

---

# HR Matters II

## Hamilton Human Resource Strategy

### Business Plan

---

*Building on the Strength of Hamilton*



**Date: June 16, 2003**

# Table of Contents

	Page
<b>1. Executive Summary</b>	<b>3</b>
<b>2. The Strength of Hamilton</b>	<b>5</b>
<b>3. Call for Action – Hamilton’s HR Outlook and Challenges</b>	<b>8</b>
<b>4. What is HR Matters?</b>	<b>20</b>
<b>5. Key Macroeconomic Drivers</b>	<b>29</b>
<b>6. The Cluster Perspective</b>	<b>33</b>
<b>7. What has been done so far</b>	<b>43</b>
<b>8. Key Business Plan Themes</b>	<b>57</b>
1. Create Awareness, Build Capacity and Engage Stakeholders	
2. Assist Small and Medium Size Employers with HR Planning	
3. Facilitate School-Work Transitions	
4. Improve Skills	
5. Build the Labour Supply	
<b>9. Priority Setting</b>	<b>60</b>
<b>10. Addressing the Priorities</b>	<b>68</b>
<b>Appendices</b>	

# 1. Executive Summary

# 1. Executive Summary

**The Objective is to help ensure that Hamilton has the workforce it needs to achieve its economic development goals**

- In 2001, the City of Hamilton Economic Development Department commissioned a study to examine the long-term implications for the city's economy arising from an aging population and to make recommendations to address its negative consequences. A steering committee with broad community representation was established to direct this "HR Matters" study, which was conducted by the firm of e-Economics.
- The study ("HR Matters Phase I) confirmed that demographic change will have a significant impact on Hamilton's economy if proactive measures are not introduced in the near term. The study report was released in May 2002, and made a number of recommendations organized under five broad headings.
- The Steering Committee contracted with BearingPoint early 2003 to develop an HR Matters Business Plan built on the recommendations of the HR Matters Phase I report.

**This Business plan identifies the strategies and contains the actions for HR Matters to counteract the impact of Hamilton's changing demographics.**

## 2. The Strength of Hamilton

# Hamilton Has A Lot to Offer!

The City of Hamilton has a lot to offer its residents and businesses. Some of its attributes include:

- **Workforce:** Capable and willing workers, with a wide range of skills and expertise.
- **Lifestyle Choices:** Leisure and Recreation facilities in the region – from Waterfront to Escarpment – are second to none!
- **Affordability:** The lower cost of living in Hamilton allows one to enjoy an exuberant lifestyle.
- **Housing:** Great variety of supply at affordable prices.
- **Location:** It is an integral part of the Golden Horseshoe- one of the largest urban corridors in North America; 120 million consumers are within a day's drive.
- **Intellectual Resources:** Hamilton is home to world-renowned educational institutions and hospitals
- **Diversified Economy:** Hamilton's employment base is well diversified, with several large employers in the Health Care, Education and Heavy Manufacturing sectors.
- **Downtown:** A Downtown setting that offers culture, entertainment, history, architectural gems, texture and character — a place to live and opportunities for those who want to invest.

# HR Matters Business Plan to Build on These Strengths



The HR Matters Business Plan will build on these strengths, ensuring that Hamilton has the Workforce it needs in the future to achieve its economic development goals.

Particular issues to be raised include:

- **How can the strengths be effectively captured and used to attract new residents into the community?**
- **How can changing demographics be used as an opportunity instead of a potential threat?**
- **How can Hamilton adapt to these new realities and be prepared to take on new challenges?**

### **3. The Call for Action**



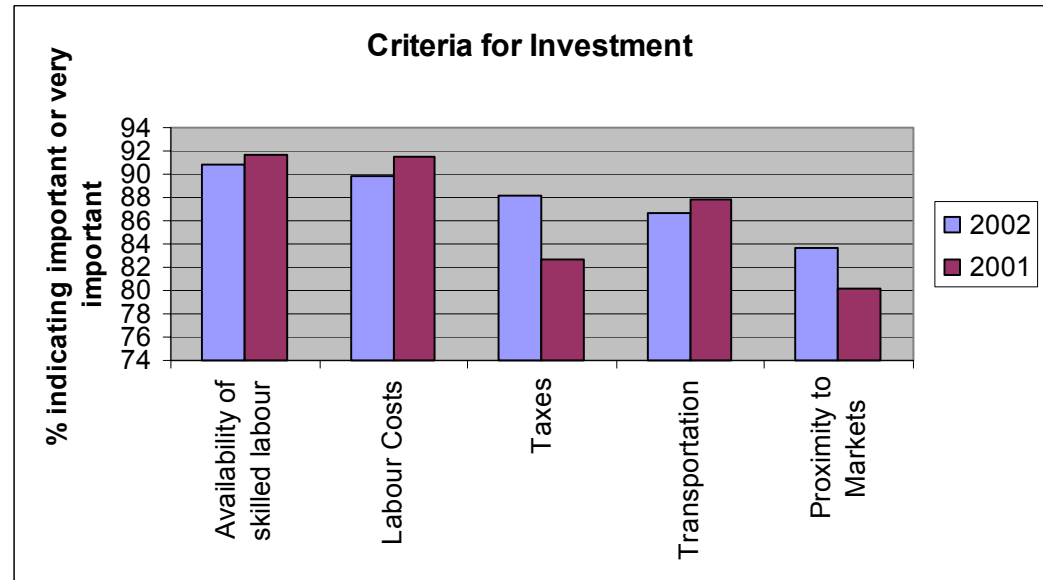
# Why Does HR Matter?

---

- *What is the connection between the economy and the workforce?*
- *What is happening to the population, and why should we care?*
- *How does a shrinking workforce impact the economy?*

# The Health of the Economy is Tied to the Workforce

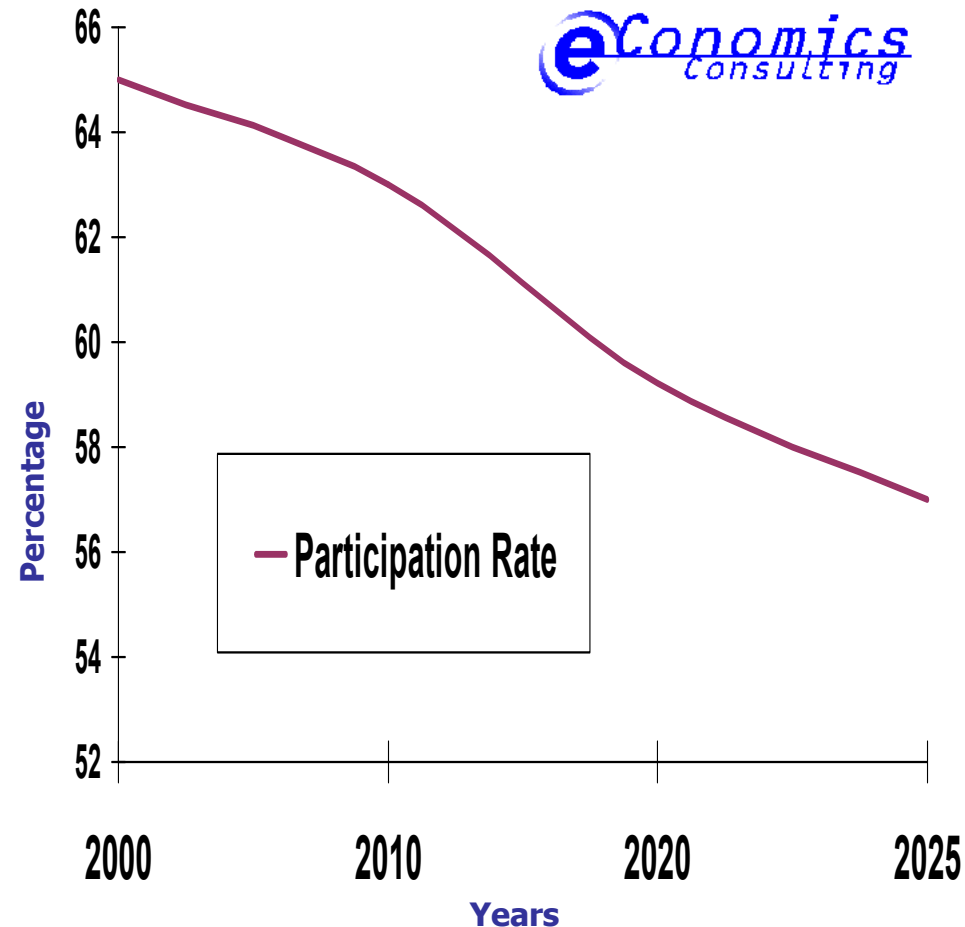
- **The economy is intrinsically related to the labour supply:**  
For all companies, private or public, labour is their single largest asset.
- **Location selection: Area Development** (a US based site selection journal) conducts annual surveys of firms to determine the reasons they choose to locate in a specific community.
- **Top location decision is labour:**  
Results consistently indicate that the top reason is labour, more important than taxes, transportation networks and proximity to markets.
- **Lesson is: Workforce Issues cannot be ignored!**



Source: [www.areadevelopment.com](http://www.areadevelopment.com)

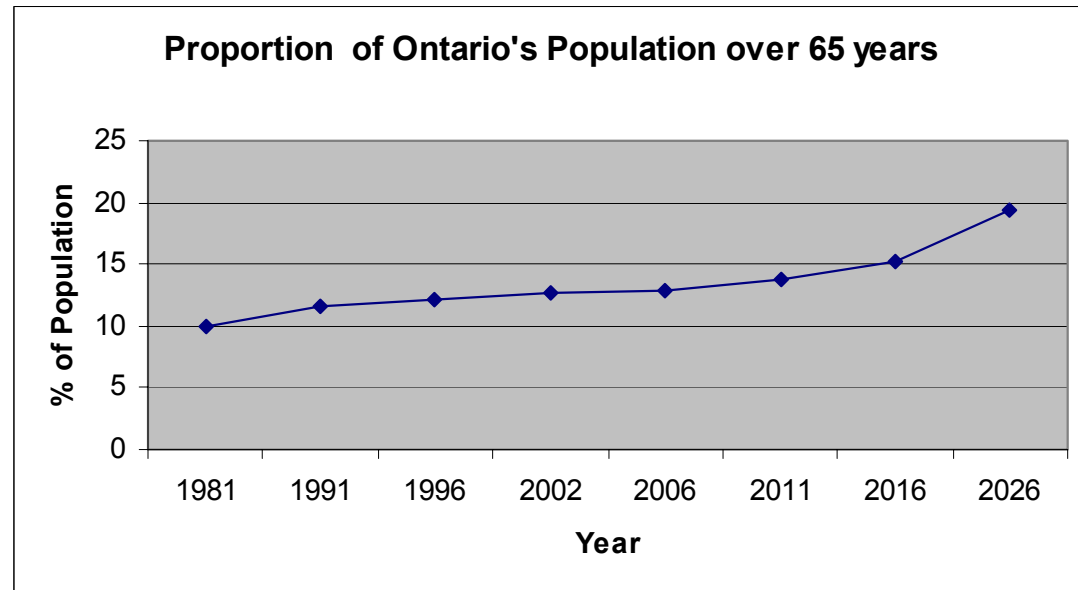
## The Size of the Workforce is starting to decline

- **The size of the Workforce** is declining partly due to a decline in the Participation Rate.
- **Participation rate** refers to the number of active participants in the economy.
- **Reasons for this decline** include:
  - Aging of the workforce
  - Lower birthrate
  - Youth are staying in school longer and working less while in school
  - Immigrants now account for 70% of Canada's workforce growth — and trend to have lower participation rates than Canadian-born citizens
  - Females participation rates are now approaching male rates — they tend to stay in school longer and retire earlier
  - Improvements in retirement income availability and amounts



# Ontario's Population is Getting Older

- **Ontario's Population is becoming increasingly older:** Due largely to the effects of the aging of the baby-boomers.
- The proportion of those over 65 years old will hit 20% in 23 years, up from 10 percent in 1981.
- Despite pending changes to the retirement age, those over 65 are less likely to be actively engaged in the workforce- due in part by choice and in part by rules surrounding pension plans.
- The impact of a large part of our population exiting the workforce will be felt across the province.



