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# **“If You Are Hiring, Will They Come?”**

## **The Strategic Implications of Hamilton’s Changing Labour Market Demographics for Local Businesses**

A Presentation to the

***Hamilton Chamber of Commerce***  
Business Development Committee

By

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Hamilton, Ontario  
October 10, 2007



# Demographic Analysis

## Overview

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- Study of human populations
- Key factors of analysis:
  - » Sex
  - » Ethnicity/race
  - » Marital status and family structure
  - » Births and deaths
  - » Migration
  - » **AGE**

# Demographic Analysis

## Overview

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To become an amateur demographer  
you must understand:

- Two assumptions
- Template of “cohorts”

# Demographic Analysis

## Assumptions

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### ***Assumption #1***

***Every year you get a year older***

# Demographic Analysis

## Assumptions

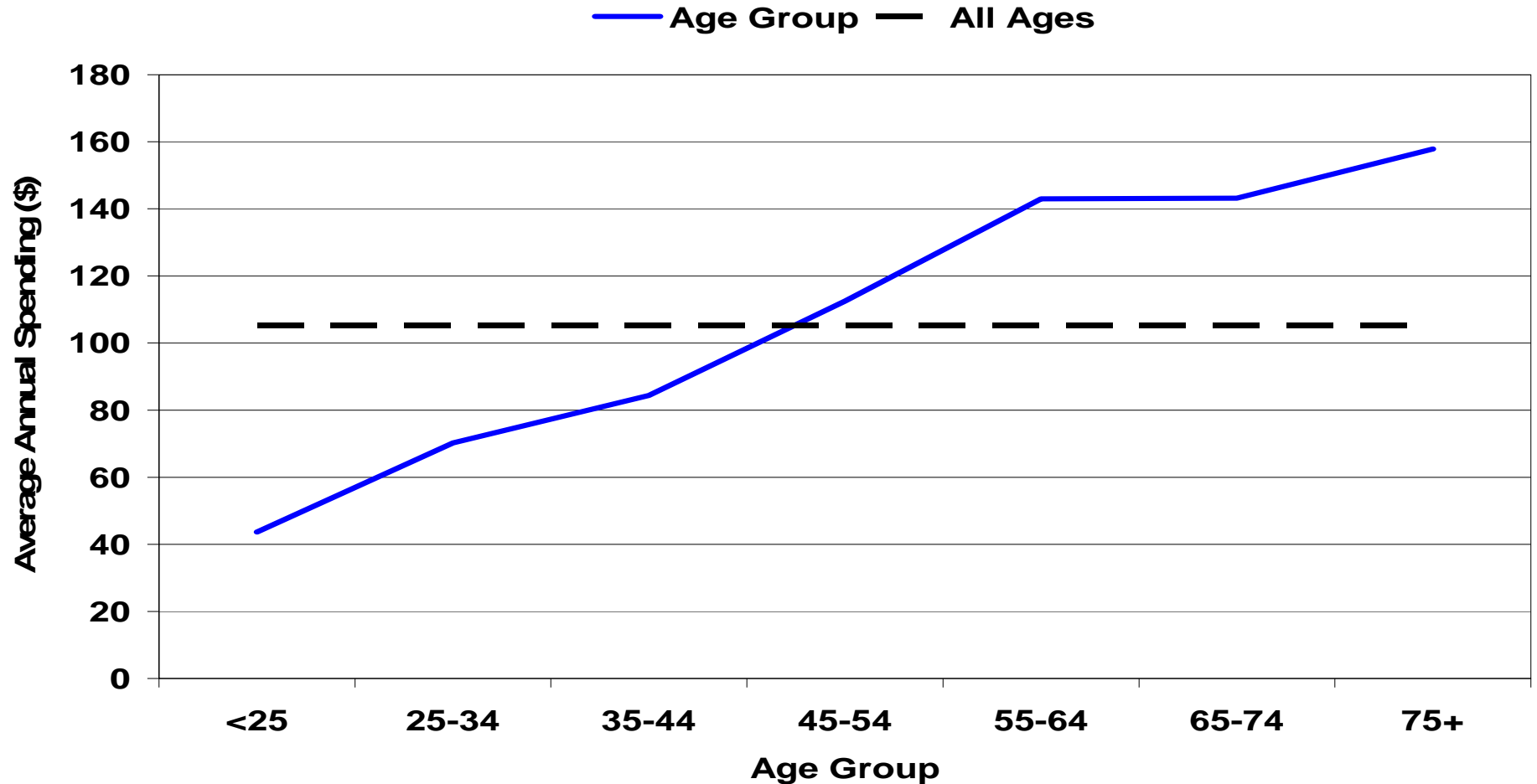
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### ***Assumption #2***

***You tend to act your age***

# Household Spending - Canada

Garden Supplies and Services (\$ per person), 2005



# Demographic Analysis

## Assumptions

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- *Acting your age:*

- » “Two-thirds of everything” (David K. Foot, *Boom, Bust & Echo 2000*)
- » Life cycle analysis of **economic behaviour**: how you spend your time and money
- » **Strategic and long-term** (10-20 years)
- » **Baseline analysis** (don't forget the survey research, economic forecasting, policy analysis, etc.)

# Demographic Analysis

## *Cohorts*

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- **Boom:** 1947-1966
  - » 41-60 in 2007
  - » 29.7 percent of Ontario's population
- **Bust:** 1967-1979
  - » 28-40 in 2007
  - » 18.6 percent of Ontario's population
- **Echo:** 1980-1995
  - » 12-27 in 2007
  - » 21.6 percent of Ontario's population

# Today's Presentation

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- “Lessons” from demographics:
  - » Population and labour force trends:
    - Aging
    - Diversity
  - » Strategic implications for human resource planning and management

