Executive Summary:

In 2015, Council endorsed a work plan for the Workforce and In-Migration Strategy for the City of Kingston community (the Strategy). The consulting firm 8020 Info Inc. was retained in 2016 to facilitate the development of the Strategy, which has been developed as a community based strategy and not a City corporate strategy. Staff’s role was to enable and assist with its development.

Kingston, like most other communities in Ontario, is facing and will continue to face shortages of talent and skilled workers over the next decade. Competition for talent will sharpen and simply paying workers more may not be a solution. Demographic trends show that there is an expected increase in retirements due to the aging population. The most recent numbers produced by Statistics Canada illustrate that the Kingston Census Metropolitan Area (CMA) had a population growth of approximately 1% over the past 5 years, with the city population itself growing by about 0.4%. Population growth does fluctuate from census period to census period; however, over the past twenty years the average growth rate for the city of Kingston CMA was 3.2%.

The aging population and slower growth rate create a challenging situation for Kingston. The Workforce and In-migration Strategy will be a key initiative to attract additional residents to Kingston which is critical to fill labour shortage gaps. The expected shortage in labour force is identified in the City of Kingston’s Population, Housing and Employment Projections completed and endorsed by Council in 2013. The labour shortage is expected to be most critical starting in 2021 at which time the available jobs will exceed the actual population aged between 20 and 74 years old.

It should be noted that there are positive signs, such as the increasing numbers of international post-secondary students, significant interest in employment lands in Kingston and continued
demand for multiple family units that point to outcomes in the Strategy. A made-in-Kingston solution will enable the biggest gains for the community.

The Strategy focuses on attracting, retaining and preparing local underemployed youth to play a more active role in filling anticipated labour shortages and working with post-secondary institutions to capitalize on talent development and retention. It also includes a number of recommendations that will support the attraction and retention of professionals and workers from other areas of the province, country and across the globe. Successful implementation will require a culture change in the way that attraction, recruitment and retention is done within the community and across eastern Ontario.

Workforce and In-Migration was identified as a priority in the 2011-2014 Kingston’s Strategic Plan and has been endorsed more recently as a priority by this Council (2015–2018). The work to facilitate the Strategy started in 2016 and involved representatives from various organizations, businesses and institutions that were part of the project Steering Team. Several other representatives also participated through various focus groups, cafes and meetings.

The Strategy was presented to the Steering Team in March and all representatives have now indicated their support. The recommended implementation structure is through a Strategy Implementation Office with oversight from the Steering Team. The Strategy Implementation Office, with assigned resources will provide support and leadership to collaboratively implement the following recommended initiatives:

1) Help employers to offer the most appealing workplaces, and deploy recruitment and retention practices that will be outstanding in a competitive talent marketplace;

2) Work collaboratively to integrate processes and navigation systems that match up employers with talent, and also with local employment or community services; and

3) Actively market “what it means to work in Kingston” — Kingston’s employment brand — through experiential branding, signature events and consistent messaging from multiple points of communication.

It is recommended that the City will play a leadership role and provide the Strategy Office for the project, as part of the work from the Chief Administrator’s Office. This approach is supported by the Steering Team. Some members of the Steering Team have also committed some financial and in-kind resources to support the implementation of the Strategy. The City has been and will continue to apply for grants to support the establishment of the Strategy Office. Initial resource financial support is proposed through the working fund reserve.

Recommendation:

That Council endorse the Workforce and In-Migration Strategy; and
April 25, 2017

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That Council approve an allocation of up to $200,000 from the Working Fund Reserve to fund the establishment of the Strategy Implementation Office to lead the implementation of the Workforce and In-Migration Strategy; and

That Council direct staff to explore grant opportunities to assist with the implementation of the Workforce and In-Migration Strategy and delegate authority to the CAO to sign related grant applications; and

That Council authorize the Mayor and Clerk to execute all agreements related to the development of the Workforce and In-Migration Strategy to the satisfaction of the Director of Legal Services.
Authorizing Signatures:

ORIGINAL SIGNED BY COMMISSIONER

Lanie Hurdle, Commissioner, Community Services

ORIGINAL SIGNED BY CHIEF ADMINISTRATIVE OFFICER

Gerard Hunt, Chief Administrative Officer

Consultation with the following Members of the Corporate Management Team:

Denis Leger, Commissioner, Corporate & Emergency Services  Not required
Jim Keech, President and CEO, Utilities Kingston  Not required
Desiree Kennedy, Chief Financial Officer & City Treasurer  Not required
Options/Discussion:

The following sections provide background information that supports the Council priority to develop a Workforce and In-Migration Strategy. Building a smart, livable, 21st century city includes building the foundations for community success in workforce development. Council directed that “The strategy will focus on the City’s approach to attract, develop and retain the skills required to address the anticipated needs of the labour market”.

Population, Housing and Employment Projections

Population

In 2013, Council endorsed its Population, Housing and Employment Projections. These projections are reviewed and updated every five (5) years and are included in the Official Plan. Based on 2016 Statistics Canada Census, the city of Kingston has a current population of 123,798. The Kingston Census Metropolitan Area (CMA) population grew less quickly between 2011 and 2016, up by 1.0% (approximately 1,600 people) compared to the 4.7% increase in the previous census period. According to the census data, the city of Kingston itself grew by about 0.4%.

In the previous census period (2006-2011), the population in Kingston had been growing at a rate of approximately 1,000 persons per year. The majority of that growth was attributed to in-migration as the increase of natural growth (births versus deaths) was slightly more than 100 persons per year. The most recent census information indicates that the population growth for Kingston in the last 5 years was less than 500. The details supporting the population growth will not be available until later in 2017 and staff will complete further analysis once the data has been released.

Although the Council-endorsed projections are not in line with the most recent census data, it is important to review this in the longer term context and how population growth can average out over the long term. Staff continues to use the Council endorsed 2013 Population, Housing and Employment Projections to map out long term planning decisions. Implementation of initiatives within the Workforce and In-Migration Strategy will serve to influence future population growth and employment for the community.

Figure 1 below shows that it is not unusual for Kingston to have significant population growth fluctuations over the years. The city must look at proactive ways to build on attracting and retaining skilled individuals which will not only increase the city’s population but will also enable the city to ensure that there is no or limited skilled labour shortage.
Looking at population change from 2011 to 2016 in the Kingston CMA by the more detailed census tracts, it is evident that growth is highest in the west portion of the city in neighbourhoods such as Cataraqui, Westbrook and Gardiners; as well as Bath and Amherstview in Loyalist Township and the former Portland Township section of South Frontenac. This is consistent with the Planning Committee Report (17-035) outlining where new residential development is occurring.

Figure 2 – Population Change 2011-2016 by Census Tract – Kingston CMA
The 2013 projections indicate that the population in the Kingston CMA will peak in 2033 and then gradually decline. The largest population growth is expected in the age group of 65 and older. It is anticipated that by 2031, all baby boomers will be 65 years or older and by 2041 they will all be 75 or older. Therefore, over the next three decades, most of the working boomers will retire. Most of the jobs from which they retire will need to be filled. The boomers have not replaced themselves through natural birth rates, thus there is not enough of a homegrown next generation available to fill the jobs they will be vacating. In addition, new jobs generated as a result of a growing population will also put pressure on the supply and stability of the workforce. This phenomenon will occur in communities throughout this country. In Kingston, it is expected that the number of jobs available in the community will exceed the total population between the ages of 20-74 by 2021. This means that in-migration will be required to ensure that all jobs within the community are filled by a skilled labour force. Kingston will be competing with other communities to attract and retain a skilled labour force.

Housing
Staff recently examined residential Building Permit trends over the last ten years. It shows a fairly steady decline in the supply of single family dwellings and a gradual increase in the supply of multiple family housing. The decline in the construction of single family dwellings and the cyclical nature of the construction of multiple units may be an indication of the changing trends in consumer preferences and the impact of housing affordability. For example, as the population ages there may be a desire for people to downsize (i.e. sell the single family home and move into an apartment), thereby lessening the general maintenance responsibilities associated with home ownership. Furthermore, with the availability of low mortgage rates, previous renters may now be able to enter the freehold housing market thereby resulting in an increase in rental vacancy. The report associated with this review will be presented to Planning Committee in the coming weeks.

Employment
The city has a highly diversified economic base. About one fifth is dependent upon industry and the remaining four fifths is distributed across public sector administration and services, post-secondary education, specialized health care and tourism.

Kingston employment can be broken down into the following sectors: public administration, health care, education, tourism, industry and agriculture. Public administration (including federal armed forces base jobs), education (including all post-secondary institutions) and health care provide the majority of jobs within the community. From the 2013 study, the current number of jobs has been identified at 64,050 and 21,130 of those are identified as economic based jobs and 42,920 as community based jobs. Economic based industries usually produce goods shipped to markets outside of the community (manufacturing, agriculture, etc.) or provide services to visitors or temporary residents of the community (tourism attractions, post-secondary institutions, etc.). Community based industries provide goods and services that meet the needs primarily of the local residents (retail, government services, etc.). It is important to note that expansion of the economic based industries will drive the growth of a community at large.

Employment projections endorsed by Council anticipate that the primary areas of growth will be in health care and education. These projections are based on national/provincial trends with an
aging population and a focus on attraction of international students. The city of Kingston will need to address the needs of an aging population through its health care system but it will continue to play a significant role in health care by continuing to provide specialized care to outside communities.

In the Education sector, both Queen’s University and St. Lawrence College have developed plans to attract more international students and their numbers are increasing each year. Queen’s University has over 2,230 international undergraduate and graduate students from more than 106 countries. International students make up 24.8% of the graduate student population and 6.2% of the undergraduate population. Their goal is to reach 10% by 2019. St. Lawrence College has over 500 international students from over 40 countries.

It is important to note that both the health care and education sectors also offer significant opportunities in research and development for which it will be critical to attract and retain skilled professionals.

The projections also anticipate that the tourism industry will see modest growth. Jobs in the industry and agricultural sectors are anticipated to continue to decline as they have been in the past years. All projections are based both on national/provincial trends as well as the current local context. It is important to note that some trends can be influenced by local initiatives such as research, development and innovation through incubators which are now being implemented in Kingston through young entrepreneurs with support from institutions.

**Employment Lands**
The City of Kingston maintains an inventory of fully serviced market-ready employment lands in several business parks across the city. The long standing employment lands program has been developed to ensure that a supply of business/industrial land is available and readily accessible at a reasonable price, as an economic development tool to increase the development of jobs and/or assessment in the municipality. Sales of serviced employment lands have been very robust over the past 12 months, during which time over 100 acres has been either sold or agreements have been signed to sell in 2017. These sales are expected to result in 750,000 to 1,000,000 square feet of new construction across several different employment sectors. The City has approximately 80 acres of serviced lots remaining and approximately 110 acres of raw, unserviced land within the urban boundary in which to service and create lots for sale in the near future.

**2015-2020 EDCO Strategic Plan**
In 2015, the Economic Development Corporation (EDCO) issued its 2015-2020 Strategic Plan with a goal to facilitate the attraction and creation of 5,000 jobs and $500 million of new investment for Kingston by 2020.

The EDCO Strategic Plan focuses on four (4) sectors of employment growth:

1. Agri-business (food manufacturing and distribution companies)
2. ICT/Defence (information communications technologies)
3. Sustainable emerging technologies (greener and alternative technologies)
4. Health care (health care and medical innovation sectors)

EDCO’s Strategic Plan also recognizes the need to ensure that Kingston has a qualified labour force. The plan indicates that the economic prosperity of Kingston is intimately connected to the city’s ability to attract, retain and build a workforce that meets the business challenges of today and the needs of the future. The availability of a skilled labour force was critical in recent discussions with some companies contemplating Kingston to locate their businesses.

Youth Employment

The youth population is defined between the ages of 15 and 24 by Statistics Canada. Challenges facing youth in Kingston were identified a few years ago when information provided to the Arts, Recreation and Community Policies Committee and Council demonstrated that youth had the highest of any age group living below the low income cut off (LICO) as determined by Statistics Canada.

2011 census information from Statistics Canada indicate that youth make up 15.2% of the total population in Kingston. While the 11.2% of the Kingston population live below the after tax low income cut-off (LICO-AT), it was identified that this percent is at 24.2% within the youth age group. The unemployment rates in the overall community reported in 2011 was 5.4% compared to 14.3% for the youth age group. It was also identified that 41% of employed youth work in part time positions compared to 17.4% of the general workforce. It is important to note that part time work could also be impacted by students working on a part time basis. The table below provides comparable data for Kingston to other communities of a similar size in Ontario. Data indicates that the youth unemployment rate and youth percentage under the LICO-AT is higher in Kingston than some similar sized communities.

<table>
<thead>
<tr>
<th></th>
<th>Kingston</th>
<th>Barrie</th>
<th>Guelph</th>
<th>Whitby</th>
<th>St. Catharines</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Population</td>
<td>123,363</td>
<td>135,711</td>
<td>121,688</td>
<td>122,022</td>
<td>131,400</td>
</tr>
<tr>
<td>Total Population over the Age of 15</td>
<td>100,830</td>
<td>106,960</td>
<td>99,060</td>
<td>95,030</td>
<td>109,500</td>
</tr>
<tr>
<td>% of Population under the LICO-AT</td>
<td>11.2%</td>
<td>8.70%</td>
<td>9.5%</td>
<td>6.1%</td>
<td>9.2%</td>
</tr>
<tr>
<td>Unemployment Rate (based on 2010)</td>
<td>5.4%</td>
<td>5.70%</td>
<td>4.5%</td>
<td>5.3%</td>
<td>6.0%</td>
</tr>
<tr>
<td>Population Aged 15-24</td>
<td>18,055</td>
<td>19,330</td>
<td>17,245</td>
<td>17,195</td>
<td>17,890</td>
</tr>
<tr>
<td>15-24 under the LICO-AT</td>
<td>24.2%</td>
<td>12.5%</td>
<td>17.7%</td>
<td>7.2%</td>
<td>15.9%</td>
</tr>
<tr>
<td>% 15-24 with High School Diploma</td>
<td>43.2%</td>
<td>40.1%</td>
<td>42.6%</td>
<td>41.7%</td>
<td>40.7%</td>
</tr>
<tr>
<td>% 15-24 with Post-Secondary</td>
<td>26.3%</td>
<td>20.5%</td>
<td>24.1%</td>
<td>22.0%</td>
<td>25.4%</td>
</tr>
<tr>
<td>Unemployment Rate 15-24</td>
<td>14.3%</td>
<td>13.3%</td>
<td>12.0%</td>
<td>13.7%</td>
<td>13.2%</td>
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</tbody>
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A Youth Employment Strategy was completed and is being implemented in partnership with the United Way as well as a number of employment agencies, social service agencies, school board representatives and employers. The Youth Employment Strategy has been considered in the development of the Workforce and In-Migration Strategy.

Workforce and In-Migration Strategy
In 2016, the City retained 8020 Info Inc. to support the facilitation of a community based Workforce and In-Migration Strategy. A Steering Team with representatives from Kingston’s Hospitals, Limestone District School Board, Algonquin & Lakeshore Catholic District School Board, St. Lawrence College, Queen’s University, City of Kingston, United Way, Kingston Immigration Partnership, KEYS, Correctional Services Canada, Innovate Kingston, Transformix Engineering and Economic Development Corporation. The Steering Team met a number of times over the past year to discuss the challenges of recruiting and retaining a qualified workforce. A number of additional members of the community participated in a number of focus group sessions, cafes and meetings.

The Strategy was developed with the input of all participants and oversight from the Steering Team. The overarching goal for this strategy is to attract, develop and retain a productive workforce as the foundation for a resilient community with a promising social and economic future.

In order to be successful in attracting, developing and retaining a skilled workforce, all partners will need to focus their energies in the following areas:

1) Help employers to offer the most appealing workplaces, and deploy recruitment and retention practices that will be outstanding in a competitive talent marketplace;

2) Work collaboratively to integrate processes and navigation systems that match up employers with talent, and also with local employment or community services; and

3) Actively market “what it means to work in Kingston” — Kingston’s employment brand — through experiential branding, signature events and consistent messaging from multiple points of communication.

The following are recommended initiatives included in the Strategy:

- Establish Workforce Development Leadership (Steering Team)
- Drive Action Through a Strategy Implementation Office
- Organize Teams of Stakeholders for Collaborative Efforts
- Support, Build Upon and Dovetail With Existing Initiatives
- Nurture Future-Ready Workplaces (Kick-off Summit Series)
- Optimize Options for Resourcing the Strategy
- Charter an Integrated Workforce Navigation Hub
- Reframe HR Priorities for Strategic Workforce Approaches
- Excel at Diverse & Inclusive Workplaces: A Key to Attraction
• Tap Into Streams of Potential Talent
• Place Priority on Talent Development & Learning
• Open Up Pathways to Launch Careers in Kingston
• Tackle Spousal Employment (A Keystone Development Team)
• Organize a Program of “Designed” Experiences and Events
• Actively Promote What It Means to Work in Kingston

In order to be successful, the Strategy will need to be implemented by a number of community partners with support from the Strategy Office and oversight from the Steering Team. Members of the Steering Team have committed to continue to act as the oversight team. The City is proposing to take the lead to provide the Strategy Implementation Office. The work of this office is critical to ensure that initiatives are well coordinated and implemented as planned. Without this dedicated support, it is likely that a number of initiatives would not come to fruition due to lack of dedicated time from key partners, including the City.

City staff have been working to submit grant applications to help support the establishment of this office but it is important to ensure that there are funds available to support the work. Some partners have already agreed to commit financial and in-kind resources to help support the implementation of the Strategy. Details will be worked out in the coming months as the Strategy Office becomes operational. More information will be provided in the City’s 2018 budget.

Staff propose a report back to Council in six months and then on an annual basis to provide an update on the progress. It is important to note that some of the initiatives may take some time to generate results. This program is intended to be long term in nature and will require a cultural shift in the way the community works together to attract, retain and develop its workforce of the future.

Existing Policy/By-Law:
Not applicable

Notice Provisions:
Not applicable

Accessibility Considerations:
Not applicable

Financial Considerations:
Funding for this strategic priority will come initially from the Working Fund Reserve as the city builds the capacity to introduce this program. It is proposed that initially a budget of up to $200,000 be allocated from the Working Fund Reserve to support the implementation of the Strategy Office and its required resources. Staff will continue to explore options for grants to support the implementation of the Strategy.
Contacts:
Gerard Hunt, Chief Administrative Officer 613 546-4291 extension 2205
Lanie Hurdle, Commissioner, Community Services 613-546-4291 extension 1231

Other City of Kingston Staff Consulted:
Corporate Management Team

Exhibits Attached:
Exhibit A Kingston Workforce and In-Migration Strategy
Kingston Workforce Development & In-migration Strategy


8020Info Consulting Team:  Rob Wood, Brenda Barker Scott, Kathryn Wood, Anita Jack-Davies, Harvey Schachter, Matthew J. Wood and so many who volunteered their expertise.

Workforce Project Steering Team:
Lanie Hurdle (Lead)
Sandra Carlton
Peng-Sang Cau
Jody DiRocco
Michael Fraser
Donna Gillespie
Michael Harris
Gerard Hunt
Grant Goodwin
Emily Koolen
Ruth Noordegraaf
Debra Rantz
Mike Ryan
Bhavana Varma
Glenn Vollebregt
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The Call to Action: Leaning Into the Future

The Workforce Development & In-migration Strategy presented in this report is a call to action for our community to work together, with energy and commitment, on a dozen initiatives to transform Kingston’s work economy — what we have to offer, how the system works, and how we promote what it means to work here. If we are to build the local talent pool and cope with intensifying shortages of skilled workers, we will need to embrace a change of culture.

Why Worry?

Employment affects everyone. It shapes our lives, where we live and work, and how we make a living. But deep-seated changes are disrupting our local work economy, driven by a steady flow of retirements, successive waves of technological advancements and shifting economic opportunities. Meanwhile, the structure and nature of work is changing — newly emerging job types, workforce attitudes, and workplace cultures are changing the focus and dynamics of talent attraction, recruitment and retention.

Kingston, like most other communities in Ontario, is facing and will continue to face intensifying shortages of talent and skilled workers over the next decade. Competition for talent will sharpen, and simply paying workers more may not be a solution. Without the right skilled workforce, our economy and ability to deliver products and services will suffer.

Committed, Energetic Leadership Is Needed to Transform Our Approach:

These community-wide challenges are not problems we can solve alone, each on our own, in our own workplaces. The issue goes well beyond posting jobs and struggling to fill vacancies. We must shift our focus to a higher, more collaborative level — that is, developing ways as a community to replenish, sustain and refresh the local talent pool.

Building the solution will take time. But we must resist procrastination as pressures are quietly, steadily building. We need committed leadership and bold action now to reconfigure and advance our capacity to sustain Kingston’s workforce.
On the Cusp of Transformation

A significant finding from the small group design sessions was that stakeholders in our local work economy are just on the cusp of what promises to be a significant transformation for the Kingston work economy. For the most part, participants came to planning sessions to learn and explore issues rather than propose strategies they had already identified.

There were many signs that, as a community, we are only just beginning to develop a sense of urgency around impending workforce shortages. We are also struggling to shake off the old habits and mindsets that have worked well in the past, but may fail in competing for talent in the future. Instead we need to refocus on working together to attract, develop, retrain and retain talent. Our future depends on it.

Competing for Talent as a Community:

Implementation of the recommendations that follow will assist in that transformation. But none of them can succeed without credible leadership connected widely across sectors in the community — not only businesses but also employers in the health care, education, municipal, military, public sector and non-profit sectors.

What can be done to ensure businesses will be able to find digital experts, and health care providers to find nurses? Let’s support entrepreneurs so they don’t have to move to Toronto to hire the talent they need. And let’s help non-profits recruit skilled workers to provide social services. Can we take steps so that the skills workers have to offer will match the skills that employers need to hire? How much better could we do if in-migrants and immigrants, graduating students and other sources of “outsider” talent could more easily connect to our community?

In matters of workforce development, we have a tradition of working in isolation. That has to change, and this strategy proposes three mechanisms to drive it forward — a strong Steering Team to champion the vision and lead the community effort; collaborative teams of stakeholders working together on initiatives to transform our work economy; and a Strategy Implementation Office of resources to drive the process forward.
Three Themes for Focused Effort:

The overarching goal for this strategy is **to attract, develop and retain a productive workforce as the foundation for a resilient community with a promising social and economic future.**

Success in transforming our local economy will depend on where we focus our energies. Critically, we need to:

1. Help employers to offer the most appealing workplaces, and deploy recruitment and retention practices that will be outstanding in a competitive talent marketplace.
2. Work collaboratively to integrate processes and navigation systems that match up employers with talent, and also with local employment or community services.
3. Actively market “what it means to work in Kingston” — Kingston’s employment brand — through experiential branding, signature events and consistent messaging from multiple points of communication.
Executive Summary:
Strategic Priorities, Direction & Action

Many factors and driving influences identified in the consultations have shaped development of the final recommendations in this Workforce Development & In-migration Strategy. (These are explained more fully in the appendices. Below is a summary of the more detailed proposals for action that follow in this report.)

These recommended strategies, action initiatives and supporting materials speak to a cluster of challenges confronting our local work economy — circumstances that must be addressed with concerted action if we are to achieve our overarching goal for the future.

That is, to attract, develop and retain a productive workforce as the foundation for a resilient community with a promising social and economic future.

Building Strategy on Key Conditions for Success:

Create a Collective Sense of Urgency:

Change starts with a felt need; an awareness that the status quo — the ways things are — is no longer sufficient. A true, broadly and deeply felt sense of need generates openness to new opportunities and provides a sense of urgency for finding and designing new strategies. When communities feel a sense of urgency, they are willing to invest their heads, hearts and efforts in shaping a compelling future.

In general, while informants had a keen interest in learning about workforce supply issues, they did not enter our stakeholder consultations with talent shortage concerns, a sense of urgency for action, or proposals for action. We also discovered that employers have not been reaching out to each other to share needs or learn about potential approaches.

