



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

Technical Report 2: Engagement Summary

Sept 2023



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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.



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

Results

How do we know we are succeeding?

What are the key goals we would like to accomplish to achieve these results?

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

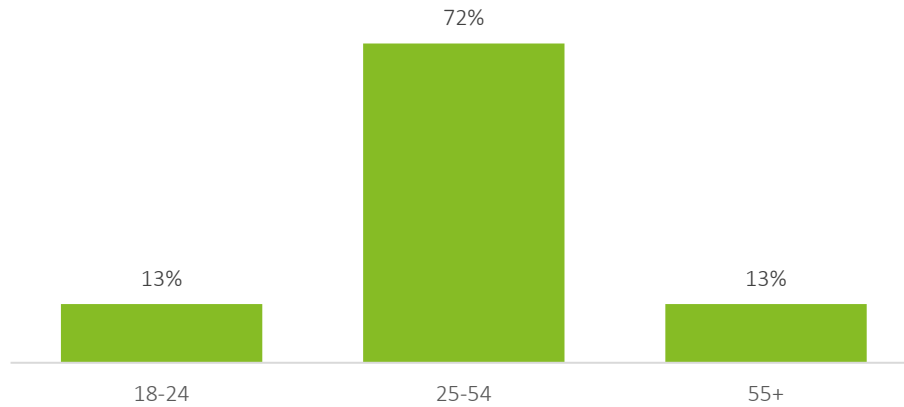
- **Satisfaction with Hamilton Job opportunities** – 21% of respondents reported that they were very satisfied with Hamilton as a place to find suitable job opportunities with 50% who somewhat agreed, indicating an overall positive response but also room for improvement.
- **Job Opportunity Priorities** - 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.

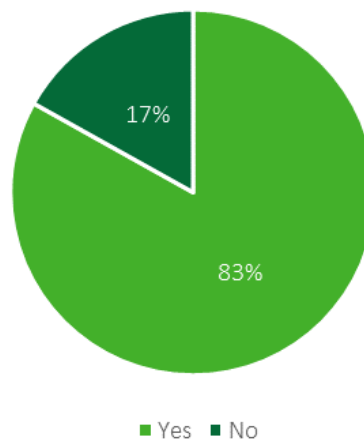
Figure 1: Age demographic (N=133)



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.

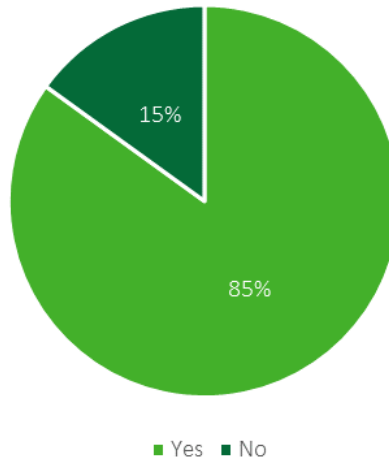
Figure 2: Number of residents residing in Hamilton for more than 6 months (N=139)



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.

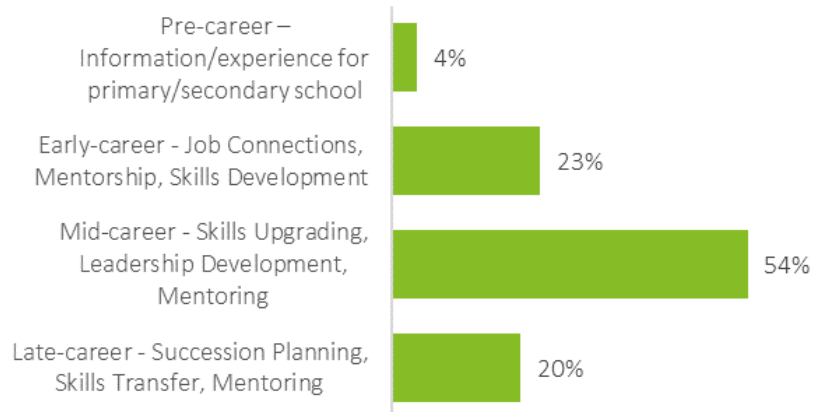
Figure 3: Residents currently working or looking for work in Hamilton (N=133)



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.

