking Alliance, April 2022

⁵² Canadian Manufacturers and Exporters – Manufacturing Survey – March 2022

⁵³ Huddle Today – Fight Inflation by Training More Truckers – September 2022

Opportunity Areas in Goods Movement

Goods movement businesses engaged through the sector specific workshop highlighted the need to create partnerships between industry and education institutions, micro-credentials to support training in the sector, and funding or subsidies for businesses to provide upskilling and reskilling of workers. Additional actionable areas to support workforce development for sector include:

- ❖ Provide economic support for independent truckers to finance their rigs
- ❖ Study a wage subsidy program to support the onboarding/training of new entrants into the industry
- ❖ Advocate for a streamlined process for the temporary Foreign Worker Program (TFWP), a recognized trusted employer program finalized, and a seamless path to permanent residency created for the goods movement sector
- ❖ Transition workers affected by job losses in declining occupations in the sector (e.g., letter carriers; mail, postal and related workers; supervisors, motor transport and other ground transit operators; and couriers, messengers, and door-to-door distributors) into in-demand occupations

Finance, Insurance and Real Estate (FIRE)

The sector which includes banks, credit union, insurance firms and the real estate industries influence all other industries as it plays a key role in business growth, credits, asset acquisition, location, and debt deflation⁵⁴. The FIRE sector is thriving in Hamilton, areas such as Fintech and blockchain have grown in Hamilton since 2007⁵⁵.

Current and Future State of the Sector

Hamilton’s FIRE sector employs 18,476 people, the most prominent subsectors in this area in Hamilton include depository credit intermediation; insurance carriers; and lessors of real estate. Employment in the sector is projected to grow 7% in the next five years, reaching 19,696 jobs by 2028.

Figure 35: Industry snapshot of current and forecasted employment FIRE sector, Hamilton



Source: Lightcast, 2023 Datarun 2022.3 | Vicinity Jobs, 2023

Of the 18,476 people, the majority perform the following occupations:

- ❖ Other financial officers (7% of sector jobs)
- ❖ Insurance agents and brokers (7% of sector jobs)
- ❖ Customer services representatives - financial institutions (5% of sector jobs)

⁵⁴ City of Hamilton, FIRE Sector Feasibility Study, 2018

⁵⁵ Invest in Hamilton

Figure 36: Top 10 staffing patterns and snapshot of employment demand, FIRE, Hamilton

NOC	Description	2023 Jobs	% Jobs 2023	Anticipated Demand	TEER
1114	Other financial officers	1,320	7%	25	1
6231	Insurance agents and brokers	1,240	7%	61	3
6551	Customer services representatives - financial institutions	947	5%	-18	4
4112	Lawyers	843	5%	17	1
2171	Information systems analysts and consultants	813	4%	64	1
2174	Computer programmers and interactive media developers	730	4%	60	1
1312	Insurance adjusters and claims examiners	711	4%	47	2
1111	Financial auditors and accountants	692	4%	0	1
6235	Financial sales representatives	672	4%	52	3
0122	Banking, credit and other investment managers	652	4%	31	0

Source: Lightcast, 2023 Datarun 2022.3

Occupations Projected for Most Growth by Number of Jobs

As per Lightcast data⁵⁶, occupations projected for most growth include:

- ❖ Information systems analysts and consultants (+64 jobs)
- ❖ Insurance agents and brokers (+61 jobs)
- ❖ Computer programmers and interactive media developers (+60 jobs)
- ❖ Financial sales representatives (+52 jobs)

Most of this occupational demand will happen in occupations under TEER level 1 (occupations that usually require a university degree), and TEER level 3 (occupations that usually require a college diploma, apprenticeship training of less than 2 years, or more than 6 months of on-the-job training).

The Occupations and Skills that Hamilton CMA’s Employers are Seeking

During 2022, the number of job postings in the FIRE sector reached 1,586 postings. Most of these in jobs postings were for:

- ❖ Financial sales representatives (17% of sector job postings)
- ❖ Financial advisors (7% of sector job postings)
- ❖ Banking, credit, and other investment managers (4% of sector job postings)

Overall, 22% of the job postings in sector were for occupations that fall under TEER level 3 (occupations that usually require a college diploma, apprenticeship training of less than 2 years, or more than 6 months of on-the-job training), followed by TEER level 1 (occupations that usually require a university degree). The key occupational skills for the FIRE sector include customer service, sales, risk management, underwriting, and analytical skills⁵⁷.

⁵⁶ Lightcast, Data run 2022.3

⁵⁷ Occupational skills represent the most sought-after skill for all occupations in demand within the FIRE sector. Occupational skills will differ at specific industries and occupational categories.

Occupations with Predicted Labour Force Shortages

Based on the Canadian Occupational Projection System (COPS), these sector-related occupations are going to have shortages:

- ❖ Information systems analysts and consultants
- ❖ Computer programmers and interactive media developers

Why is this a Priority?

Hamilton is located next to Canada’s largest hub of financial services, the GTA. This means that Hamilton is competing directly with Toronto to attract and retain talent for this sector. The increased pressure to compete externally with other communities seeking the same type of talent, in addition to the internal competition among industry sectors and businesses to meet their labour needs will create a more competitive market, where smaller businesses may not be able to keep up with largest employers in terms of wages and benefits.

Opportunity Areas in the FIRE Sector

FIRE businesses engaged through the sector specific workshop highlighted the need to better align post-secondary, local opportunities, and long-term careers in Hamilton. In addition to increase the opportunities for experiential learning and skill upgrading for the sector’s employees. Actionable areas to support workforce development for the FIRE sector include:

- ❖ Engage with professionals and businesses in the field to improve connection with ecosystem
- ❖ Engage with youth to increase awareness and potential talent pipeline of sector
- ❖ Invest in people by making sure people have access to programs that are contemporary and future looking
- ❖ Promote the city’s cost of living and quality-of-place among professionals in the finance sector in key target markets (e.g., Toronto), to attract talent to the city

Information, Communications and Technology (ICT), and Digital Media

The growth rate of the local tech sector between 2012 and 2017 in Hamilton reached 65%, making Hamilton the fastest mid-sized Canadian city for technology. Furthermore, Hamilton was ranked second by the CBRE for tech opportunities in Canada⁵⁸. Important ICT and digital media companies in Hamilton include Fluidmedia, NAS Netaccess, LinkSmart, Parallel, and Pipeline Studios, among others.

Current and Future State of the Sector

Hamilton’s ICT and digital media sector employs 7,082 people. The most prominent subsectors in this area in Hamilton include computer system design and related services; other information services; and motion picture and video industries. Employment in the sector is projected to grow 4% in the next five years, reaching 7,352 jobs by 2028.

Figure 37: Industry snapshot of current and forecasted employment, ICT and digital media, Hamilton



Source: Lightcast, 2023 Datarun 2022.3 | Vicinity Jobs, 2023

⁵⁸ Invest in Hamilton

Of the 7,082 people, the majority perform the following occupations:

- ❖ Computer programmers and interactive media developers (10% of sector jobs)
- ❖ Information systems analysts and consultants (10% of sector jobs)
- ❖ User support technicians (5% of sector jobs)
- ❖ Graphic designers and illustrators (5% of sector jobs)

Figure 38: Top 10 staffing patterns and snapshot of employment demand, ICT and digital media, Hamilton

NOC	Description	2023 Jobs	% Jobs 2023	Anticipated Demand	TEER
2174	Computer programmers and interactive media developers	741	10%	55	1
2171	Information systems analysts and consultants	699	10%	43	1
2282	User support technicians	379	5%	41	2
5241	Graphic designers and illustrators	342	5%	0	2
6221	Technical sales specialists - wholesale trade	336	5%	26	2
2173	Software engineers and designers	300	4%	60	1
5131	Producers, directors, choreographers and related occupations	283	4%	-6	1
0213	Computer and information systems managers	274	4%	34	0
2175	Web designers and developers	271	4%	30	1
1451	Library assistants and clerks	265	4%	-9	4

Source: Lightcast, 2023 Datarun 2022.3

Occupations Projected for Most Growth by Number of Jobs

As per Lightcast data⁵⁹, occupations projected for most growth include:

- ❖ Software engineers and designers (+60 jobs)
- ❖ Computer programmers and interactive media developers (+55 jobs)
- ❖ Information systems analysts and consultants (+43 jobs)

Most of this occupational demand will happen in occupations under TEER level 1 (occupations that usually require a university degree), and TEER level 2 (occupations that usually require a college diploma, apprenticeship training of 2 or more years, or supervisory occupations).

