

The Mayor's
**Blue Ribbon
Task Force**
on Workforce
Development



Purpose Statement

On February 13th, 2017, Hamilton City Council approved five recommendations brought forward by the Mayor's Blue Ribbon Task Force (BRTF) on Workforce 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 provides a highlight of at least one of the significant projects that have 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 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 Blue Ribbon Task Force in 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.



*Blue Ribbon Task Force Co-Chairs:
President of Mohawk College, Ron McKerlie
and Hamilton Mayor, Fred Eisenberger.*

Recommendations

1

Build Hamilton's local workforce capacity

2

Develop initiatives to create and sustain local jobs

3

Achieve greater alignment between employer needs and skills development

4

Create a local system to connect job seekers with local employers

5

Address negative perceptions about the City of Hamilton

RECOMMENDATION 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 are supported by the training offered by educational institutions.

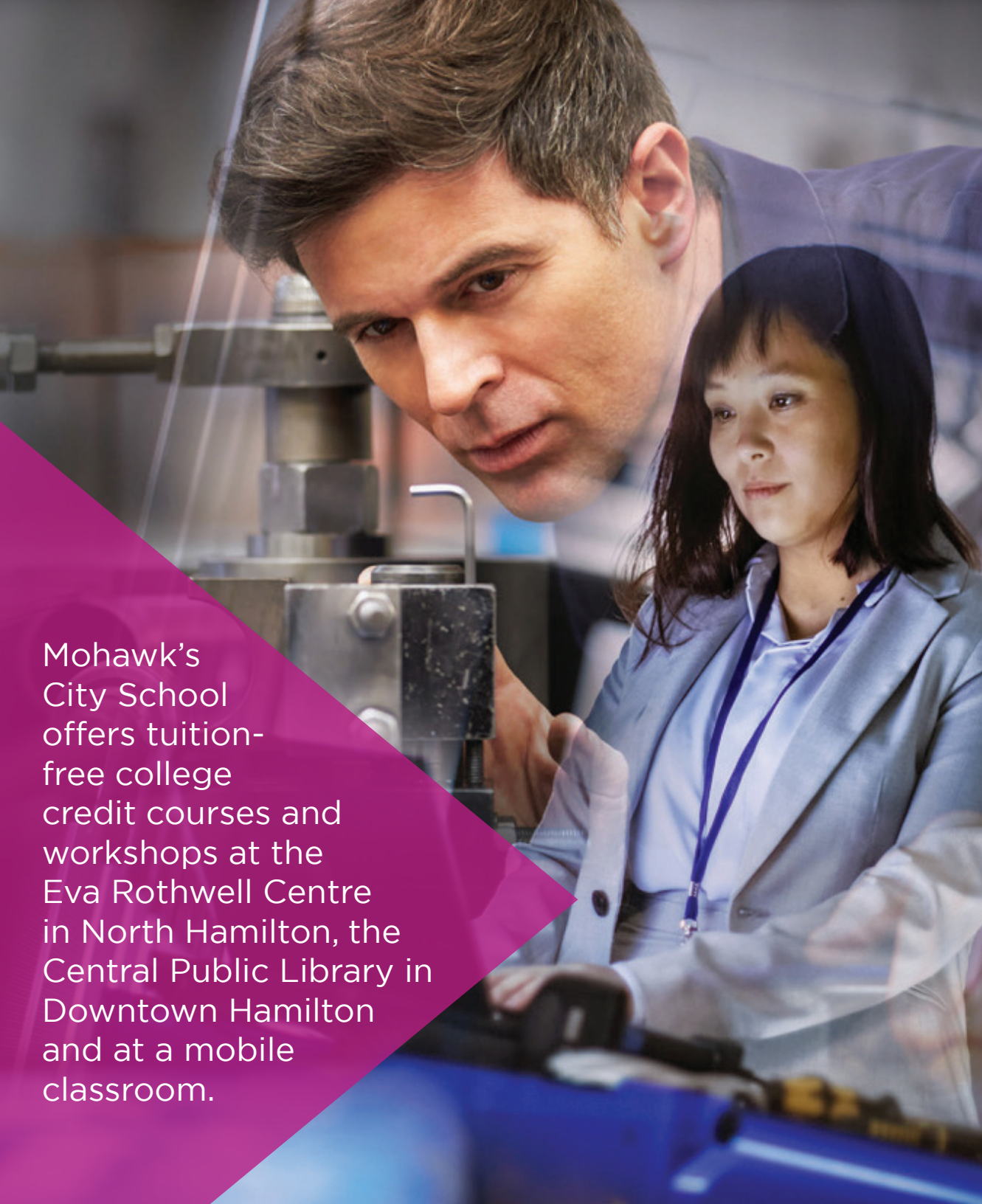


Highlighted **Action**

Province strengthens partnerships between Mohawk College and regional employers



As announced on April 9, 2018, Mohawk College's City School initiative will be expanded to focus on meeting industry needs. Mohawk will conduct labour market analysis in partnership with the Mayor of Hamilton's Blue Ribbon Task Force on Workforce Development, Workforce Planning Hamilton and the City's Neighbourhood Action Strategy. The College will then work with employers over the next three years to develop preparatory courses that address local skill shortages.



Mohawk's 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.



City School

by



The employer-driven training will be delivered through Mohawk's City School initiative.



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



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

| Proposed Actions | Programs, Projects or Initiatives to Address Proposed Actions | Lead and Contributors | Status | Outcomes Achieved |
|--|---|--|-------------|---|
| Strengthen formal and informal engagement opportunities | Employer Skills Training Advantage To Employment (E.S.T.A.T.E.) | Industry Education Council | Completed | Local companies recruited to provide mentors along with work integrated learning opportunities for ESTATE students as they enter the workforce. On completion of the training, successful graduates were hired by the participating companies |
| | Strong relationships, employer input into local programming, direct connections between employer and future local labour force | Mohawk College | Completed | <ul style="list-style-type: none"> -50+ Program Advisory Committee meetings per year in every area, comprised of industry, academics, recent graduates -With HAIL and WPH, Sector Partnership Initiative focused on healthcare sector -HCF/Hamilton/Mohawk Neighbourhood Leadership Institute Partnership in support of Neighbourhood Action Strategy -City School - programs with Hamilton Health Sciences, Port Authority, new trades classroom at ERRC, ArcelorMittal Dofasco, media focused programming at Hamilton Public Library -Ongoing employer/ grad nights to show case Mohawk College students and job opportunities -Engagement in committees - HSTAC, LHIN, Hamilton Chamber of Commerce, YWCA, Hamilton Community Benefits Committee - LRT -Connect to Careers Job Fair/Hamilton Employment Crawl - Mohawk McMaster Hamilton Redeemer -Advanced Placement Project to support credit recognition of workplace learning/training -New Supply Chain Management Program developed at request of Hamilton Port Authority -Supporting new YWCA initiative - Equitable Pathways to Technical Fields and Skilled Trades Advisory Committee -Donating a robot to Industry Education Council program -Hamilton Immigration Partnership Council - Welcoming Communities -Job Fairs for the ECE industry in Hamilton each year attended by Mohawk's graduating ECE class (high demand in this field in Hamilton) -Canadian Welding Association (CWA), Canada's largest trade membership organization, initiated its national Enhanced Welder Apprentice Training Initiative (EWAT) in partnership with Mohawk College to serve both welder apprentices and the industry that benefits from them -Multiple collaborative projects with Hamilton Health Sciences involving students across various academic areas -Schlegel Village collaboration - provide PSW programming (didactic and placement) at the Village of Wentworth Heights |