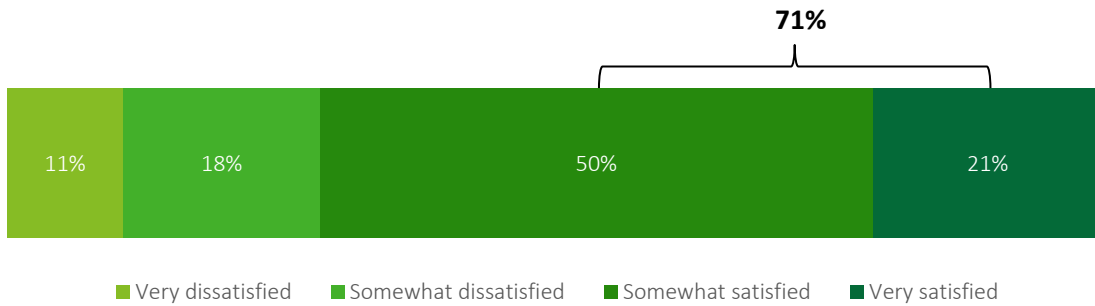
Figure 4: Respondents’ current stage in career path (N=133)



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.

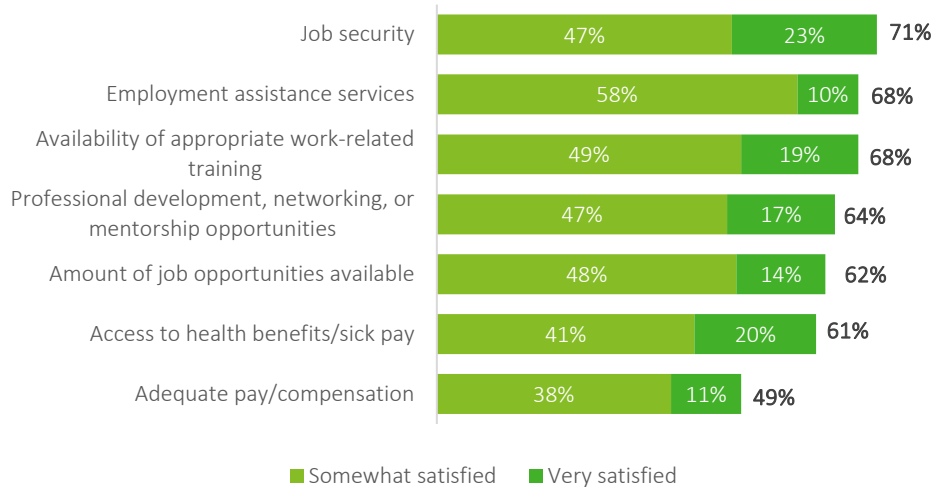
Figure 5: Satisfaction levels with Hamilton as a place for suitable job opportunities (N=133)



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

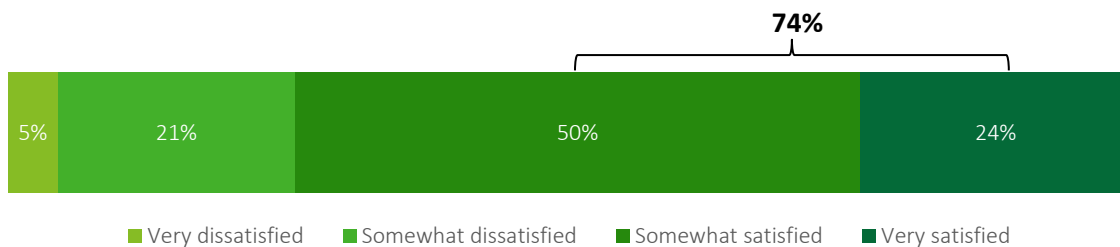
Service	Performance	Importance	Priority Rank
Adequate pay/compensation	49%	7.0	1
Amount of job opportunities available	62%	9.4	2
Access to health benefits/sick pay	61%	6.0	3
Professional development, networking, or mentorship opportunities	64%	6.2	4
Employment assistance services	68%	5.8	5
Availability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

