

Growing Your Workforce: An Often Overlooked Source of Labour

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Growing Your Workforce

- This presentation will focus on a prime - yet often overlooked - avenue for workforce growth:

Workforce Retention

- The first rule of marketing is to hold on to the customers you already have: the same premise applies to your workforce
- Many regions unknowingly lose thousands of residents who are in the labour force to relocation

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Purpose of this presentation:

**Help you to understand the potential of Workforce
Retention**

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Why is workforce growth necessary?

- Low unemployment rate
- Falling participation rate
- Significant workforce shortages
 - Employer One Survey
 - Business Retention & Expansion Program
- Significant job vacancies

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Common Approaches

- Increase the participation rate of the local population
- Attraction
- Immigration

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How many people in the labour force have moved way from your region?

Census Division	# of Moved Away (2011-2016)
Brant	7,670
Bruce	3,800
Chatham-Kent	5,210
Dufferin	5,255
Elgin	5,600
Essex	12,205
Grey	5,855
Haldimand-Norfolk	6,725
Hamilton	32,085

Census Division	# of Moved Away (2011-2016)
Huron	3,440
Lambton	5,560
Middlesex	29,740
Niagara	18,520
Oxford	6,720
Perth	4,955
Waterloo	35,070
Wellington	18,330

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Labour Force Retention Varies from Region to Region

- Dufferin: 16% of the labour force moved away
- Essex: 6.4% of the labour force moved away

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Did labour force members move away because they were unemployed?

Census Division	Unemployed #
Brant	685
Bruce	385
Chatham-Kent	520
Dufferin	420
Elgin	590
Essex	1,215
Grey	590
Haldimand-Norfolk	530
Hamilton	2,510

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Did labour force members move away because they were unemployed?

Census Division	Unemployed #
Huron	255
Lambton	530
Middlesex	2,465
Niagara	1,810
Oxford	595
Perth	370
Waterloo	2,720
Wellington	1,265

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Did labour force members move away because they were unemployed?

Census Division	Unemployed #	Employed #
Brant	685	6,985
Bruce	385	3,415
Chatham-Kent	520	4,690
Dufferin	420	4,835
Elgin	590	5,010
Essex	1,215	10,990
Grey	590	5,265
Haldimand-Norfolk	530	6,195
Hamilton	2,510	29,575

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Did labour force members move away because they were unemployed?

Census Division	Unemployed #	Employed #
Huron	255	3,185
Lambton	530	5,030
Middlesex	2,465	27,275
Niagara	1,810	16,710
Oxford	595	6,125
Perth	370	4,585
Waterloo	2,720	32,350
Wellington	1,265	17,065

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Moved Away by Age Cohort Labour Force 15+ 2011-2016

Age cohort	Brant	Bruce	Lambton
15 to 24 years	1,580	900	1,155
25 to 44 years	4,085	1,895	2,925
45 to 54 years	1,225	455	805
55 years and older	775	555	680
Total 15+	7,670	3,805	5,560

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Moved Away by Age Cohort Labour Force 15+ 2011-2016

Age cohort	Elgin	Perth	Wellington
15 to 24 years	1,475	1,105	3,175
25 to 44 years	2,680	2,505	11,045
45 to 54 years	920	670	2,290
55 years and older	525	675	1,815
Total 15+	5,600	4,955	18,330

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Where did your labour force move to?

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Middlesex – Destination of Movers

Destination	#
Toronto	5,520
Elgin	2,700
Waterloo	1,505
Oxford	1,470
Lambton	1,230
Essex	1,010
Ottawa	955
Peel	830
Hamilton	775
Halton	720
York	700
Perth	680
Huron	610
Chatham-Kent	560

Destination	#
Simcoe	560
Wellington	490
Niagara	450
Durham	420
Frontenac	270
Brant	255
Grey	225
Bruce	220
Haldimand-Norfolk	140
Peterborough	110
Greater Sudbury	110
Algoma	110
Muskoka	95
Thunder Bay	90