| Showcase Hamilton's growing industries | Hosted Manufacturing Week as a virtual event in partnership with Edge Factor | Workforce Planning Hamilton | Completed | Promoted the online opportunity to view videos and other curriculum tools for high school students and jobseekers accessing employment services |
| | Prepare a series of labour market profiles on growing industries | Workforce Planning Hamilton | In progress | Ten comprehensive profiles of Hamilton key industries will be released in September 2018. They will include information on growing and declining industries in the local economy as well as prevalent occupations and skills requirements |
| | Sector Planning Partnership Grant (MAESD funding) approved to research and explore health care labour market analysis and action plan | Workforce Planning Hamilton | In progress | Report, action plan and strategic partnerships developed by the end of November 2018 |
| Strengthen awareness on importance of direct work experience | Certification training: 'Innovation, Creativity, Entrepreneurship', and 'Customer Service' | Industry Education Council | In progress | Preparing high school students for the workplace through certification training |
| | Cooperative education support | Industry Education Council | In progress | Support to education partners for co-op placements, classroom speakers and company tours |
| Develop leadership and management skills through collaboration | Needed skill development for mid and senior level employees, future mentorship opportunities | Mohawk College, McMaster University | In progress | <ul style="list-style-type: none"> -Mohawk College Enterprise Future Ready Leadership Programs -Hamilton Health Sciences neuroscience outreach simulation project - train the trainer model - Advanced placement project, executive program deliveries (Accessible Media Production, Web Design and Development), funded research project underway focused on competency based education -New programs to address needs - Accessible Media Production (Fall 2017), Supply Chain Management (Winter 2018), Sustainable Local Foods (Fall 2017), Analytics for Business Decision Making (Winter 2018), Community and Social Services Management (Winter 2018) |
| | Leadership Summit for Women | Mohawk College, McMaster University, YWCA, Workforce Planning Hamilton | In progress | The Leadership Summit for Women is an annual, intergenerational and community-wide event that provides the skills, space, and support for all participants, regardless of gender, to reach their full potential as individuals and as collaborative members of the Hamilton community. The Summit includes established and developing leaders who participate as panelists, presenters and moderators to engage Hamiltonians in a robust, meaningful and ongoing discussion about advancing the status of women. The 2017 theme, "Be Bold!" was a call to action for young women and allies to have the courage to use their voices and challenge the status quo. 169 students, alumni and community members registered to attend this event on November 18, 2017 |
| | Career Field Externship | McMaster University, Student Success Centre | Completed | 26 McMaster students participated in the Career Field Externship program between October 10-13, 2017. This program highlighted Hamilton's diverse labour market and enabled students to gain valuable career advice and real-world employment experience while shadowing a variety of career professions in the Hamilton community |
| | Change Camp Hamilton | McMaster University | Completed | Program brought together residents, students, community organizations and the City of Hamilton to participate in discussion. The projects included: Space Animation, Affordable Housing, Community Print Shop, Transportation and Food Insecurity |
| Ensure awareness of importance of organizational memory | Researched and prepared a proposal to OCWI to develop and pilot a succession planning model with engaged employers | Workforce Planning Hamilton | Completed | Funding not approved. Will seek other opportunities for funding |
| Address public transportation limitations | Senior staff from HSR and Economic Development have had several meetings to discuss extending service into City's business parks | City of Hamilton, Economic Development, HSR | In progress | Senior staff from Hamilton Street Railway (HSR) and Economic Development have had several meetings to discuss extending service into City's business parks |