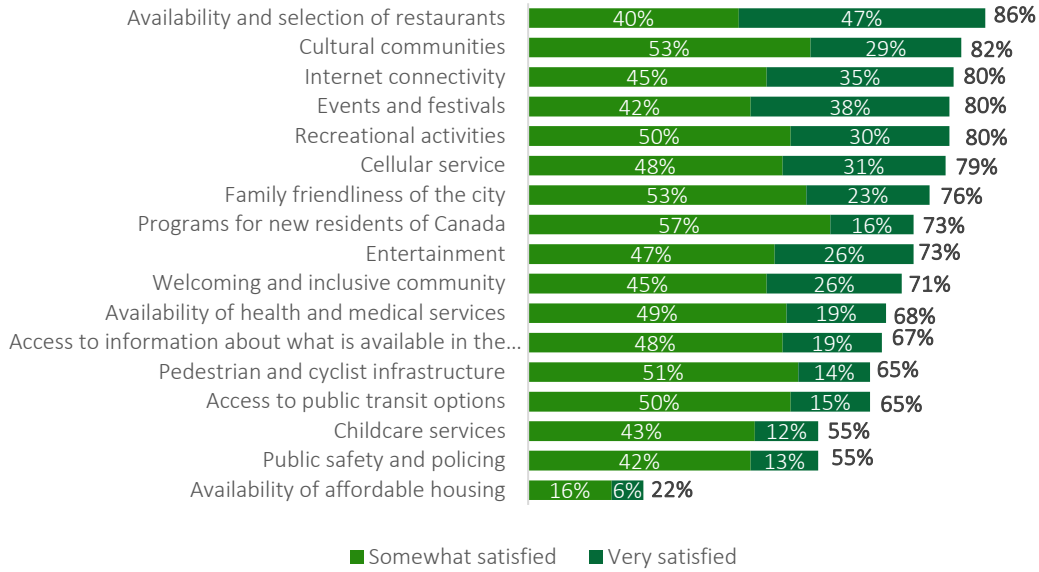
Figure 8: Quality of life in Hamilton (N=133)



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

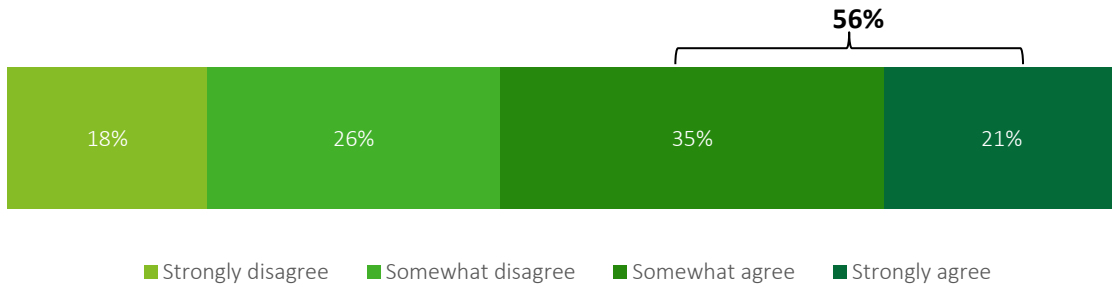
Factor	Performance	Importance	Priority Rank
Availability of affordable housing	22%	6.8	1
Recreational activities	55%	7.8	2
Availability of health and medical services	55%	7.5	3
Family friendliness of the city	67%	9.4	4
Pedestrian and cyclist infrastructure	65%	7.7	5
Access to public transit options	65%	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.

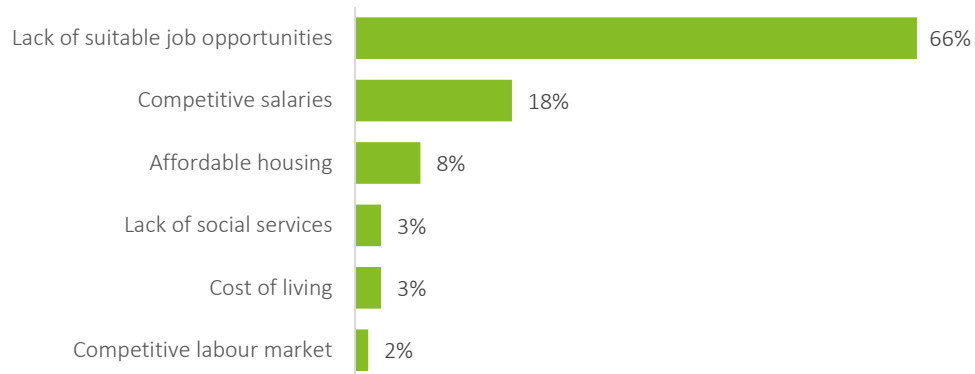
Figure 11: level of agreeableness with moving out of Hamilton to find suitable work (N=133)



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.