The Occupations and Skills that Hamilton CMA’s Employers are Seeking

During 2022, the number of job postings in the ICT and digital media sector reached 359 postings. Most of these in jobs postings were for:

- ❖ Retail salespersons and visual merchandisers (33% of sector job postings)
- ❖ Retail and wholesale trade managers (10% of sector job postings)
- ❖ Sales and account representatives - wholesale trade (non-technical) (10% of sector job postings)

Overall, 30% of the job postings in sector were for occupations that fall under TEER level 4 (occupations that usually require a high school diploma, or several weeks of on-the-job training), followed by TEER level 0

⁵⁹ Lightcast, Data run 2022.3

(management occupations). The key occupational skills for the ICT and digital media sector include customer service, sales, occupational health and safety, project management, and analytical Skills⁶⁰.

Occupations with Predicted Labour Force Shortages

Based on the Canadian Occupational Projection System (COPS), these sector-related occupations are going to have shortages:

- ❖ Computer programmers and interactive media developers
- ❖ Information systems analysts and consultants
- ❖ Software engineers and designers
- ❖ Computer and information systems managers

Why is this a Priority?

As stated in the FIRE and creative industries sections, the increasing demand for tech-related occupations within these sectors in Hamilton, in addition to the competition with largest markets and employers in cities such as Toronto, will increase the need to increase the number of individuals enrolling and completing tech-related programs that are able to fill positions in Hamilton. It is important to also address the demand for service-related occupations within this sector, as these types of jobs are leading in number of jobs posting for the sector and tend to have a higher turnover rate compared to higher-skilled positions.

Opportunity Areas in ICT and Digital Media

ICT and digital media businesses engaged through the sector specific workshop highlighted the need to ensure people have access to programs that are contemporary and future looking. Also, promoting Hamilton as a holistic place to live and work. Actionable areas to support workforce development for the sector include:

- ❖ Engage with professionals and businesses in the field to improve connection with ecosystem
- ❖ Engage with youth to increase awareness and potential talent pipeline of sector
- ❖ Invest in people by making sure people have access to programs that are contemporary and future looking
- ❖ Promote a first job program with upskilling and training opportunities to create career paths within the sector (from service occupations to tech occupations)

Life Sciences

Hamilton is home to Canada’s second-largest hospital network, in addition to top tier research post-secondary institutions. These elements create a perfect ecosystem for the life sciences sector to grow. Important companies are already located in Hamilton, these include Medtel Software, Stryker, Synapse, Triumvire, and Innovation Factory, among others.

Current and Future State of the Sector

Hamilton’s life sciences sector employs 22,002 people, the largest life sciences subsectors in Hamilton by employment include health and personal care stores; offices of physicians; office of dentists; and home health care services. Employment in the sector is projected to grow 7% in the next five years, reaching 23,639 jobs by 2028.

⁶⁰ Occupational skills represent the most sought-after skill for all occupations in demand within the ICT and digital media sector. Occupational skills will differ at specific industries and occupational categories.

Figure 39: Industry snapshot of current and forecasted employment, life sciences, Hamilton



Source: Lightcast, 2023 Datarun 2022.3 | Vicinity Jobs, 2023

Of the 22,002 people, the majority perform the following occupations:

- ❖ Receptionists (4% of life science jobs)
- ❖ Registered nurses and registered psychiatric nurses (4% of life science jobs)
- ❖ Specialist physicians (4% of life science jobs)

Figure 40: Top 10 staffing patterns and snapshot of employment demand, life sciences, Hamilton

NOC	Description	2023 Jobs	% Jobs 2023	Anticipated Demand	TEER
1414	Receptionists	962	4%	-20	4
3012	Registered nurses and registered psychiatric nurses	885	4%	97	1
3111	Specialist physicians	824	4%	64	1
3112	General practitioners and family physicians	787	4%	1	1
3219	Other medical technologists and technicians (except dental health)	754	3%	66	2
3222	Dental hygienists and dental therapists	628	3%	49	2
1243	Medical administrative assistants	575	3%	37	3
3413	Nurse aides, orderlies and patient service associates	538	2%	93	3
6211	Retail sales supervisors	531	2%	32	2
3411	Dental assistants	517	2%	45	3

Source: Lightcast, 2023 Datarun 2022.3

Occupations Projected for Most Growth by Number of Jobs

As per Lightcast data⁶¹, occupations projected for most growth include:

- ❖ Registered nurses and registered psychiatric nurses (+97 jobs)
- ❖ Nurse aides, orderlies, and patient service associates (+93 jobs)
- ❖ Other medical technologists and technicians (except dental health) (+66 jobs)
- ❖ Specialist physicians (+64 jobs)

These occupations are in most part TEER level 1 (occupations that usually require a university degree), level 2 (occupations that usually require a college diploma, apprenticeship training of 2 or more years, or supervisory occupations), and level 3 (occupations that usually require a college diploma, apprenticeship training of less than 2 years, or more than 6 months of on-the-job training).

⁶¹ Lightcast, Data run 2022.3

The Occupations and Skills that Hamilton CMA’s Employers are Seeking

During 2022, the number of job postings in the manufacturing sector reached 2,076 postings. Most of these in jobs postings were for:

- ❖ Home support workers, caregivers, and related occupations (13% of sector job postings)
- ❖ Registered nurses and registered psychiatric nurses (7% of sector job postings)
- ❖ Licensed practical nurses (6% of sector job postings)
- ❖ Retail and wholesale trade managers (6% of sector job postings)

Overall, 23% of the job postings in manufacturing were for occupations that fall under TEER level 4 (high school diploma, or several weeks of on-the-job training), followed by TEER level 1 (occupations that usually require a university degree). The key occupational skills for the life science sector include customer service, occupational health and safety, patient care, inventory management, handling heavy loads⁶². Relevant certifications for the sector include CPR certification, first aid certification, personal support workers certification, and registered nurse certification.

Occupations with Predicted Labour Force Shortages

Based on the Canadian Occupational Projection System (COPS), these manufacturing-related occupations are going to have shortages:

- ❖ Registered nurses and registered psychiatric nurses
- ❖ Specialist physicians
- ❖ General practitioners and family physicians
- ❖ Nurse aides, orderlies, and patient service associates

Why is this a Priority?

The Covid-19 pandemic created challenges for Canada’s life sciences sector, specifically in the health care area. According to the Canadian Institute for Health Information, between 2020 and 2021, there were declines in the number of registered nurses (RNs) and licensed practical nurses (LPNs) employed in direct care in long-term care and community health agencies, respectively⁶³. Furthermore, according to 2020 data, a third of registered nurses who provide direct care are 50 or older and nearing retirement⁶⁴. The pandemic revealed how central the health care sector is for society. A sector system can help build more resilient and attractive communities.

The Canadian life sciences sector is also important contributor to Canada's innovation economy, engaging in creating the medical innovations that will improve health-care delivery and patient care in Canada and abroad⁶⁵.

⁶² Occupational skills represent the most sought-after skill for all occupations in demand within the life science sector. Occupational skills will differ at specific industries and occupational categories.