RECOMMENDATION 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 the availability of local employees.



Highlighted **Action**

Hamilton Employment Crawl:

The Hamilton Employment Crawl was a unique initiative focusing on engaging alumni and students in both graduate and undergraduate programs.

Presented In Partnership



The goals of the Hamilton Employment Crawl event, since its inception are to:

1

Attract, retain, and engage young professionals in the city

2

Provide students with an opportunity to build professional relationships and develop a sense of community

3

Meet the goal of building strong relationships with the local community partners and the City

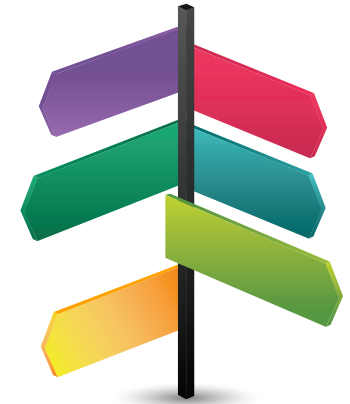
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Showcase the city's growing entrepreneurial industry



In 2017/18, over 200 students were provided with tours highlighting different industry streams with local employers in the fields of **ICT, Health, Advanced Manufacturing, Social Work, and Finance.**

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 Hamilton Employment Crawl is looking to **expand to a one week event** and explore opportunities to have students work on employer projects during the event.