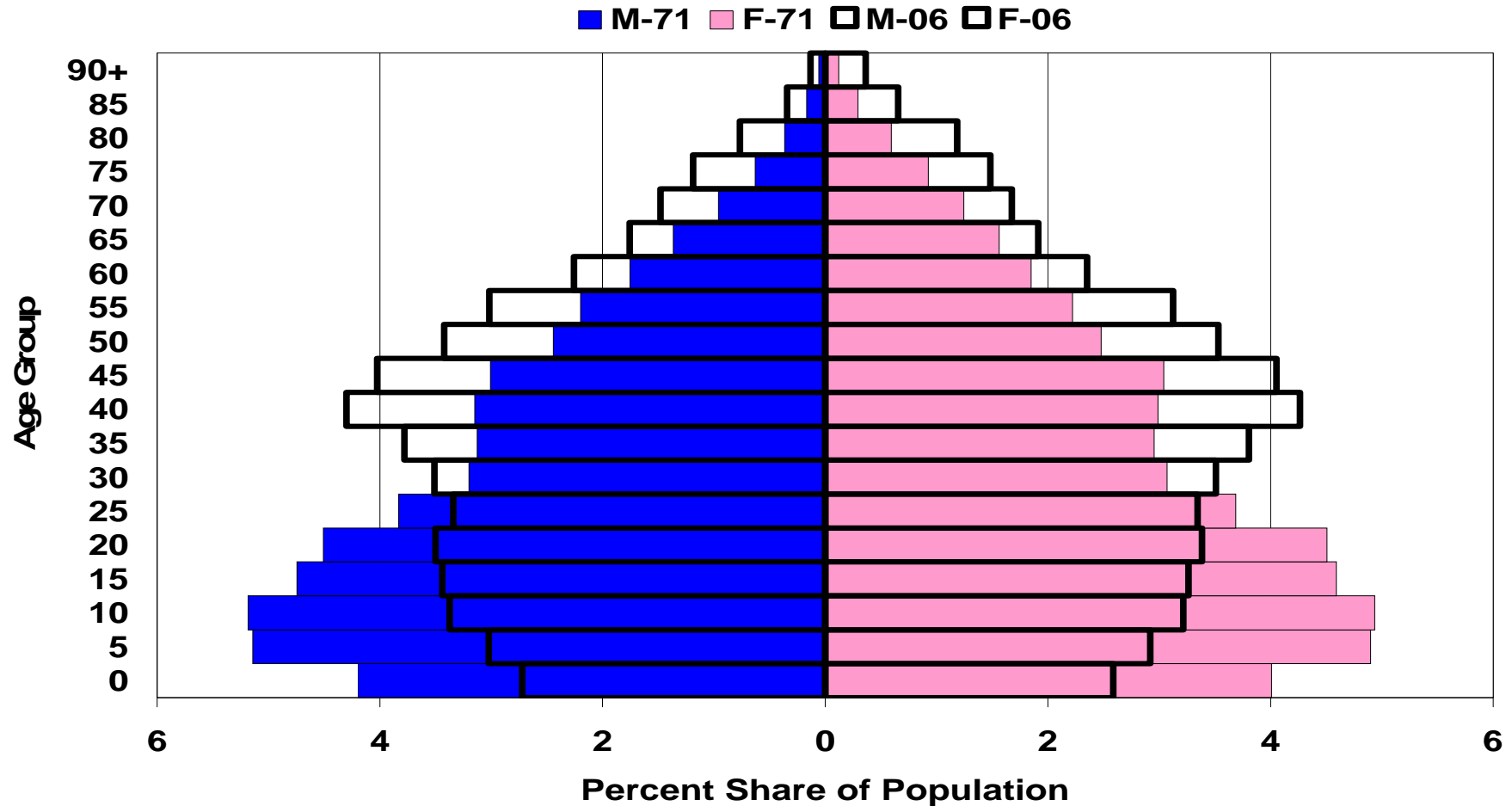
# Demographic Trends - Ontario

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## *Population Aging*

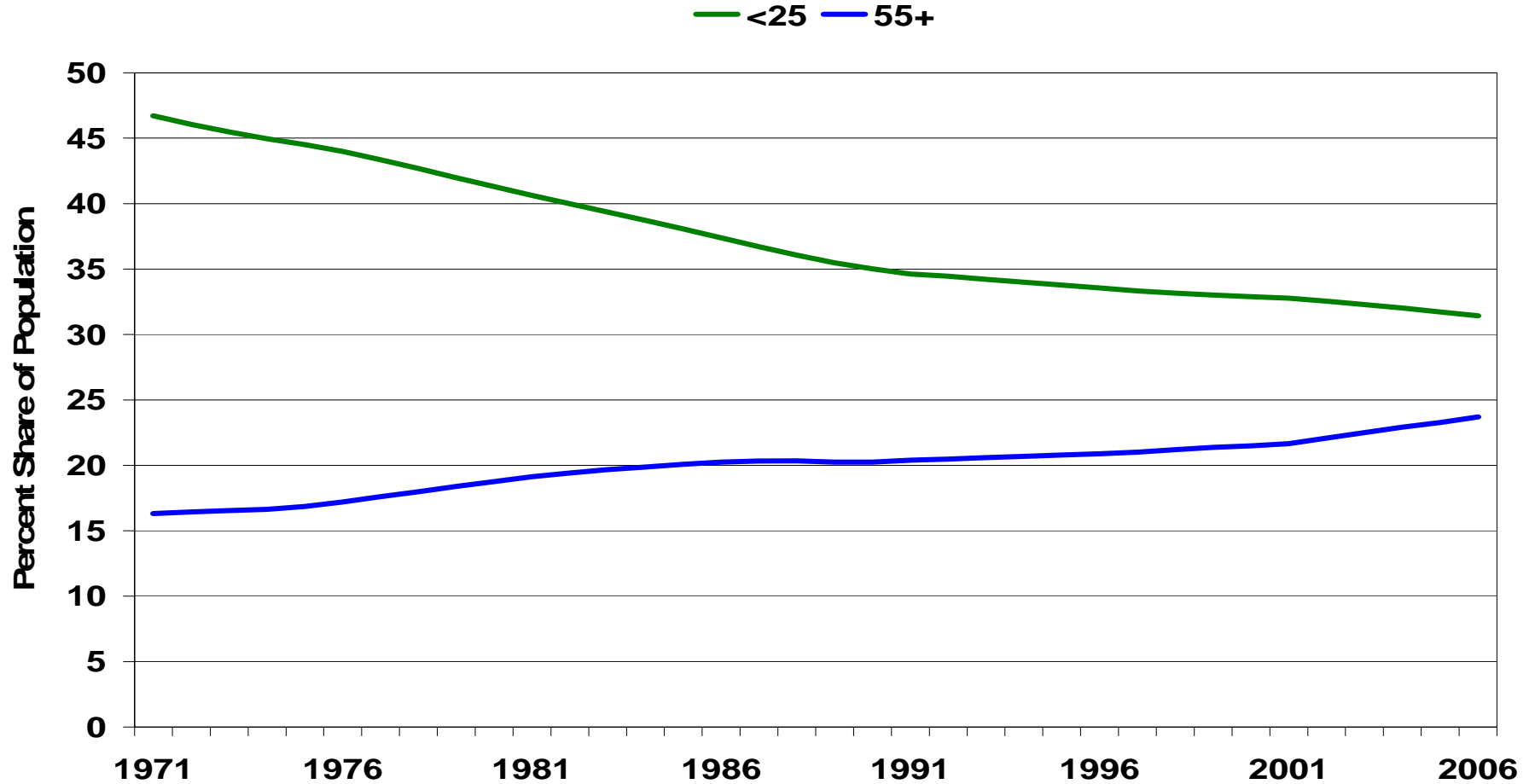
# Ontario

## Population Pyramid, 1971 (colour) versus 2006 (outline)



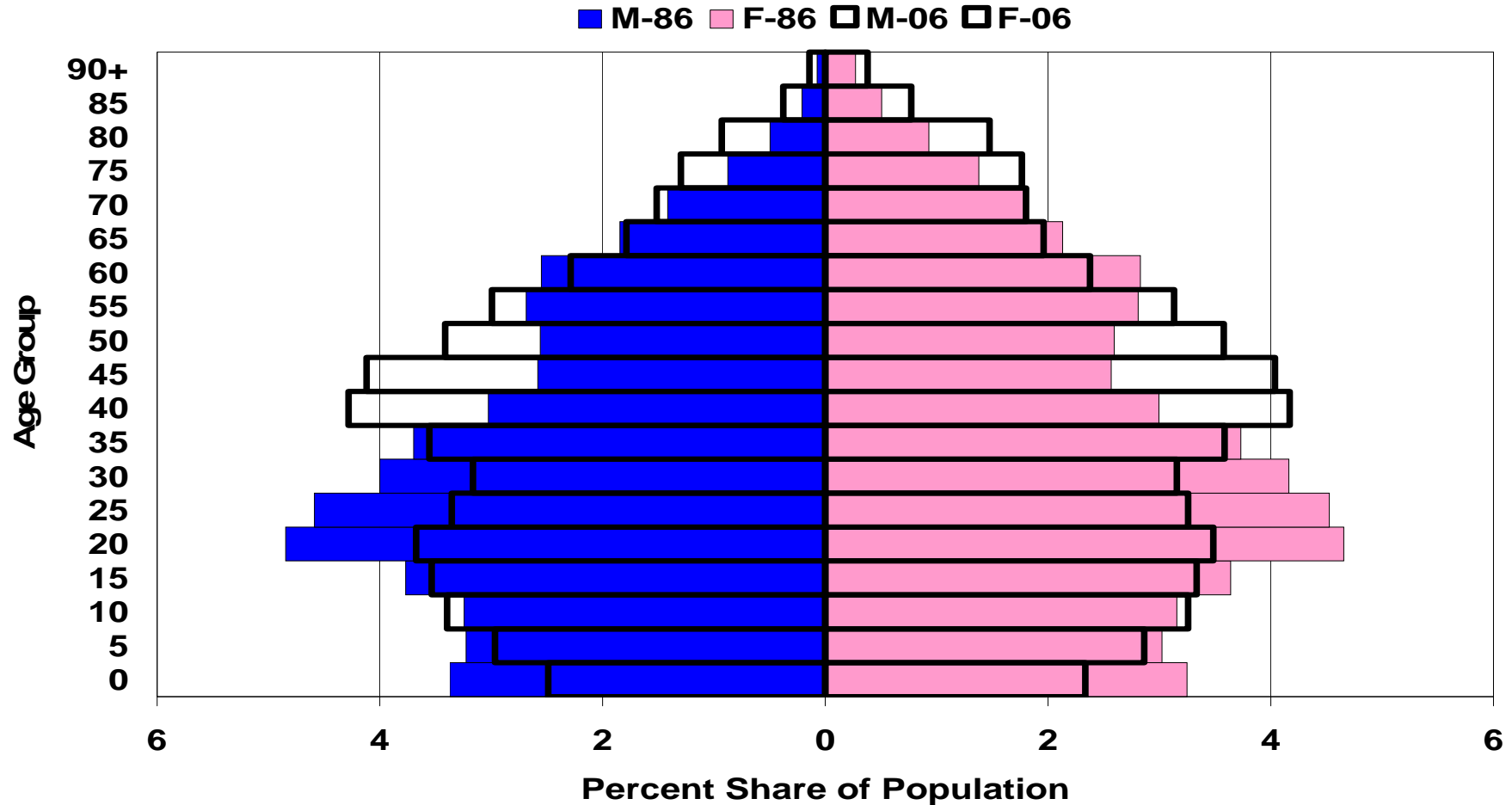
