

Building Pathways to Employment in Kenora's Services Sector

FINAL REPORT

November 28 2017

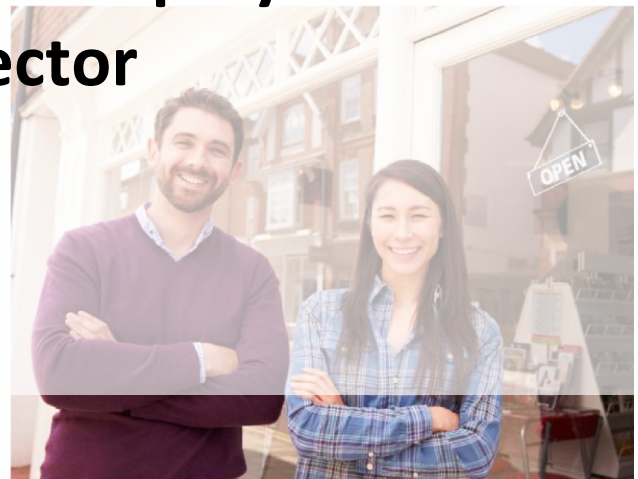




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1. Executive Summary

The City of Kenora and its partners have undertaken a comprehensive assessment of the services sector (retail and hospitality) workforce needs, and the regional capacity to meet these needs. This project is timely as communities strategize for solutions to address the challenges surrounding talent attraction and retention. For the services sector, talent access becomes more complex as many occupations in the sector require skills that are in demand across multiple sectors. This is fuelling a competitive job market and many labour force participants are choosing to examine other sectors of the economy, and other parts of the world. The image of the tourism sector is peppered with the perception of seasonal, low pay, low skilled jobs that offer little opportunity for advancement. The impact of an inability to fill job openings and meet the demand for skilled workers will have negative effects on economic growth for the region.

1.1 Research Approach

Grounding the analysis of the community and service sector in the national and provincial context was an important first step to fully understanding the broader influences in the economy. This data was combined with a base demographic and socio-economic analysis for Kenora, leading to the identification of local factors that are influencing workforce development of the community.

By utilizing economic modelling, a projection of Kenora's labour market, supply and in demand occupations within the service sector was developed, highlighting key areas of growth and demand. The model provided a number of key occupations and skill sets that were fleshed and presented in the form of a skills matrix. The occupational requirements were compared to the existing educational capacity of the local institutions, identifying gaps and opportunities related to skills development.

Data can only tell half the story, providing a working understanding of the community, projected employment and skills development. To ground the data, consultations and engagement was carried out with employers, employees, local service providers and educational institutions within Kenora. The multi-pronged approach to engagement included one-on-one interviews, focus groups, an on-line survey and a targeted telephone business survey. While the interviews and focus groups offered qualitative data, the surveys gathered quantitative data and targeted a broader audience. The survey provided insight on the experiences of business on attracting, retaining and developing talent in the service sector. The survey also identified key occupations, skills, training needs, and education/certification that businesses find most difficult to access.

Drawing from research on best practices in talent attraction and retention, and an inventory of the lifestyle assets in Kenora, a series of key themes and priority actions were identified.

1.2 Strategic Themes and Actions

This resulting strategy is designed to support ongoing collective engagement among those stakeholders that inform and influence programs, services and supports for the job seekers, and employers. It further offers insight to government and educational and training institutions to inform the necessary pathways to drive alignment between labour supply and labour demand in Kenora's local services sector.



A series of four themes ground the strategy.

CONNECTING

Kenora is engaged in a variety of partnerships and targeted initiatives that contribute to creating a vibrant economy that appeals to residents and visitors. These partnerships offer further opportunity to facilitate new conversations, welcome new partners, and form new relationships. It is not uncommon for existing groups, agencies, and organizations to work in the same community, yet not fully understand mandates, program offerings, and potential for partnerships. Through a network that promotes the establishment of relationships for a common purpose, the opportunity to collaborate expands.

Recommended Actions:

- Create opportunity for connection between workforce service providers, economic development, and employers in Kenora
- Connect with and support life stabilization initiatives to promote longer-term employment success
- Leverage the talents of former Kenora residents living or working outside of Kenora

COLLABORATING

Improving collaboration spurs consideration of strategies that reduce duplication and improve service delivery. Kenora benefits from a wide array of programs and services that are tailored for job seekers and employers. A common challenge is getting information about these programs and services into the hands of those that need them. Collaboration can be challenged by the methods through which funding is accessed, and the performance measures by which agencies are monitored. Creating an enhanced collaborative approach that drives a relevant support system for job seekers and businesses will contribute extensively to longer-term success and engagement in Kenora's economy.

Recommended Actions:

- Promote "Wrap around" support
- Promote a Business Success! Initiative
- Collaborate to maximize knowledge exchange and integrated planning



A series of four themes ground the strategy.

COORDINATING

While the commitment to collaborate may exist, it is difficult to maintain without a coordinating function. Coordination takes time, regular communication, and someone who owns the responsibility. People are busy and often times, commitments to these efforts are in addition to regular work responsibilities. However, it is necessary for coordination to be present in the community as its absence results in wasted effort and resources, and it leads to disengagement of employers. Service coordination for employers, supports information dissemination, employer engagement, and it maximizes resource allocation. The opportunity exists for a single, multi-pronged, point of communication to direct job seekers and employers to the myriad of support services.

Recommended Actions:

- Coordinate and create meaningful opportunities for workforce development in Kenora

COMMUNICATING

Streamlining communication saves on time and resources. It ensures messages are communicated effectively, to the right people, and through appropriate channels. Sharing information on workforce initiatives, success stories, and current and future labour market and economic opportunities are foundational in attracting and retaining talent in Kenora. A strong emphasis on using this information to promote the lifestyle and employment opportunities in Kenora is necessary.

Kenora is home to spectacular natural resources, dedicated people and a truly unique lifestyle proposition. Working together on the implementation of solutions through foresight and commitment, will strengthen successes achieved in the past, and drive successful outcomes for the future.

Recommended Actions:

- Share information on workforce initiatives and successes in Kenora
- Create a thorough understanding of current and future labour market and economic opportunities in Kenora

This strategy offers a comprehensive action plan, building on each of the four themes identified, with a series of specific actions and potential local partners to drive implementation. It is anticipated that the city and the sector will benefit through:

- Strengthened capacity to address current workforce skill deficiencies in the tourism sector
- Enhanced communications and increased awareness between and among service providers and industry employers to foster stronger collaboration towards common goals
- Proactive strategies designed for the services sector to foster workforce attraction and retention.



2. Introduction

2.1 Project Purpose

The services sector in many communities is facing significant challenges in the attraction, retention and recruitment of talent to support business operations. Influenced by a multitude of factors that span perception of the tourism and hospitality sector, seasonality of employment, perception of lack of future promotion opportunity, and the increased demand for life skills from other sectors, the importance of this sector to local economies demands attention to these issues. The City of Kenora and its partners have chosen this time to undertake a comprehensive assessment of the services sector (retail and hospitality) workforce needs, and regional capacity to meet these needs. A lack of action will impede economic growth in the sector and impact local access to services for visitors and residents.

2.2 Project Approach

This analysis and resulting strategy combine economic research and occupation demand projections to inform on the alignment, or misalignment between labour supply and labour demand. Significant emphasis was placed on consultations and engagement to capture the perspectives of employers, employees, local service providers and educational institutions within Kenora. A multi-pronged approach to engagement included one-on-one interviews, focus groups, an on-line survey and a targeted telephone business survey.

In total, twenty-six one-on-one interviews with local informants were completed, including representation from targeted stakeholder groups as identified above. The desired outcome of these conversations was to capture their experience with talent attraction, retention and development, the challenges they face, the supports they utilize and those they believe would be beneficial.

Two focus groups further engaged representatives from local and provincial government, industry, service providers and educational institutions. The focus group discussions explored key experiences in the sector as well as important factors to be addressed for sector growth and sustainability in Kenora.

An on-line survey link was distributed to key stakeholder groups in the coverage area with the intent of gathering a quantitative data to inform on skills demand, training challenges, commitment to training, and recruitment strategies. While the interviews and focus groups gained qualitative, the surveys gathered quantitative data and targeted a broader audience. The survey link was distributed through the City's website, as well as social media channels. The participants were guided through a series of "point and click" questions, as well as open-ended questions.

A Telephone survey of businesses (102 completes achieved) was conducted via CATI (Computer-Aided Telephone Interview), with a targeted sample size of 100 completed surveys. These completion rates make the findings from the survey statistically valid, meaning that findings could be used to represent the issues and challenges of all companies within the targeted sector and sub-sectors (not only those that participated in the survey).



The survey provided insight on the experiences of business on attracting, retaining and developing talent in the service sector. The survey also identified key occupations, skills, training needs, and education/certification that businesses find most difficult to access.

Combined with research on best practices in talent attraction and retention, an inventory of the lifestyle assets in Kenora, a series of priority areas accompanied by tactics and actions emerged. The strategy is designed to support ongoing collective engagement among those stakeholders that inform and influence programs, services and supports for the job seekers, unemployed, underemployed, and employers. It further offers insight to government and educational and training institutions to ensure that the necessary pathways exist to drive alignment between labour supply and labour demand in Kenora's local services sector.

3. Planning Context

3.1 The Global Competition for Talent

As the pace of globalization increases, the competition for workers (also known as “talent”) is becoming a significant priority for communities, regions, business and industry, and governments. Demographic factors, such as increasing life expectancy and declining birth-rates are feeding into this competitive atmosphere as there are fewer people available to fill positions.¹ Furthermore, as governments remove legal and regulatory barriers to the free movement of people between countries, talent is increasingly able to relocate to where demand is highest and where the most attractive work incentives exist.² The increased role of innovation and knowledge-based employment, widespread use of technologies allowing people to work from any geographic location, and increased urbanization, also add layers of complexity to the challenge in attracting talent.³

For the most part, these changes have led to the migration of talent away from rural settings towards more urban hubs. This shift has resulted in a “hollowing out” of young people, and skill labor, with many choosing to pursue opportunities outside of their community, and indeed their province or country.

While countries are competing for talent, regions and municipalities are becoming increasingly important actors in attracting talent. Highlighting a community's work across a range of social, cultural, economic, and environmental areas is an important component to talent attraction and retention. Other differentiating factors include:

- **Having a strong place-based reputation** – strong reputations and positive overall place branding are important in peaking the interest of talent (especially for the quality of life migrants)

¹ Beechler, S., and Woodward, I. (2009), “The global war on talent”

² Ibid

³ Tendensor, “Tools and Strategies for Innovative Talent Attraction and Retention – A Handbook on Talent Attraction Management for Cities and Regions”, January 2014



- **Having a critical mass of enticing employers and job opportunities** – places that can demonstrate they have a variety of good employers and job opportunities are seeing success in talent attraction and retention as talent actively seeks new challenges and increased opportunities for advancement or variety
- **Demonstrating being a “livable community” and strong quality of life assets** – above and beyond employment opportunities, talent seeks communities that can demonstrate quality of place, such as a vibrant cultural scene, opportunities to participate in the social activities, inter connectedness to through transportation infrastructure, and a pleasant physical environment
- **Having a work-ready labour force** – Companies are increasingly looking to hire skilled workers rather than provide training or apprenticeship opportunities. As such, educational institutions are focusing on developing work-ready graduates ready to bring their talent, knowledge and skills to their employer. It is also becoming increasingly more important to develop targeted policies around skill development for high-demand industries.⁴

Globally, 40% of employers reported difficulties in filling jobs due to talent attraction issues in 2015.⁵ Employers in North America experienced slightly higher talent attraction issues (42% indicating that they had challenges in filling positions).

3.2 Talent Retention, Attraction and Development in Canada

By 2025, Canada is expected to face a labour shortage of 1.2 million jobs.⁶ It is expected that between 2016 and 2025, 250,000 skilled tradespeople will retire from the construction and maintenance industry alone, accounting for a large portion of the projected labour shortage.⁷

Across Canada, employers report that skilled trade roles remain the hardest to fill, as has been the case for the past six years. The 2016 Talent Shortage Survey also revealed:

- Engineers continue to be in high demand with engineering roles being in the list of the top ten hardest roles to fill since 2010;
- Sales representatives continue to be among the top five hardest positions to fill in Canada;
- Employers are having an easier time finding drivers in 2016 than they have in the past three years;
- Since 2013, management and executive roles have been among the top three hardest kinds of roles to fill⁸

The most common reason employers have trouble filling positions is that applicants lack the hard skills and technical competencies necessary to succeed on the job. Nearly a quarter of Canadian employers

⁴ Adecco Group (n.d.), The global war on talent is on, but who's winning it. Retrieved from: <http://www.adeccogroupuk.co.uk/news-and-analysis/the-global-war-for-talent.aspx>. Accessed: Nov. 16, 2016.

⁵ Global Talent Shortage Survey- Press Release.

⁶ The Conference Board of Canada (2005)

⁷ Preparing Today for A Stronger Tomorrow: Buildforce Canada 2015-2016 Annual Report.

⁸ 2016/2017 CANADA TALENT SHORTAGE SURVEY



identified this as their most pressing hiring challenge in 2016.⁹

Canada continues to face some significant labour attraction challenges, including:¹⁰

- **The need to overcome regional disadvantages, including the urban/rural divide.** Attracting talent to remote regions is difficult without a diversified economy and consumer base. Similarly, attracting talent to major cities in the province is increasingly difficult, given increased urban competition for talent
- **Including a diversity of talent in the labour force, including Indigenous engagement and immigrant integration.** While Indigenous graduation rates have increased, outreach by educational institutions and training investments among employers remains inadequate. Onerous immigration requirements and credential recognition continue to frustrate immigrants, contributing to skilled immigrants facing poorer labour market outcomes compared to the non-immigrant population
- **Improving workforce planning through ongoing improvements to labour market forecasting.** Strategic alignment across jurisdictions for policy development remains a barrier with provincial or federal governments taking the lead with little input from local governments

The global spread of tourism in the past decades has made it one of the fastest growing economic sectors in the world. In 2000 there were 674 million tourism arrivals. By 2014 there were 1.1 billion and by 2020 international tourism arrivals are expected to reach 1.4 billion.¹¹ Canada's tourism sector has five industry groups: accommodation, food and beverage services, recreation and entertainment, transportation and travel services.

In 2015 the Canadian Tourism Human Resources Council (CTHRC) reported 1.78 million jobs in tourism industries; 10% of all jobs in Canada with 32% of Canada's tourism workforce aged 15–24 compared to only 13% of the overall labour force and population.¹²

The CTHRC calculates spending in Canada's tourism sector could rise from nearly \$187 billion in 2015 to over \$287 billion in 2035 (using inflation-adjusted 2010 dollars), requiring 538,000 jobs be created between 2015 and 2035. Based on the projected rates of labour force growth in the tourism sector only 345,000 of these jobs will be filled by the existing labour supply, limiting potential expansion.¹³

These projections indicate that from 2015 and 2035, 192,600 jobs could go unfilled, bringing the total number of unfilled tourism jobs during the 2010–2035 period to just under 240,000, 10.5 percent of the jobs that potential spending would support.¹⁴

⁹ 2016/2017 CANADA TALENT SHORTAGE SURVEY

¹⁰ Ahead of the Talent Curve: Ensuring BC's Competitive Edge

¹¹ 1 UNWTO, UNWTO Tourism Highlights 2015 edition, Tourism towards 2030

¹² Statistics Canada, National Household Survey 2011

¹³ CTHRC Fast Facts 2017 <http://www.cthrc.ca>

¹⁴ CTHRC Fast Facts 2017 <http://www.cthrc.ca>



3.3 The Tourism Sector in Ontario

The Ontario Tourism Education Corporation's (OTEC) and Tourism Industry Association of Ontario's (TIAO) latest strategy affirmed that Ontario is the biggest tourism destination and labour market. They reported the tourism industry represents 9% of total employment in Ontario and 17% of the province's businesses, highlighting the importance of the industry to the provincial economy and employment. The strategy also projected Ontario will experience significant labour and skills shortages impacting businesses' ability to attract and retain the labour needed.

In response, the Ontario Tourism Workforce Development Strategy was developed with involvement from 500+ businesses, associations, RTO's, DMO's, education, and pre-employment stakeholders contributing to the project.

The process identified four core strategic priority areas

- Foster an Environment of Collaboration & Coordination
- Develop a High-Performance Workforce
- Provincial Focus on Workforce Attraction & Retention
- Enhance Information Management & Channels.¹⁵

These priorities highlight the tourism/local service sector challenges facing Ontario as a whole and only vary in degree across the province. It is noteworthy that the local research and analysis based on Kenora's situation and input through engagement, serve to reiterate many of the same challenges.

4. The City of Kenora in Demographic and Socio-Economic Context

4.1 Overview

Kenora is a city in Northern Ontario with a rich history having been incorporated in 1882. The three dominant sectors of the Kenora economy are mining, forestry and tourism. The population dramatically increases in the high summer season to nearly double the year-round population. The Lake of the Woods and the multitude of surrounding lakes are the primary attraction for cottagers. Most visitors are from Manitoba and Minnesota. The city is facing similar trends affecting many rural areas in Canada and is aligned with the Northern Ontario experience since 2001. These trends include a decline in primary industries and manufacturing, with a shift to the service sector, healthcare and government based economies.

¹⁵ Ontario Tourism Education Corporation (OTEC) ONTARIO TOURISM WORKFORCE DEVELOPMENT STRATEGY 2012-2017



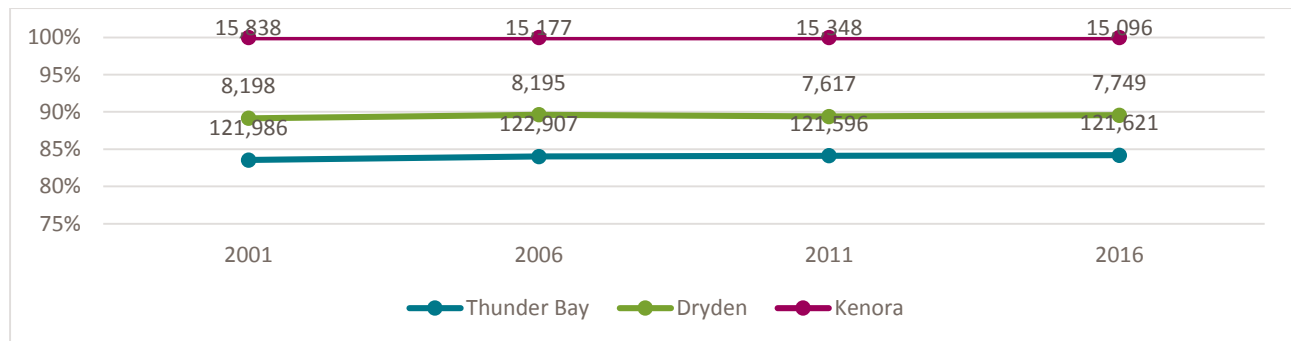
Key takeaways

- Kenora's population has decreased 4.6% since 2001
- Kenora's population is growing older faster than Ontario as a whole with 19% of residents over the age of 65, with an additional 16% of residents between the age of 55 and 64
- Median Income growth has kept pace with the provincial average increase of 12%
- The number of residents with No Certificate or Diploma has dropped 14% since 2006 and University certificate, diploma or degree at bachelor level or above has increased 34%
- Unemployment rates have dropped 0.8% from 2011-2017 while labour participation and employment rates have remained static.

4.2 Population and Growth

In 2016, the Kenora CMA had a population of 15,096 inhabitants, a decrease of 4.6% from 2001, when the population was 15,838. This stands in contrast to the provincial increase in population by 17.9%, from 11,410,046 inhabitants in 2001 to 13,448,494 in 2016. Figure 1 shows population distributions across Kenora, Thunder Bay and Dryden, indicating that Northern Ontario has experienced a similar slow downward population trend since 2001, counter to the growth seen in the province as a whole.

Figure 1 Population Change between 2001 and 2016



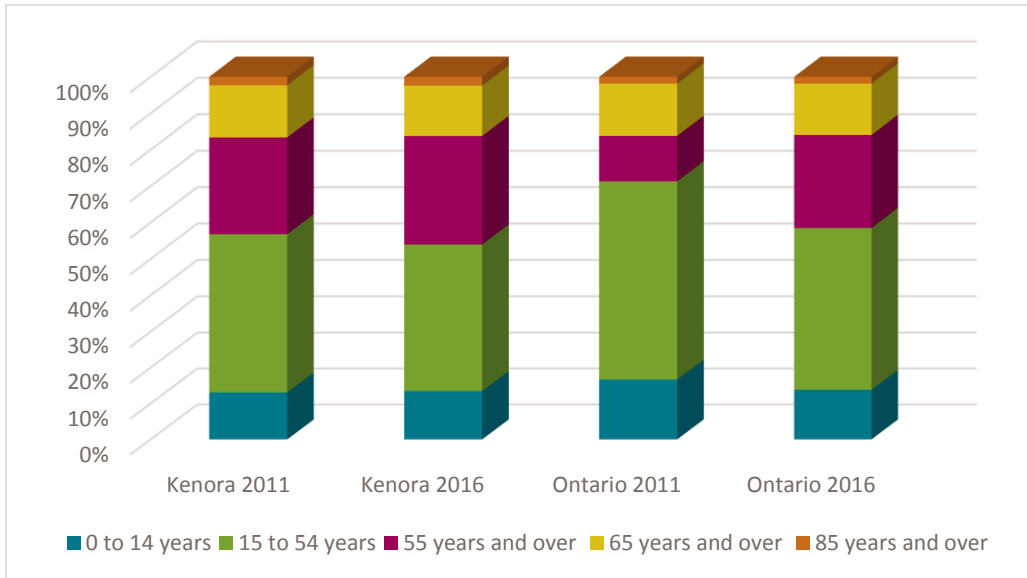
Source: Statistics Canada Census 2016, Statistics Canada Census 2011, Statistics Canada Census 2006

4.2.1 Population by Age Structure

Residents of Kenora are aging, with cohorts shrinking in size for all age groups under age 55. These statistics are demonstrated in Figure 2, which provides two side-by-side age distribution graphs for 2011 and 2016. Overall, the figure indicates that while there is an increasing amount of people that fall into the age cohorts above the age of 55, there are fewer people below that age, suggesting that younger cohorts are leaving Kenora.



Figure 2: Kenora and Ontario Distributions of Age Group Proportions

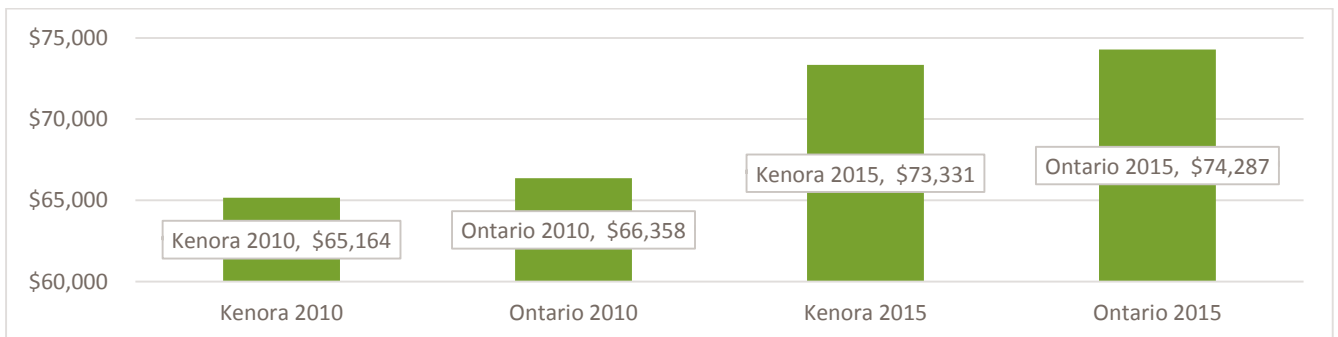


Source: Statistics Canada, Census, 2016; Statistics Canada, National Household Survey, 2011

4.2.2 Median Personal Income

Between 2010 and 2015, changes to personal income appear drastic, with an average increase in annual income of 12% for Kenora and Ontario. Figure 3 shows the changes in median income for Kenora and the province.

Figure 3 Changes in Median Income for 2010 and 2015 Tax Years



Source: Statistics Canada, National Household Survey, 2011 Statistics Canada, Census 2016

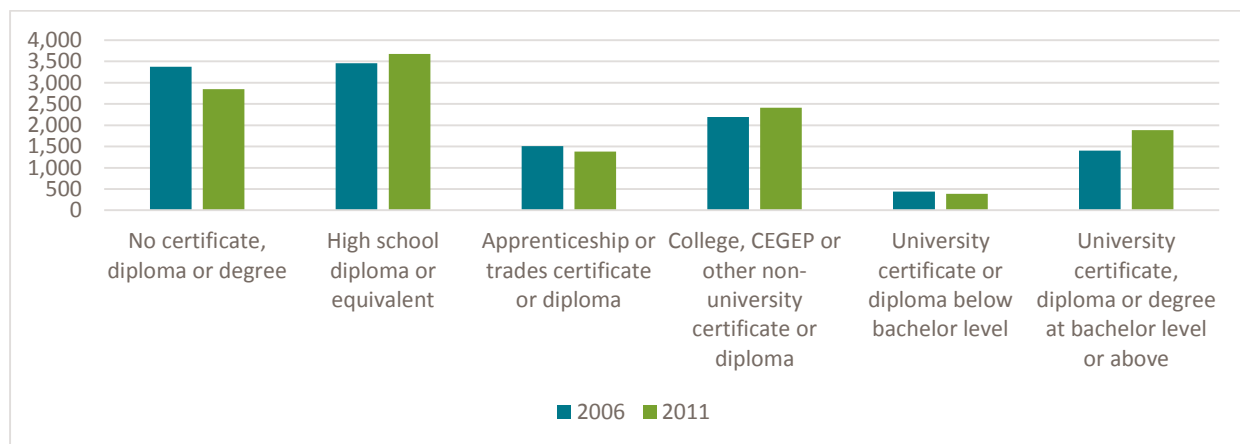
While these numbers may appear rather positive, a word of caution must be offered regarding a major change in the way in which census data was collected starting in 2011. In effect, the median income data from the National Household Survey was collected voluntarily, and this may have introduced a bias to the result. While there may well be increase in individual income between the tax years of 2010 and 2015, the extent to which these measures can be reliably used for inferential purposes is uncertain.



4.2.3 Education

Figure 4 highlights the distribution of education levels across Kenora for 2006 and 2011, respectively. Kenora has had a 15% decrease in the number of residents that have No certificate, diploma or degree and a 6% increase in the number of residents who have completed High school. Kenora has also seen a 10% increase in a number of residents with College certificates and diplomas and a 34% increase in University bachelor or higher level. This indicates an overall upskilling of the workforce at the advanced and entry level of the spectrum. However, there have been slight declines of 7% apprenticeship or trade certificates and 11% of University certificate or diploma below bachelor level.