Source: Ontario Ministry of Finance

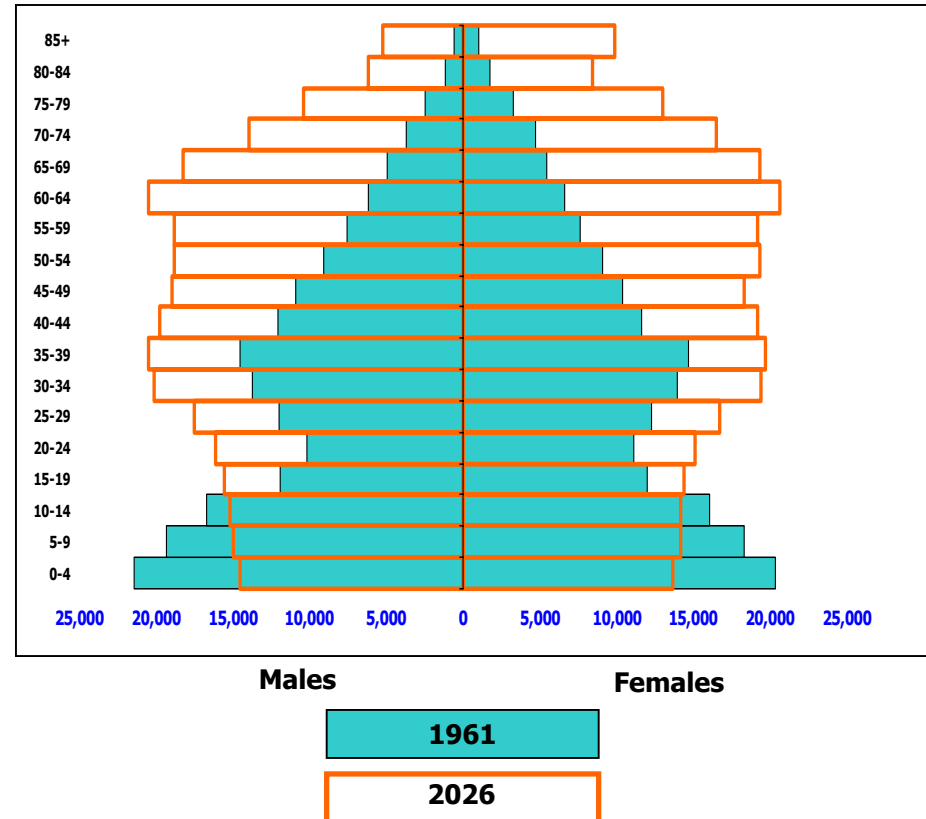
# Workforce Aging Trends Projected for Hamilton

- **Charting Hamilton's Age Profile:** Comparing 1964 to 2026 shows that pronounced changes in the proportion of young to old are imminent.
- **The Numbers:** The proportion of those in Hamilton over 55 years old to those aged 20 to 55:

–1961: **1 to 3**

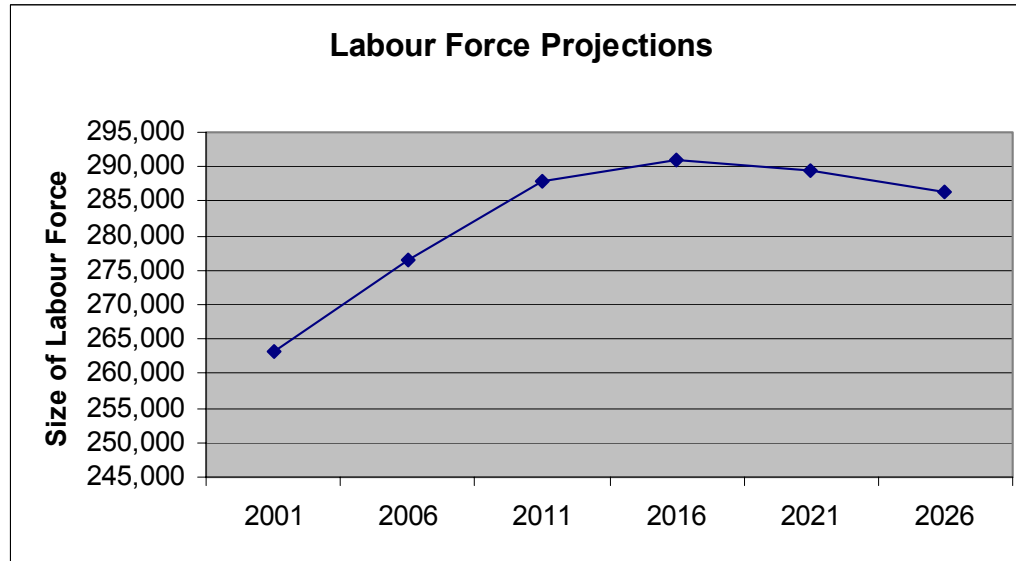
–2026: **1 to 1.3**

*In the near future, there will be an increasing number of older workers needing to be replaced by fewer young workers.*



Hamilton's Changing Population – 1961 to 2026

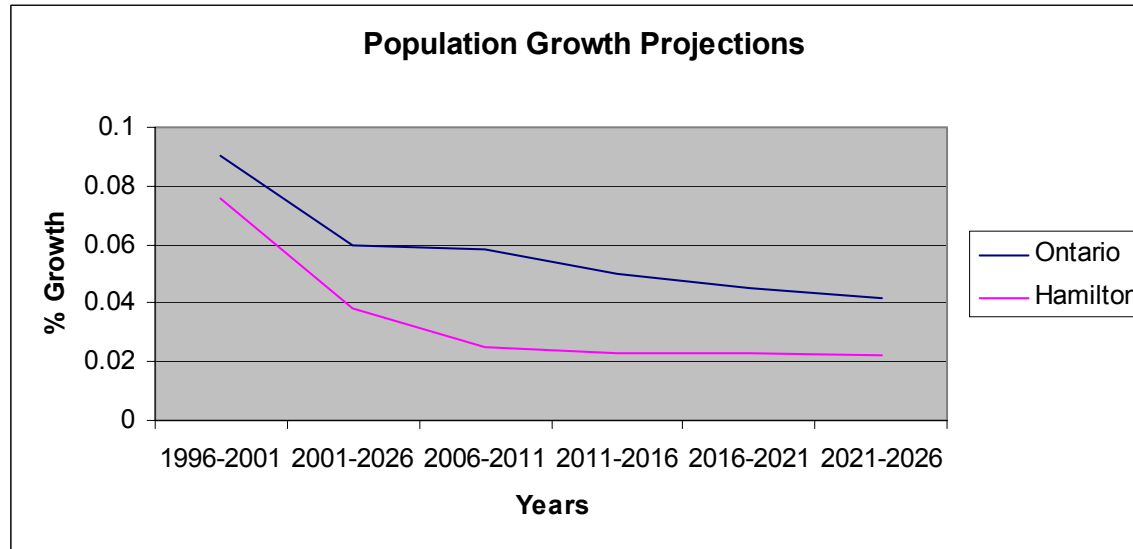
# Hamilton's Workforce will Decline



Source: HR Matters Phase I

- **The growth of available labour will slow:** With a slower population growth, the workforce growth will begin to slow, and beginning 2016, is projected to decline.
- **Ramifications of a declining Workforce:** A shrinking workforce means a shrinking economy, with fewer workers and less wealth.

# Hamilton's Population Growth is Slower than that of the Province

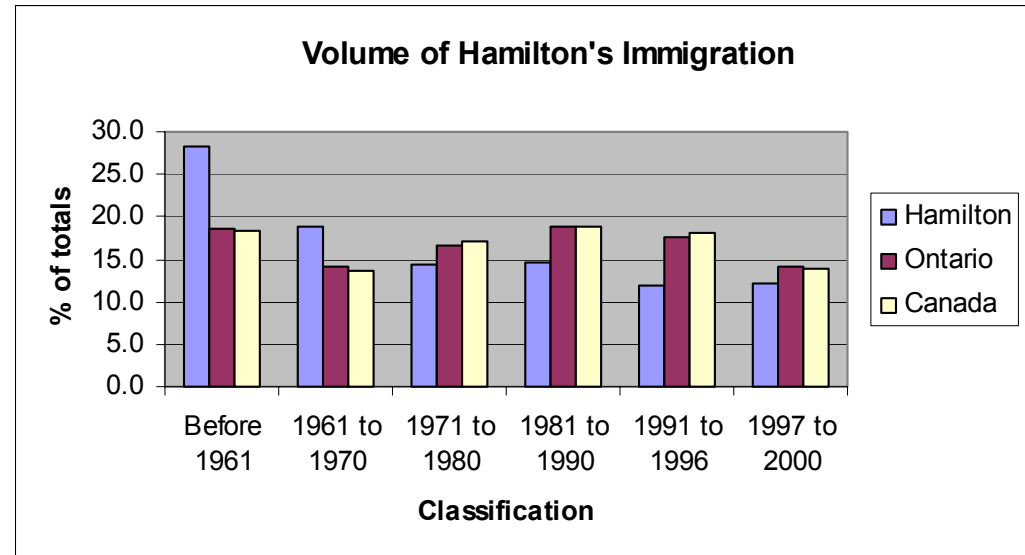


Source: *HR Matters Phase I; Ontario Ministry of Finance*

- **Ontario's Growth rate is projected to slow:** Ministry of Finance projections report Ontario's population growth will begin to slow.
- **Hamilton's growth rate is slower:** Based on current trends, Hamilton will lag Ontario's population growth. With this slower population growth, Hamilton will likely feel the brunt of the impact of the province's aging population, with fewer workers and a greater proportion of elderly citizens.

## Immigration is Falling as Well

- **Immigration can make up for loss of population:** Canada as a whole will likely continue increasing its population based on immigration.
- **Hamilton's proportion of new immigrants:** So long as Hamilton attracts a respectable proportion of the new immigrants its population will continue to grow.
- **However, the proportion of immigrants choosing Hamilton is declining:** The proportion of Immigrants locating in Hamilton is declining, from over 25% prior to 1961 to just over 10% in 2000.

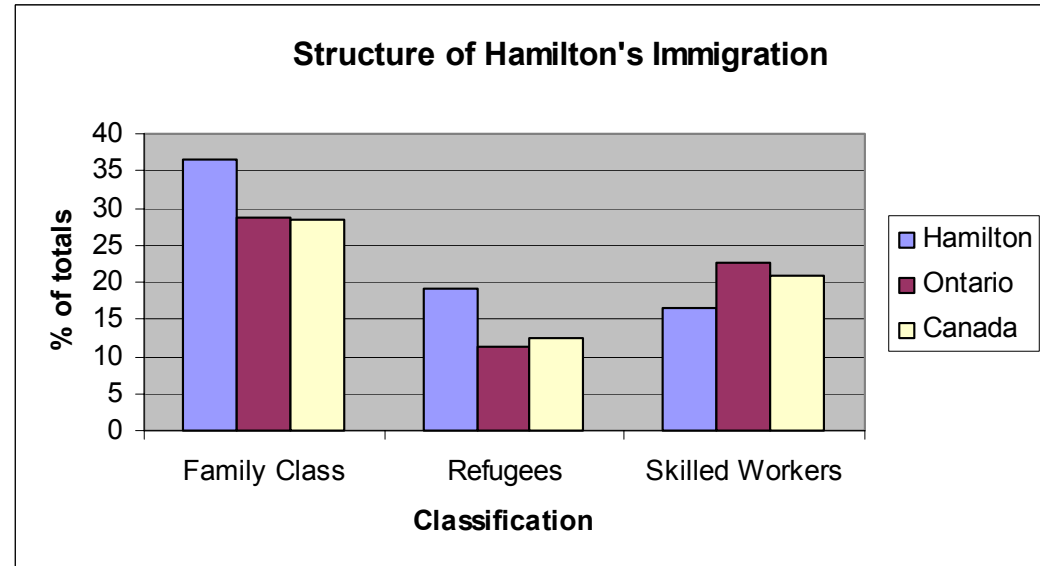


Source: HR Matters Phase I



# Immigration Structure

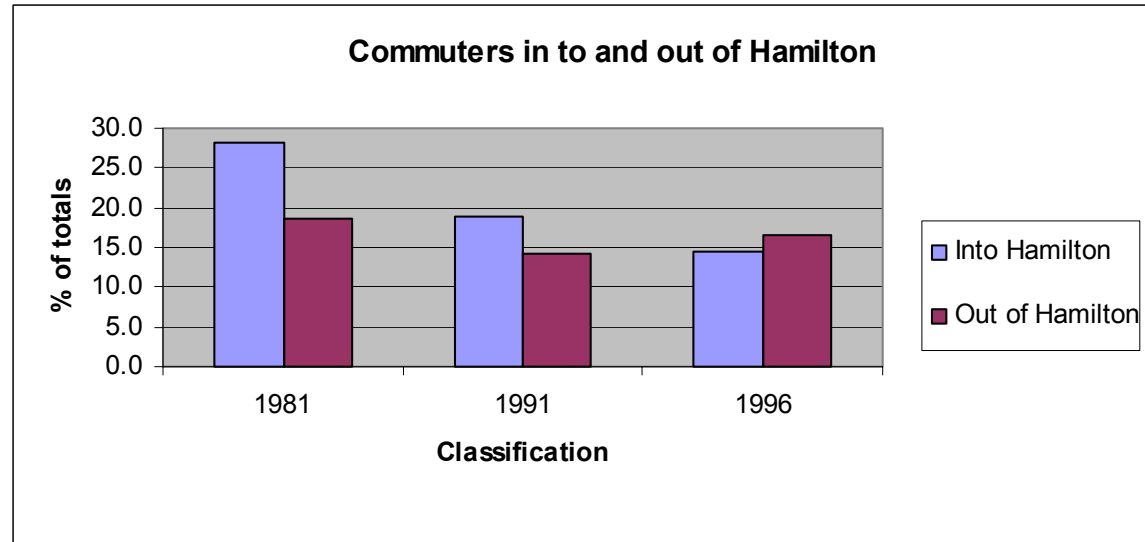
- **Immigration Quality:** For workforce development, communities want new immigrants who add value by filling employment voids.
- **Hamilton's new Immigrants are less likely to participate in the workforce:** Hamilton's new immigrants are more likely to be in the Family or Refugees Classes, and fewer are defined as skilled workers.



Source: HR Matters Phase I

# Erosion of the Existing Workforce

- **Commuters make up increasing share of workforce:** Hamilton has historically had both in-bound and out-bound commuters.
- **Proportion of Outbound Commuters has increased:** Outbound commuters have increasing as a proportion of the total from 1981.
- **Why Commute?:** Commuters often make the decision to commute based on earlier employment and a perceived lack of alternatives locally.