# Ontario

## Population Share by Age Group, 1971-2006



# City of Hamilton

## Population Pyramid, 1986 (colour) versus 2006 (outline)



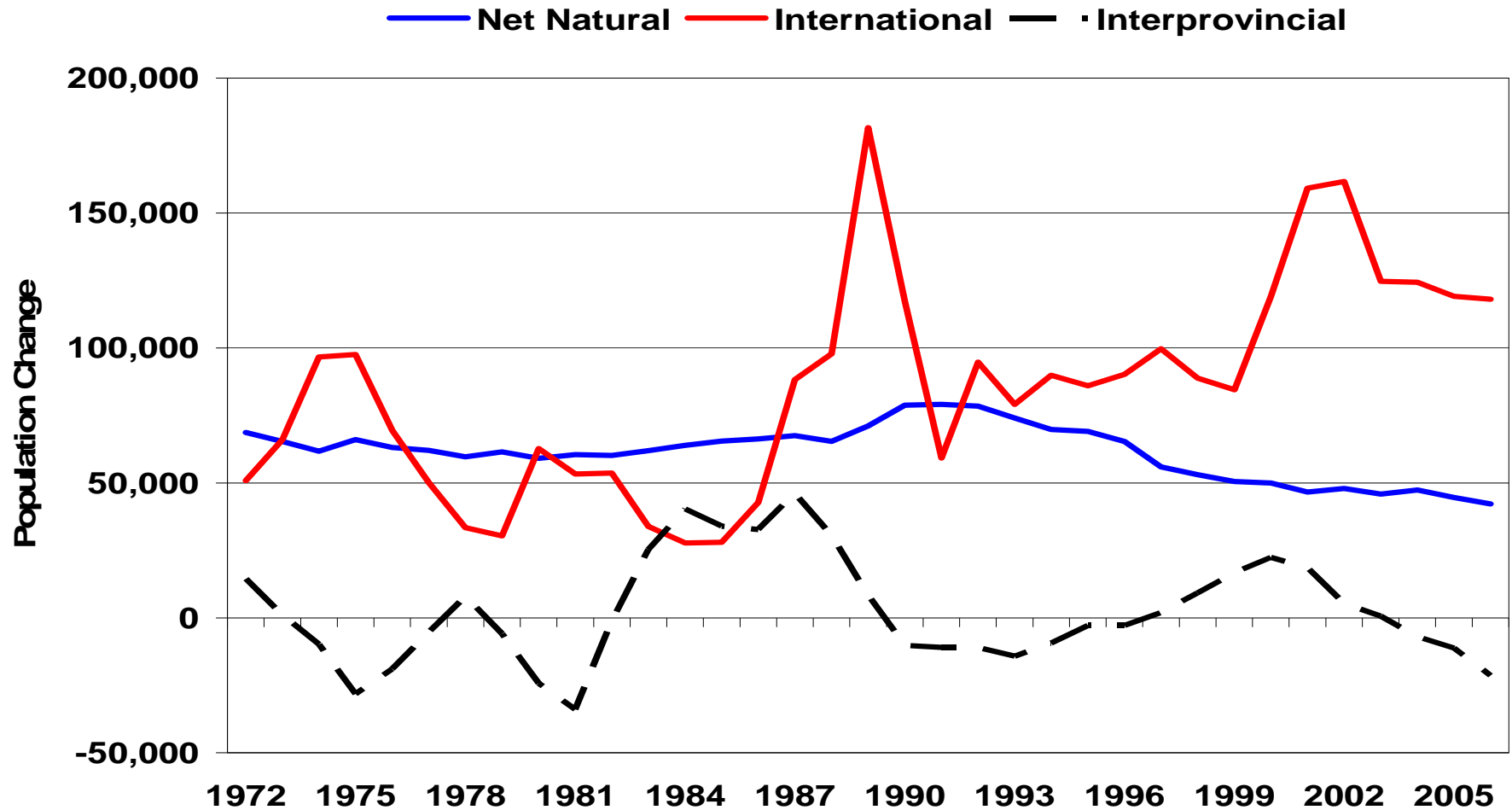
# Demographic Trends - Ontario

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## *Population Diversity*