| Proposed Actions | Programs, Projects or Initiatives to Address Proposed Actions | Lead and Contributors | Status | Outcomes Achieved |
|---|---|--|---------------------------|--|
| Share regular business expansion and retention (BR&E) survey information | Produce an Annual BR & E Report | City of Hamilton, Economic Development | In progress | Hamilton Economic Development to produce an Annual Business and Expansion Report that will be presented to Hamilton City Council and community in 2018 |
| Increase business succession planning initiatives | Researched and prepared a proposal to OCWI to develop and pilot a succession planning model with engaged employers | Workforce Planning Hamilton | Completed | Funding was not approved. Other opportunities for funding are being pursued |
| Support young professionals in Hamilton to start or advance their careers | Young Entrepreneurs and Professionals (YEP) hosts monthly meetings with key influencers | Hamilton Chamber of Commerce | In progress | Young professionals may not always have the opportunity to network with CEO's, or key influencers in Hamilton. YEP's attended four Chamber events at a subsidized ticket price - approximately 50 YP's (OBAA's, 2 tables, City Manager's and Mayor's Breakfast, a table at each and 10 YP's attended BAES). Monthly meeting each month (either a breakfast or a roundtable) approximately 30 YP's attend general meetings and approximately 45 attend the roundtables |
| | Chamber provides overall co-ordination and funding support for the YEP Division | Hamilton Chamber of Commerce | In progress | 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 |
| | Strong young professionals network, retention of younger workers, support for individuals coming to the City (local industry gaps are matched to Mohawk College/McMasterUniversity international graduates) | Mohawk College | In progress | <ul style="list-style-type: none"> -Active participation and promotion of Global Hamilton activities -Job crawl - target key industry gaps and match to student/graduate lists -CityLAB partnership -SURGE activities include: Speaker Series, Startup Crawl, funding roundtables, bootcamps, pitch competition, mentorship initiatives -Continuing Education/Hamilton HIVE joint research project was completed last year to determine ongoing academic and training needs of young professionals -Guest speakers at YEP events -Family Business Series Workshops -Job Developer Network - Mohawk Hamilton and other EO service providers -Media stories that showcase international student engagement and success in local industry and in the community |
| | International Student Summit | Global Hamilton | Completed | An International Student Summit took place November 23, 2017 hosted by Global Hamilton in partnership with McMaster University, Mohawk College, Redeemer University College 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 |
| | Hamilton Employment Crawl | Global Hamilton, McMaster University, Mohawk College, Redeemer University College, Workforce Planning Hamilton | Completed/ In progress | 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 Workforce Planning Hamilton to showcase interesting companies in Hamilton and potential paths to employment |

RECOMMENDATION 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.

Highlighted **Action**

Employer Skills Training Advantage To Employment (ESTATE) Program


The Employer Skills Training Advantage To Employment (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 Blue Ribbon Task Force 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.





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 to identify specific community needs and accessing government and private funds. These dedicated funds support the collaborative development of training opportunities for youth, leading to employment and workforce development beginning in the formative years.

