



INFORMATION REPORT

TO:	Chair and Members General Issues Committee
COMMITTEE DATE:	August 13, 2018
SUBJECT/REPORT NO:	Mayor's Blue Ribbon Task Force on Skills Development – Progress Report and Update (PED18164) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	City Wide
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SIGNATURE:	

Council Direction:

N/A

Information:

On February 13, 2017, City Council approved five recommendations brought forward by the Mayor's Blue Ribbon Task Force (BRTF) on Skill Development that will help to develop and enhance Hamilton's workforce.

This Report provides an overview of each of the approved recommendations along with a list of associated actions and their status of implementation. In addition, each section also provides a highlight of at least one significant project that has been implemented since the last report to Council.

Background:

An important aspect of ensuring that the City of Hamilton can support local economic growth is to make certain that it has a workforce with the training and capacity to meet the needs of local employers.

Like many cities, Hamilton is experiencing the compounded impact of a skills shortage and an aging workforce with little succession planning in place. These factors both

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significantly affect existing businesses and jeopardize the City's ability to attract investment and expand local operations.

Workforce development is a broad, complex and multifaceted activity that occurs over time. Studies show that effective workforce development requires a collaborative effort of industry and community organizations, governments and the education sector, which increasingly is an essential partner for successful outcomes.

The establishment of the Mayor's BRTF on June 2015 was a response to the interconnected and urgent issues of Hamilton's serious shortage of skilled trades and an aging workforce with limited succession plans. The Task Force's mandate is to develop a strategy to strengthen the City's local workforce with skilled workers for both the short and long terms.

The Task Force is co-chaired by Hamilton Mayor, Fred Eisenberger and President of Mohawk College, Ron McKerlie. This direct link between education and economic development embodies the Task Force's guiding principles of collaborative effort and partnership.

The Task Force includes 15 members, with representatives from the City of Hamilton, local post-secondary institutions, industry, labour, the Hamilton Chamber of Commerce and workforce specialists, who design and deliver training programs to improve individual and organizational performance.

On February 13, 2017, City Council approved the following five recommendations brought forward by the BRTF:

1. Build Hamilton's Local Workforce Capacity

Greater information sharing and new ways to collaborate among organizations and businesses are priorities, as is ensuring that the skills needed by employers is supported by the training offered by educational institutions.

2. Develop Initiatives to Create and Sustain Local Jobs

To retain current Hamilton employers and attract new ones, local systems and supports must meet their needs, including their availability.

3. Achieve Greater Alignment between Employer Needs and Skills Development

Greater collaboration between educators and employers would ensure educational and training programs are meeting the skills, knowledge and abilities needs of local employers, as informed by labour projections, labour market information and employer growth strategies.

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4. Create a Local System to Connect Job Seekers with Local Employers

A job-matching platform, developed collaboratively with community stakeholders, would facilitate connections between employers seeking new workers and job seekers.

5. Address Negative Perceptions about the City of Hamilton

Establishing Hamilton as a “community of choice” for skilled workers, professionals and entrepreneurs requires effective promotion, coordination and active planning.

PROGRESS AND IMPLEMENTATION OF ACTIONS RELATED TO BRTF RECOMMENDATIONS:

The BRTF created a list of associated actions for each Council-approved recommendation. All actions have been completed or are in the process of being implemented by the member organizations of the BRTF. An overview has been provided of each of the approved recommendations along with an abbreviated list of associated actions and their status of implementation.

In addition, each section also provides a highlight of at least one significant project that has been implemented since the last report to Council.

Recommendation One - Build Hamilton’s Local Workforce Capacity

Greater information sharing and new ways to collaborate among organizations and businesses are priorities, as is ensuring that the skills needed by employers is supported by the training offered by educational institutions.