Figure 4 Kenora Levels of Educational Attainment, 2006-2011



Source: Statistics Canada, Census, 2006, Statistics Canada, Census, 2011.

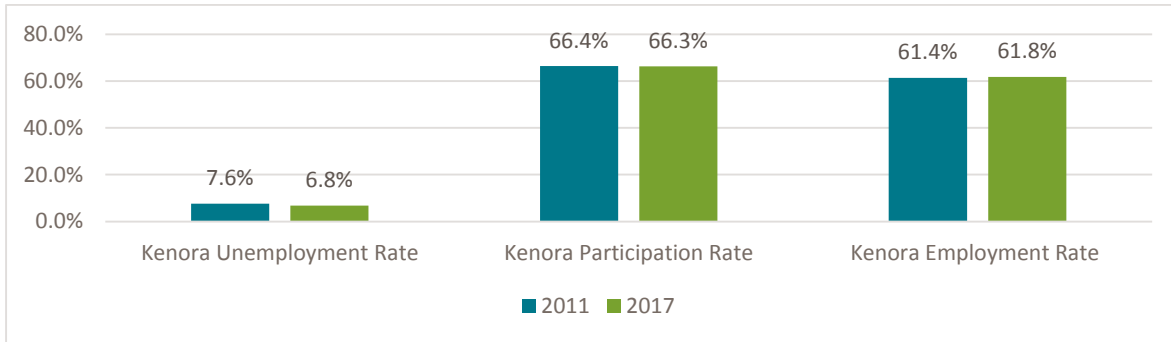
For those spin-off careers associated with the tourism sector, there are many college certificates that relate to the industry, whereas those that chose to go to university and obtain a bachelor's degree or higher will likely occupy many management positions in this sector. With the discussion of changing demographics and a shrinking workforce population, residents of Kenora are, on average, increasing their levels of education which is promising for the tourism sector. At the same time, consideration needs to be given to the point raised above about a possible sampling bias inherent in the 2011 National Household Survey (NHS). The NHS has sampling bias towards those individuals with higher levels of education, as they are more likely to fill in the voluntary National Household Survey component of the Census in 2011, compared to those with less education who were less likely to do so.

4.2.4 Labour Force Trends

With the unemployment rates in Kenora at 7.6% in 2011 and 6.8% as of Nov 7, 2017, there appears to be a growing proportion of the population that is working. However, this rate of unemployment reflects a higher percentage of the available labor force remains detached, yet jobs remain unfilled. This reflects a disconnect between job demand and labour alignment. Figure 5 shows that the employment rate remained fairly static over the period between 2011 and 2017, as did the participation rate, indicating the trend remained consistent over this period.



Figure 5 Kenora Labour Force Indicators 2011, 2017

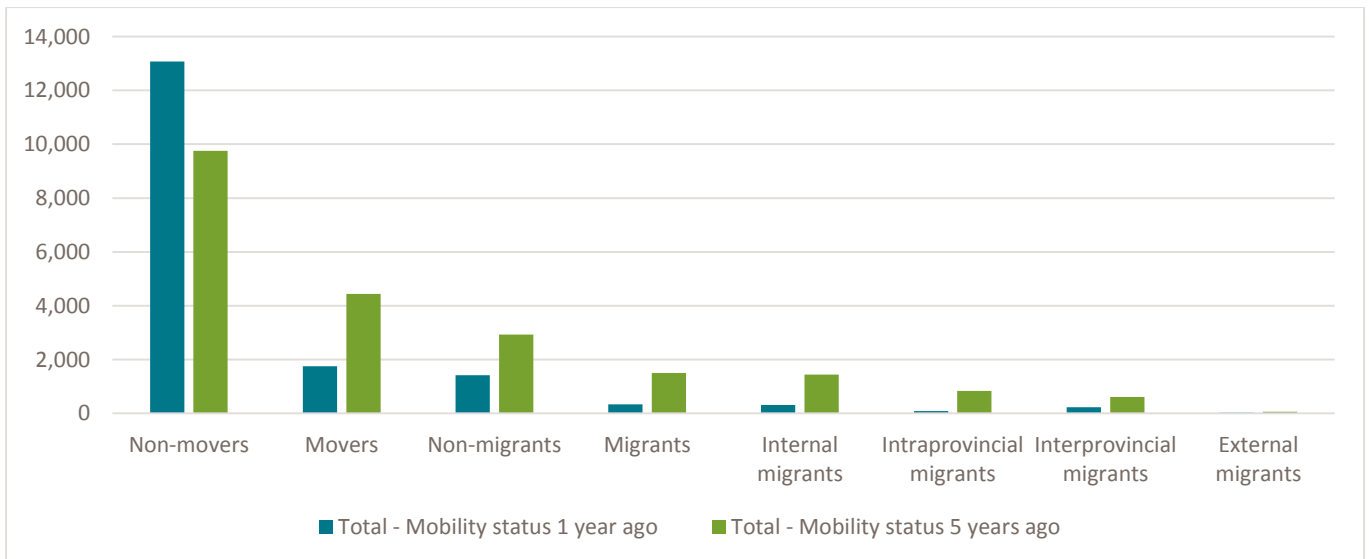


Source: Statistics Canada 2011 NHS, Manifold Data Mining Inc. Labour Force Characteristics 2017

4.2.5 Labour Mobility

Labour Mobility refers to the status of a person with regards to the place of work, in relation to place of residence, on the same date one year earlier. Essentially, it examines where a person worked geographically and where the person lived, year over year. Figure 6 indicates the vast majority of Kenora residents are non-movers as of 2011 as 89% lived and worked in Kenora. This is a 30% increase from 2006. Across all categories, mobility has decreased since 2006, indicating that there have been less new internal (from within Canada), or external (international) migrants to Kenora over that time period.

Figure 6: Kenora Labour Mobility 2006-2011



Source: Statistics Canada 2011 NHS

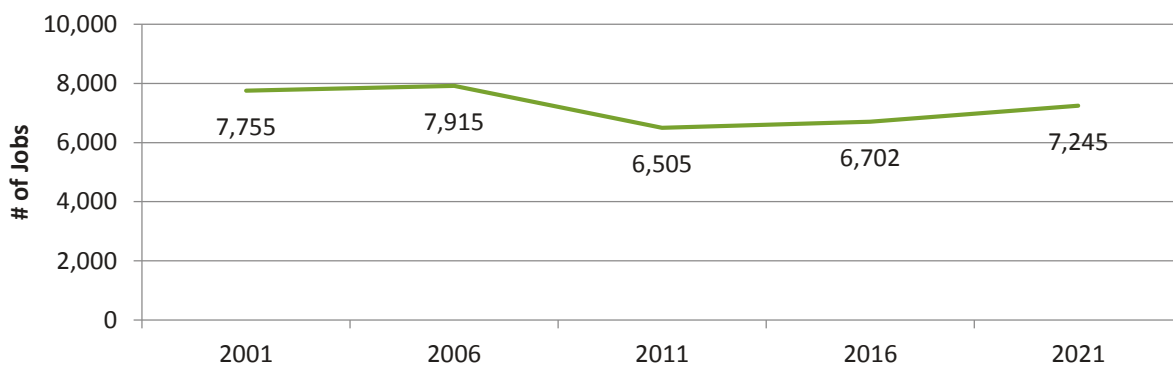


5. Kenora Projected Employment

5.1 Employment by Industry¹⁶

Figure 7 below shows the total number of jobs offered by employers in Kenora in from 2001, 2006 and 2011 according to the censuses held in those years. The figure also indicates the employment demand estimated by metro economics in 2021.

Figure 7: Employment demand Projections across all industries, Kenora, 2001-2021



Source: metro economics projections

Employment in Kenora across all industries grew modestly between 2001 and 2006 (by 160) but fell sharply between 2006 and 2011 (by 1,410, a span encompassing the 2008-2009 recession). Recent estimates suggest employment in Kenora grew slightly between 2011 and 2016 (by 197) and projections suggest an even larger gain can be expected between 2016 and 2021 (by 543).

The largest growth in employment between 2016 and 2021 is projected in the following industries (as seen in Figure 8:

- Health, social services (+170 jobs)
- Education (+62)
- Construction (+58 jobs)
- Accommodation, food (+47 jobs)
- Professional, scientific, technical services (+44 jobs)
- Retail Trade (+43 jobs)

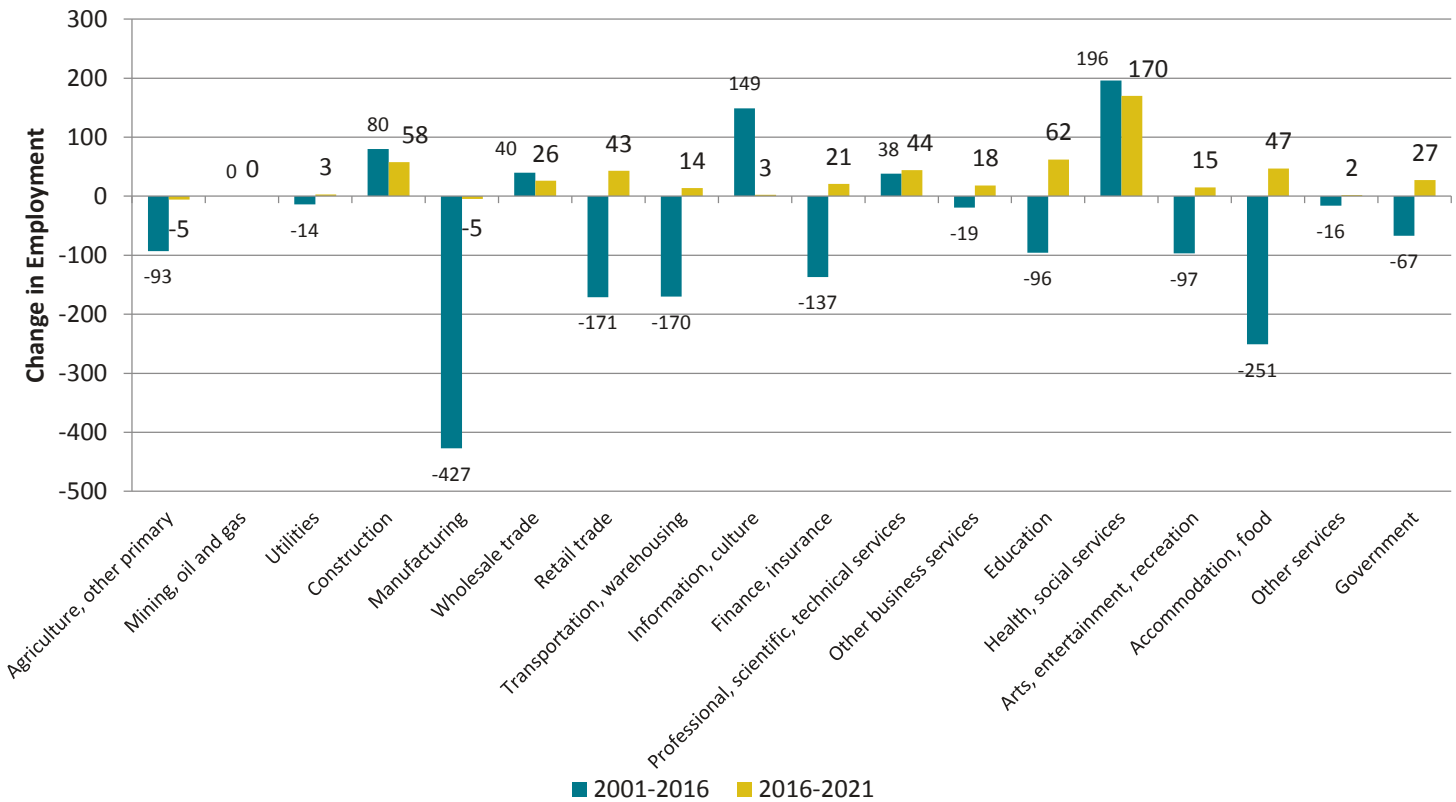
¹⁶ Projections for employment by industry on a place of work basis for the Kenora area were drawn from **metro economics'** base case projection files. **metro economics** creates and updates employment by industry projections on a regular basis for each of the 5,000 plus municipalities across the country.



The largest decreases in employment from 2016 to 2021 are projected to be in:

- Agriculture, forestry, other primary (-5 jobs)
- Manufacturing (-5 jobs)

Figure 8: Change in Employment by Industry, Kenora 2001-2016, 2016-2021



Source: Statistics Canada (2001, 2006 and 2011) and metro economics (2016 and 2021)

Key points to be taken from the above Figure 8 include the following:

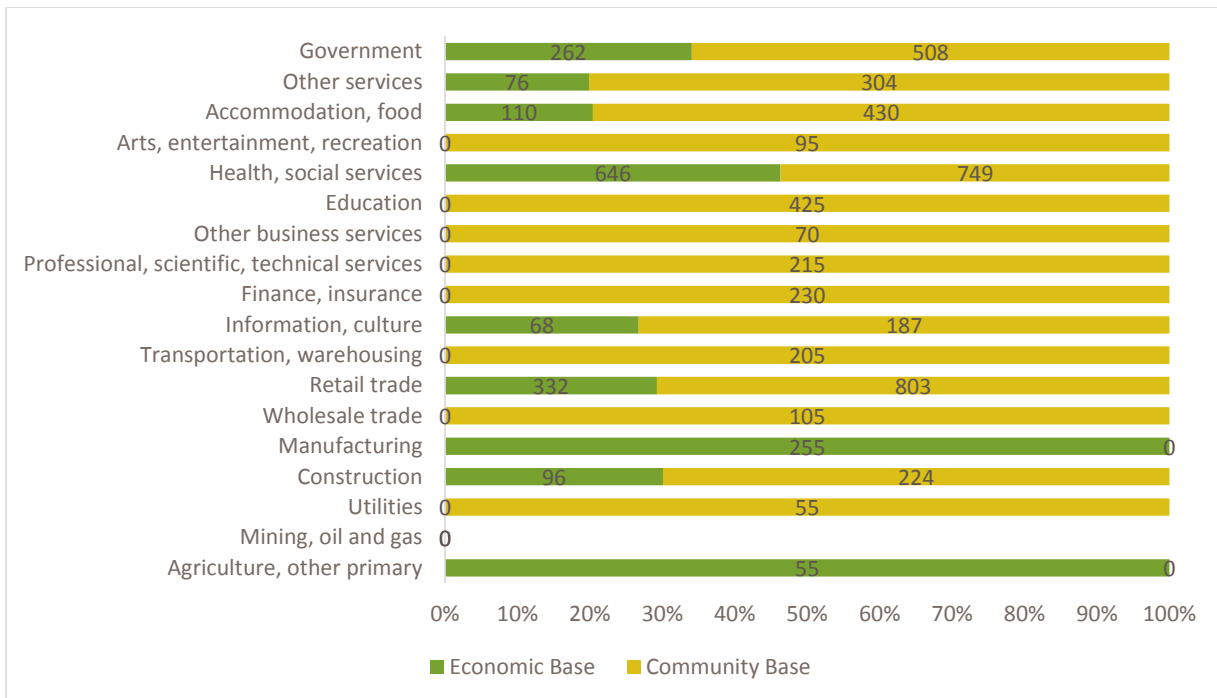
- Total employment is expected to grow between 2016 and 2021 and gains are expected across all service industries. Further, though modest, declines can be expected in employment in manufacturing, agriculture and other primary industries.
- By 2021 manufacturing employment will have fallen to a level just one-third that of 2001 (from 675 in 2001 to 243 in 2021), a drop of 432.
- Total employment across all industries in 2021 will be 510 lower than it was in 2001. Excluding manufacturing employment in Kenora will be down across that span by 78.
- Of particular interest is the fact that total employment excluding manufacturing grew by an estimated 204 between 2011 and 2016 and it is projected to grow by 548 between 2016 and 2021.



5.2 Employment by Place-of-Work in the City of Kenora Location Quotient Assessment

Figure 9 combines Place-of-Work location data and Economic base jobs vs. the Community Base jobs by industry. This graph indicates what defines the local economy, what are the industries that “anchor” the community such as manufacturing and those that provide supporting services such as restaurants.

Figure 9: Economic Base and Community Base Jobs in 2011



This decomposition indicates that in 2011 some 1,901 of Kenora’s total employment of 6,905 in 2011 are economic base jobs (or 28 percent of all jobs in Kenora). Kenora’s economic base is defined by:

- 646 jobs in health and social services
- 332 jobs in retail trade
- 262 jobs in government
- 255 jobs in manufacturing
- 110 jobs in accommodation and food
- 96 jobs in construction
- 76 jobs in other personal services
- 68 jobs in information and culture
- 55 jobs in agriculture and other primary



The strong economic base representation in health and government illustrates Kenora's role as a regional service centre to surrounding communities. Its strong economic base representation in retail trade, accommodation and food, and information and culture – which collectively account for 510 economic base jobs – illustrates the strength of Kenora as a tourism base.

5.2.1 Labour Requirements by Occupation Across All Industries in Kenora ¹⁷

As mentioned above, it is estimated that a total of 543 new jobs will be created in the Kenora area between 2016 and 2021. Based on data regarding the age distribution for each occupation in Kenora, projections on the potential number of retirees per year from 2016 to 2021 were also developed, reflecting the expected annual retirements within each occupation across all industries.

Only the 50 occupations facing the greatest requirements from both an economic (demand) and replacement (retires) point of view are listed. The requirements for those occupation employed primarily in the selected sub-set of hospitality and retail sectors will be provided in a later section of this report.

These calculations result in a projected total of 219 jobs for retirement by 2021. Combining new jobs created with retirements leads to an increase in total employment demand between 2016 and 2026 of 763 jobs (28% of which comes from retirement).

As seen in Figure 10, the top occupations in Kenora projected to see the highest employment demand by 2021 are:

- Social and community service workers (378 jobs)
- Retail and wholesale trade managers (288 jobs)
- Cashiers (280 jobs)
- Retail salespersons (260)
- Administrative assistants (210 jobs)
- Registered nurses and registered psychiatric nurses (203 jobs)

Across all industries and all occupations, the supply of workers in Kenora will need to increase by a total of 763 new workers. A total of 544 new workers will be required to meet the expanding requirements of the local economy from 2016 to 2021 while 219 will be required to replace those expected to retire from work over the 2016 to 2021 period. It is interesting to note although this selection is not narrowed down to the service sector almost all of the top in-demand occupations are within the sector.

¹⁷ The projections by industry described above were transformed into projections for each of 500 occupations based on a 2011 National Household Survey matrix of detailed occupations by detailed industry for the Kenora area.

The projections assume that the occupational mix of jobs in each industry will not change over time. In fact, the shares likely will change, but it is difficult to discern with any certainty how large the changes in shares might be. The resulting projections, therefore, reflect expected underlying changes in the shares of employment by industry only.



Figure 10: Projected employment by TOP OCCUPATIONS ACROSS ALL INDUSTRIES, 2016-2021

NOC Code	Occupation	Total # of Jobs	# of New Jobs	# of Jobs Due to Retirement
4212	Social and community service workers	378	47	13
621	Retail and wholesale trade managers	288	42	18
6733	Janitors, caretakers and building superintendents	150	28	8
1241	Administrative assistants	210	27	9
4032	Elementary school and kindergarten teachers	152	26	5
3012	Registered nurses and registered psychiatric nurses	177	25	7
6421	Retail salespersons	260	24	13
6611	Cashiers	280	22	6
6731	Light duty cleaners	153	21	4
6711	Food counter attendants, kitchen helpers and related support occupations	178	19	4
1311	Accounting technicians and bookkeepers	96	18	5
7611	Construction trades helpers and labourers	87	18	4
1111	Financial auditors and accountants	69	17	5
4031	Secondary school teachers	93	15	3
1221	Administrative officers	109	15	6
7271	Carpenters	93	15	1
6411	Sales and account representatives - wholesale trade (non-technical)	63	14	1
6322	Cooks	121	13	3
4214	Early childhood educators and assistants	110	13	2
7511	Transport truck drivers	96	13	4
1414	Receptionists	99	13	3
4112	Lawyers and Quebec notaries	58	13	2
4152	Social workers	88	12	4
3413	Nurse aides, orderlies and patient service associates	90	12	2

Source: metro economics projections

Note: The "Total # of Jobs" column already accounts for retirement projections included in the table



6. Kenora Local Service Sector

6.1 Overview

This project centres on the industries involved in the local services sector and the retention, development and attraction of talent necessary to support this sector.

Labour supply and demand are seen as two elements that make up the labour market equation. Each speaks to the increase or decrease relevant to both sides of this equation. However, experience has clearly demonstrated that it is not as simple as looking at the numbers in isolation; rather it is necessary to keep several key points top of mind when considering labour supply and demand and its alignment to vacancies. The projections indicate the number of new workers that will be required over the established time span (2016-2021), reflecting beyond the current employment numbers. This demand for new workers is referred to as the economic demand.

In addition, the projection model also considers likely retirements based on reaching age 65 between 2016 and 2021. Assuming that each retiree will need to be replaced to ensure the industry's overall requirements for workers are met, this demand for new workers is referred to as the replacement demand for workers. It does not take into account advances in technology, streamlining of processes or positions which will likely influence the one-to-one replacement. The economic demand and the replacement demand together define the industry's need for new recruits.

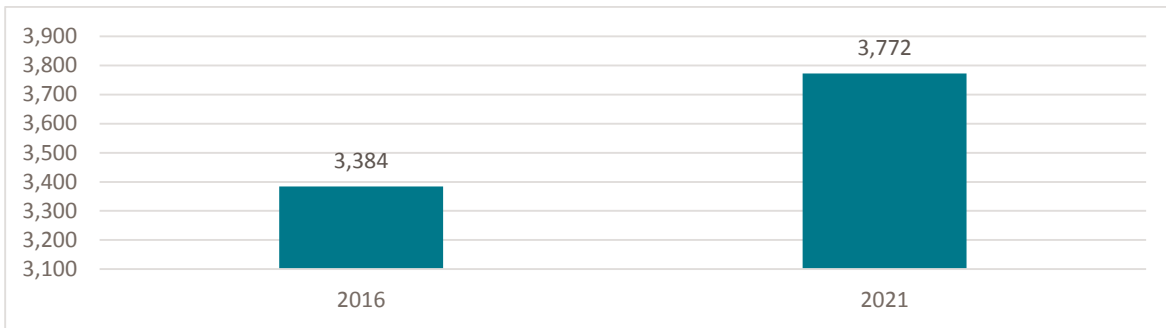
However, to give full consideration to supply and demand activity, another complex element needs to be examined. Labour churn which is the movement of employees in and out of an occupation or sector is important to consider. It is common for employees to transition to other sectors and occupations that may align with their career aspirations, financial goals, or other attractive benefits. This leaves a vacancy for the current employer. So, while the data may indicate a decline in the number of vacancies projected, it does not reflect the potential labour churn which may occur. Hence, even sectors where the overall job vacancies may show a decline or smaller numbers, recruitment may remain a high priority.

6.1.1 Service Sector Employment Demand

Employment demand in the local services sector is projected to grow from a total of 3,384 jobs in 2016 to 3,772 in 2021 (a growth of 388 jobs, as seen in Figure 11). A total of 122 jobs due to retire from the service industry is also projected, resulting in a projected increase in employment demand from all four selected industries of 2,401 jobs between 2016 and 2021.



Figure 11: Employment Demand Projections for Kenora Service Industry, 2016-2021



Source: metro economics projections

6.1.2 Employment Demand Projections

Employment demand in the Kenora service industry is projected to grow by 11% from 2016 to 2021, from 3,384 jobs to 3,772 jobs (an increase of 388, as seen in Figure 12).

The occupations projected to see the largest increases in employment demand between 2016 and 2021 are (as seen in Figure 12):

- Retail and wholesale trade managers (+42 jobs)
- Janitors, caretakers and building superintendents (+28 jobs)
- Administrative assistants (+27 jobs)
- Retail salespersons (+24 jobs)
- Cashiers (+22 jobs)
- Light duty cleaners (+21 jobs)
- Food counter attendants, kitchen helpers and related support occupations (+19 jobs)

Figure 12: CHANGE IN EMPLOYMENT DEMAND BY TOP OCCUPATIONS IN THE KENORA SERVICE INDUSTRY, 2016 & 2021

NOC	Occupation	2016	2021	Change
621	Retail and wholesale trade managers	288	330	42
6733	Janitors, caretakers and building superintendents	150	178	28
1241	Administrative assistants	210	237	27
6421	Retail salespersons	260	284	24
6611	Cashiers	280	302	22
6731	Light duty cleaners	153	174	21
6711	Food counter attendants, kitchen helpers and related support occupations	178	197	19



NOC	Occupation	2016	2021	Change
1311	Accounting technicians and bookkeepers	96	114	18
1111	Financial auditors and accountants	69	86	17
1221	Administrative officers	109	124	15
6411	Sales and account representatives - wholesale trade (non-technical)	63	77	14
6322	Cooks	121	134	13
7511	Transport truck drivers	96	109	13
1414	Receptionists	99	112	13
1411	General office support workers	108	118	10
5254	Program leaders and instructors in recreation, sport and fitness	67	76	9
6513	Food and beverage servers	86	94	8
6541	Security guards and related security service occupations	37	44	7
6622	Store shelf stockers, clerks and order fillers	97	103	6
632	Accommodation service managers	37	42	5
631	Restaurant and food service managers	38	42	4
8612	Landscaping and grounds maintenance labourers	41	45	4
7321	Automotive service technicians, truck and bus mechanics and mechanical repairers	77	81	4
7513	Taxi and limousine drivers and chauffeurs	27	30	3
6332	Bakers	25	28	3
6621	Service station attendants	55	58	3
6211	Retail sales supervisors	32	34	2
1432	Payroll clerks	19	21	2
7315	Aircraft mechanics and aircraft inspectors	16	18	2

Source: metro economics projections



7. Local Service Sector Skills Requirement Matrix

Different occupations in the workforce rely on specific skill sets that are defined by the needs of the occupation in question. Skills can be looked at in various ways, including education attainment/requirements, essential skills relative to the occupation, and soft skills, which make for effective and productive relationships between employees and patients.