Consultations with stakeholders made clear that not everyone is feeling “the pain” of intensifying shortages of skilled workers yet, or only in selected job families (chefs and senior kitchen staff, for example, but not for other food and beverage positions). So needs are granular, resulting in a varied sense of urgency across the community.
On one hand, some say “we have been in crisis for some time now” or point to surveys of employers that show high percentages (e.g. about 60%) are having trouble recruiting. Other employers, however, seem to enjoy a surplus of available talent to choose from — a surplus of teachers is a good example.

**Motivation in a Vacuum: The Need for Data and Analytics**

Pressures from a soft talent pool are not yet fully apparent or felt personally by decision-makers, and in the general absence of planning data, many have no more than a general sense of their future needs.

To create a sense of urgency, employers need to be informed by better data and analytics to clearly frame their current and projected challenges. What the available sources of macro-level population data reveals is that Kingston employers will have a collective shortage of approximately 9,000 workers due to projected retirements over the next 15 years. We also noticed that employers are not using succession tools to identify how critical roles may be changing, given evolving technologies and new methodologies.

To create a sense of urgency, we need to help employers think about their future talent needs — both to replace essential roles and also to fill new roles — so that they can proactively plan for attracting and developing the right talent. What will it mean when businesses can’t find digital experts or health care providers can’t find nurses? When entrepreneurs have to move to Toronto to hire the talent they need? Or non-profits have trouble recruiting?

**Be Prepared to Adapt:**

The dynamic, hard-to-predict nature of workforce evolution means that our approach will need to be alert, flexible and adaptive. With extensive change roiling the work economy, the emergence of new types of jobs, and the unpredictability of growth, it is difficult to predict with much precision what our future needs will be — especially at the granular level of specific positions where hiring and job-seeking decisions are made. But we can design for a more responsive system that enables Kingston organizations to work together with a united mindset to grow our talent pool and adjust as needed.
Executive Sponsorship of the Strategy Is Critical:

To lead change, a community must bring together a coalition of influential people whose power comes from a variety of sources, including their position, role, status, expertise, and/or social or political importance.

In addition to bringing their own expertise, members of a workforce development coalition in Kingston will have to act as a bridge across sectors and project silos and help people tackle our home-grown workforce development and in-migration priorities. In turn, our people and projects need the scaffolding of enabling supports, including technologies, protocols and expert guides.

Once formed, the change coalition will need to work as a team of champions for the strategy, continuing to build urgency and momentum around the need for change.

Throughout this project, emphasis has been placed on capacity building. Consultations have engaged dozens of interested and committed participants ready to be part of the tribe implementing these recommendations. We can draw on their ranks. As the project enters the implementation phase, the community can call on them to:

- Serve as executive sponsors as part of a broad, guiding coalition, with some serving on a Steering Team to provide the essential leadership and oversight.
- Work in collaboration with resources in the proposed Strategy Implementation Office as essential pathfinders, facilitators and experts.
- Participate on Workforce Development Teams, which bring community partners together to solve problems and seize opportunities beyond their reach when acting alone. These action teams would be motivated and organized around areas of collective concern or common points of “pain”. Some might evolve as learning communities around common interests.

With that, the stage is then set to further develop and implement a workforce development / in-migration vision for change, with a strong team ready to help advance it.

It has been said that to make real progress …

Your goal should be in your discomfort zone, but your next step within your comfort zone.
Transform the Workforce/Workplace Culture:

To attract and develop talent, both now and for the future, Kingston will need to nurture workplaces that are attractive to newcomers as well as current employees.

Time and again, we heard that both newcomers and current talent seek challenging and varied projects, opportunities to work in dynamic collaborative networks, and “bosses” who are coaches and talent developers. They expect to have the mobility to move easily across a lattice of career paths, and to experience a fluid mix of work and life, supported by technologies and flexible spaces.

To adapt to this shift, we need to help Kingston employers embrace not only new practices, but also a new attitude — one that places attracting and nurturing talent at the core of their human resource strategies. At a community level, it joins employers in a collaborative effort and marries them to education. And it requires risking real investment in development and training and creating growth experiences.

The mindset for developing talent differs significantly from that of recruiting people to simply fill jobs — common when there’s an abundant talent pool, but frustrating in a time of talent deficit. Adopting a talent-to-develop mindset expands the talent pool. As employers seek to attract talent, they will naturally rethink credentials that restrict people with potential and transferable skills, as well as seek out candidates with diverse skills and experiences.

As employers seek to develop talent they will naturally redefine the developmental experiences that people need, from training to stretch experiences. Ideally, where mutually beneficial, talent development efforts may be best facilitated by collaborative, cross-company initiatives. Examples may include cross-company training sessions, common career paths, peer networks, mentorship relationships, and job rotation opportunities.

These shifts in workplace practices, of course, cannot be successful if implemented in isolation. Employer efforts require support and coordination with educational institutions, government programs, employment service agencies and various types of community services.

A new perspective:

The way we’ve managed recruitment in the past has been heavily focused at the level of individual job postings. A broader view will be needed in the future — managing the continuing journey of jobseekers and employers on networked paths of skills development and career opportunities.
Snapshot Profiles of Recommended Initiatives

A) **Structure: Organizing & Resourcing for Success**

Recommendation 1.0 — Establish Workforce Development Leadership (Steering Team)

This group would provide high-level leadership for oversight of strategy implementation and champion efforts to tackle systemic issues where the “rules of the game” need to be reimagined to support workforce development initiatives: Examples include changing how we work together to address spousal employment; open up more flexible career paths; eliminate barriers to internships and other experiential learning opportunities; promote a charter employers could support to advance community-wide inclusion and diversity; or reduce “territorialism” where more integrated approaches are needed on the ground.

Recommendation 1.1 — Drive Action Through a Strategy Implementation Office

While the proposed Workforce Steering Team would provide high-level leadership and champion the strategy, collaborative work teams and community partners will need both practical and project management support — data gathering and analytics, facilitation, administrative and logistical support, and serving as a communications hub for strategy implementation. It is widely agreed that initiatives will not fully succeed if they are “run off the side of the desk” by busy volunteer partners rather than being managed by dedicated resources accountable to the Steering Team.

Recommendation 1.2 — Organize Teams of Stakeholders for Collaborative Efforts

To be successful, implementation of strategies for workforce development and in-migration cannot be driven centrally — it must engage wisdom and energies from across the whole community. These teams would be motivated and organized around areas of collective concern, opportunity or common points of “pain”. Some might evolve as learning communities around common interests; others might be very task oriented, solving problems like process integration, spousal employment or attraction of hard-to-recruit talent in areas like IT, senior management, or specialized technical skills.
Recommendation 1.3 — Support, Build Upon and Dovetail With Existing Initiatives

Project outreach identified extensive activity related to workforce development and employment services at various levels. Just a few examples include the Youth Employment Strategy, projects supported by the Eastern Ontario Leadership Council, Ontario Centre for Workforce Innovation, Kingston Immigration Partnership, various studies, task force reports and pilot projects, and numerous initiatives undertaken individually by partners. As a community, we need to understand their work, design strategies that complement their strengths, and respond to shared challenges.

Recommendation 1.4 — Nurture Future-Ready Workplaces (Kick-off Summit Series)

If Kingston employers, as a community, can create an ecosystem of attractive and progressive workplaces, we will gain an advantage in finding, attracting, and keeping the talent we need. As a first step, a series of themed Future Ready Workplace Summits would be designed to set the stage for action — inspiring, developing and connecting organizational leaders and HR professionals to prepare for our future talent needs.

Recommendation 1.5 — Optimize Options for Resourcing the Strategy

The financial, human and technical resources needed to implement the strategy would come from a variety of sources and be deployed in a mix of approaches. It is anticipated the Strategy Implementation Office would require dedicated staff resources such as an experienced project manager and some administrative support. This might be supplemented by contracted Resources (e.g. freelancers, experts or professional services engaged on a regular part-time basis, on retainer or by project).

Where might these resources come from? There is an expectation of financial and in-kind resources invested by leads and partners, likely formalized through letters of understanding that are symbolic of leadership expectations for change. Employers and other community partners might provide support through sponsorships (e.g. for Summit or marketing or joint recruitment projects). And there is always a self-funded “pay to play” option to be considered.

In addition, project grants and program funding opportunities (e.g. OCWI funding) should be pursued.
B) **Initiatives: Making Real Improvements to Our Work Economy**

**Recommendation 2.0 — Wire Up a “Nervous System” Based on Analytics**

In Kingston, there’s a fundamental need to gather timely actionable data that identifies specific shortages, and which employers or sectors are/will be pinched by them. Much of the information exists in silos, or has not been analyzed. Many employers have only a vague sense of their future circumstances. There are few mechanisms to gather and share the data.

Data integrity and format consistency are also potential challenges. Macro data from the census (with 2016 data rolling out later this year) is very general, providing important context but little that will shape specific action “on the ground” at the level of careers or occupations vs. sectors or community wide.

The aim is to aggregate micro data (employer needs and supplier side metrics) to provide workforce development leaders, employers, educators, talent/career-seekers and other stakeholders with critical strategic information to drive collaborations, focus planning for action and support decision-making.

**Recommendation 2.1 — Charter an Integrated Workforce Navigation Hub**

Kingston has a rich collection of training and educational services, agencies with mandates focused on or including employment, and hundreds of employers of all sizes, sectors, and years of operation. There is, however, no single point of contact or clearinghouse for community-wide employment information. Many project informants described the need as a “go-to repository” or “one-stop hub” for navigating the work economy.

This demonstration project aims to design, negotiate and charter (e.g. terms of reference or memoranda of understanding) a community-wide network of key partners (employers and employment services) centred around the concept of a Workforce Navigation Hub; recommend a single digital platform to support the network and its Hub; and to develop specifications for research and data/search options. It could also be of service in meeting economic development needs.
Recommendation 2.2 — Reframe HR Priorities for Strategic Workforce Approaches

In a competitive work economy with intensifying shortages of skilled talent, employers and their HR teams must reposition their focus beyond vacancy management (“filling slots”) to take a more strategic, collaborative approach to talent attraction, recruitment, talent and career development, adapting to “millennial mindsets”, dealing with chronic problems like spousal employment and so on.

This initiative aims to support individual employers, engaging their executives and HR leaders as well as marketing and technology resources in a process to pursue a more strategic approach to HR and workforce challenges. The first step would be to provide turn-key workshops to help leading employers kick off internal efforts to reposition their “people strategies”.

Recommendation 2.3 — Excel at Diverse & Inclusive Workplaces: A Key to Attraction

Inclusion is key to talent attraction. In a city with low ethnic and cultural diversity, it will be important for workplaces and the community to be welcoming and inclusive on many dimensions of diversity, including ethnicity, culture, gender, social class, sexual orientation, ability, age, religion and learning styles. The proposed Diversity & Inclusivity Initiative aims to provide employers with tools and strategies for developing and implementing internal processes in three areas:

a) workplace climate,
b) the interview process,
c) mentoring and on-boarding newcomers and immigrants to the Kingston workplace.

Recommendation 2.4 — Tap Into Streams of Potential Talent

One design group worked to identify 2-3 actionable, high-impact initiatives to welcome newcomers / outsiders to our talent pool, attach them to the community, and connect them with local workplaces. Potential talent streams include immigrants, students, in-migrants, returning talent, skilled disabled, older workers, under-employed, “stranded spouses” and others.

Two priorities (welcoming, inclusive workplaces and a one-stop hub for navigating the work economy) have been addressed in separate recommendations. This initiative proposes an initial project to act on the third priority: to develop better methods for tapping into the student talent stream — both recent grads and those who may wish to return to Kingston after a few years developing their skills in larger centres.
Recommendation 2.5 — Place Priority on Talent Development & Learning

This recommendation also responds to the need for a shift amongst Kingston’s employment community to think about people as sources of talent, rather than bodies to fill jobs. Talent development is also much more than classroom training. To develop essential skills, people require a combination of learning experiences to stretch and be challenged, balanced with supportive coaching. Proposed initiatives include 2-3 pilot projects to support talent development through school-to-work maps; support for career launch; and developing young leaders. Suggestions include developing "job family maps" for hard-to-develop roles, communities of practice/networks, and expansion of community mentors to offer personalized advice and coaching to Kingston’s talent.

Recommendation 2.6 — Open Up Pathways to Launch Careers in Kingston

Graduating students who wish to start their careers in Kingston often find it difficult to transition from school to work or engage with the Kingston workforce. A lack of entry-level positions directs them to seek early-career jobs in larger centres, where a thicker labour market provides a wider range of these opportunities. The non-profit sector, a major employment sector in the Kingston work economy, may be open to offering early career opportunities for graduating students, and for post-grads seeking to return. Early and informal experimental pilots have produced win-win benefits for both the non-profits and employees. This initiative would build on those successes to launch pathways involving “first work” roles and internships designed to develop one or several competency streams.

Recommendation 2.7 — Tackle Spousal Employment (A Keystone Development Team)

In this workforce development strategy, several types of development teams have been proposed to bring motivated partners together around specific tasks or problems. This one has special priority since it aims to address a complex and vexing problem — the difficulty of attracting talent and also addressing the career needs of their partners and/or lifestyle needs of their households. The experiences of our military partners offer a good example: when you join the armed forces, the whole family joins too. And yet, finding a career for a so-called “trailing spouse” is difficult for one employer to solve alone.

This initiative would establish a small working group of committed partners to explore and test options, protocols and experiments to find solutions for spousal employment. It is described as a “keystone” team in the sense that solutions to this wicked challenge would be easily transferred to help with many other workforce development issues.
C: **Initiatives:** Building Our Employment Brand

**Recommendation 2.8 — Organize a Program of “Designed” Experiences and Events**

Together with the reality of the local work economy and strategies related to promoting what it means to work in Kingston, a powerful approach involves offering experiential opportunities. This initiative proposes establishment of a workforce development team of employers working together to create “designed” experiences for their new hires, interview candidates and future prospects — plugging them into meet-up events, opportunities to build a social life, talks, speakers, networking opportunities, company tours, educational programs, pub & club nights, the arts, recreational events and so on. Related work might involve introducing more students (from outside Kingston) to employers and community life and get them outside the “campus bubble”. We want them to experience what it means to live and work in Kingston.

**Recommendation 2.9 — Actively Promote What It Means to Work in Kingston**

Kingston’s work economy will need to be outstanding in several key areas: one of these is enhancing, positioning and promoting what it means to work in Kingston — our employment brand. One approach suggested as part of this initiative was to develop an employer marketing consortium to promote what it means to work in Kingston (much like the Kingston Accommodation Partners do to “sell” Kingston as a consumer travel destination).

A second element involves establishing a collaborative team of lead marketers who charter and execute a content strategy to promote Kingston as an employment destination (lifestyle), and what it means to work in their organizations (e.g. employer tours, short video profiles explaining what they do from a career-counselling perspective, kinds of employees they seek, and what it’s like to work there).

This might also involve undertaking research to better understand millennial perceptions of working in Kingston, and to find the real stories that will help translate “government staid” to “cool innovation” (e.g. intriguing research projects at our hospitals; entrepreneurial start-ups, social enterprises, innovations at post secondary institutions or the municipality).
Proposed Timelines

The illustration above will be replaced with proposed timelines for the various recommended initiatives upon review and confirmation by the Steering Team March 9th.

The Workforce Development & In-migration Strategy is envisioned as a continuing commitment, but it starts with specific starter projects. The adaptive approach recommended for this work involves implementing concrete time-limited initiatives, learning from the results, and then refining or adapting future focus projects to propel the community on the next leg of its journey.
**Process Summary: Consultations & Design of the Strategies**

The project was formally launched in April 2016 with the inaugural session of the *Workforce Development & In-migration Strategy Steering Team*.

To be clear, this was a strategy development and community-building project, not a “study”. It also focused on preparing the way for future action by bringing stakeholders up to speed and building consensus around preferred priorities and initiatives.

True to the design approach used, several ideas evolved and took shape in steps as successive waves of input were received. Some other initial ideas were dropped; new ones were discovered in the follow-up design discussions.

Throughout the project, efforts were made to build a “tribe” of interested individuals and organizations ready to assist with planning & implementation. More than 100 community leaders and stakeholder representatives were engaged in one-on-one interviews, focus groups, a world café, briefings, town hall discussions or small group design sessions. Others contributed their input by email or other forms of written submission. (See participant list on pages 96-98.)

The first major phase of work involved **exploratory interviews** with Steering Team members, members of their organizations, community contacts who expressed interest in the project or were engaged to round out the project team’s understanding of the local work economy. A consultation café session with more than 40 participants was also facilitated at the *Tett Centre for Creativity & Learning*. Feedback from all the initial outreach was presented to the Steering Team in September 2016.

The second phase (Sept–Feb 2017) involved small working groups working in facilitated **design sessions** to consider details of proposed initiatives. This report to the project Steering Team builds on the initial strategies and proposes several initiatives for the implementation action plan.

The final stage will be **outreach at the governance level** to participating partners as appropriate to ensure the recommended strategies and initiatives are supported and suitable for implementation before the strategy development project is concluded.

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Launch Exploratory Consults Design Sessions Final Report & Implementation
Recommendations for Action

Organizing and Resourcing for Success

Making Functional Improvements in Our Work Economy

Building Our Employment Brand
Strategic Themes: Opportunities to Advance our Work Economy

A General Framework for Focus, Strategy and Action

Why live and work in Kingston? Northwestern University’s Kellogg School of Management offers a useful framework for positioning our community to attract a robust workforce. It also helps draw attention to three categories of activity that require different types of strategic focus, investment or effort.

- **What we do — the work and life we offer our talent.**
  The critical focus here is on building what we have to offer. Our workplaces must be appealing. We offer real pathways and excellent opportunities for talent and career development. Matching employers and talent and services must be easy. In terms of lifestyle, our community assets enable people to live in a urban or rural setting, commute easily to and from work, raise a family in safe and supportive neighbourhoods, and enjoy a wide range of recreational pursuits. The focus here is on building performance before publicity.

- **Experiences — how it feels to work and live in Kingston.**
  In this category of activity, the effort is on managing how talent, employers and agencies *feel* when interacting with one another — an experience that is co-created. Our community is welcoming, connected, diverse and inclusive. People have more than a job; they are engaged in supportive peer networks and social circles that tap their talent and lifestyle interests, giving them opportunities to learn together and make a life.

- **Image-oriented activities — how we portray ourselves.**
  The emphasis here moves to marketing, advertising and promotion, powerful visuals, testimonials by champions, and convincing associations with other places. Our community stories must capture the new reality of what it means to live and work in Kingston. With energetic promotion, especially to outside audiences, we tell the world about the careers people can and do build in Kingston, while enjoying a full and rich life.
Potential Areas for Improvement in How the Local Work Economy Functions

Attraction, Welcome and Connection:
Kingston must put its best foot forward as a great place to make a career and life. Job design, employment conditions, workplace culture, wage levels and compensation packages together with opportunities for talent development and career advancement may appeal or, conversely, create barriers for talent attraction and retention. We also need to provide the talent we attract with a warm welcome from the front lines and connect them to our community.

When people do not see themselves in a community, they are less likely to migrate here for employment. When people do not feel a sense of attachment to their community, they are less likely to remain.

An integrated, easily navigated work economy:
First, jobseekers and employers need to find one another. The local employment marketplace, often described as “invisible”, needs to be more porous and transparent, with visible opportunities. And as we conquer the awareness gap, any underlying structural differences (mismatches between job requirements and skills available in the talent pool, for example) will be more easily identified.

In addition to the challenges of connection, there are also known structural barriers — especially for newcomers to the local work economy (new grads, immigrants and other in-migrants). Language, credentialing requirements and gaining initial career experience are just three. Entry-level jobs often have requirements that preclude opportunities for these newcomers. Cultural differences can present further challenges.

Employers and educators will need to work together closely to develop talent, especially through experiential learning opportunities and internships. Jobseekers also need opportunities to develop at multiple points in their careers. Further opportunities exist to improve alignment of education and training programs with work economy needs.

Finally, while career paths may be restricted within individual workplaces or employers, cross-sector pathways and protocols for development experiences might be designed across the work economy to enrich and accelerate career development.
Branding and Marketing “What It Means to Work In Kingston”

“What it means to work in Kingston” is a multidimensional theme, encompassing the work itself, the workplace, its practices and culture, career and talent development opportunities together with the lifestyle. And typically, critically, the opportunities Kingston has to offer must appeal to the whole household, not just the jobseeker.

Kingston will need to focus its marketing efforts on particular types of audiences and their related needs, behaviours, decision patterns and communication preferences. In addition to those with training/retraining needs, there seem to be six major types of behavioural groups or personas that might structure employment branding efforts:

— Talent with a “millennial mindset” of new values, expectations and career goals.
— Newcomers and “outsiders” looking for work, such as graduating students, immigrants, workers with varied abilities, or individuals in a later career stage who tend to lack contacts and knowledge of how the system works in Kingston.
— Returning talent: Individuals have some prior connection with Kingston who want to come back after developing experience in other, often larger communities.
— Large public sector/institutional employers with established HR processes.
— Private sector/small business employers that often do not have formal HR procedures and operate with a more informal, word-of-mouth approach.
— Service providers that create, offer and maintain the systems, tools, and technologies that could help employers and job-seekers alike meet their needs.

Action to promote talent attraction and retention can be framed around four dimensions:

- Advancing the experience dimension of what it means to work/live in Kingston.
- Collaboration on consistent messaging and use of effective content to promote Kingston’s image with key external audiences and inform local “ambassadors”.
- Advancing Kingston’s brand as functional elements improve (e.g. work and career opportunities, workplace environments, workforce navigation systems and so on).
- Operational information flows (e.g. task-oriented information to connect talent-employers, services, job postings, contacts, events, community associations etc).
Collaborative Forums, Mechanisms and Platforms for Strategic Leadership

A singular challenge for leadership during implementation of this strategy is to move beyond the inertia of past practice, of internal focus and isolated effort. The community is notable for working in silos. The need to connect and integrate “the bubbles” was a recurring theme in the consultations.

To be our best, our employers, educators, services and jobseekers need some “scaffolding” to kindle and support change. Along with strong executive sponsorship, formal mechanisms like charters will be needed to articulate shared goals and innovative / best practice behaviours expected of stakeholders.

Effective collaborations are also needed to give Kingston strong capabilities in analytics related to our local work economy, project management capabilities between / across organizations, and the technologies and tools needed to connect jobseekers with employers, education and services.
Structure: Organizing & Resourcing for Success

Recommendation 1.0 — Establish Steering Team Oversight

Strategic Goal: Provide community-level strategic direction and initiative oversight

Situation Analysis: Guidance & Executive Support for Strategy Implementation

The Workforce Development and In-migration Strategy is founded on the notion that our community must act together to design and deliver solutions we can collectively embrace, enrich and implement in Kingston.

Strategy will impact all aspects of work economy as well as the aspirations and accomplishments of individuals, families, businesses and other organizations. Its breadth and complexity calls for an oversight function to make sure we stay on track and an implementation function so that we execute quickly and well. The quality of our community’s future is at stake,

The community owns the Workforce Development and In-migration Strategy, and to put it into effect, a coalition of credible and emboldened leaders, from all parts of our workforce development community, will need to form a Steering Team.

The Steering Team members will be responsible for two core roles:

- Collectively, they will cultivate inspiration for, support and guide the efforts of a suite of workforce development initiatives and teams.
- Individually, they will work within their organizations to remove barriers and free people from norms and practices that prevent progress.

The strategy requires committed executive sponsorship and adaptive leadership to provide high-level direction for the work, which includes refocusing or commissioning new initiatives as opportunities and problems emerge during the course of implementation. They will also need to be proactive and agile since, in a fast-changing world, “we can’t plan for what we can’t know”.

Workforce Strategy Steering Team: Goals & Objectives

This group would provide highest-level leadership for oversight of workforce strategy implementation, supported by resources in a Strategy Office (see Rec. 1.1). Its purpose:

To provide bold and enlightened leadership for the Strategy and its implementation.