Proposed Actions	Programs, Projects or Initiatives to Address Proposed Actions	Status
Strengthen Formal and Informal Engagement Opportunities	Industry Education Council (IEC) created and delivered the Employer Skills Training Advantage to Employment (ESTATE) Program	Completed
	Over ten initiatives and programs delivered by Mohawk College and partners in the Community including: <ul style="list-style-type: none"> • Sector partnership initiative focused on health care sector with Hamilton Association of Institutional Leaders and Workforce Planning Hamilton (WPH); • New Supply Chain Management Program developed at the request of the Hamilton Port Authority; • Canadian Welding Association, Canada’s largest trade membership organization initiated its national Enhanced Welder Apprentice Training Initiative in partnership with Mohawk College to better serve both welder 	Completed

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Proposed Actions	Programs, Projects or Initiatives to Address Proposed Actions	Status
	Apprentices and the industry that benefits from them; and, <ul style="list-style-type: none"> Supported new YWCA initiative-Equitable Pathways to Technical Fields and Skilled Trades Advisory Committee. 	
Showcase Hamilton's Growing Industries	WPH hosted Manufacturing Week, October 23-27, 2017 as a virtual event in partnership with Edge Factor.	Completed
	WPH and Hamilton Economic Development is developing a series of labour market profiles on growing industries.	In Progress
	WPH submitted a sector planning partnership grant approved to research and explore health care labour market analysis and action plan.	Completed
Strengthen Awareness on Importance of Direct Work Experience	IEC delivered Certification training: “Innovation, Creativity, Entrepreneurship”, and “Customer Service” to prepare high school students for the workplace through certification training.	In Progress
	IEC provided support to education partners for co-op placements, speakers and Company tours.	In Progress
Develop Leadership and Management Skills Through Collaboration	Leadership Summit for Women was held on November 18, 2017 at MIP.	Completed
	Students had the opportunity to take part in a job shadowing event from October 10-13, 2017, in an industry of interest. Event partners were McMaster University, Mohawk College, YWCA and WPH.	Completed
Ensure Awareness of Importance of Organizational Memory	WPH researched and prepared a proposal to the Ontario Centre for Workforce Innovation to develop and pilot a succession planning model with engaged employers. Funding was not approved. Other opportunities for funding are being pursued.	Completed
Address Public Transportation Limitations	Senior Staff from Hamilton Street Railway and Economic Development have had several meetings to discuss extending service into City's Business Parks.	In Progress

Highlighted Action - Mohawk City School

Mohawk College is working with 13 local employers to create customized training that connects at-risk individuals with in-demand jobs.

On April 9, 2018, it was announced that the partnerships are being funded with a \$600K grant from the Ministry of Advanced Education and Skills Development.

Mohawk will conduct labour market analysis in partnership with the Mayor of Hamilton’s BRTF on Workforce Development, Workforce Planning Hamilton and the City’s Neighbourhood Action Strategy. Mohawk will then work with employers over the next three years to develop preparatory courses that address local skill shortages.

The employer-driven training will be delivered through Mohawk’s City School initiative. City School offers tuition-free college credit courses and workshops at the Eva Rothwell Centre in North Hamilton, the Central Public Library in Downtown Hamilton and at a mobile classroom.

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In 2016, the Province invested \$1.6 M in City School to fund the custom-built mobile classroom and provide more programming to more people in the community.

Recommendation Two - Develop Initiatives to Create and Sustain Local Jobs

To retain current Hamilton employers and attract new ones, local systems and supports must meet their needs, including the availability.

Proposed Actions	Programs, Projects or Initiatives to Address Proposed Actions	Status
Share Regular Business Expansion and Retention (BR&E) Survey Information	HED to produce an Annual Business and Expansion Report that will be presented to Council and Community in 2018.	In Progress
Increase Business Succession Planning Initiatives	WPH researched and prepared a proposal to the Ontario Centre for Workforce Innovation to develop and pilot a succession planning model with engaged employers. Funding not approved. Other opportunities for funding are being pursued.	Completed
Support Young Professionals in Hamilton to Start or Advance their Careers	The Hamilton Chamber of Commerce Young Entrepreneurs and Professionals Group host monthly meetings with key influencers. Ongoing participation, mentorship, engagement and communications support for the activities of Hamilton HIVE network, Hack the City, Student Associations and other representative organizations and external young professional networks with organizations like Civic Action.	Completed/In Progress
	An international Student Summit took place on November 23, 2017 hosted by Global Hamilton in partnership with McMaster University, Mohawk College, Redeemer and Columbia International College. Close to 100 students attended the event which highlighted and showcased Hamilton’s employment opportunities, pathways for immigration and reasons to stay in Hamilton after graduation.	Completed
	In 2017/2018 over 200 students took part in two different Hamilton Employment Crawls. The employment Crawl is a joint partnership between all academic institutions and WPH to showcase interesting companies in Hamilton and potential paths to employment.	Completed/In Progress

Highlighted Action – Hamilton Employment Crawl

The Hamilton Employment Crawl (HEC) was the first of its kind to be held at an Ontario University and in Canada, engaging alumni and students in both undergraduate and graduate programs. Celebrating its fifth anniversary, the HEC is now a collaborative effort between McMaster University, Mohawk College, Redeemer University College and Workforce Planning Hamilton.