Source: HR Matters Phase I

# Summary: The Call for Action – Why HR Matters?

***Ontario is facing a workforce shortage:*** An aging demographic will result in a shrinking work force.

***Hamilton's problems are even more acute:*** With a slower growth rate in its population and an older population, Hamilton will feel a disproportionate share of the impact of the province's aging population.

***Impact on the Economy:*** With the number one resource for all businesses being its people, a decline in the number of these people will impact every business in the community.

***Hamilton's economic goals placed in jeopardy:*** The decline in workforce will put in question the ability for the community to reach the economic development goals it has outlined for itself.

## **If these concerns are not addressed, a picture may emerge of a city:**

- Unable to compete with other jurisdictions for business and talent.
- Not organized to address challenges and act on opportunities.
- Missing out on high profile company relocations.

## **The consequences of not acting may include:**

- Escalating talent wars.
- Loss of Hamilton-born talent.
- Diminished standard of living.
- Poor allocation of limited resources needed for change.
- Inability to attract our share of skilled immigrants.
- Etc.

## 4. What is HR Matters?

# HR Matters – The Vision

**HR Matters wants Hamilton to be a community with a healthy variety of skills and talent, to enable the development of Hamilton's economy and to support the growth and well-being of the community.**

# HR Matters – The Goals

**HR Matters is a Hamilton Community initiative of Business Leaders and HR Service Providers to help address the workforce challenges:**

- Securing high quality human resources for their individual organizations.
- Collectively creating a policy framework and a community infrastructure that support improvements in both the quantity and quality of the labour supply pool.
- Ensuring that Hamilton has the workforce it needs to achieve its economic development goals.

# Outcomes Envisioned

---

**The HR Matters plan and infrastructure will have a five to ten year horizon and will result in:**

- More businesses locating in Hamilton.
- Stronger linkages/cooperation between stakeholders.
- A more highly skilled and adaptable workforce.
- An integrated supply chain to meet the changing talent demands of employers.
- Record high participation rates among marginalized workers.

**HR Matters will use clear and measurable performance measures to monitor progress and outcomes.**

# Guiding Principles and Approach

## Workforce development is a huge undertaking that demands:

- Shared responsibility and new approaches to collaboration.
- Cooperation around "one table".
- Acknowledging and leveraging existing networks, organizations and programs.
- Consultation and engagement of organizations closest to the opportunities/challenges.
- Short-, medium- and long-term plans.
- Leadership — especially from the private sector.
- Cluster-specific thinking to meet the needs of each unique sector.

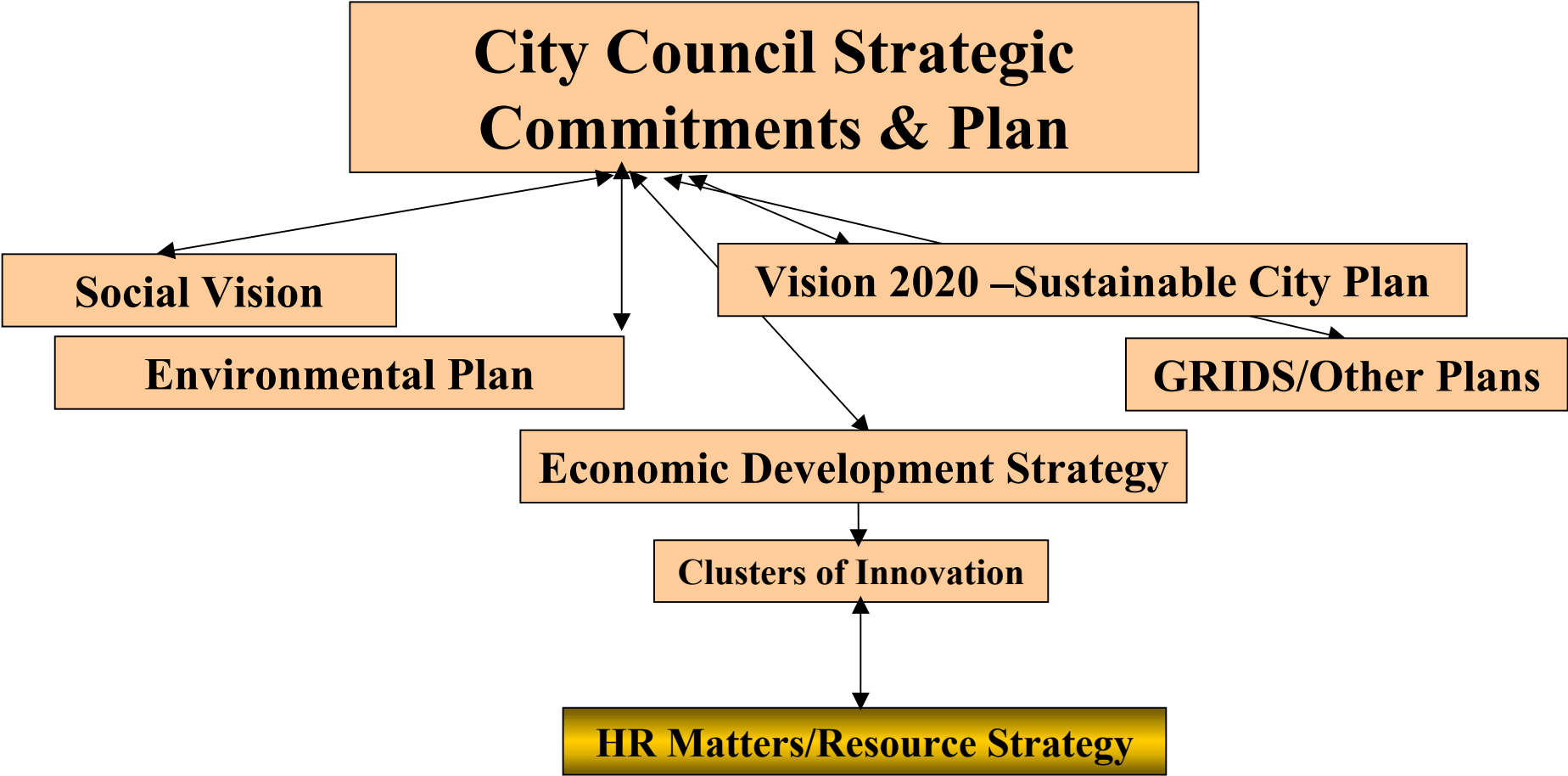


# HR Matters – Mandate

## Based on its Vision for Hamilton, HR Matters will:

- Create a Strategic Plan and Implementation Process that will help inform long range Human Resources and Workforce decision-making in the Community.
- Encourage and support Workforce Development Initiatives to ensure that the Hamilton Community has the Workforce it requires for the growth of its Priority Industry Clusters.
- Align already existing Workforce Initiatives to support the Economic Development Goals of the Community.
- Assist in obtaining funding for initiatives that contribute to the HR Matters vision.
- Provide a venue to share ideas on workforce development initiatives.
- Act as a partnership brokerage, matching programs to interested participants.
- Report annually on Workforce Development Progress in Hamilton.
- Be supported by a Community Advisory Group and governed by a Steering Committee.

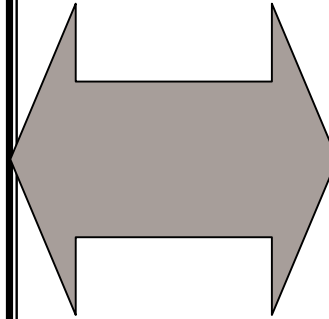
# HR Matters Contributes to Hamilton's Vision and Strategic Goals



# HR Matters is Aligned with Hamilton's Clusters of Innovation

## Clusters of Innovation

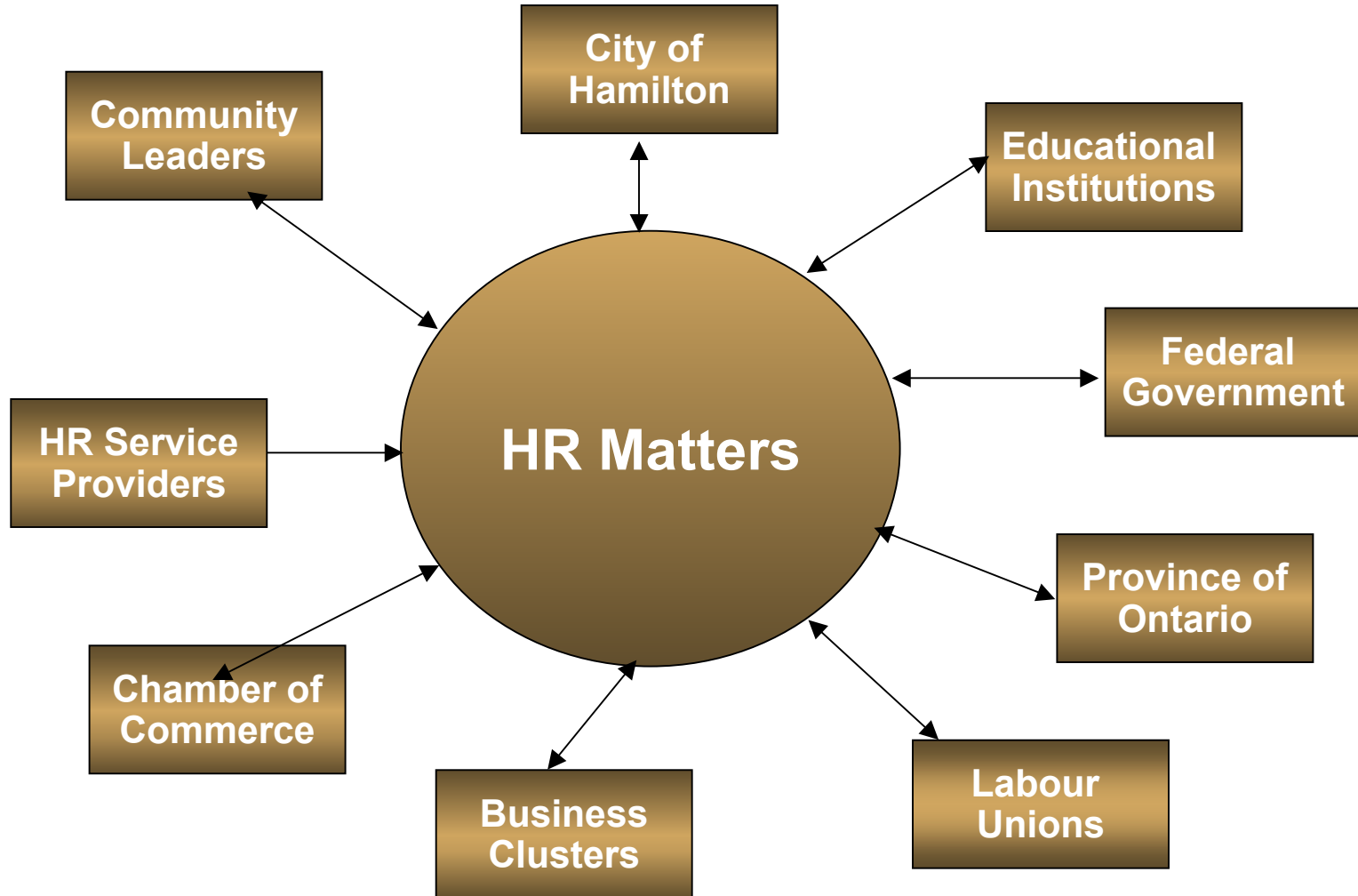
- Manufacturing
- Agriculture
- Aerotropolis
- Health and Biotech
- ICT
- Film



## HR Matters Priorities & Initiatives

- Create Awareness, Build Capacity and Engage Stakeholders
- Assist Employers with HR Planning
- Facilitate School-Work Transitions
- Improve Skills Training
- Build the Labour Supply

# HR Matters will Act as a Community Hub



## 5. Key Macroeconomic Drivers

# Key Macroeconomic Drivers

---

- What are the main trends that Canada and the rest of the OECD countries will face over the next 5 to 10 years?
- Considering these trends, what is the impact on the Hamilton community?
- Knowing the above can help establish priorities and direct the types of programs that should be embarked upon.