⁶³ Canadian Institute for Health Information - Overview: Impacts of COVID-19 on health care providers – November 2022

⁶⁴ Registered Nurses' Association of Ontario, 2021

⁶⁵ Innovation, Science and Economic Development Canada – Life Science Sector in Canada

Opportunity Areas in Life Sciences

Life sciences businesses engaged through the sector specific workshop highlighted the need to improve the understanding of the skills mismatch and data sharing with all stakeholders. Stakeholders also stated that bridging programs between post-secondary institutions and employers are necessary to improve readiness of the talent pipeline. Actionable areas to support workforce development for the life sciences sector include addressing the skills mismatch and ensure clarity around the employer skill need across all skill levels

- ❖ Develop cohesive, collective tactical solutions to address the skills need
- ❖ Develop on-the-job training and bridging programs to support experiential learning
- ❖ Document existing efforts to learn and develop better training programming

Tourism and Retail (Main Street Businesses)

Hamilton Economic Development estimated that Hamilton attracts about 5.9 million visitors who spend about \$576 million. In 2022, approximately 59 meetings, conventions and sporting events were hosted in Hamilton⁶⁶. The retail sector and main street businesses are also an important part of Hamilton’s economy. These businesses play a crucial role in the everyday life of people. Retailers enable consumers to access a wide variety of products and services and support the city’s economy and create additional workplaces⁶⁷.

Current and Future State of the Sector

Hamilton’s tourism sector employs 24,247 people, and the retail sector employed another 28,608 people, for 52,855 jobs. The largest businesses subsectors in Hamilton by employment include full-service restaurants and limited service eating places; grocery stores; health and personal care stores; and other general merchandise stores. Employment in the sector is projected to grow 2% in the next five years, reaching over 53,800 jobs by 2028.

Figure 41: Industry snapshot of current and forecasted employment, tourism, Hamilton



Source: Lightcast, 2023 Datarun 2022.3 | Vicinity Jobs, 2023

Of the 52,855 people, the majority perform the following occupations:

- ❖ Retail salespersons (12% of sector jobs)
- ❖ Cashiers (9% of sector jobs)
- ❖ Food counter attendants, kitchen helpers and related support occupations (9% of sector jobs)
- ❖ Retail sales supervisors (6% of sector jobs)

⁶⁶ Invest in Hamilton

⁶⁷ SendPulse – Importance of the Retail Industry

Figure 42: Top 10 staffing patterns and snapshot of employment demand, tourism, Hamilton

NOC	Description	2023 Jobs	% Jobs 2023	Anticipated Demand	TEER
6711	Food counter attendants, kitchen helpers and related support occupations	4,450	18%	268	5
6513	Food and beverage servers	2,035	8%	193	5
6322	Cooks	1,881	8%	-9	3
6611	Cashiers	1,452	6%	81	5
0631	Restaurant and food service managers	1,357	6%	-51	0
6511	Maîtres d'hôtel and hosts/hostesses	965	4%	53	4
7512	Bus drivers, subway operators and other transit operators	932	4%	-14	3
6311	Food service supervisors	756	3%	43	2
7513	Taxi and limousine drivers and chauffeurs	691	3%	-54	5
5254	Program leaders and instructors in recreation, sport and fitness	625	3%	29	4

Source: Lightcast, 2023 Datarun 2022.3

Occupations Projected for Most Growth by Number of Jobs

As per Lightcast data⁶⁸, occupations projected for most growth include:

- ❖ Food counter attendants, kitchen helpers and related support occupations (+273 jobs)
- ❖ Retail sales supervisors (+211 jobs)
- ❖ Food and beverage servers (+193 jobs)
- ❖ Cashiers (+173 jobs)

These occupations are mostly TEER level 5 (occupations that usually need short-term work demonstration and no formal education).

The Occupations and Skills that Hamilton CMA's Employers are Seeking

During 2022, the number of job postings in the tourism and retail sector reached 7,158 postings. Most of these in jobs postings were for:

- ❖ Retail salespersons and visual merchandisers (15% of sector job postings)
- ❖ Retail and wholesale trade managers (10% of sector job postings)
- ❖ Other customer and information services representatives (10% of sector job postings)
- ❖ Store shelf stockers, clerks, and order fillers (7% of sector job postings)

Overall, 30% of the job postings in manufacturing were for occupations that fall under TEER level 4 (high school diploma, or several weeks of on-the-job training), followed by TEER level 5 (occupations that usually need short-term work demonstration and no formal education). The key occupational skills for these sectors include customer service, occupational health and safety, sales, handling heavy load, and inventory management⁶⁹.

Occupations with Predicted Labour Force Shortages

Based on the Canadian Occupational Projection System (COPS), none of the occupations related to tourism and retail trade (most of which are sales and service occupations) will not experience shortages nationwide. This does

⁶⁸ Lightcast, Data run 2022.3

⁶⁹ Occupational skills represent the most sought-after skill for all occupations in demand within the tourism sector. Occupational skills will differ at specific industries and occupational categories.

not mean that local economies are not going to experience labour constrictions in these occupations, as these lower-skilled areas tend to be more impacted by affordability, access to transportation, housing, and other barriers to employment. In fact, two out of three accommodation businesses see labour issues as a significant impediment, and operations are scaled back, or doors must be opened with insufficient staff⁷⁰.

This trend is also affecting the retail sector. Retail is facing significant talent shortages as the skillsets required to keep pace with modern technologies continue to grow. In 2022, there were two open jobs for every unemployed person, forcing companies to find new means to access talent. Changing employee expectations around flexible work arrangements are also adding complexity to recruitment efforts⁷¹.

Why is this a Priority?

The Hotel Association of Canada estimates that if the labour shortage is not addressed, the accommodation industry could experience a labour shortfall of 10,000 by 2035⁷². Problems within the sector were worsened by the COVID-19 pandemic, with important employment declines between 2019 and 2020 (-8,958 jobs), and current projected growth to 2028 will not be enough to reach pre-pandemic employment levels (sector employment in 2018 was 57,063 and is estimated to reach 53,800 by 2028).

Opportunity Areas in Tourism and Retail

Tourism and retail businesses engaged through the sector specific workshop highlighted the need to improve soft skills of current talent pool, and programs to increase accessibility/visibility of government-funded programs for the food services industry. Actionable areas to support workforce development for the sector include:

- ❖ Create programming of baseline customer services expectations and simplify training
- ❖ Remove Human Resource barriers for small businesses to provide a competitive advantage in several areas including delay in receiving benefits
- ❖ Provide more resources to interact with business support organizations.
- ❖ Develop programs that meet the needs of small businesses or hospitality industries
- ❖ Create programs to support HR activities for small businesses
- ❖ Support benefit programs for small businesses

⁷⁰ Hotel Association of Canada, Labour Shortages

⁷¹ Retail Insider – Talent Shortages and Upskilling Affecting Retail in Canada

⁷² Retail Insider – Talent Shortages and Upskilling Affecting Retail in Canada

Workforce Ecosystem Mapping

Simply defined, a Workforce Ecosystem refers to the structure and interaction of partners and programs that influence skills development, talent attraction, retention, and readiness. Workforce development is an ongoing process within any community. However, some communities are more developed and proactive when monitoring and improving the ecosystem's overall health.

This analysis was informed by qualitative online research and is not designed to identify the complexity of working relationships between partners, but rather, give a sense of scope of each distinct component of a Workforce Ecosystem. Overall, the review aims to identify the existing workforce development organizations, the ecosystem's strengths that can be leveraged and gaps that need to be addressed to ensure continued workforce success. A strong understanding of the regional Workforce Ecosystem is important as it informs strategic priorities and the desired working relationship to enhance and support the local talent pool. While federal programs, grants, and other provincial organizations impact on the Workforce Ecosystem, the scope of this analysis was to review the local Workforce Ecosystem in Hamilton.