This group will oversee implementation of the Workforce Development and In-migration Strategy and champion efforts to tackle systemic issues where the “rules of the game” need to be reimagined to support workforce development initiatives.

The team will stretch community Workforce Development Teams to think innovatively and stretch beyond current practices to solve pressing challenges like spousal employment, attracting millennials, and enhancing workplace diversity and inclusion.

Within their organizations, team members will challenge employees to implement innovative approaches, share best practices, and reduce “territorialism” where more integrated approaches are needed.

Across the community, the team will work to create a rich and dynamic network of employers, educators and agencies, bound by a desire to develop a thriving talent marketplace.

Initiative Description:

Establish a formal steering team of committed major employers, stakeholders and community champions. It should be of workable size. Much as the project’s steering team has done during the project, this group would provide high-level loversight for:

- implementation of the workforce development and in-migration strategy,
- accountability for resources providing analytical and project management support to facilitate the efforts of workforce development teams in the community, and
- identification of and response to emerging issues.

What it might look like:

- Composition might be much like the steering team for the strategy development project (perhaps a bit smaller) and meet every six weeks or so.
- It would enable and support the work of community Workforce Development Teams or working groups focused on issues such as spousal employment, diversity/inclusion, advancing the strategic role of HR, and integration needed to support a “one-stop” workforce navigation hub.
• Each member of the Steering Team would act as a champion for at least one community Workforce Development Team.

• It would commission and oversee the work of a data analytics group (see Rec. 2.0).

• Steering Team would be supported by a Strategy Office of resources (in large part contributed by members) dedicated to implementation of initiatives.

**Suggested Workplan**

• This will need to be developed once support from leadership stakeholders have been confirmed. A first step would be to detail a charter for the group, then resource and launch the work.


• It is recommended that the current project steering team would make a consensus proposal for establishment of this group.

• It will be essential to attract the right mix of leaders to the Steering Team so that all stakeholder groups are represented and committed to working collectively.

**General timelines:**

• Establish the group as soon as possible after community partners / current steering team members sign off on the plan (e.g. a first meeting in June 2017).

**Resource requirements — Budget/staff/volunteers/partner contributions:**

• Resource needs are expected to be modest for the Steering Team proposed here, but it must have project management and admin support (e.g. through the Strategy Office – Rec. 1.1).

**Limitations/Conditions/Guiding Direction:**

• Much depends on this leadership group, so members must be actively invested in the implementation process and prepared to pursue success over the long haul.

**The Scoreboard: Minimum outcomes & measures of success**

• Progress on the plan, change in local approaches, and a stronger work economy.

**Reporting & Accountabilities:**

• A reporting cycle at least quarterly, supported with an annual scorecard.
Recommendation 1.1 — Drive Action Through Strategy Office

This section is still to be developed in final detail after Steering Team review of report.

Strategic Goal: Establish a Workforce Strategy Office to Manage/Support Initiatives

Situation Analysis:
While the proposed Workforce Development Steering Team would provide high-level leadership and champion the strategy, collaborative work teams and community partners will need both practical and project management support — data gathering and analytics, facilitation, administrative and logistical support, and a resource hub for communications and expertise supporting strategy implementation.

Project outreach found broad agreement that initiatives will not fully succeed if they are “run off the side of the desk” by busy volunteer partners rather than being managed by dedicated resources accountable to the Steering Team. (Stakeholder staff/volunteers would do the collaborative work, but would need staff support for the process.)

It will be essential to establish the Office as a first implementation step, given its crucial role in supporting and enabling in-migration and workforce development efforts.

A range of project management/administrative supports are needed — to support the work of the Steering Team, to facilitate initiatives, and to convene working groups and functional teams to maintain momentum for implementation. The work of the implementation office is also likely to evolve over time and require different supports.

It is expected that funding for these resources would have to come mainly from committed community partners although some supplementary options may be available (see Rec. 1.5).

Workforce Strategy Office: Goals & Objectives

- Under direction of the Workforce Development Steering Team, provide project management, analytical and administrative services to enable implementation of the strategy, especially through the work of collaborative community working groups which need support for coordination and sustained action.

- The Strategy Office would also have some functional roles, likely in data analytics and as a communications hub for workforce development coordination.
Initiative Description:
The initial draft concept proposed here is to set up the Strategy Office within the operating infrastructure of a lead community partner that is prepared to make a leadership level commitment of resources, has no particular reason for a competitive bias vis-à-vis other partners, and has a suitable working environment to support this role.

The Strategy Implementation Office would fulfill six main roles:

- **Central Connector**: Resources would be the ‘go to’ liaisons for information and support for workforce development initiatives. Resources would link Steering Team members and champions around emerging issues.

- **Workforce Development Teams/Scrum Initiatives**: Resources would offer services and expertise to help charter, form and facilitate workforce teams and/or scrum-format planning initiatives.

- **Research, Analytics & Reporting**: Resources would conduct best practices research and workplace surveys, as well as mine existing data sources to provide the local workforce development community with useful insights. Results would be reported to the Steering Team and the wider community.

- **Continuous Engagement**: Resources would build a strong community of workforce development supporters through a launch series of summits and facilitation of an on-line platform for cross-pollinating ideas amongst teams.

- **Communicating Results and Branding**: Resources will take a lead role in communicating the purpose and results of workforce development efforts. It would also ensure that the principles embedded in Kingston’s employment brand are leveraged and embraced.

- **Core Expertise Centre**: Resources may offer critical expertise in chosen areas such as in a talent development catalyst role — with expertise (or access to it) to guide teams focused on succession management and career pathways — and in a talent matching role, with strong ties to employers seeking talent and volunteer ambassadors striving to place and support talent.
What it might look like:

- Preliminary discussions have explored options to establish the Workforce Strategy Implementation Office within the ambit of an organization on the Steering Team, one that could serve as a neutral formal “employer” of resources in the Strategy Office. Ideally, this keeper of the Strategy Office would be one that makes workforce development a priority, pursues complimentary development activities, and works regularly with both private and public sectors.

- It is proposed that the Strategy Office would be governed by a charter for its work, with oversight coming from the Steering Team in some strong advisory capacity.

- The model proposed is more flexible than one of hiring full-time resources. It is expected that a full-time project manager would be required, supplemented by full or part-time administrative/logistical support, contracted experts or services (e.g. regular part-time or limited-duration projects), as well as dedicated in-kind resources contributed by partners (e.g. assigning their own staff to undertake parts of the work, providing meeting spaces or technology, distributing communications and so on).

- It is expected that, in addition to resources contributed by the lead host, significant additional resources would be committed by leading employers / community partners (likely formalized through letters of understanding or similar) and other sources of funding or in-kind support (see Rec 1.5).

Suggested Workplan

- The Strategy Office’s workplan would organized in keeping with the final, approved Workforce Development & In-migration Strategy and Steering Team’s oversight.


- This key implementation structure must be first be developed in further detail for recommendation by the Steering Team and endorsed by community partners.

- The following step would involve the new Workforce Development Steering Team providing direction on how best to frame and commission the work, engage the resources, set timelines, and launch/promote the office.
General timelines:

- Establish the group as soon as possible after community partners / current steering team members sign off on the plan and the new Workforce Development Steering Team has been established (e.g. after a first meeting in June 2017).
- It might be expected that the Strategy Office would launch by September 2017.

Resource requirements — Budget/staff/volunteers/partner contributions:

- To be determined, but expected to be a few hundred thousand dollars.

Limitations/Conditions/Guiding Direction:

- Some similar models employed in recent Kingston history have had somewhat limited success. Clear focus/marching orders, strong resourcing and investment partner support over more than the short-term will be critical.

The Scoreboard: Minimum outcomes & measures of success

- Key outcomes and metrics would be shaped by the set of initiatives approved in the final workforce development and in-migration strategy

Reporting & Accountabilities:

- Ongoing with the lead host for the Strategy Office.
- Regularly (at least monthly) to the Workforce Development Steering Team.
- Regularly to other major partners that contribute resources and effort.
- As appropriate in a project management/liaison role with collaborative working groups, communities of interest/practice, or Workforce Development Teams.
Recommendation 1.2 — Organize Collaborative Stakeholders

Strategic Goal:

**Organize collaborative stakeholders in development teams to advance solutions**

Situation Analysis:

The scope of the Workforce Development & In-migration strategy is anchored at the community level, bringing partners together to solve problems and seize opportunities that are beyond their reach when acting alone. To be successful then, by definition, implementation of strategies for workforce development and in-migration cannot be carried out centrally — it must engage the wisdom, creativity, leadership and energies of the whole community of concerned employers, agencies and other partners.

Action teams need be motivated and organized around areas of collective concern, opportunity or common points of “pain”. Some might evolve as learning communities that share best practices around common interests. Others might be very task oriented, solving problems like process integration, spousal employment or attraction of hard-to-recruit talent in areas like IT, senior management, or specialized technical skills.

Based on the initial research, the community would likely be prepared to form workforce development teams (not necessarily all at once) around these six high-need initiatives:

- **Embracing the talent of spouses and supporting household relocation decisions:** Reaping the many benefits of attracting candidates and their partners too.
- **Fostering diverse and inclusive workplaces:** Enriching the workplace experience by welcoming a broad and diverse workforce – from students to immigrants to seniors to skilled workers of varying abilities.
- **Retracting past grads:** Improving the experiences of visiting students while in Kingston and staying connected with and attracting them post graduation, after they have relocated to larger centres, when seeking opportunities to return.
- **Tapping millennial talent:** Hiring for future potential by facilitating school-to-work experiences, offering entry-level developmental opportunities, and facilitating work placement partnerships within and across industries. (This should dovetail with initiatives under the Youth Employment Strategy.)
- **Anticipating Disruptions:** Gearing up for the impact of tech change and disruptive technologies. What might it mean for us? How do we prepare? How to start now?
• Career Pathways: Leveraging non-profits as the developmental sandbox for developing and honing essential skills.

Workforce Development Teams: Goals & Objectives

The general goal is for invested stakeholders to come together to resolve workforce development & in-migration issues for their mutual benefit, share best practices, learn together, solve problems and develop new practices applicable to their home settings.

It is expected that some teams would be established specifically to implement initiatives proposed in this report. (Spousal employment might be one example, or developing a unified workforce navigation system, or bringing employers together around initiatives to create “designed experiences” to brand Kingston for prospects and new employees.) Other groups might self-organize around other issues or in different configurations.

Initiative Description:

• Initially, establish teams to design solutions for up to three pressing workforce development/in-migration issues.

• Implementation plans would be part of these projects. In many cases, pilot or demonstration projects will be needed in the early stages to learn what works, followed by refining and validating the approach.

• The teams would be supported operationally by the Strategy Implementation Office and enabled through executive sponsorship from the Steering Team and other leading community partners involved.

What it might look like:

Workforce Development Teams and initiatives can take several forms including a community of practice, a connected network, or a problem focused scrum:

— Community of practice: An ongoing community in which members meet around a mutual challenge or opportunity for the purpose of problem solving or learning.

— Connected network: An ongoing network in which members develop central roles to act as point people and integrators around key initiatives.

— Problem-focused scrum: A targeted project-focused working session, or series of working sessions, in which members join to define their challenge, discover common needs, design and test optimal solutions and prepare for action.
In addition to Workforce Development Teams commissioned through the strategy, the model is also meant to be open for self-organized efforts. Depending on interest and motivation in the community, working groups or task forces might focus on challenges related to joint recruitment, research on managing the “millennial mindset”, options for sector process integration, tapping into specific talent streams (students, immigrants, skilled disabled etc), or innovative methods to attract of hard-to-recruit talent in areas like IT, senior management, or specialized technical skills.

Use of technology, welcoming new talent, sharing strategic information or preparing HR departments for the workplaces of the future might also come to the fore.

A silo-bridging solution similar to task-oriented working groups involves nurturing communities of practice. Educational theorist Etienne Wenger describes these structures as “groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly”.

Communities of practice are formed by people who engage in a process of purposeful collective learning, such as:

- a tribe learning to survive,
- a group of engineers working on similar problems,
- a network of surgeons exploring novel techniques, or
- a gathering of first-time managers helping each other cope.

Three characteristics are crucial to success:

*The domain:* A community of practice is not merely a club of friends or a network of connections between people. Members define their identity around a shared, purposeful interest and their commitment to practice in that area.

*The community:* Members engage in joint activities and discussions, help each other, and share information. They build relationships that enable learning from each other.

*The shared practice:* Wenger notes a community of practice is not merely a community of interest: people who like certain kinds of movies, for instance. Members are practitioners. Over time and sustained interaction, they develop a shared repertoire of resources: experiences, stories, tools, ways of addressing recurring problems.
Suggested Workplan

- Under direction of the Workforce Development Steering Team and aligned with endorsed plans, the Strategy Office could draw on the many participants engaged during the strategy development process to gather a core group and launch key working groups.

- This core group should be supplemented by others with a direct interest in moving the solution forward even if they haven’t, to this point, been involved in the Workforce Development & In-migration Project. In many cases, this will involve reaching out to partners already working on some aspects of these problems.

- A charter should be developed for each group, along with a plan for support/project management, timelines, communications and reporting.

- Ideally teams should be launched as soon as possible after the Steering Team and Strategy Implementation Office are set up, and before/in tandem with the first Workforce Development Launch Summit.

- Post launch/summit, teams would be reunited in a series of follow-up summits to take “deep dives” into topics of interest, share updates and cross-pollinate ideas.


- It is highly desirable to engage leading employers/organizations (especially Steering Team members) to spearhead the initial working groups/teams.

- Project management to drive forward momentum and administrative support to handle communications, analytics and logistics would be provided by the Strategy Office.

- Workforce Development Teams might use a standard ongoing meeting/workshop format, or where appropriate use more intensive, short-term agile development methodologies (e.g. sprints/scrums).

General timelines:

- It should be noted that some groups have already organized spontaneously (for example the group of partners involved with international students who want to promote Kingston as a centre for international education).

- Groups sponsored by the Steering Team and Strategy Office should be organized as soon as possible after those entities have been established. Practically speaking, that is likely to be the fall of 2017.
• Timelines for individual assignments should be long enough to accomplish some important work, but not so long that participants tire at the prospect of engagement.

**Resource requirements — Budget/staff/volunteers/partner contributions:**

• The major part of the work would be accomplished by those voluntarily joining the working groups, so there would be a cost (at least in time) for the contributing partners who would benefit from the work.

• Aside from demands on the Strategy Office for logistical/project management support and facilitation, needs are expected to be modest (e.g. meeting space).

**Limitations/Conditions/Guiding Direction:**

• Best practices exist to make this model work. Advice received through project outreach include having a clear charter for each group, careful selection of the best people as participants/members, securing executive support from their partnering organizations to ensure the work remains a day-to-day priority for them, setting a schedule of meetings well in advance, and having defined completion deadlines.

**The Scoreboard: Minimum outcomes & measures of success**

• Measures of success would be specific to individual teams.

• Each team would be coached to develop objectives and outcomes, and to report on activities and progress.

• A measure at the community level would include effective development of these active peer communities.

**Reporting & Accountabilities:**

• The main reporting relationships would be between the working group and the Strategy Office, through the office to the Steering Team, and from individual members to their own sponsoring organizations.
Recommendation 1.3 — Dovetail with Existing Initiatives

Strategic Goal: **Support, Build Upon and Dovetail With Existing Initiatives**

**Situation Analysis: Alignment with Existing Initiatives**

Please note: This section covers only a very brief summary of some important local and regional initiatives to illustrate the recommendation. Additional material is provided in the appendix and report files, but even that is a limited reflection of the vast range of activity underway in the community and region.

Project outreach identified extensive activity related to workforce development and employment services at various levels. Just a few examples include:

- **The Kingston Youth Employment Strategy**, which includes initiatives related to:
  - mentoring to help youth benefit from the experiences of others, their connections, and advice on how best to pursue employment opportunities;
  - helping employers become part of the solution, especially re: job opportunities;
  - supports to help youth to plan and prepare early for their working life, and
  - helping youth develop pre-employment & "soft" (i.e. other than technical) skills.

- **The Eastern Ontario Leadership Council** and its workforce development working group, which has multi-stakeholder participation to identify key issues, develop and prioritize potential solution-oriented projects, and then work collaboratively to resource and implement those projects.

- **The Premier’s Highly Skilled Workforce Expert Panel**, chaired by Sean Conway from Queen’s, and related initiatives being rolled out to address partnerships between educators and employers, access to job market information, experiential learning opportunities, career paths and gaps in skills and competencies.

- **The Ontario Centre for Workforce Innovation**, which was recently established to drive innovative approaches in employment and training programming and service delivery across the province. It helps pilot projects that address Ontario’s most pressing labour market and workforce development opportunities and challenges; engage extensively with service providers, employers, umbrella groups and clients to set strategic priorities; build capacity, and support an employment and training community of practice.
• The work of various Employment Ontario agencies (KEYS, St. Lawrence College, ACFOMI, and ReStart) and others like the Chamber of Commerce, KEDCO, Sustainable Kingston and the Kingston Arts Council.

• Projects and other work underway through the Kingston Immigration Partnership and ad hoc groups such as the partners involved with international students who want to promote Kingston as a centre for international education.

• Various studies and pilot projects, such as those conducted by the 1000 Islands Region Workforce Development Board, the 2016 Census results being released this year, and many others.

• Numerous specific initiatives led by individual partners of the Steering Team, such as Queen’s University, St. Lawrence College, the local district school boards and health care providers, KFLA United Way, Sustainable Kingston / KCHC, Kingston Immigration Partnership, federal and provincial government partners, the City of Kingston and Innovate Kingston among others.

As a community, we need to understand their work, design strategies that complement their strengths, and respond to shared challenges.

Goals & Objectives

• Maintain strong communications links and working relationships to coordinate workforce development and in-migration efforts, avoid duplication of effort and align activities to achieve shared goals.


• The Workforce Development Steering Team should reach out at a governance level to ensure effective leadership and alignment across the community.

• Where it makes sense and is possible for the sake of cross-pollination, resources and volunteers from these community projects and programs should be involved in the working groups and initiatives launched under this strategy.

• The Strategy Office should maintain regular outreach, communications and ongoing liaison with these other important initiatives. When relevant, the Office should also advise its working groups and partners of potential overlaps, where possible shaping approaches to maximize the benefit of these efforts for all.
General timelines: Ongoing

Resource requirements: Included within the overall project resources.

Limitations/Conditions/Guiding Direction:

• Since the same people are involved in so many of these initiatives, beware of burnout of key resources/volunteers.

• Inevitably there will be some degree of variance or conflict in agendas, timelines or priorities, but it is expected most differences can be worked out.

The Scoreboard: Minimum outcomes & measures of success

• Engagement at early stages of new projects, follow-up and learning from the outcomes of existing or finished projects

• Good coordination of complementary efforts respecting individual mandates, funding programs and strategic priorities.

Reporting & Accountabilities:

• The Strategy Office would be expected to provide the Workforce Development Steering Team with updates at least quarterly on key initiatives, innovations and milestones achieved by related programs.

• Periodically, reviews should be conducted to identify emerging opportunities for collaboration or improved coordination.
Recommendation 1.4 — Nurture Future-Ready Workplaces

Strategic Goal: **Kingston Workplaces are Engaging, and Great Places to Work**

**Situation Analysis: “Future-Ready” Workplaces (Kick-off Summit Series)**

Fundamentally, before Kingston employers can attract and keep skilled workers, potential talent needs to be attracted to Kingston’s workplaces.

Research in the course of this project suggests that workers of all generations and cultures are increasingly expecting a workplace experience that taps their talents and meets their intellectual, emotional, cultural, social, and technological expectations. While those needs and expectations differ across disciplines and over career stages, time and again, we heard that employees expect to:

- Use the skills and abilities they were trained for.
- Practise using the latest tools and technologies.
- Develop through diverse job opportunities and progress in their careers.
- Connect with peer networks to learn, share knowledge, and problem solve.
- Balance their personal and professional lives and well being.
- Receive attractive pay and rewards based on merit, and employment security.
- Work in a respectful, diverse and inclusive setting.

In addition to these evolving employee expectations, a confluence of trends and disruptive technologies are reshaping where and how we work. The logic of the traditional firm —with steep hierarchies, centralized decision rights, and tightly parcelled jobs— is being disrupted. As traditional hierarchies give way to flatter and fluid configurations, the core dynamics of the workplace are changing. These dynamics include: work styles and tools, rewards, career development and opportunities, leadership, and work-life flexibility.

**Underpinning these changes is the recognition that people, and the talents they bring to the workplace, are the fuel for organizational success.** Imagine the shift in workplace practices that might occur as Kingston employers approach the workforce as an asset of skills and talents to be developed, rather than just a marketplace for filling jobs.
If Kingston employers, as a group, can create an ecosystem of attractive and progressive workplaces, we will gain an advantage in finding, attracting, and keeping the talent we need. A Future-Ready Workplace Summit series, designed to join organizational leaders and HR professionals in preparing for our future talent needs, would be a first step.

**Strategic Goals & Objectives: Future Ready Workplaces**

- Help our organizations compete for talent in a marketplace defined by changing expectations, transformative technologies, and a shifting composition of the workforce.
- Launch a peer community for senior HR professionals and organizational leaders, to share and co-create next generation employee experiences.
- Offer a framework for Kingston’s workplaces to rethink, reimagine, and reinvent their workplace systems in service of an attractive employee experience.
- Provide a roadmap of priorities and projects to simplify and focus efforts.
- Ensure that the claims in our re-branding efforts match the actual workplace experiences.

**Initiative: Future-Ready Workplace Summit Series and Peer Community**

The Future Ready Workplace Summit will offer a framework and roadmap for Kingston’s employers to rethink, reimagine, and reinvent their workplace experiences. Summit objectives include:

- Joining and engaging HR and organizational leaders in conversations aimed at understanding the needs of current and next generation talent, and creating attractive workplace experiences,
- Offering a framework for reimaging and reshaping workplace practices,
- Launching a road map and series of initiatives to simplify the approach, and
- Creating an energized community of peers focused on sharing and recreating next generation workplace experiences.

Efforts will be supported through a series of guided mini-summits, focused projects, and collaborative tools.
What it might look like: Summit Series

Who will attend: Organizational leaders and senior HR professionals from the wide network of Kingston’s employers.

Base agenda:
The summit will focus conversations and learning around three core themes:

- **Theme 1:** Anticipating future workforce needs.
  It is anticipated speakers will host a journey into the future to explore how workforce demographics and technological disruptions are changing work, skills, and talent needs. Participants will explore different scenarios for Kingston’s future, based on the choices we collectively make, and commit to a future that is mutually beneficial and compelling.

- **Theme 2:** Who workers are and what they expect from the workplace experience.
  Speakers will introduce a series of personas to broaden our understanding of the diverse and changing composition of Kingston’s workforce. Each persona will be explored to identify their needs and expectations, ideally through conversations and activities with a representative sample.

  In addition to designing organizations that are attractive to tomorrow’s talent, a secondary aim will be to help employers rethink how they define roles and the employment relationship, and to open their organizations to emerging, underutilized and untapped talent.

  For example, while millennials will be searching for early career opportunities, careerists will be attracted to challenge and growth opportunities, and retirees may be looking for project work and other flexible options. Similarly, Kingston's pool of untapped talent — including stranded spouses, or workers with foreign credentials— may be looking for opportunities to use and refresh their transferable skills.

  Given the needs of each persona, employers in the community will be challenged to rethink how they might redesign workplace practices, including the design of jobs and job credentials, the structure of work hours, and their framework for talent development.
• **Theme 3:** A framework and road map for moving ahead.

The core elements of the workforce development strategy will be introduced, including the Steering Team, Workforce Development Teams, Strategy Implementation Office, the employment brand and analytics teams, and other ongoing initiatives. Each group will have an opportunity to share their mandate and priorities, perhaps over a lunch-time walk about.