# Key Macroeconomic Drivers

Trend	Impact on Society	Relation to HR Matters Priorities
<b>Aging Population</b>	<p>Greater demand for leisure and recreational activities</p> <p>Increased focus on health care</p> <p>Housing will need to be conducive to those of limited mobility on fixed incomes</p> <p>Transportation options to become more conducive to elderly</p>	<p>Hamilton well positioned to attract the active 55+ segment given its low cost housing, world-class health care network and recreational facilities</p>
<b>Canada to rely more on immigration to support its population growth</b>	<p>Large cities will continue to grow as new Canadians choose to locate in established cultural communities</p> <p>Government will face greater demand to offer multi-lingual services</p>	<p>Need to build on existing strengths, where there are already large ethnic communities.</p> <p>Using these New Canadians to their fullest will need to be a key priority to address workforce shortages</p> <p>Hamilton a good beginning point given its low cost and proximity to large ethnic communities in Toronto</p>
<b>Decline of Heavy Industry in Hamilton and across OECD countries</b>	<p>Greater need for high skilled jobs in the manufacturing sector</p> <p>Low skilled job needs will tend to be in non-trade able commodities, such as the service sector</p>	<p>Retaining skilled students upon graduation to become increasingly important</p> <p>School-Work Transition to jobs with futures critical</p>

# Key Macroeconomic Drivers (con't)

Trend	Impact on Society	Relation to HR Matters Priorities
<b>Canada becoming an increasingly suburbanized country</b>	<p>Central cities will share a shrinking proportion of city wealth as suburban areas continue to grow.</p> <p>Increased focus on mobility, as suburban dwellers struggle with increasing congestion that they meant to escape in suburban locales.</p>	<p>The need to have a vibrant city core to become even more challenging to attract new citizens.</p>
<b>Focus on Innovation in various Federal and Provincial initiatives</b>	<p>Canada is to be positioned as a major R&amp;D centre amongst the OECD countries. How is Hamilton positioned to benefit from this focus on innovation and R&amp;D?</p>	<p>Higher demand for the highly-skilled workers.</p>
<b>Looming double cohort graduates will be competing for jobs</b>	<p>In four years time there will be double the number of normal university graduates entering the workforce - will there be sufficient opportunities for them in the work world, in graduate and professional schools?</p>	<p>Year of opportunity when Double Cohort graduates from school - will Hamilton be ready with options for them?</p>
<b>A Global 24/7 Economy</b>	<p>Business needs to provide services faster, and around the clock, as technology allows requests to come from around the world</p>	<p>Increase in staggered work hours, better able to offer work hours that are conducive to personal tastes.</p>



## 6. The Cluster Perspective

# Business Patterns - 2002

- HR Matters will focus on the Clusters of Innovation identified in Hamilton's Economic Development Strategy.
- We have attempted to gather quantitative data to be used as a benchmark for growth calculations based on the Cluster Perspective.
- BearingPoint gathered research from Statistics Canada and Human Resources Development Canada that provided the number of registered businesses and total employment figures by industry for the Hamilton Area.
- The businesses are categorized into logical and comprehensive industry groupings, matched against each according to the Clusters in the Economic Development Strategy. All six clusters are represented in the information received from Statistics Canada and HRDC.
- A mapping of the Statistics Canada data to the Clusters is contained in the next slide. A table is also presented that summarizes these indicators.

# Mapping of Hamilton's Clusters to Statistics Canada Data

	NAICS* Codes	Description
<b>Industrial Manufacturing</b>	31 to 33	Manufacturing
<b>Agri-Business</b>	11	Agriculture, Fishing and Hunting
<b>Aerotropolis</b>	481	Air Transportation
	4881	Support for Air Transportation
	4921	Long distance couriers
<b>Health &amp; Biotech</b>	62	Health Care and Social Assistance
	624 (Excluded)	Social Assistance (Excluded)
	54171	Scientific R&D in Physical and Life Sciences
<b>ICT</b>	5112	Software Publishers
	516	Internet Publishing
	517	Telecommunication
	518	ISPs, Data publishing, Web Search portals
	5415	Computer systems design and related services
<b>Film</b>	515	Broadcasting
	512	Motion Picture and Sound Recording Industries
<b>Tourism</b>	72	Accommodation and Food Services

# Hamilton Business Patterns - 2002

Business Clusters	Number of Registered Business	Employment in the Community
Agriculture Cluster	690	4,550
Manufacturing Cluster	2,016	46,745
Aerotropolis Cluster	103	2,320*
Health & Biotech	1,622	19,057*
ICT	1,077	5,929*
Film	176	1,816*
Tourism	1,804	12,945

\* Approximated based on Business Counts.

Data is current available from Statistics Canada.

Registered Businesses data from Statistics Canada, Canadian Business Counts.

Employment data, where not approximated, from HRDC.

# Cluster Perspective to Priorities

- In order to support HR Matters with its Cluster-focused strategies, it will be important to develop solid insights into the contribution of each cluster to the Community
- A point to keep in mind in assessing the priorities and planning activities is: how will these impact each of the clusters in the Economic Development Plan?
- It will also be necessary to develop performance measures and indicators which can be used to measure progress toward achieving HR Matter's vision
- We have developed a Summary of each of the clusters and included samples of data and information required to support the HR Strategies
- The Summary for each Cluster follows...

***A Priority Strategy for HR Matters will be to confirm the content of the Cluster Summaries and to establish a baseline indicator.***

# Manufacturing Cluster

## Dashboard

- Number of registered businesses: 2,016
- Current employment: 46,745

## Key Community Assets

- Large manufacturers account for 15,000 jobs; but many other steel, steel-related, and general manufacturing companies
- Provides 31% of all Hamilton jobs
- Injects \$5.6 b p.a. into local economy and generates 15.3% of all municipal taxes

## HR Matters Priorities and Relevance

<b>New Canadians</b>	New Canadians have the technical background to support the heavy manufacturing sector, need to be re-trained in new work culture, equipment, etc.
<b>Active 55+</b>	Supporting workers who want to continue working will alleviate the numbers retiring in the next few years.
<b>Retaining Local Graduates</b>	Students from local colleges provide manufacturers with the skilled labour they need to operate.
<b>Supporting SMEs</b>	Small and medium sized firms (SMEs) do not have the resources to invest time into apprentices and resources to support them.

# Agriculture Cluster

## Dashboard

- Number of registered businesses: 690
- Current employment: 4,550

## Key Community Assets

- 65% of Hamilton's land is agriculture-based
- Hamilton's farm cash receipts are app. \$180 m p.a.
- Large, established farming community that is active in promoting interests of farmers

## HR Matters Priorities and Relevance

<b>New Canadians</b>	New Canadians relied on to provide some of the low-skilled tasks required in the sector.
<b>Active 55+</b>	Average age of farmers is higher than most industries; programs supporting them in working longer will be particularly relevant.
<b>Retaining Local Graduates</b>	Focus on local graduates for succession planning
<b>Supporting SMEs</b>	Most farms are small businesses

# Aerotropolis Cluster

## Dashboard

- Number of registered businesses in Air Transportation and related industries: 103
- Current employment: 2,320

## Key Community Assets

- More than \$68 m of private and public investments in Hamilton Airport
- Province investing \$33 m for Hwy #6 access to the Airport

## HR Matters Priorities and Relevance

<b>New Canadians</b>	Firms in the cluster employ staff from around the world, and often recruit specialized staff from overseas.
<b>Active 55+</b>	Cluster provides part-time opportunities at irregular hours for those who want to continue working in a different industry.
<b>Retaining Local Graduates</b>	Airport serves as a route home for local graduates from outside the Hamilton community.
<b>Supporting SMEs</b>	Small and innovative companies need connections to the global community.



# Health and Biotech Cluster

## Dashboard

- Number of registered businesses: 1,622
- Current employment: 19,057

## Key Community Assets

- Hamilton emerging Bio-Med centre
- Health care sector injects app. \$2 b p.a. into local economy
- Hamilton Health Sciences Corporation
- St Josephs Healthcare Centre
- McMaster University/Mohawk College
- HTAB- number of established programs in the health care cluster

## HR Matters Priorities and Relevance

<b>New Canadians</b>	Support needed to expand existing programs that assist New Canadians in earning the credentials needed to work in the cluster and better leverage the experience they already have in the area.
<b>Active 55+</b>	Strong health care network will attract retirees who are typically more concerned about health infrastructure
<b>Retaining Local Graduates</b>	Currently, the largest source of new doctors and nurses are students graduating from the local university and colleges.
<b>Supporting SMEs</b>	Small biotech start-ups need intelligent, skilled youth to conduct research.

## Dashboard

- Number of registered businesses: 1,077
- Current employment: 5,929

## Key Community Assets

- Small, Medium and Large companies offering ICT jobs
- Incubator park
- IT skills developed through and supported by Hamilton educational sector

## HR Matters Priorities and Relevance

<b>New Canadians</b>	New Canadians bring skills and techniques from around the world
<b>Active 55+</b>	Older professionals can contribute experience in business
<b>Retaining Local Graduates</b>	Local college and university programs supply key skills for cluster
<b>Supporting SMEs</b>	Many small start-ups exist in the ICT sector.

# Film Cluster

## Dashboard

- Number of registered businesses: 176
- Current employment: 1,816

## Key Community Assets

- Highest volume of filming outside core Toronto area
- Low production cost compared to nearby locations
- Number of filming locations that provide a variety of backdrops
- Programs at local colleges that provide needed technicians.

## HR Matters Priorities and Relevance

<b>New Canadians</b>	New Canadians can bring skills and techniques from around the world to an industry that thrives on global best practices
<b>Active 55+</b>	Older workers bring experience and business acumen.
<b>Retaining Local Graduates</b>	Broad interest among local students to enter this field
<b>Supporting SMEs</b>	Industry is mainly composed of small firms who are unable to invest time into exploring the means with which interns could be funded.

## 7. What Has Been Done So Far?

# HR Matters - Accomplishments

## Three Phases:

1. **Research Phase** – completed June 2002
  - City of Hamilton Economic Development Department commissioned a study to examine the long-term implications for the city’s economy arising from an aging population.
  - A Steering Committee with broad community representation was established to direct this “HR Matters” study, which was conducted by the firm of e-Conomics Consulting.
  - Study examined current and future labour demand and supply conditions in Hamilton and confirmed that demographic change will have a significant impact on Hamilton’s economy if proactive measures are not introduced in the near term.
  - Study outlined options to address labour market imbalances and improve human resource planning at the employer and community level.
2. **Planning Phase** – completed June 2003
  - A Business Plan – The Steering Committee contracted with BearingPoint to assist in the development of a Business Plan built on the recommendations of the HR Matters study report. Business Plan will enable the implementation of the recommendations from the Research Phase.
  - The Hamilton People Report – Monthly publication of the HR Matters Steering Committee launched – [www.hrmattershamilton.ca](http://www.hrmattershamilton.ca)
3. **Implementation Phase** – starting June 2003

# Community Consultations

- HR Matters has had extensive consultations with members from the community both during Phase I and Phase II of the project.
- During Phase I, 100 “representative” companies of Hamilton’s app. 16,000 employers were surveyed to examine current human resource recruitment and retention issues. As a follow-up to the survey, more than 50 interviews were conducted.
- During Phase II, the goal was to determine how key stakeholders would like to see the community address these workforce issues.
- The following Focus Groups were conducted:
  - **Information and Communication Technology (ICT) Cluster**
  - **Youth Employment Network**
  - **Hamilton Tourism Board**
  - **Film Cluster**
  - **Hamilton-Wentworth Federation of Agriculture**
  - **Health and Biotechnology Cluster**
- Meetings were also held with representatives from the following clusters on a one on one basis:
  - **Small and Medium Sized Manufacturers**
  - **Heavy Industry**
  - **Aerotropolis**
  - **Education Sector**

# Community Consultations – Main Themes

## Raising Awareness about HR Matters

- Industry sectors are very aware of human resources issues affecting their businesses. There are concerns that the political level does not always appreciate the long-term trends and implications. Some issues are difficult to address or resolve due to systemic barriers or existing restrictions and limitations. Focus of the concern of industry sectors is mostly short- and medium term. HR issues are not generic and tend to be sector-specific. Suggest that awareness can be raised by showing hard numbers at firm level to underline impact.

## Assisting Employers with HR Planning

- It was suggested that the priority focus for HR Planning assistance be on small and medium-sized firms; larger firms are better equipped and already preparing for longer term HR issues. Small firms don't have the resources to research job funding programs; this puts the onus on the HR service providers to reach out to the business community. Firms of all sizes can benefit from assistance and ideas on how to adapt to intergenerational issues and on how to benefit from new workers. Several sectors expressed concern about the lack of funding to attract workers and the lack of support to people making transitions.

# Community Consultations – Main Themes (2)

## School-Work Transitions

- There is potential in school-work transitions, particularly when sponsored and coordinated by the school systems. Concern was expressed about the impact of recent budget cuts which have severely affected the ability of the school systems to be active in this field. Suggestions made included to bring back High School guidance councilors and provide advice on career choices earlier on (Grades 5 & 6). It was also recommended that co-op programs, bringing kids to work programs, etc. be expanded, since these expose kids to the work world. The increased involvement of small and medium sized firms in these programs should be facilitated. The importance of reducing the negative stigma associated with the service sector and with skilled trades was also emphasized.

## Improving Skills

- Retraining of those workers who are under-utilized or under-employed is important. The obstacle is often the capacity and willingness of companies to take on training programs. There are concerns that companies do not have the budget to train, or view training as unproductive time, or are afraid of losing well-trained employees.



# Community Consultations – Main Themes (3)

## Building the Labour Supply

- Several clusters are already feeling the effect of workforce shortages and are aware of the trends which will make workforce supply issues even more acute. Credentialism is sometimes an impediment to fill positions with credible candidates. However, lower skilled jobs will also see shortages. Access programs for immigrants lack capacity, leaving capable immigrants out of the workforce. Many small businesses are struggling with succession and intergenerational issues. Need for governments to not only have programs to attract companies but also to attract talented workers. Provide assistance to people outside the community (immigrants and commuters) on where to look for jobs (i.e. advertise on GO Train). Better integrate McMaster University, Redeemer University College and Mohawk College with the Hamilton community.

# Stakeholders Inventory Created

---

- Hamilton is home to a rich array of organizations committed to HR services.
- HR Matters will build on the expertise and experience of existing agencies.
- Existing stakeholders will be brought together by HR Matters to address the long-term workforce issues in a coordinated fashion.
- An initial Stakeholders Inventory has been compiled of key stakeholders, agencies and programs of relevance to achieving the HR Matters vision and objectives.
- HR Matters will continue to build and refine its inventory of agencies and stakeholders through cooperative effort and discussion.