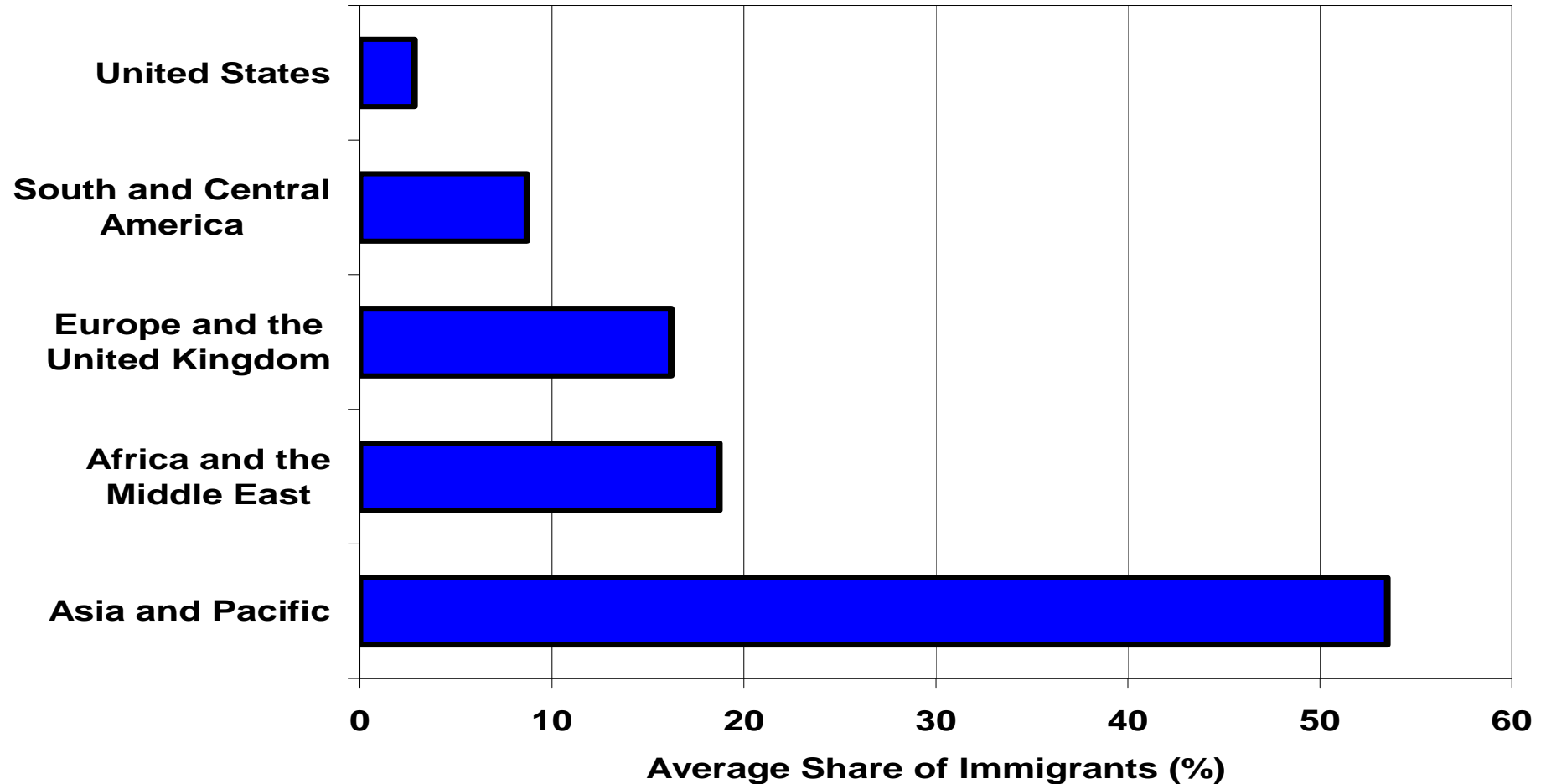
# Ontario

## Population Change by Source, 1972-2006



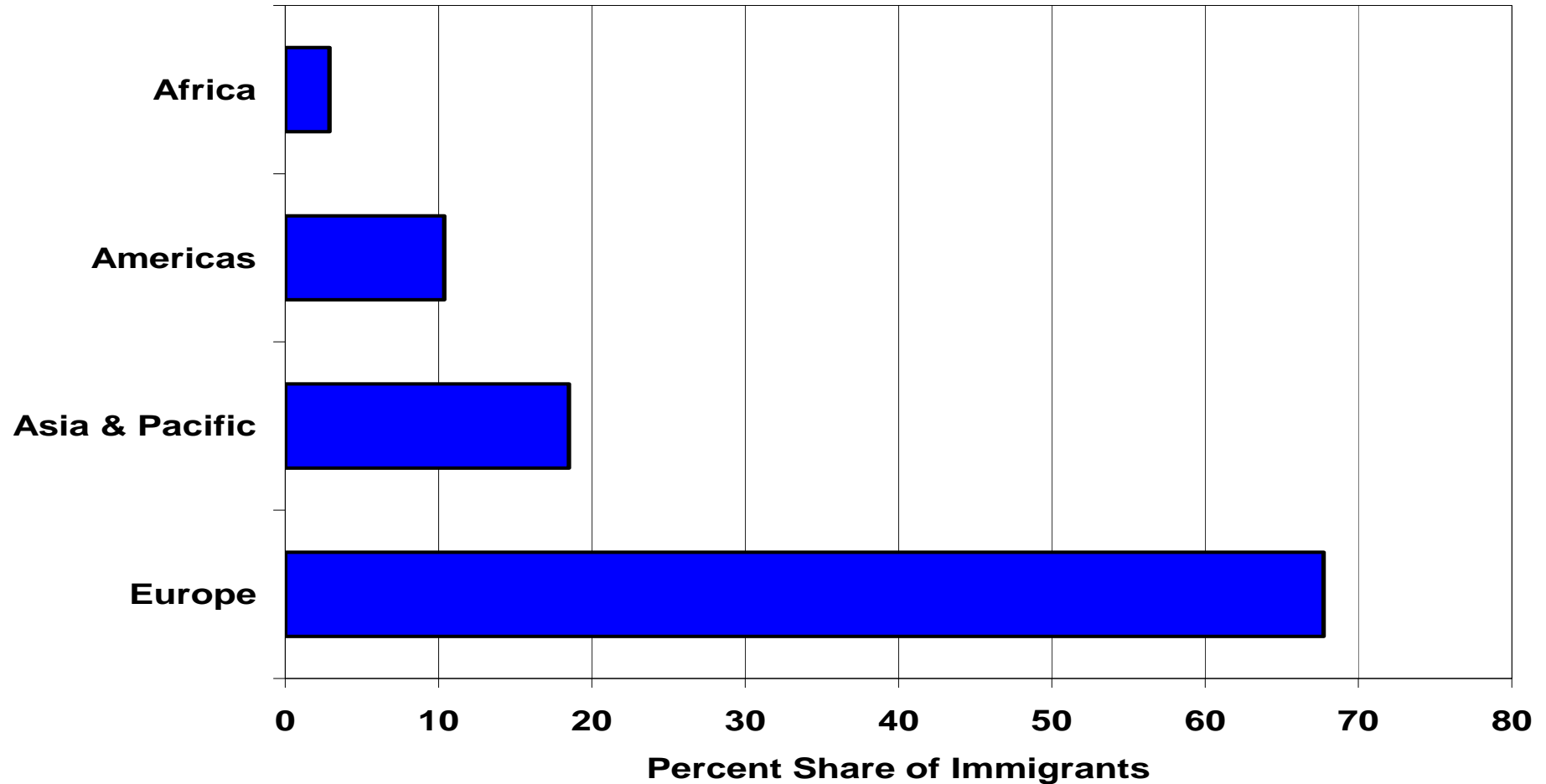
# Ontario

## Average Share of Immigrants by Source Region, 1997-2006



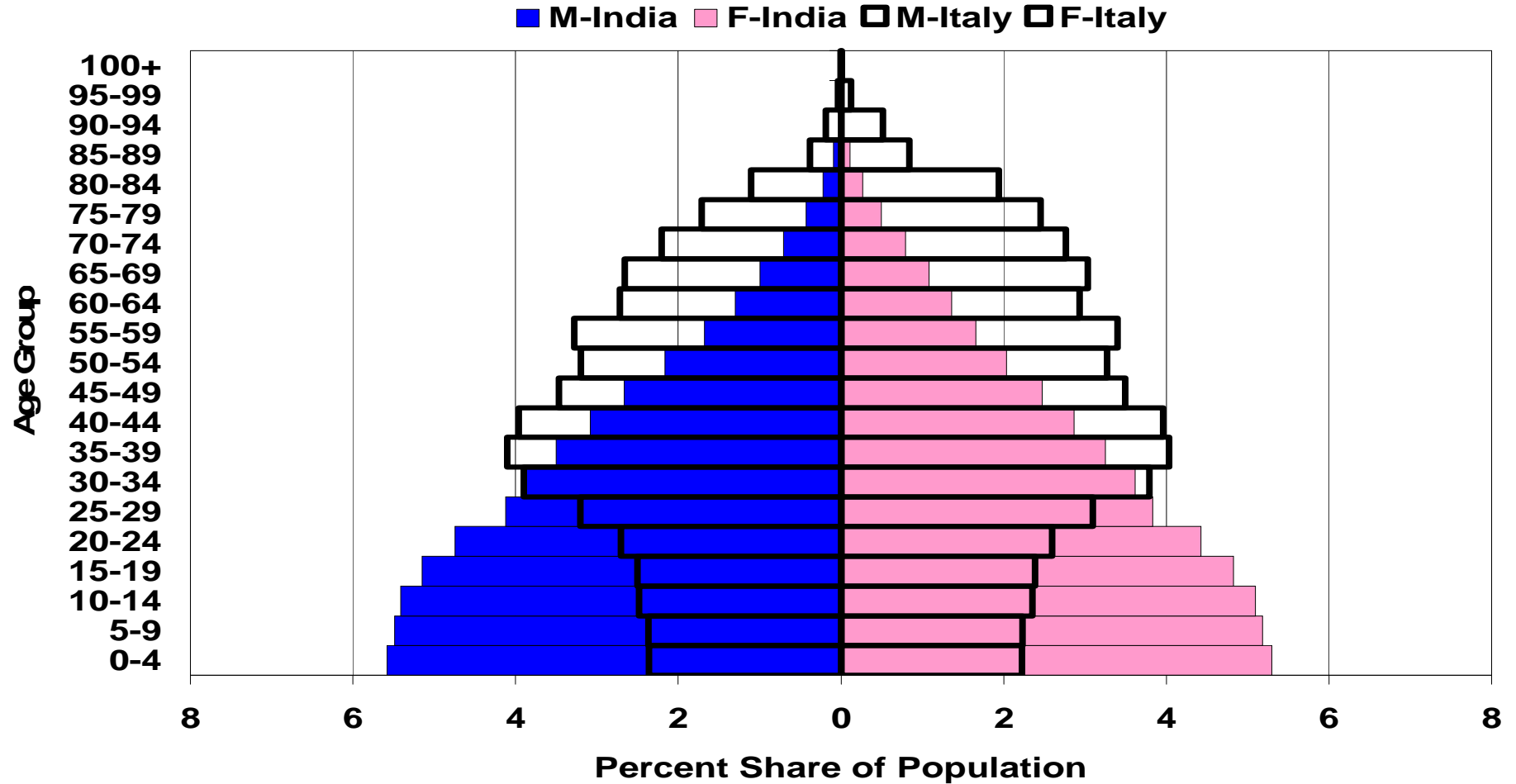
# Immigrants by Region of Birth

Hamilton CMA, 2001 (percent)