To provide an easy bridge to action, participants will be encouraged to join relevant Workforce Development Teams and projects of their choosing. Some teams will form ongoing communities, while others will be facilitated through focused project-oriented scrum exercises. An open-house format might be the most efficient way for people to learn about each team and project, once again, perhaps over and extended lunch break.

Ideally, each team and project initiative will have an opportunity to gather and define their core purpose, operating protocols, values and expected deliverables.

(For examples of focal themes for these teams, see Rec. 1.2)

**Post-Summit Community Engagement:**

Several options exist for post summit engagement. What’s important is that employers can self-select, and remain focused on the initiatives of interest to them.

• **Option 1:** Summit—Workforce Teams—Summit Model
With this model, workforce teams will be chartered at the initial summit, supported by the Steering Team and Workforce Strategy Office, and re-united in a series of half-day summits focused on reporting progress and sharing and cross-pollinating ideal solutions.

• **Option 2:** Focused Deep-Dive Model
With this model, the employment community will be invited to focused, topic-oriented sessions to take a deep dive on a topic of interest. The topics will be offered over a manageable timeframe (perhaps 2 per year) and in accordance with the WD&I framework and roadmap.

• **Option 3:** Deep Dives Led by Workforce Teams
With this preferred model, the workforce teams will lead a series of deep dive topic-oriented sessions (in accordance with the WD&I framework and roadmap). As with option 2 above, the focus will be on a deep dive exploration of a topic of interest, as well as on sharing and extending best practices and learnings.
Suggested Work plan

- Identify the lead agency or agencies that will sponsor the Summit. Secure funding, sponsorships and other support/resources.

- Recruit key partners to form a planning committee to finalize the outcomes and agenda of the Summit. The committee will be representative of the wider employment community and other core stakeholders.

- Enlist the participation of key Workforce & Development resources including the Steering Team, the Workforce Strategy Office, the employment branding team, and the leads of each of the workforce teams. Enlist the participation of a group of doers with the requisite core skills: summit design; logistics; marketing; etc.

- Design, plan and market the Summit over a 6-8 month timeframe.

- Design and oversee the post-Summit infrastructure for keeping the teams and the wider community engaged.


- Given the impact of such events on all aspects of strategy implementation, the coordination role would fit well with the Workforce Strategy Office working within the Steering Team oversight framework.

- Ideally one or two community partners with experience in similar events, such as KEYS, would be prepared to be leads for the project. Other partners, such as Queen’s and St. Lawrence College could also be active partners to help engage speakers and logistic support.

General timelines:

- Once resources are secured, six months to develop and market the summit(s) and put in place the post-summit infrastructure.

Resource requirements — Budget/staff/volunteers/partner contributions:

- Resource requirements can vary widely, depending on the scale of the event(s). In Kingston modest day of speakers and workshops can run $10-15,000, while a signature event like The Breakout can require a budget of more than $1 million.

- An ambitious summit with about 100 people can require a direct expense budget of more than $100,000, especially if the plan includes underwriting participant expenses or engaging contractors to help direct the action and capture summit highlights.
Limitations/Conditions/Guiding Direction:

- Feedback on the concept indicated concerns that many Kingston events of this type involve “a lot of talk but no subsequent action”. Summit design would have to respond to this concern and ensure direct linkages to community/employer action.

- Budget resources may be a constraint, but options can be explored with grants or funding through programs like OCWI, through sponsorships and partner-contributed in-kind resources. The event can also be scaled to the budget available.

The Scoreboard: Minimum outcomes & measures of success

- Wide and enthusiastic participation at the Launch Summit: Senior leaders and their HR professionals attend, engage fully, and commit to action.

- Continued activity, both formal and informal, amongst the resultant peer networks of leaders and senior HR professionals for information sharing, learning and problem solving.

- Effective launch of workforce teams and projects. Each team will have objectives, outcomes, and will report on activity and progress.

- Longer term: The development of a Kingston Workplace Experience scorecard, tied closely to our employer brand. A yearly survey of Kingston employer practices in relation to the brand – carried out as part of the analytics initiative.

Reporting & Accountabilities:

- A simple, perhaps bi-monthly, reporting mechanism for each Workforce Development Team to share their activities, progress and learnings with the Steering Team and the Workforce Strategy Office.

- Periodic check-ins by the Workforce Strategy Office to learn about progress, issues and needs.

- An annual reporting of workplace practices with the Kingston Workplace Experience scorecard (see above).

- An analysis of the strength and connectivity of Kingston’s employer peer network through an analysis of the social network.
Recommendation 1.5 — Optimize Strategy Resourcing

**Strategic Goal:**

*Adequately resource initiatives/action priorities to enable long-term success*

This section is still to be developed in final detail as the strategy and related set of initiatives are finalized in relation to partners confirming their commitments.

**Situation Analysis: Options for Resourcing the Strategy**

The financial, human and technical resources needed to implement the strategy would probably come from a variety of sources and be deployed in a mix of approaches.

It is anticipated the Strategy Office, at a minimum, would require dedicated staff resources such as an experienced project manager and some administrative support.

This might be supplemented by contracted resources (e.g. freelancers, experts or professional services engaged on a regular part-time basis, on retainer or by project).

Where might these resources come from?

- There is an expectation of financial and in-kind resources to be invested in a common community-wide effort by leading members of the Steering Team and other major stakeholders and funders.
- Similarly, lead partners may also offer to take on the management of specific tasks/projects that fit well with their current and ongoing workforce related efforts.
- Individual employers and/or agencies might commit in-kind resources (such as assigning dedicated staff to a project or providing space, technology support etc).
- Local employers and other community partners might also provide support through sponsorships (e.g. for the proposed Summit or marketing or joint recruitment projects).
- In addition, project and program grants or pilot/demonstration project funding opportunities (e.g. OCWI funding) should also be pursued.

**Goals & Objectives:**

- Adequately resource the initiatives undertaken so they can achieve full success.
- Make full use of available resources and leverage them for maximum impact.
What it might look like:

- To be confirmed: This will depend on the review and approval of proposed initiatives and commitments of support from partners, funders and others.

Suggested Workplan

- First explore options and commitments with lead partners and prepare a high-level business case.
- Integrate this outcome with recommendations 1.0, 1.1, 1.2 and 1.4, based on the review of final priorities among recommendations 2.0 through 2.9.
- Include a more developed plan for review when lead partners are reviewing and confirming their support for the strategy.


- Initial steps to be included as part of the strategy development process.

General timelines:

- Initial plan to be develop by May 2017.

Resource requirements — Budget/staff/volunteers/partner contributions:

- To be confirmed.

Limitations/Conditions/Guiding Direction:

- This process may require additional discussion and a few iterations to finalize the plan and confirm resourcing commitments.
- Without this step, little of the recommendations can move forward.

The Scoreboard: Minimum outcomes & measures of success

- The availability of resources of appropriate types at a minimum scale for success.
- Related measures would apply to effective management of resources, the results achieved and reporting back/accountability for partner investments.

Reporting & Accountabilities:

- Quarterly, or more frequently as necessary in the early stages of implementation.
Recommended Initiatives: Improving Our Work Economy

Recommendation 2.0 – Wire Up an Analytic Nervous System

Strategic Goal: **Wiring Up a “Nervous System” Based on Analytics**

**Situation Analysis: Data & Analytics**

There is a paucity of reliable, actionable information to focus and guide practical work that will advance our local work economy and talent pool.

Most employers have only a very general sense of impending shortages, although some are “already in crisis” (as one tech entrepreneur described it) and others have a surplus (examples include teachers in education and some positions in corrections).

That’s not to say it is easy to predict an organization’s future needs — retirement age is no longer the precise predictor it once was. Technology is rapidly changing how many skilled workers are needed, where they work, what skills they need, and how they must continually update their skills to keep up with changes in their workplaces. Work may be found in full-time, part-time and project/contract assignments. Growth in the economy (or not), also influences the supply of labour needed, not to mention adapting to competition from other communities.

Retention is also a factor: Vacant positions will also be created by those who decide to leave their jobs in Kingston to pursue career opportunities elsewhere.

In Kingston, we need to gather actionable recent data that identifies specific impending shortages, and which employers or sectors are pinched by them (e.g. nurses for long-term care homes, hospitals, public health, family health teams etc).

Much of the information exists in silos, or there are no mechanisms to gather, analyze and share the data. Data formats and data integrity are also potential challenges.

Macro data from census data is currently outdated and is very general, providing important context but little that will shape specific action “on the ground”. It needs to be granular, at the level of careers and job families, not sectors or community wide.
Analytics Initiative: Goals & Objectives

- Provide workforce development leaders, employers, talent/career-seekers and other stakeholders with critical strategic information (including analysis and reporting) to drive partner collaborations and planning, focus their efforts and support decision-making and navigation.
- Clarify what issues/pressures/gaps require urgent action, and which do not.
- Map areas ripe for collaborative action around shared problems, joint opportunities and common interests.
- Generate key data points and strategic information to promote Kingston’s employment brand.

Initiative Description:
Establish a demonstration project in 2017-2018 to design and test a prototype data analytics model working with 6-8 key partners representing employers, employment services and data providers.

What it might look like:
- Focus on micro data from employers vs. broad macro trends/extrapolations.
- Dynamic and timely to allow adaptive action (e.g. impact of self-driving vehicles).
- Confirm key drivers/measures.
- Elements of the “scoreboard” – what’s the real-time score (so all players know).
- Study millennials view of Kingston (literature; primary research focused on Kgtn).
- Study family decision-support needs.
- Study populations to be “re-attracted” to Kingston.
- Track students, immigrants etc.
- Metrics on the progress of other workforce development & in-migration initiatives
Suggested Workplan

- Recruit key partners for an initial scrum to charter the work, develop a framework for the workplan, and provide advisory oversight for the detailed work undertaken by Workforce Development Office resources.
- Phases: Establish framework, develop data-gathering processes, conduct initial analysis, report/share, evaluate and refine the process.
- Regular report-backs to WD&I Steering Team, initiative advisory group and partners.


- Workforce Development Office working with the Steering Team and other community partners — top 20 employers and major associations for smaller groups (BIA, Chamber, KAP, KCA, KHBA, KAC, KEDCO Small Business Centre)
- Others in the business: Employment agencies; OCWI; 1000 Islands Region Workforce Development Board; studies by consultants; education trends/data; industry data on workforce development and so on.

General timelines:

Six months to develop the model and complete the first cycle of data gathering/sharing and analysis; refresh every three months thereafter.

Resource requirements — Budget/staff/volunteers/partner contributions:

- Dedicated contract staff, with commitments of time from partnering employers, service agencies and associations.
- $40,000 plus ?

Limitations/Conditions/Guiding Direction:

- Not all employers have rigorous data, projections or formats for easy aggregation.
- Confidentiality/competitive concerns can be sensitive.
- Better information, benchmarks and comparisons to identify trends over time may become available as new Census data is released through 2017.
The Scoreboard: Minimum outcomes & measures of success

- Use data analysis to identify the top 5 areas of need in the local work economy (e.g. could be areas of recruitment; sector shortages; job family; training; career development; services; immigration; technology etc.)
- Gather/analyze data to monitor and assess progress on major WD&I initiatives.
- Use data to identify what does not need continuing or additional effort.

Reporting & Accountabilities:

- Quarterly reports to Steering, integrated with other reporting for the Workforce Development Office
- Initial meeting of advisory group and quarterly meetings thereafter.
- Check-ins with data partners minimum of every 6 weeks.
Recommendation 2.1 — Integrate Systems & Navigation

Strategic Goal: **Chartering an Integrated Workforce Navigation Hub**

**Situation Analysis: Workforce Navigation**

Kingston has a rich collection of training and educational services, agencies with mandates focused on or including employment, and hundreds of employers of all sizes, sectors, and years of operation. There is, however, no single point of contact or clearinghouse for community-wide supply or demand side employment information.

In the course of this project’s outreach, many informants pointed to this as a core need, describing it as a “go-to repository” or “one-stop hub” for navigating the work economy.

For employers seeking talent, or skilled workers seeking employment, obtaining near-real-time, work-related information and making a successful match is a time-consuming and often muddled or fragmented process. As a result, Kingston is unable to capitalize fully on its existing talent pool or showcase work-related opportunities for newcomers.

Several design sessions identified the need for a solution. Most often, the solution was described as a ‘one stop hub’ that would help both employers and job seekers understand the landscape of opportunities and services in Kingston, identify the most appropriate connections, and pursue the highest priority opportunities for candidates.

Given the number, variability, and dynamic nature of opportunities in the Kingston economy, **Kingston needs a unified workforce navigation system** with structures, processes, and tools that match the community it serves.

Kingston already has a multi-faceted collection of workforce-related services, including agencies that prepare jobseekers for employment, general and specialized training programs, and a range of local and national job boards (monster.ca, ca.jobrapido.com, allstarjobs.ca careerbuilder.com, EasternOntariojobshop.ca, kingstonishiring.com, magnet.today, ziprecruiter.com, ca.indeed.com, vicinityjobs.com, LinkedIn, eluta.ca, vsorce.io, and a host of similar sector or profession-specific services.)

Some programs, such as those funded “per job placement” under Employment Ontario, tend to set up a competitive dynamic among the stakeholders, who typically link other organizational strategies of their own (e.g. social or educational goals, economic needs or primary clientele served) to their revenue-producing roles in the local work economy.
The availability of so many services without a charter to guide a networked relationship in Kingston means there is neither an aggregated view of the local employment situation or the ability to support employers or jobseekers on a pan-community basis. For a community with a relatively 'thin' labour market, this phenomenon poses major challenges for optimizing our workforce to address future needs.

In Kingston, we need to connect and share information among agencies, institutions, employers, community service providers and other organizations playing vital roles in the employer-talent matching process. (Similar assistance is also required to help newcomers plug into a community lifestyle, find amenities and build a life.)

Once linked in a common network defined by a charter and structured with memoranda of understanding, it would be possible to:

- Create a navigation hub that could quickly and efficiently **triage navigation enquiries** from either employers or jobseekers (perhaps electronically) and direct them to the services that can best address their needs.

- **Track network-wide transactional data** with sufficient granularity (but not personal information) to contribute to the community’s data analytics requirements.

**Strategic Goals & Objectives: Workforce Navigation Hub**

- Link employment agencies, training and education organizations, HR professionals, and other similar organizations, into a network through which Kingston can present a **unified, coordinated approach to the delivery of services** supporting workforce development and in-migration.

- Provide employers, job developers, recruiters, and talent (the local workforce as well as newcomers) with a **single point of contact through which to navigate** Kingston’s employment and workforce landscape. This includes searching for employment opportunities, helping candidates enter or advance careers in the local workforce, and finding support services, whether for employers or career-seekers.

- Capture and aggregate both **baseline and longitudinal data** to enable the Steering Team and those working on the data analytics function to make ongoing assessments of the community’s success in addressing Kingston workforce development and in-migration needs and capitalizing on opportunities.
• Provide the oversight Steering Team with qualitative **insights on the evolution of the Kingston labour market** and the degree to which the workforce navigation hub is properly structured to respond to changing needs.

**Proposed Initiative:**

Establish a demonstration project in 2017-2018 to design, negotiate and charter a community-wide network of 10 to 12 key partners (employers and employment services) centred around the concept of a Workforce Navigation Hub; recommend a single digital platform to support the network and its Workforce Navigation Hub; and to develop specifications for research and data/search filter options.

**What it might look like:**

• Digital inventory of services available to jobseekers and talent.

• Designs to coordinate/simplify online access to services/job boards/resources describing employment opportunities in Kingston.

• Digital and hard-copy resources for *employers and job developers*, including referral information for organizations providing these services in the community.

• Digital and hard copy resources for *jobseekers and inbound talent*, to support them in securing work, including referral information for community organizations providing the services.

• Staff working in designated physical space(s) — not necessarily centralized — who can provide triage service for enquiries by telephone, face-to-face and online contact.

• Referrals to community organizations where additional support (e.g. to help potential workers become job ready) is appropriate.

• Data collection and aggregation related to enquiries and their disposition, with appropriate detail to match strategic information requirements as defined by the Workforce Steering Team, Strategy Office or data analytics function.


• The Steering team might strike a Workforce Development Team to focus specifically on this issue — a task-oriented working group with representation from major employers, associations, employment agencies, education and training organizations, and other community partners.
Over the longer term, once a workforce navigation network is formed, the Workforce Development Team could then proceed to develop the functional detail of a Workforce Navigation Hub, with a team assigned to resolve digital platform issues. This team might be expected to source expertise in IT, digital privacy and security, and data/information architecture.

**General timelines:**

- Six months to design, negotiate and formalize the workforce navigation network, with first steps to implement a Workforce Navigation Hub following over the next six-month period.
- It would be best for evaluation of digital platform options and recommendation to proceed in parallel with implementation of Workforce Navigation Hub. Introduction of a common digital platform could start to take place in the following six months.

**Resource requirements — Budget/staff/volunteers/partner contributions:**

- It is expected this Workforce Development Team would be composed of volunteers, with admin/project management support from Workforce Strategy Office.
- A best-practices review of navigation hubs in other jurisdictions and evaluation of digital platform options may require (short-term) special project contract staff.
- The Workforce Navigation Hub would eventually require dedicated staff with the number, roles and resource requirements to be determined by Workforce Development Team.
- The Workforce Navigation Hub will probably also require physical space, technology and telecommunications capacity, and marketing communications resources.

**Limitations/Conditions/Guiding Direction:**

- The existing constellation of agencies, organizations, programs and funders is complex, driven by varying mandates, eligibility conditions, and funding parameters.
- Confidentiality/competitive concerns can be sensitive.
- Digital platform options change frequently, with additional dashboard-type functionality becoming increasingly common. Some organizations have already committed to internal systems/packages and interoperability may be a concern.
The Scoreboard: Minimum outcomes & measures of success

- Establishment of a chartered network including all major employment agencies with negotiated Memoranda of Understanding to formalize information sharing and willingness to participate in Workforce Navigation Hub.

- The launch of a system for "single point of contact" (i.e. Workforce Navigation Hub) to serve any employer or jobseeker, with the point of contact to be nonexclusive — employers or jobseekers may interact directly with agencies/organizations.

- A digital platform established to link/interface with network organizations as well as a supporting function to match employers and job seekers/talent. For unified service delivery purposes, a digital platform should be available to all network organizations.

Reporting & Accountabilities:

- Quarterly reports from the Workforce Development Team to the Steering Team, integrated with other reporting for the Workforce Strategy Office.

- Workforce Development Team meets monthly for at least first 12 months. (As an alternative to meetings, they might find it more effective to use agile techniques / sprint sessions to develop plans.

- Once established, the Workforce Navigation Hub could report quarterly to the Strategy Office and Workforce Steering Team.
Recommendation 2.2 — Make HR a Strategic Priority

Support employers to reframe HR priorities for strategic workforce approaches

Situation Analysis:

In a competitive work economy with intensifying shortages of skilled talent, employers and their HR teams must reposition their focus beyond vacancy management (“filling slots”) to take a more collaborative, proactive and strategic approach to securing their future supply of talent.

Those concerned about an organization’s future human resources must look beyond the recruitment process to consider how we might work together to improve the overall and employer-specific supply of skilled talent. That means better succession planning, offering workplaces that appeal to talent, collaborating with other employers to promote working in Kingston, cultivating talent, supporting the in-migration of skilled talent, and helping them integrate with the community.

In short, workforce development needs to become a strategic priority for local organizations, with human resource leaders playing more than a functional role. During his presentation at the Disrupt HR event last October, St. Lawrence College VP Gary Earles noted HR managers need to play an active role at the executive leadership table.

The first step to support this change of focus could be providing turn-key workshops to help leading employers kick off internal efforts to reposition their “people strategies”.

Proposed Initiative: Goals & Objectives

- To provide an easy, practical method for individual executives to bring key managers together and explore ways their organization might take a more strategic approach to looming shortages in the talent pool.

Initiative Description:

This initiative proposes a pilot project to support individual employers with a “kick-start” program. It would provide executives with a ready-made, facilitated workforce development workshop they could use to engage HR leaders as well as their marketing and technology resources.
The process would help these internal teams explore fresh approaches for dealing with HR and workforce challenges — topics might include talent attraction and recruitment, talent and career development, adapting to “millennial mindsets”, dealing creatively with chronic problems like spousal employment, and so on.

**What it might look like:**

- It might be structured as a half-day workshop “roadshow” facilitated by staff from the Strategy Implementation Office. Advance reading and “homework” might be part of the preparation for participants. Tools would be developed and shared.
- Planning could be supported by a small advisory team of initially interested employers to ensure the content and format meets their needs.
- As the workshops roll out, new ideas and emerging best practices identified in these session could be shared as appropriate in other workshops. There would also be the potential to build a community of leading HR teams to support each other as they follow up on the initial plans developed in the workshops.

**Suggested Workplan**

- Develop a proposal for the workforce development “kick-start” workshop and test it with potential employers interested in hosting a session with their teams. Adapt the plan/format as appropriate based on that feedback. Also consider content from community services (e.g. immigration and employment services).
- Workshop content and/or delivery might be assigned to staff in the Strategy Implementation Office or by contracted experts/consultants.
- Evaluation and continuous improvement would be a key element of this pilot.


- Initial leadership could come from the Strategy Office or a working group of keen employers.

**General timelines:** Six months to develop and roll out in the fall of 2017.

**Resource requirements — Budget/staff/volunteers/partner contributions:**

- Resource needs would depend on how the workshops are developed and delivered (staff resources, partners or consultants), the extent of the supporting content and tools, their effectiveness, and the level of uptake from employers.
- It could also be designed as a self-funded program (pay to play).
Limitations/Conditions/Guiding Direction:

- Not all organizations may be ready for an initiative with this long-term perspective or focus, and/or executives may not yet see the value of the “kick-start”.

- Some employers may have too many day-to-day HR demands to take time out for, say, a half-day workshop let alone follow up with a sustained effort to actually implement the ideas identified.

- There may be important differences among types of employers that must be taken into account. For instance, the workshop content and style for a hospital, municipality or post-secondary institution would be quite different from a small business, entrepreneur/tech firm or arts organization.

The Scoreboard: Minimum outcomes & measures of success

- Metrics might include the number of workshops delivered, evaluation by participants and employers, and measures of follow-up implementation by the individual participating organizations.

Reporting & Accountabilities:

- As with many other recommended initiatives, reporting would be through the Strategy Implementation Office to Steering Team. There would also be reporting and accountabilities to participating employers/partners.
Recommendation 2.3 — Excel at Inclusive Workplaces

1. **Form a Workforce Development Team or working group to drive a Diversity & Inclusivity Initiative to benefit Kingston-based employers and employees.**

**Situation Analysis - Diversity & Inclusion**

A Diversity & Inclusivity Strategy will provide an overarching framework for Kingston employers interested in adhering to best practices in the workplace. An inclusive workplace is one where the talents and skills of each employee is effectively utilized. In the most ideal case, the most talented and qualified candidate in a talent search ought to land the role for which the individual applies.

However, research shows that bias often creeps into workplace hiring decisions; the result of which is often the elimination of qualified candidates in favour of those who are the "right fit" or those who most resemble those employees already employed in the workplace. As the old saying goes, "we hire those who most remind us of ourselves".

Because diversity and inclusion issues in the workplace impact organizations differently depending on their size, current employee makeup and operating budgets, the purpose of a Diversity & Inclusivity strategy is to identify 3-5 core values that will guide Kingston employers, partners, and stakeholders.

The city of Kingston is small, compared to larger centres like Toronto and Montreal. Because of its size and the fact that the city itself reflects low ethnic and cultural diversity, it will be important for any Diversity & Inclusivity strategy to explore other dimensions of diversity including gender, social class, sexual orientation, ability, age, religion, learning styles and so on.

**Strategic Goals & Objectives**

- Provide workforce development leaders, employers, talent/career-seekers and other stakeholders with a diversity and inclusion framework that will guide small, medium-sized and large employers towards effective strategies in the areas of: a) climate, b) the interview process, c) culture of the workplace, among other identified areas
Clarify what issues/pressures/gaps require urgent action, and which do not.