The Employment and Social Development Canada (ESDC) Essential Skills listing is a tool developed by the Canadian Government to define essential skills needed for most occupations.¹⁸ Seven skills categories each contain a variety of essential skills which range in complexity from low (1) to high (5). The categories are reading, document use, writing, numeracy, oral communication, thinking, and digital technology. For each category, an average can be obtained by adding all the skill complexity levels assigned to the various indicators and dividing by the total number of indicators. By averaging across multiple skills categories, it is also possible to determine what the overall level of skill complexity is for a given occupation. A scoring method has been developed to identify skill complexity based on a spectrum of skill levels spanning:

- Minimal (less than 2.0)
- Moderate (2.0 to 2.24)
- Advanced (2.25 to 2.74)
- Expert (2.75 and more)

Another consideration is the level of education required to enter a career under a given occupation. National Occupation Classifications can also be tracked by minimum education requirements via a Human Resources and Social Development Canada (HRSDC) Skills Classification Level framework which functions as follows:

O = University

A = University

B = College or Apprenticeship

C = Secondary School

D = Incomplete Secondary School

With these different skill attribution tools in mind, a profile of the expected level of minimal education and skills competency for each occupation studied in the local services sector can be created.

Table 1 below provides a listing of the top 20 service sector occupations according to HRSDC Skills Classification Level and ESDC Essential Skills.

¹⁸See Government of Canada, Job Bank: <https://www.jobbank.gc.ca/explorecareers.do>



The Essential Skills Classification is colour coded as follows:

Minimal	Moderate	Advanced	Expert
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Generally, data highlighted in the table can be summarized as follows:

- One occupation category has a “0” HRSDC skills classification level (meaning a minimum of a university degree), affiliated with Financial auditors and accountants. Four have an “A” rating, also needing a university degree, five have a “B” rating (college or apprenticeship), and four have a “C” rating (high school diploma or equivalent). Five a D rating (incomplete high school).
- Minimal essential skills averages are found most commonly in over 50% of the occupation categories, the lowest skill requirements being: Cashiers, Light duty cleaners, Food counter attendants, kitchen helpers and related support occupations, Food and beverage servers, and Store shelf stockers, clerks and order fillers.
- Moderate essential skills averages are found in two occupations: Sales and account representatives - wholesale trade (non-technical) (2.15 average) and Administrative assistants (2.02).
- Advanced essential skills averages are found in 3 occupations: Retail and wholesale trade managers (2.42) Accounting technicians and bookkeepers (2.46) and Accommodation service managers (2.42).
- Expert essential skills averages are found in one occupation: Financial auditors and accountants (2.88)



Table 1: Skills and Education Level Requirements for Service Sector Occupations

NOC	National Occupational Category	HRSDC Skills Classification Level	Average ESDC Skill Level	ESDC Essential Skill Profile						
				Reading	Document Use	Writing	Numeracy	Oral Communication	Thinking	Digital Technology
621	Retail and wholesale trade managers	A	2.42	2.5	2.11	2.69	2.38	2.69	2.42	2.14
6733	Janitors, caretakers and building superintendents	C	1.87	2.5	1	2	1.79	2	1.94	NA
1241	Administrative assistants	B	2.02	2.13	1.75	2.25	1.7	1.83	1.79	2.71
6421	Retail salespersons	C	1.76	1.71	1.7	1.67	1.83	1.9	1.83	1.67
6611	Cashiers	D	1.61	1.71	1.6	1.33	1.13	2.22	1.69	1.56
6731	Light duty cleaners	D	1.67	2	1.5	1.4	1.79	1.4	1.94	NA
6711	Food counter attendants, kitchen helpers and related support occupations	D	1.62	2	1.6	1.5	1.25	1.8	1.53	1.67
1311	Accounting technicians and bookkeepers	A	2.46	2.33	2.25	2.25	2.83	2.14	2.59	2.8
1111	Financial auditors and accountants	O	2.88	3.33	2.83	3	3.18	2.6	2.91	2.29
1221	Administrative officers	A	NA	NA	NA	NA	NA	NA	NA	NA



6411	Sales and account representatives - wholesale trade (non-technical)	B	2.15	2.5	2.14	2	1.94	2.29	2.35	1.86
6322	Cooks	B	1.93	2.43	1.67	1.67	2	2	2	1.73
7511	Transport truck drivers	C	1.88	2.5	2.2	1.75	1.6	1.67	1.77	1.67
1414	Receptionists	C	1.78	1.88	1.82	1.83	1.7	1.33	1.75	2.14
1411	General office support workers	B	1.89	2.12	2.27	2	1.85	1.29	1.59	2.14
5254	Program leaders and instructors in recreation, sport and fitness	B	NA	NA	NA	NA	NA	NA	NA	NA
6513	Food and beverage servers	D	1.76	2.1	1.67	1.5	1.58	2.2	1.75	1.5
6541	Security guards and related security service occupations	B	1.81	2.22	1.6	1.8	1.33	1.86	2.15	1.73
6622	Store shelf stockers, clerks and order fillers	D	1.86	2	1.7	1.67	1.83	2.11	1.82	1.88
632	Accommodation service managers	A	2.42	2.5	2.11	2.69	2.44	2.67	2.41	2.14

HRSDC Skills Classification Level Relative to Education Required: O = University; A = University; B = College or Apprenticeship; C = Secondary School; D = Incomplete Secondary School



The table below gives an overview of the essential skills and education requirements for the top listed occupations as identified in those previous listings. In effect, what the figure below does is connect the data from the education and skills analysis with the top expected occupation demand by 2025. Profiles are provided for each occupation that detail the level of essential skills required to work in the field and the education attainment needed.

Table 2: Essential Skills and Education Profiles for Top Occupations

Occupation	Essential Skills and Education Overview
Retail and wholesale trade managers	On average, advanced essential skills are required to enter this career; particularly in regard to oral communications and writing (high advanced level), but also in reading, writing, and thinking (all advanced). Areas of lower essential skills include document use and digital technology. This occupation typically requires a University degree or equivalent.
Janitors, caretakers and building superintendents	On average, minimal essential skills are required to enter this career, with the exception of reading, which requires a moderate level. Education can typically be pursued at the college certificate level for specializations.
Administrative assistants	On average, moderate levels of essential skills are needed. Areas of advanced skill relate to reading and digital technology, while areas of minimal skill relate to thinking, numeracy, and document use. Education can typically be pursued at the college certificate level.
Retail salespersons	On average, minimal essential skills are required to enter this career. A Secondary School diploma or equivalent is usually required.
Cashiers	On average, minimal essential skills are required to enter this career. A Secondary School diploma or equivalent is usually required.
Light duty cleaners	On average, minimal essential skills are required to enter this career. A Secondary School diploma or equivalent is usually but not necessarily required.
Food counter attendants, kitchen helpers and related support occupations	On average, minimal essential skills are required to enter this career. A Secondary School diploma or equivalent is usually but not necessarily required.
Accounting technicians and bookkeepers	Accounting technicians and bookkeepers require advanced skills in all categories except oral communication, which requires moderate skill and numeracy and digital technology which require expert skill. This education typically requires a University degree or equivalent.
Financial auditors and accountants	On average, the occupation requires advanced essential skills due to expert requirements in all categories. Only digital requires advanced level skills. The occupation requires a university degree.
Administrative officers	This category does not have an ESDC Skill profile. This occupation typically requires a University degree or equivalent.



The results of the above summaries indicate that options are diverse for different skill levels across the region, but not so diverse that most require at least a college level education. Strong professional development programming may provide the opportunity structure to encourage low-skill entrants to seek a more rewarding career path.

Table 3: Examples of Kenora’s Service Sector Education Programming

Institution	Program	Degree Type
Confederation College	Truck and Coach Technician Apprenticeship	Apprenticeship
Confederation College	Tourism - Travel and Eco-Adventure	Ontario College Diploma
Confederation College	Sustainable Food	Ontario College Certificate
Confederation College	Academic Upgrading	Prep for Academic & Career Entrance (ACE) program
Confederation College	Academic & Career Entrance (ACE) program	Grade 12 Equivalency
Confederation College	Bookkeeping	Ontario College Certificate
Confederation College	Business, Specialities in Accounting, HR, Marketing,	Ontario College Diploma
Confederation College	Community Integration Through Co-operative Education	Co-op
Confederation College	Cook Apprenticeship	Eligibility to write a Certification of Apprenticeship Exam (Red Seal - Inter-Provincial Standards Certification)
Confederation College	Culinary Management	Ontario College Diploma
Confederation College	Food Service Worker	Board of Governor Diploma
Confederation College	Office Administration	Ontario College Certificate
Confederation College	Personal and Career Development (PCD)	Skills Enhancement
Confederation College	Small Business Development	Skills Enhancement
Seven Generations Education Institute	Culinary Management	Ontario College Diploma

7.1.1 Soft Skills and Service Sector Occupations

In addition to above noted skills, workers also need the appropriate soft skills to succeed in their roles. Soft skills are the attributes that enable workers to interact effectively with their employers or clients. Interview conversations with employers, education providers and training related organizations highlighted the essential role that soft skills play in the service sector. Some fundamental soft skills specifically noted by interviewees include emotional stability or maturity, work ethic and time



management. Providing opportunities for multi-barrier individuals to feel empowered, secure, and safe has been recommended to help build a foundation for soft skill acquisition.

Because there is no master list of ideal soft skills for the service sector in the same way that essential skills are attributed and catalogued according to each occupation, there is a persistent challenge in recognizing the important role they play in the service sector. Moreover, a lack of appropriate soft skills is often what leads to dismissal in the workforce. Poor time management, tardiness, breach of trust or confidentiality, aggressiveness or hostility all represent issues that occur when specific soft skills are lacking or absent. They are the antonyms of what the soft skills bring to the table, but they have to be learned, like any other skill.

8. Local Job Demand Reporting System

8.1 Overview

Measuring the ongoing availability of local jobs across all sectors or targeted sectors is now a reality. Utilizing a proprietary intelligence gathering technology, we have prepared a Job Vacancy Report, for Kenora. The addition of this report will further inform local job vacancies and recruitment activity.

Vicinity Jobs Inc. is a Canadian Big Data analytics and Internet search technologies company, and a recognized Canadian leader in the delivery of real-time labour market information technology solutions. It started in 2006, with an ambitious goal to make Canada's job markets more transparent and efficient, by taking advantage of the latest online and big data technology trends.

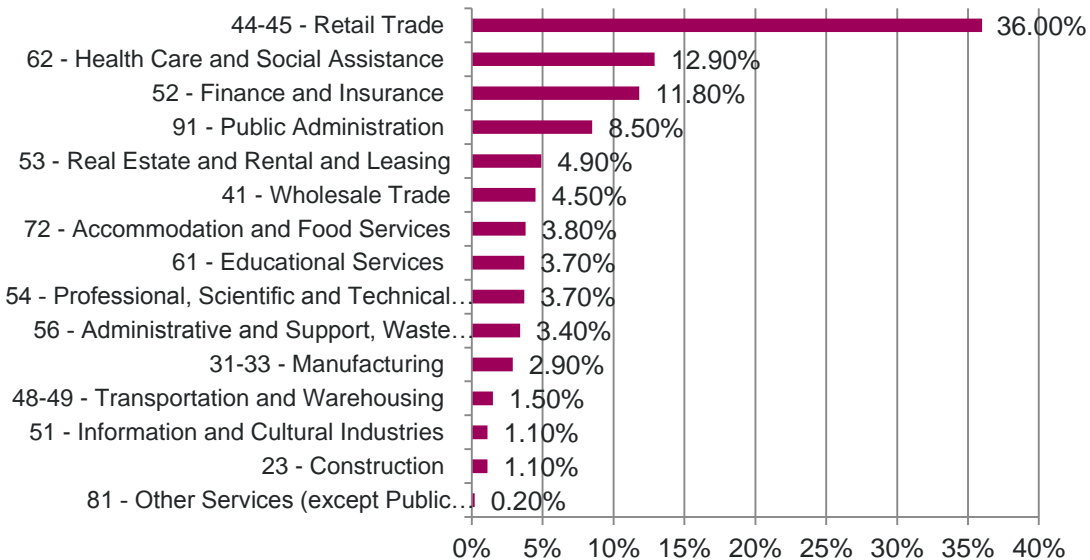
8.2 Examining Labour Demand by Industry and Occupation

Employment projections help inform the story of what is expected to occur, based on economic activity and an ageing workforce. Examining actual job postings (through a validated series of online job boards), shares the actual activity by employers to take action to fill a vacancy. According to Vicinity Jobs Inc., there were a total of 650 job postings by industry in Kenora.¹⁹ between January 1st, 2016 and September 30th, 2017. Figure 14 below, illustrates the percentage of job postings by industry over that time and highlights the demand for jobs for each specific industry.

¹⁹ Roughly 60 additional job postings were made but were not able to be categorized by industry because: (1) the employer advertised the job anonymously, or (2) the job was advertised by a known employment agency, or (3) the employer information given in the posting could not be matched to a known employer profile in the Vicinity Jobs employer's database and identification is not possible based on the employer's name alone.



Figure 13: Job Postings by Industry (2-digit NAICS level)



Source: Vicinity Jobs Data. Based on newly published job postings first found between 01/01/2016 AND 09/30/2017 (Location is 'Kenora'). Excludes job postings posted by unknown or unidentified employers and/or industries

The following industries posted the greatest number of jobs in Kenora:

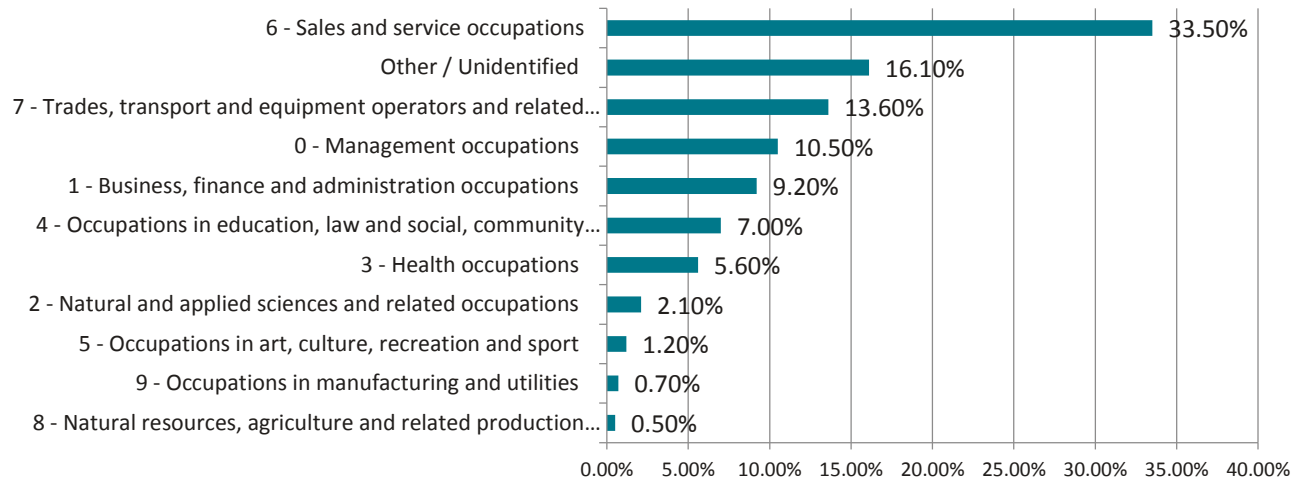
- Retail trade: 36.00% of job postings (a total of 234 jobs posted)
- Health care and social assistance: 12.90% of job postings (a total of 84 jobs posted)
- Finance and insurance: 11.80% of job postings (a total of 77 jobs posted)
- Public Administration: 8.50% of job postings (a total of 55 jobs posted)

8.2.1 Job Postings by Occupation

Vicinity Jobs Inc. also identified a total of 1,360 jobs posted by occupation in Kenora between January 1st, 2016 and September 30th, 2017. Figure 15 below illustrates the percentage of job postings by occupation that was posted during this period, and in turn, highlights the demand for jobs in each specific occupational category.



Figure 14: Job Postings by Occupation



Source: Vicinity Jobs Data. Based on newly published job postings first found between 01/01/2016 AND 09/30/2017 (Location is 'Kenora'). Category 'Other / Unidentified' (and its sub-categories 'Other - Known Job Titles' and 'Other - Unknown Job Titles') includes all job postings that do not provide a sufficiently specific job title and employer information to allow allocation to a 4-Digit NOC code, as per NOC 2011 specifications.

The following occupational categories (excluding Other/Unidentified category) had the greatest job demand in Kenora:

- Sales and service occupations: 33.50% of job postings (a total of 455 jobs posted)
- Trades, transport and equipment operators and related occupations: 13.60% of job postings (a total of 185 jobs posted)
- Management occupations: 10.50% of job postings (a total of 143 jobs posted)
- Business, finance, and administration occupations: 9.20% of job postings (a total of 125 jobs posted)

8.2.2 Job Postings by Top Sub-Occupations

Figure 16 highlights the top 20 sub-occupations by number of job postings placed by employers in the city of Kenora. These top 20 sub-occupations account for more than 700 of the job postings within the city. Close to half of the top sub-occupations below are within sales and service occupations with Other sales support and related occupations being the sub-occupation with the highest amount of job postings.



Figure 15: Top 20 Sub-Occupations by number of Job Postings

Occupational Sub-Categories	Number of Job Postings
662 Other sales support and related occupations	104
655 Customer and information services representatives	73
062 Retail and wholesale trade managers	49
622 Technical sales specialists in wholesale trade and retail and wholesale buyers	45
642 Retail salespersons	41
661 Cashiers	38
751 Motor vehicle and transit drivers	34
724 Electrical trades and electrical power line and telecommunications workers	32
600 - Sales and service (unidentified sub-category)	29
731 Machinery and transportation equipment mechanics (except motor vehicle)	29
441 Home care providers and educational support occupations	28
011 Administrative services managers	25
060 Corporate sales managers	26
141 General office workers	24
415 Social and community service professionals	23
403 Secondary and elementary school teachers and educational counsellors	21
111 Auditors, accountants and investment professionals	21
673 Cleaners	21
761 Trades helpers and labourers	20
632 Chefs and cooks	19

Source: Vicinity Jobs Data. Based on newly published job postings first found between 01/01/2016 AND 09/30/2017 (Location is 'Kenora'). Category 'Other / Unidentified' (and its sub-categories 'Other - Known Job Titles' and 'Other - Unknown Job Titles') includes all job postings that do not provide a sufficiently specific job title and employer information to allow allocation to a 4-Digit NOC code, as per NOC 2011 specifications.



9. Stakeholder Engagement

The planning process for the Kenora Local Service Sector Analysis prioritized engaging with employers, educators, government, and service providers throughout the region. These consultations were designed to encourage participants to share their insights, ideas, and opinions on their approaches to talent attraction, retention and training, challenges they face, and ideas to improve access to the right talent.

As highlighted earlier in this report, engagement activities included:

- Key Informant Interviews – 26 one-on-one telephone interviews were conducted with key informants identified by the City of Kenora. The interviews included employers, educational institutions, service providers and government and were structured with open-ended questions that promoted discussion.
- Focus Groups – Two focus group sessions were hosted to engage Education and Training Providers and Intermediary agencies in a conversation to inform necessary change, identify their perspectives on challenges, barriers and solutions to employment, and job seeker readiness for employment in the local services sector. Members of the business community and government representatives also participated, broadening the discussion to reflect all stakeholder perspectives beyond the education and training focus.
- An on-line survey link was distributed to key stakeholder groups in the coverage area with the intent of gathering a quantitative data to inform on skills demand, training challenges, commitment to training, and recruitment strategies. The survey link was distributed through the City’s website, as well as social media channels. The participants were guided through a series of “point and click” questions, as well as open-ended questions.
- A telephone survey of businesses (102 completes achieved) was conducted via CATI (Computer-Aided Telephone Interview), with a targeted sample size of 100 completed surveys.

The following sections offer a summary for each of the engagement activities, and were instrumental informing on priority areas for action.

9.1 Interviews with Local Informants Summary

The Key Informant Interviews were designed to delve into key labour force challenges and opportunities for job seekers, employers and educational institutions. Twenty-six telephone interviews were held in October and early November 2017. The Key Informants identified by the City of Kenora represented educational institutions, service providers, government and employers. The following content offers a summary of the responses each of the nine open-ended questions posed to these Key Informants.

9.1.1 General Consensus

In addition to the answers to the questions below many of the informants identified suitable, affordable accommodations and life stabilization supports as being key issues that need to be addressed in the context of the Kenora workforce.



Question 1: What trends are you seeing that are impacting local businesses? (shortened hours due to lack of staff, etc.)

Overwhelmingly, respondents are aware and concerned about the perceived lack of staff and shortened hours of businesses in the local services sector. Nearly half of respondents indicated that the quality of customer services has lessened and that businesses seem to have difficulty retaining and recruiting staff. Recruitment is continuous. A small number of interviewees identified the minimum wage increase as a potential challenge, exacerbating the situation.

Question 2: What strategies have you seen companies utilize to work around lack of staff?

Majority of respondents identified shortened hours at the primary tactic businesses in Kenora are using to work around a lack of staff. They also recognized flexible hours as a tactic employed by McDonalds and Tim Hortons as practice other businesses should consider. Other tactics identified included increasing the use of social media for recruitment and sales, simply closing the business, operating with fewer staff, and hiring under qualified staff.

Question 3: How would you rate Kenora's labour force with respect to the alignment between level of education and job requirements?

Most respondents felt the alignment between education programming was relatively well matched to job requirements. There is a need for the workforce to increase the level of education achieved, which will help improve workforce quality.

Question 4: Are secondary and post-secondary institutions engaging with the business community to inform and influence program development and delivery?

The majority of respondents indicated that yes, the secondary and post-secondary institutions were engaging with businesses; however, they felt that improvements would serve to strengthen this engagement. It was raised by select participants that greater effort on both the part of educators, and the part of employers would be beneficial.

Question 5: What typical methods do you see employers use to recruit candidates for job openings?

Respondents indicated that a wide variety of methods were being used by employers for recruitment, the most common methods mentioned were:

- Facebook and Social Media
- Informal Word of Mouth Networks
- Online Job posting
- The Lake of Woods Employment Action Project (LEAP)
- Notices Posted in Businesses
- Newspaper Postings
- Job Banks
- Job Fairs
- Hiring Recruitment Firms



A small number of respondents mentioned higher wages, benefits, increased training and perks were now being offered to try and entice employees.

Question 6: Have you noticed any changes in the caliber of candidates within the past 12 months? How so?

The majority of respondents indicated that there had been no change in candidate caliber, with a minority suggesting the quality of candidates was worse than the year before.

Question 7: What kinds of training programs are available for local workers and businesses?

Respondents typically replied with a long list of available programs offered through Seven Generations and the Lake of the Woods Employment Action Project (LEAP); WHIMIS and Smart Serve programs were also highlighted.

Other programs and providers mentioned were

- Confederation College
- Co-op Programs
- Canada Ontario Job Grant
- Online Programs

A small minority raised concerns about specific training that is only available in larger centres specifically around construction and heavy machinery as a deterrent to business expansion.

Question 8: What training programs are most needed in the local area to meet expected skills shortages?

The majority of respondents cited customer service, soft skills and life skills as being the most urgently needed training in the community, with soft skills training often being recommended for business owners.

A minority of respondents felt current training programs were adequate but required more enrolments, while three respondents felt that construction, apprenticeships and heavy machinery training were most needed.

Question 9: Are businesses utilizing local co-op programs as a means of connecting with local talent?

The majority of respondents indicated that yes co-op programs are being utilized, but think they should be expanded from their current levels.

One respondent believed the co-op programs hurt job prospects in the community as hours were being diverted to them over full time employees.

9.2 Focus Groups Summary

Two focus groups were held in Kenora in mid-October 2017 with 23 attendees between both sessions, including members from the education, service providers, and government and employer sectors in attendance.



9.2.1 General Consensus

The two focus groups overwhelmingly agreed the current workforce in Kenora is not meeting employer needs and that a pool of talent seeking employment exists; however, there is a disconnect between available skills and those demanded by employers. The groups also agreed that better communication and co-ordination of existing services is key to addressing this issue.

Question 1: Identify 3-5 challenges that you all agree are impacting JOB SEEKERS securing employment in the services sector. Please give consideration to those job seekers that face multiple barriers to employment.

- Some job seekers have a negative opinion of the service sector and will not consider these jobs, low wages, lack of experience, lack of communication with employers, stereotyping, race and many don't see an opportunity for growth
- Some job seekers face multiple barriers to work, including a lack of soft skills, transportation, housing, child care, addictions, no network to draw from and lack of confidence
- Generational differences between what employees and employers expect are causing conflict amid a lack of effective communication.

Question 2: Identify 3-5 challenges that you all agree are impacting local services sector EMPLOYERS' ability to attract/retain the talent they need.

- Employers need to adapt to the needs of the new workforce, including: adjusting recruiting methods, increased accessibility to potential employees, flexibility in HR Practices
- Parental Interference (intervening on behalf of the younger workers at work), the cost of wages, lack of applicants, high expectations, lack of benefits, and having limited hours to offer an employee.

Question 3: How might the current training and support programs be enhanced to strengthen employer success in securing the right talent, when needed?

- Increased flexibility on behalf of the employer and training providers is needed
- Increased focus on Soft and Life Skills Training
- Improved communication and coordination between all the service providers and employers to create a network of support for employees
- Referral networks, employee support beyond training
- Employers need to know what supports are available
- Community Support programs need to be coordinated to offer long term multiform support, health, addictions, training etc. soft skills to individuals who need it

Question 4: As the services sector continues to adapt to the impact of technology and innovation on how its services are delivered (for example: McDonalds introducing Kiosks in its restaurants), what needs to be considered from the perspective of the:

a. job seekers

- Fewer jobs will be available with online applications and automation becoming more common,



- Job seekers will need to be online literate as well as having improved soft skills.

b. employers

- Will need training on how to deal with this technology,
- The High upfront cost of adopting new technology,
- Customer expectations are changing because of this new tech and employers will have to adapt.

c. training/educators/intermediaries

- Building more technology into education programs like coding will become essential
- Expansion of training for employers will be needed
- Perception is education providers are not currently keeping up with new technology

9.3 Online and Telephone Survey Summary

A telephone survey conducted throughout October 2017 resulted in 102 completed responses. The telephone survey focused on business owners, utilizing a sample list provided by the City of Kenora.

An on-line survey link was distributed to key stakeholder groups in the coverage area with the intent of gathering a quantitative data to inform on skills demand, training challenges, commitment to training, and recruitment strategies. The link was promoted through the City of Kenora's social media channels.

9.3.1 General Summary

The survey respondents were for the most part small businesses in the local service sector and widely agreed they were dissatisfied with the current state of service sector workforce.

- Over 78% of respondents agreed a skilled workforce was important or very important to their current and future operations.

The level of education respondents indicated was needed for their operations were:

- High School 54%
- College 31%

Overall there was high dissatisfaction related to the current workforce with a majority of respondents "Dissatisfied" or "Very Dissatisfied" with the quantity, availability, experience, soft skills, diversity, skill level and productivity of the local workforce.