| Proposed Actions | Programs, Projects or Initiatives to Address Proposed Actions | Lead and Contributors | Status | Outcomes Achieved |
|--|---|--|-------------|---|
| Strengthen program alignment with anticipated employment and skill demands | Employer Skills Training Advantage To Employment (E.S.T.A.T.E.) | City of Hamilton, Economic Development, Industry Education Council, Mohawk College | Completed | -Employers engaged through the BRTF for feedback on skills gaps in their sector -ESTATE produced 23 individuals ready to enter the workforce with skills developed for CNC operators and hydraulics technicians -The program was a joint endeavour made possible through a partnership between the Ontario Ministry of Economic Development and Growth, Mohawk College, Mohawk College Enterprise, Industry Education Council, Express Employment Professionals, and multiple industry partners. E.S.T.A.T.E. offered unique educational skills training designed to address the "skills gap" in two key underserved sectors: (1) Advanced Manufacturing with a focus on CNC and (2) Mobile Industrial/Hydraulics. The first cohort of students have provided the program and its instructors with very positive reviews |
| | Opportunities for corporate support for capital investment, access to technology and equipment, strengthened program curriculum | City of Hamilton, Economic Development, Industry Education Council, Mohawk College | Completed | -Opened Centre for Health Care Simulation -Opened connections facility at Stoney Creek Campus that will allow skilled trades to train together collaboratively -Realignment of academic areas at Mohawk College to allow for a specific focus on growth of work integrated learning opportunities, including: -FANUC Robotics Lab and certification -Siemens mechatronics certification -Joyce Centre For Partnership and Innovation, a net zero energy building is under development and will include development of curriculum and programs in support of a low carbon economy to compliment the facility -Integrated Centre for Climate Change Management including digital analysis of facilities and equipment |
| | Public/Private Partnerships | Business Community, Mohawk College, McMaster University, Hamilton Port Authority | In progress | ArcelorMittal Dofasco - Presently working on a pilot project offering a one year certificate program for operator training to address ArcelorMittal Dofasco demographic challenges -Walters Partnership continues a one year, on site, mechanical techniques welding program Mohawk College - new program October 2017 focus on welding, machining and electrical. Proposing offering 1 Year College Certificate Mechanical Techniques - Production Framing includes basic training in framing / building techniques - Jan 2018 - Sept 2018 Mohawk College - new Mechanical Techniques - Manufacturing Processes. Includes basic training in the areas of welding, machining, and electrical - September 2018 -Coding bootcamps -Ontario Centre for Workforce Innovation project with Hamilton Port Authority to research employer needs and preferred delivery models -Submitted a joint Mohawk College /McMaster University supercluster proposal to assist with manufacturing competitiveness and productivity -Joint Mohawk College Continuing Education/YWCA research project exploring barriers for women entering and persisting in skilled trades -Mohawk College Accessible Media Production Program launched-post-graduate certificate (leader provincially) -Mohawk College Continuing Education -infant, child and adolescent mental health specialized certificate developed in collaboration with Hamilton Health Sciences -Mohawk College launched online research administration program in collaboration with Canadian Association of Research Administrators |
| Hold a bi-annual forum to evaluate the skills and occupation needs of local employers | Organize bi-annual forum | Workforce Planning Hamilton | In progress | Dates to be determined |
| Encourage employers to develop experiential learning programs | Ongoing marketing and recruitment of employers | Industry Education Council | In progress | Ongoing marketing by all partners for the recruitment of employers to develop experiential learning programs |
| Develop capability to strategically forecast and communicate labour force needs to employers | Complete study of skilled trades requirements for industrial, motive power, and construction trades | Workforce Planning Hamilton | Completed | Workforce Planning Hamilton completed a report which includes the latest data on skills shortages in skilled trades and employer suggestions for local improvements to improve access to training |

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.

Highlighted Action

Implementation of Magnet – Job Matching Platform



With the funding support of **the City of Hamilton, ArcelorMittal Dofasco, Mohawk College, and McMaster University, the Hamilton Chamber of Commerce** hired a project manager in January of 2018 to operate and manage the execution of Magnet in Hamilton.

At the beginning of the year, 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. The Magnet project manager arranged one-on-one meetings with a number of local businesses, community partners and organizations – and attended a number of career fairs and other career partner events to help recruit employers into the system.

In May of 2018, a marketing campaign was launched to reach the larger Hamilton public, and fill job seekers into the system.

To date, Magnet Hamilton has onboarded **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 GTHA.**

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.

