

<b>To:</b>	Chair and Members of Economic Development and Planning Advisory Committee
<b>Committee Date:</b>	April 25, 2018
<b>Subject / Report No:</b>	CAOR-ED-08-2018
<b>Title:</b>	Regional Attraction & Retention Campaign
<b>Prepared by:</b>	Savanna Myers, Manager of Economic Development
<b>Reviewed by:</b>	Kim Wingrove, Chief Administrative Officer
<b>Lower Tier(s) Affected:</b>	All Grey County
<b>Status:</b>	Recommendation adopted by Committee as presented; adopted by Committee of the Whole as presented on June 14, 2018;

## Recommendation

1. That Committee Report CAOR-ED-08-18 titled **Regional Attraction & Retention Campaign** be received; and
2. That the staff be directed to formally engage campaign partners, lead the development of an RFP for the campaign materials and contribute \$10,000 to the project from the 2018 economic development budget.

## Executive Summary

Grey County employers are having increasing difficulty in attracting and retaining the employees they need. The development of a Regional Attraction & Retention Campaign in partnership with major employers would provide an efficient and effective way to build upon individual efforts taken over the past two years.

## Background and Discussion

Attracting and retaining people with the appropriate skills and experience has never been more challenging or more competitive. Over a decade ago, Richard Florida published 'The Rise of the Creative Class' which spoke to the mobility of the knowledge workforce and their desire to choose their place based on multiple factors including a heavy emphasis on quality of life.

On the surface, Grey County's population appears stable and growing slowly, however a further investigation shows significant churn. The 2016 Migration Characteristics and Trends report published by Four County Labour Market Planning Board tracked in-migration of 20,161 people and out-migration of 18,625 people during the five year period of 2009 to 2014. If employers are experiencing a high turnover rate, their competitiveness and profitability will be negatively

impacted.

Recent discussions with major employers in our region and examining the County's own labour experience paints a concerning picture of recruitment and retention concerns.

Grey County is already struggling to find people to fill open vacancies and faces a potential retirement of 24% of the workforce in the next 5 years. In some cases, jobs are posted and going unfilled for up to one year, in other cases, positions are being reposted four or five times and offers declined, often based on a lack of equivalent spousal employment opportunities. Grey County is also noting retention issues above and beyond the attraction challenges. More employees are leaving than coming on, which is especially evident among front line workers, where retention is less than 30% percent in the first year. This experience is shared by employers throughout in the region and needs a common approach to develop a solution.

In response, Grey County Economic Development has been working to better understand the regional labour force and the on-the-ground circumstances that challenge both attraction and retention.

Work undertaken recently includes:

September 2016 - Bruce Power united with Bruce County, Grey County and Huron County to launch a **Tri-County Partnership** to aid in the Major Component Replacement and Supplier Attraction efforts

April 2017 - **South Georgian Bay Labour Supply Task Force** was launched to address the significant labour shortage facing the tourism industry in South Georgian Bay (The Blue Mountains region).

August 2017 - major manufacturers from the region gathered for a **Stakeholder Session** regarding the proposed Regional Skills Training, Trades & Innovation Centre and spoke to the hiring and training challenges faced today. More telling was the critical pain-point in 2021 when the issue is expected to become far more severe due to a significant increase in slated retirements.

October 2017 - Grey County launched **New to Grey**, a pilot initiative aimed at attracting and retaining newcomers. The goal of the initiative is to better understand the environment and set the stage for retention success.

February 2018 - Grey County hosted the 5<sup>th</sup> Annual **Regional Job Fair**, which was the largest to date with over 90 employers and 1200 attendees.

March 2018 - Grey County hosted its first **Creative Mixer: Young Professionals Edition**. The event sold out days prior at a capacity of 140 and the response from attendees was overwhelmingly positive (see Attachment).

April 2018 - **2018 EmployerOne Survey** results were published and the three-year ranking of 68% fair to poor ability to find a qualified workforce worsened to an all-time high 77%.

Grey County and its employers have both a vested interest and the ability to attract and retain people, specifically talent, to help grow the Grey County economy as stated under Goal One of the Corporate Strategic Plan. As noted in the initiatives above, staff and leaders from around the region have the data, understanding and combined willingness to take action in support of a solution to attract and retain talent in the region.