The respondents also reported a wide variety of methods used to overcome the workforce issues they face, the top three methods reported were:

- Nothing 16%
- Wage Increases 16% and
- Advertising 15%



9.3.2 Occupations and Training

Due to the nature of the industry and the number of small businesses surveyed a wide array of responses related to the types of occupations and training required were collected. The respondents indicated the following occupations with minimum variation:

- Chefs / Cooks / Bakers
- Sales / Qualified / All levels

In regards to training respondents were split almost 50/50 on whether training resources were missing in the community with 48% reporting as being “Dissatisfied” or “Very Dissatisfied” with the support from Ontario Works. When asked what kinds of training would be required in Kenora the top three responses were:

- Hospitality (All areas) 11%
- Business Courses/ Marketing / Accounting 9% and
- Computer / Electronic / Multi-Media, Mechanical Training, Culinary program / Chef’s red seal / Food service and Trades Certification tied at 7%.

These responses further highlight the needs of the business community and indicate a need for broad-based access to training in a variety of fields.

9.3.3 Other Issues Affecting Workforce

The respondents indicated several social issues were affecting the workforce with nearly 80% “Dissatisfied” or “Very Dissatisfied” with Drug and Alcohol issues and Housing availability.

The final issues had respondents split nearly 50/50 on Marketing Efforts Describing the Overall Quality of Life and the Positive Characteristics That Distinguish the Region in the larger market and Government and non-profit/community support activities.



10. Best and Promising Practices

10.1 Connecting Secondary and College Students to Local Job Opportunities

Across the world, communities with universities and colleges are looking for creative ways to retain graduate students in their communities. These students represent a huge opportunity for communities to attract new young talent to the area, especially since they are already familiar with the area from their years of studies.

Despite this opportunity, many students leave these communities once finished school in search of job opportunities.

Trainee Sør Program – Southern Norway^{20 21}

The Trainee Sør program is a regional trainee program in the greater Kristiansand region of Southern Norway. The program was established in 2004 as a collaboration between the regional energy company, the regional skills development agency, the City of Kristiansand, and the regional university as a way to strengthen the area's competitiveness by helping local companies recruit the most ambitious and talented masters-candidates from the local university. The program is widely regarded as a success, giving trainees unique professional and personal development opportunities while also creating the conditions for innovation and knowledge sharing within the participating businesses.

The program runs over the course of 18 months with trainees working for three different participating employers for six months at a time (mostly private companies but also public organisations). The program has grown to include more than 35 of Norway's leading businesses in a variety of sectors including technology services, finance, ICT, public policy and management, education, law, and marketing and communications.

In addition to the professional development training gained through on the job experience, the Trainee Sør program offers significant personal development opportunities for trainees. Examples of this personal development include mentorship for each trainee, educational courses, study excursions, and team building and social events. The combination of professional and personal development helps to build the networks of trainees as well strengthens the business community in the region by spurring more cooperation and partnership between companies.

Since 2009, the program has been entirely funded by its 35-member companies, with costs related to paying a salary for each trainee as well as roughly \$15,000 in mentoring, administration, and membership costs.

²⁰ Tend Ensor, "Tools and Strategies for Innovative Talent Attraction and Retention: A Handbook on Talent Attraction Management for Cities and Region", 2014, pg. 131

²¹ Trainee Sør, www.traineesor.no



Since its inception, the Trainee Sør program has had over 110 trainees complete the program. The majority of these trainees were not originally from the region. After completing the program, roughly 90% of those trainees have been offered work in the region, with a large majority of those still living and working in the area.

Relevance to Kenora

- The Trainee Sør program offers an innovative example of how to create working relationships between the public sector, educational institutions, and the private sector to align their interests for the betterment of the region. Leveraging this type of program in Kenora through local education institutions offers a compelling opportunity to capitalize on the captive market of young talent that is already in the region and working to get them to stay in Kenora after graduating.
- The program also demonstrates that under the right conditions, the private sector can come together and will wholly fund an initiative that supplies them a consistent stream of needed talent for their businesses.

10.2 Creating a Talent Management Strategy

Businesses have always used incentives (both financial and other) to attract and retain employees. With increased global competition for talent and changing labour force demographics, businesses have had to expand the scope of the incentives they offer, recognizing that elements such as company culture, employee engagement, and long-term job satisfaction are also critical factors in creating an attractive workplace for talent.²² Factors such as pay, transparency, job satisfaction, company leadership, continuous learning and development opportunities, effective management, and team morale are some of the important elements that are playing more central roles in today's talent attraction and retention landscape.²³

TD Bank Group – Financial Services (Canada)²⁴ ²⁵

TD Bank Group is a leader in talent management in Canada, recognized with multiple awards for its approach to attracting and retaining skilled workers (most recently, TD was awarded the TWC International Executive Search Limited Award for Best Talent Management Strategy at the 2016 Canadian HR Awards).²⁶ TD recognizes that attracting, developing, engaging, and retaining the best talent is a top priority because having the best employees underpins the bank's ability to deliver a superior customer service experience.

²² Cancialosi, C (2014), "Using Your Culture to Attract Top Talent "

²³ Payscale Human Capital (2016), "Escape to Comptopia"; Cancialosi, C (2014), "Using Your Culture to Attract Top Talent "

²⁴ TD Bank, "Developing Leaders" & "Striving to be an Employer of Choice", 2017

²⁵ Engagement Strategies Media, "TD Bank Exec Says Success Requires Finding Common Ground Between Business and HR", 2015

²⁶ TD Bank (2016), "We have the Best Talent Management Strategy and have two Awards to prove it!"



There are two main components of TD's talent management success:

- **Alignment with the business strategy**, which includes understanding what type of talent is required in the company, what attracts and engages this type of talent, the strengths of this talent, and the future roles needing within the organization
- **Leadership support**, with senior leaders in the company focusing on the culture of the organization, taking a genuine interest in employee development, encouraging managers to foster a positive employee experience, succession planning, and recognizing talent

For TD, talent management isn't solely about the individual but rather working effectively in teams and the creation of an environment, mindset, and reward system that fosters creativity and innovation. It recognizes that team interventions play an important role in shaping the business' culture, helping to reinforce behaviour and set the tone for the entire team.

To support talent management and leadership growth, TD offers (among other things):

- More than 30 employee recognition programs including an Employee Appreciation Week and the WOW! Rewards program which encourages managers and employees to recognize great performance by presenting WOW! stickers to each other
- A number of skill development programs aimed at establishing a talent pipeline and helping to support employee engagement
- A number of benefits and compensation packages that promote work-life balance and work flexibility, including paid time off for community volunteering during the work day as well as wellness programming with backup childcare options and on-site medical and wellness treatment
- A Wellness Account that allows employees to use their TD-paid benefit credits toward fitness memberships, exercise equipment, health improvement programs, counselling, and preventive items for themselves and their eligible family members
- The opportunity for employees to mentor new immigrants

Relevance to Kenora

- Establishing an attractive company culture that goes beyond financial incentives is a critical component in attracting talent to TD and ensuring long-term employee satisfaction. Acknowledging and rewarding performance and providing continuous learning opportunities to support the professional development of employees and management are important parts of the culture TD has built.
- Aligning talent management approaches with the broader business strategy of the company is a very important part in attraction and retention to ensure that the right skills are available to support the firm into the future.

10.3 Attracting and Retaining Skilled Immigrant Workers

As talent shortages worsen and the labour force ages, businesses across Canada are increasingly looking at attracting and integrating immigrants and new Canadians into their workforce. Tapping into the



skilled-immigrant population offers an important solution for firms, particularly in the research and technology-based sectors which are acutely feeling the pressure of the global competition for talent.²⁷ Immigrants are seen as drivers of new and innovative ideas; immigrant recruitment and integration act as an opportunity for small and large businesses:²⁸

- Enhance creativity, productivity, and decision-making through diverse approaches
- Reduce training costs by hiring required international skills and experience
- Improve employee relations through increased diversity

Epocal Inc. – Medical Device Manufacturing (Ottawa, Ontario)^{29 30}

Epocal is an Ottawa-based medical device manufacturer that developed and commercialized a smart-card-based blood-testing tool for critical-care situations. The company has experienced very rapid growth (a three-year growth rate of 162%) and has been expanding over the past few years from 100 employees to over 300.

Epocal's management firmly believes that there is no way that the company could have grown as rapidly and hit its milestones without the benefit of internationally educated doctors, biologists, software developers, mechanical engineers, and other savvy professionals from Canada's immigrant communities. The firm has recognized the importance and opportunities associated with hiring immigrant talent by developing a company culture which supports employees from a range of cultural backgrounds. Epocal works to break down employment barriers for immigrants through a number of initiatives, including:

- Recognizing international academic, professional, and work experience qualifications at face value
- Reviewing and standardizing interview procedures to ensure all interview questions focus solely on the candidate's qualifications (and not subjective biases the interviewers may have)
- Establishing flexibility regarding various holidays and cultural observances, with accommodations for cultural and religious dress
- Subsidizing English-language training
- Pairing and mentoring new staff with existing staff from the same cultural background for one year to create a confidant in the company and relieve the stress of starting a new job
- Running a performance-recognition program, rewarding employees financially and with peer recognition (most especially understanding that recognizing employees in front of their peers has a large positive impact on staff morale)

²⁷ Advisory Council on Economic Growth, "Attracting the Talent Canada Needs Through Immigration", 2016

²⁸ Ottawa Chamber of Commerce, "Employer's Guide to Integrating Immigrants into the Workplace"

²⁹ Hire Immigrants Ottawa, "Epocal Honoured with 2015 Employer Excellence Award for Immigrant Recruitment and Integration Programs", 2015

³⁰ Government of Ontario, "Return on Culture: Winning the Battle for Talent", Leading Growth Firm Series, Report 24



Epocal has received awards for its efforts and systems of recruiting and integrating immigrant talent into the company, the most recent of which is the 2015 Employer Excellence Award at the 2015 Employer Council of Champions Summit.

Epocal has recognized the importance of building the right business culture to support employees of all backgrounds, focused on ongoing communications, little tolerance for office politics, and reducing barriers between departments and employees. The initiatives offered by Epocal help to not only support the business' growth, but also the employment of skilled knowledge workers from around the world.

Relevance to Kenora

- Epocal represents a great example of a company that prioritizes the contributions that talented professionals from immigrant communities play in helping the company to find the necessary talent to help it continue to grow. Having the right company culture to enable immigrants to integrate effectively into the company is a critical element of Epocal's success in recruiting and retaining its skilled immigrant workforce.

10.4 Hiring for 'Fit' and Training for Technical Abilities

In a recent survey of executives in the United States, 44% of those surveyed identified that a lack of soft skills (i.e. personal attributes that enable someone to interact effectively and harmoniously with other people) was the biggest proficiency gap they saw in the workforce of the country.³¹ Other survey findings support this concern, with HR managers citing that they are much more likely to hire a candidate with strong soft skills even if his or her technical abilities are lacking.

In a world where competition for skilled talent is fierce, companies are increasingly finding that they are better off to develop their talent pipelines based on fit to the company culture and soft skills that new hires bring with them. These elements are playing larger roles in the hiring process, with technical skills being taught through on-the-job training.

CenterLine Limited – Advanced Manufacturing (Windsor, Ontario)

CenterLine Limited is a manufacturing company based in Windsor, Ontario that specializes in designing and building advanced automation machinery and products that satisfy resistance welding, metal forming, and cold spray application needs. CenterLine started as a small family-run company that has grown into a company with over 500 employees and a client base throughout the world that operates largely within the automotive, mass transit, aerospace, and defence industries.

CenterLine's approach to hiring employees is to "get 'em young and train 'em." The company develops many of its employees through high-school co-op and apprenticeship programs, hiring largely for attitude and providing the skills training and cross-training needed to turn young workers into experienced problem-solving professionals. As a result, the company generally starts new employees on the plant floor to learn about the company culture and processes, and once comfortable in that role,

³¹ Society for Human Resource Management, "HR's Hard Challenge: When Employees Lack Soft Skills", Mark Feffer, Apr 1, 2016, <https://www.shrm.org/hr-today/news/hr-magazine/0416/pages/hrs-hard-challenge-when-employees-lack-soft-skills.aspx>



helps employees find their passions within other roles in the company (ranging from die-making, electrical, engineering, or design). CenterLine’s approach focuses on people that have a “go-getter” attitude and a desire to learn new skills and not necessarily their technical background.

In general, CenterLine runs co-op and apprenticeship programs in partnership with local high schools, St. Clair College, and the Ontario Youth Apprenticeship Program. These placements create opportunities for promising Grade 11 students, offering them work for a year while earning high-school credits and a full wage. After a year, the best students are offered full-time jobs and some are invited to enter the four-year apprenticeship program. With a 90% employee retention rate and years of accepting five to ten new apprentices a year, CenterLine has a healthy talent pipeline of trained professionals that it can draw on to help the company grow into the future.

In recent years, CenterLine has also adopted a strategy to build its reputation as being seen as a desirable place to work by employees. In this respect, the company offers a pension plan, discloses financial results to all employees through quarterly meetings, sponsors regular social events, and offers a generous profit-sharing system where 25% of the company profits go to the employees. Employees from all disciplines and levels are also invited to take part in annual meetings to set the three-year strategic plan for the company.

Relevance to Kenora

- CenterLine has invested its future success in being able to attract and retain young people to the company. By working with youth still in high school, the company has been able to secure and train the workforce it needs to grow the company around the world.
- Hiring based on fit and attitude and training for technical skills is a critical component of CenterLine’s successful approach.

10.5 Retaining a Diverse and Talented Workforce

As innovation increasingly becomes a key driver of global competition, organizations now see having a diverse and inclusive workforce as critical to driving the creation and execution of new products, services, and business processes.³² Diversity is no longer simply a matter of creating a heterogeneous workforce, but instead using that diverse workforce to innovate and give it a competitive advantage in the marketplace. In the fight for global talent, diversity and inclusion policies are being designed specifically as recruiting and retention tools, helping to broaden the pool of talent a company can recruit from, while also helping to build an employment brand that is seen as fully inclusive.³³ In the end, if you want to attract the best talent, your organization should be reflective of the talent in that market.

Whirlpool Corporation – Household Appliance Manufacturing (Michigan, United States)³⁴

³² Forbes Insights, “Global Diversity and Inclusion: Fostering Innovation through a Diverse Workforce”. July 2011

³³ Ibid.

³⁴ Diversity Best Practices, “Case Study: Whirlpool’s Diverse Talent Retention Strategy”. September 2015



Whirlpool Corporation is the number one major appliance manufacturer in the world, with approximately \$21 billion in annual sales, 93,000 employees and 70 manufacturing and technology research centres in 2016. The company markets Whirlpool, KitchenAid, Maytag, Consul, Brastemp, Amana, Bauknecht, Jenn-Air, Indesit and other major brand names in nearly every country throughout the world.

Whirlpool recently revamped their HR strategy into a People Excellence Strategy, establishing an operating system based on specific analytics they had gathered. In reviewing their diversity scorecard, it became apparent that Whirlpool had a “leaky bucket” problem. While they had made strides in the attraction and hiring of diverse talent, they were losing that talent at the same, if not faster, rate.

To address this issue, Whirlpool developed a retention risk assessment toolkit. The toolkit includes three phases:

- Assessing the impact Whirlpool would face should an employee leave
- Understanding the likelihood that an employee will leave
- Creating action plans to prevent this regrettable loss

To test this retention risk assessment toolkit, Whirlpool targeted a pilot group of 65 employees at the senior manager, director and senior director levels, who had been identified as the organization’s top diverse talent. Managers were trained on the toolkit and were provided with a “*Retention Risk Manager Guide*” and a “*Stay Interview Manager Reference Guide*”.

The risk retention assessment includes 25 yes or no questions, where managers were asked to answer about their employees and their relationship to those employees. Whirlpool quickly discovered that many managers had difficulty answering a significant number of questions about their employees. Understanding the importance of the manager/employee relationship to retaining talent, Whirlpool created a template for stay interviews as a way to help managers answer those questions, and to create a dialogue between managers and employees. This approach directly impacted the level of interaction between the diverse talent and their individual supervisors.

Whirlpool has found success in retaining its diverse talent through its implementation of a retention risk assessment toolkit. The attrition rate of female employees who were in the pilot program was 12 points lower (9% vs. 21%) than those not in the program and 14 points lower (14% vs. 28%) for underrepresented minorities. The vision is that the retention risk assessment and stay interviews will be fully integrated into the personal development planning process already being used by managers across the organization by 2018.

Residence Inn by Marriott Vancouver Downtown Award-Winning Employee Engagement

As workforces’ change, they demand more from their employers, wanting to not only have secure employment but also be engaged and empowered. The Residence Inn by Marriott Vancouver achieved



this by creating a new vision for their organization of a democratic, collaborative workplace with a highly-engaged team, has been largely realized³⁵.

The team rebuilt their HR strategy with several key principals including, empowering employee's decision making, collaborating and clearly communicating on a daily basis in person (huddles) and online, clearly articulating their values "kindness, courtesy and respect" and providing ongoing quarterly performance reviews.

The program immerses new employees in this system by having a designed orientation, pairing experienced staff with inexperienced staff and a well-developed coaching system. They have also devised extensive training programming that breaks down all service standards and provides clarity of expectations. This clarity helps promote continual communication between management and staff and with clear employee development pathways allows all staff to see what their future with the company could be.

The results have been promising with turnover in 2014 just 10% less than half the industry average, reducing the high costs developing new staff and improving customer experience.

Relevance to Kenora

- Whirlpool's retention risk assessment toolkit provides an innovative example of how companies can develop an internal process for reducing the turnover of its diverse talent. Increasing the dialogue between managers and employees, while formalizing the approach through guides and training, is a great way to have team members develop positive working relationships with individuals who are different from them.
- This demonstrates the value of inclusion, as interaction with employees who are different from each other, creates an intentional focus and effort within the company.
- The service sector in Kenora is having difficulty engaging and retaining the current workforce. Residence Inn's success in the same industry highlights a better way of doing things.

10.6 Leveraging Social Media and Community Networks for Recruitment

As the landscape of recruiting continues to change, different methods are now needed to reach talent, especially now that workers are more mobile and picky than ever. Social media has developed into a key and affordable channel for companies to conduct their recruitment. As a result, recruitment has become a two-way process and it is now just as essential for employers to sell their company and job vacancies to prospective employees as it is for the candidate to promote their skills and experience. Community networks also play a huge role in this process as they always have but social media is an enabler, improving reach and capability. If businesses are going to attract the best talent available, they are

³⁵ TOURISM EMPLOYERS FIND SUCCESS WITH RECRUITMENT AND RETENTION BEST PRACTICES
<https://www.go2hr.ca/articles/tourism-employers-find-success-recruitment-and-retention-best-practices>

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going to have to sell themselves and their community as a great place to work and live. A company's social media presence is now more crucial than ever, as when checking out a company before applying for a role, social media is often the first touch point for prospective talent.

Connector Program

The Greater Halifax Partnership is Halifax's economic development organization, they have a reputation for developing innovative programs and the Connector Program is a particularly interesting for our work in Kenora. The process is deceptively simple it matches new residents as well as local, and international graduates in Halifax with established business people and community leaders. This informal networking session is as simple as having a cup of coffee and a chat, and then offering three names from your network folks can get in touch with. The program has seen success across Canada and combines community, businesses and employees.

Intuit – Financial Software (California, United States)³⁶

Intuit is an American company that provides financial software and services for individuals and small businesses. They have been widely recognised for keeping up with and becoming a leader in, the evolving world of social media in online recruitment and employer branding. Competing for top talent with the likes of Microsoft, Cisco, Adobe and Salesforce have made the company focus heavily on a clear social recruiting strategy.

Through an internal social media boot camp, a six-week program to mould 'effective social recruiters, Intuit recruiters learn to build social profiles, craft constructive bios and find useful information to post and talk about. The program teaches recruiters the importance of sharing valuable content with their networks and not just tweeting or posting about job openings. This boot camp highlights that recruiting through social media is about branding and content marketing just as much as it is about attracting talent. There are over 100 people on the Intuit Global Recruiting Team who contribute to helping the company create a great recruiting experience, and Intuit encourages all employees to become brand ambassadors for their "Everyone Recruits" campaign

Intuit's social media campaign conducts its outreach through the following channels:

- **LinkedIn** - All Intuit recruiters have individual LinkedIn profiles with information that allows job seekers to engage with the right recruiter. Intuit also created a LinkedIn group for careers, which has over 5,000 members.
- **Facebook** – A user-friendly platform that provides a wealth of information and opportunities for candidate engagement. Intuit's Facebook page also serves as a hub for live video chats and wall discussions about technology and careers, videos, job posts and blogs.
- **Twitter** – The @IntuitCareers Twitter account is a channel through which Intuit posts job openings, interacts with candidates and shares updates about the company and industry.

³⁶ Link Humans, "How Intuit Uses Social Media to Recruit"



- **Pinterest** – Has more than 36 boards and over 1,000 followers, with their most popular boards being “Life at Intuit” and “Celebrating Women in Technology”. These boards do an excellent job at showcasing the people and the culture behind the brand.
- **YouTube** – Intuit has utilized the use of YouTube videos for both recruitment and branding and has garnered over 120,000 video views, and includes videos about specific jobs, business units and the company’s corporate culture. These videos are also embedded in Intuit job descriptions and used in emails to follow-up with applicants after interviews.

Their success in recruiting and engaging talent through social media has not gone unnoticed. In previous years, Fortune has ranked Intuit as #2 of the “Top 100 Companies to Work For” for being most social. As well, in 2011 the Huffington Post had named Intuit as the #2 most social media-savvy companies, in which the list also includes major companies like Google and Apple.

Relevance to Kenora

- The Connector program provides an opportunity for the community to be better connected and to source workforce using a supportive practical method.
- Intuit’s approach to recruiting illustrates the potential success of using social media to recruit talent, while at the same time creating a branding and marketing strategy that effectively targets the companies sought after talent.
- Intuit is also a great example of how a company can utilize and train its internal staff to recruit through social media channels. The boot camp provides not only training, but instills consistency in branding and recruiting amongst its internal team.

10.7 Shared industry training model

The Excellence in Manufacturing Consortium of Canada (EMC) is a non-profit organization, which supports training and education for its members. Its not-for-profit model enables EMC to deploy advanced manufacturing training initiatives to its members, who benefit from economies of scale, thus reducing the costs of training.

EMC provides shared industry training in a number of subject areas. One example includes “360° Environmental Health & Safety training.” In this case, EMC has done the leg work of its members by interviewing industry leaders and subject matter experts in all areas of health, safety, and the environment and has developed agreements with preferred solutions providers. In this case, EMC facilitates the provision of training and coordinates the actual logistics of the training delivery.

Shared industry training also grants participating members the opportunity to learn from the insights and experiences of other members and to share information on subjects such as policies and procedures on everything from Health & Safety to Profit Sharing.

Relevance to Kenora



- Kenora is home to a relatively large number of small to medium sized businesses, which tend to have limited capacity to facilitate or deliver training to their staff
- Shared training delivery reduces the cost of training and encourages shared learning across industrial sectors
- Shared training allows for and encourages the use of leading subject matter experts. These experts tend to provide superior learning outcomes



10.8 Workforce Strategy Implementation and Monitoring (Yukon)

The Yukon has been actively engaged in workforce development, demonstrated in part by the creation and implementation of the Yukon Labour Market Framework. Grounded in four key pillars, namely, Comprehensive Skills and Trades Training Strategy, the Immigration Strategy, the Labour Market Information Strategy (LMI Strategy), and the Recruitment and Retention Strategy, this framework has been developed with a purpose to ensure that Yukon is competitively positioned in a global economic climate.

To support implementation and monitoring, a Working Committee for each of the four key pillars was formed. These committees are made up of representatives of business, intermediaries (Chambers, non-for-profits), education, and government. Their key mandate is to advance the strategy that addresses the specific pillar for which they are most interested. Each committee has a chair and the group meets on a regular basis to advance the priority actions.

Relevance to Kenora

- With the completion of this strategy, the opportunity to establish working committees to begin discussion and planning on emerging themes presented.
- It is necessary to move from planning to implementation
- To validate the investment of time, resources, and financial contributions, it is essential to ensure a strong monitoring plan is implemented. The results of action implementation need to be examined for return on investment, outcomes, and impact

10.9 A Wholistic Approach to Workforce Development

In early 2016, the Niagara Peninsula Area Aboriginal Management Board (NPAAMB) released a comprehensive Urban Aboriginal Labour Market Study (The Study) for the NPAAMB operating area.³⁷ Covering the regions of Niagara, Hamilton, Waterloo, and Brant County, the study provided a detailed understanding of the challenges faced by urban Aboriginal people seeking employment.

The study highlighted the essential role a wholistic approach plays in addressing deeply rooted challenges and barriers faced by urban Aboriginal Peoples to fully and successfully participate in society and find gainful employment. Key recommendations included improved and standardized employment readiness, mentorship programs for employment and career development, program bundling and wholistic service delivery, and aligned training to growth industries and occupations.

In two recent Statistics Canada papers it was identified that Aboriginal youth continue to have difficulties in attaining a high school diploma, which limits their ability to pursue a post-secondary education, and has a direct impact on their ability to successfully participate in the labour force.³⁸

³⁷ Niagara Peninsula Area Aboriginal Management Board (2016) Urban Aboriginal Labour Market Study

³⁸ Statistics Canada (2016) The educational attainment of Aboriginal peoples in Canada. Retrieved from http://www12.statcan.gc.ca/nhs-enm/2011/as-sa/99-012-x/99-012-x2011003_3-eng.cfm



Relevance to Kenora

- Multibarrier individuals, including Aboriginal residents facing challenges to entering the workforce can benefit from a wholistic approach to workforce development.

10.10 Best Practices Currently in Place

When investigating best practices, there is a need to acknowledge the work that is currently underway in Kenora and the initiatives currently being offered.

10.10.1 Study North/Stay North Program

Study North is a unique partnership initiative of six leading Ontario colleges: Confederation College, Sault College, Northern College, Collège Boréal, Cambrian College and Canadore College.

Each of these six colleges provide specialized programs with high standards and smaller classes. All of the northern colleges have impeccable student / graduate satisfaction rates and high job placement after graduation. Each college has competitive fees, modern residence facilities, useful student services, offer financial assistance through scholarships and bursaries, and varsity and intramural sport options.

Stay North is a program connected to the Study North initiative that matches students with employers for job opportunities in their fields when they graduate.

10.10.2 Go Global by the Northwestern Innovation Centre

The goal of the Go Global program is to achieve substantial sales growth for the selected companies through hiring, training, mentoring and supporting a dedicated Business Development Representative position in each of the participating companies. The Innovation Centre identifies the needs of the participating businesses, help recruit the right candidate, and provide them with the necessary skills, support and mentorship. During the 15-month program, the Business Development Representative, the company and the team at the Innovation Centre will set sales targets, develop and implement sales and marketing strategies, monitor results, adjust strategies and achieve results. The Business Development Representatives will be employees of the Innovation Centre for the duration of the 15-month program.