In 2017/18, over 200 students have been provided with tours highlighting different industry streams with local employers in the fields of Information and Communications Technology, Health, Advanced Manufacturing, Social Work and Finance.

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According to students, the top priority when selecting a City to live work and play is its cultural diversity and career opportunities. This is in line with the goals of the event and students have confirmed, through feedback, that they are impressed with the breadth of opportunity available in our City. In the near future, the HEC is looking to expand to a one week event and explore opportunities to have students work on employer projects during the event.

Recommendation Three - Achieve Greater Alignment between Employer Needs and Skills Development

Greater collaboration between educators and employers would ensure educational and training programs are meeting the skill, knowledge and ability needs of local employers, as informed by labour projections, labour market information and employer growth strategies.

Proposed Actions	Programs, Projects or Initiatives to Address Proposed Actions	Status
Strengthen Program Alignment with Anticipated Employment and Skill Demands	IEC created and delivered the ESTATE Program.	Completed
	Several programs of Corporate support for capital investment, access to technology and equipment, strengthened program curriculum and have been introduced including: <ul style="list-style-type: none"> • Opening of the Centre for Health Care Simulation; • Opened Connections facility at Mohawk Stoney Creek Campus that will allowed skilled trades to train together in a collaborative facility; • FANUC Robotics Lab and Certification – Mohawk College; • Siemens Mechatronics Certification – Mohawk College; • Joyce Centre net zero energy buildings is in progress – development of curriculum and programs in support of a low carbon economy to compliment facility; and, • Integrated Centre for Climate Change Management including digital analysis of facilities and equipment. 	Completed/In Progress
	Public/Private Partnerships <ul style="list-style-type: none"> • Arcelor Mittal Dofasco-Presently working on Pilot project offering one-year Certificate Program for Operator training to address ArcelorMittal Dofasco demographic challenges; • Walters Partnership-continues one-year mechanical techniques-Welding Program, and, • Six Nations Polytechnic Partnerships-one-year mechanical techniques-Manufacturing Process-completed one-year Ontario College Certificate. October 2017 focus on welding, Machining and electrical. Proposing offering one-year College Certificate Mechanical Techniques-Production Framer includes basic training in Framing/Building Techniques-January 2018-September 2018. Mechanical Techniques-Manufacturing Process. Includes basic training in the areas of Welding, Machining and Electrical. 	In Progress
Hold a Bi-Annual Forum to Evaluate the Skills and Occupation Needs of Local Employers	Preliminary discussions for the organization of a bi-annual forum have taken place.	In Progress

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Proposed Actions	Programs, Projects or Initiatives to Address Proposed Actions	Status
Encourage Employers to Develop Co-op Programs	Ongoing marketing by all partners for the recruitment of employers to develop Co-op Program.	In Progress
Develop Capability to Strategically Forecast and Communicate Labour Force Needs to Employers	WPH completed an in-depth study of skilled trades requirements for industrial, motive power and construction trades. Report will include latest data on skills shortages in skilled trades and employer suggestions for local improvements to improve access to training.	Completed

Highlighted Action - Employer Skills Training Advantage to Employment

The ESTATE Program has demonstrated that community collaboration effectively solves labour market shortages. Through funding received by the Industry Education Council of Hamilton from the Ontario Ministry of Economic Development and Growth, skills gaps in the Hamilton area were identified and a planned training Program was developed in partnership with Mohawk College, Mohawk College Enterprise, Express Employment Professionals and multiple industry partners to resolve these shortages.

ESTATE has been a “demonstration project” of the Mayor’s BRTF in Hamilton. The Task Force engaged multiple sectors across the City to determine labour market shortages. In response, a unique educational skills training program was designed to address the “skills gap” in two primary sectors: (1) Advanced Manufacturing/CNC; and, (2) Mobile Industrial/Hydraulics. The curriculum developed will continue to be utilized for future training opportunities at Mohawk College.

Utilizing the funds to develop a unique Program delivered through a world class skills training organization such as Mohawk College and backed by the City of Hamilton is an effective method of directly addressing the identified skills needs in the Hamilton community. A robust Program like ESTATE compresses what normally would be delivered over two years into 28 weeks. Participants who trained in relevant skills have been employed in local companies experiencing skills shortages.