A Preliminary List of Hamilton's Workforce Ecosystem

As part of the desktop research completed in July 2023, a preliminary list of organizations that provide support for Hamilton's Workforce Ecosystem was identified. These organizations all fit under the identified categories and align with updated language used in the final report.

Education and training providers have a significant role in workforce development as they train individuals with specific skills that meet the need of employers in communities. It is important for these educators/training providers to have strong relationships with local industry so that the skills in the labour pool match the skills in demand. Hamilton benefits by its geographical positioning near the Greater Toronto Area and the many universities and colleges in the region. Locally Hamilton is home to two universities, three colleges, the Hamilton-Wentworth District School Board and Hamilton – Wentworth Catholic School.

Support organization encompasses the groups of organizations who provide a broad range of support to talent in the ecosystem. Subcategories of support organizations include employment services, immigration support, youth support, and government support. Each of these types of organizations plays a unique role in the ecosystem. Employment services and government support are broader and typically contribute to the full Workforce Ecosystem, while immigration and youth support organizations provide specific services for unique groups of individuals.

Employer organizations refers to organizations who provide direct support for employers to meet their workforce needs. Target industry sectors include advanced manufacturing, agri-business and food processing, creative industries, finance, insurance, and real estate, ICT & digital media, life sciences and tourism. Major employers of note for Hamilton include ArcelorMittal Dofasco and Hamilton Health Sciences. The project team has looked to understand this through engagement in subsequent phases.

The table below captures the organizations that were identified for the Hamilton Workforce Ecosystem. This list was tested through stakeholder engagement to ensure that relevant organizations were captured.

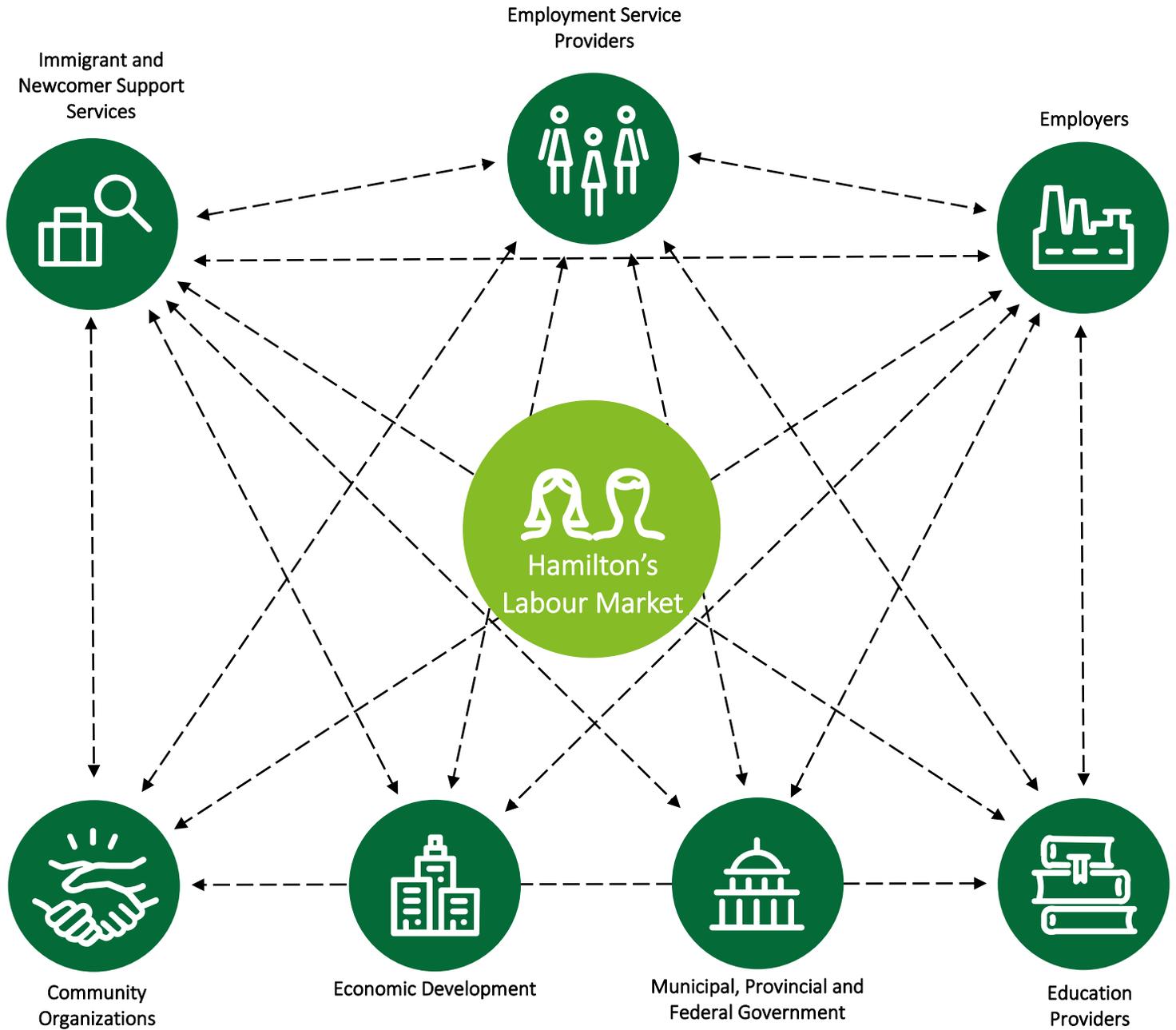
Organization Name	Support Provided
Adult Basic Education Association	The Adult Basic Education Association helps people, programs and businesses with educational pathway planning and works with employers to offer workplace education services.
Agilec	Agilec works with job seekers and provides services, tools, and resources to find sustainable job opportunities. Through its job board and online resource centre, Agilec works with employers to help connect the groups to build a strong workforce.
City of Hamilton	Through the Skills Development Flagship Committee of the City of Hamilton, the City of Hamilton enhances existing services by establishing new employment programs for youth at risk in Hamilton.
Collège Boréal	Serves the francophone community within Hamilton and goal is to train a highly skilled bilingual workforce.
Columbia International College	One of Canada’s top private boarding and university preparatory schools. The college provides a Sure-To-University program in partnership with universities to help students gain admissions.
Consider Canada City Alliance	The Consider Canada City Alliance (CCCA) unites 14 of Canada’s largest municipal regions to build a sustainable and globally competitive national economy built upon the collective strength of each member's ecosystem.
Employment Hamilton	Offers both employee and employer employment services. Includes Job board, workshops, certificates and training, resources, and hiring incentives.
FedCap	The Fedcap Group works alongside other local organizations and community partners to provide tailored support for unemployed people, including those with disabilities, on their journey towards sustainable employment.
Flamborough Chamber of Commerce	The Flamborough Chamber of Commerce serves the business community of the Greater Flamborough Area and currently boasts an active and diverse membership of large corporate and family-owned businesses, as well as many individuals.
Goodwill Amity	Goodwill Amity provides services for both job seekers and employers to help individuals gain and maintain employment and helps employers navigate through the hiring process.
Hamilton – Wentworth Catholic School Board	Hamilton’s catholic school board. It currently operates 49 elementary schools and 7 secondary schools, along with one continuing education school
Hamilton Chamber of Commerce	The Hamilton Chamber of Commerce has partnered with Mohawk College to create a reference guide and workforce development strategy employers can access to inform their own HR planning and hiring practices.