Discussions with major employers in our region, has painted an alarming picture of recruitment and retention concerns. At the same time, these discussions have also opened the doors to partner in the development of a regional campaign.

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people, specifically talent, to help grow the Grey County economy as stated under As noted in the initiatives above, staff and leaders from around the region have the data, understanding and combined willingness to take action in support of a solution to attract and retain talent in the region.

Grey County Economic Development is prepared to take the lead on this initiative. Staff will facilitate partnerships with regional employers in an effort to pool resources and support the development of a request for proposal to create a strategic and targeted Regional Attraction & Retention Campaign.

Preliminary consideration of a comprehensive regional attraction & retention campaign could include dual marketing for three focuses:

Target	Internal (Retention)	External (Attraction)
Students	Secondary and Post-Secondary Students	Targeting local students who previously left the region for work or school (ex-pat).
Young Professionals	Young Professionals Network	Recent graduates or entrepreneurs looking to start/advance their career and/or start/purchase a business.
Newcomers	New to Grey	New Canadians who are highly skilled/entrepreneurs looking to build their lives in a rural community/purchase a business.

Similar initiatives being reviewed include:

- [Live and Work Wellington](#) – Wellington County
- [Opportunity Lives Here](#) - Perth County
- [Why Waterloo](#) – Waterloo Region

## Legal and Legislated Requirements

None.

## Financial and Resource Implications

Consulting fees for campaigns of similar nature (ie. Re-Branding, Fall Colours Tourism Campaign, Communications Strategy) have ranged from \$25,000 to \$50,000. The budget for this initiative will depend on the resources available following partnership confirmation. Grey County Economic Development has up to \$10,000 to contribute from the 2018 budget. Additional implementation resources will be included for consideration in the 2019 budget.

## Relevant Consultation

☒ Internal – Chief Administrative Officer, Director of Corporate Services, Director of Human Resources, Buyer.

☒ External – Grey Bruce Health Services, Bluewater District School Board, Georgian College, Blue Mountain Village Association, Grey County Economic Development Working Group.

## Appendices and Attachments

Creative Mixer: Young Professionals Edition

[Rampt Article - 150 Young Professionals Walk Into a Bar](#)

# CREATIVE MIXER

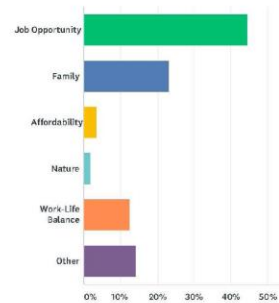
YOUNG PROFESSIONALS EDITION

“ I met marketing directors, code writers, creative curators, Red Cross workers, barbers, accountants, realtors, speech writers, musicians, city councillors, and parliamentary research assistants....

Anyone who says that the young demographic isn't strong in Grey County wasn't at Heartwood Hall last night.

<https://rrampt.com/150-young-professionals-walk-into-a-bar-6050>

what influencing factors made you take a job in, or move to the County?



how old are you?

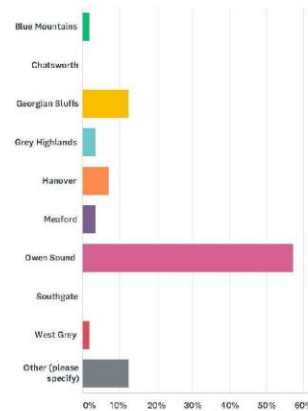


where are you from?

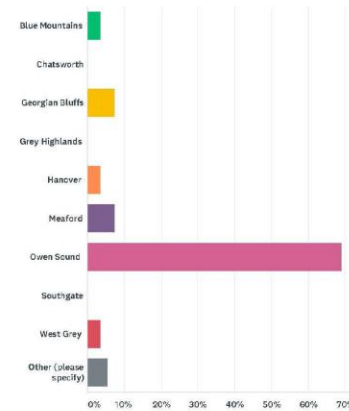
**40%**  
New to the Area

**60%**  
Grew up Here

where do you live?



where do you work?



how did you hear about the event?

**WORD OF MOUTH 60% FACEBOOK 20% WORK EMAIL 20%**