10.10.3 Professions North

Bridging Northern Ontario employers and internationally trained professionals. Professions North/Nord (PNN) is an initiative of Laurentian University that assists employers with labour shortages, and internationally trained professionals (ITPs) in finding employment in Northern Ontario at no cost.



11. Lifestyle Asset Quantification

11.1 Quality of Life as an Attraction and Retention Asset

Generally, quality of life, with regard to talent attraction, is a function of three general dimensions: 1) social and cultural activities, 2) regional activities, and 3) healthcare and education opportunities. Some potential talent may find one of these elements more important than the others, but the consensus is that in order to compete with larger urban areas in talent attraction it is necessary to address each of these dimensions.

Social and cultural activities can be thought of as the ability for potential talent to consume and participate in social and artistic activities. This includes the promotion and availability of culturally relevant spaces for both the creation and consumption of artistic activities such as art studios/apartments (e.g. art space), theatres, and music. Providing these spaces creates both a direct and indirect function for attracting talent. Directly, these spaces provide opportunities to attract talented people within the arts; indirectly, they attract talented individuals outside of the artistic realm but are active consumers of art and are attracted to areas that support artistic activities.

The report titled *The Young and the Restless: How Philadelphia Competes for Talent* defines specific strategies for enhancing the social and cultural activities of an area. This report argues that changing social norms, such as being open and welcoming to new inhabitants to the area, welcoming new ideas, creating a place where people can be themselves, and allowing newer generations to create a new history, will be the catalyst to creating vibrant and attractive cities. Furthermore, the report indicates that a city's attractiveness is also a function of that city's ability to take care of residents' basic needs, such as clean streets and aesthetic beauty.

Regional activities can be thought of as the ability for potential talent to participate in recreational activities specific to the region. These activities can include regional assets such as skiing, hiking, swimming, boating, eco-tourism, hunting, and other, general outdoor activities that are specific to a topography and/or climate. The strategy here is not to enhance or create these activities but to promote and provide easier access to them. Of the quality of life elements, areas such as Kenora, that is strategically located in one of Canada's richest outdoor locations, would be more competitive compared to heavier populated urban centres on regional activities; however, the difficulty lies in promoting these natural resources.

Lastly, and often cited as one of the most important, healthcare and education opportunities can be thought of as the ability for potential talent to access these services to improve their health and knowledge. Education is an important component for any professional. Education is also an essential factor to any knowledge economy. Although standard primary/family education is a major component in attraction, it is not the only important element. Communities will have greater success in attracting professionals by working with post-secondary's and local training programs to develop internships and residencies. Mere exposure to these options will increase the likelihood that professionals will choose to stay. Quantity and quality of healthcare access is also a critical factor in providing talent with the comfort of regular health services (dentists, opticians, therapists, and chiropractors) and specialized health services (hospitals, specialized treatment facilities).

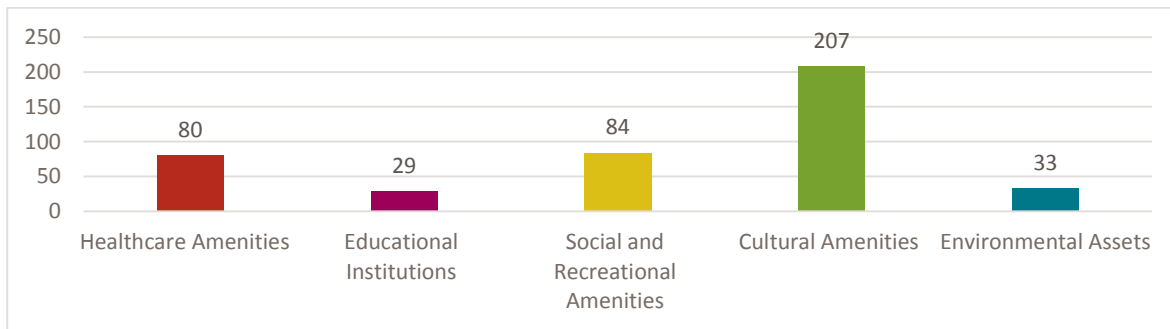


Enhancing overall quality of life includes providing social and cultural opportunities, regional activities, and healthcare and education opportunities. Identifying and further supporting, through promotion, this quality of life ‘lifestyle’ assets provides the community with the ability to grow the economy and attract and retain talent around that regional speciality.

11.1.1 Kenora Lifestyle Assets

Examining the lifestyle assets within a community builds a stronger understanding of the current opportunities which exist to attract businesses and residents while also identifying gaps in assets which may hinder attraction efforts. These lifestyle assets help to provide a strong quality of life for residents of all ages in the community, reinforcing opportunities to attract businesses and residents. The lifestyle assets examined in Kenora include healthcare amenities (78), educational institutions (29), social and recreational amenities (84), cultural amenities (207), and environmental assets (33). The high number of each of these asset categories in relation to the size of Kenora, particularly for social and recreational, healthcare, and cultural amenities, indicates that Kenora offers a variety of services and opportunities for residents, supporting the broader business attraction and retention efforts.

Figure 16: Number of Lifestyle Assets by Category, 2017



11.1.2 Healthcare Amenities

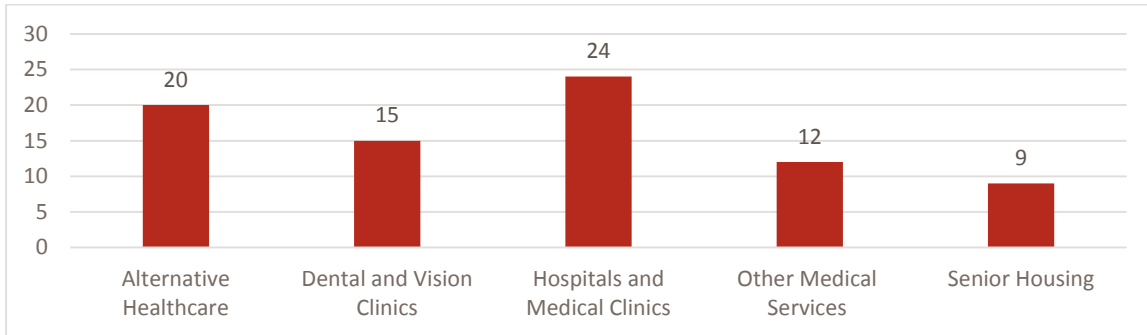
Regardless of the lifestyle residents have, being close to doctor offices, dentists and hospitals is an important consideration for making residential and business choices. Kenora is home to the Lake of the Woods District Hospital, a high-level, specialty medical institution with 24-hour emergency and trauma services. Kenora is served by a full complement of doctors, clinics, dentists and other specialty care providers. There are over 38 doctors and medical clinics, 28 dentists and dental clinics, 5 optometrists and 3 chiropractors. Figure 17 shows that there are 12 other medical services, which includes physiotherapists, psychologists and midwives. A map of the healthcare amenities in Kenora can be found in the Appendix.

As roughly 19% of Kenora, residents are over the age of 65, and an additional 16% of residents are between the age of 55 and 64, seniors-specific supports also play a critical role supporting a high quality of life community. Kenora is home to nine senior housing and assisted living facilities, including the District of Kenora Home for the Aged and Birchwood Terrace. These facilities provide opportunities for the ageing population to maintain an active lifestyle in close proximity to other health care service and social and recreational amenities. While the nine senior housing facilities may be adequate to address



the current needs of Kenora residents, the ageing population may require additional senior healthcare opportunities, including additional home care and senior-specific medical care.

Figure 17: Healthcare Amenities

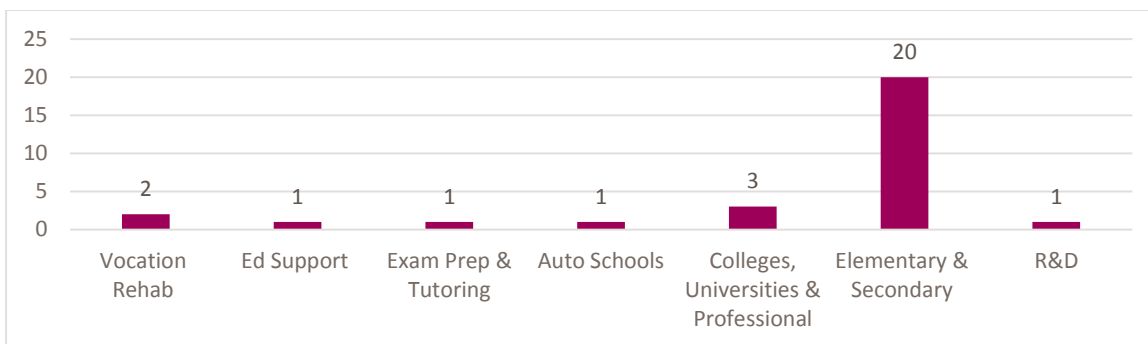


11.1.3 Educational Institutions

Educational facilities play an important role in attracting a labour force with children and post-secondary students and in providing additional training for workers. In total, there are 20 Elementary & Secondary Schools facilities and programming providing services in the Kenora area (Includes semi-regular training not necessarily physical facilities).

Colleges and training facilities help to attract students from a variety of backgrounds and educational levels by providing post-secondary credentials and training opportunities. Confederation College and Seven Generations Education Institute are some of the post-secondary and specialized training assets in Kenora. There are also numerous training programs not offered on a regular basis that are not mapped. A map of all educational institutions in Kenora can be found in the Appendix.

Figure 18: Educational Institutions



11.1.4 Social and Recreational Amenities

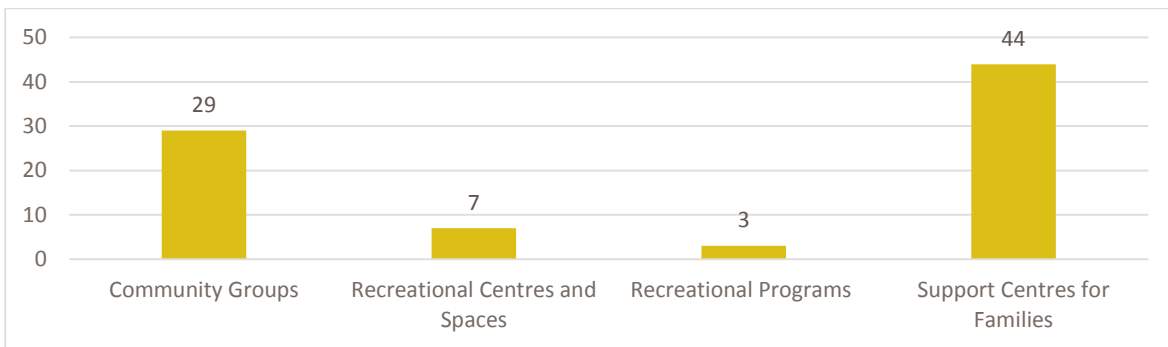
Social and recreational assets are critical components of any community. They help to bring residents together based on similar interest, provide opportunities for residents to gather formally and informally, and help to ensure that residents of all ages can live a full life. Support centres for families include social service and welfare organizations, support centres for families, and community groups. Kenora is home



to 29 community groups, including 13 civil and social organizations and 6 human rights organizations. A map of all the social and recreational assets in Kenora can be found in the Appendix.

Figure 19 highlights reoccurring or scheduled recreational programs, but does not include one-day workshops or one-off sessions available to Kenora residents. The abundance of community groups and recreational programs help to provide a high quality of life for residents of all ages, helping to attract new residents and businesses alike. The recreation centres and spaces include 4 Fitness & Recreational Sports Centers and a soccer complex.

Figure 19: Social and Recreational Amenities



11.1.5 Cultural Amenities

In total there are 207 cultural amenities in Kenora, including 29 cultural facilities and spaces and 142 cultural businesses. In total there are 26 religious institutions in Kenora, 28 beauty salons, 36 business associates and 1 movie theatre. These assets are important strengths for the City, helping to attract visitors from surrounding areas and providing opportunities for residents to enjoy arts and cultural opportunities in their own community.

Both the social and recreational as well as cultural amenities provide local residents with a range of year-round activities as well as help to attract visitors from the region. By attracting visitors to the Kenora, the City is able to capture new sources of money, helping to support the continued growth and development of cultural and recreational opportunities and the community as a whole. A map of all cultural amenities in Kenora can be found in the Appendix.

Figure 20: Cultural Amenities

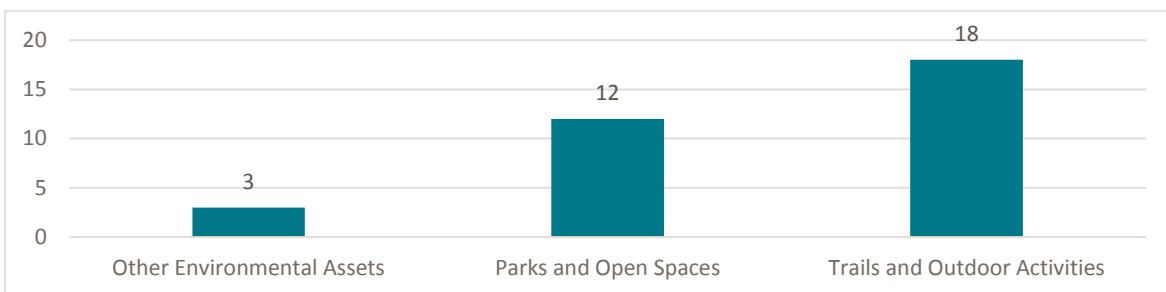




11.1.6 Environmental Assets

Kenora’s environmental assets are dominated by its many lakes, nearly all of which are accessible to the public or surrounded by a mature network of cottages. There are 18 official local trails and outdoor activities, 12 parks and open spaces (as seen in Figure 22) but this list is far from comprehensive as the lake system and unofficial trail network is extensive. This range of outdoor and natural asset provide additional opportunities for Kenora residents to enjoy their environment and help to attract visitors from the region, further support the City’s tourism sector. A map of all environmental assets in Kenora can be found in the Appendix.

Figure 21 Environmental Assets



12. Local Services Sector Strategic Action Plan

The following strategic directions and accompanying action plan are presented to address workforce challenges validated through the research as presented in the previous pages. Plan creation is sometimes seen as the easier of two tasks. Creation of the strategy is grounded in evidence and articulated to reflect key learnings from the research and consultations. Perhaps the more difficult element is in the implementation phase. This strategic plan outlines a series of key themes, priority focus areas, and accompanied by relevant and actionable tactics that will serve to advance solutions. It will require a collective ownership of the Strategy, and a commitment to connect regularly, collaborate whenever possible, coordinate efforts and avoid duplication, and keep the lines of communication open. Ideally, there is a well-supported lead organization identified by local stakeholders who can facilitate the forward movement and the ongoing monitoring. This means that employers, support organizations, governments, education and training providers, and the labour force are all involved, and see a direct benefit to that involvement.

This Workforce Strategy offers strategic directions that are based around four themes. While simple in concept, these themes are more complex in nature as there is crossover between and among them. These overarching themes are essential in addressing the emerging priorities that require direct and ongoing attention.



CONNECTING

Kenora is engaged in a variety of partnerships and targeted initiatives that contribute to creating a vibrant economy that appeals to residents and visitors. These partnerships offer an opportunity for expansion to facilitate new conversations, welcome new partners, and formation of new relationships. It is not uncommon for existing groups, agencies, and organizations to work in the same community, yet not fully understand mandates, program offerings, and potential for partnerships. Through a network that promotes the establishment of relationships for a common purpose, the opportunity to collaborate emerges.

COLLABORATING

Improving collaboration spurs consideration of strategies that reduce duplication and improve service delivery. Kenora benefits from a wide array of programs and services that are tailored for job seekers and employers. A common challenge is getting information about these programs and services into the hands of those that need them. Collaboration can be challenged by the methods through which funding is accessed and the performance measures by which agencies are monitored. Creating an enhanced collaborative approach that drives a relevant support system for job seekers and businesses will contribute extensively to their longer-term success and engagement in Kenora's economy.

COORDINATING

While the commitment to collaborate may exist, it is difficult to maintain without a coordinating function. Coordination takes time, regular communication, and someone who owns the responsibility. People are busy and often times, commitments to these efforts are in addition to regular work responsibilities. However, it is necessary for coordination to be present in the community as its absence results in wasted effort and resources, and it leads to disengagement of employers. Service coordination for employers supports information dissemination, employer engagement, and it maximizes resource allocation. The opportunity exists for a single, multi-pronged, point of communication to direct job seekers and employers to the myriad of support services.

COMMUNICATING

Streamlining communication saves on time and resources. It ensures messages are communicated effectively, to the right people, and through appropriate channels. Sharing information on workforce initiatives, success stories, and current and future labour market and economic opportunities are foundational in attracting and retaining talent in Kenora. A strong emphasis on using this information to promote the lifestyle promoting opportunity in Kenora is a priority.

12.1 Creating a Vision for Kenora

Building on the four themes of CONNECTING, COLLABORATING, COORDINATING, and COMMUNICATING, a vision or tagline energizing workforce attraction and retention in Kenora would help promote the area to those that currently reside, and to those seeking to relocate. The current labour pool is not sufficient to meet the skill and job demands of the local services sector. To increase the pool a focus on retaining those that call Kenora home, and attracting new labour force participants to the area is necessary. Significant efforts are already underway within Kenora to encourage workforce



development attraction and retention and a single vision statement and tagline would help unify those efforts to demonstrate greater collaboration. Raising awareness and gaining buy-in to the workforce development strategy will serve to increase interest and excitement within and external to the region.

12.1.1 Community Feedback

The City of Kenora hosted a strategic planning meeting on Tuesday November 21st in which 14 partner organizations including City staff had the opportunity to review the strategic plan, identify leads for deliverables and make comments on each action. These comments have been added within the strategic action plan, the timelines with lead and partner organizations are those identified by this session.

12.1.2 Objectives Informing the Action Plans

Through the consultation and research activities conducted, a series of objectives have been articulated by the community and integrated into the strategy. These include:

- Support small business growth and entrepreneurship
- Leverage existing provincial and regional initiatives and partnerships
- Empower leadership of youth to influence and strengthen the Kenora economy
- Celebrate Kenora for its people, place, and successes.

12.1.3 Interpreting the Action Plans

Timing and Priority

In the action table that follows, the level of priority has been based on several criteria including:

1. The level of immediacy based on city objectives
2. The potential to contribute to an increase in the quality, attraction and retention of talent in Kenora
3. The resources required (i.e. the capacity to implement given the current state)

The timeline assigned to each action may be operationalized as:

- Short-term – within a year
- Medium term – within 3 years
- Longer term – 3-5 years

Performance Measurement

Performance measurement is a tool to determine how well a job has been done using both qualitative and quantitative information and activities. The following reasons make it important to track activity and performance:

- Providing public accountability
- Assisting with human resources management



- Using results to improve performance
- Identifying the return on investment
- An effective and efficient approach to strategy implementation requires measurement and the commitment to communicate.

Below each action plan are several performance metrics. It is recommended to carefully consider each metric before their application. A couple questions to consider before their use include:

- Is there enough information to consistently inform this metric over time?
- Are there enough resources to consistently monitor the metric?
- Does the metric effectively demonstrate the success, failure, or progress of the action?

If any of these questions cannot be answered with a definite “yes” than other potential metrics should be considered.



12.1.4 Strategic Direction #1: Connecting

Goals	Actions	Timeline	Leads & Partners
Create opportunity for connection between workforce service providers, economic development, and employers in Kenora	Promote accountability. Explore the establishment of an employment support network to promote information sharing, collaboration, communication, and partnerships. Formal structures, such as a Memorandum of Understanding (MOU) should be explored to help define how each partner organization will contribute. Sector specific job fairs and service provider roundtables have been suggested by the community.	Short	Lake of the Woods Development Commission (LOWDC)
	Connect to funding opportunities. Engage with key levels of government and funding organizations to ensure that relevant information is shared, and that decision-making bodies are informed on matters related to youth and young professionals; this may take the form of a briefing paper.	Long-term	City of Kenora Ontario Government Federal Government
	Promote Leadership. Establish a Talent Supply Workforce Council with representatives from a variety of organizations centered on ensuring strategic thinking, and alignment of supports to advance opportunities that may result in sector talent alignment, job growth and job retention. Consideration of youth, mature workers, semi-retired population, secondary graduates, and those facing barriers to employment may lead to an increased labour pool that is supported through wrap-around supports to promote a longer connection to the workforce. Connecting service providers at different levels of government, focusing on multibarrier individuals and looking at unique benefits i.e. Kenora Hospital Alliance Daycare have been suggested by the community.	Short-term	Employment Agencies LOWDC
	Link training to the needs. Engage with training and education providers and employers to develop a customized professional development framework that will reflect validated local training needs, and the skills and competency requirements to maximize business success and people performance for local services sector businesses and their staff. Tapping into existing networks, including parents, guidance counselors and students and identifying the schools that should be involved has been suggested by the community.	Long-Term	Educational Institutions Employment Agencies LOWDC



	<p>Enhance the existing Inventory of Educational Programs to include short-term certificate, and certification program offerings. Such training would identify MOOCS (Massive Open Online Courses) learning opportunities, Ontario Tourism Education Corporation certifications, private and public relevant training schedules, etc. An on-line training calendar that is self-populated by the providers themselves could be maintained and promoted to local job seekers and employers. The community suggested institutions need to step up and a single platform is missing to coordinate online projects and employers could play a role by being clearer on what is required.</p>	<p>Long-Term</p>	<p>Educational Institutions Employment Agencies LOWDC</p>
	<p>Examine the creation of a Talent Development Program in Kenora, drawing from the Southern Norway program - Trainee Sør program. Through the direct engagement of selected participants, the local services sector can be promoted as a viable career option, and areas such as entrepreneurship can be explored. The community shared that some of this is happening but is not necessary as coordinated as it could be.</p>	<p>Short to Medium Term</p>	<p>Northwest Business Centre Employment Agencies</p>
<p>Connect with and support life stabilization initiatives to promote longer-term employment success</p>	<p>Enhance multi-barrier employment supports and strengthen connections between employers and job seekers. Target employer and employee supports that assist with workplace barriers to success beyond the initial employment as select job seekers need ongoing support. The community shared supports exist but individuals need to step up and employers need to learn how to work with multibarrier individual's wit Tim Hortons as a success story.</p>	<p>Long-term</p>	<p>LOWDC Employment Agencies Business Partners Kenora Hospitality Alliance</p>
	<p>Prioritize regular engagement and collaboration (in a format that is mutually agreed upon) with life stabilization groups in Kenora. Community would like to inventory the life stabilization groups ahead of coordinating meetings.</p>	<p>Short-Term</p>	<p>LOWDC</p>
<p>Leverage the talents of former Kenora residents</p>	<p>Create a Young Talent Ambassadors program to help promote Kenora to young talent across Canada. Focus on making the campaign fun and engaging. This may be built around a key marketing tag line that portrays Kenora in a bold light. Make a lot of useful 'noise' to stand out. This initiative should be led by Young Talent Ambassadors (young</p>	<p>Short-Term</p>	<p>City of Kenora LOWDC</p>



living or working outside of Kenora	professionals, youth, etc.) The community shared that the Choose Kenora initiative with the city is working on elements of this priority.	Medium-term	Kenora Hospitality Alliance (KHA) Kenora and District Chamber of Commerce (KDCC)
	Create a single portal for local job promotion designed to share job vacancies and demonstrate diversity in employment options. This can be further used to address family dual career employment barriers by creating a single local resource that can match skills/competencies with potential local employers. This should be both virtual and live. An example can be found at http://www.hellowestmichigan.com/ Feedback from the community is that many organizations are doing this separately.		

Potential Performance Metrics

- # of new and ongoing organizational partnerships that are active
- Media exposure of youth employment issues in Kenora
- # of previous Kenora residents returning to live permanently in Kenora
- Creation of a dual career recruitment support network

12.1.5 Strategic Direction #2: Collaborating

Goals	Actions	Timeline	Leads & Partners
Promote “Wrap around” support.	Engage Kenora support services organizations to promote collaboration among providers to ensure client barriers to employment are addressed through a holistic lens. A client centred approach is necessary. The community feedback is that services need to be clarified and a road map developed.	Short to Medium Term	Employment Service Providers Seven Generations Education Institute Business Partners
	Engage employers directly through experiential learning opportunities and mentorship experience. Establish an Employers Connection program that promotes those employers who are participating, and establishes an easy-to-connect network that links those employers to the job seekers or the local employment support organizations. Community feedback was to connect the business community and high school co-ops to this initiative.	Short to Medium Term	KDCC KHA Northwest Business Centre



Goals	Actions	Timeline	Leads & Partners
	<p>Launch an Employee Influence on Business Success Initiative as a means of raising awareness of current and potential employees on factors that influence business success, and ultimately the success of the employee in job performance, retention, promotion, etc. The intent is to increase awareness of employees on what makes a business succeed, the important role that employees play, and the opportunities and limitations on progressive HR practices. Developing a template and speaker series on successful projects was suggested by the community.</p>	Short-term	<p>Business Partners KDCC KHA LOWDC Northwest Business Centre</p>
<p>Promote a Business Success Initiative</p>	<p>Listen and Respond. Provide business the opportunity to share new information on challenges, strategies and successes. This may be in the form of an annual survey such as Employer One, led by the local workforce board, or through Economic Development BR&E.</p>	Short-term	<p>Northwest Training Adjustment Board (NTAB) LOWDC</p>
	<p>Provide businesses tools or resources that highlight HR practices designed to support employee retention, attraction. These may be through services offered locally or through such promising practices such as flexible work arrangements, employee sharing (different time of day, or different seasons based on need), job description development, etc. Community feedback identified an HR handbook, flexible work strategies and diversity training as possible subjects for workshops in the community.</p>	Short-term	<p>LOWDC KHA Northwest Business Centre Lake of the Woods Business Incentive Corporation (LOWBIC)</p>
<p>Collaborate to maximize knowledge exchange and integrated planning</p>	<p>Create the opportunity to connect. Convene a forum engaging key stakeholder groups to examine current and future economic activity, and the anticipated workforce requirements to support sector growth and sustainability. This promotes awareness of ongoing services and initiatives, and creates a neutral space for information sharing, and promotion of collaboration. Community feedback highlighted the need for stakeholders to communicate and have ongoing meetings with MOU partners.</p>	Medium-term	<p>LOWDC</p>



Goals	Actions	Timeline	Leads & Partners
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Potential Performance Metrics

- # of mentors available in each community and uptake of the program
- Participation in entrepreneurship programs
- # of enrollments in post-secondary business programs
- # of clients using small business services
- Increase/decrease in new business start-ups and growth.