Map areas that will benefit from collaboration, joint opportunities, common interests and projects already underway.

Identity key individuals from a cross-section of small, medium-sized and large employers with experience and expertise in the area of workplace diversity and inclusion who could act as advisors or working group participants.

**Initiative**

Create a Workplace Diversity & Inclusivity working group made up of 6-8 key partners representing employers, employment services and data providers. The team would not be merely an advisory group, but an action-oriented team of dedicated members.

**What It Might Look Like**

- The Diversity & Inclusivity working group could be made up of public and private sector members from large and small organizations.
- Members could meet once a month, with each member taking turns at hosting meetings. Hosting will also provide opportunities for members to "see" the organization in its organic state.
- The working group’s responsibility moves beyond an advisory role to one of leadership. The group will be instrumental in designing the Workplace Diversity & Inclusion Strategy.
- The team could liaise with employees working in the area of diversity and inclusion, equity, human rights and immigration at municipalities such as the City of London, City of Hamilton and the City of Guelph. These municipalities are similar in size to the city of Kingston but are further along with respect to the implementation of Diversity & Inclusivity measures at the municipal level and with a cross-section of private and public organizations.
- The working group could develop a pilot project that will be tested and reported on within a specific timeframe (for example 2017-2019). The results of the Pilot could be recorded in the form of a report, booklet, film, video, presentation, podcast or panel discussion within the larger context of a workplace diversity and inclusion summit, retreat or conference.
**Suggested Work Plan**

- Recruit working group members for an initial brainstorm session to identify key areas of focus.
- Identify one shared Administrative Assistant who can support work of the project.
- Phases: Establish framework, develop data-gathering processes, conduct initial analysis, report/share, evaluate and refine the process.
- Regular report-backs to the Workforce Development Steering Team, initiative advisory group and partners.
- Develop a monthly schedule with an overview of meeting structure to ensure the most effective use of time during meetings.

**Action Framework**

- Working group members to identify guest speakers or other advisors with expertise in the area of Diversity & Inclusivity.

**General Timelines**

- Six months to develop the model and complete the first cycle of data gathering/sharing and analysis; refresh every three months thereafter.
- 24 months from strategy development to completion of pilot project.

**Resource requirements — Budget/staff/volunteers/partner contributions:**

- Dedicated contract staff, with commitments of time from partnering employers, service agencies and associations.
- $10,000-$15,000 over a 24-month period

**Limitations/Conditions/Guiding Direction:**

- Each employer has different Diversity & Inclusivity needs and goals.
- Some employers/employees may experience discomfort talking about Diversity & Inclusivity measures and sabotage is often a result.
- Lack of education and training on Diversity & Inclusivity issues with smaller employees with limited resources.
- Tendency to see Diversity & Inclusivity issues in terms of race/ethnicity only and/or as a negative, rather than a positive attribute that can strengthen workplaces.
Minimum outcomes & measures of success

- Develop a community of practice in the area of workplace diversity and inclusion.
- Identify employers willing to take leadership in this area.

Reporting & Accountabilities

- Quarterly reports to Steering, integrated with other reporting for the Workforce Development Office
- Initial meeting of the Working Group and quarterly meetings thereafter.
- Check-ins with data partners minimum of every 6 weeks.

2. Conduct a needs assessment on workplace Diversity & Inclusivity to identify initiatives currently underway, determine gaps and prioritize areas that require further development.

Situation Analysis - Diversity & Inclusion

At present, the topic of workplace diversity and inclusion impacts employers differently depending on their size, current employee makeup, status as public or private and the extent to which the topic has been identified as a corporate value or part of the organization’s strategic plan.

Large employers like Queen’s University, KGH and CFB Kingston may have well developed Diversity & Inclusivity strategies and can point to past successes in this area. However, smaller organizations or those that are just beginning to think about how such issues impact the workplace, may have different starting points, thus, requiring different levels of support in this area.

A needs assessment fulfills the following purpose:

- Identify those initiatives that are currently underway.
- Catalogue "best practices" and initiatives that were successful.
- Identify gaps in the area of Diversity & Inclusivity. (For example, one gap might be the fact that HR professionals have never received training in the area of Diversity & Inclusivity. Another gap could be the fact that the hiring process itself may be biased, inconsistent or might utilize strategies that fail to minimize implicit bias in the recruitment process.)
- Prioritize issues that require further development by working group members.
Strategic Goals & Objectives

Conduct a needs assessment using polls, surveys, interviews, meetings and other strategies to determine employer needs, values and challenges concerning workplace diversity and inclusion

Proposed Initiative:

Devise a needs assessment tool that will gather information on workplace diversity and inclusion keeping in mind questions such as:

- What is working well at your organization in terms of workplace diversity & inclusion?
- What challenges does your organization currently face?
- What support does your organization require to ensure that diversity and inclusivity are key values in day to day practices of the organization.

What It Might Look Like

- The needs assessment could be undertaken in various formats: a survey or poll using Survey Monkey, short individual interviews with HR professionals, or a hard-copy questionnaire.

Suggested Work Plan

- Devise a simple framework to ask key questions pertaining to workplace diversity and inclusion in the city of Kingston

Action Framework

- Working group members choose the most effective method to obtain the data and develop questions.
- Working group members share their plan to conduct the needs assessment via email with strategic partners and other stakeholders.
- Working group distributes the questionnaire and subsequently gather feedback. Members work with a graduate student or other professional to identify key themes and place data in the form of a report for distribution.
- Feedback is distributed to strategic partners and other stakeholders.
General Timelines

- 0-6 months from inception to the distribution of the final report

Resource requirements — Budget/staff/volunteers/partner contributions:

- Graduate student or other professional to identify emergent themes & create report.

Limitations/Conditions/Guiding Direction:

- Coordinating times to conduct interviews given busy schedules.
- Employers being unable to identify challenges/successes due to a lack of information and/or awareness.

Minimum outcomes & measures of success

- Create a document that will assess employer needs and successes in the area of workplace diversity and inclusion.

Reporting & Accountabilities

- Check-ins with data partners once draft document is complete and then again after a draft report is complete.

3. Develop a Workplace Development Pilot Project that will provide employers with tools and strategies for developing and implementing internal processes in three areas: a) workplace climate, b) the interview process, c) mentoring and on-boarding newcomers and immigrants to the Kingston workplace

Situation Analysis - Diversity & Inclusion

Feedback determined that more discussion is required about diversity and inclusion as it pertains to workplaces in Kingston. The topic is especially important since the city of Kingston welcomed 200 Syrian refugees who were sponsored by both public and private organizations.

The Kingston Immigrant Partnership (KIP) is a local agency whose mandate is to welcome and settle immigrants in the Kingston area and was instrumental in leading settlement initiatives. Their efforts were recognized by the Family and Children's Services of Frontenac, Lennox and Addington with the Family Advocacy Award.
With newcomers from other parts of the province and country each year, along with new immigrants to the area, settlement and on-boarding strategies will require increased attention.

The Pilot Project ought to address key ideas that emerged from feedback including the fact that there is bias in hiring, racism in some workplaces and a chilly climate for some newcomers. Further, some newcomers experience difficulty with on-boarding and mentoring, once hired. In some cases, newcomers must be explicitly taught norms and values that are important to the Canadian workplace as well as the nuances of the Kingston workplace.

The Kingston Immigrant Partnership is currently working on an awareness campaign that seeks to bring attention to the experiences of newcomers to Kingston and the responsibility that residents must take in ensuring that the city is welcoming to newcomers. The Pilot Project could capitalize on the momentum of this initiative.

**Strategic Goals & Objectives**

- Develop a Pilot Project that will focus attention on workplace diversity and inclusion. Attention must be paid to key topics identified by employers as being relevant to the Kingston context.
- Incorporate the pilot project into other workforce development initiatives.

**Proposed Initiative**

Create a pilot project that examines workplace diversity and inclusion in Kingston. The initiative could run for a two year period. Working Group members could record key developments of the project and report on best practices. The pilot project could be advanced through a retreat, symposium, training session, explainer video (white board animation or other format), or website or online resource hub.

**What It Might Look Like**

- Regardless of the chosen format, it is important for the initiative to educate Kingston employers while simultaneously bringing attention to issues such as workplace climate, the interview process and mentorship & on-boarding once hired.
Suggested Work Plan

- The working group could strike a pilot project sub-committee tasked with the responsibility of drafting a plan and identifying funding sources.

Action Framework

- Create an overview of the initiative.
- Identify key stakeholders: employers, agencies, experts in the area of Diversity & Inclusivity.
- Develop a plan for funding the event.

General Timelines

- 24 months from strategy development to completion of pilot project.

Resource requirements — Budget/staff/volunteers/partner contributions:

- Dedicated contract staff, with commitments of time from partnering employers, service agencies and associations.
- $10,000-$15,000 over a 24-month period, depending on initiative chosen.

Limitations/Conditions/Guiding Direction:

- Need for dedicated resources and staff, and time commitment from working group members.

Minimum outcomes & measures of success

Improved education of Kingston employers and other stakeholders on best practices in the field of workplace diversity and inclusion, paying attention to the areas of workplace climate, the interview process and mentorship & on-boarding once hired.

Reporting & Accountabilities

- Quarterly reports to Steering, integrated with other reporting for the Workforce Strategy Office.
- Initial meeting of the working group and quarterly meetings thereafter.
- Check-ins with data partners minimum of every 6 weeks.
4. **Create a website or online hub to support Kingston-based employers and employees in the area of workplace diversity and inclusion.**

**Situation Analysis - Diversity & Inclusion**

At present there is not a central repository of information pertaining to workplace diversity and inclusion that speaks to the Kingston context. Other than the work of individual employers, there is no hub, website or online resource that discusses what workplace diversity is, what it looks like and steps that employers can take to become more inclusive. An online hub of resources fulfills several goals:

- It signals the importance of Diversity & Inclusivity for the Kingston market.
- It provides a much needed resource to employers, employees and key staff members assigned responsibilities for this issue.
- It encourages professional dialogue and development surrounding the issue.
- It has the potential to create a community of practice amongst professionals who can meet to discuss the nuances of this issue for the Kingston region.

**Strategic Goals & Objectives**

Provide a centralized "hub" of online resources on Diversity & Inclusivity to be used by:

- employers
- employees
- newcomers
- immigrants
- professionals in the field

**Proposed Initiative: The Inclusive Employer - Kingston**

The online hub is envisioned as the centralization of resources in the area of workplace diversity and inclusion that can speak to the issue broadly, while also paying attention to the nuances of the Kingston market. It can take the form of a website and/or a series of online presentations.

**What It Might Look Like**

The Inclusive Employer initiative could bring attention to this hub and other online tools such as social media sites — YouTube Videos, Twitter and Facebook can also be used to augment the information contained in the hub and to reach a variety of audiences.
The Hub could also include, or can be linked to the existing Immigration Portal in Kingston. Feedback suggested that this portal might feature pages organized under the headings of: Visit. Study. Immigrate. Live. Work. Do Business.

Depending on resources available, the sections could link out appropriately or have their own content in addition to outward links.

**Suggested Work Plan**

- Create a sub-committee to devise a plan for the online hub/immigration portal.
- Research other online sites with a similar theme to determine scope for this Kingston based project.
- Identify topics to be covered and a list of various types of resources to be featured.
- Review the sites of existing Kingston-based employers to determine relevant information for inclusion in the online hub.

**Action Framework**

- Determine scope. List types of resources for inclusion in hub and identify topics.
- Hire a graduate student or professional in the field of IT.
- Determine budget and whether is capacity for Steering Committee members to contribute in-kind support to this project.
- Poll Steering Committee members, employers, staff and other stakeholders for a list of desired topics, resource types, and prioritize based on feedback.

**General Timelines**

- 12 months from strategy development to completion of pilot project.

**Resource requirements — Budget/staff/volunteers/partner contributions:**

- $3,000 or in-kind support from partner agencies.

**Limitations/Conditions/Guiding Direction:**

- Time commitment to oversee the project.
- Dedicated staff with the relevant expertise.
**Minimum outcomes & measures of success**

- Completion and launch of an online hub that stores information on workplace diversity and inclusion/immigration.

**Reporting & Accountabilities**

- Quarterly reports to the Workforce Development Steering Team, integrated with other reporting for the Workforce Strategy Office.
- Initial meeting of the working group and quarterly meetings thereafter.
- Check-ins with data partners minimum of every 6 weeks.
Recommendation 2.4 – Tap Into Potential Talent Streams

Helping Kingston Workplaces to Tap Into Streams of Potential Talent

Situation Analysis:

Kingston’s work economy will need to be outstanding in several key areas: one of these involves attracting new talent and connecting potential talent streams to our workplaces and our community.

Potential talent streams include immigrants, students, in-migrants, returning talent, skilled workers with varied abilities, older/large-career workers, under-employed, “stranded spouses” and others. They need to connect with a local work economy that involves workplaces, services and the community, all working together effectively.

When people do not see themselves in a community, they are less likely to migrate here for employment. When people do not feel a sense of attachment to their community, they are less likely to remain. And when they connect with a workplace, they need to feel comfortable in that work environment.

For workforce development and in-migration purposes, two major categories of potential talent should be considered:

- **Newcomers and “outsiders”** looking for work, such as graduating students, immigrants, those relocating to Kingston for lifestyle or professional reasons, skilled workers with varied abilities, or individuals in a later career stage looking for a change of work. They tend to lack contacts and knowledge of how the system works in Kingston. They may also need services to make a life here to go along with a career.

- **Returning talent:** These individuals have some prior connection with Kingston, have developed career experience in other, often larger communities, and would like to come back. But they are moving their whole life (career, home and family), not just looking for a short-term job posting. Feedback during the project suggested there is a particular “sweet spot” — those of Millennial age who have 5-10 years of experience in a larger centre and have not yet embedded themselves in another community (or career based elsewhere).

Note that pivotal decision factors may be different for those deciding to relocate here for the first time, vs. those returning to a city they have experienced and love, vs. those already here but making a decision whether to stay or move elsewhere.
Kingston must put its best foot forward as a great place to make a career and life, and then provide a warm welcome right from the front lines.

Attracting the interest of new, skilled jobseekers is just the first step in the transition to a satisfying career in Kingston. Although they may like the job opportunity and the lifestyle, they also need to make a life. And how they are welcomed, included and attached to work and life is critical to growing the local talent pool.

**Kingston has long been known as a community of “cliques” and silos.** While those currently in the workforce may have established roots, professional and personal relationships and a social life, newcomers often find the city a bit cool. Students tend to stay on campus. Immigrants are distanced by language and cultural norms. Those moving from other communities may not be familiar with programs and services. And people tend to work in “bubbles” (the education bubble, health care bubble, downtown bubble, military, small business, IT and so on).

The isolation also affects many employers, who also need to have new channels of contact and navigation and/or learn how to better connect with new talent.

Issues include providing new sources of talent with access to job opportunities in an “invisible” job market, meeting needs for education and career development, as well as easy navigation and attachment to community life and services. Employers, in turn, may also find potential talent to be “invisible”, hard to access or difficult to integrate into the community. Once attracted, new talent coming to Kingston may need help settling in and putting down roots. We want them to stay a while.

Community stakeholders also need to “feel in their bones” that welcoming newcomers is essential to creating a resilient, thriving local work economy. And prospects for our workforce must “see themselves” in our community.

The consultation process and work of the design groups identified many potential ideas for action, including:

— Establishing a “Welcome Kingston Action Group” of major employers, agencies and community services, the Kingston Immigration Partnership, and other key players to develop front-line improvements in the way we welcome and include newcomers.

— Improving community integration by coordinating how we welcome newcomers, perhaps through concierge services or navigators. Personalized support to navigate confusing circumstances is highly valued, especially while newcomers are settling in.
— Identifying & training personal ambassadors to promote available services/opportunities.
— Leveraging programs to welcome and attach newcomers: Many groups are already working with strategies to welcome and attach newcomers through their programs. How might we leverage these programs?
— Better integrating employer recruitment initiatives with community supports available.
— Identifying innovative/best practice behaviours for employers, and providing them with techniques to support recruitment of millennials, graduating students & immigrants.
— Developing ways to change and build cultural understanding (among employers as well as the community), how best to celebrate diversity and improve inclusion.
— Looking at workplace and job redesign, or repackaging how we do work. Make job and career opportunities more visible. Build bridges with internships/experiential learning.

A project design group on this theme worked to identify a couple of actionable, high-impact initiatives to welcome newcomers / outsiders to our talent pool, attach them to the community, and connect them with local workplaces. Two of those priorities (welcoming, inclusive workplaces and a one-stop hub for navigating the work economy) have been addressed in separate recommendations.

This initiative proposes an initial project to act on the third priority: to develop better methods for tapping into the student talent stream — both recent grads and those who may wish to return to Kingston after a few years developing their skills in larger centres.

**Student & Millennial Initiative: Goals & Objectives**

- Retain more high school, university, and college students in Kingston and enable them to start their careers in Kingston once they graduate.
- Integrate students into the community while they are here, promote the social culture of Kingston as a spot for millennials to live, as well as improve the line of connection between employers and the future workforce.
- Connect young talent with memorable experiences while they are in Kingston, and maintain communications with those who leave Kingston to pursue early career opportunities in other communities — variously referred to as “planting the seed” or “tagging the fish”. Keep the community top of mind as a career option for this talent, and make it easy to initiate a dialogue about returning.
Initiative Description:

Establish a collaborative Workforce Development Team from across the community to look at how best Kingston might engage students to leave the campus “bubble” and experience what the community has to offer and find jobs/careers.

Coordinate with other working groups (under other recommendations) to promote better recruitment systems and promotion to re-attract past graduates.

Reach out to Queen’s & St. Lawrence alumni, inviting them to register online to indicate their interest in coming back or receive updates on opportunities, and build this out as a channel for dialogue and recruitment of talent to the local workforce.

What it might look like:

- Break through the social barriers and stigma that influence the view that students have of Kingston. Queen’s students don’t feel like they’re living in the community but in a social bubble around the university. Some students may look down on the city as a small town and think they are above working here post-grad.
- Social media is a good way to involve millennials (the experience Kingston Instagram account is a good start)
- Make Kingston more of a millennial hotspot. (For example, have somewhere for recent grads and millennials to live, with apartments downtown targeted towards millennials supplemented by night life for post-grads and young adults.)
- Provide incentives to integrate students into the community, such as offering student discounts or student-targeted promotions for social outings in Kingston (Frontenacs hockey, special events etc) similar to what’s done for exchange students/
- Improve employer communication with students. Small businesses may not have the resources to do an effective job of promoting job openings and expressing interest in students. Students would find it valuable to have one online job board listing all the opportunities in Kingston (a first resort when looking for a job in a new city with no connections).
- Motivate students to do meaningful volunteering throughout the community
- Get students working while they are still in school. Some of the most important types of engagement could come through co-op placements, summer internships and part time jobs year-round, leading to more full-time employment post-grad.
• Create and match students to meaningful job experiences throughout the summer and school year. These jobs should be in fields that they are interested in working in post-grad.

• Offer an “alternative spring break” and similar programs in the summer, which gives students a credit for a week of volunteering in the city (McGill does it).

• Tailor approaches for graduate students as a separate group that may be more likely to settle in Kingston.

**Suggested Workplan**

• Establish a Workforce Development Team specifically focused on designing and implementing action tactics in a pilot project to tap into the student and past graduate talent stream more effectively.


• It will important to have leadership from major partners involved in education, supplemented by a mix of interested participants, including a core group that could be recruited from the ranks of those who helped develop recommendations for the Workforce Development & In-migration Strategy.

**General timelines:** This might be started in fall 2017, once other processes and project supports are in place and as related/overlapping initiatives get underway.

**Resource requirements — Budget/staff/volunteers/partner contributions:**

• To be determined, but initially it would involve volunteer and community leadership commitments, supported by the Strategy Implementation Office under the direction of the Steering Team.

**Limitations/Conditions/Guiding Direction:**

• The main caution is to learn from the experience of past initiatives where there have been good discussions and ideas, but a failure to execute on them.

**The Scoreboard: Minimum outcomes & measures of success**

• Student and millennial past grad participation in the channels created for connection, experiences and career search.

**Reporting & Accountabilities:** Through Strategy Implementation Office to Steering.
Recommendation 2.5 — Make Talent Development a Priority

Place Priority on Talent Development & Learning

Situation Analysis: Talent Development & Learning

Talent development is much more than classroom training. To develop essential skills, people require a combination of learning experiences to stretch and challenge, balanced with supportive coaching. *Challenge* comes in the form of instructional and experiential opportunities, such as projects and placements. *Support* comes in the form of tutelage, from bosses, coaches, and mentors.

Our informants reported that the size and makeup of Kingston employers, relative to firms in larger centres, create constraints for talent development in two ways:

- There may not be sufficient numbers of people to develop (lack of scale efficiency).
- A firm may not be able to offer the necessary breadth of developmental opportunities — including internships, secondments, stretch projects, shadowing sessions, and classroom sessions.

There’s also the cost/benefit factor: benefits associated with investing in talent development have not been greater than the associated costs. But that calculation may need to change.

It is projected that the looming retirement of Kingston’s boomer generation will create both skills gaps and labour shortages. The anticipated skills gaps and shortages mean that Kingston employers will need to attract newcomers, as well as develop existing talent. They must address:

- **Attraction challenges**: Given that skills development is the new job security, job seekers considering a relocation to Kingston will expect rich opportunities to learn and develop. To *attract* the right replacement talent, Kingston’s workplaces must be known for developing talent too.
- **Development challenges**: To *develop* the right replacement talent, Kingston’s workplaces must find ways to accelerate the development of critical and evolving workplace skills.
A common sentiment amongst project informants is that Kingston employers need to shift to thinking about employees as talent to develop rather than simply workers to fill defined jobs. Such a mindset shift, will enable three core openings:

- It will enlarge Kingston’s labour pool by engaging **untapped talent**. Sources of untapped talent include graduating students—who require entry level jobs and school-to-work experiential bridging opportunities (for example internships, placements and co-ops)— and talent with entry barriers given tight job credentials and inflexible working conditions. Examples may include trailing spouses, immigrants, and retirees.

  As employers shift their focus to hiring for talent, they must be open to hiring for future potential, diversity, and accommodating employees’ needs for flexibility.

- It will cause employers to place a greater emphasis on talent development and **succession planning**; both understanding their organization’s needs for future talent and designing a suite of developmental opportunities to accelerate talent development.

- Where mutually beneficial, it will open opportunities for employers to work together to **pool their talent development efforts**. For example, common competency maps and developmental pathways can be developed, shared and supported across like-minded employers and/or employee groups.

**Strategic Goals & Objectives: Kingston’s Workplaces Develop Talent**

To enable Kingston’s workplaces to proactively attract and develop the workforce of the future by:

- Inspiring a talent development mindset
- Expanding the pool of available talent
- Accelerating the development of talent, especially in scarce, pivotal and base (or essential) roles.
Proposed Initiative: Kingston’s Workplaces Develop Talent

A number of interconnected initiatives will enable the development of a rich talent development ecosystem:

- Inspire a shift amongst Kingston’s employment community to think about people as sources of talent, rather than jobs to fill. (Please refer to Recommendation 1.4 – The Future-Ready Workplace Summit Series and Peer Community.)

- Tap Untapped Talent: Expand Kingston’s talent pool by tapping untapped talent and removing the barriers to entry for underutilized or stranded talent. (Please refer to Recommendation 2.4 Tapping into Talent Streams.)

- Enable Workplaces with a Career Planning Tool: Create and share a talent development framework and tool for Kingston employers. The tool will offer best practices in assessing talent development needs, mapping competencies, and creating developmental paths and experiences.

- Cross-Organizational Competency Maps and Career Pathways: Support workplaces to create—and share for mutual benefit—maps of the core competencies employees need to acquire and hone, ideally by job family. A suite of development opportunities to match the mapped competencies may include secondments, stretch projects, job shadowing, volunteer activities, problem solving summits, and participation in conferences and training sessions.