Organization Name	Support Provided
Hamilton Economic Development Office	Hamilton's Economic Development Office serves as the City of Hamilton's primary resource for investment inquiries, financial incentives, investment attraction, and services to support the growth and success of local businesses. The Office offers sector specialists to support key industry growth, increase foreign direct investment and trade, and encourage the creation of satellite offices through a Soft-Landing Program. The department also houses the Hamilton Business Center, which provides direct support to entrepreneurs and small businesses operating in Hamilton.
Hamilton Immigration Partnership Council	The Hamilton Immigration Partnership Council (HIPC) is unique among Ontario's Local Immigration Partnerships as the only LIP (Local Immigration Partnership) that is integrated within a municipal economic development office. This placement enables an extensive level of collaboration and cooperation between HIPC, the immigrant-serving organizations that contribute to HIPC's activities.
Hamilton Regional Indian Centre	The Hamilton Regional Indian Centre provides a youth and employment program to help marginalized and at-risk youth (12-25) and families better navigate and connect with services and pro social opportunities in their communities to improve youth outcomes.
HamOntYouth	The City of Hamilton's Youth Steering Committee is designed to be easily accessible to youth who live, work, or play in Hamilton. The Youth Steering Committee allows City staff and youth to collaborate on helping make evidence-based recommendations on youth initiatives, identify projects that would make Hamilton a more youth friendly city, and other youth-based initiatives.
Immigrants Working Centre	Immigrants Working Centre works with newcomers to Canada, recognizing them as essential partners in the growth and prosperity of our city and country. Their team has worked closely with newcomers to engage and support their full social, civic, and economic participation in Canada.
Industry Education Council of Hamilton	Acting as the catalyst between education, industry and the broader community, the Industry Education Council of Hamilton offers programs and industry-lead initiatives to accommodate career exploration and partnership needs.
Innovation Factory	Innovation Factory is a business accelerator, dedicated to helping Ontario-based businesses launch, scale, and succeed. They offer the Start-Up Visa Program to offer Canadian Permanent Residence to immigrant entrepreneurs with the skills and potential to build a business in Canada.
Innovation Factory	The Innovation Factory is a business accelerator, dedicated to helping Ontario-based businesses launch, scale, and succeed. They offer the Start-Up Visa Program to offer Canadian Permanent Residence to immigrant entrepreneurs with the skills and potential to build a business in Canada.
Invest in Canada	Canada's global investment attraction and promotion agency. Facilitating global investment that spurs job growth and makes Canada stronger, Invest in Canada is the foreign investor's primary point of contact.
Laborers' International Union of North America (LiUNA)	LiUNA Local 837 represents 4,000 workers in the Hamilton-Niagara Region. Included are 750 members in the Industrial Sector (cleaners, caretakers, factory workers, food processors and security Employees).

Organization Name	Support Provided
McMaster University	A top-five Canadian university.[1] McMaster University provides undergraduate and graduate degrees for many study areas including business, engineering, health sciences, humanities, science, and social sciences.
Ministry of Economic Development, Job Creation and Trade	Support job creation, innovation, and economic growth for all Ontarians. The ministry delivers a range of programs, services, and tools to help businesses innovate and compete in today's fast-changing global economy
Mohawk College	Provides co-operative education and skilled trades and apprenticeship training
NPAAMB Indigenous Youth Employment & Training	NPAAMB provides skills development and training opportunities for urban Aboriginal youth ages 15-30 in Southern Ontario.
OTEC	OTEC connects and aligns key players across industries and sectors, including businesses, educational institutions, associations, research and technology partners, local employment and training providers, and all levels of government to work in collaboration to create solutions to address current and future tourism workforce challenges.
PATH Employment Services	PATH Employment Services helps individuals with any type of disability make the transition to new jobs and stay in them. PATH offers Government of Ontario funded Employment Services, including Job Placement and one to one Employment Counseling, Employment and Life Skills Workshops, Accessibility Training and Human Resources Services.
Redeemer University	A Christian liberal arts university who provides bachelor's degrees for study areas including kinesiology, arts, business administration, education, and science.
Skills Ontario	A provincial organization whose mission is to champion and stimulate the development of world-class technological and employability skills in Ontario youth.
Stoney Creek Chamber of Commerce	Offers the Magnet Hiring Tool to its members. Magnet's recruitment model serves all Canadians, promotes diversity, and supports bias-free recruitment strategies. Its goal is to address unemployment and under-employment specifically as it relates to youth, new immigrants, Indigenous people, persons with disabilities and other individuals facing barriers to employment.
VPI Working Solutions	VPI Working Solutions provides employment programs, assessments and supportive vocational services that help residents of Ontario improve job readiness, explore training, and get back to work.
Workforce Planning Hamilton	Workforce Planning Hamilton (WPH) is a local community planning organization that builds solutions to labour market issues by engaging stakeholders and working with partners. WPH provides services such as the Employer One Survey, Apprenticeship Toolkit, and Labour Market Snapshots.
YWCA and YMCA Hamilton	YWCA offers Skills Development and Training Programs including the Uplift, Pre-Apprenticeship, Strategic Training and Employment Program (STEP), Advancing Women in Skilled Trades and Equitable Pathway for Young Women. YMCA offers a Skills for Steel program which is designed to create a pipeline of labour for businesses who work within the steel industry

Hamilton's Workforce Ecosystem

Strategically integrated collaboration is at the core of both Hamilton's Workforce Ecosystem and this strategy. No single element of this ecosystem can function without the other. Likewise, the labour force itself is inclusive of newcomers and immigrants, youth, older workers, people with disabilities, and equity seeking individuals



Current Leading Initiatives

Within Hamilton there are several current initiatives that have become leading initiatives in the workforce development space. These initiatives include Mohawk College’s Challenge 2025, the Specialist High Skills Major offered through the Hamilton-Wentworth District School Board, and the Hamilton Immigration Partnership Council and FEDCAP

Mohawk College Challenge 2025

In 2020, Mohawk College launched the Challenge 2025 workforce training program to address regional employment gaps and make skills training and retraining more accessible. Over the next several years Challenge 2025 has identified the following goals:

- ❖ Partner with the City of Hamilton to support 3,000 people in the transition from income support programs to meaningful employment
- ❖ Partner with 100 regional employers to deliver rapid, demand-led training that closes workforce gaps; providing employers with skilled workers to support their resource needs, with a region-wide reduction in the skills gap
- ❖ Build a pathway to college for 4,000 participants (3,000 City of Hamilton trainees + 1,000 students); providing participants with reduced material and non-material barriers to education and employment
- ❖ Partner with other community colleges across Canada to test the City School by Mohawk model

Mohawk College has identified the following next steps to achieve the above listed goals:

- ❖ Establishing a Rapid Skills Training Centre; a Hamilton-based training location for delivery of Challenge 2025 associated programs
- ❖ Running the first pilot project, focused on the supply chain sector; training 144 people who receive Ontario Works social assistance, as well as newcomers and youth (funded by a Future Skills Centre grant)
- ❖ Formalizing employer partnerships in targeted sectors; focusing the pilot projects, co-developing curriculum and pathways required for participant success
- ❖ Expanding to other regions of Canada; engaging with post-secondary institutions across Canada to provide greater scope for the pilot courses

Specialist High Skills Major

- ❖ The Specialist High Skills Major is offered through schools in both the Hamilton-Wentworth School District as well as the Hamilton-Wentworth Catholic School District
- ❖ The Specialist High Skills Major provides students the opportunity to participate in a variety of experiential learning relevant to their sector of study which supports their career planning, provides additional post-secondary preparedness, and allows meaningful engagement for employers with youth and secondary school teachers
- ❖ This program offers sector specific focuses within the Hamilton-Wentworth Catholic School District which include Arts & Culture, Hospitality and Tourism, Business, Health & Wellness, and Construction
- ❖ Within the Hamilton-Wentworth District School District, the following majors are offered within varying schools in the district: Arts & Culture, Construction, Health & Wellness, Information & Communication Technology, Non-Profit, Aviation and Aerospace, Energy, Horticulture & Landscaping, Justice, Community Safety & Emergency Services, Transportation, Business, Environment, Hospitality & Tourism, and Manufacturing