Program outcomes included participation by 41 individuals from very diverse backgrounds. Of this group who started the Program, 23 graduates were successful and completed the training. Program attrition was the result of individuals being hired prior to completion of the formal training as well as those who encountered personal circumstances preventing their continuation in the Program. Partners included 38 companies across the Greater Hamilton Area who contributed to program success by providing advice, workplace training and hiring ESTATE graduates.

The Industry Education Council of Hamilton is uniquely positioned as a not-for-profit organization to identify specific community needs and to access government and private

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funds. These support the collaborative development of training opportunities for youth, leading to employment and workforce development beginning in the formative years.

Recommendation 4 - Create a Local System to Connect Job-Seekers with Local Employers

A job-matching platform, developed collaboratively with community stakeholders, would facilitate connections between employers seeking new workers and job seekers.

Proposed Actions	Programs, Projects or Initiatives to Address Proposed Actions	Status
Create a Regional Communication Strategy	HED to share available training opportunities with local companies through the Hamilton Calling Program.	In Progress
Use an online platform to support employers in the recruitment and selection process	Funding Partnership created a Magnet Project Manager position housed within the Hamilton Chamber of Commerce.	Completed
	Chamber staff and co-ordinator will finalize Magnet implementation strategy in consultation and coordination with funding partners.	Completed

Highlighted Action – Implementation of Magnet – Job Matching Platform

With the funding support of The City of Hamilton, ArcelorMittal Dofasco, Mohawk College and McMaster, the Hamilton Chamber of Commerce hired a Project Manager in January of 2018 to operate and manage the execution of Magnet, a local based job-matching program, in Hamilton.

In the first quarter of 2018, Hamilton’s Magnet team underwent extensive training on the talent-matching platform and developed a comprehensive project and marketing plan for 2018. The project plan is now underway and in execution.

In May of 2018, a marketing campaign was launched to reach the larger Hamilton public, and to draw job seekers into the system. These efforts are to continue through June and July of 2018.

To date, Magnet Hamilton has on-boarded 40 local businesses and over 300 job seekers. The Magnet team anticipates these numbers will grow significantly after the summer lull. It is important to note that these numbers do not reflect the full scope of data in all of Hamilton. There are over 100 businesses and over 6,500 job seekers using Magnet in the Greater Toronto Hamilton Area.

As for next steps, the Program will continue extensive marketing efforts and raise awareness of the platform in Hamilton, in particular, there is work underway to create testimonial videos from businesses that have had success utilizing the Magnet platform.

Recommendation 5 - Address Negative Perceptions about the City of Hamilton

Establishing Hamilton as a “community of choice” for skilled workers, professionals and entrepreneurs requires effective promotion, co-ordination and active planning.

Proposed Actions	Programs, Projects or Initiatives to Address Proposed Actions	Status
Develop a Communications Plan	HED completed a new three year Economic Development Marketing Strategy to be launched in Q1 2018.	Completed
	Re-purposing of the City of Hamilton’s Amazon bid document and video.	In Progress
Broaden Distribution of Economic Development e-newsletter	HED is collaborating with local and external job recruitment agencies, as well as business community clientele, on a regular basis to expand current database of newsletter recipients.	In Progress

Highlighted Action - Utilizing Hamilton’s “Welcome to Hamilton, Welcome to Unstoppable” Amazon Bid to Promote the City of Hamilton

In October 2017, the City of Hamilton was one of 238 Municipalities vying for Amazon’s HQ2 headquarters. Although the City did not make the short list for Amazon, the marketing collateral submitted was developed as part of the foundation for our more holistic City and in particular, Economic Development marketing efforts going forward. These materials have, and will be utilized for many corporate initiatives to promote the City of Hamilton as a community of choice.

To date, this has included social media posts, the template for various ads, and the Economic Development Annual Review Success Makers’ video messaging and pop up banners.

New content that was developed for the Amazon bid has also been incorporated extensively into site location proposals for companies looking to move to Hamilton and/or expand their existing operations. A new look investinhamilton.ca website will be launched in Q1 of 2019 that will highlight extensively the community and cultural elements of the City of Hamilton.

Next Steps

The BRTF will continue to monitor the progress on all of the Council approved recommendations along with the implementation of all the associated actions.

NS:dt