# Stakeholders Inventory Created (2)

MATCHING LOCAL WORKFORCE SUPPLY AND DEMAND				
(b) School to Work Transitions				
Program	General Description	Funders	Contact Information	Partners Involved
McMaster's Co-operative Education Program	This program offers students experiential learning related to their areas of study. Faculties that offer this option include; engineering, science, business, and economics.	McMaster University	<a href="http://www.mcmaster.ca">www.mcmaster.ca</a>	*McMaster University
Mentoring Services -IEC	A local mentoring program directed primarily at students in Grades 9 and 10. Mentor and protégé meet for an hour each week in a school. Together, they focus on issues related to the world of work and career education planning.	Ontario Trillium Foundation	<a href="http://www.iechamilton.on.ca">www.iechamilton.on.ca</a>	*IEC Hamilton, Local area businesses
Mohawk's Co-operative Education Program	Mohawk College has offered a co-operative education for 33 years. Currently, they offer 18 programs and there are over 200 employers participating in the program.	Mohawk College	<a href="http://www.mohawkollege.ca">www.mohawkollege.ca</a>	*Mohawk College
OYAP Program/ Summer Coop - HWDSB, HWCDSB	This program allows students to gain additional secondary school credits in a senior technological education course.	MTCU	<a href="http://www.hwdsb.on.ca/OYAP/">www.hwdsb.on.ca/OYAP/</a> <a href="http://www.hwdsb.edu.on.ca/OYAP/">www.hwdsb.edu.on.ca/OYAP/</a>	*HWDSB, HWCDSB, Local area businesses
Passport to Prosperity: Employer Recruitment Campaign - IEC	Passport to Prosperity is a provincial campaign designed to increase the number of employers participating in student work experience programs. The programs involve activities that encourage students to learn new skills, knowledge and behaviours through	Ministry of Education	<a href="http://www.iecpassport.on.ca">www.iecpassport.on.ca</a>	*IEC Hamilton
IEC Made with the Trades Symposium	A half day career fair with featured trades: construction, service, motive power and industrial. Students will have a better understanding of specific trades.	HRDC	<a href="http://www.iechamilton.on.ca">www.iechamilton.on.ca</a>	*IEC Hamilton, HWCDSB, MTCU
Building Careers from the Ground Up - DeSantis Housebuilding Project	Students work with a construction team to build a house.	HWDSB	<a href="http://www.hwdsb.on.ca/OYAP/">www.hwdsb.on.ca/OYAP/</a>	*HWDSB, OYAP, DeSantis Homes

# Communications Program Developed

## An initial Communications strategy has been developed:

- Spearheaded by sub-group of the HR Matters Steering Committee
- Focused on building awareness, educating community and engaging stakeholders
- Structured to support cluster-based design of business plan
- Designed to showcase success and sustain momentum
- Includes three vehicles:
  - HR Matters: *Hamilton People Report* - a monthly e-newsletter distributed to a growing list of stakeholders and opinion leaders
  - [www.hrmattershamilton.ca](http://www.hrmattershamilton.ca) - a dedicated website repository for public and "members only" information
  - Special Events - local initiatives designed to educate and engage new supporters
- Reinforced by ongoing promotion and media relations

# Communications will play a key role

**A robust Communications Program will be required to support the Themes and Priority Strategies of HR Matters. Sample proposed strategies include:**

- Elevating "HR Matters" to become the unifying "brand" for Hamilton's workforce development infrastructure
- Building capacity among local stakeholders to routinely share information - e.g., informal distribution networks, etc.
- Utilizing Internet-based IT tools to manage and distribute information to individuals and networks
- Leveraging existing and proposed electronic resources - e.g., "Hamilton Business Directory," "[myhamilton](#) community portal," etc.
- Showcasing well-known business leaders as HR Matters "champions/celebrities"
- Forming In-kind partnerships with print and electronic media outlets
- Piggy-backing on communication programs of other organizations - e.g., City of Hamilton, Chamber of Commerce, boards of education, etc.
- Adapting and modifying approaches to suit unique needs of various stakeholder groups - e.g., youth, adults, employers, etc.

**To be effective, the program would require a blend of "high tech" and "high touch" interventions, and the early buy-in of stakeholders**

# Workforce Information Needs Identified

- Based on community consultations, the HR Matters Steering Committee has identified the need for easy access to timely workforce information — e.g., local economic and labour market information, job postings, student work placements, etc.
- Primary users (job seekers, employers, educators and service providers) all point to a single shared challenge: Gathering, interpreting and applying quality workforce information.
- The issue is not more information — it is about information management, storage and retrieval. It is about a more centralized approach that allows for sharing and aggregating data/information.
- The need for a blended approach has been identified: Access to online resources coupled with access to knowledge support personnel needed to assist information seekers.
- Under the auspices of HR Matters, a working group has been convened to explore establishing a Hamilton Talent Portal — an online directory to relevant sites on the Internet. The working group is also beginning to investigate the role that Internet-based technologies can play in addressing a range of opportunities related to workforce information gathering and sharing.

# Good Practices Examined

***Many Jurisdictions throughout the Developed World are facing shortages in their workforce. The following is a sampling of some of the other initiatives that are taking place:***

## ■ **Work Force issues differ around the World**

- Labour shortage as anticipated in Hamilton is emerging as an issue primarily across Canada and in Australia and New Zealand
- North America and Australia/New Zealand actively searching out immigrants with right skill sets
- Focus in Europe is more on integrating underutilized and underemployed second generation immigrants
- More interventionist role of governments in Europe with many subsidized initiatives

## ■ **Human Resources and Labour Issues are becoming a key ingredient in Economic Development Strategies**

- Joining more traditional tools and components, such as land, development, taxes
- Traditional tools, such as downtown revitalization, will impact on success of Labour strategy

## ■ **Education Agencies are becoming more involved in supporting economic development efforts**

- Partnerships with governments and business
- Co-op programs
- Sharing skills and resources

# Good Practices Research (2)

- **Targeting of Immigrant Groups is important**
  - Need to target particular ethnic groups
  - Support mechanisms and critical mass important for sustainability
  - Easier to promote understanding and overcome stereotyping
- **Firms are deploying creative strategies to reach out to particular groups**
  - Youth: using websites; recruiters in chat rooms; virtual employment relationships
  - Seniors: part-time work; job-sharing; flexible hours
  - Immigrants: out-reach; support mechanisms; language instruction; mentoring
- **Community Involvement is a key success factor**
  - Initiatives need to have broad community support and involvement
  - Governments cannot do it alone, but need to support community initiatives
- **Local issues require national solutions**
  - Several immigration issues cannot be resolved at the local level
  - Local levels of government need to join efforts to lobby federal government



## 8. Key Business Plan Themes

# Key Themes and Top Priorities

- 1. Create Awareness, Build Capacity and Engage Stakeholders**
  - Create Advisory Group of Senior Community Leaders
  - Formalize Commitment of Participating Organizations
  - Engage Stakeholders
  - Develop Scorecard
- 2. Assist Employers with HR Planning**
  - Support Small and Medium Sized Employers through the various Programs available
- 3. Facilitate School-Work Transitions**
  - Retain Local Graduates
  - Support Local High School Transition Programs
- 4. Improve Skills**
  - Facilitate Skills Training
- 5. Build the Labour Supply**
  - Facilitate and Encourage New Canadians
  - Support Under-utilized Workers

# Timelines

## HR Matters Steering Committee

### *Stage One*

- Create Awareness
- Build Capacity
- Engage Stakeholders

### *Stage Two*

- Assist Employers with HR Planning
- Facilitate School-Work Transitions
- Improve Skills
- Build the Labour Supply

Year 1

Years 2-5

## 9. Priority Setting





# Criteria for Establishing Priorities

- Need to focus on maximum impact for minimal investment of time and resources.
- In some areas, there is a lot going on, but risks redundancy if there is no one body coordinating them.
- Priorities to be ranked according to the following:
  - **High Priority:** Contains action plan for immediate implementation.
  - **Medium Priority:** Action Plan contingent on further information.
  - **Low Priority:** Implementation depends on resource availability.




# What are the Top of Mind Issues?

## Theme: Create Awareness, Build Capacity and Engage Stakeholders

Strategy	What can be done?	Challenges	Priority
<b>Create Advisory Group of Senior Community Leaders</b>	Need to establish an Advisory Group of High-Profile Community Leaders who can assist in mobilizing a comprehensive community response	Finding the right leaders who are able to commit their attention	High 
	Steering Committee to continue its ongoing HR Matters Activities under the direction and leadership of the Advisory Group	Building on current momentum. Ability to obtain funding and resources for the initiative	
<b>Formalize Commitment of Participating Organizations</b>	Confirm with key participating organizations represented on the HR Steering Committee that their commitment will continue	Continued investment in resources and time for key organizations who have been sponsoring the HR Matters Steering Committee. A public-private partnership of community volunteers	High 
<b>Engage Stakeholders</b>	Identify, engage and gain commitment of key HR Service Providers and Agencies	Obtain buy-in and commitment of the preferred partners among the Service Providers and Agencies	High 
	Work with selected Providers and Agencies to validate and align Goals, Actions, Deliverables	Building the partnerships	
<b>Develop Scorecard</b>	Develop High-Level Performance Measures to monitor HR Matters progress in order to be able to report annually to the Community	Developing meaningful targets based on available numbers	High 



# What are the Top of Mind Issues?

## Theme: Assist Employers

Strategy	What can be done?	Challenges	Priority
<b>Support Small and Medium Sized Employers (SMEs) with HR Issues and HR Planning</b>	Provide resources to assist SMEs who want to access existing programs. Helping SMEs navigate through the various programs for them and providing them with a forum that can be used to generate ideas on how to address shortages.	Multiple programs may make coordination difficult	High  
<b>Adapt to Inter-generational issues</b>	Help employers maximize the contributions of specific demographic groups, such as youth, New Canadians, 55+.	Overcoming perceptions and negative attitudes where existing.	Medium

# What are the Top of Mind Issues?

## Theme: Facilitate School-Work Transitions

Strategy	What can be done?	Challenges	Priority
Retain local graduates (post-secondary and trade school) in the Hamilton workforce	Provide initiatives and incentives to better integrate students attending local post-secondary institutions into the Hamilton community - e.g., professional programs, social programs, housing, etc.	Numerous programs currently exist that need to be coordinated and supported	High 
Support local high school transition programs – co-op, education, OYAP, job shadowing, work experience, etc.	Establish education/business working teams to develop and deploy programs that meet the needs of all stakeholders and bridge workforce supply and demand imbalances	Coordinating and sustaining cooperation	High 
Introduce additional transition programs/resources at elementary and middle school	Focus on age-appropriate student programs and services that provide awareness of and exposure to the world of work — e.g., Bio Tech in a Box, Mad Science, Skilled Trades, Local Labour Market Information, "Clusters of Innovation," etc.	HR Matters ability to influence the curriculum may be limited	Medium



# What are the Top of Mind Issues?


## Theme: Facilitate School-Work Transitions (2)

Strategy	What can be done?	Challenges	Priority
Increase the number of guidance councillors in local schools	Support school board/teacher efforts to secure funds to hire additional councillors and student services personnel	New territory, uncertain pay-off	Medium
Attract Hamilton graduates of outside post-secondary schools "Back Home to Hamilton"	Initiate recruitment efforts targeting Hamilton students attending "other" universities, colleges and trade schools across the province	No current programs exist	Medium
Create Apprenticeships	Apprenticeships and Co-operative work programs will assist in easing the transition between school and work	Building partnerships of providers and employers	Medium

**Note:** The HR Matters Steering Committee endorses the newly formed Hamilton School-Work Transition Coordinating Committee as an effective and inclusive vehicle for guiding the implementation of the above strategies under the HR Matters umbrella. The Coordinating Committee includes representatives from all levels of education, leaders from business, labour and government as well as local NGOs involved in school-work transition programming. A key objective of the Committee is to align the goals of HR Matters with the activities of a range of organizations, including the Hamilton Youth Employment Network.



# What are the Top of Mind Issues?

## Theme: Improve Skills

Strategy	What can be done?	Challenges	Priority
Facilitate Skills Training	Assist those who are under-utilized in the Workforce and who want to upgrade their skills or education. Supplement skills training offered in schools to ease transition (back) into workforce and to help secure employment.	Very diffuse and diverse groups with different needs and expectations.	High 

# What are the Top of Mind Issues?

## Theme: Build the Labour Supply

Strategy	What can be done?	Challenges	Priority
Facilitate and Encourage New Canadians	Better utilization of existing skills	Attracting New Canadians depends on utilizing them to their fullest, which is sometimes constrained by professional associations. City would be limited in their ability to influence these requirements, but this could be part of strategy, as per HR Matters I Report.	High 
	Increase efforts to attract new Canadians	Several initiatives currently exist and can be expanded to other clusters	
Support Under-utilized Workers	Facilitate those wishing to improve their participation in the Workforce	Likely diverse and diffuse groups: women, immigrants, lay-off, retirees, etc. with different perspectives and motivations	High 
	Promoting Hamilton among active 55+	Pending Government legislation; promoting Hamilton can be part of general Hamilton publicity campaigns	
Get Commuters to work in Hamilton	Promote opportunities available in Hamilton	There are no established groups representing commuters Widespread advertising to reach out to commuters is costly If a serious skills shortage emerges, commuters will hear of opportunities through private advertising for job openings.	Low

## 10. Addressing the Priorities

# Templates for Priority Strategies

- The following slides are templates for each of the five HR Matters Themes and the Priority Strategies.
- The templates have been developed as part of the HR Matters Business Plan.
- Over the course of the next few years, the HR Matters Steering Committee will implement this business plan and use the templates as a guidance in pursuing its vision and objectives.
- As the priority strategies are implemented by the Steering Committee, the templates will be completed and updated.
- One template has been fully populated now as a “Watermark”; the other templates have been partially filled out for completion by the Steering Committee.