Hamilton Immigration Partnership Council (HIPC) and FEDCAP

- ❖ As part of the City of Hamilton's Economic Development Office, the Hamilton Immigration Partnership Council (HIPC) provides settlement services for newcomers. Working towards three main goals: economic stability, social inclusion, and community engagement, HIPC will be a key stakeholder in workforce development initiatives
- ❖ As part of the Ontario Employment Transformation pilot project, FEDCAP was announced the new Service Manager for the Hamilton-Niagara region. This transformation is working towards a system that is more responsive and reflective of the current labour needs with better alignment across provincial ministries who offer services in the Workforce Ecosystem and will include social assistance employment services

Conclusion

Current Workforce Ecosystem - Opportunities for Hamilton Economic Development Office

The existing Workforce Ecosystem in Hamilton is robust and has strength in employment services and its post-secondary sector. With six core organizations providing services for both employers and job seekers in this area, there appears to be sufficient service offerings for both residents and employers in Hamilton. Post-secondary institutions, colleges, and schools, including Mohawk College, Collège Boréal, McMaster University, Redeemer University, Columbia International College, the Hamilton-Wentworth District School Board and Hamilton-Wentworth Catholic School Board provide leading post-secondary education for its residents and help attract youth and lifelong learners. To build additional service strengths and address gaps in the Workforce Ecosystem, Hamilton Economic Development could promote shared goals and opportunities with a focus on continued collaboration identified in the background review. Opportunity areas include:

- ❖ Immigration and Newcomer Workforce Engagement
- ❖ Wrap-around Supports
- ❖ Training and Skills Development
- ❖ Employer/Business Labour Force Engagement
- ❖ Workforce Inclusion and Integration

More directed partnering, collaborating, and supporting workforce development organizations can support Hamilton Economic Development to shift from a traditional 'planner-provider-deliverer' model to a collaborative 'enabler-convenor-catalyst-broker' model.

A scan of workforce development strategies within Hamilton suggests that Economic Development Departments, while partners in the process, have not been tasked with the implementation of the strategies beyond support to service providers, marketing, and talent attraction initiatives. There is an acknowledgement that community's need to support key attributes for talent attraction and retention such as developing quality of place and quality of life, improving public transit, and importantly providing affordable/attainable housing options. Providing a central repository that highlights the depth and breadth of the available employment opportunities was also a consistent theme.

However, the Toronto Board of Trade has recently undertaken a workforce strategy which includes opportunities designed to narrow the skills gap in the broader region. *There are several recommendations considered relevant to the development of Hamilton's Workforce Strategy.*

- ❖ Improved access to data and evidenced based decision-making. This includes working with local partners to evaluate whether available programming has 'paid off' or materially changed the workforce issues facing the community
- ❖ Providing better and continuous labour market information and more timely, reliable, and geographically granular data would support a stronger analysis of the labour market. More effective analysis and communication of data to policy makers, employers, and job seekers
- ❖ Working with service providers to identify and integrate performance measurement systems into upskilling and reskilling program design
- ❖ Building a shared taxonomy or consistent language around available skills and connecting this to existing occupations to clarify the distribution of occupations and workers across the city
- ❖ Provide sector specific programming to support HR capacity building with participation from business, industry associations and training and education providers
- ❖ Support sector specific working groups with the objective of more employer-led training and disseminating relevant information

- ❖ Ensure business digitization programming includes funding for employee digital skills development
- ❖ More collaboration with immigrant settlement services and other support organizations to target awareness and engagement programs
- ❖ Closely monitor global competitors' efforts and be more innovative in talent attraction strategies
- ❖ Better integrate all segments of the immigrant population, including refugees
- ❖ Work with local employers to ensure investments made respond to employer barriers to work integrated learning (WIL) opportunities for youth

To support strong collaboration, the City of Hamilton can utilize 'key enablers of successful collaboration'⁷³ to establish a clear vision and outcomes to ensure that the right partners are engaged. The key enablers of successful collaboration are:

- ❖ **Articulate the vision for collaboration:** Establish bigger goals, ground rules of interaction and develop a shared picture of a desired future collaboration with your customers and suppliers
- ❖ **Set the strategy for collaboration:** Be clear on decisions, information and activities required to conduct the contracting process, turn it into a tangible strategic plan
- ❖ **Be clear on your value drivers:** Articulate and openly share your drivers, needs and expectations. Avoid being too specific on solutions
- ❖ **Establish the arenas:** Invest in exploring potential partners. Use existing tools where possible. Conduct surveys, meetings, town-halls, and workshops
- ❖ **Engage the right people:** Make sure end-users meet suppliers to ensure joint understanding of needs and requirements. Exhibit an open mind to alternatives, divergent views
- ❖ **Lead the way:** Be visible as a leader. Demonstrate courage. Define the information, roles, and resources relevant to lay the foundation for good decisions. Empower the organization. Hold people accountable

In addition to increased collaboration, Hamilton Economic Development can improve access and granularity of workforce data for its partners to support effective analysis and decision making of partner organizations. This could be completed in tandem with monitoring global competitor efforts to identify leading practices and adopt them for Hamilton's context.

While focusing on developing skills for the workforce is a necessity, it is not enough to address the needs of today's workforce and labour market environment. The pace of change is too rapid, quickly making even typical reskilling efforts obsolete. Workforce development approaches need to be centered on personalized learning, leadership, experiences, and growth in the flow of life that considers both the dynamic nature of jobs and the equally dynamic potential of people to reinvent themselves.

Workforce development strategies must also equip workers and sectors with strategies and tools needed to be responsive and pro-active given the uncertain future. A holistic workforce development approach to meet labour supply and demand needs to consider the following four attributes:

- ❖ Workers want skills and experiences that interest them, and they want to be developed any way they want, whenever they want
- ❖ Businesses require strategic workforce development to be better prepared for transformations of their future of work and workforce
- ❖ Talent functions must implement holistic workforce development strategies to meet current and future workforce demands
- ❖ Organizations need end-to-end solutions for their entire workforce, allowing them to provide meaningful integrated development experiences

⁷³ Deloitte, *Collaborating for Success*, 2015

The following five shifts need to be considered when designing workforce development strategies.

- ❖ Organizations must move from building skills to cultivating capabilities first and skills second
- ❖ From developing specific workforce skills to meet short-term needs to leveraging workers' "passion of the explorer" to engage them in solving unseen and future problems
- ❖ From focusing on formal training and traditional education to supporting learning in the flow of work
- ❖ From rewarding based on work output to rewarding based on capability development and value to the business
- ❖ From preparing the workforce with an internal focus to preparing the workforce with an eye toward what benefits both the organization and society



This report has been provided for the purpose of informing and assisting the City of Hamilton to produce a Workforce Strategy. Deloitte does not assume any responsibility or liability for losses incurred by any party as a result of the circulation, publication, reproduction, or use of this report contrary to its intended purpose.

This report has been made only for the purpose stated and shall not be used for any other purpose. Neither this report (including references to it) nor any portions thereof (including without limitation the identity of Deloitte or any individuals signing or associated with this report, or the professional associations or organizations with which they are affiliated) shall be disseminated to third parties by any means or included in any document without the prior written consent and approval of Deloitte.

Our report and work product cannot be included, or referred to, in any public or investment document without the prior consent of Deloitte LLP.

The analyses are provided as of April 2023, and we disclaim any undertaking or obligation to advise any person of any change in any fact or matter affecting this analysis, which may come or be brought to our attention after the date hereof. Without limiting the foregoing, in the event that there is any material change in any fact or matter affecting the analyses after the date hereof, we reserve the right to change, modify or withdraw the analysis.