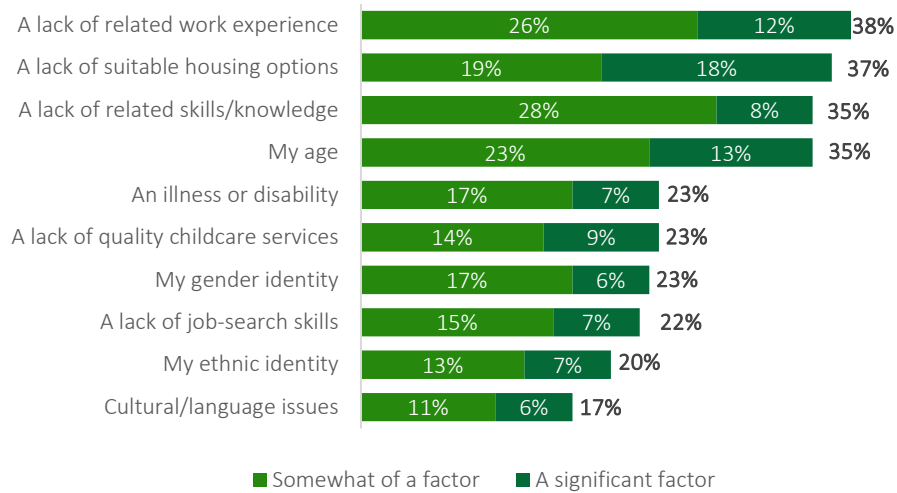
Figure 12: Reasons to move out of Hamilton to work in field of interest (N=65)



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.

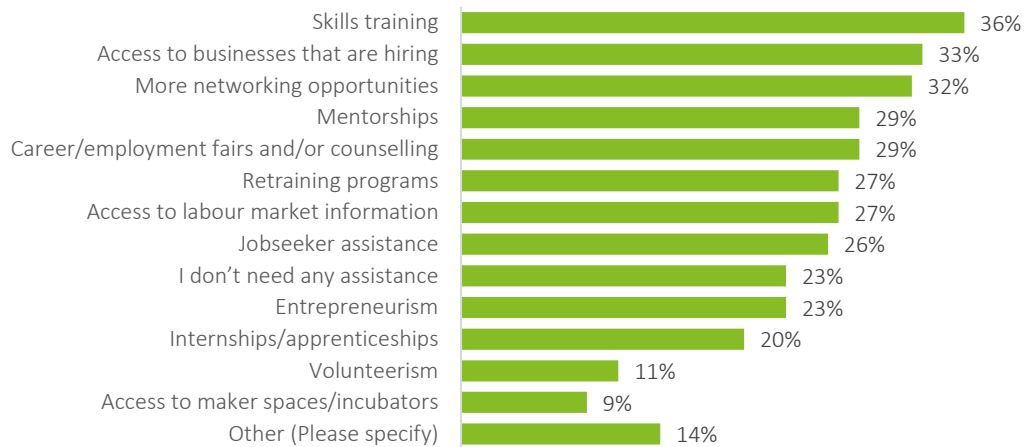
Figure 13: factors posing as barriers to finding suitable employment in Hamilton (N=133)



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.

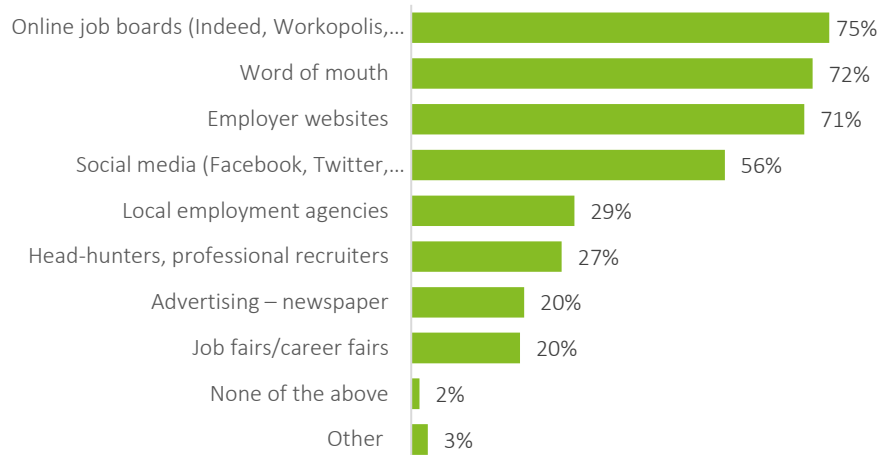
Figure 14: factors assisting in achieving goals (N=133)



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.