12.1.6 Strategic Direction #3: Coordinating

Goals	Actions	Timeline	Leads & Partners
	Encourage the creation or nomination of a single window service for Workforce in Kenora. The single point of contact would help channel employers and job seekers to the services they need. This could be facilitated through a shared inventory of programs and services. The community feedback was that due to multiple service providers and funding models this may be difficult but a central resource could be developed.	Short-term	Employment Agencies
Coordinate and create meaningful opportunities for workforce development in Kenora	Develop a Kenora mentorship program connecting young talent with existing leaders in a variety of fields (e.g. entrepreneurship, political engagement, civic organizations). A national ‘Connect’ program has been established utilizing this model for newcomers and immigrants. The community feedback identified this could be an continuation of the Choose Kenora program.	Medium-term	LOWDC
	Facilitate the promotion of business participation in college/university internship programs as a means of attracting and retaining educated talent. Sharing success stories will help demonstrate return on investment. The community determined existing programming should be promoted and new programming developed in consultation with Seven Generations.	Short-term	Seven Generations Education Institute Business Partners Employment Agencies



Goals	Actions	Timeline	Leads & Partners
	Support direct interaction opportunities between pending graduates and local employers as a means of retaining graduating talent. This could be facilitated through an Online Job Fair. The Community feedback was that a job fair would need to happen in the short term.	Short-term	Business Partners Employment Agencies KDCC Business Improvement Zone (BIZ) Seven Generations Education Institute
	Host a Boot Camp for job seekers looking to enter into the local services sector. This boot camp would highlight the opportunities in the sector, share what employers are looking for in new employees, and showcase the opportunity for advancement within the sector. Community feedback indicated this was currently underway through LEAP and Seven Generations with an opportunity for seniors.	Medium to Long-term	Seven Generations Education Institute KDCC BIZ Business Partners Employment Agencies
	Support local business owners looking to retire from their business. Through the development of an exit strategy that links business owners to those seeking local business opportunities, succession planning becomes a priority. The community feedback was that this is currently underway.	Short-term	LOWBIC Northwest Business Centre

Potential Performance Metrics

- Participation rates in Workforce Development partner events and initiatives
- # of graduates retained in Kenora
- # of local businesses participating in work-college internship programs
- # and dollar value of scholarships and bursaries available to local secondary school students



12.1.7 Strategic Direction #4: Communicating

Goals	Actions	Timeline	Leads & Partners
	Utilize a central website or regional communication channel (e-newsletter) to highlight updated information on workforce efforts and trends. The site would share job demand data and other relevant labour market information, promote initiatives, profile service organizations, profile community assets, incorporate active links to social media channels, and encourage collaborative opportunities between organizations and the community.	Medium-term	Employment Agencies NTAB
Share information on workforce initiatives and successes in Kenora	Actively work on promoting living and working in Kenora. Online social media and website presence is fundamental in helping to build this momentum and sharing it widely. Showcase successes, no matter how big or small. Document and promote community and regional assets to increase awareness of lifestyle benefits and quality of life attributes in Kenora. The community feedback indicated Choose Kenora is working on this priority.	Short-term	LOWDC KDCC Northwest Business Centre Youth Professional Network LOWBIC BIZ Businesses Partners
	Support a “Speakers Bureau” that links local leaders, volunteers, and those passionate about working in the local services sector to secondary schools for the purpose of in-school presentations that disseminate information on careers and real-life stories and experiences. The community feedback was to coordinate guidance counsellors and teachers and link to Choose Kenora.	Medium	Seven Generations Education Institute LOWDC Secondary Schools
Create a thorough understanding of current and future labour market and economic opportunities in Kenora	Work collaboratively with secondary and post-secondary institutions to develop career profiles and pathways to employment, for occupations within the local services sector. The community feedback was that the school boards are the missing link in this priority.	Medium	Seven Generations Education Institute LOWDC Secondary Schools



Potential Performance Metrics

- Increased access to relevant career profiles and pathways
- # of hits, shares, and reposts on the Kenora and partners website and social media outlets
- # of new postings to the job board



13. Appendix

13.1 Lifestyle Asset Maps

While the figures in Chapter 10 highlighted the number of assets in each of the five categories, equally important is to understand the geographic location of these assets to understand where gaps in programming and services exist.

The categories explored include:

- Healthcare Amenities (80 assets)
- Educational Institutions (29 assets)
- Social and Recreational Amenities (83 assets)
- Cultural Amenities (207 assets)
- Environmental Assets (32 assets)

The following figures illustrate the location of the lifestyle assets in Kenora, however this is not an exhaustive list and should only be used as an indicator of available assets a full listing of assets mapped is included as a separate document.

Figure 22 Healthcare Amenities in Kenora

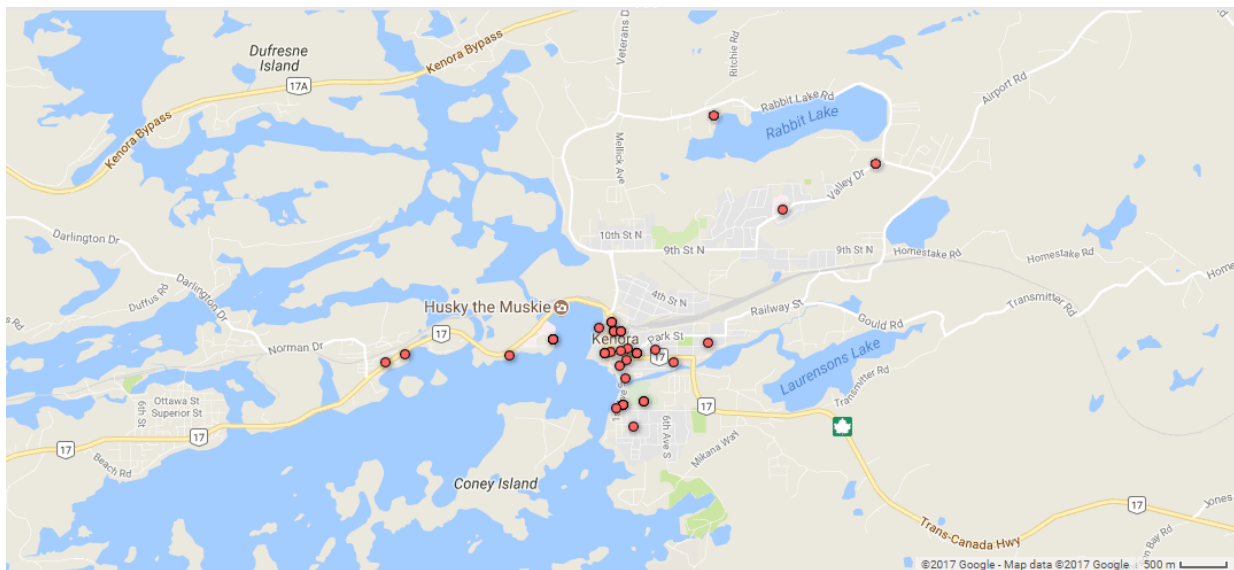




Figure 23 Educational Institutions in Kenora

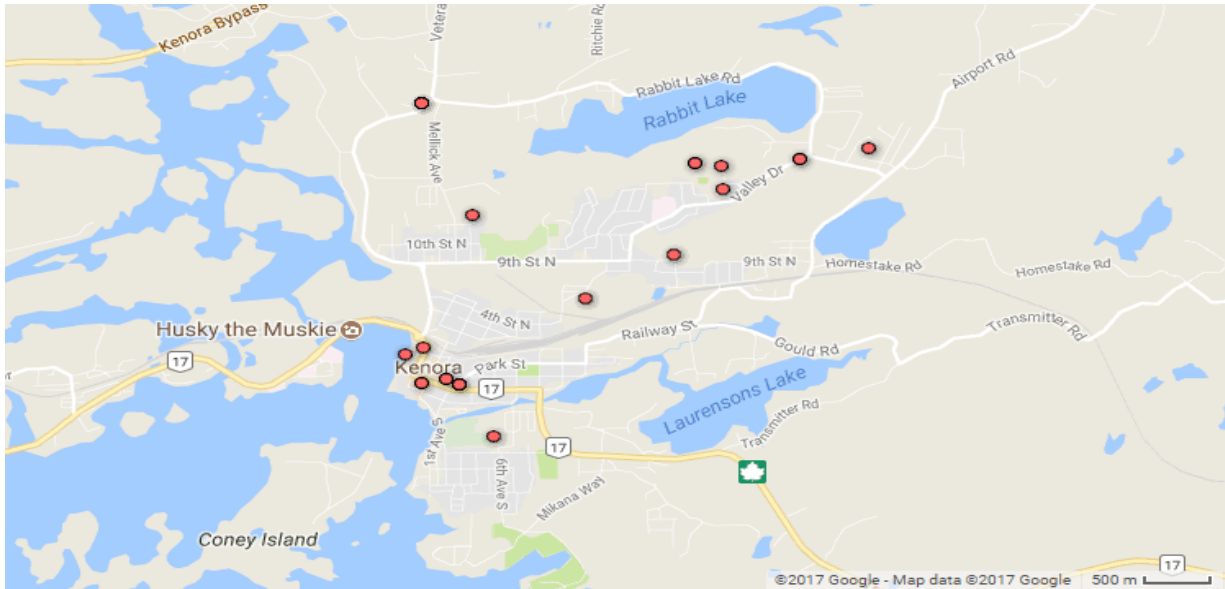


Figure 24 Social and Recreational Amenities

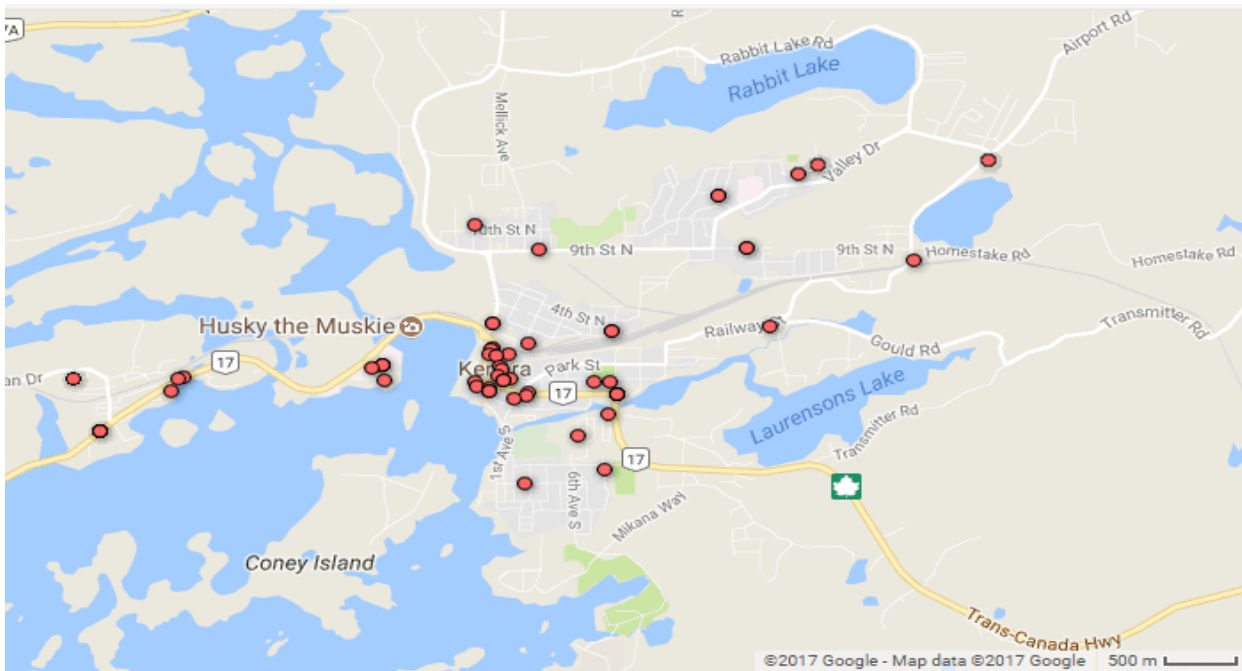




Figure 25 Cultural Amenities

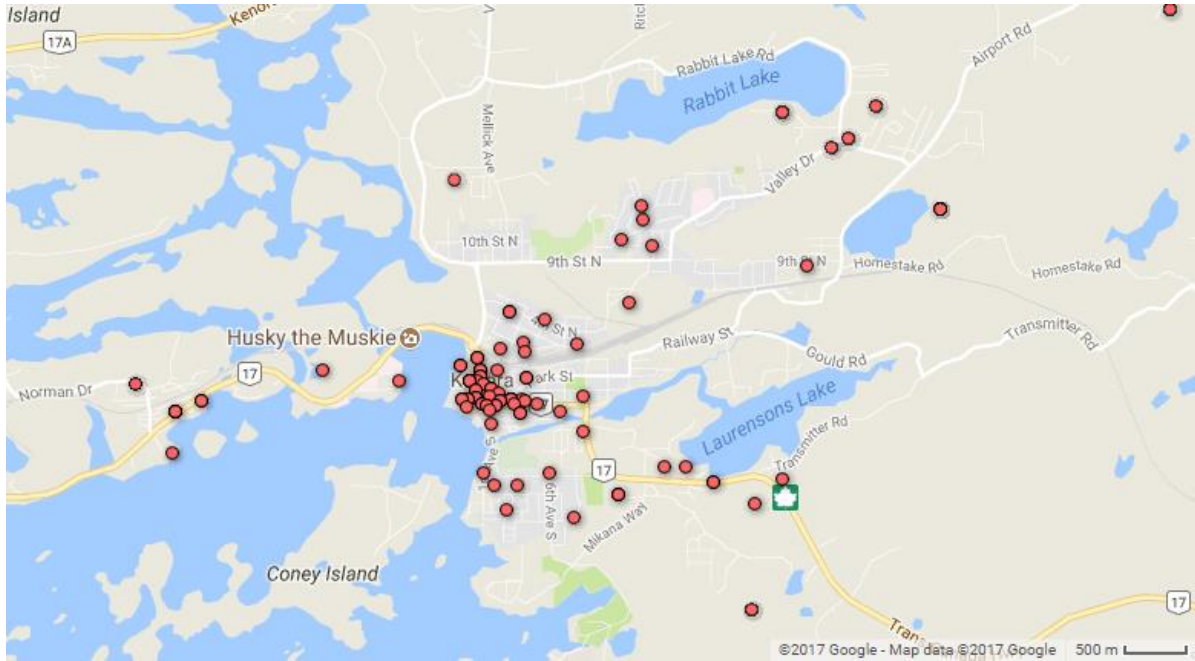
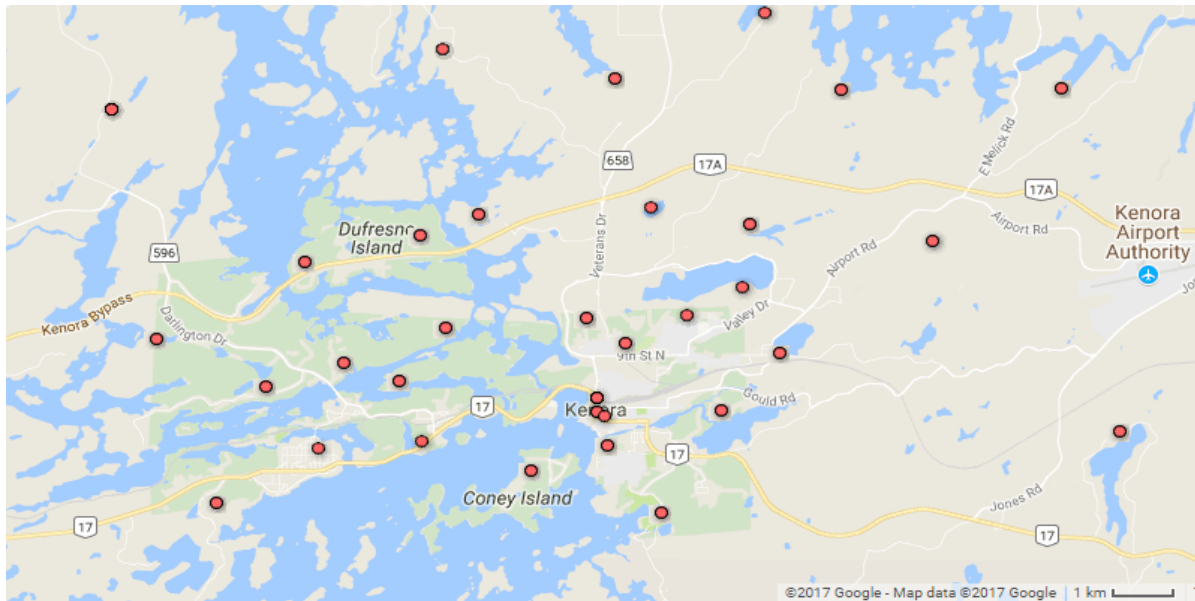


Figure 26 Environmental Assets in Kenora



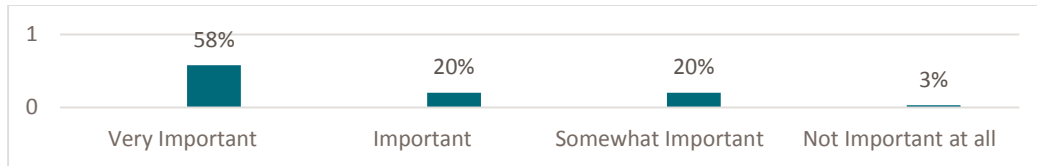
(Note not all Environmental assets were mapped via software, edits have been made to improve the accuracy of the number of assets)



13.2 Telephone and Online Surveys

How important is a skilled workforce to your operations today? Would you say it is?

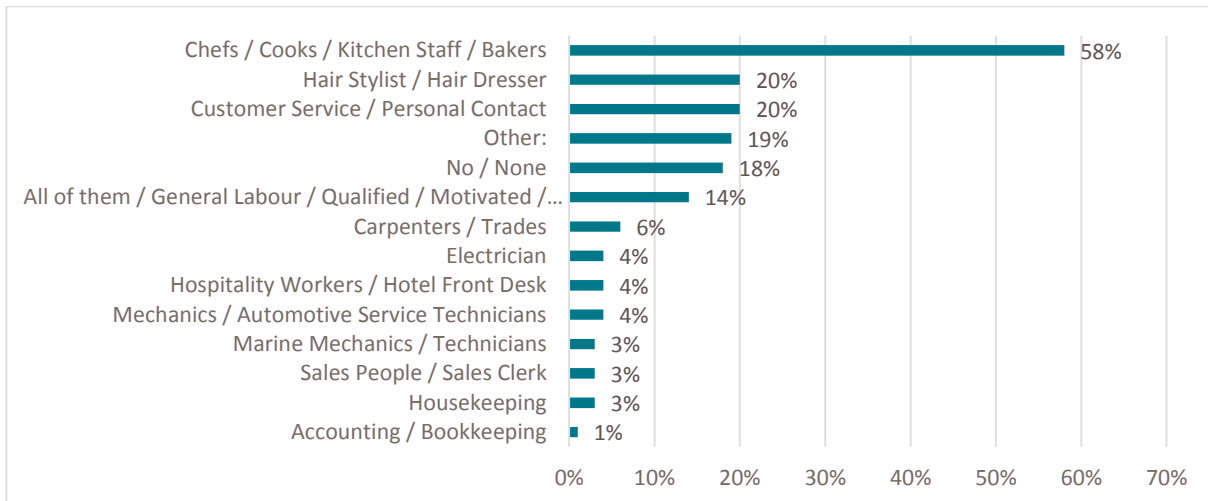
Over 78% of respondents agreed a skilled workforce was important or very important to their current and operations.



Are there any specific skills, trades, or occupations that you find difficult to hire or retain? Mention 1:

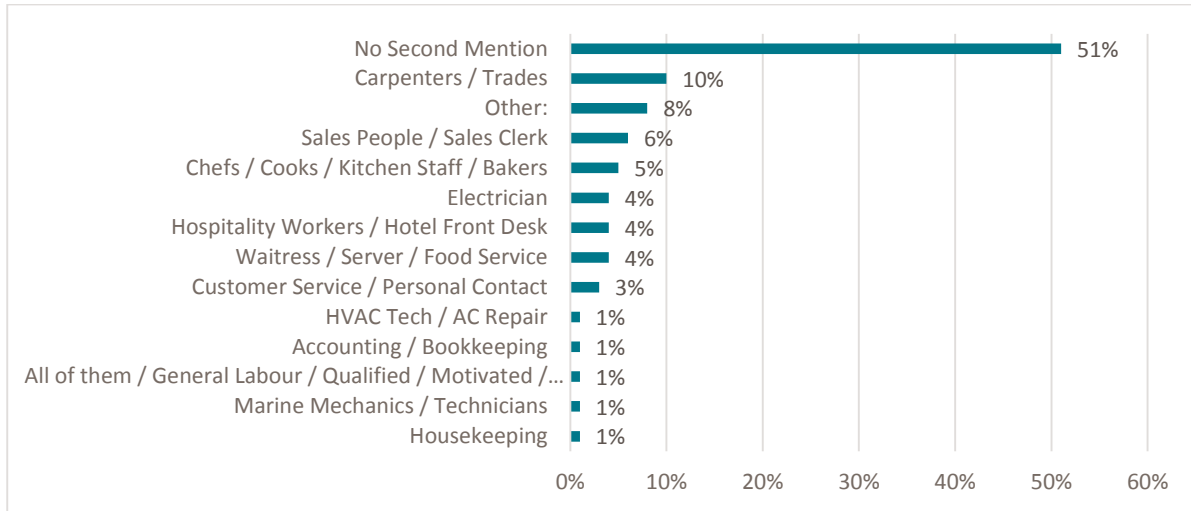
The top three occupations that were indicated as difficult to hire or retrain were:

- Chefs / Cooks / Kitchen Staff / Bakers 58%
- Hair Stylist / Hair Dresser and Customer Service / Personal Contact tied at 20% and
- All of them / General Labour / Qualified / Motivated at 14%

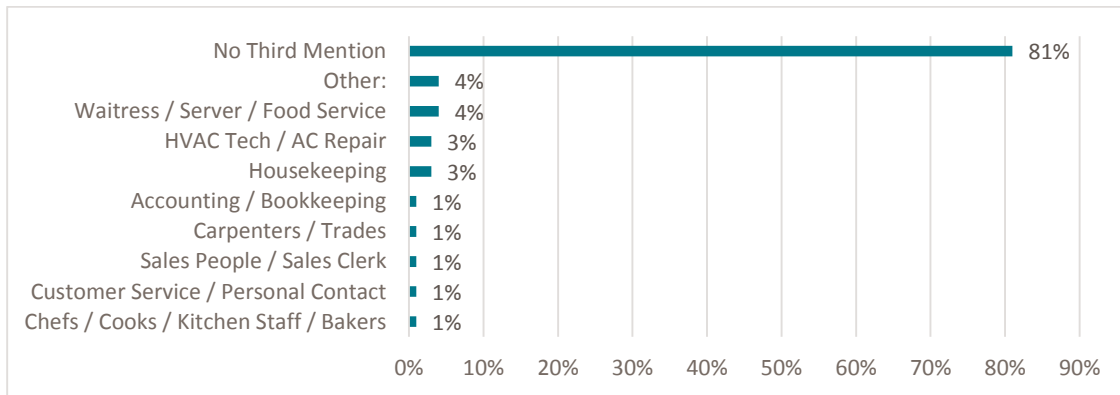




Are there any specific skills, trades, or occupations that you find difficult to hire or retain? Mention 2:

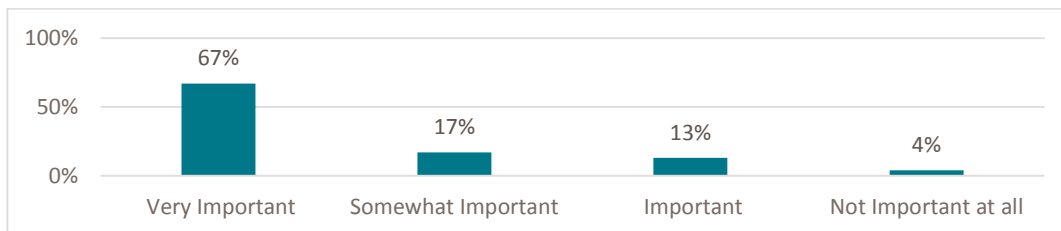


Are there any specific skills, trades, or occupations that you find difficult to hire or retain? Mention 3:



How important is a skilled workforce to the future growth of your operations? Would you say it is?

A high majority, 80% of respondents agree that a skilled workforce is “Important” or “Very Important” to their operations.



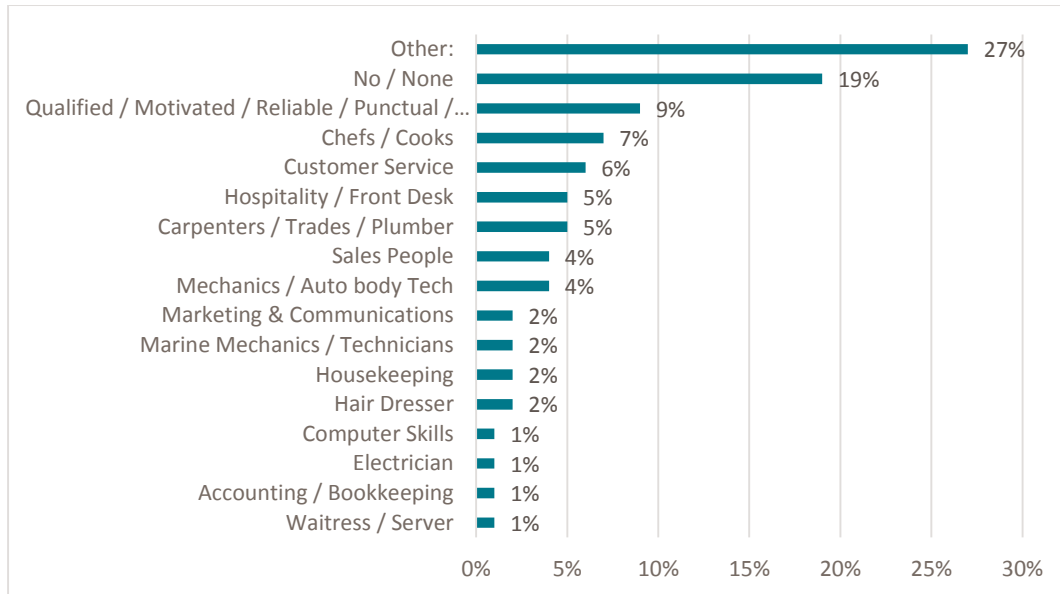
Are there any specific skills, trades, or occupations that you foresee difficulties in recruiting in the future? Mention 1:

Respondents indicated the top three occupations they foresee difficulties in recruiting were:

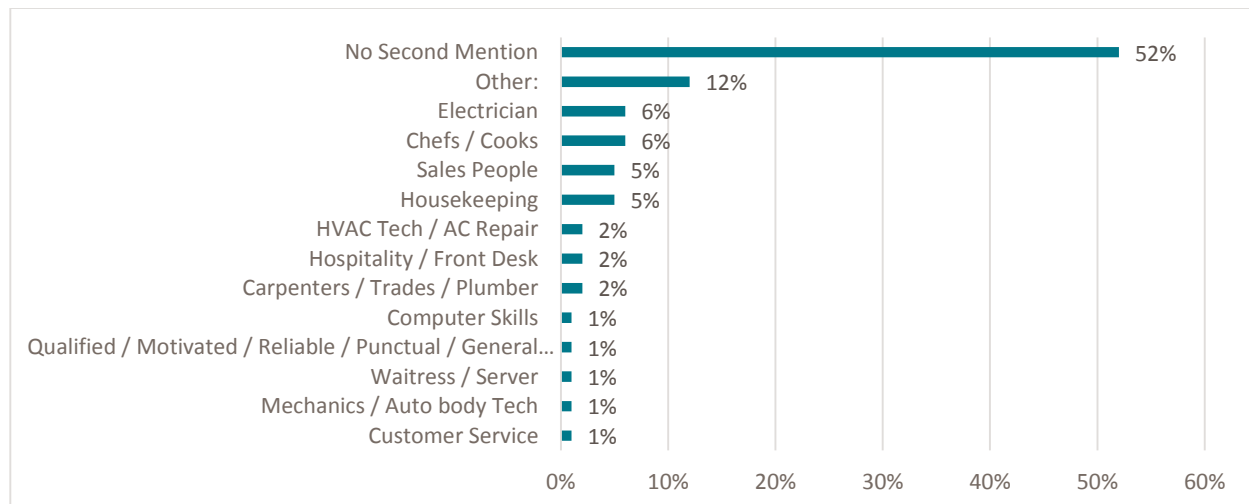


- Qualified and Motivated staff at 9%
- Chefs/Cooks at 7% and
- Customer Service at 6%.