Observations are made on the basis of economic, industrial, competitive and general business conditions prevailing as at the date hereof. In the analyses, we may have made assumptions with respect to the industry performance, general business, and economic conditions and other matters, many of which are beyond our control, including government and industry regulation.

No opinion, counsel, or interpretation is intended in matters that require legal or other appropriate professional advice. It is assumed that such opinion, counsel, or interpretations have been, or will be, obtained from the appropriate professional sources. To the extent that there are legal issues relating to compliance with applicable laws, regulations, and policies, we assume no responsibility, therefore.

We believe that our analyses must be considered as a whole and that selecting portions of the analyses, or the factors considered by it, without considering all factors and analyses together, could create a misleading view of the issues related to the report.

Amendment of any of the assumptions identified throughout this report could have a material impact on our analysis contained herein. Should any of the major assumptions not be accurate or should any of the information provided to us not be factual or correct, our analyses, as expressed in this report, could be significantly different.



Hamilton's Workforce Strategy: Harnessing the Ecosystem for Shared Success

Presentation to Council

September 2023



Hamilton's Workforce Strategy is a direct outcome of the 2021-2025 Economic Development Action Plan

- Action #5: In collaboration with the workforce development community, create and implement a Workforce Attraction, Retention & Development (Talent) Strategy
- Action #3: Design and deliver an annual Local Economy and Workforce Needs business survey) and recognizes Action #1 (Approve and implement the Hamilton Immigration Partnership Strategy
- Action #11: Partner with the workforce and business community to identify employment programs, work development opportunities and initiatives in Hamilton focused on equity-seeking groups, groups disadvantaged by discrimination and marginalized communities to recommend future strategies to address existing needs and gaps

Hamilton's Workforce Strategy

Hamilton's Workforce Strategy combines research and analysis of Hamilton's workforce ecosystem, its current economic target sectors and their workforce context with a comprehensive consultation and engagement process involving residents, labour force participants, education and training providers, employers and businesses, industry organizations, and workforce intermediaries.



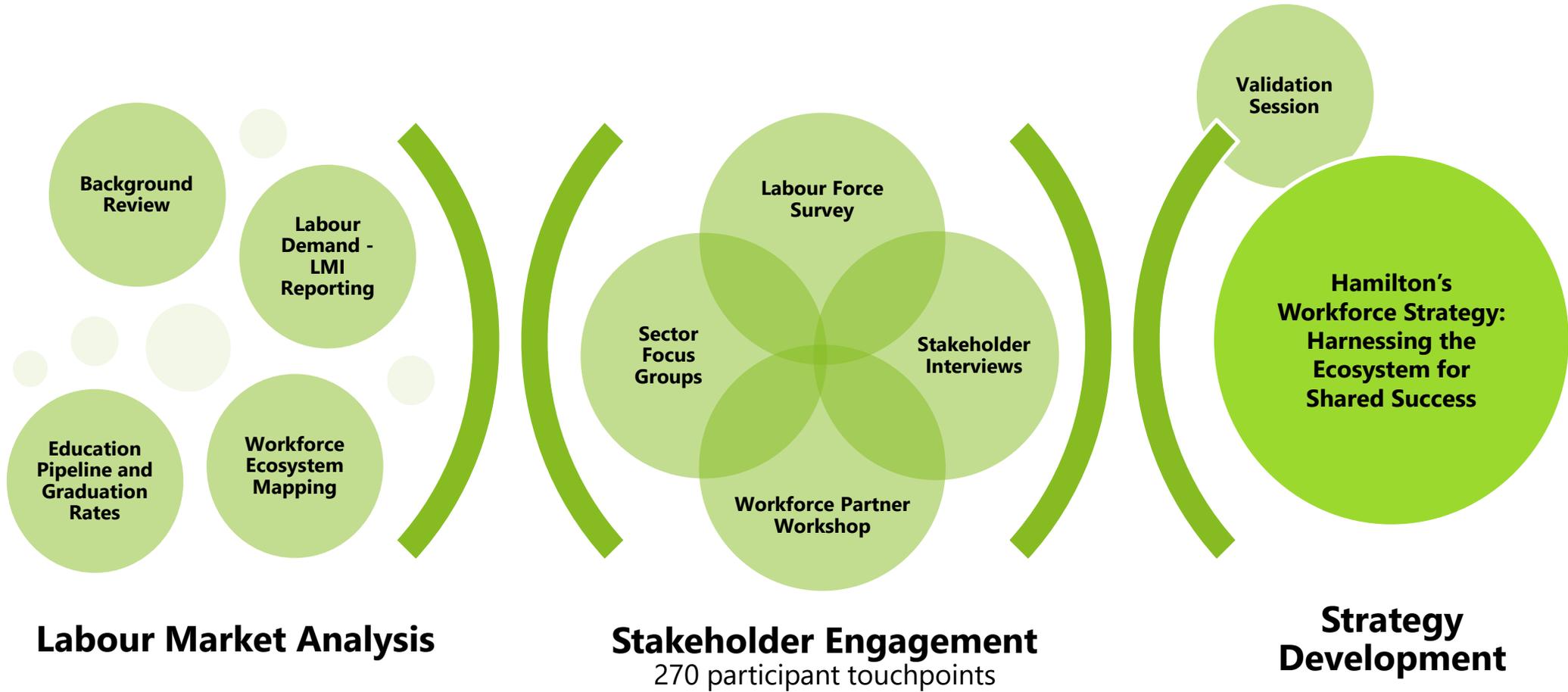
Hamilton's Workforce Strategy

This strategy included:

- A data analysis and summary of labour market demand
- Identification of Hamilton's workforce ecosystem strengths, gaps, and opportunities for further growth
- An action plan that offers a timeline for short, medium, and longer-term initiatives, potential partners/leads, and performance measures to monitor progress and impact
- Recommendations on how the Hamilton Economic Development Office can support workforce development efforts across the city



Strategy Development Methodology



Engagement

133

Labour Force Survey responses

42

Stakeholder Interviews (businesses, workforce and post-secondary partners)

25

Workforce partners engaged through a partner roundtable

15

FIRE/ICT/Creative Industries and support organizations engaged in a focus group

17

Manufacturing and Goods Movement businesses and support organizations engaged in a focus group