# Population Pyramid

## Italy versus India, 2005 (percent)



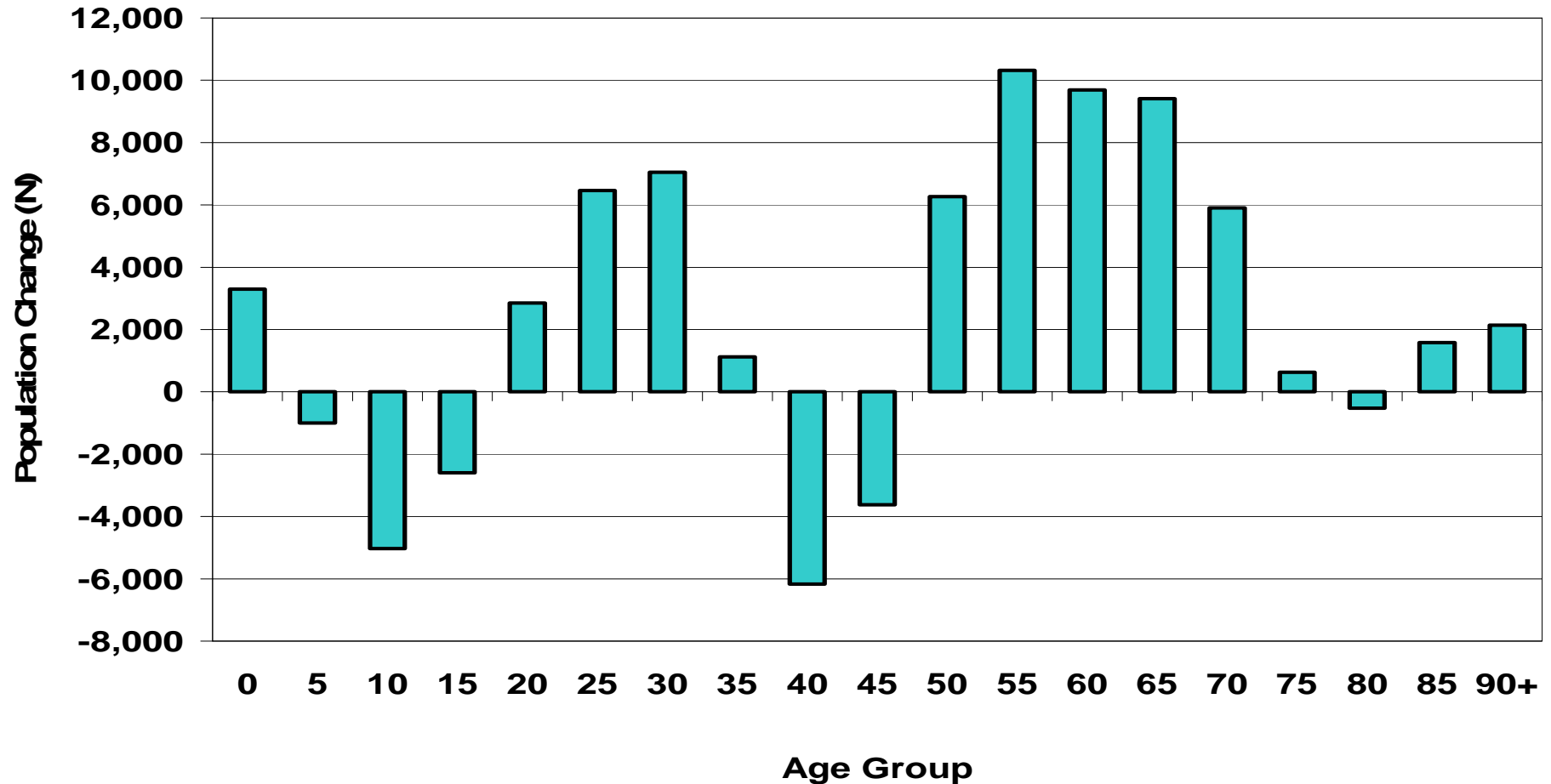
# Demographic Projections

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## ***Population Change: 2007-2017***