19% of respondents answered no, which combined with the “Other” at 27% and “Qualified” sections indicate a more general need for workforce spread across the business community.

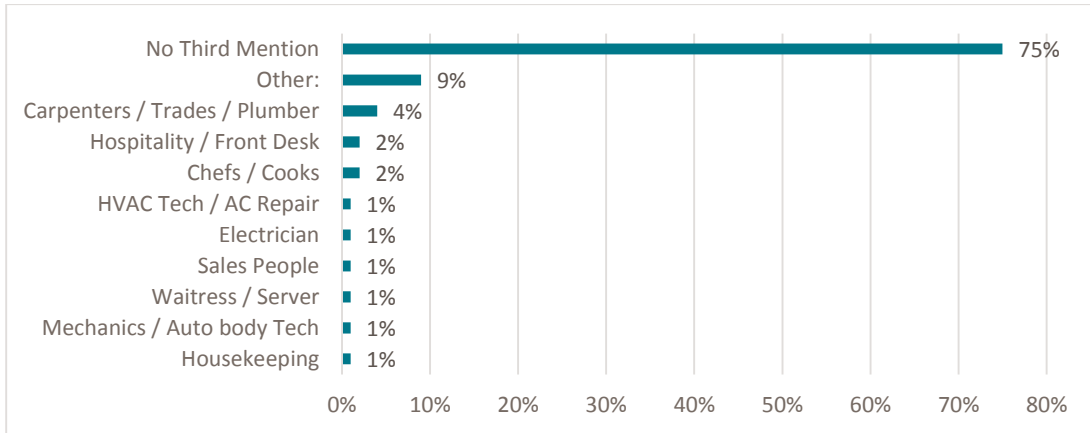


Are there any specific skills, trades, or occupations that you foresee difficulties in recruiting in the future? Mention 2:



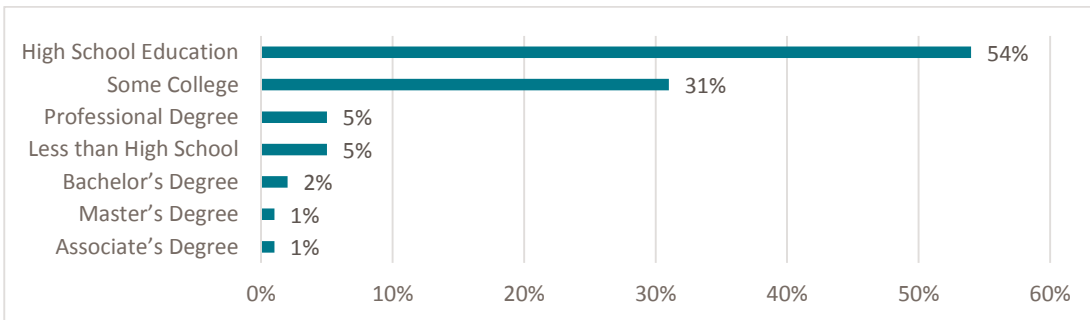


Are there any specific skills, trades, or occupations that you foresee difficulties in recruiting in the future? - Mention 3:



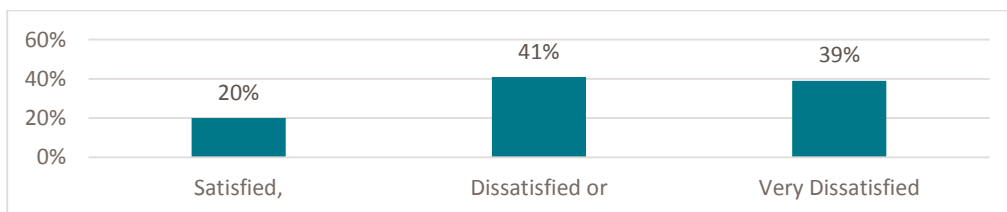
Which level of education is best suited to the needs and ultimate success of your business?

The survey indicated that 54% of respondents feel that a high school education is best suited to their requirements with 31% indicating some college is sufficient with a small minor 14% needing higher education.



Overall, how satisfied are you with the availability of qualified workers in Kenora? Would you say you are?

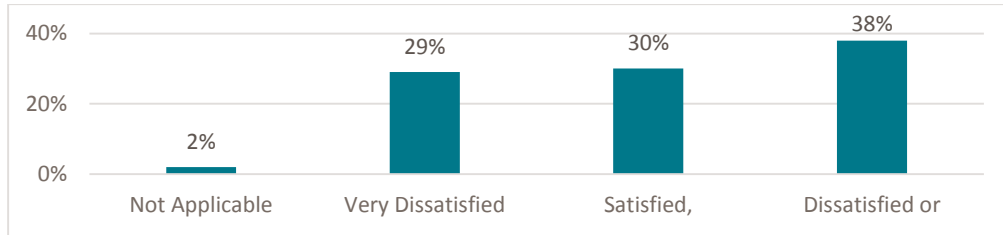
The survey indicates 80% of respondents were “Dissatisfied” or “Very Dissatisfied” with the availability of qualified workers with only 20% reporting as “Satisfied”.



I'd like you to tell me how satisfied are you with the following: Availability of workers with the appropriate education?

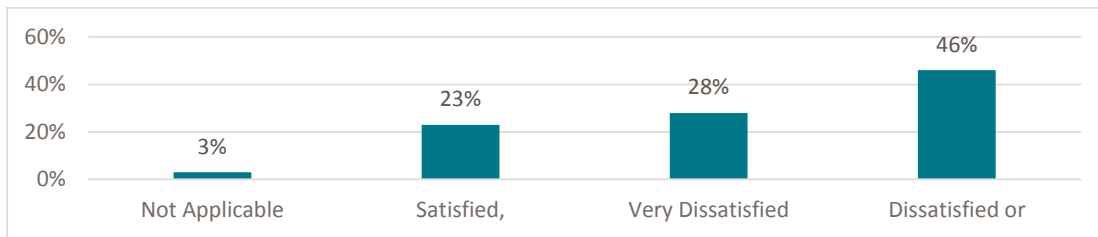


The survey indicates 67% of respondents were “Dissatisfied” or “Very Dissatisfied” with the availability of workers with the appropriate education with only 30% reporting as “Satisfied”.



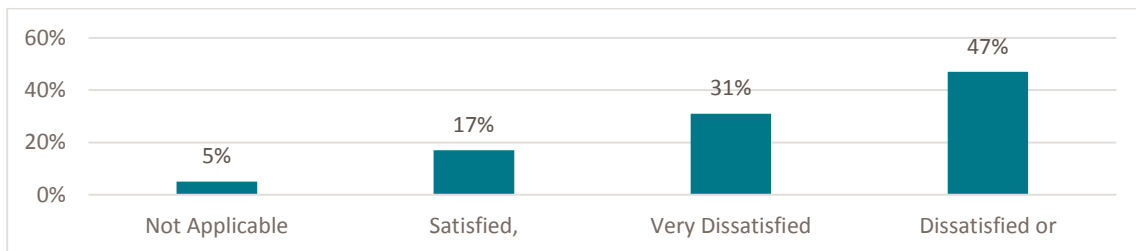
I’d like you to tell me how satisfied are you with the following: Availability of workers experience in your industry?

The survey indicates 74% of respondents were “Dissatisfied” or “Very Dissatisfied” with the availability of workers experience with only 23% reporting as “Satisfied”.



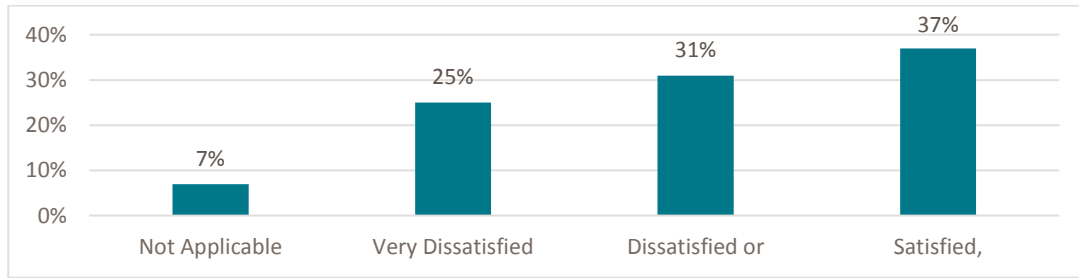
I’d like you to tell me how satisfied you are with the following: Availability of local skilled workers.

The survey indicates 78% of respondents were “Dissatisfied” or “Very Dissatisfied” with the availability of local skilled workers with only 17% reporting as “Satisfied”.



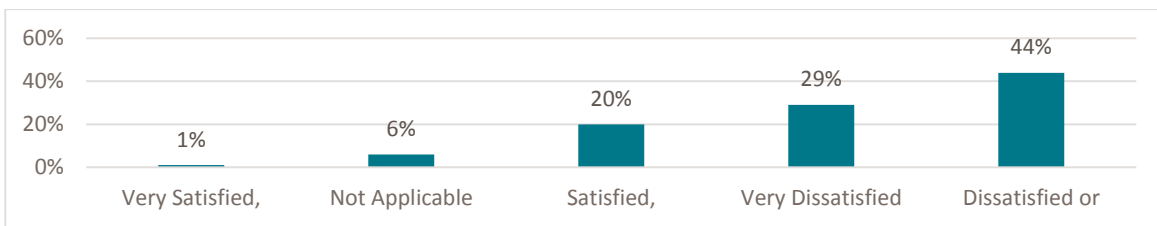
I’d like you to tell me how satisfied are you with the following: Availability of workers with the necessary soft skills?

The survey indicates 56% of respondents were “Dissatisfied” or “Very Dissatisfied” with the availability of workers with the necessary soft skills with 37% reporting as “Satisfied”.



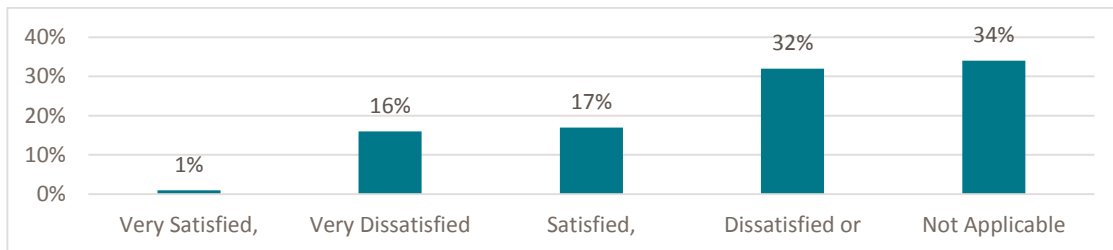
I'd like you to tell me how satisfied are you with the following: Availability of a diverse workforce to recruit from?

The survey indicates 75% of respondents were "Dissatisfied" or "Very Dissatisfied" with the availability of a diverse workforce with only 20% reporting as "Satisfied".



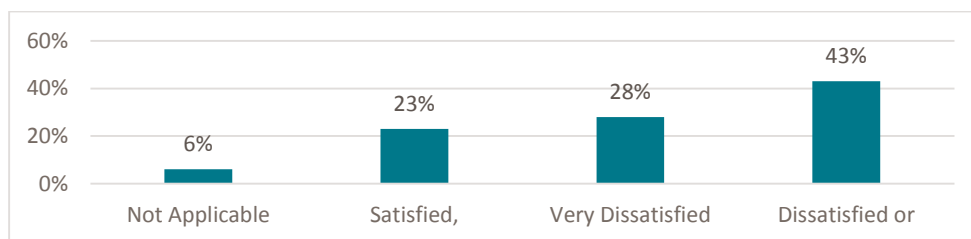
I'd like you to tell me how satisfied you are with the following: Support from Ontario Works.

The survey indicates 48% of respondents were "Dissatisfied" or "Very Dissatisfied" with the Support from Ontario Works with only 17% reporting as "Satisfied" and 1% a "Very Satisfied".



I'd like you to tell me how satisfied you are with the following: Availability/Productivity of a trained, local workforce.

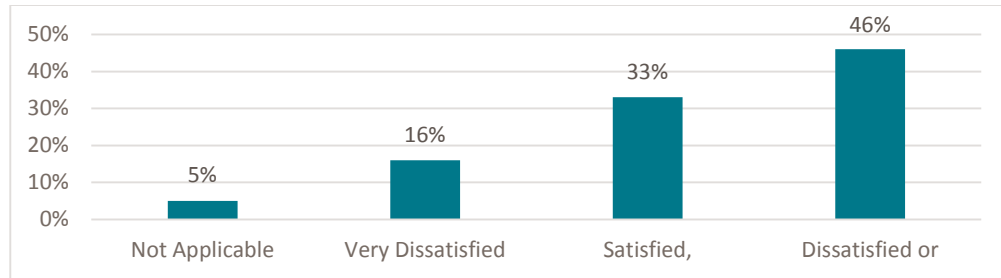
The survey indicates 71% of respondents were "Dissatisfied" or "Very Dissatisfied" with Availability/Productivity of a trained, local workforce with only 23% reporting as "Satisfied".





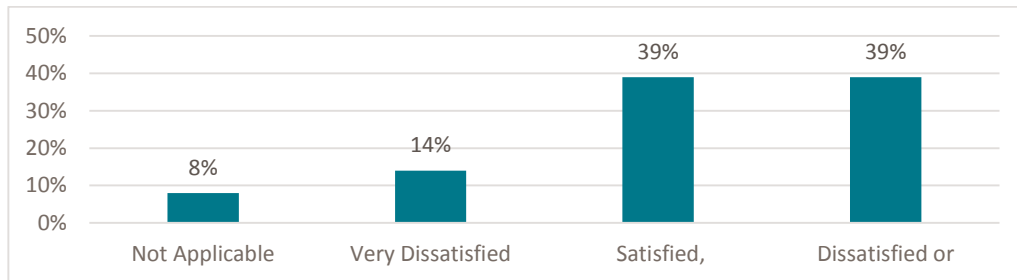
I'd like you to tell me how satisfied you are with the following: Workforce Skills and Education Levels.

The survey indicates 62% of respondents were "Dissatisfied" or "Very Dissatisfied" with Workforce Skills and Education with 33% reporting as "Satisfied".



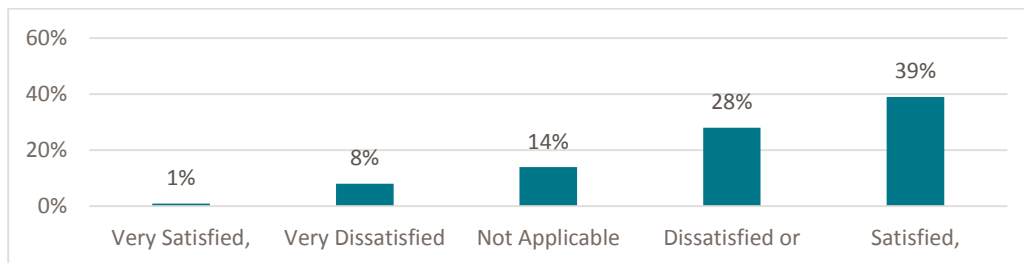
I'd like you to tell me how satisfied you are with the following: Diversity of Employment and Career Growth Opportunities.

The survey indicates 53% of respondents were "Dissatisfied" or "Very Dissatisfied" with Diversity of Employment and Career Growth Opportunities. with 39% reporting as "Satisfied".



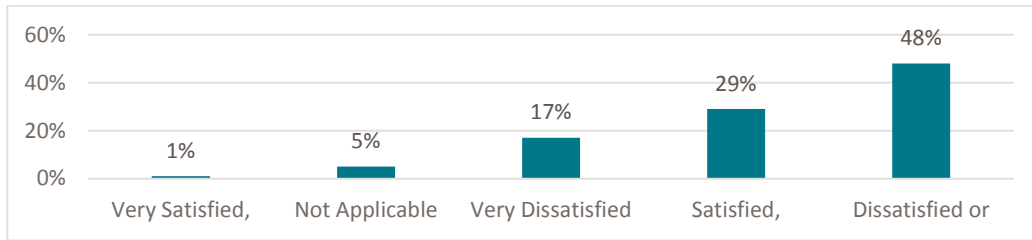
I'd like you to tell me how satisfied you are with the following: Educational Opportunities at all Levels.

The survey indicates 40% of respondents were "Satisfied" or "Very Satisfied" with Educational Opportunities at all Levels with 36% reporting as "Dissatisfied" or "Very Dissatisfied".



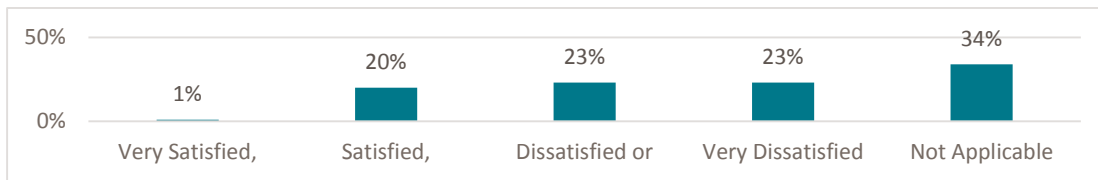
I'd like you to tell me how satisfied you are with the following: Population and Workforce Diversity

The survey indicates 65% of respondents were "Dissatisfied" or "Very Dissatisfied" with Population and Workforce Diversity with only 30% reporting as "Satisfied" or "Very Satisfied".



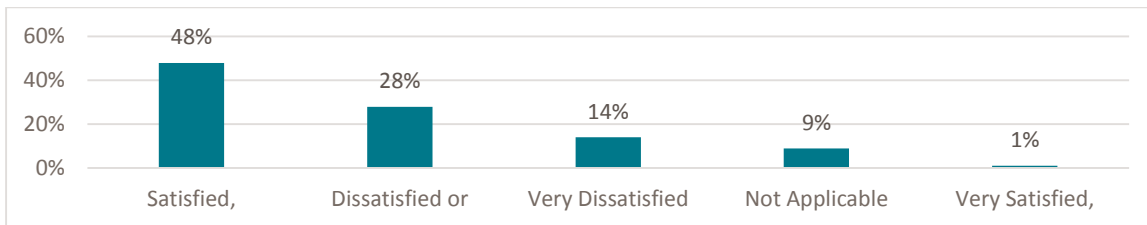
I'd like you to tell me how satisfied you are with the following: Impact and Opportunities of Foreign Immigration

The survey indicates 46% of respondents were "Dissatisfied" or "Very Dissatisfied" with Population and Workforce Diversity with only 21% reporting as "Satisfied" or "Very Satisfied".



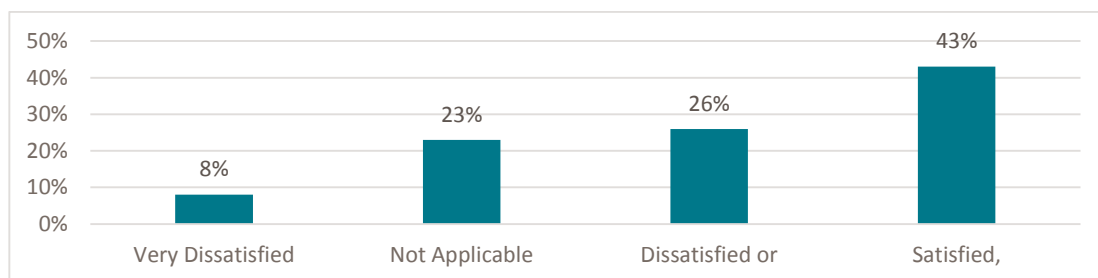
I'd like you to tell me how satisfied you are with the following: Government and non-profit/community support activities (i.e. Canada Summer Jobs)

The survey indicates 49% of respondents were "Satisfied" or "Very Satisfied" with Government and non-profit/community support activities with 42% reporting as "Dissatisfied" or "Very Dissatisfied". Indicating a possibly significant split in an otherwise fairly homogeneous set of opinions.



I'd like you to tell me how satisfied you are with the following: Incumbent Worker Issues and Opportunities.

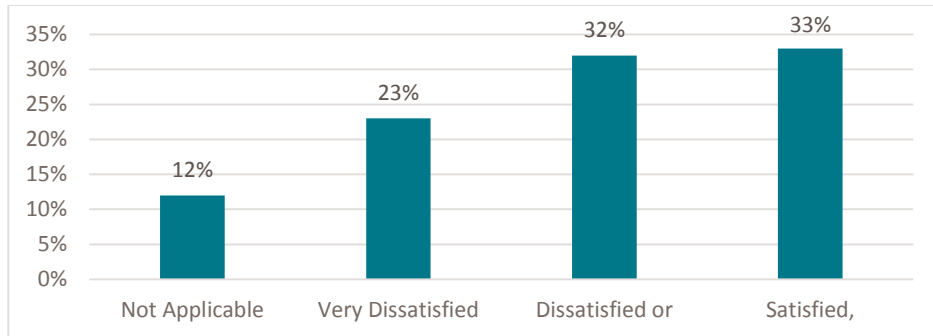
The survey indicates 43% of respondents were "Satisfied" with Incumbent Worker Issues and Opportunities with 49% reporting as "Dissatisfied" or "Very Dissatisfied".





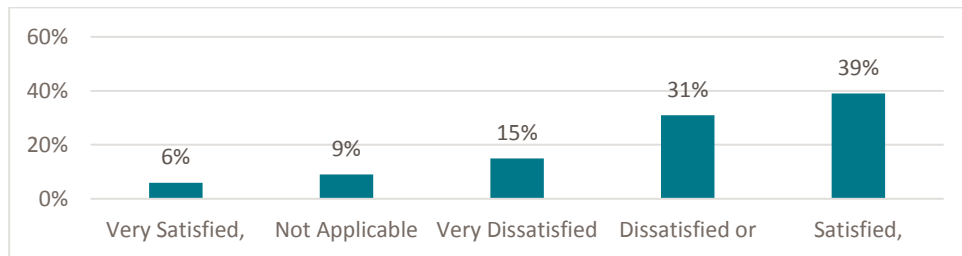
I'd like you to tell me how satisfied you are with the following: Transportation Costs and Accessibility.

The survey indicates 33% of respondents were "Satisfied" with Transportation Costs and Accessibility with 55% reporting as "Dissatisfied" or "Very Dissatisfied".



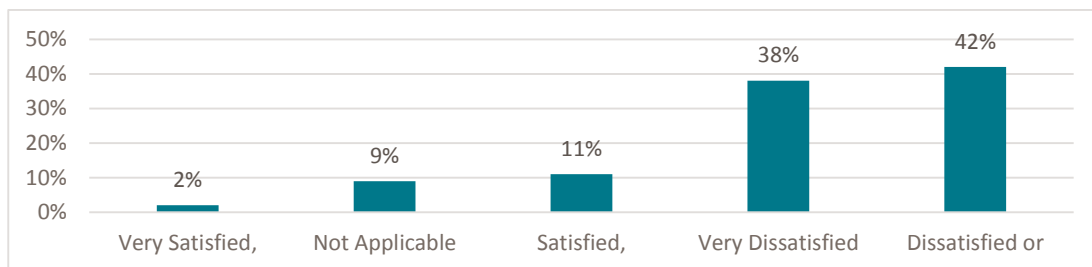
I'd like you to tell me how satisfied you are with the following: Marketing Efforts Describing the Overall Quality of Life and the Positive Characteristics That Distinguish the Region in the larger market place.

The survey indicates 45% of respondents were "Satisfied" or "Very Satisfied" Marketing Efforts Describing the Overall Quality of Life and the Positive Characteristics That Distinguish the Region in the larger market place 46% reporting as "Dissatisfied" or "Very Dissatisfied".



I'd like you to tell me how satisfied you are with the following: Drug and Alcohol issues

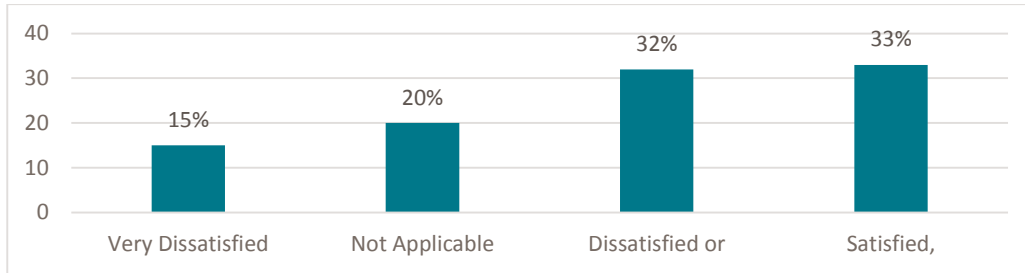
The survey indicates 80% of respondents were "Dissatisfied" or "Very Dissatisfied" with Drug and Alcohol issues with only 13% reporting as "Satisfied" or "Very Satisfied". Indicating a clear dissatisfaction rate related to this issue.