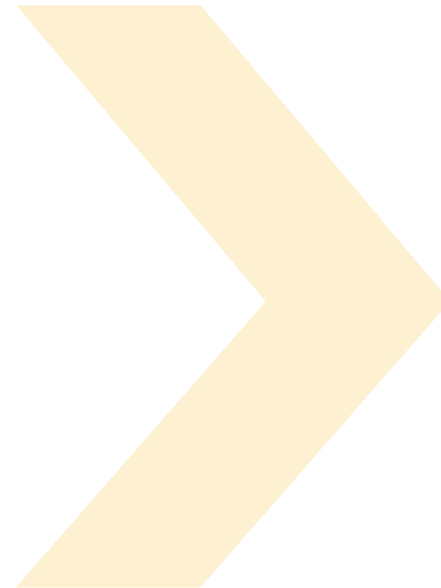


| Proposed Actions | Programs, Projects or Initiatives to Address Proposed Actions | Lead and Contributors | Status | Outcomes Achieved |
|--|--|------------------------------|-------------|---|
| Create a regional communication strategy | Continue to share available training opportunities with local companies through the Hamilton Calling program | City of Hamilton | In progress | Approximately 150 companies to be engaged in 2018 |
| Use an online platform to support employers in the recruitment and selection process | Funding Partnership to create a Magnet project manager position housed within the Hamilton Chamber of Commerce. | Hamilton Chamber of Commerce | Completed | Funding Partnership created Magnet project manager position housed within the Hamilton Chamber of Commerce |
| | Chamber staff and co-ordinator will finalize Magnet implementation strategy in consultation and coordination with funding partners | Hamilton Chamber of Commerce | Completed | Hamilton Chamber of Commerce staff and co-ordinator to finalize Magnet implementation strategy in consultation and coordination with funding partners |

100
businesses

6,500
job seekers

are using Magnet
in the GTHA



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, coordination, and active planning.

Highlighted **Action**

Utilizing Hamilton’s 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, there is marketing collateral that can, and has been, used for other corporate initiatives to promote the City of Hamilton as a community of choice.

To date this has included the templates for various advertisements, social media platforms, and the Economic Development Annual Review - *Successmakers*, video messaging and pop up banners. This theme has been positively embraced by the business community and has been shared with all Invest in Hamilton Partners. The new content that was developed for the Amazon bid has also been incorporated extensively into several site location proposals for companies looking to move to Hamilton and/or expand their existing operations.

A refreshed **investinhamilton.ca** website will be launched in the first quarter of 2019 that will highlight extensively the community and cultural elements of the City of Hamilton.



The marketing collateral developed for the Amazon bid has been used for other initiatives to promote the City of Hamilton as a community of choice.



| Proposed Actions | Programs, Projects or Initiatives to Address Proposed Actions | Lead and Contributors | Status | Outcomes Achieved |
|--|--|--|-------------|--|
| Develop a communications plan | Development of new three year economic development marketing strategy to be launched in Q1 2018 | City of Hamilton, Economic Development | Completed | Hamilton Economic Development completed a new three year economic development marketing strategy that was launched in the first quarter of 2018 |
| | Re-purposing the bid document and video developed for the City of Hamilton's Amazon bid | City of Hamilton, Economic Development | In progress | Content from the bid has been incorporated extensively into site location proposals for companies looking to move to Hamilton and/or expand their existing operations. In addition, visual images have been utilized in social media posts, templates for various ads, and the Hamilton Economic Development Annual Review - <i>Successmakers</i> , video messaging and pop up banners |
| Broaden distribution of Hamilton Economic Development e-newsletter | 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 | City of Hamilton, Economic Development | In progress | Current distribution is approximately 2,900 companies |

BRTF Membership

The Mayor's Blue Ribbon Task Force will continue fostering strong industry and community partnerships, leveraging education, and communicating with one voice the benefits of living and working in Hamilton.

Fred Eisenberger, Mayor, City of Hamilton

Ron McKerlie, President, Mohawk College

Monique Biancucci, Director, Human Resources, ArcelorMittal Dofasco

Maria Clark, Manager of Human Resources, Maple Leaf Foods

Cesare DiDonato, Executive Director, Industry Education Council

Mark Ellerker, Hamilton-Brantford Building Trades Council

David Farrar, Provost and Vice-President (Academic), McMaster University

Darren Green, President, USW Local 5328, Hamilton Area Steelworkers Council

Terry Kotwa, Vice President and General Manager, Tiercon

Keanin Loomis, President & CEO, Hamilton Chamber of Commerce

Judi Partridge, Councillor, Ward 15

Richard K. Sexton, COO, Coppley Ltd. (retired)

Zoltan Tanacs, Director, Robotics/Mfg Welding Engineering, Chief Operating Officer, National Steel Car

Judy Travis, Executive Director, Workforce Planning Hamilton

Terry Whitehead, Councillor, Ward 8

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