These development opportunities may be managed by a community of practice dedicated to core job families. For example, a community of practice for people leaders might meet to plan and oversee activities as well as advocate for advanced development opportunities in the form of stretch projects, mid-career internships, or shadowing assignments.

Project informants identified some areas of focus for the initial efforts:

School to Work Maps: Extend the good work of both Queen’s and SLC to leverage their major maps and competency maps frameworks. Given the competencies identified in the major/competency maps, we would work with employers to create a suite of shorter-term and longer-term developmental initiatives to be matched with students.

Three models have been identified for the matching:

- A shorter-term model, akin to speed dating, would match students and employers for project oriented initiatives. An example might be the development of project management skills though the facilitation of a bounded, employer-based project.
A longer-term model, whereby the student and employer reap the additional benefit of a trial employment relationship. Longer term relationships would involve internships, co-ops and other goal-focused work placements, and are typically for pay.

A mentorship model, whereby students are matched with a mentor (rather than a project) and subsequently are exposed to, and receive coaching from, the mentor. This model can be shorter or longer term in nature and customized to the unique needs of the student.

Independent of the format, the workplace-to-student matching would be facilitated by a technology tool, and supported by the Workforce Strategy Office to ensure that learning objectives, feedback loops and protocols are tightly defined and managed.

**Job Family Maps for Hard to Develop Roles:** Identify common roles that share two characteristics: 1) they require a rich developmental journey including both tacit and technical skills development; and 2) the people acquiring the skills require an accelerated development timeframe. Suggested roles include:

— Transitioning technical leaders to people leaders.
— Developing analytics capability: the ability to develop and report on performance scorecards, tap data for strategic insights, and share data to inform decision making.
— Developing talent in roles that continuously evolve due to the speed of technical innovations; for example, digital competence; social media competence.

**Mentorship Kingston:** The identification of an expanded community of Kingston mentors —both retired and currently employed— to offer personalized advice and coaching to Kingston’s talent, as well as connect people to developmental projects. Mentoring relations would ideally be facilitated through a Mentorship Kingston matching website. In addition, mentors may choose to hold informal gatherings to enable mentees and mentors to meet and stimulate relationship building.

**Communities of practice/networks:** A number of cross-organizational professional mixers might organized by job family (for example marketing professionals and employment brand developers), age (for example professionals under 35), and both age and job family (for example young entrepreneurial leaders or leaders in the arts). The community of practice may provide the foundation for collaborative talent development efforts.

As suggested above, communities of practice may opt to oversee their competency maps and career pathing opportunities.
What it might look like: Talent Development Hub and Role

A talent development catalyst role within the Workforce Strategy Office will act as a central resource, liaison, and connector amongst Kingston’s employers and educators. The role will:

- Work with the employment community and local experts to design a common career planning tool and offer guidance on its use (first step).
- Facilitate a Talent Development Team amongst Kingston’s talent developers aimed at inspiring and sharing a host of home-grown workplace efforts (first step).
- Support the talent development communities of practice, including a community of Kingston mentors.
- Be a central connector in joining employers and educators around designing competence maps and a suite of career pathing opportunities for selected job families and in supporting mentors to connect with mentees.

The talent development catalyst role will be supported with technology tools that codify the competency maps, announce developmental opportunities and openings, and match mentors to mentees (foundational step).

Suggested Work plan

- Appoint a Talent Development Catalyst Role within the Workforce Development Office. Depending on funding constraints, this role may be a shared placement opportunity amongst Kingston’s employers.
- Form the Talent Development Team composed of Kingston’s HR leaders, technology tools designers, representatives from the Employer Branding initiative, and key career development resources from Queen’s, SLC and school boards.
- Initiate two-three pilot projects: school-to-work maps; non-profit career launch maps; and developing young leaders.


- Depending on interest among workforce development partners, the lead might be provided by one of those institutions and employers already active in promoting experiential learning opportunities.
- The Strategy Implementation Office would play an active supporting role as a hub of expertise, communications and project management.
General timelines:

- Fill the Talent Development Role immediately
- Form Talent Development Work Team within two months
- Begin first pilot project within 4 months

Resource requirements — Budget/staff/volunteers/partner contributions:

- To be confirmed once final details of the initiative have been developed.

Limitations/Conditions/Guiding Direction:

- This initiative involves a significant new emphasis on talent development (culture change) and may be handicapped by some reluctance to invest in this area.

The Scoreboard: Minimum outcomes & measures of success

- % of Kingston’s employers with workforce planning metrics and development plans for their pressing workforce talent needs.
- Percentage of the workforce with a career map and a developmental path.
- Percentage of the workforce who have actively engaged in a developmental opportunity over a 12-month period.
- Satisfaction ratings of employees engaged in the talent development activities.
- Satisfaction ratings of employers and educators who have adopted the workforce development tools.
- Health and vitality of the communities of practice

Reporting & Accountabilities:

- A simple, perhaps quarterly, reporting mechanism for Talent Development Team and communities of practice, to share their activity and progress with the Steering Team and the Workforce Development Office.
- Periodic check-ins by the Workforce Development Office to learn about progress, issues and needs.
- An annual reporting of the scoreboard metrics and satisfaction ratings listed above.
Recommendation 2.6 — Open Pathways to Launch Careers

Help Kingston Workplaces to Develop Career Pathways

Situation Analysis: Launching Careers

Due to a size and scale constraint, Kingston workplaces do not offer a sufficient pool of entry-level positions for grads transitioning from school to work and who wish to start their careers in Kingston. As a result, graduating students are directed to seeking early career jobs in larger centres, where the labour market provides a wider range of early career opportunities.

Additionally, post-grads seeking to re-locate to Kingston (who have acquired early career skills) may not find a suitable pathway for re-engaging with the Kingston workforce.

The non-profit sector, a major employment sector in the Kingston work economy, may be open to offering early career opportunities for graduating students, and for post-grads seeking to return. Early and informal experimental pilots have produced win-win benefits for both the non-profit organization and the employee newly launched on a career. While the organization benefits from the wide range of technical, computer, project management, and analytical skills of those career seekers, in turn those hired benefit from the wide range of developmental offerings the organization has to offer.

Strategic Goals & Objectives: Pathways to Launch Careers

To provide a suite of early-career job opportunities for graduating students in the non-profit sector for the dual benefit of retaining and growing millennial talent as well as refreshing/supplying the talent pool of the participating organizations.

Proposed Initiative: Build Career-launching Pathways to Non-Profits

Offer Kingston's non-profit workplaces (those that are interested) as a developmental platform for launching millennial careers within a chosen stream, with an associated set of skills and competencies.

Competency streams may include any combination of developmental routes including, but not limited to, project management, customer service, HR, IT, marketing, people management, board management, advocacy and policy development, social entrepreneurship, and fundraising.
Launch pathways involving internships or “first work” roles will be designed to develop one or several competency streams and will typically be completed over a duration of 1-3 years.

Ideally, interns will have developed transferable skills and relationships that will enable them to transfer into the wider Kingston workplace community. Over time, relationships between the non-profits and the wider workplace community may be developed to support and nurture this transition.

What it might look like: Career-Launching Pathways

Form a community of practice for interested non-profit organizations. Guided by the Workforce Strategy Office, the community will identify the competency streams, internship opportunities, and terms of employment.

A talent development catalyst role within the Workforce Strategy Office will act as a central resource, liaison, and connector amongst Kingston’s non-profit agencies and educators. The role will be a central connector in joining employers and educators around designing competence maps and a suite of career launch streams.

The talent development catalyst role will be supported with technology tools to post the career launch streams, internships and first jobs, and enable candidate application and matching.

Suggested Workplan:

- Form a non-profit community of practice to explore potential career pathways.
- Initiate two or three pilot projects involving interested partners.
- Survey employers and interns on a regular basis to ensure needs are being met.


- This initiative would be best led by a major non-profit familiar with the issues, good relationships with educational institutions, and with a track-record of similar engagement with early-stage jobseekers. It should also be tied in directly to various initiatives that are part of the Youth Employment Strategy.
- Given its prominent role in the non-profit sector and in development of the Youth Employment Strategy, the KFL&A United Way might be an obvious candidate to be approached to lead. Other key partners sit on the Workforce Development Steering Team.
General timelines:

- Six months to explore the concept with partners and develop a demonstration project.

Resource requirements — Budget/staff/volunteers/partner contributions:

- In the early stages, this would require some dedicated staff time from partners to develop the project and modest support from the Workforce Strategy Office.

Limitations/Conditions/Guiding Direction:

- Non-profits have limited discretionary resources to invest in the initiative and may need incentives to play the role of “farm team” for Kingston’s talent pool.

- Being a large sector with significant recruitment needs of its own, the role of non-profit organizations in these projects should not be framed as a talent development social program. A number of leading private sector employers also invest in the initial launch of employees in early-stage careers because of the benefits received.

The Scoreboard: Minimum outcomes & measures of success

- Healthy % of interns able to transfer to Kingston workplaces after an internship.

- Feedback that shows high satisfaction (both the interns and non-profits).

- Increasing numbers of non-profits participating / health and vitality of the community of practice.

- Successful extension of the model to one or more other Kingston sectors.

Reporting & Accountabilities:

- Periodic check-ins by the Workforce Strategy Office to learn about progress, issues and needs.

- Annual reporting of the scoreboard metrics and satisfaction feedback listed above.
Recommendation 2.7 — Tackle Spousal Employment

Tackle Spousal Employment with a “Keystone” Workforce Development Team

Situation Analysis: Spousal Employment & “Trailing” or “Stranded” Spouses

In this workforce development strategy, several types of development teams have been proposed to bring motivated partners together around specific tasks or problems.

This one has special priority since it aims to address a complex and vexing problem — the difficulty of attracting talent and also addressing the career needs of their partners and/or lifestyle needs of their households. The experience of joining the military offers a good illustration: when you join the armed forces, the whole family joins the military life/environment as well.

Many times hard-to-recruit talent or highly desired “stars” in a field decide not to come to Kingston based on lack of opportunities for their spouses / partners who would otherwise follow them to a new community. Or spouses come and find themselves underemployed, “stranded” without work, or stalled in their career.

The issue can also involve the needs of a family as a whole (children in school, aging parents who live with the family, and so on). And yet, finding a career for a so-called “trailing spouse” is difficult for a single employer to solve alone.

The problem came up so often, in so many consultations, that it’s clear employers need to explore creative solutions and seek help from partners in dealing with the career needs of a family member during recruitment of a highly skilled candidate.

This initiative is described as a “keystone” working group or Workforce Development Team in the sense that solutions discovered for this wicked problem would necessarily be innovative and ground breaking, and could easily produce spinoff benefits and approaches applicable to many other aspects of workforce development activity.

Goals & Objectives

- Help like-minded employers collaborate to design new approaches for recruiting highly skilled and/or hard-to-recruit talent by opening up opportunities and solving barriers that block spouses and partners from being able to come to Kingston.
Initiative Description:
Establish a small coherent working group of major employers with a shared critical interest in solving the spousal employment problem. They would explore and test options, experiment with protocols and propose potential solutions.

What it might look like:

- A small trusting group of 6-8 senior practitioners or employer representatives who have the potential and passion to develop a collaborative solution.

- The group should have good “fit”, in that they have something to offer other organizations committed to the group. For example, they will probably represent large employers with recurring opportunities to hire relocating spouses. Ideally they would have a natural overlap (such as a major insurance company interested in hiring francophone military spouses for their French-language service department).

- Membership in the working group should be allowed to evolve to bring in partners as necessary to implementing and testing solutions — for example, certain employment or community services may have to be involved to provide services like counselling on transferable skills, or agencies that provide bridges to other opportunities like education or volunteer work.

Suggested Workplan

- Begin by identifying those major employers (on Steering Team and in the community) who have shown a keen interest in solving this problem, then design a team and seek commitments.

- Frame the work of the group carefully, and consider the best ways to get it done (perhaps through initial day-long planning scrums or “sprint” format development, followed by regular working meetings of the group to track progress as projects are implemented, study outcomes and use the learning to revise the model).

- Then launch as a Workforce Development Team.


- It is expected this would be led or co-led by a couple of major employers, with coordinating support or facilitation from the Strategy Implementation Office.

General timelines: Six months to develop, followed by a year of initial implementation.
Resource requirements — Budget/staff/volunteers/partner contributions:

- The major investment of resources would be time and energy from the participants from the partnering organizations. Given the complexity of the issues, an appreciable amount of time must be invested in this process.

Limitations/Conditions/Guiding Direction:

- It will be expeditious to approach solution development in an entrepreneurial way, starting narrow and focused, learning and adapting, then extending solutions to a broader scope.
- Inevitably, any solution will go beyond current practice (otherwise these problems would have been solved by now). That may involve new protocols, ways of packaging work, investments in recruitment and/or exceptions to traditional recruitment procedures.
- Participants must be senior enough to initiate changes in practice at their home organizations and negotiate commitments on behalf of them as partners.
- It will be important to address issues of trust and confidentiality.

The Scoreboard: Minimum outcomes & measures of success

- Measures of success might be around development and testing of new solutions, their efficacy in responding to spousal employment challenges, the learnings and benefits for other workforce development initiatives and, of course, tracking increasing numbers of successful recruitments where trailing spouses are involved.

Reporting & Accountabilities:

- The cadence of this work is likely to be at least monthly in the early stages, with reporting back to partnering employers and through the Strategy Implementation Office to Steering Team.
Recommendation 2.8 — Organize a Program of Experiences

Organize a Program of “Designed” Experiences & Events to Build Our Employment Brand

Situation Analysis: What It Means To Work In Kingston

Virtually every single consultation or discussion group touched on the essence of the community’s “employment brand” — that is, what it means to work in Kingston.

That brand has several dimensions, from what it’s like to relocate and live in Kingston, to what the career opportunities might be, how to find work, what workplace practices and culture are like, how to pursue career paths, access skills training and find your own “tribe” in the community.

It also includes what it’s like to make a life in Kingston and what lifestyle appeals are strongest, whether they be arts and heritage, nightlife or shorter commutes and a lower cost of housing compared to Toronto.

Feedback highlighted one previously unidentified problem area — the lack of a social scene (and perhaps affordable housing) for 25 to 45 year old professional singles. Other limitations to be addressed include lack of visible cultural diversity and the isolation of social silos, “bubbles” and cliques.

What it means to hire in Kingston also has similar dimensions that apply from the employer perspective — e.g. what it’s like to find, hire, develop and retain new talent.

Initiative: Goals & Objectives

- To create, organize, coordinate and highlight events and experiences that demonstrate Kingston is a great place in which to work, a place where you can meet amazing and inspiring people, with a work economy that offers appealing career opportunities with top/world-class/innovative organizations and companies.
Initiative Description:

- Organize a workforce development team of employers working together to create designed experiences for their new hires and prospects — plugging them into meet-up events, opportunities to build a social life, talks, speakers, networking opportunities, company tours, educational programs, pub & club nights, the arts, recreational events and so on.

  In any given month, there should be something for the new hire or prospect to plug into, connect with the community and build attachment (for retention).

- Related work might involve introducing more students (from outside Kingston) to employers and community life and get them outside the “campus bubble”. We want them to experience what it means to live and work in Kingston. (Paid summer internships might be one way.)

  This might support direct recruitment, but also create memorable experiences to attract them back to Kingston at some later stage in their careers (i.e. 5-10 years after graduation).

Suggested Workplan

- Some members of the Employment Brand design group have already expressed an interest in organizing this initiative. Participants potentially might include Innovate Kingston, the Kingston Economic Development Office, the City of Kingston, Queen’s, St. Lawrence, the Chamber of Commerce, Downtown Kingston, arts partners and other major employers/community stakeholders.


- This would be spearheaded by the lead community stakeholder and member of the Steering Team who would recruit like-minded employers and community partners to the team, supported on logistics by resources in the Strategy Implementation Office.

General timelines:

- Participants in the design process appear anxious to start as soon as the overall framework of the workforce development strategy has been confirmed and put in place.
Resource requirements — Budget/staff/volunteers/partner contributions:

- To be determined as the ambitions of the program are identified. It is expected that it could potentially be funded by a combination of employer contributions, grants and participation fees.

Limitations/Conditions/Guiding Direction:

- Time and energy may be limited for execution of a wildly ambitious program, but there is enough interest to being developing such a program.

The Scoreboard: Minimum outcomes & measures of success

- Expected to be success in accomplishing an identified workplan, and feedback/changed attitudes among participants and ambassadors for Kingston.

Reporting & Accountabilities:

- As with many other recommended initiatives, reporting would be through the Strategy Implementation Office to Steering Team. There would also be reporting and accountabilities to participating employers/partners.
Recommendation 2.9 — Promote our Employment Brand

Kingston’s Employment Brand: Strategically positioned with coordinated promotion

Situation Analysis: Promoting “What It Means to Work In Kingston”

Kingston’s work economy will need to be outstanding in several key areas: one of these is enhancing, positioning and promoting what it means to work in Kingston — our employment brand.

Kingston must put its best foot forward as a great place to make a career and life. Job design, employment conditions, workplace culture, wage levels and compensation packages together with opportunities for talent development and career advancement may appeal or, conversely, create barriers for talent attraction and retention.

Newcomers of all kinds, from graduating students and immigrants to in-migrants and others seeking jobs, have needs to be addressed by our marketing programs. They need to know what opportunities are available to them and how these jobs stack up against the other options available to them (such as moving to / working in some other community).

Employers have a critical role to play in support of the employment brand — how they structure and promote opportunities; how they engage and cultivate their own talent pools of prospects; and how they position their career and/or local lifestyle opportunities with prospects.

Branding and marketing content may speak to the range of opportunities in the local work economy. And tone will be important too — those close to jobseekers say they need to see a diversity of opportunities in a dynamic work economy with employers who are progressive in their practices and embrace new workplace values.

Communications content may also have to explain the support available for training and mentorship, entrepreneurship opportunities, access to education, facilities or support services, and access or connections to peers, colleagues or associates.

An essential component of attracting and retaining a skilled workforce involves the advancement of a city culture that people want to be a part of — one that is liveable, affordable, commutable, welcoming, diverse, and socially engaging. Identity and a welcoming attitude of inclusion in a diverse range of experiences is a key factor. Another pivotal issue may include wanting to be close to family and friends.
We also need to provide the talent we attract with a warm welcome from the front lines and connect them to our community and our workplaces. Some social limitations that have been identified include lack of visible cultural diversity, social life for professional singles, and the isolation of social silos, “bubbles” and cliques.

When people do not see themselves in a community, they are less likely to migrate here for employment. When people do not feel a sense of attachment to their community, they are less likely to remain.

**Performance Before Publicity:** In building its workforce to meet future talent deficits, Kingston must sharpen its appeal to jobseekers in many different categories of need in our local work economy. We must offer real, appealing and well-promoted career opportunities for people to make their future here.

“What it means to work in Kingston” is a multidimensional theme, encompassing the work itself, the workplace, its practices and culture, career and talent development opportunities together with the lifestyle. And typically, critically, the opportunities Kingston has to offer must appeal to the whole household, not just the jobseeker.

**Target Audiences & “Personas” to focus employment branding**

The design consultations considered a framework of priority groups, both employers and potential talent sources, in terms of their distinctive goals.

Kingston will need to focus on particular types of attraction/recruitment and job-seeking, and related needs, behaviours, decision patterns and communication preferences. In addition to those with training/retraining needs, there seem to be six major types of behavioural groups or personas that might structure employment branding efforts:

- **Talent with a “Millennial mindset”** of new values, expectations and career goals.
- **Newcomers and “outsiders”** looking for work, such as graduating students, immigrants, workers with varied abilities, or individuals in a later career stage who tend to lack contacts and knowledge of how the system works in Kingston.
- **Returning talent:** Individuals have some prior connection with Kingston who want to come back after developing experience in other, often larger communities.
- **Large public sector/institutional employers** with established HR processes.
- **Private sector/small business & non-profit employers** that often do not have formal HR procedures and operate with a more informal, word-of-mouth approach.
- **Service providers** that create, offer and maintain the systems, tools, and technologies that could help employers and job-seekers alike meet their needs.
Opportunities for marketing action can be framed around four dimensions:

- Advancing the experience dimension of what it means to work/live in Kingston.
- Collaboration to focus consistent promotion of Kingston’s image to attract talent
- Building Kingston’s brand as functional elements improve (e.g. workplaces, talent development, technology and workforce navigation processes)
- Operational information flows (e.g. task-oriented information to connect talent-employers, services, job postings, contacts, events, community associations etc.)

Ideas Advanced During the Consultation Process:

Content ideas that came up during project consultations included developing a unified theme and way of presenting Kingston as a career destination. Some potential lifestyle themes that were suggested include:

- Culturally diverse communities, events, food, and experiences
- Kingston as an authentic place for creators, curators, makers, and experiences for those with a millennial mindset (our tourism branding)
- Key factors for relocation decisions (history and architecture, schools, family-friendly, safe, affordable, easy commute, diverse experiences, close to “big cities”)
- A thriving creative community bustling with art, music and food.

Other ideas:

- Provide easy access to the experiences and information people need to make their career decisions (e.g. where are the opportunities and how do you connect?)
- Help promote a “destination postcard” developed for employers to adopt and use as a guide for their workforce recruitment activities.
- Encourage all marketers to work together with their own CEO-level, HR and tech leaders to promote strategic HR practices, feed information to “one-stop shop” initiatives and concierge services, connect up the technology to ensure a smooth information flow and navigation across the work economy.
- Promote access to concierge services that coordinate events, help talent match up with employers and offer cool drop-in spaces where people can hang out, learn, connect and chill.
• Support community-level efforts to “tap into talent streams” … for example promote sessions related to immigrants, later-stage career talent, or skilled workers with varied abilities.

• Create a set of best practices for using social media, apps, digital communications and other contemporary channels/techniques to “talk to our talent”.

Initiative: Goals & Objectives

• To initiate, focus and amplify communications related to promoting Kingston’s employment brand in support of in-migration and talent attraction.

Initiative Description:

• Develop an employer marketing consortium to promote what it means to work in Kingston (much like the Kingston Accommodation Partners do to “sell” Kingston as a consumer travel destination). Provide tool kits and help them use strategic, common messaging and visual identifiers. One option proposed by a design group was to contract an agency to execute all aspects of a unified campaign (again based on the KAP model).

• Establish a collaborative team of lead marketers who charter and execute a content strategy to promote Kingston as an employment destination (lifestyle), and what it means to work in their organizations (e.g. employer tours, short video profiles explaining what they do from a career-counselling perspective, kinds of employees they seek, and what it’s like to work there). Promote career-oriented and lifestyle information, not just job postings. Collaborate to promote key messages that define/advance the employment brand

• Undertake research to better understand millennial perceptions of working in Kingston — perhaps a review of studies already available on the millennial mindset and research specific to our local employment brand (focus groups, online surveys with alumni etc). This might be undertaken by student researchers working under the supervision of an experienced researcher or faculty member.

• Where the stories are “real”/credible, promote communications to translate “government staid” to “cool innovation” (e.g. intriguing research projects at our hospitals; entrepreneurial start-ups, social enterprises, innovations at post secondary institutions or the municipality).
Suggested Workplan

- Follow up with participants in the employment brand design group and other key marketers to put the workplan together, determine resource needs, phasing of the work and so on.


- Similar to the closely related Recommendation 2.8 on designing experiences, this initiative could be spearheaded by the lead community stakeholder and a member of the Steering Team who would recruit like-minded employers and community partners to join the team, with support on logistics provided by resources in the Strategy Implementation Office.

General timelines:

- It could start as soon as the strategy framework, Steering Team and Strategy Implementation Office resources are confirmed and in place.

Resource requirements — Budget/staff/volunteers/partner contributions:

- Initially, most of this work would focus on focusing content used in existing marketing communications channels, but could expand to community-level campaigns as funds become available.