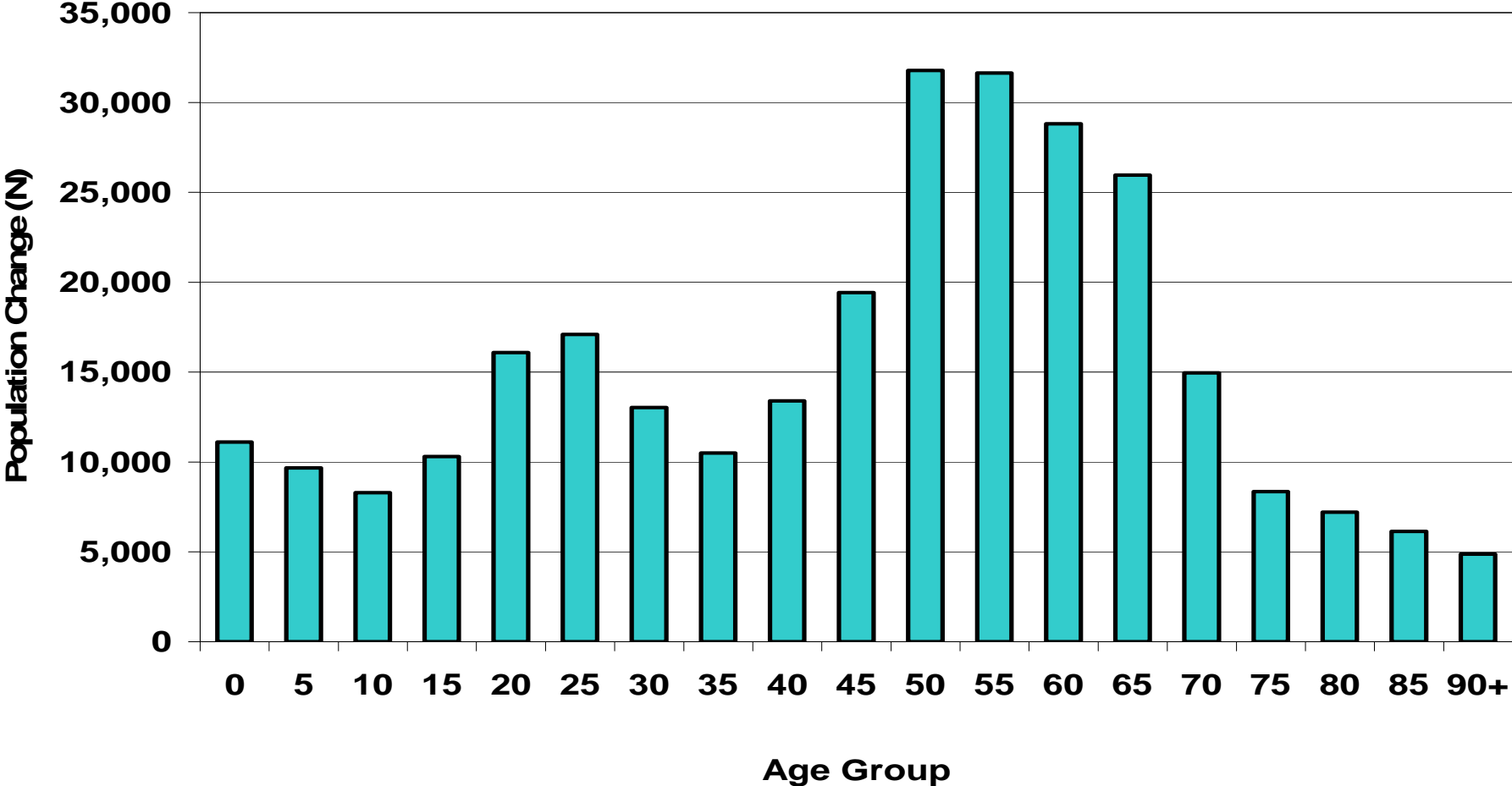
# City of Hamilton

## Projected Change by Age Group, 2007-2017



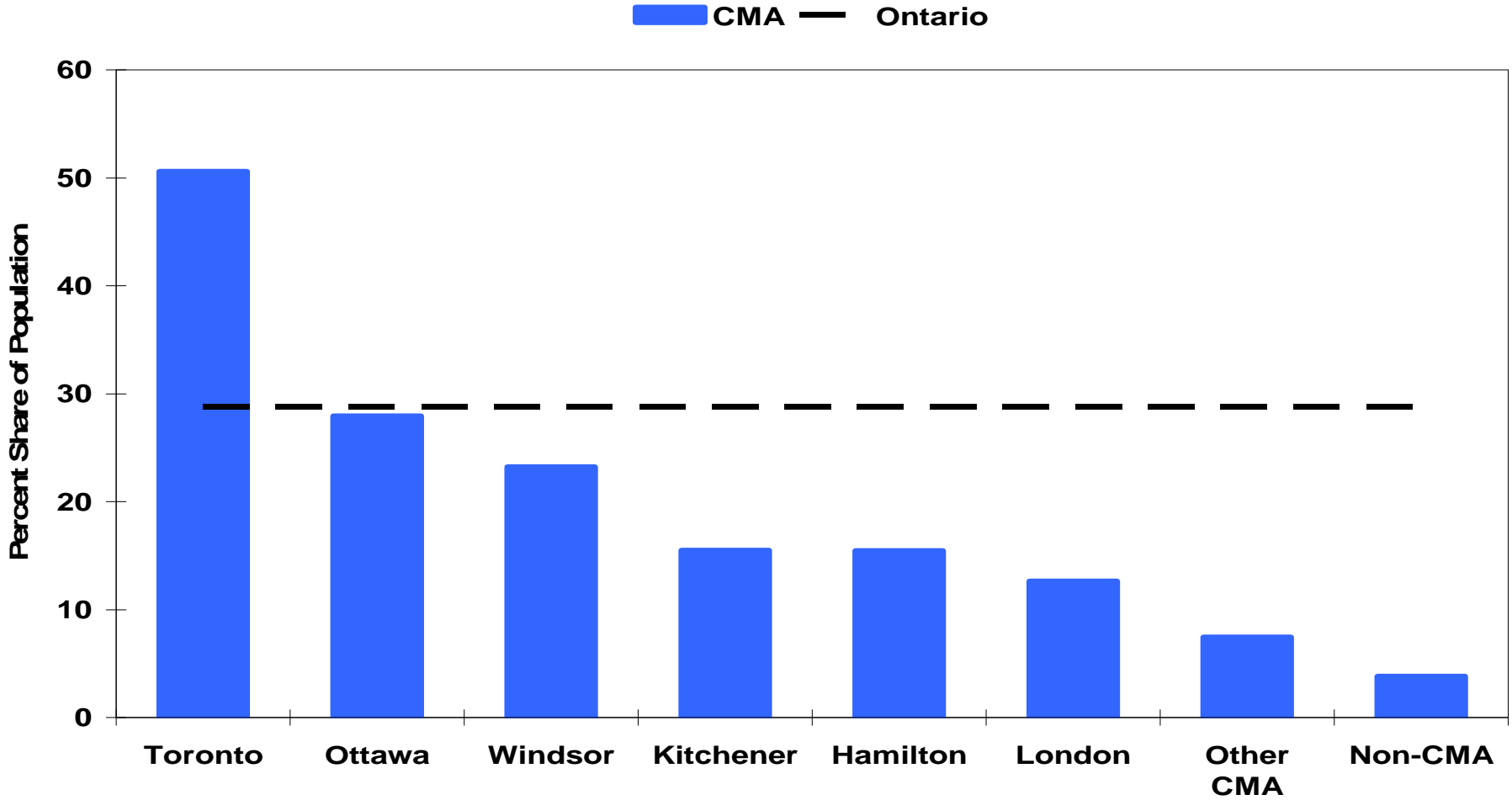
# York Region

## Projected Change by Age Group, 2007-2017



# Ontario Population

## Projected Visible Minority Population Share by CMA, 2017 (percent)



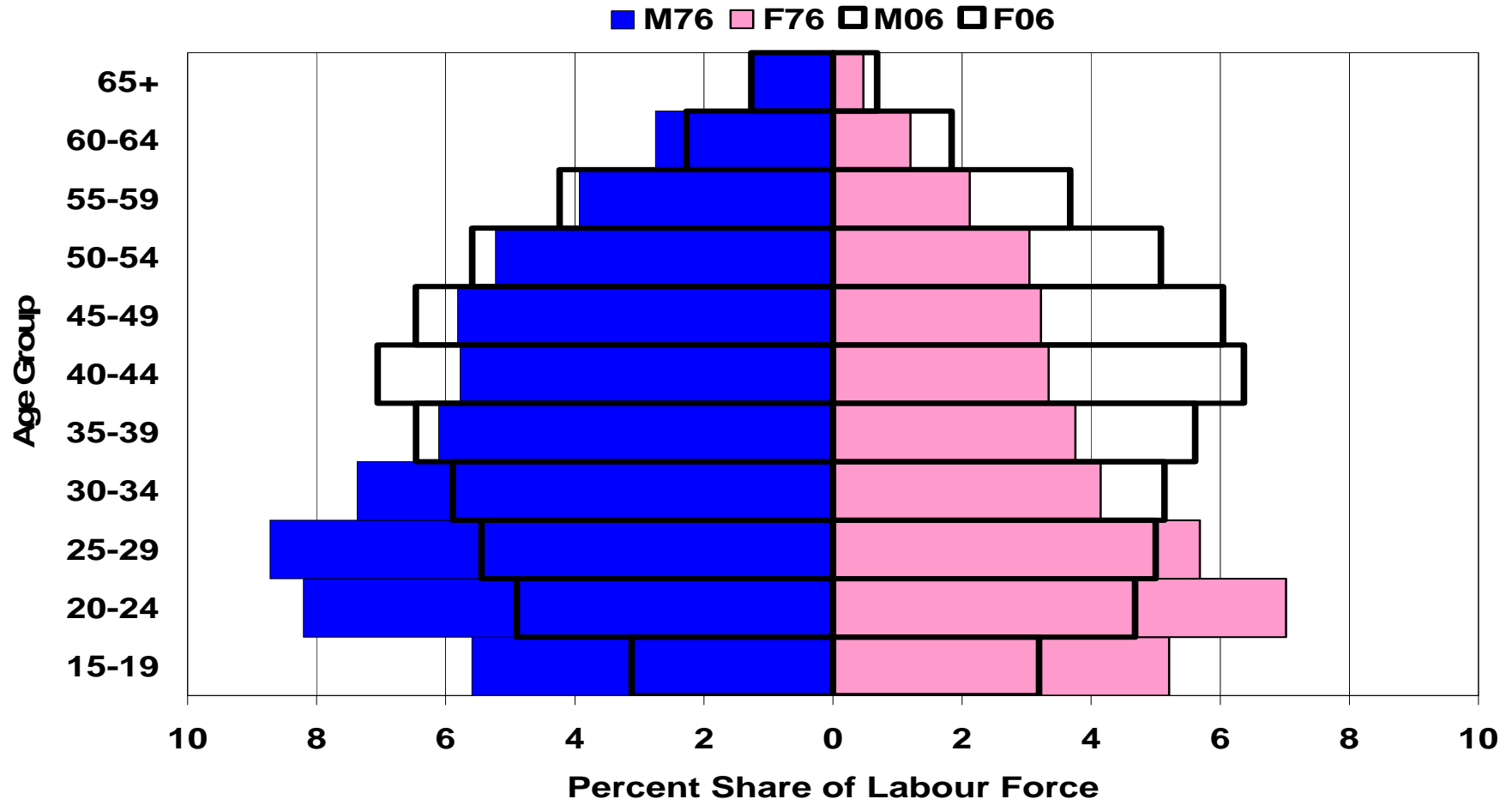
# Demographics and the Labour Market

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## *Ontario's Gradually Aging Labour Force*