I'd like you to tell me how satisfied you are with the following: Workforce Age and Pending Retirements

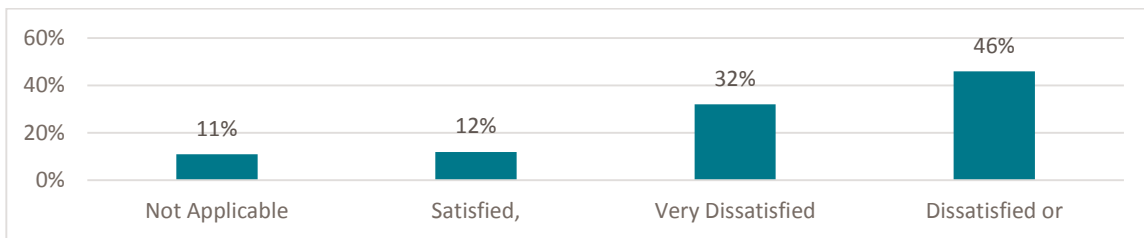


The survey indicates 47% of respondents were “Dissatisfied” or “Very Dissatisfied” with Workforce Age and Pending Retirements with 33% reporting as “Satisfied”.



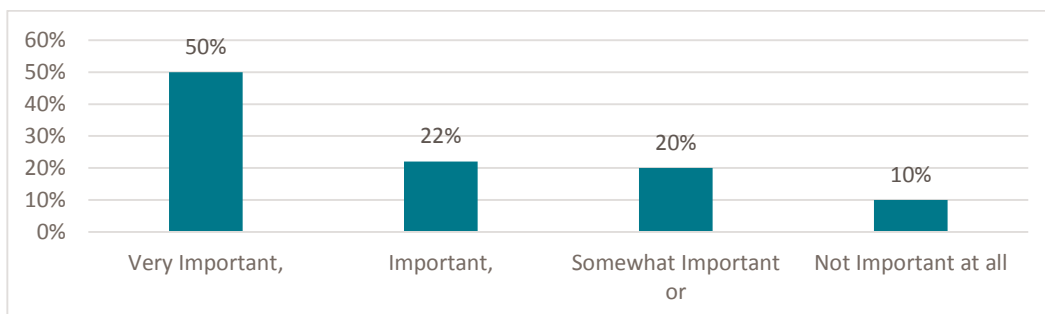
I’d like you to tell me how satisfied you are with the following: Housing availability for workers.

The survey indicates 78% of respondents were “Dissatisfied” or “Very Dissatisfied” with Housing availability for workers with only 12% reporting as “Satisfied” Indicating a clear dissatisfaction rate related to this issue.



How important was access to available skilled labour in Kenora to your decision to locate, expand, or remain in the area? Would you say it is?

The survey indicated 72% of respondents feel a skilled workforce is “Important” or “Very Important” in the decision to locate, expand, or remain in the area while only 10% rated this factor as “Not Important at All”.



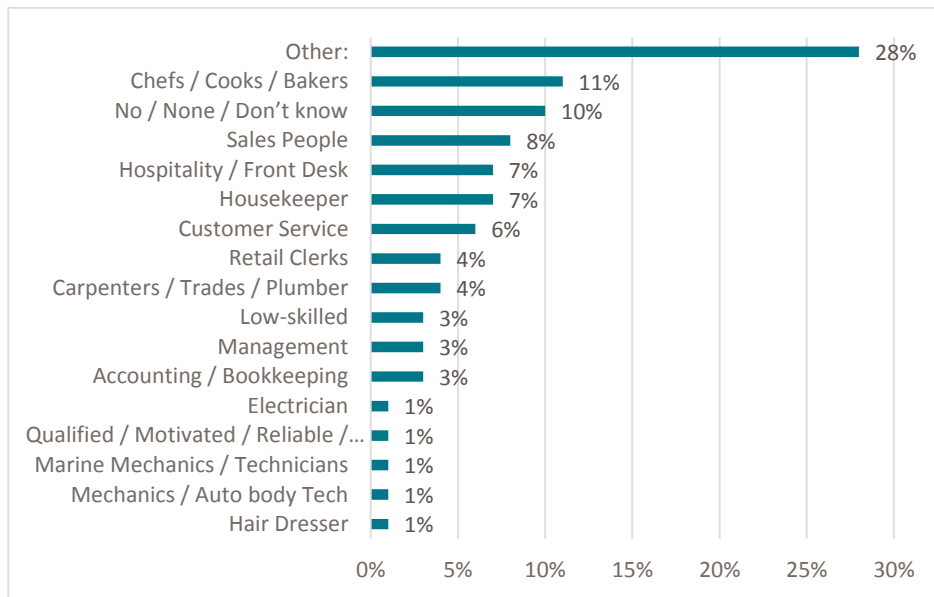
Which occupations have traditionally been the most critical to your operations in Kenora? - MENTION 1

The top three occupations listed as most critical to operations by respondents were:

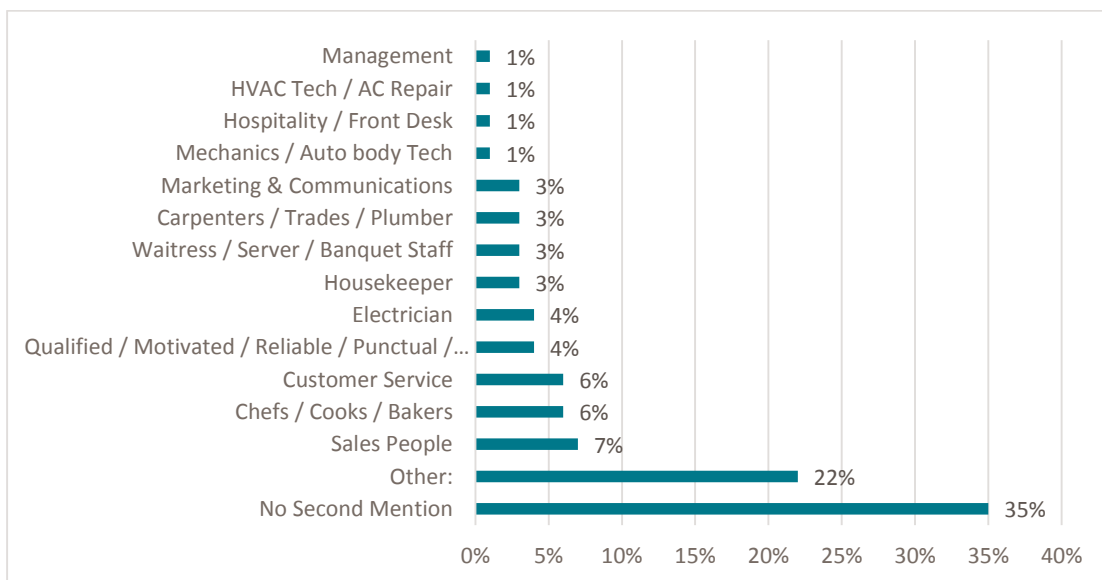


- Chefs / Cooks / Bakers at 11% and
- Sales People at 8%
- Hospitality / Front Desk and Housekeeper tied for 7%

No / None / or Don't know was 10% of the response, combined with "Other" at 28% this contributes to a trend of a widely dispersed workforce need not centered on a clear occupation, rather a collection of occupations.

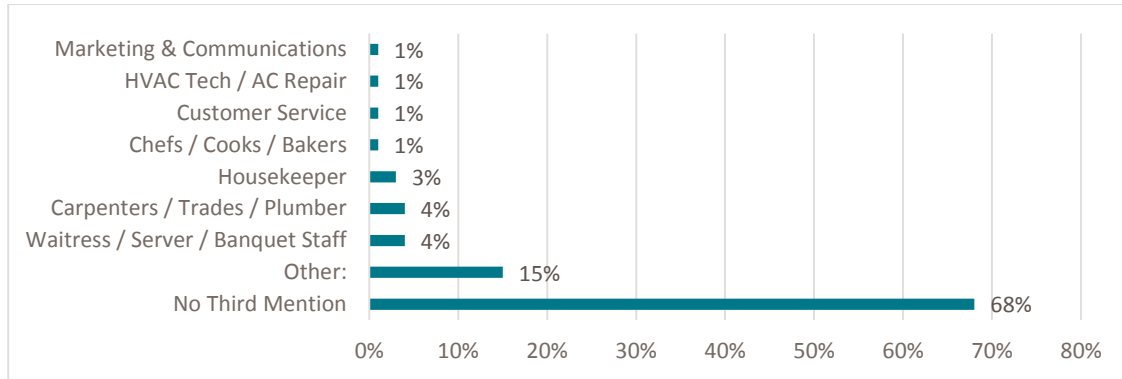


Which occupations have traditionally been the most critical to your operations in Kenora? - MENTION 2



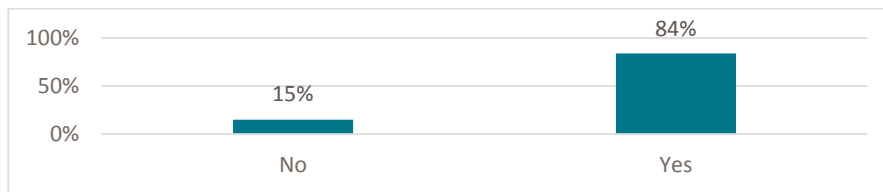


Which occupations have traditionally been the most critical to your operations in Kenora? - MENTION 3



Has your business experienced any past challenges in recruiting or retaining talent for specific occupations?

The survey clearly indicates that 84% of the respondents are having difficulty recruiting or retaining talent for specific occupations.

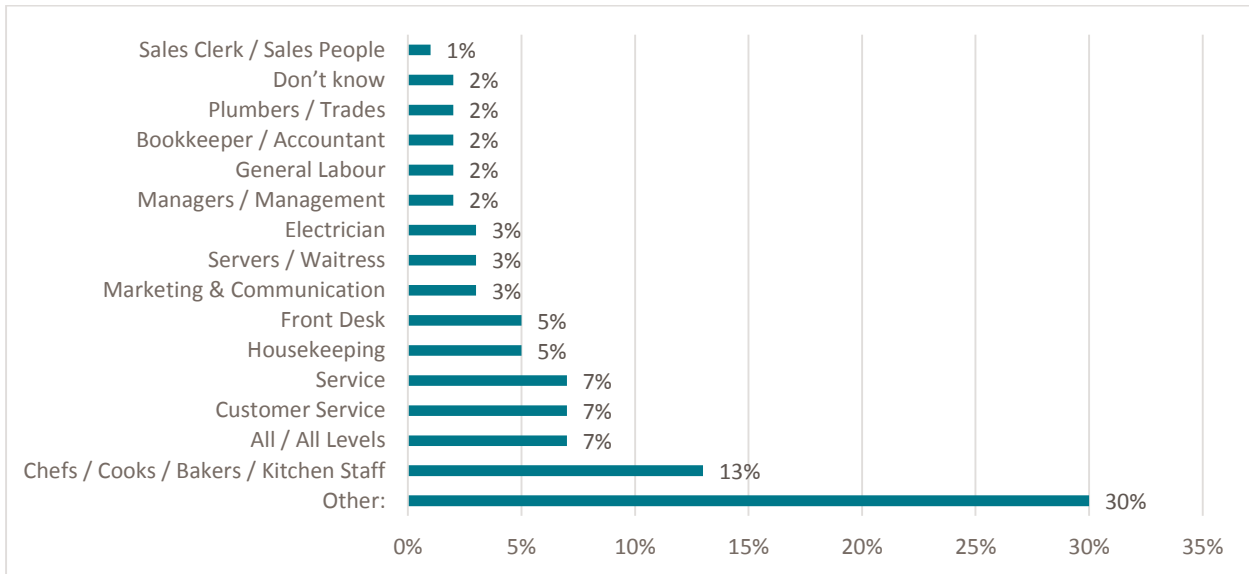


Which occupations have been the most difficult to fill or retain?

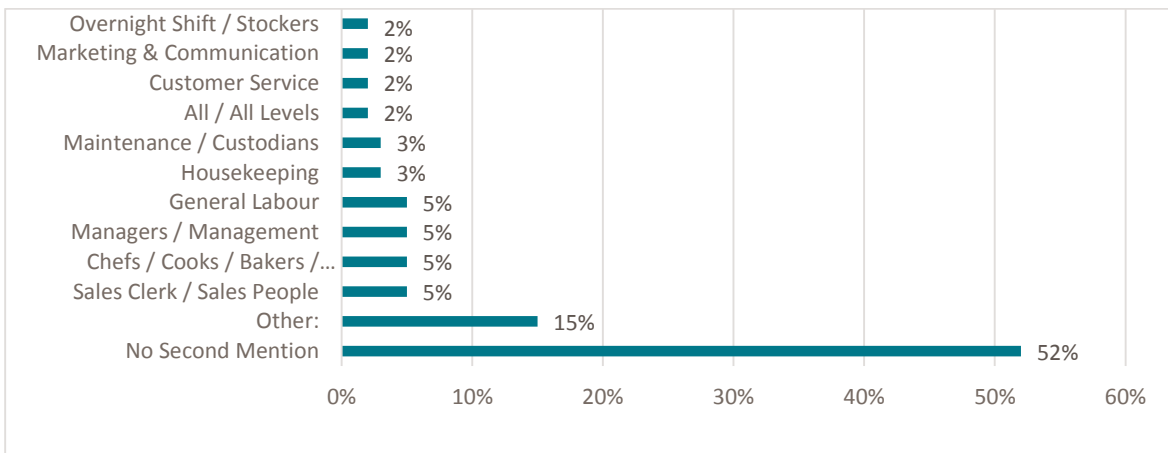
The top three occupations listed as the most difficult to fill or retain were:

- Chefs / Cooks / Bakers / Kitchen Staff 13%
- Service, Customer Service and All Levels tied at 7% and
- Housekeeping and Front Desk tied at 5%.

These responses continue a trend of a service sector wide workforce issue, not focused on highly specific occupations, however the majority of these occupations are lower skilled and correspond to the levels of education and experience respondents are looking for.

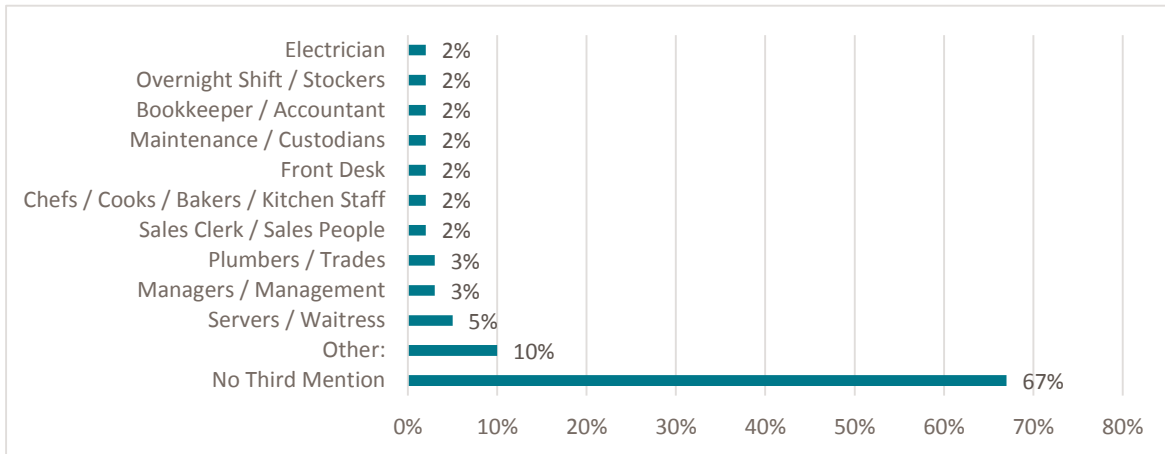


Which occupations have been the most difficult to fill or retain?





Which occupations have been the most difficult to fill or retain?

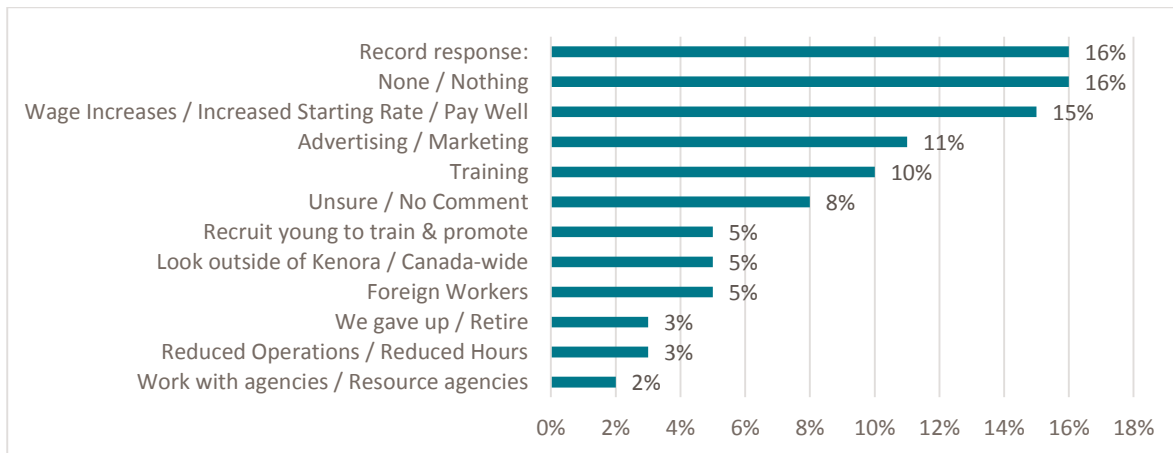


What solutions has your business created or identified to overcome recruitment and retention barriers?

In this section respondents had a wide range of responses the most common were:

- Nothing 16%
- Wage Increases 16% and
- Advertising 15%

The responses indicate an industry with similar problems, but no clearly identified solutions, with very scattered approaches.



What solutions has your business created or identified to overcome recruitment and retention barriers?

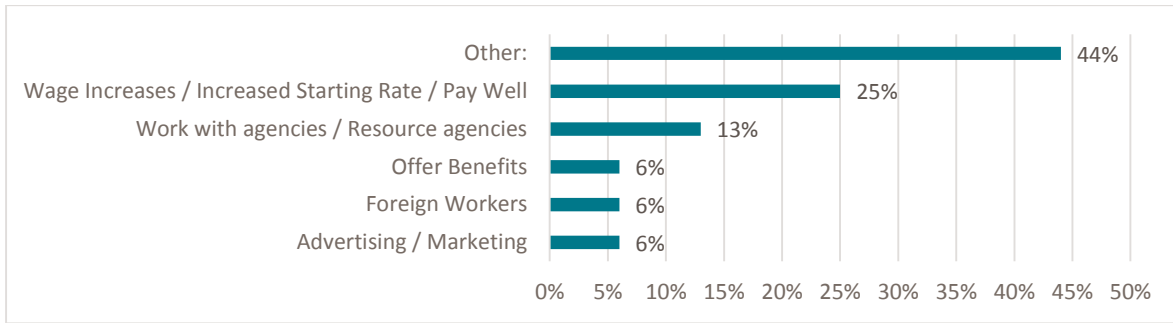
In this section respondents had a wide range of responses the most common were:

- Wage Increases 25%



- Working with agencies 13% and
- Offer Benefits 16%

The responses indicate an industry with similar problems, but with the most clearly identified solution being higher wages; this may be problematic for many, and does not address the broader issues.

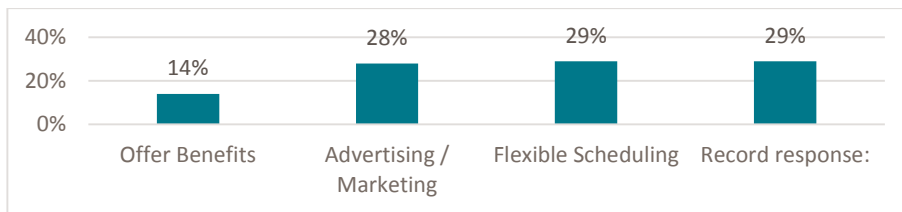


What solutions has your business created or identified to overcome recruitment and retention barriers?

In this section respondents had a wide range of responses the most common were:

- Flexible Scheduling 29%
- Advertising / Marketing, 28% and
- Offer Benefits 14%

The responses indicate an industry with similar problems, with the most clearly identified solution being Flexible Scheduling and Advertising and marketing.



What solutions has your business created or identified to overcome recruitment and retention barriers?



Are there any educational or certification programs or training opportunities that you believe are missing that would allow your business to expand in Kenora?



Respondents indicated a split response on training opportunities they believe are missing in the community, with 56% selecting opportunities are missing with 44% selecting there are no missing training opportunities.

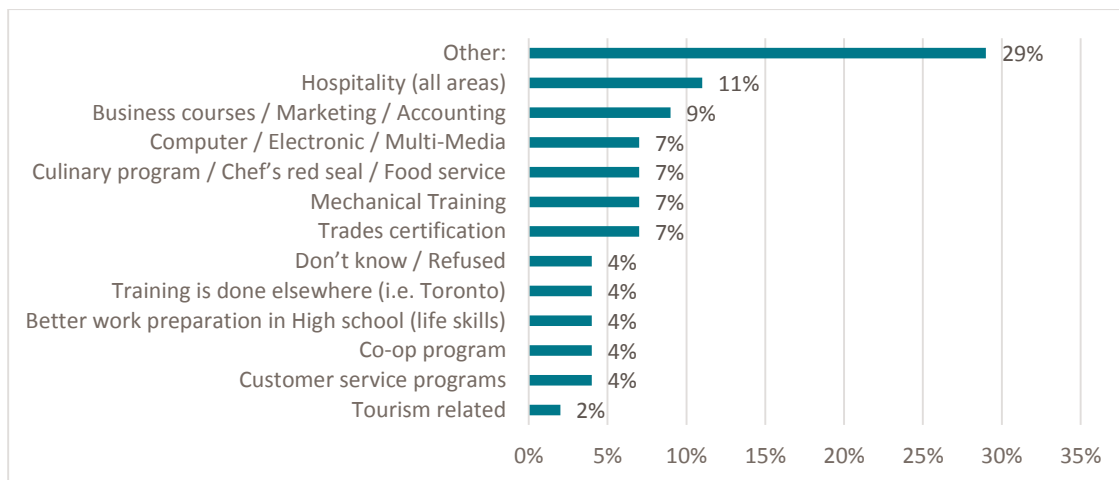


What specific educational or certification programs or training would you like to see be made available in the Kenora to support future growth of your business?

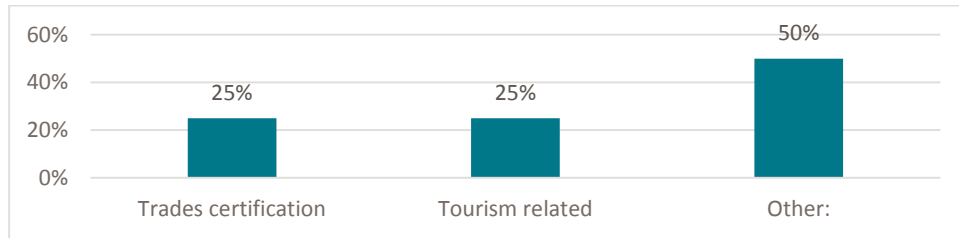
Respondents varied greatly in their responses to this question, with the most chosen options being:

- Hospitality (All areas) 11%
- Business Courses/ Marketing / Accounting 9% and
- Computer / Electronic / Multi-Media, Mechanical Training, Culinary program / Chef's Red Seal / Food service and Trades Certification at 7%.

These wide variations indicate a diverse set of needs that make addressing these training requirements extremely difficult.

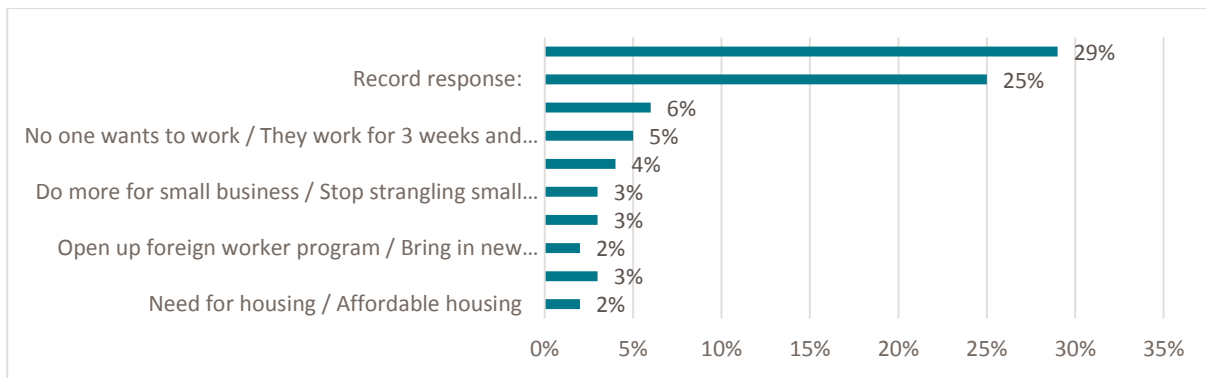


What specific education or certification programs or training would you like to see be made available in the Kenora to support future growth of your business?

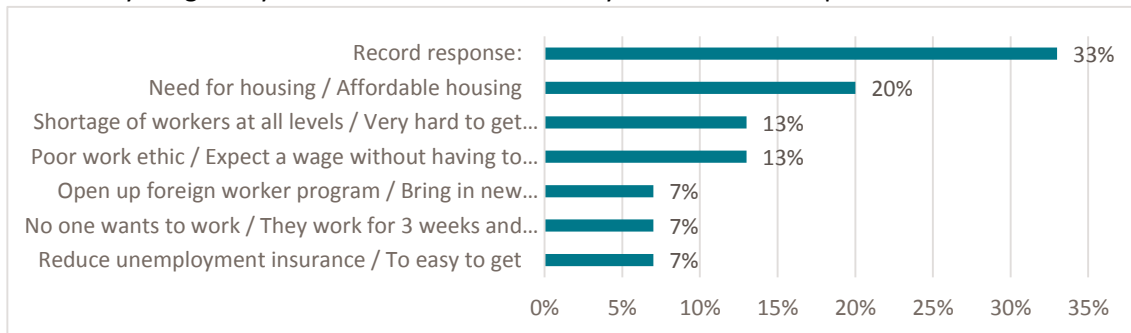


Is there anything else you would like to tell us that you feel would help?

The last section also had widely dispersed responses with the highest level of response “Shortage of workers at all levels” being 6%, continuing a trend of disparate responses indicating a wide variety of businesses and needs in the community.



Is there anything else you would like to tell us that you feel would help?



Is there anything else you would like to tell us that you feel would help?