Destination	#
Cochrane	80
Kenora	80
Renfrew	75
Nipissing	75
Hastings	70
Kawartha Lakes	65
Dufferin	55
Leeds and Grenville	50
Stormont, Dundas and Glengarry	35
Northumberland	35
Lanark	30
Lennox/Addington	30
Prince Edward	30

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Chatham-Kent – Destination of Movers

Destination	#	Destination	#	Destination	#
Essex	1,275	York	40	Leeds and Grenville	15
Middlesex	755	Brant	40	Lennox and Addington	15
Lambton	655	Bruce	40	Dufferin	15
Waterloo	240	Niagara	35	Simcoe	15
Elgin	195	Nipissing	35	Greater Sudbury	15
Toronto	175	Parry Sound	35	Lanark	10
Oxford	95	Stormont, Dundas and Glengarry	30	Frontenac	10
Wellington	90	Hastings	30	Northumberland	10
Hamilton	90	Durham	30	Kawartha Lakes	10
Halton	75	Peterborough	25	Muskoka	10
Ottawa	65	Huron	25	Sudbury	10
Peel	65	Renfrew	25	Timiskaming	10
Perth	60	Algoma	20	Cochrane	10
Haldimand-Norfolk	50				

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Moved Away by Educational Attainment Labour Force 15+ 2011-2016

Educational Attainment	Haldimand- Norfolk #	Niagara #	Oxford #	Waterloo #
No certificate, diploma or degree	845	1,255	825	2,440
High school certificate or equiv.	1,975	4,375	2,090	6,690
Apprenticeship or trades certificate or diploma	515	990	440	1,530
College, CEGEP or other non- university certificate or diploma	1,985	5,170	2,060	7,715
University certificate or diploma below bachelor level	105	345	115	570
University certificate, diploma or Degree at bachelor level or above	1,310	6,380	1,175	16,130
Total	6,725	18,520	6,720	35,070

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Moved Away by Educational Attainment Labour Force 15+ 2011-2016

Educational Attainment	Haldimand- Norfolk #	Niagara #	Oxford #	Waterloo #
No certificate, diploma or degree	12.6	6.8	12.3	7.0
High school certificate or equiv.	29.4	23.6	31.1	19.1
Apprenticeship or trades certificate or diploma	7.7	5.3	6.5	4.4
College, CEGEP or other non- university certificate or diploma	29.5	27.9	30.7	22.0
University certificate or diploma below bachelor level	1.6	1.9	1.7	1.6
University certificate, diploma or Degree at bachelor level or above	19.5	34.4	17.5	46.0
Total	100.0	100.0	100.0	100.0

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Q2 2019 Ontario number of job vacancies:

213,225

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Minimum Level of Education Sought

	Percentage
No minimum level of education sought	32.0%
High school diploma or equivalents	27.2%
College certificate or diploma	23.0%
University certificate or diploma below bachelor's	3.9%
Bachelor's degree	11.2%
University certificate or diploma above bachelor's	2.7%

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Minimum Level of Education Sought

	Percentage	Average Wage (/hour)
No minimum level of education sought	32.0%	\$16.95
High school diploma or equivalent	27.2%	\$17.40
College certificate or diploma	23.0%	\$24.35
University certificate or diploma below bachelor's	3.9%	\$31.10
Bachelor's degree	11.2%	\$35.95
University certificate or diploma above bachelor's	2.7%	\$39.70

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Minimum Level of Experience Sought

	Percentage	Average Wage (/hour)
Less than 1 year	47.8%	\$18.25
1 year to less than 3 years	31.9%	\$20.65
3 years to less than 5 years	9.7%	\$27.75
5 years to less than 8 years	8.4%	\$35.40
8 years or more	2.2%	\$50.10

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What does this tell us?

- The majority of job vacancies are for lower skilled and lower paid workers
- Workforce shortages are not always a result of skills mismatches
- Communities must offer workers a suitable value proposition

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Workforce Retention requires a collaborative approach

- Housing aligned with local jobs
- Suitable support (daycare, social services, transportation options)
- Employers must support business and regional level retention

Questions/Comments