19

Agri-food businesses and support organizations engaged in a focus group

11

Life science businesses and support organizations engaged a focus group

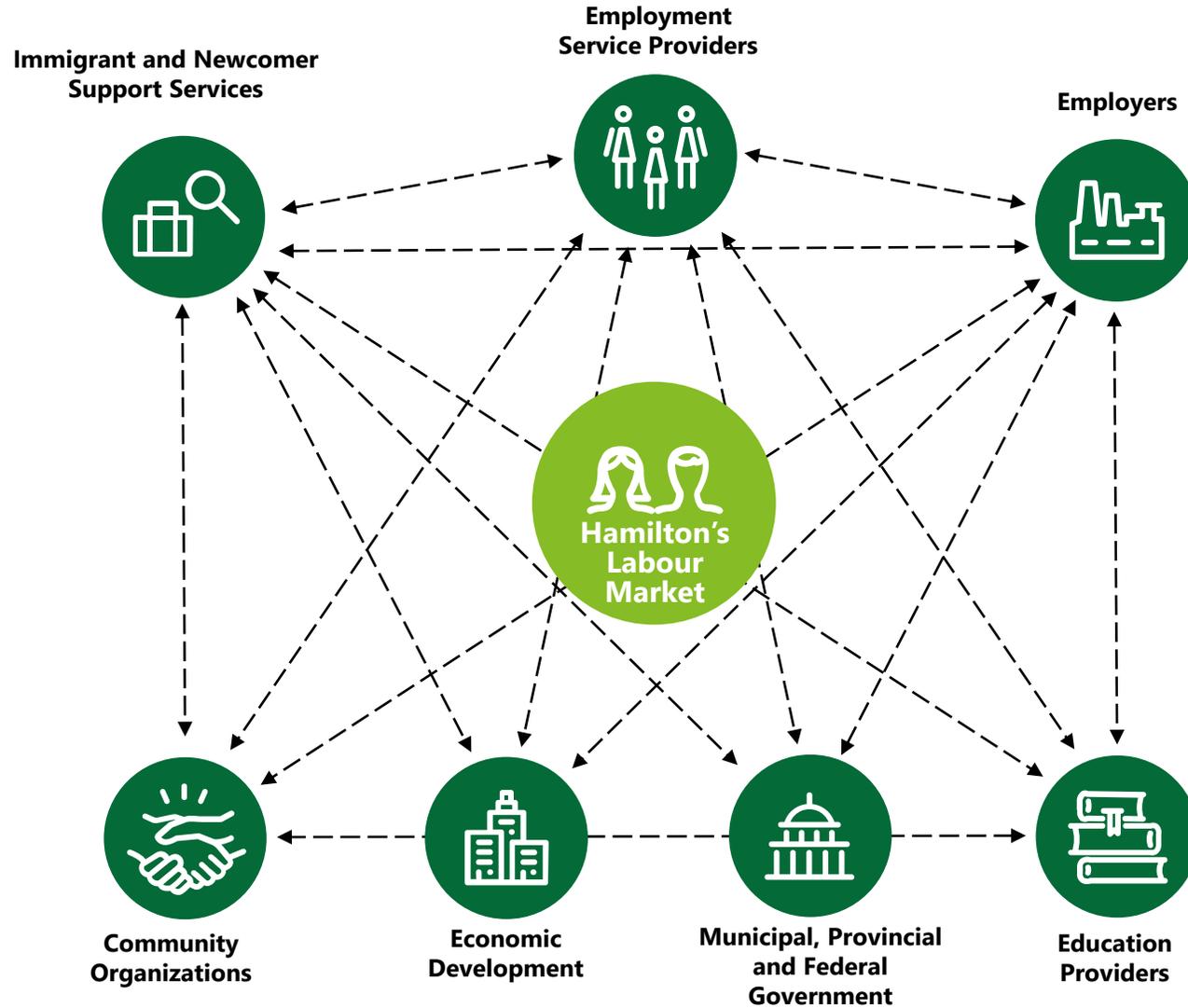
8

Mainstreet/Retail/Tourism/Small Businesses and support organizations engaged in a focus group

33

Workforce partners participated in a validation session

Hamilton's Workforce Ecosystem



Strategy at a Glance

Vision

Hamilton is recognized and celebrated for its workforce excellence where talent thrives, businesses succeed, and the community prospers.

Areas of Focus



Partnerships



Skill
Development



Ongoing Data
Utilization



Marketing



Advocacy



Partnerships

A shared commitment and efforts align to the needs of businesses and the labour force, demonstrating a seamless workforce ecosystem, and celebrating the shared strategic vision for Hamilton as a workforce hub.

Objective 1.1: Foster a collective leadership approach to support workforce development and labour market planning

Objective 1.2: Activate and foster collaboration within Hamilton's workforce ecosystem (Government, Institutions, Employers, and Local Employment Support Organizations)

Objective 1.3: Strengthen partnerships to demonstrate Hamilton's ability to support investments and economic growth

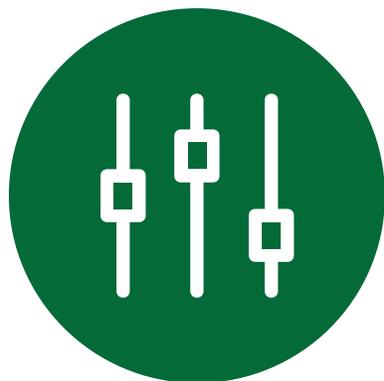


Skills Development

Enhanced education, training, and skills development offerings strengthen the availability of relevant programming leading to an activated talent pool with the skills, motivation, and capabilities to meet labour demand needs and drive productivity.

Objective 2.1: Work with educational institutions and industry partners to identify and respond in a timely manner to market needs

Objective 2.2: Encourage entrepreneurship and innovation among Hamilton's local labour force



Ongoing Data Utilization

Ongoing data collection, analysis, and dissemination informs evidence-based decision making and shares insights on Hamilton's labour market, talent gaps, hiring trends, future labour market needs, and education and skills gaps.

Objective 3.1: Disseminate reliable resources that inform about in-demand occupations and skills, and the broader future of work considerations

Objective 3.2: Continue to promote new and existing training and employment programs and supports

Objective 3.3: Ensure that the labour force has access to learning and tools that consider employers needs today and, in the future



Marketing

Hamilton is recognized as a destination of choice for talent, offering a diverse labour market that respects and promotes an inclusive and equitable work environment where all individuals are motivated to thrive and contribute.

Objective 4.1: Develop and share common marketing and communication tools to be used by the Hamilton Workforce Ecosystem to increase familiarity and consistency in the city's value propositions

Objective 4.2: Increase awareness through promotion of local initiatives that influence workforce attraction and development and labour market planning



Advocacy

Decision makers advocate to all levels of government and other relevant bodies on behalf of Hamilton's residents, businesses, and organizations to advance policies, by-laws, programs, and resources that enable progress and address barriers to employment for all.

Objective 5.1: Advocate for addressing core labour force wraparound supports for Hamilton's diverse communities

Objective 5.2: Undertake concerted efforts to increase immigration to Hamilton

Objective 5.3: Advocate for leadership on the wider range of issues impacting the labour force and the workplace

Implementation

Successful implementation needs to consider the following:

- Leadership and commitment provided by the Hamilton Economic Development Office, shared commitment and buy-in among Hamilton's workforce ecosystem stakeholders including education and training institutions, workforce partners and intermediaries, employers, and municipal, provincial, and federal government
- A working partnership among workforce ecosystem stakeholders to support and advance implementation of the strategy through a shared vision, knowledge sharing, and collaboration
- Ongoing coordination and monitoring of strategy implementation, outcomes, and impact
- Procured funding to implement strategic initiatives outlined in the strategy. Funding sources may include public, private, and not-for-profit financial and in-kind contributions



Canada's future labour market will depend on the ability to broaden labour force participation, support for immigration integration into the Canadian labour market, and opportunities to further strengthen alignment between labour supply and demand to meet employer skills needs.

Hamilton's Workforce Strategy, 2023



Thank you!

Trudy Parsons, Managing Director

tparsons@deloitte.ca

CITY OF HAMILTON

MOTION

General Issues Committee: October 4, 2023

MOVED BY COUNCILLOR M. FRANCIS.....

SECONDED BY COUNCILLOR

Naming of Parkette, “Jim Howlett Parkette”, 505 Beach Blvd, Hamilton (Ward 5)

WHEREAS, the parks in Ward 5 provide valuable recreation and connectivity opportunities to residents;

WHEREAS, 505 Beach Blvd, is city-owned property which could be designated a parkette, located in the Beach Community, Hamilton;

WHEREAS, the existing property would greatly serve the neighbourhood as a Parkette, and to be named after Jim Howlett, an outstanding member of the community who recently passed; and

WHEREAS, a Facility Naming Sub-Committee meeting to discuss the request will not fall within a time frame to allow staff to incorporate this into their work plan for 2024.

THEREFORE, BE IT RESOLVED:

That staff be directed to investigate and report back to the Facility Naming Sub-Committee on the following:

- (a) The feasibility of converting the city-owned property located at 505 Beach Boulevard into a Parkette; and,
- (b) On naming the proposed Parkette “Jim Howlett Parkette” in honour and recognition of Jim Howlett, who was an outstanding member of the community.