# Sample Template

---

- The following four slides are a “Watermark” Priority Strategy template developed as a sample for the Steering Committee.
- The four sample slides are followed by templates for all four Themes and its Priority Strategies, to be further developed by the HR Steering Committee as part of its work over the next few years.

# Attract More New Canadians and Facilitate Integration (1)

## Theme 5: Build the Labour Supply

### 1. Attract More New Canadians and Facilitate Integration

### 2. Support Under- utilized Workers

### 3. Get Commuters to work in Hamilton



### Why is it a Priority?

New Canadians are a source of workers for the Hamilton Community. However, before attracting New Canadians, need to ensure that Hamilton is making best use of its current stock of New Canadians. In making good use of current residents, more New Canadians will decide to call Hamilton home.

### Purpose & Goal

Two-fold:

- 1- Ensure minimum under-utilization of skills
- 2- Encourage more New Canadians to call Hamilton home

### Outputs Needed and Performance Measures

Output	Examples of Performance Measures
Make better use of current New Canadians resident in the Hamilton area	Number of New Canadians who complete special programs and obtain employment in their field.
Encourage more New Canadians to call Hamilton home	Number of New Canadians resident in Hamilton

# Attract More New Canadians and Facilitate Integration (2)

## Theme 5: Build the Labour Supply



### Best Practices

- ❑ Grow Winnipeg- provides information to potential new immigrants and allows them to connect with members of the local community
- ❑ CARE Toronto Program- integrated mix of training, placement and mentoring programs that assist internationally educated nurses in successfully completing their licensing exam.

### Focus Groups

- ❑ Have multi-lingual websites available to New Canadians considering moving to Hamilton
- ❑ Cultivate and promote Hamilton's ethnic diversity, beginning with largest communities

Sample template



# Attract More New Canadians and Facilitate Integration (3)

## Theme 5: Build the Labour Supply



### Existing Programs

- SISO Employment and Host Programs
- Settlement.org- Government of Ontario Website for newcomers on what programs are available
- ESL and Language Instruction Programs
- Cultural Interpreting Services
- Access for Foreign Trained Medical Laboratory Technologists
- The Immigrant & Refuge Employment Services Committee

### Gaps

- Several programs exist, which cover a wide range of settlement issues surrounding New Canadians.
- What is required is to coordinate and publicize information on what programs are out there.
- May need to publicize some programs more widely across the community.
- A community-based program to attract New Canadians, to supplement individual business initiatives, is missing

# Attract More New Canadians and Facilitate Integration (4)

**Theme 5:  
Build the  
Labour  
Supply**



Challenges		Mitigation	
<ul style="list-style-type: none"> <li>Aligning myriad of agencies and programs now available</li> <li>Changing systemic barriers and restrictions</li> <li>Mitigation of credentialism where an obstacle</li> <li>Outreach to Immigrants with desirable skills</li> </ul>		<ul style="list-style-type: none"> <li>Select limited number of preferred agencies as partners and let them assemble their own coalition</li> <li>Select key barriers affecting Hamilton and engage senior community leaders to influence decision-makers</li> </ul>	
Activities	Lead Agency or Partner	Resource Requirements	Timeline

*Sample template*

# Theme 1 – Create Awareness, Build Capacity and Engage Stakeholders

## What are the Objectives?

To lay the groundwork and build the capacity for successfully addressing Hamilton's Long Term Workforce issues. To ensure that high profile Community Leaders support the initiative. To put funding and supporting resources in place to provide the sustainability of the initiative.

To gain the buy-in and commitment of the preferred partnership agencies and HR service providers who are seen as key to providing initiatives that will help address the workforce issues.


These are all Stage One, Year one requirements which will enable HR Matters to pursue its vision and objectives.

## Strategies

1. Create Advisory Group of Senior Community Leaders — **High Priority**
2. Formalize Commitment of Participating Organizations – **High Priority**
3. Engage Stakeholders — **High Priority**
4. Develop Scorecard — **High Priority**



# Create Advisory Group of Senior Leaders



### Why is it a Priority?

HR Matters will be more effective if it is led and directed by Senior Community Leaders. The Steering Committee will continue to implement the HR Matter Initiative, but will benefit from the Senior Leadership. Senior Leaders will be able to assist in identifying resources that will fund and support the initiative.

### Purpose & Goal

Establish an HR Matters Advisory Group composed of Senior Community Leaders

**Theme 1:  
Create Awareness,  
Build Capacity  
and Engage Stakeholders**

1. Create Advisory Group of Senior Leaders
2. Formalize Commitment of Participating Organizations
3. Engage Stakeholders
4. Develop Scorecard



Output	Performance Measures
An HR Advisory Group made up of 4-6 Senior Community Leaders established	NA

**Timeline**  
Stage One, Year 1

# Create Advisory Group of Senior Leaders (2)

**Theme 1:  
Create  
Awareness,  
Build  
Capacity  
and Engage  
Stake-  
holders**



Challenges	Mitigation
■	■

Activities	Lead Agency or Partner	Resource Requirements	Timelines

# Formalize Commitment


**Theme 1:  
Create Awareness,  
Build Capacity  
and Engage Stake-  
holders**

1. Create Advisory Group of Senior Leaders

2. Formalize Commitment of Participating Organizations

3. Engage Stakeholders

4. Develop Scorecard

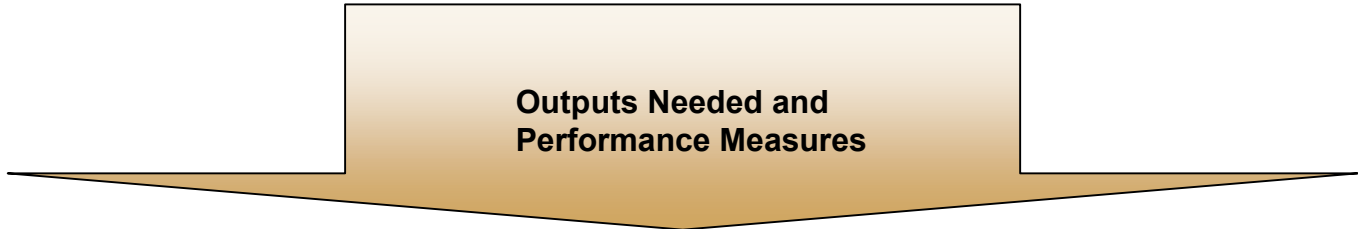


**Why is it a Priority?**

Several leading organizations in the community from both the public and private sector have recognized the importance of HR Matters and have made resources available to serve on the HR Steering Commitment. Their continued commitment will help sustain the initiative and build its momentum

**Purpose & Goal**

Confirm with the key participating organizations represented on the HR Steering Committee that their commitment will continue



Output	Performance Measures
Continued participation and commitment of key community representatives on the HR Matters Steering Committee	NA

**Timeline**  
Year 1

# Formalize Commitment

**Theme 1:  
Create  
Awareness,  
Build  
Capacity  
and Engage<sup>1</sup>  
Stake-  
holders**



Challenges	Mitigation
■	■

Activities	Lead Agency or Partner	Resource Requirements	Timelines

# Engage Stakeholders

**Theme 1:  
Create Awareness,  
Build Capacity  
and Engage Stakeholders**

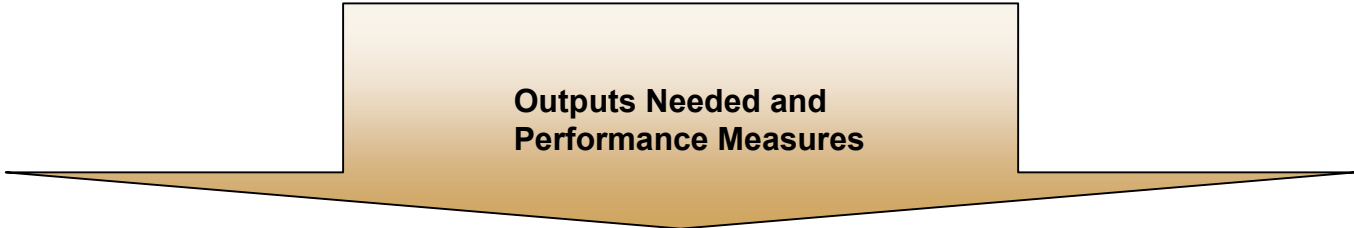
1. Create Advisory Group of Senior Leaders
2. Formalize Commitment of Participating Organizations
3. Engage Stakeholders
4. Develop Scorecard

**1 Why is it a Priority?**

The objective of the HR Matters Steering Committee is to align existing agencies and HR service providers and gain their commitment to providing programs that will help address Hamilton's long term Workforce issues.

**Purpose & Goal**

- 1- Assemble a network of agencies and HR service providers
- 2- Gain their commitment to providing programs that will help address Hamilton's long term Workforce issues.
- 3- Ensure appropriate programs are being offered.



Output	Performance Measures
A network of committed Partnership Agencies and Service Providers	NA

**Timeline**  
Year 1



# Attract More New Canadians and Facilitate Integration (4)

**Theme 1:  
Create  
Awareness,  
Build  
Capacity  
and Engage<sup>1</sup>  
Stake-  
holders**


Challenges	Mitigation
■	■

Activities	Lead Agency or Partner	Resource Requirements	Timelines

# Develop Scorecard

**Theme 1:  
Create Awareness,  
Build Capacity  
and Engage Stake-  
holders**

1. Create Advisory Group of Senior Leaders
2. Formalize Commitment of Participating Organizations
3. Engage Stakeholders
- 4. Develop Scorecard**

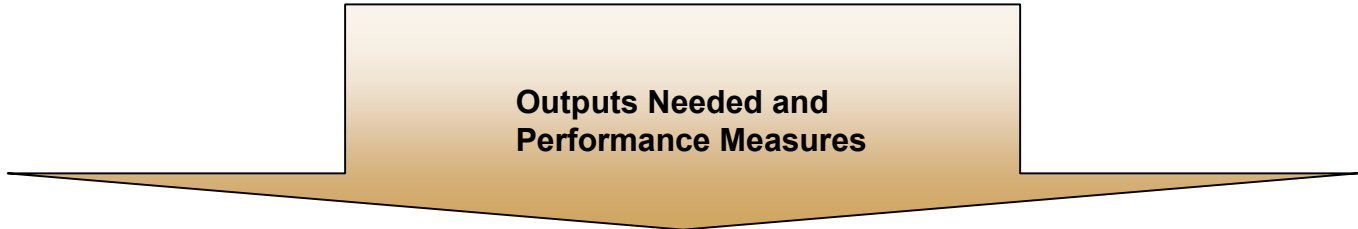


**Why is it a Priority?**

Performance Measures will track the overall progress of HR Matters in addressing workforce shortage issues. The Scorecard format will enable the HR Matters Steering Committee to report on an annual basis on the progress being made.

**Purpose & Goal**

- 1- Develop a limited number, strategic Performance Measures
- 2- Develop a Scorecard format



Output	Performance Measures
A Scorecard format containing a limited number of strategic Performance Measures	NA

**Timeline**  
Year 1

## Develop Scorecard (2)

**At the overall HR Matters level, a limited number of strategic Performance Measures will be developed that:**

- Track the overall progress of HR Matters in addressing labour shortage issues.
- Are high level, to minimize tracking efforts, and focus initiatives on what matters: increasing the local workforce.
- Relate to the Industry Clusters.

**At the Level of the Themes and Priority Strategies, more detailed Performance Measures will be developed in cooperation with the Partnership Agencies to ensure programs contribute to the overall Objectives of HR Matters.**

# Develop Scorecard (3)

- The three High Level Performance Measures preferred, by cluster, are Employment, Number of Businesses, and Vacancies
- However, growth of employment may not always be a reliable indicator, since high industry investment levels may decrease employment levels
- Also, for some clusters, e.g. Aerotropolis, it will be difficult to determine employment levels, and alternative indicators may need to be developed

Measure by Industry Cluster:	Employment	Number of Businesses	Vacancies	Issues
Manufacturing				
Agriculture				
Aerotropolis				
Health and Biotech				
ICT				
Film				

Sources: HRDC Labour Market Review; Statistics Canada – Help Wanted Index

# Develop Scorecard (4)

- In addition to the High Level Performance Measures which will make up the Scorecard, more specific performance measures will be developed with the Partnership Agencies to measure the success of their programs
- Below are suggested examples of possible performance measures at the Strategy Level – to be discussed and finalized with Partner Agencies

<b>Assist Employers</b>	Support SMEs through existing programs	<ul style="list-style-type: none"> <li>■ Number of hits on website containing programs for SMEs</li> <li>■ Number of discussion topics posted on On-Line Discussion forum</li> </ul>
<b>Facilitate School-Work Transitions</b>	Retain local graduates	<ul style="list-style-type: none"> <li>■ Number of Hamilton students remaining in the city following graduation from high school</li> <li>■ Proportion of Hamilton opportunities to all opportunities posted in centres</li> </ul>
<b>Improve Skills</b>	Facilitate Skills Training	<ul style="list-style-type: none"> <li>■ Number of skilled trades vacancies</li> <li>■ Number of qualified youth applying for skilled trades positions</li> </ul>
<b>Build the Labour Supply</b>	New Canadians	<ul style="list-style-type: none"> <li>■ Number of New Canadians completing special programs</li> <li>■ Number of New Canadians obtaining employment in their field</li> <li>■ Number of New Canadians resident in Hamilton</li> </ul>

# Develop Scorecard (5)

**Theme 1:  
Create  
Awareness,  
Build  
Capacity  
and Engage<sup>1</sup>  
Stake-  
holders**



Challenges	Mitigation
■	■

Activities	Lead Agency or Partner	Resource Requirements	Timelines

# Theme 2 – Assist Employers

## What are the Objectives?

To provide Employers, particularly Small and Medium-Sized Employers (SMEs) with the HR tools they may require in a world where workers are in a much shorter supply than they are now. Many sectors may not be at this stage quite yet, but in time, if there are shortages, then this Theme will aim to assist those sectors facing shortages, and allow them to learn from other sectors that have already experienced such shortages.