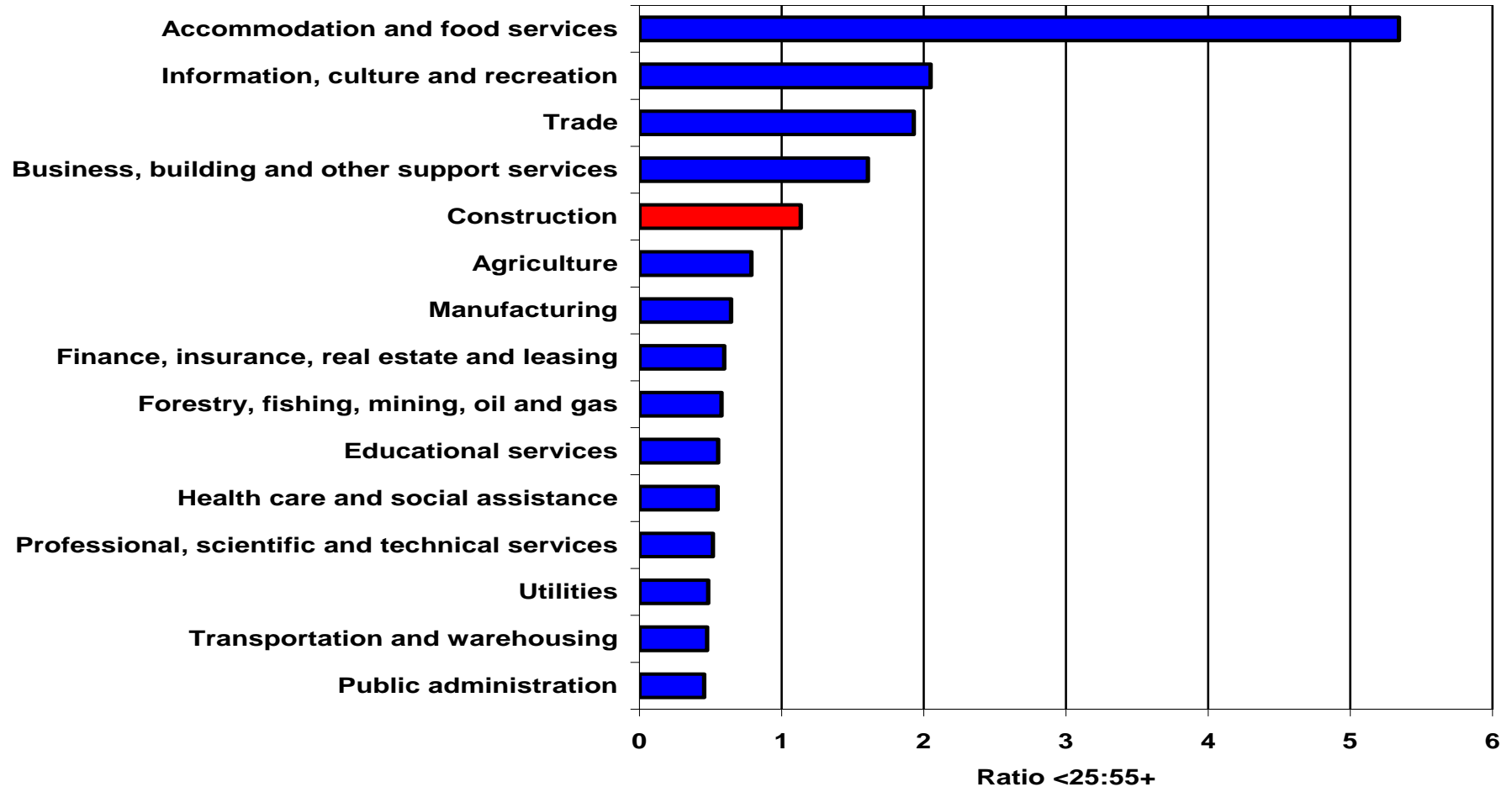
# Ontario

## Labour Force Pyramid, 1976 (colour) versus 2006 (outline)



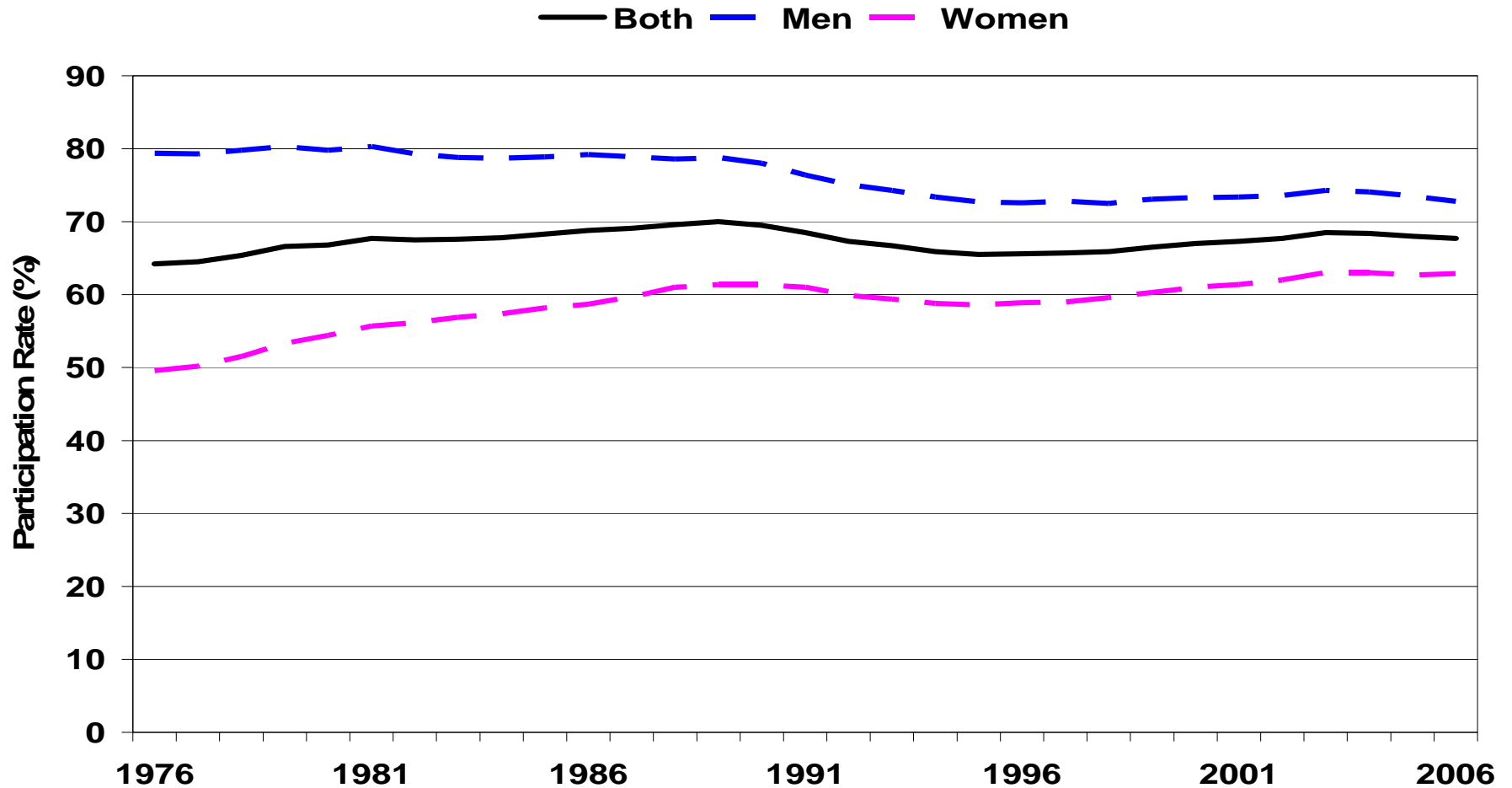
# Ontario Labour Force

## Entry/exit Ratios by Industry, 2006 (<25:55+ ratio)



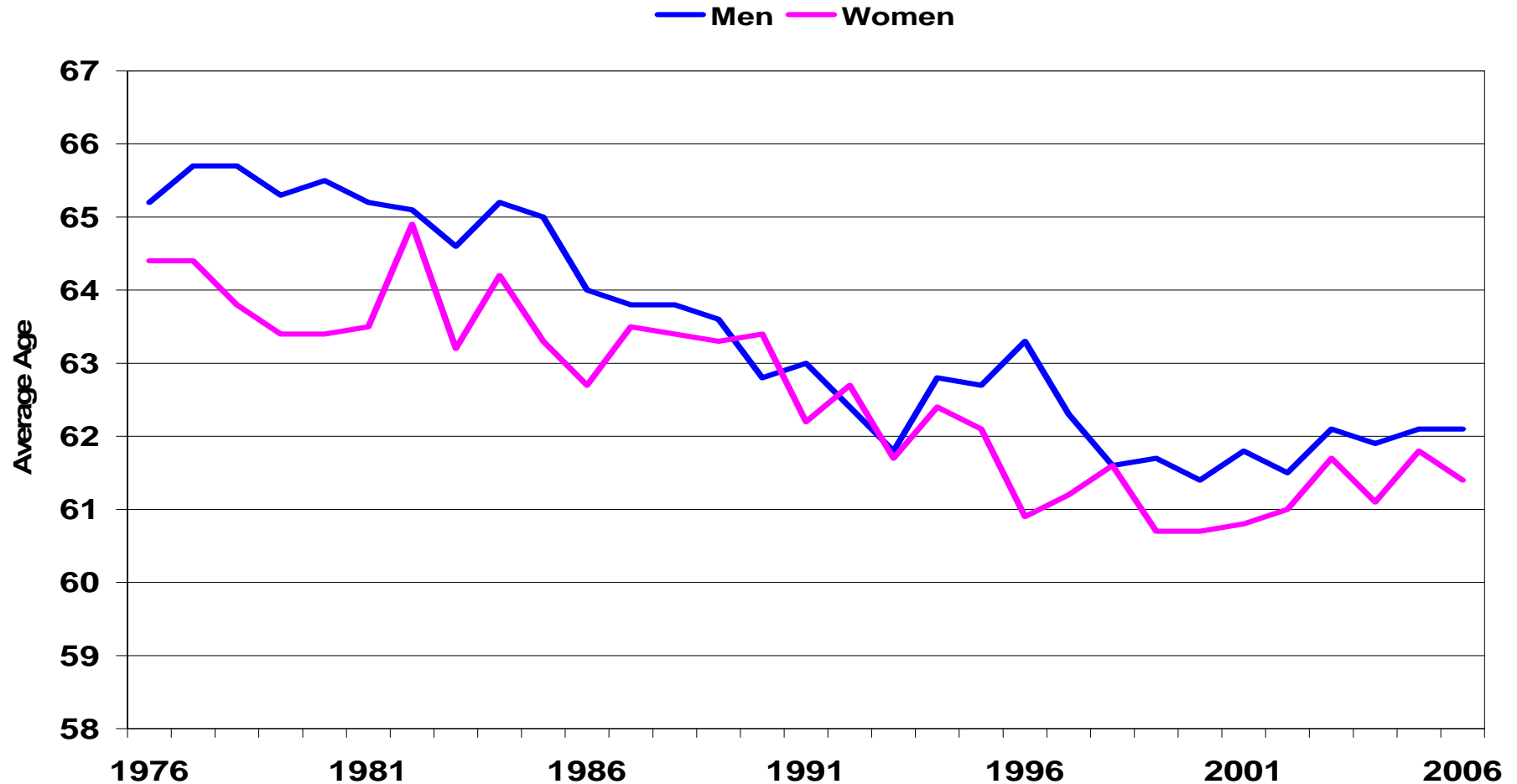
# Ontario Labour Force

## Participation Rates by Sex, 1976-2006



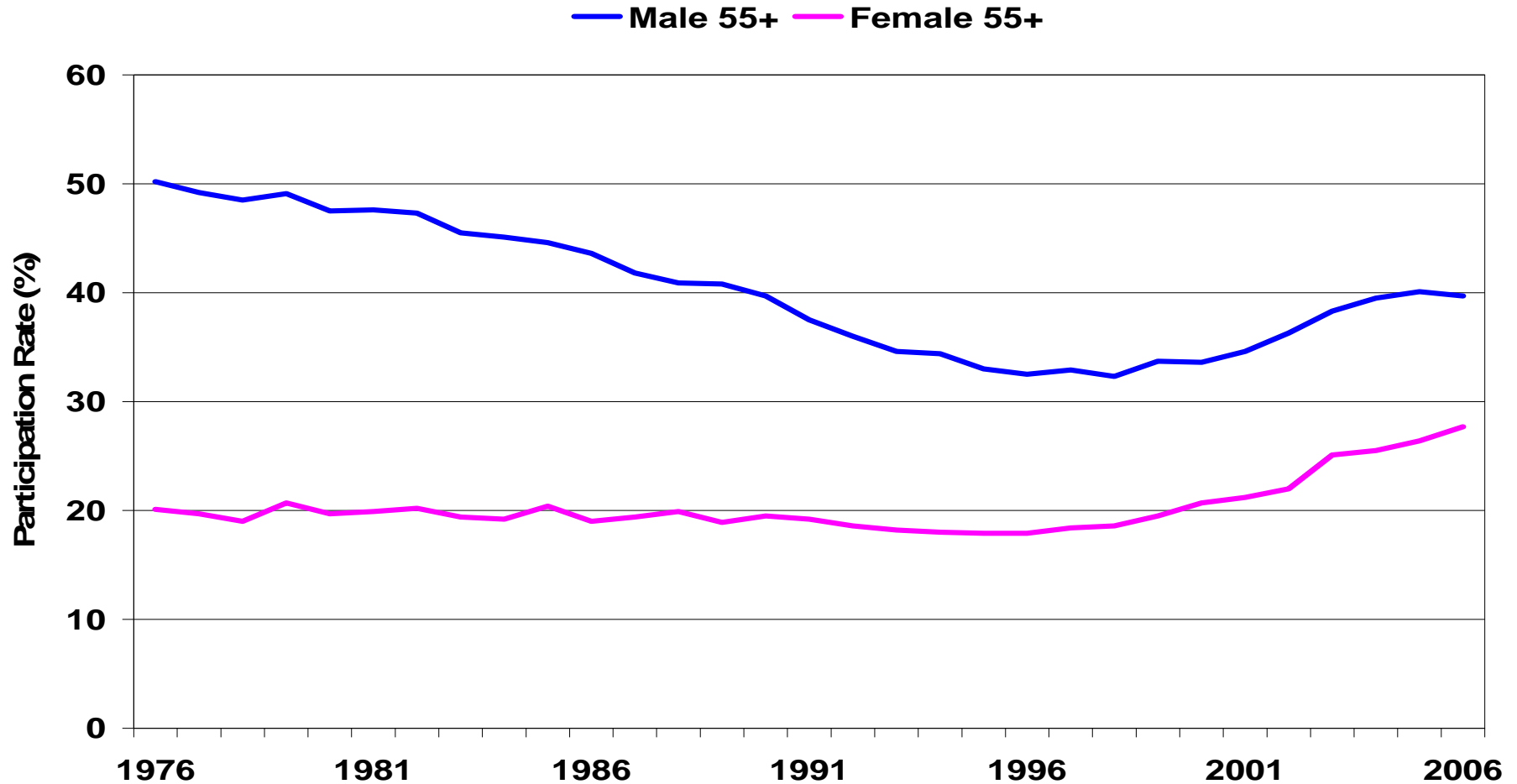