- The design team was anxious to engage an agency to prepare a marketing campaign much as the Kingston Accommodation Partners have done. It is expected there would also be opportunities to coordinate marketing with tourism marketing initiatives.

Limitations/Conditions/Guiding Direction:

- Marketers are busy people, and care must be taken to ensure the work gets done.

The Scoreboard: Minimum outcomes & measures of success

- Short-term measures would be accomplishment of the workplan. Longer term measures might assess changing perceptions of Kingston as a destination for career-seeking talent.

Reporting & Accountabilities:

- As with many other recommended initiatives, reporting would be through the Strategy Implementation Office to Steering Team. There would also be reporting and accountabilities to participating employers/partners.
Appendices:

Process Summary & List of Participants

The Impact of Demographics — A Retiring Workforce

Kingston CMA — Major Employers

Themes Shaping Our Development of Strategies

Forces Shaping Future Workforce Development Needs

Diversity & Inclusion Report

Ongoing/Current Initiatives Underway in the Community

Linkages with Regional Workforce Development Effort
Process Summary & Participants

The project was formally launched in April 2016 with the inaugural session of the Workforce Development & In-migration Strategy Steering Team.

The first major phase of work involved exploratory interviews with Steering Team members, members of their organizations, community contacts who expressed interest in the project or were engaged to round out the project team’s understanding of the local work economy. A consultation café session with more than 40 participants was also facilitated at the Tett Centre for Creativity & Learning. Feedback from all the initial outreach was presented to the Steering Team in September 2016.

The second phase (Sept 2016–Feb 2017) involved small groups working in facilitated design sessions to consider details of proposed initiatives. This report to the project Steering Team builds on the initial strategies and proposes several initiatives for the implementation action plan.

The final stage involves outreach at the governance level to participating partners as appropriate to ensure the recommended strategies and initiatives are supported and suitable for implementation before the strategy development project is concluded.

Thank You To Our Many Dedicated Participants

For this project, the consulting team led by 8020Info conducted interviews and facilitated small group discussions with scores of interested community leaders, employers, subject experts, program leaders and others with a stake in workforce development and in-migration. Interview participants have included:

- Gerard Hunt – City CAO
- Lanie Hurdle – City Commissioner & co-lead of youth employment strategy
- Colin Wiginton – Cultural Services Director
- Jim Keech – CEO of Utilities Kingston
- Denis Leger - City Commissioner, Corporate & Emergency Services
- MPP Sophie Kiwala
- Danika Lochhead – ED of Kingston Arts Council
- Donna Gillespie – Acting CEO, Kingston Economic Development
- Carey Bidtnes (Labour Force lead)
- Shai Dubey, Peter Kraus & Peter Kirkham - KEDCO
- Martin Sherris & Bill Stewart – Kingston & Area Chamber of Commerce
- Jody DiRocco – Director of Education, Algonquin Lakeshore CDSB
- Debra Rantz – Director of Education, Limestone DSB
- Bhavana Varma – United Way CEO, co-lead of Youth Employment Strategy
- Ruth Noordegraaf – Kingston Immigration Partnership (+KCHC & Sustainable Kgtn)
- Chantale Blanchette – Francophone Immigration Support Network Project Officer
- Michael Fraser – Queen’s VP, University Relations
- Dan Bradshaw – Queen's AVP Human Resources
- Monica Stewart – Queen's Faculty Relations
- Greg Bavington – Queen’s Innovation Connector
- Cathy Keates – Queen’s Career Services
- Kathy O’Brien – Queen’s Associate Vice-Principal (International)
- Terri Shearer – Deputy Provost; previously did faculty recruitment for Smith SOB
- Bo Wandschneider – Queen’s CIO & AVP-IT, also a KEDCO board member
- Glenn Vollebregt – President, St. Lawrence College
- Russ Phin – St. Lawrence College - Associate Dean of Skilled Trades and Tourism
- John Collins – Ministry of Training, Colleges & Universities (in Kingston)
- Sandra Carlton – VP, Providence Care
- Indira Naraine – Providence Care
- Theresa MacBeth – KGH, Strategic Communications
- Mike Ryan – Deputy Commissioner, Correctional Services Canada
- Andre Labrie (Superintendent of HR, Limestone Board)
- Michelle Lamarche (HR Manager, ALCDSB)
- David Keneford (Sr. Director, HR – Assurant Solutions)
- Julie Tompkins (VP – HR & Communications, Empire Life)
- Brig-Gen Sean Friday – Commandant, RMC
- Col. Stephen Kelsey – Commandant, CFB Kingston
- Michael Harris – ED of KEYS, active with many various other employment groups
- KEYS Board of Directors (generative discussion)
- KEYS Immigrant Services (Madeleine Nerenberg, K. Flecker; Meilan Fan; B. Glassco)
- Wendy Vuyk – 1000 Islands Region Workforce Development Board
- Pauline Ryan – Director, Health Services Branch, Min. of Health & Long-Term Care
- Lobna Eslim – Chair, Immigrant-led Working Group; Providence Care Decision Support
- Yongqing Zhuang – Chinese Canadian Assn Kingston & District
- Zhuoqing/Li Thomsen – Chinese Canadian Assn Kingston & District
Grant Goodwin – Entrepreneur (All Roads) & Director, Innovate Kingston (incubator)
Emily Koolen - HR Consultant, Innovate Kingston, Dress for Success
Wally Viner – KEDCO/Chamber Business Hall of Fame inductee
Taylor Norris – Operations Director, Modern Fuel Artist-Run Centre
Michele Langlois – General Manager, Downtown Kingston
Peter Kirkham – project volunteer and RELIKs member
Jim Robins – RELIKs (Retired Executives Living in Kingston)
Victor Bennett – RELIKs
Chris Grimshaw – March of Dimes, Job Developer - Employer & Client Coordinator
Jim McLellan – Queen’s Innovation Connector
Rebecca Darling – Consultant (formerly with KEDCO)
Gord Dalton – Confederation Place Hotel
Dan Hendry – Limestone District School Board
Sonja Verbeek – Kingston Police
Julie Fossitt (City of Kingston – Culture Dept Marketing)
Anthony Agostino (Station 14, Viva Productions, former Chamber chair)
Kathleen Vollebregt (Avenue Communications Consultant, former Queen’s marstg)
Deanna Davies (marketer w/ Tim Hortons, KAP, Fort Henry, now Boys & Girls)
Natalie Lecomte-Elwood (Communications asst with KEDCO)
Steve Janssens (project manager/designer, Ferus Media)
Noor Huda (Y2K Youth Strategy Leader)
Linda Ross (Stantive)
Heather Veltman (Corrections – Chief, Staffing Operations)
Wendy O’Keefe (Utilities Kingston – HR director)
Frank O’Hearn (ED, 1000 Islands Workforce Development Board)
Jamie Burton (Dolphin Digital Technologies)
Robert Koubsky (Superintendent of Finance and Business Services – ALCDSB)
Kayla Kent (HR – MetalCraft Marine)
Kim Hockey (Community Manager, United Way)
Brenda Brouwer (Queen’s Dean of Grad Studies)
Stephanie Popovitch (Kingston Military Family Resource Centre – employment)
Lorraine Hudson (KCHC)
Cal Bowry (Limestone Board)
Francis Campbell (Queen’s AMS)
Sunita Gupta (Kingston Immigration Partnership)
Kingston Immigration Partners (various - March 2016 Town hall Meeting)
KEYS Networking Session – Manufacturing & Technology
Labour Market Trends for Businesses (St. Lawrence, KEDCO, Employment Ontario)
Imagine Kingston members (twice)
The Impact of Demographics — A Retiring Workforce

This material has been developed with the volunteer assistance of Dr. Peter Kirkham, former chief economist with Bank of Montreal and chief statistician, Statistics Canada.

The chart below is based on a known quality census (2006) and natural population projections as the extrapolation methodology. The 2011 census data was not used because the methodology was changed, with unknown effects on response & accuracy.

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The only uncertainties in this extrapolation technique are the birth rate (fertility rate); deaths; and movement of people in and out of the geographic area under consideration. Since natural population projections consciously omit all movement of people into and out of the geographic area, the only potential source of error is the choice of fertility rate, and the deaths that occur.
The chart above highlights the aging workforce and the large number of people exiting the labour force due to age (above 65).

The diagram below shows that point more clearly by summing the total number of people in the Kingston CMA who are above 65 years old. It is easily noticed that the amount is increasing quickly (almost doubling over 15 years).
The potential labour force is the number of people between the ages of 15 and 64.

The last line, labelled the active labour force, is derived by assuming that 70% of the potential labour force participates in the work economy. This metric, 70%, is fairly stable over time, and is known as the Labour Force Participation Rate.
With some exceptions, Kingston has many small job categories

The profile below is based on data from OMAFRA classified using the North American Industry Classification System (NAICS) — the standard used by federal statistical agencies in classifying business establishments for the purpose of collecting, analyzing, and publishing statistical data.

With some unsurprising exceptions (education, health care and public administration), the profile shows a relatively flat profile — jobs spread across many small categories. It is at the more granular level where many of the workforce changes are occurring.
Kingston CMA Major Employers
Source: KEDCO as of Feb. 13, 2017

**Public Employers # Employees:**

- Canadian Forces Base Kingston ............................................ 8,442
- Queen's University ................................................................. 8,074
- Kingston General Hospital ...................................................... 4,123
- Limestone District Schoolboard .............................................. 3,186
- Correctional Services of Canada ............................................. 2,541
- Providence Care ..................................................................... 1,750
- City of Kingston ...................................................................... 1,281
- Hotel Dieu Hospital ................................................................. 875
- Ontario Ministry of Health ....................................................... 530
- Ongwanada ............................................................................ 485

**Private Employers**

- INVISTA Canada .................................................................... 700
- StarTek Canada ........................................................................ 650
- Empire Life Insurance Company ............................................. 630
- J.E. Agnew Food Services ..................................................... 500
- Calian Technologies ................................................................ 450
- Bell Canada ............................................................................. 335
- Novelis Works Manufacturing ............................................... 285
- Tim Hortons Inc. Distribution Centre ...................................... 280
- Commissionaires Canada ......................................................... 255
- Assurant Solutions ................................................................ 250
- Frulact ..................................................................................... 50-80 (est.)
- Feihe ..................................................................................... 200-250 (est.)

**Sum of Top 20 (public and private) ...........................................**

31,285

35,920
Themes Shaping Our Development of Strategies

Initial consultations have indicated several important conditions that will shape our plans to develop Kingston’s workforce through attraction/in-migration and retention:

Key Focus & Scope Parameters:

1) **Focus on collaboration and alignment across the local work economy:**
   This project aims to implement strategies at a community level that develop our talent pool in ways that cannot be achieved by the scores of individual stakeholders working on their own to meet their own needs. This might be described as “Kingston acting as one employer”.

2) **Success will require effort from many players in different roles:**
   Implementation of the recommended strategies will require alignment & effort across the whole community (not just the municipality). It must involve employers and educators, community agencies and employment services, millennials, baby boomers and digital technologies. We will need to come together around new ways of thinking and working together.

3) **Iterative design to solve a “wicked” problem, with an emphasis on action:**
   This project is not a “study”. Solutions will be developed in a series of design iterations working with community leaders and stakeholders committed to implementation of the strategies that emerge. The initial round of exploratory consultation has been completed. The next phase will involve work sessions to develop proposals that pass the test: “Could it work & who cares enough to back it?”
Drivers: Demographic changes & the need to accelerate

4) **Accelerating our attraction efforts:**
   There are clear indicators for all communities, including Kingston, that natural (aging) population changes will leave us with significant talent deficits unless they can be addressed by improved retention and/or higher levels of worker in-migration.

5) **Accelerating our talent development:**
   As our older, more experienced skilled workers retire, younger generations must “move up” to take their places. In some cases, we need but don’t have 25 years to develop that level of experience and expertise, so acceleration is required. Similarly, the impacts of technology and other changes in the economy affecting work mean that skills in many areas become quickly outdated — active talent development is needed to keep up.

6) **Adapting to pressure from jobseeker expectations:**
   Our younger jobseekers recognize that they will have many jobs in the course of their careers, many new things to learn, and prize talent development opportunities. If we are to appeal to millennial jobseekers, we must be able to offer first-class experiences and education/training options to help them achieve their potential. Initial feedback seems to suggest that many local employers are behind the curve in preparing their workplaces for the work of the future and needs of young jobseekers.

Conditions: Working with Kingston’s thin job market.

7) **People want careers, not jobs** — especially when there’s only one or two positions available in their field. We see that a thin job market in Kingston is the underlying problem for many of our talent “pressure points” — spousal employment, senior management and leadership positions, high-end technical talent (from restaurant kitchens to tech shops) and even the number of entry-level jobs in professional careers (e.g. outside the food and beverage sector). And in many areas, once hired, skilled workers find themselves “stuck”, unable to progress to the next level.

8) **A small talent pool in key areas & structural barriers lead us to look elsewhere:**
   A related issue is that, for many positions, employers and jobseekers have few options whether hiring from the talent pool or seeking next-step positions with other, similar employers. This is compounded by structural barriers that restrict movement, whether that involves provincial policy, collective agreements, certification and credentialing problems, teacher hiring restrictions, language barriers, or transportation issues.
Contours: Natural priorities for our local work economy.

9) **Different jobs support different economic goals:**
   To be resilient in today's knowledge-based economy, Kingston requires a balance of jobs for "economy growing" (such as new business ventures and cultural tourism) that service external markets and "local-supporting" jobs (such as corner stores, pharmacies, and home building) that service the local market. Economy-growing ventures attract money to Kingston and, in turn, feed the local economy.

10) **There are different types of workforce needs:**
    Some requirements are driven by "replacement" (e.g. as large numbers of current workers retire), and others by "growth" through start-ups or existing organizations expanding. Workplaces will also have to deal with "churn in place" — redesign of jobs/workplaces, the trend towards talent roaming from project to project, as well as the impacts of change (e.g. new technologies and work methods) requiring current employees to develop new skills/retrain, or deal with dislocation.

11) **One size will not fit all: we need a cluster of integrated strategies.**
    Small businesses, for example, approach hiring and talent development much differently from large public sector institutions. New graduates or immigrants have many similar needs, but those needs may be quite different from dislocated workers, young single professionals, or workers returning to Kingston. We'll have to differentiate our strategies according to needs and types of employers/jobseekers. This might be accomplished most easily by designing around "personas" — based on employer needs and/or jobseeker needs, and their unique work economy "ecosystems".

12) **Longer term needs cannot be predicted in terms of specific sectors/jobs:**
    In terms of job sectors, it will be difficult to predict with much precision what our future needs might be beyond the next few years. Some jobs to be filled in 10 years have not been invented yet. Job opportunities will depend on many factors — from decisions by individual jobseekers and entrepreneurs to government funding policy and general changes in the economy. Some current/near term needs have been identified, and they may point generally to future challenges, such as recruiting for senior leadership positions, technical skills and hard-to-recruit talent categories.
Design Focus: Framing up workforce development strategies.

13) **Focus on becoming agile and responsive, not on sector-specific plans:**
Not knowing specific needs in advance, we’ll have to develop a nimble, agile and adaptive approach to take advantage of opportunities and challenges as they emerge. Issues cut across sectors and tend not to be restricted to single sectors like health care, education or immigration.

14) **Less “program-level thinking” and more focus at a granular “action level”**.
It appears that a high-level “one size fits all” programmatic approach will not work especially well for the workforce development strategy. Feedback indicates that issues crop up and practical action is taken at a more granular level — by managers and HR staff for specific purposes, types of jobs or skill needs. Similarly, opportunities and challenges fall into different clusters, and therefore require a mosaic of solutions.

15) Various important community factors provide context and frame workforce strategy, but resolving many of those issues are not our task. For example, immigrant settlement issues and strategies fall mainly outside project scope; immigrant employment opportunities, however, are important to both immigration and workforce strategies. Similarly, having a set of community-supported economic development strategies/priorities would be valuable, but this project is not mandated to set them. The workforce strategy will not arbitrarily determine whether preference should be shown to arts jobs over manufacturing, tech talent over health care workers, personal support workers over chefs or teachers or utilities workers, and so on.

16) As we seek ways to optimize our local work economy/system, we may need to **make choices on who benefits most**. Should limited time and resources go into designing better workforce infrastructure for the private sector or for big institutional employers? Small businesses or startups, or the cultural community? For students or for older workers? For purposes of talent development or attraction, or eliminating barriers that tend to turn certain types of potential workers into outsiders? In the end, it may be more organic — a matter of who steps forward to help with the strategy development.

17) **We must weigh priorities for future use of our resources:**
Where do we most need the “scaffolding”? And as more concrete plans emerge, we need to be mindful of resource requirements and the need for future commitments from stakeholders and partners. Implementation of the strategies must be an accepted priority — to be successful, the work cannot be run “off the side of the desk” as an optional task that fades into the background compared to other day-by-day priorities.
18) **Will Kingston place a big bet on community-wide talent development?**

Kingston is a small community with many silos. We’re faced with outside competition for talent and a thin local labour market structure, together with a talent pool that both desires mobility and needs lifelong skill development. One resilient solution worth exploring is an integrated talent development strategy across our work economy. But this would require shifts in attitude: It puts the development of jobseekers at the heart of the system; it joins employers in a collaborative effort and marries them to education; and, it requires risking real investment in development and training and creating growth experiences. The mindset for talent development differs significantly from that of hiring people like commodities, recruiting them to simply fill slots — common when there’s an abundant talent pool, but frustrating in a time of talent deficit.

19) **Implementation driven by mechanisms built around common purpose:**

Strategy implementation can succeed if it is supported by mechanisms built around motivated stakeholders with a common purpose. For the next stage of design work, it is proposed that starter work groups of key partners be organized around specific proposals for strategy. These design teams might look at community-wide issues (like career paths across the work economy) or at specific problems they share (such as recruiting to fill shortages of IT talent across a variety of employers/sectors). In some areas of strategic interest, existing organizations may be currently serving needs in whole or in part. To avoid the attendant risks of overstepping bounds or offering advice neither wanted or needed, strategy proposals might be more effective if they focused on new or recommended models rather than prescribing changes for current players.

20) **Long-term direction vs. shorter term focus for initial action:** It is important that we keep the strategic long-term in mind as we develop strategies. But the journey to our future goal — our “destination postcard” — begins with some concrete steps.
Forces Shaping Future Workforce Development Needs

The Future of Work, Jobs and Skills

There’s a new world of work (and millennials will make up half the workforce in 2020!)

The new work is: self-directed, fuelled by talent, puts priority on continuous learning and innovation, features broad involvement with strong/weak ties, creates value by connecting and leveraging talent, and uses technology to enable talent and spread know-how.
A new world of work is replacing the old:

The world of work is shifting. Centralized systems and hierarchies are giving way to more fluid environments that can harness talent across organizations to create collaborative networks. With innovation as the aim, success comes from harnessing and connecting talent and knowledge through technology.

This might sound foreign to the way many Kingston workplaces colleagues currently operate. The reality is that pioneering organizations are already busy, reimagining the workplace. These organizations are designed from the inside-out, putting people as the central focus to unleash and connect talent in service of innovating, not just for their customers, but in service of the systems in which they operate.

What’s the old world? It’s traditional roles divided into units with a clear hierarchy and a bricks and mortar location. It’s seniority-based, with clear delineations around who owns what work and how it is done. It’s about short-term goals and streamlining in service of efficiency. Labour is a cost to be controlled and minimized, not an asset to be developed and leveraged. It’s a view of the organization inherited from the 19th century (and there may be some areas where these types of practices need to be continued).

The new world turns the traditional organization on its head, and re-establishes value based on talent and innovation. The new world measures success by the ability to learn and innovate, and leverages talent by bringing together teams with diverse abilities and sub-specialties to create and mobilize knowledge. The new world creates value for all stakeholders, blending economic, environmental and societal interests.

To date, surprising little has changed in the design of organizational forms. That’s because the principles that framed up the industrial era organizations persist to this day.

A new type of talent is taking centre stage at work:

While all employees, independent of their generation, want to feel valued, respected and empowered at work, a new breed of employee is beginning to dominate the workplace and in significant numbers. Generational research reveals that the millennial 35 & under crowd (born between 1980 and 1995) are leading the quest for new ways of working.
Here are some of the core characteristics of the new employee:

**Work:** Millennials define work broadly, as a changing series of assignments. It’s not so much the job description that matters to a millennial, but the contribution that one can make on any number of projects. Ambitious and credentialed, millennials expect to be involved in purposeful and meaningful work.

**Workmates:** Hyperconnected, millennials are innately collaborative and accustomed to working in ever changing collaborative networks. Indeed, some report being uncomfortable with rigid corporate structures and information silos.

**Tools:** Millennials expect the digital technologies that empower their personal lives to be available in the workplace. Drawn to organizations that offer comfortable and stimulating spaces, they expect to work hard, but not in a cubicle all day.

**Relationship with boss:** Millennials value frequent feedback and want a developmental relationship with their boss, receiving encouragement, coaching and recognition. Millennials rank the opportunity to interact with and learn from senior management as a top priority.

**Career:** Millennials value results over tenure, and expect a varied and interesting career with more rapid opportunities for advancement.

**Learning:** Millennials could also be called the learning generation, due to the importance they place on continuous development. They place a high importance on working for a company that develops their career and life skills and value experiential over classroom learning.

**Work/life:** For millennials, finding a balance between work and life seems irrelevant, because work is part of life. What’s important is flexibility — the ability to blend home life and work life using technology to expand the boundaries around when, where and how work is completed.

**Core message:**
Given that millennials will form 50% of the global workforce by 2020, the ability to attract, motivate and retain the new workforce will be vital. Kingston employers need to transform the core dynamics of our workplaces. These include: workplace culture, work styles and tools, rewards, career development and opportunities, and work/life balance.
And what will jobs look like?

The World Economy Forum’s recent report, *The Future of Jobs and Skills*, claims the world is entering a fourth industrial revolution spurred by demographic changes and technological advances in genetics, smart systems and nanotechnology.

The report asked hundreds of executives, across nine different industries in 15 major global economies, how they believe jobs will change by 2020. Results from the analysis show rapid changes in the employment landscape that could lead to a loss of over 5 million jobs to automation, the majority of which will be administrative and office jobs.

Impending shortages of skilled workers create a complex, multi-dimensional challenge, not the least of which involves imagining what jobs of the future will be. Consider this:

- The World Economic Forum report projects that two-thirds of job losses through 2020 will be in routine white collar office functions and various types of administrative jobs. Meanwhile growth is expected in fields related to computers & mathematics and architecture & engineering as well as data analysts.
- In an innovation-driven world, employees will also have to develop new skills, even without changing jobs. “Churn in place” will require relentless training and retraining to help them keep up with new advances in their fields.

The report highlights the need to start investing in re-skilling current employees (old and new) and really focus on talent diversity. Above all, the report emphasizes that governments and businesses need to work together to restructure the current education system to better reflect the economic needs of the 21st century.

There is also the issue of new types of jobs emerging. Popular estimates suggest that large numbers of children entering primary school today will end up working in jobs that look quite different or in completely new types of work that don’t yet exist. The effect on Kingston may be more moderate compared to Silicon Valley and cities with proportionately fewer institution-based jobs, of course.

At least one community group has speculated on what the future might bring, including: rewilders (farmers who undo damage done to the environment), robotic instrumentationists (to support telesurgery), nostalgialists (who recreate period interiors of spaces for the elderly), cognitive systems engineers (self driving cars), augmented reality architects (for therapy or immersive experiences), blended trades (green, connected home construction), air traffic controllers / drone dispatchers, and carbon accountants.
These labour force changes are tides affecting younger workers planning their education and careers, as well as workplaces plotting strategy to secure the talent they will need to succeed in the 21st century.