## Strategies

1. Support Small and Medium Sized Employers (SMEs) through the various programs that are available for them — **High Priority**
2. Adapt to Intergenerational issues — **Medium Priority**



# Support SMEs Through Various Programs Available

## Theme 2: Assist Employers

1. Support SMEs through various Programs available

2. Adapt to Intergenerational Issues



### Why is it a Priority?

Many resources are currently available. However, programs and resources often have difficulty reaching out to Small and Medium Size Employers (SMEs). Need a sharing mechanism to make resources more easily accessible for the SME community

### Purpose & Goal

Provide better mechanisms Small and Medium Size Employers (SMEs) and large employers can use to share ideas on how to recruit and retain their workforces

### Outputs Needed and Performance Measures

Output	Examples of Performance Measures
On-going inventory of programs and best practice database is provided for use by SMEs	Number of hits on website containing these
Discussion forum on-line that can be used for advice sharing	Number of discussion topics posted



# Support SMEs Through Various Programs Available (2)

## Theme 2: Assist Employers



### Best Practices

- ❑ The Hamilton Trades Replacement Program is a co-operative program offering placements at a steel company. Where placements do not lead to a job, students are placed in a pool from which other companies can draw
- ❑ Piller's of Waterloo has been able to maintain a 10-year no-layoff period by employing staff in other areas of the company during slow periods, developing their skills and providing exposure to other company areas

### Focus Groups

- ❑ SMEs are often too busy to adequately deal with HR issues
- ❑ Too many different programs that tend to confuse SMEs who, if they are interested, want something fast and easy to implement

# Support SMEs Through Various Programs Available (3)

## Theme 2: Assist Employers



### Existing Programs

- Small Business Enterprise Centre
- HR Reporter
- Hamilton Chamber of Commerce exist to help small business.
- Knowledge of these resources and programs could be better disseminated to the SME

### Gaps

- Several programs exist to help small business
- Knowledge of these resources and programs could be better disseminated to the SME community
- Need some sort of direction for SMEs- providing them one stop location to find out what is available and how they can quickly apply hand holding

# Support SMEs Through Various Programs Available (4)

**Theme 2:  
Assist  
Employers**



Challenges	Mitigation

Activities	Lead Agency or Partner	Resource Requirements	Timelines

# Adapt to Intergenerational Issues

## Theme 2: Assist Employers

1. Support SMEs through various Programs available

2. Adapt to Intergenerational Issues

### Why is it a Priority?

Many employers have difficulty attracting and retaining specific demographic groups, such as youth, new Canadians, active 55+, etc. This is often due to a disconnect in attitudes and perceptions or to a lack of understanding. It is critical to ensure that local talent is retained and fully employed

### Purpose & Goal

Ensure all of those who want to work have appropriate employment opportunities and are challenged and motivated in their employment

### Outputs Needed and Performance Measures

Output	Examples of Performance Measures
Low unemployment among targeted demographic groups such as youth, New Canadians, active 55+	Unemployment rates Labour participation rates
Low employment turnover among targeted demographic groups	Retention rates

# Adapt to Intergenerational Issues (2)

## Theme 2: Assist Employers

### Best Practices

- ❑ The State of Arizona has developed a 10 Step Guide to Retirement Development Success available to communities interested in courting the 55+ population group
- ❑ The Vita Needle Company of Needham, Massachusetts, a profitable, small manufacturing company of 35 employees, is actively targeting and recruiting retirees as employees. Many other companies in the USA are starting to deploy similar strategies

### Focus Groups

- ❑ Small and mMedium-sized businesses (SMEs) have vacancies, but they have difficulty identifying available workers
- ❑ SMEs lack the time and resources to train workers
- ❑ Particularly SMEs are largely unaware of programs that exist
- ❑ SMEs often have difficulty attracting and retaining youth

# Adapt to Intergenerational Issues (3)

## Theme 2: Assist Employers

### Existing Programs

- Hamilton Youth Employment Strategy

### Gaps

# Adapt to Intergenerational Issues (4)

**Theme 2:  
Assist  
Employers**



Challenges	Mitigation


Activities	Lead Agency or Partner	Resource Requirements	Timelines

# Theme 3 – School-Work Transitions

## What are the Objectives?

To assist Students from both post-secondary (University, College) and secondary (High School) level in making the transition from an educational environment to a professional and work environment, with an additional aim of retaining as many as possible in the Hamilton community.

## Strategies

1. Retain local graduates in the Hamilton workforce — **High Priority**
  2. Support local high school transition programs — **High Priority**
  3. Introduce additional transition programs/resources at elementary/middle school — **Medium Priority**
  4. Increase the number of guidance councillors in local schools — **Medium Priority**
  5. Attract Hamilton graduates of outside post-secondary schools — **Medium Priority**
  6. Create Apprenticeships — **Medium Priority**
- 



# Retain Local Graduates

## Theme 3: School- Work Transitions

1. Retain local graduates
2. Support local high school transition programs
3. Introduce additional transition programs at primary school level
4. Increase the number of guidance counsellors at local schools
5. Attract Hamilton Graduates "Back Home to Hamilton"
6. Create Apprenticeships



### Why is it a Priority?

Hamilton is home to McMaster University and several colleges, the students of which often leave the community upon graduating. Mentioned in both Phase I report and several of the Focus Groups

### Purpose & Goal

Better integrate students attending local post-secondary institutions into the Hamilton community

Make students aware of the opportunities available locally

### Outputs Needed and Performance Measures

Output	Examples of Performance Measures
Hamilton students develop stronger bonds with the Hamilton community	Number of Hamilton students who remain in the city following graduation
University and college career centres are properly informed of opportunities and needs in the local community	Proportion of Hamilton opportunities posted in centres to all opportunities

# Retain Existing Hamilton Students (2)

## Theme 3: School- Work Transitions



### Best Practices

- ❑ Economic Development agencies are beginning to embark on more partnerships with the education sector.

### Focus Groups

- ❑ Better involve local students in the Hamilton community, get them interested in going out downtown, living in the downtown area, etc.
- ❑ Make sure that Hamilton students know about the opportunities that exist in Hamilton

# Retain Existing Hamilton Students (3)

## Theme 3: School- Work Transitions



### Existing Programs

- The newly-formed Hamilton School-Work Transition Coordinating Committee is an effective and inclusive vehicle for guiding the implementation of the above strategies under the HR Matters umbrella. The coordinating committee includes representatives from all levels of education, leaders from business, labour and government as well as local NGOs involved in school-work transition programming.

### Gaps

# Retain Existing Hamilton Students (4)

**Theme 3:  
School-  
Work  
Transitions**



Challenges	Mitigation

Activities	Lead Agency or Partner	Resource Requirements	Timelines

# Support Local High School Transition Programs

## Theme 3: School- Work Transitions

1. Retain local graduates
2. Support local high school transition programs
3. Introduce additional transition programs at primary school level
4. Increase the number of guidance counsellors at local schools
5. Attract Hamilton Graduates "Back Home to Hamilton"
6. Create Apprenticeships



### Why is it a Priority?

Many initiatives already exist, such as Co-op programs, OYAP, job shadowing, work experience, Bring Your Kids to Work, etc. The programs need to be connected and strengthened. Involvement of the business community would benefit and improve the efforts.

### Purpose & Goal

Develop, connect, strengthen and deploy transition programs that meet the needs of all stakeholders and bridge workforce supply and demand imbalances.

### Outputs Needed and Performance Measures

Output	Examples of Performance Measures
A range of transition programs in high schools focused on anticipated workforce supply and demand imbalances	Number of programs
High student participation rate in transition programs	Student participation rate in transition programs

# Support Local High School Transition Programs (2)

## Theme 3: School- Work Transitions



### Best Practices

### Focus Groups

- ❑ In-school youth often ignorant of employment opportunities and careers with local companies – focus seems to be on professional careers
- ❑ Develop more experiential learning programs, so kids can see what is out there

# Support Local High School Transition Programs (3)

**Theme 3:  
School-  
Work  
Transitions**



**Existing Programs**

**Gaps**

# Support Local High School Transition Programs (4)

**Theme 3:  
School-  
Work  
Transitions**



Challenges	Mitigation

Activities	Lead Agency or Partner	Resource Requirements	Timelines



# Introduce Additional Transition Programs at Primary School Level

## Theme 3: School- Work Transitions

1. Retain local graduates
2. Support local high school transition programs
3. Introduce additional transition programs at primary school level
4. Increase the number of guidance counsellors at local schools
5. Attract Hamilton Graduates "Back Home to Hamilton"
6. Create Apprenticeships

### Why is it a Priority?

Experts have commented on the need to expose children to career options at a young age

### Purpose & Goal

Develop age-appropriate student programs and services that provide awareness of and exposure to the world of work

### Outputs Needed and Performance Measures

Output	Examples of Performance Measures
More Grade school participation in existing programs such as BioTech in a Box, Mad Science, etc.	Number of Grade School students participating in career opportunity programs

# Introduce Additional Transition Programs at Primary School Level (2)

## Theme 3: School- Work Transitions

### Best Practices

### Focus Groups

- Youth should be made aware of the career-limiting choices made at an early age
- Start providing assistance to kids in career planning at an earlier age

# Introduce Additional Transition Programs at Primary School Level (3)



**Theme 3:  
School-  
Work  
Transitions**

**Existing Programs**

**Gaps**

- See above

# Introduce Additional Transition Programs at Primary School Level (4)

**Theme 3:  
School-  
Work  
Transitions**

Challenges	Mitigation

Activities	Lead Agency or Partner	Resource Requirements	Timelines

# Increase Number of Guidance Councillors at Local Schools

## Theme 3: School- Work Transitions

1. Retain local graduates
2. Support local high school transition programs
3. Introduce additional transition programs at primary school level
4. Increase the number of guidance councillors at local schools
5. Attract Hamilton Graduates "Back Home to Hamilton"
6. Create Apprenticeships

### Why is it a Priority?

### Purpose & Goal

Provide students in school the exposure they need to help them make decisions on what they want to pursue in secondary and post-secondary education, and reduce the negative stigmatism that is associated with some career paths

### Outputs Needed and Performance Measures

Output	Examples of Performance Measures
Career planning facilities and material available in the public education system	

# Increase Number of Guidance Councillors at Local Schools (2)

## Theme 3: School- Work Transitions

### Best Practices

### Focus Groups

- ❑ Develop programming for elementary schools in career planning- currently if teachers did plan on covering this topic, there would be no material for them to use
- ❑ Need better resources for those exiting the schooling system
- ❑ Start providing assistance to kids in career planning at an earlier age, Grade 5 or 6 kids start thinking about this, the education system should respond with programs to help
- ❑ Guidance counselors- need to push programs outside of the college and university
- ❑ Career week- no Hamilton schools participated- yet some in Toronto did- the community needs to raise interest

# Increase Number of Guidance Councillors at Local Schools (3)

## Theme 3: School- Work Transitions

### Existing Programs

- Currently, nothing exists

### Gaps

- See above

# Increase Number of Guidance Councillors at Local Schools (4)



**Theme 3:  
School-  
Work  
Transitions**

Challenges	Mitigation

Activities	Lead Agency or Partner	Resource Requirements	Timelines



# Attract Hamilton Graduates “Back Home to Hamilton”

## Theme 3: School- Work Transitions

1. Retain local graduates
2. Support local high school transition programs
3. Introduce additional transition programs at primary school level
4. Increase the number of guidance counsellors at local schools
5. **Attract Hamilton Graduates “Back Home to Hamilton”**
6. Create Apprenticeships

### Why is it a Priority?

Hamilton graduates studying elsewhere are likely to have a higher likelihood of moving back to Hamilton following their studies

### Purpose & Goal

To embark on a campaign aimed at attracting Hamilton graduates back to Hamilton following their studies

### Outputs Needed and Performance Measures

Output	Examples of Performance Measures
Hamilton graduates studying elsewhere return to Hamilton to start their careers	Number of Hamilton students who return to the city following graduation at an out-of-town university or college
Hamilton employers launch campaigns to recruit Hamilton native graduates from out-of-town universities	Number of recruitment campaigns aimed at Hamilton high school alumni

# Attract Hamilton Graduates “Back Home to Hamilton” (2)

## Theme 3: School- Work Transitions

### Best Practices

### Focus Groups

- ❑ Need to attract more youth in the City; get youth to stay here; and try to bring them back home after graduating elsewhere

# Attract Hamilton Graduates “Back Home to Hamilton” (3)

## Theme 3: School- Work Transitions

### Existing Programs

- Currently, nothing exists

### Gaps

- See above

# Attract Hamilton Graduates “Back Home to Hamilton” (4)

**Theme 3:  
School-  
Work  
Transitions**

Challenges	Mitigation

Activities	Lead Agency or Partner	Resource Requirements	Timelines

# Create Apprenticeships

## Theme 3: School- Work Transitions

1. Retain local graduates
2. Support local high school transition programs
3. Introduce additional transition programs at primary school level
4. Increase the number of guidance counsellors at local schools
5. Attract Hamilton Graduates "Back Home to Hamilton"
6. Create Apprenticeships

### Why is it a Priority?

To provide students with exposure to the work environment and an opportunity to learn valuable skills from those with experience. For employers, an opportunity to assess potential employees and select the best

### Purpose & Goal

To create a consistent set of apprenticeships in skills areas where shortages are anticipated

### Outputs Needed and Performance Measures

Output	Examples of Performance Measures
Apprenticeships in skills areas where shortages are anticipated	Number of apprenticeships and number of participants

# Create Apprenticeships (2)

## Theme 3: School- Work Transitions

### Best Practices

- ❑ Many good programs, such as the PATT program in London, Ontario

### Focus Groups

- ❑ Need to accentuate that it's not just university that is a desirable goal but that college and skilled trades are respectable means of earning a living as well
- ❑ Currently too few co-op placements in the farming sector, where succession is a problem
- ❑ How to bring in small business into co-op programs? Introduce tax credits. This will help developing a culture where businesses support bringing in co-op students, as in many European countries.