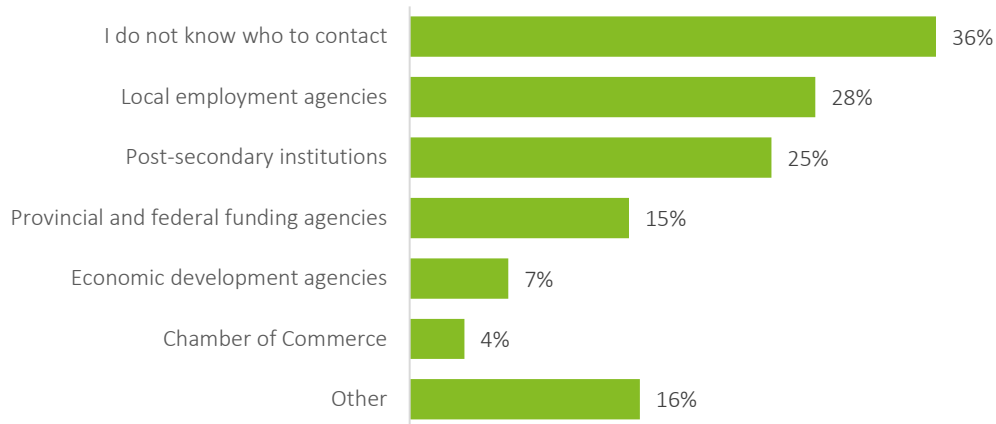
Figure 15: methods used when looking for a job (N=133)



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.

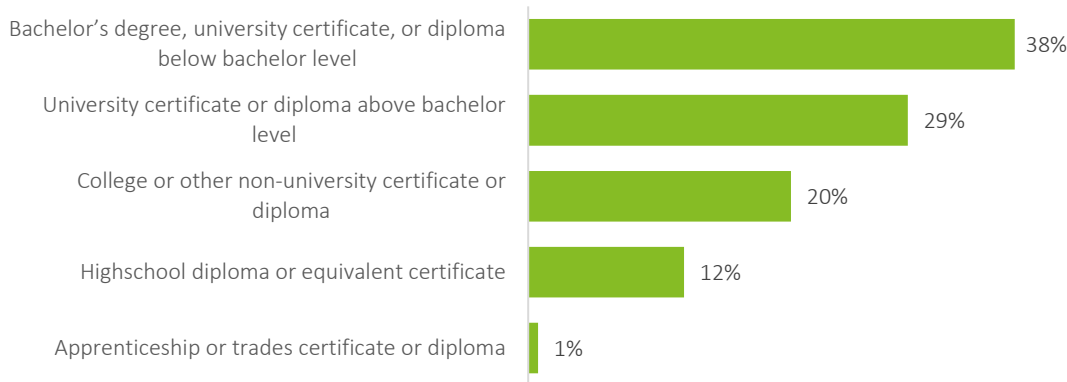
Figure 16: contacting workforce support organizations for employment assistance (N=133)



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.

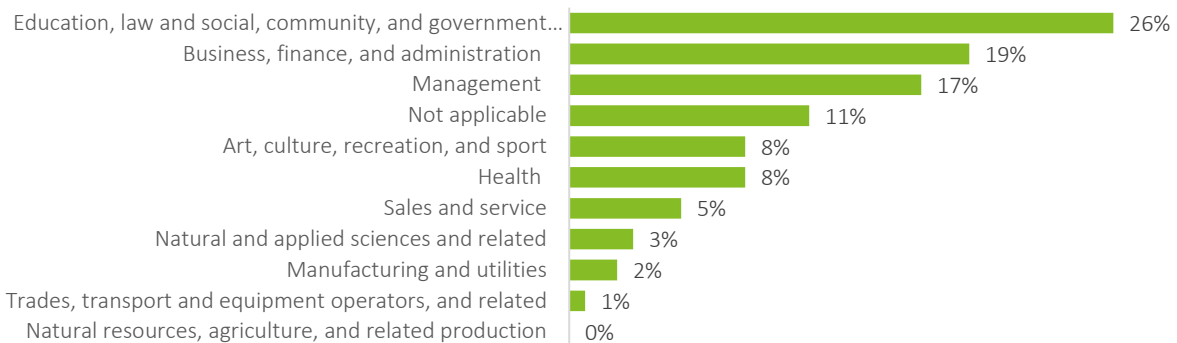
Figure 17: highest level of education noted by respondents (N=133)



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)





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