And approaches for competing successfully in an era of skill scarcity will soon stale-date the industrial-era techniques of hiring people like commodities. How quickly will we be ready to change?
Workforce Development & In-Migration Strategy:

Diversity & Inclusion Report

The Workforce Development & In-migration Strategy consulting team met with Steering Team members and others from Kingston-based organizations, all at various points along a diversity and inclusion continuum. Feedback was gathered between Spring 2016 and Winter 2017, and the topic of diversity and inclusion was raised in various sessions ranging from a Cafe consultation to small group sessions.

This report aims to provide a brief overview of the specific diversity and inclusion issues and recommendations that were gathered. We hope that the discussion will spark further reflection on this issue by employers in Kingston. While diversity and inclusion requires examination in itself, the topic is presented here within the larger framework of the Workforce Development & In-migration strategy.

Organizational diversity refers to those practices that employers use to effectively manage diversity in the workplace and often includes leadership, organizational development, change management, psychology, communication, measurement and assessment (Kreitz, 2007). An organizational diversity approach is often used to assess an organization's path to inclusion.

According to Kreitz (2007), best practices in the field of diversity management demonstrate that organizations are successful when:

- **Leaders are committed to the issue.**
- **Diversity is aligned to the organization’s strategic plan.**
- **Diversity is linked to performance (at all levels of the organization).**
- **Diversity programs and initiatives are measured.**
- **Compensation & assessment of leaders is linked to the success of diversity initiatives.**
- **A plan is in place to identify, attract, and recruit a diverse talent pool.**
- **A plan is in place to promote qualified, diverse applicants.**
- **The organization is committed to educating and training staff and senior leaders in the area of diversity.**
Feedback was invited on how Kingston can attract and retain a sustainable workforce in the City of Kingston. The issue of diversity and inclusion emerged within the context of this broader discussion. In addition to its role in attracting newcomers from other cities such as Toronto, Ottawa and Montreal, the strategy also pays attention to the development of a workforce composed of immigrants and newcomers to Canada.

**Immigrants in Canada: An Overview**

Projects made by Statistics Canada (2010) suggest that by 2031, three in ten Canadians (or between 29% and 32%) could belong to a "visible minority" group. Thirty six percent (36%) of the population under 15 years of age in 2031 would belong to a racialized group when compared to Canadians over the age of 65 who will number approximately 18% of the population.

It is projected that in 15 years South Asians and the Chinese will be the largest visible minority groups. The South Asian population could number between 3.2 million and 4.1 million. The Chinese population would number between 2.4 million and 3.0 million. The fastest growing visible minority group will be Arabs and West Asians. The Arab population would number between 806,000 and 1.1 million and the West Asian population would number between 457,000 and 592,000.

Foreign-born Canadians would account for 25% to 28% of the population in 2031.

Immigrants often face barriers in the workplace to find and maintain employment suitable to their skills, education and experience. Several factors, including a poor labour market, a tendency for foreign credentials to be unrecognized, a lack of Canadian experience and unfamiliarity with the culture of the Canadian workplace are all factors that contribute to poor labour market outcomes. Other factors include limited social networks and labour market changes.

In 2011, Canada's foreign born population was 6,775,800 or 20.6% of the nation's population, the highest amongst G8 nations (Statistics Canada, 2011). From 2006-2011, approximately 1,162,900 people immigrated to Canada, making up 17.2% of the foreign-born population and 3.5% of Canada's total population.
Asia, including the Middle East, was the largest source of immigrants to the nation. The National Household Survey reports that the Philippines was the leading country of birth amongst newcomers to Canada, and in 2011, represented 13.1% of new arrivals. This was followed by China 10.5% (122,100) and India 10.4% (121,400) (Ministry of Finance, 2011).

Most new arrivals emigrated to Ontario, Quebec, British Columbia and Alberta. Ontario received 43.1% or slightly over 501,000 immigrants. The cities of Toronto, Montreal and Vancouver account for 63.4% of the nation's immigrant population and 62.5% of recent arrivals.

Toronto had the largest population of foreign-born individuals at 37.4%. In 2011, 2,537,400 immigrants lived in Toronto, accounting for 46.0% of the province's total population. Gatineau, Ottawa was home to 3.5% or 235,300 individuals born outside Canada and had the fifth highest population foreign born population in the nation.

**The Immigrant Workforce Experience in Canada**

One of the biggest obstacles facing newcomers to the City of Kingston is obtaining gainful employment.

Statistics Canada (2016) reports that the unemployment rate for recent immigrants (0-5 years) with a high school diploma was 12.8% compared to Canadian-born workers (8.5%) with similar credentials. High school graduates who obtained some post-secondary education had an unemployment rate of 14.1% compared to their Canadian-born counterparts at 9.2%. Immigrants who earned a post-secondary certificate had an unemployment rate of 9.9%, four percent lower than immigrant workers with some post-secondary education. However, the unemployment rate for Canadian-born workers in the same category was 5.9%. Interestingly, the unemployment rate increased to 11.0% for recent immigrant workers who had obtained a university degree. Again, rates for their Canadian-born counterparts were much lower at 2.7%. 
A Snapshot of Immigrants in Canada

In 2011, Kingston's population was 123,363 (Statistics Canada, 2011). The National Household Survey indicates that the city's immigrant population totalled 18,090 or approximately 14%. This is compared to Canada's foreign born population of 20.6% and Ontario's foreign born population of 28.5% (Ministry of Finance, 2011). Overall, the province of Ontario accounts for 53.3% of Canada's foreign born population. Ontario attracted a large share (43.1%) of the 1.2 million newcomers to Canada during 2006-2011, a decrease from 52.3% during 2001-2006.

According to the National Household Survey 501,060 immigrants arrived in Canada between January 1, 2006 and May 10, 2011. They represent 13.9% of the foreign born population and 4.0% percent of the total population. Immigrants in the 25-44 age range accounted for the largest group of newcomers to Kingston at 6,725. This was followed by the 15-24 age range with 3,895 immigrants.

Countries of origin for newcomers to Kingston include: the Americas (3,145), Europe (10,085), Africa (670), Other places of birth in Africa (205), Asia (4,080) and Oceania (110). In the Americas, the largest number of immigrants were from the United States (3,145), Jamaica (140), Trinidad and Tobago (130) and El Salvador (170). Immigrants from Europe immigrated from the United Kingdom (4,645), Germany (1,035), Portugal (970), Netherlands (855), Ireland (225) and Other places of birth in Europe (775). The largest number of African immigrants were from Egypt (140), South Africa (150) and Kenya (60). The largest number of Asian immigrants hailed from China (875), India (585), the Philippines (495), Pakistan (330), Iran (270), South Korea (290) and Taiwan 170. Immigrants from Other Places in Asia totalled 450.

Kingston receives approximately 380 new permanent residents per year, a number that has remained relatively constant since 2000 (KIP, 2010). Cities such as Guelph and Peterborough saw high growth rates from immigrant populations in the last ten years compared to Kingston, where much of the immigration to the region occurred prior to 1991.

A Snapshot of Kingston Ontario

In the 2006 Canadian census, Europeans accounted for the largest immigrant group in Kingston. The largest groups were from the United Kingston (4,645) followed by Other Northern and Western Europe (2,830) and Southern Europe (2,520). Asia and the Middle East were the second highest immigrant group (3,755) followed by Eastern Asia (1,500) (Statistics Canada, 2007). In the 2011 Census (Statistics Canada, 2012) eighty seven percent of the population spoke English (87.3%). Three percent (3.3%) spoke French only and eight percent (8.4%) spoke a non-official language.

Earnings of Immigrants in Canada

A Statistics Canada (2008) report that examined the earnings and income of Canadians of the past 25 years reviewed the time period between 1980 and 2005 and found a widening of the earnings gap between immigrant and Canadian-born workers. In 1980 men in Canada less than five years, who had some income earned 85 cents for each dollar earned by Canadian-born men; however, this number dropped to 63 cents by 2005. With respect to immigrant women in the same category, foreign born workers earned 85 cents for each dollar earned by Canadian-born women in 1980. By 2005, this number dropped to 56 cents. Specifically, the earnings gap was largest amongst university educated workers. In 2005, recent immigrant men who were in Canada less than five years but were university educated earned 48 cents for each dollar earned by Canadian-born men with the same credentials. This is compared to recent immigrant men without a university degree who earned 61 cents for each dollar earned by Canadian-born men with the same credentials.

The Longitudinal Survey of Immigrants to Canada (2010) (Statistics Canada, 2010) indicated that 60% of new immigrants worked in a field different from the one they were employed in prior to emigrating to Canada. Several factors contributed to this outcome including immigrants lacking in Canadian work experience and having their foreign experience rejected. This issue was cited as the main reason why workers, aged 25 to 44, were unable to find employment. Along with a lack of recognition of foreign credentials and a lack of Canadian work experience, other barriers preventing immigrants from fully participating in the Canadian workforce include licensing for regulated professionals and language barriers. While immigrants participate at a higher level in self employment than non immigrants, financing is often a major issue to their self employment.
Assessing Foreign Credentials Amongst Immigrant Workers

One factor contributing to workplace barriers faced by immigrants "include the content of foreign education being deemed less relevant to the needs of the Canadian labour market" than the country where the credentials were obtained (Statistics Canada, 2010). Other factors include linguistic ability in English and French and entrance procedures to some trades and professions. The decentralization of accreditation systems involving various trades and professional bodies and provinces that set norms for such industries constitutes another factor.

The mismatch between education and jobs is most striking amongst university educated immigrants. In 2008, two thirds of this group worked in occupations that usually required a college diploma compared to 55% of established immigrants and 40% of Canadian-born workers. In the 2006 census, 24% of foreign educated immigrants who were gainfully employed held jobs in a "regulated occupation that matched their field of study" compared to 62% of Canadian-born workers. Among those newcomers whose jobs did not match their field of study, 77% were employed in jobs that did not require a university education compared to 57% of Canadian-born workers.

Immigrants tend to have higher levels of self-employment than their Canadian-born counterparts (Hou & Wang, 2011). The children of immigrants are more likely to be self-employed than children of Canadian-born parents (Hau, Abada & Lu, 2012). In the late 2000's approximately 19% of immigrants were self-employed compared with the Canadian-born population. However, this group tended to arrive in Canada in cohorts before 1991 and are less likely to be found amongst recent arrivals (Wayland, 2012).

Financing remains an issue faced by immigrant entrepreneurs since, in Canada, an individual must apply to obtain a bank loan with a perfect two year credit history (Wayland, 2012).
Steering Committee Consultations – Feedback By Themes

Create a Climate of Inclusivity

Between August 2016 and January 2017 the project consulting team obtained feedback on how to attract and retain talent to the City of Kingston with suggestions that employers would benefit from an increased focus on the issues of workplace diversity and inclusion. Three major themes emerged including:

a) Create a Climate of Inclusivity,
b) Integrate Newcomers and
c) Policies and Practices.

As much as possible, actual quotations are included to ensure that the ideas and concepts presented reflect those of the actual speakers.

There was an overwhelming sense that issues of diversity and inclusion must become a value that employers in the City of Kingston prioritize in order to attract and retain talent. This sentiment was echoed in various forums. The issue not only centred around attracting talent to Kingston, but on retaining individuals and their families, after arrival. "We need to focus on retention. How do we create a community where everyone feels welcome?" One member explained that Kingston is "perceived as being unwelcoming and would benefit from another session" to examine this issue further. It was suggested that Kingston would benefit from a strategy on inclusivity. "We need a specific strategy. We need to do something a bit more controversial. We need to have more difficult conversations about racism, discrimination and bias, We need to do more self-reflection". The speaker emphasized, "everyone has to be an ambassador. We need to shoulder the responsibility to welcome people into the community".

Feedback indicated that "there is still a lot of unwritten racism in Kingston. We still need to address this issue. People don't like talking about it. There are quite a few people who are experiencing racism and discrimination". Although the City of Kingston reflects some racial and cultural diversity, the perception that Kingston is overwhelmingly "white" and monocultural persists, despite the fact that a variety of ethnocultural groups, such as the Chinese community and the Portuguese community, have lived in Kingston for some time. One member suggested, "Kingston is perceived as being a 'white' town. This perception may limit newcomer desire to emigrate. There is resistance from Kingstonians when issues of human rights and inclusion are raised".
One key barrier to the implementation of diversity in the workplace is employee resistance to change. Using a simple definition, change management refers to "a structured approach to transitioning individuals, teams and organizations from a current state to a desired future state, to fulfill or implement a vision and strategy" (Ryerson University, 2011, p.4). The process involves empowering employees to actively embrace and accept change as a natural function of the day to day business of the organization. Defining and adopting corporate strategies, structures, procedures and technologies are required for managing change that occurs both internally and externally.

Resistance to change is common when organizations attempt to implement new diversity and inclusion measures. Resistance is an important factor when organizations attempt to implement widespread changes that impact policies and practices. Leaders ought to pay attention to what resistance looks like and how resistance can stall, stifle or destroy gains made when trying to forge a more inclusive path forward.

Feedback indicated that some may find assimilating into particular ethnic and cultural groups challenging. "Assimilating into the Chinese community in Kingston is problematic". The speaker discussed having less difficulty assimilating into the Chinese community in Vancouver and added, "I never thought of myself as a Chinese person until I moved to Kingston". The speaker suggested, "Kingston has a real problem with sub-cultures. In 10-15 years, Kingston will have to wake up and get ready for a cultural 'influx'". Still, feedback suggested that "there is a lack of awareness about cultural groups in Kingston".

The Kingston Multicultural Festival was cited as one cultural event that points to Kingston reflecting ethno-cultural diversity. However, the feedback received indicated the need to create similar festivals and events. One speaker explained, "There are opportunities for some newcomers to participate in cultural events such as the Kingston Multicultural Arts Festival. The next step is to provide them with opportunities to have a voice and we need to find ways to provide this".

A gap exists between intended diversity and inclusion goals versus actual steps that the employers can take to ensure that the rhetoric of inclusion moves beyond words. A speaker discussed a sense that "There is 'lip-service' about diversity". The idea is that the issue has been discussed for some time, without a concrete plan for how to operationalize the issue such that it has meaning for newcomers, employers or individuals who might consider moving to Kingston to develop a life-long career.
With respect to exclusion, it is clear that while some newcomers report a positive experience after relocating to Kingston, others experience exclusion. Feedback suggested that "individuals employed in the private sector might experience less exclusion than those employed in government roles". The speaker advised that "we need to create an awareness program so that more established Kingstonians can learn about the experience of others" and this includes the Indigenous community, who "must be part of the conversation". It was suggested that a separate conversation is needed on how Kingston can "attract and keep racialized families" as well.

**Integrate Newcomers**

The City of Kingston was instrumental in accepting and integrating Syrian refugees into the community between 2015-2016. Agencies such as the Kingston Immigrant Partnership (KIP) played an integral role in ensuring that the various needs of refugee families were met. It was suggested that welcoming newcomers to Kingston must become a value that is shared by all Kingstonians. "Community stakeholders must 'feel in their bones' that welcoming newcomers is essential to creating a resilient, thriving local work economy". The speaker emphasized further that the City ought to "improve community integration to coordinate newcomer welcome navigators".

Once refugee and immigrant newcomers arrive in Kingston, "we need to help immigrants understand the importance of the culture of the workplace in Kingston. They need to understand the norms and values and this needs to be taught". It was suggested that the city could "promote the Kingston mosque and ISKA youth group to newcomers in a better way" since "newcomers may not be aware that such agencies exist. It was suggested further that a "promotional package with consolidated information in the form of a welcome package might help newcomers settle into Kingston more effectively".

Feedback suggested that "newcomers often feel that they are grasping at straws, even if they are Canadian born and are new to Kingston from other communities". The speaker offered that a "website with all resources listed would be a good start. The website could include information such as: education, training, housing, places of worship, and so on". Further, an "annual Welcome Expo for newcomers might solve some of the problems experienced by newcomers, whether from other cities in Canada or internationally. The expo could feature employers, vendors and a host of community agencies and resources that would assist newcomers in making Kingston home."
Developing Inclusive Policies & Practices

Any effective diversity and inclusion strategy must be grounded in specific policies and practices that will move an organization towards its goal. However, the terms "inclusion" and "diversity" are broad in scope and can be interpreted in a variety of ways. Because of how expansive each term can be, it is important for organizations to define what they mean when they state a desire to become more "diverse" or "inclusive".

For the purposes of this strategy, is the aim of a diversity and inclusion strategy to attract more ethnic groups to Kingston? Is the aim to ensure that organizations reflect more age diversity with the hiring of Millennials? Is the aim to hire talent with physical disabilities? Stating a clearly defined objective is the first step in a much broader strategy that requires definition and scope.

In various feedback sessions, steering committee members suggested that Kingston ought to "develop culturally diverse communities, events, food, and experiences" and that the City could strive to "advance communities of practice for celebrating our diversity and inclusiveness." Further, it was suggested that "Boards and the City Council must be representative of the community". It was recommended that the city should "invite ethno-cultural associations who are involved with the Kingston Immigrant Partnership through the Multicultural Round Table" to discussions about diversity and inclusion, along with the Indigenous community in Kingston to get their views.

Promotions & Marketing

Members suggested that the ways in which the City of Kingston is marketed plays an important role in how the city is perceived by residents and non-residents alike. Feedback suggested that the "City of Kingston's tourism video lacks diversity and shows no visible minorities (fails to represent Asian or South Asian communities). This is a missed opportunity as the video sends a signal to newcomers". The speaker emphasized that "while Kingston may not see itself as racist, it doesn't do much to encourage inclusion". The speaker suggested further that the City could "develop some policies surrounding best practices in media, tourism, and so on." The city could "make a list of communities and groups that could be reflected in future marketing materials". Other feedback suggested that Kingston would benefit from "central resources and information about culture". One speaker advised that "cultural groups could work together to create annual cultural events" with the creation of a cultural map for all residents or the creation of a comprehensive website that would highlight aspects of culture that would benefit all residents.
Recommendations:

1. Form a Workforce Development Working Group that will develop a Diversity & Inclusivity Strategy to benefit Kingston based employers and employees.
2. Conduct a needs assessment on workplace D&I to identify initiatives that are currently underway, determine gaps and to prioritize areas that require further development.
3. Design and develop a Workplace D&I pilot project that will provide employers with tools and strategies for developing and implementing internal processes in the following areas:
   a) workplace climate
   b) the interview process
   c) mentoring and on-boarding newcomers and immigrants to workplaces

Citations


Ongoing/Current Initiatives Underway in the Community

Work Is Already Underway on Many Projects

It is important to note that there is already extensive activity related to workforce development and employment services at various levels. We need to understand their work, design strategies that complement their strengths and address shared challenges.

Examples include:

The Youth Employment Strategy

Youth (defined here as persons between 15 and 24 years of age) are a significant part of the labour force (about 20%) with roughly half of them in full-time jobs.

The Youth Employment Strategy, presented to City Council in August 2016, identified two youth employment categories of interest — those who are currently “prepared and ready” with education and skills, and those who need supports to become employable.

The youth unemployment rate (the proportion of the youth labour force that does not have a job but is actively seeking work) runs at 3 to 4 times the rate for older job seekers.

The strategy sets out four overall strategies related to mentoring, employer engagement, supporting an early start to career planning, and developing skills needed for a first job:

- Provide Mentoring: Youth can benefit from experiences, connections and advice on how best to pursue employment opportunities. The practical preparation needed by youth is broad, ranging from understanding work expectations and culture, to how to connect with others to discover / pursue opportunities, and how to skillfully manage their careers (personal finances, dress, job interviews etc).

- Make Employers Part of the Solution: Even when youth are skilled, ready and able, they need job opportunities. Job structure, entry requirements, hiring practices and awareness of incentives for business are all factors of interest.

- Support An Early Start: Helping youth to plan and prepare early for working life can have significant payoffs — for example, learning about potential jobs and careers that might be a good fit for their interests and skills; identifying sectors with good employment possibilities; and seeking insights from informed counsellors.
• Help Develop Pre-employment Skills: Most youth have many things to learn before they start their first job — and there are many ways to learn them: online, in “boot camps” and through youth employment programs and agency services.

As well, 21 tactical initiatives developed by dozens of agencies focus on:

• Prepared & Ready with Education and Skills: These youth have developed entry-level technical or academic skills, some work/volunteer experience, and basic life skills: their challenges are mainly in finding suitable opportunities for work.

• Preparing to Be Workplace Ready: These youth may lack role models, knowledge of workplaces/career opportunities, or have basic needs (financial, housing, health, education, transportation etc) that undermine their employability. Supports are needed to help them become employable and ready to enter the labour force.

Four areas of effort that are not only important but also pivotal to making a difference for youth seeking work in our community:

The Ontario Centre for Workforce Innovation

The Ontario Centre for Workforce Innovation, which was recently established to drive innovative approaches in employment and training programming and service delivery across the province. It helps pilot projects that address Ontario’s most pressing labour market and workforce development opportunities and challenges; engage extensively with service providers, employers, umbrella groups and clients to set strategic priorities; build capacity, and support an employment and training community of practice.

And more …

There are various initiatives underway led by organizations like Kingston Economic Development, Chambers of Commerce, Launch Lab, the 1000 Islands Workforce Development Board, the Workforce Innovation Centre, Magnet and the Eastern Ontario Regional Network (mentioned elsewhere) among others.

Locally there are also four Employment Ontario agencies (KEYS, SLC, ACFOMI and ReStart) active in the field, plus scores of online job boards/services, government programs, community branding, town/gown and entrepreneurship/innovation initiatives.
Linkages with the Regional Workforce Development Effort:

In 2014, the Eastern Ontario Wardens Caucus and the Eastern Ontario Mayors Committee developed a ten-year Regional Economic Development Strategy. The Strategy focuses on three core themes:

a) workforce development and deployment (WD&D),
b) technology integration and innovation, and
c) integrated, intelligent transportation systems.

An Eastern Ontario Leadership Council (EOLC), of which both Mayor Bryan Paterson and CAO Gerard Hunt are part, is now providing regional leadership for the strategy’s implementation. The EOLC provides a collaborative forum for “sharing information, monitoring and reporting on regional economic performance, and advocating for regional interests”.

In early 2016, the EOLC created a workforce development working group with multi-stakeholder participation to identify key issues, develop and prioritize potential solution-oriented projects, then work collaboratively to resource and implement those projects.

There are multiple opportunities for Kingston to partner with others in the regional group as they pursue short-term (18-month) initiatives such as:

- **Rollout of Magnet** digital tools across the region for all employers and job-seekers, using a train-the-trainers model. Magnet is viewed as a useful tool for job developers, HR departments, economic development officers, workforce planning and training organizations, and job seekers. It has multiple capabilities including:
  - electronically “scraping” and aggregating key data from other job boards and collecting data from both employers and jobseekers,
  - ability to “screen & match” employer hiring requirements with registered jobseekers; introduce potential employees and interested employers, and track position postings as well as qualifications and experience of those seeking work,
  - generating close to real-time data to profile the workforce and identify deficits.

- **Foresight Project** (which has relevance for Kingston’s workforce project) to interpret the impact of well-known drivers of change in the nature of ‘work’. Communities in Eastern Ontario can then develop specific strategies to ‘get ahead of the curve’ — to help individuals and organizations know how/if they must adapt to ensure employability and career progression, successful recruitment efforts, or productive workplaces.
- **Transition Program for Military Personnel** to assist those exiting military service to make further contributions to the work force. The first phase of the project is to work with CAF senior leadership at each of the region’s three armed forces bases (Kingston, Trenton, Petawawa) for personnel exiting the military from these bases.

- **Municipal Awareness and Recruitment** to help 100-plus municipalities in the region address looming workforce shortages (roughly 11,000 by 2020). Compared to upper levels of government, the employment opportunities in municipal government are not well known or understood. This project will assess the most acute municipal needs, introduce training programs for them, and build awareness of municipal opportunities among high school students and the existing workforce.

- **Rapid Response Recruitment for Manufacturing** to develop and implement a pilot program to train more workers for today’s manufacturing jobs, and to assist employers with recruitment from a larger regional pool. A key reason for the pilot program is the propensity of manufacturers to hire from one another with no net increase in the qualified manufacturing workforce.