# Create Apprenticeships (3)

**Theme 3:  
School-  
Work  
Transitions**

**Existing Programs**

**Gaps**

-

# Create Apprenticeships (4)

**Theme 3:  
School-  
Work  
Transitions**

Challenges	Mitigation

Activities	Lead Agency or Partner	Resource Requirements	Timelines



# Theme 4 – Improve Skills

## What are the Objectives?

To assist those who are under-utilized in the workforce and who want to upgrade their skills or education. .

## Strategies

1. Facilitate Skills Training — **High Priority**



# Facilitate Skills Training

## Theme 4: Improve Skills

### 1. Facilitate Skills Training



#### Why is it a Priority?

Several Clusters targeted for high growth need skilled trades. Skills training programs not always adequate, or non-existent. Disconnects between training and jobs. Negative perceptions associated with skilled trades

#### Purpose & Goal

Enhance promotion of skilled trades and encourage and improve existing mechanisms

#### Outputs Needed and Performance Measures

Output	Examples of Performance Measures
Adequate supply of skilled trades	Number of skilled trades vacancies
Positive perception of skilled trades	Number of qualified youth applying for skilled trades positions

# Facilitate Skills Training (2)

## Theme 4: Improve Skills



### Best Practices

- ❑ The European Community has launched the Leonardo - Exchange of Skills pilot project with the objective of local job creation, to promote the development of new job opportunities with local communities, through the promotion of capacity building. The target groups for the project's actions are existing social sector organizations supported by Information and Communication technologies. Through supporting these organizations, the Exchange of Skills project indirectly assists individual people disadvantaged in the labour market

### Focus Groups

- ❑ SMEs are often too busy to adequately deal with skills training
- ❑ Many population groups are in need of transition and skills training to ease (back) into work
- ❑ Focus has been too much on skilled trades and not enough on the service sector

# Facilitate Skills Training (3)

**Theme 4:  
Improve  
Skills**



**Existing Program**

**Gaps**

-

# Facilitate Skills Training (4)

**Theme 4:  
Improve  
Skills**



Challenges	Mitigation

Activities	Lead Agency or Partner	Resource Requirements	Timelines

# Theme 5 – Build the Labour Supply

## What are the Objectives?

To ensure that the industry clusters targeted for growth in the City's Economic Development Plan have the human resources needed to achieve their growth targets.

New workers available for Hamilton into the future will come from many sources, but predominantly from New Canadians and university/college/high school graduates. Graduates are covered in the School-Work transitions section.

## Strategies

1. Encourage New Canadians to come to Hamilton and facilitate integration — **High Priority**
2. Support Under-utilized Workers in obtaining more suitable work — **High Priority**
3. Get Commuters to work in Hamilton — **Low Priority**



# Attract More New Canadians and Facilitate Integration (1)

## Theme 5: Build the Labour Supply

### 1. Attract More New Canadians and Facilitate Integration

2. Support Under-  
utilized Workers

3. Get Commuters  
to work in  
Hamilton



### Why is it a Priority?

New Canadians are a source of workers for the Hamilton Community. However, before attracting New Canadians, need to ensure that Hamilton is making best use of its current stock of New Canadians. In making good use of current residents, more New Canadians will decide to call Hamilton home

### Purpose & Goal

Two-fold:

- 1- Ensure minimum under-utilization of skills
- 2- Encourage more New Canadians to call Hamilton home

### Outputs Needed and Performance Measures

Output	Examples of Performance Measures
Make better use of current New Canadians resident in the Hamilton area	Number of New Canadians who complete special programs and obtain employment in their field
Encourage more New Canadians to call Hamilton home	Number of New Canadians resident in Hamilton

# Attract More New Canadians and Facilitate Integration (2)

## Theme 5: Build the Labour Supply



### Best Practices

- ❑ Grow Winnipeg- provides information to potential new immigrants and allows them to connect with members of the local community
- ❑ CARE Toronto Program- integrated mix of training, placement and mentoring programs that assist internationally educated nurses in successfully completing their licensing exam
- ❑ Bridges to Employment for Foreign-trained Workers in Simcoe County provides customized precision machining and tooling programs to allow New Canadians to obtain jobs in their field
- ❑ Mentoring Program – SISO – Hamilton sponsors mentoring to assist foreign-trained nurses

### Focus Groups

- ❑ Have multi-lingual websites available to New Canadians considering moving to Hamilton
- ❑ Cultivate and promote Hamilton's ethnic diversity, beginning with largest communities



# Facilitate Integration and Encourage More New Canadians (3)

## Theme 5: Build the Labour Supply



### Existing Programs

- SISO Employment and Host Programs
- Settlement.org- Government of Ontario Website for newcomers on what programs are available
- ESL and Language Instruction Programs
- Cultural Interpreting Services
- Access for Foreign Trained Medical Laboratory Technologists
- The Immigrant & Refuge Employment Services Committee

### Gaps

- Several programs exist, which cover a wide range of settlement issues surrounding New Canadians
- What is required is to coordinate and publicize information on what programs are out there.
- May need to publicize some programs more widely across the community
- A community-based program to attract New Canadians, to supplement individual business initiatives, is missing

# Facilitate Integration and Encourage More New Canadians (4)

**Theme 5:  
Build the  
Labour  
Supply**




Challenges	Mitigation

Activities	Lead Agency or Partner	Resource Requirements	Timelines

# Support Under-utilized Workers (1)

**Theme 5:  
Build the  
Labour  
Supply**

1. Attract More New Canadians and Facilitate Integration
2. Support Under-utilized Workers
3. Get Commuters to work in Hamilton



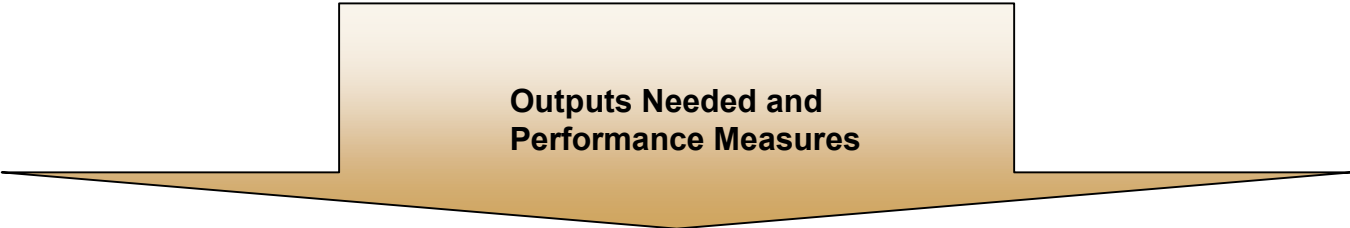
**Why is it a Priority?**

In an environment where skills are in short supply, it is imperative that those who have skills and who feel under-utilized are afforded the opportunity to gain appropriate work.

With respect to the 55+ population segment, Hamilton is well positioned - it has both the recreational areas and health care facilities desired by active 55+

**Purpose & Goal**

- 1- Support those who want to continue to work to do so
- 2- Encourage active 55+ age segment to move to Hamilton



Output	Examples of Performance Measures
High workforce participation and low under-utilization of skills and population segments	
Promotional campaign that is effective in attracting active 55+ to the community	55+ Population in Hamilton

# Support Under-utilized Workers (2)

## Theme 5: Build the Labour Supply



### Best Practices

- ❑ New Start Nursing Program – Mohawk Colleges helps individuals with previous preparation as nurses to function as beginning practitioners
- ❑ Vitesse Biotechnology Bridging Program is aimed at currently unemployed or underemployed foreign-trained professionals who have significant achievements in a science of engineering disciplines to become biotechnology specialists
- ❑ Arizona Seniors Strategy — State has developed an Office geared specifically to attracting seniors, who design promotional campaigns and support groups for seniors. Entire office is staffed and operated by seniors, so that those designing these programs are seniors themselves

### Focus Groups

- ❑ Credentialism — what is required in even the lower-skilled jobs continues to rise – we are expecting more from all staff. Also prevent new immigrants from working – need to attract them and allow them to work in their fields; i.e. New Start nursing program
- ❑ Encourage people to work longer, and don't force them into retiring when they would rather not do so
- ❑ Remove the incentives that exist through several pension plans for early retirement

# Support Under-utilized Workers (3)

**Theme 5:  
Build the  
Labour  
Supply**



Existing Programs

Gaps

# Support Under-utilized Workers (4)

**Theme 5:  
Build the  
Labour  
Supply**



Challenges	Mitigation

Activities	Lead Agency or Partner	Resource Requirements	Timelines

# Get Commuters to Work in Hamilton

## Theme 5: Build the Labour Supply

1. Attract More New Canadians and Facilitate Integration
2. Support Under-utilized Workers
3. Get Commuters to work in Hamilton

### Why is it a Priority?

Hamilton is home to a number of workers currently working outside the community. Their number is estimated at 30,000. Increased numbers of residents working in-town has added economic benefits and higher quality of life for the worker

### Purpose & Goal

1- Launch a Come Home to Hamilton campaign aimed at commuters

### Outputs Needed and Performance Measures

Output	Example of Performance Measures
Decreased deficit between out-commuters and in-commuters	Number of out-commuters
Promotional campaign that is effective in out-commuters obtaining jobs in the community	Number of out-commuters

# Get Commuters to Work in Hamilton (2)

## Theme 5: Build the Labour Supply

### Best Practices



### Focus Groups

- Commuters – target message to them: why commute if there are similar opportunities available in Hamilton?



# Get Commuters to Work in Hamilton (3)

## Theme 5: Build the Labour Supply

### Existing Programs

- There are no existing programs catering to commuters specifically

### Gaps

# Get Commuters to Work in Hamilton (4)

**Theme 5:  
Build the  
Labour  
Supply**

Challenges	Mitigation

Activities	Lead Agency or Partner	Resource Requirements	Timelines

# Contact Info

---



**Craig Fossay: Project Director**

(416) 777-3288

craigfossay@bearingpoint.biz

**Peter van der Laan: Project Manager**

(416) 775-6527

pvanderlaan@bearingpoint.biz

**Darren Byers: Lead Consultant**

(416) 775-6501

dbyers@bearingpoint.biz

**Appendices**

# Appendices

---

- A. HR Matters Phase I Report – Summary of Findings**
- B. HR Matters Steering Committee**
- C. Research Sub-Committee – Inventory of Stakeholders**
- D. Good Practices Research Summary**

# A. HR Matters Phase I Report – Key Findings

---



**Attached as a separate document**

## B. HR Matters Steering Committee

Gayle Holmes – Director, Human Resource Services – Hamilton Health Sciences Corporation - **CHAIR**

Richard Allen – Executive Director – Hamilton Industry Education Council

Joan Balinson – President - About Town Event & Meeting Planners

Gillian Berney – Director, Employment and Income Support Branch, Public Health and Community Services – City of Hamilton

Monique Biancucci – Automotive Sales Manager – DOFASCO

Ivan Buzzelli, Vice-President Administration & Human Resources – Tradeport International Corporation

Dave Cage, Executive Director – Stoney Creek Chamber of Commerce

John Dolbec – Executive Director – The Hamilton Chamber of Commerce

Geoffrey Green – Senior Business Consultant – Ontario Ministry of Enterprise, Opportunity and Innovation

Richard Johnston – Hamilton District - Human Resources Development Canada (*ex-officio*)

Michelle MacDonald – Department of Biochemistry – McMaster University

Audie McCarthy – Marrek Solutions Inc.

Mark Mindorff – Director of Operations – CanReg

Jan Potts – Director – Hamilton District – Human Resources Development Canada (*ex-officio*)

Sylvia Renshaw – Business Development Consultant, Economic Development Department – City of Hamilton

Elizabeth Robinson – Executive Director – Hamilton Training Advisory Board

Mel Switzer – Hamilton Wentworth Federation of Agriculture

James Vanderveken – Director, Community Economic Development – Mohawk College of Applied Arts and Technology Source

# C. Research Sub-Committee – Inventory of Stakeholders

---



**Attached as a separate document**



# D. Good Practices Research Summary

---



**Attached as a separate document**