# Canadian Labour Force

## Average Retirement Age by Sex, Private Sector, 1976-2006



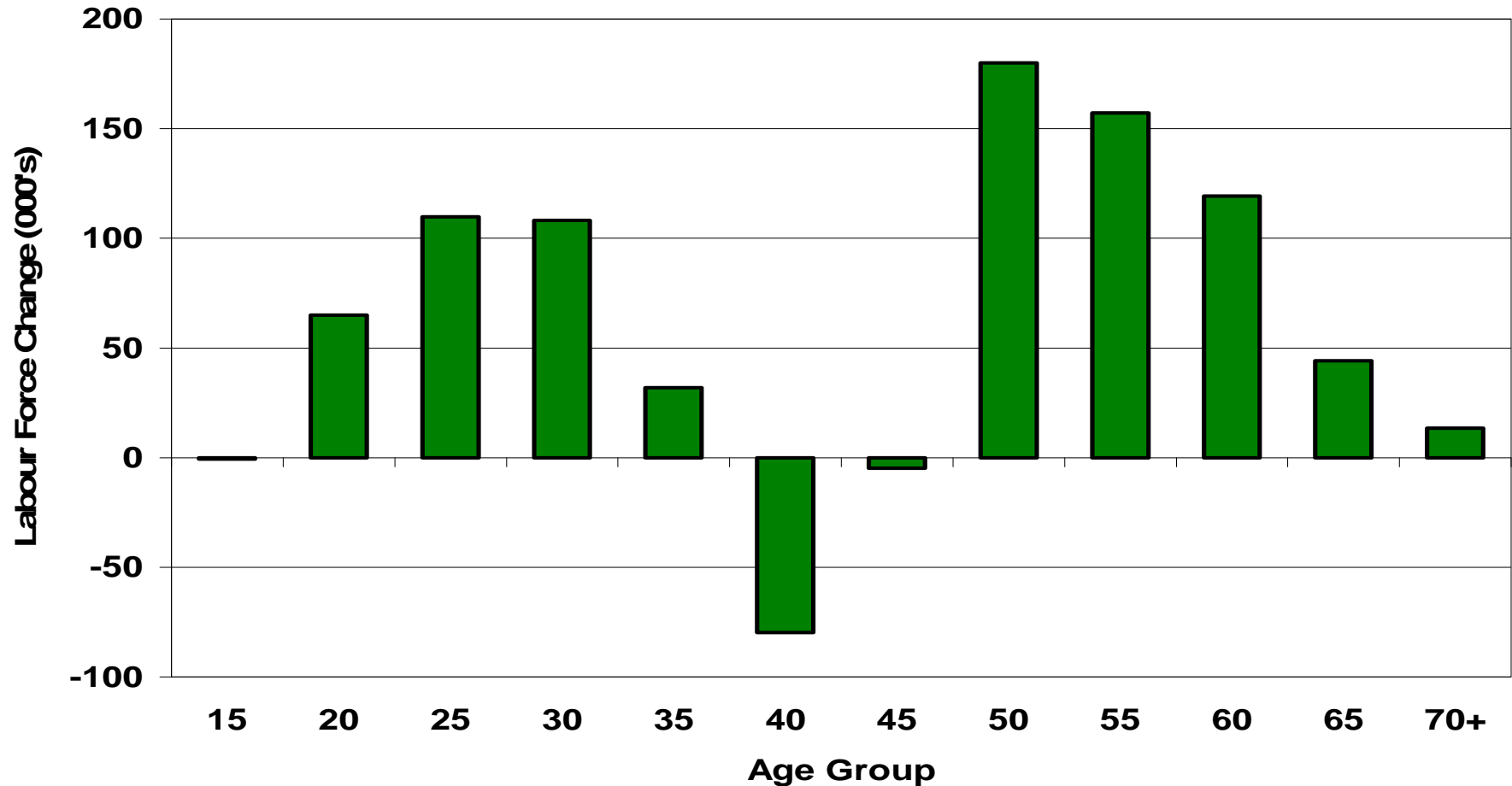
# Ontario Labour Force

## Participation Rates by Age Group and Sex, 1976-2006



# Ontario Labour Force

Projected Change by Age Group, 2006-2016 (000's)



# Strategic Implications

## Human Resource Planning and Management

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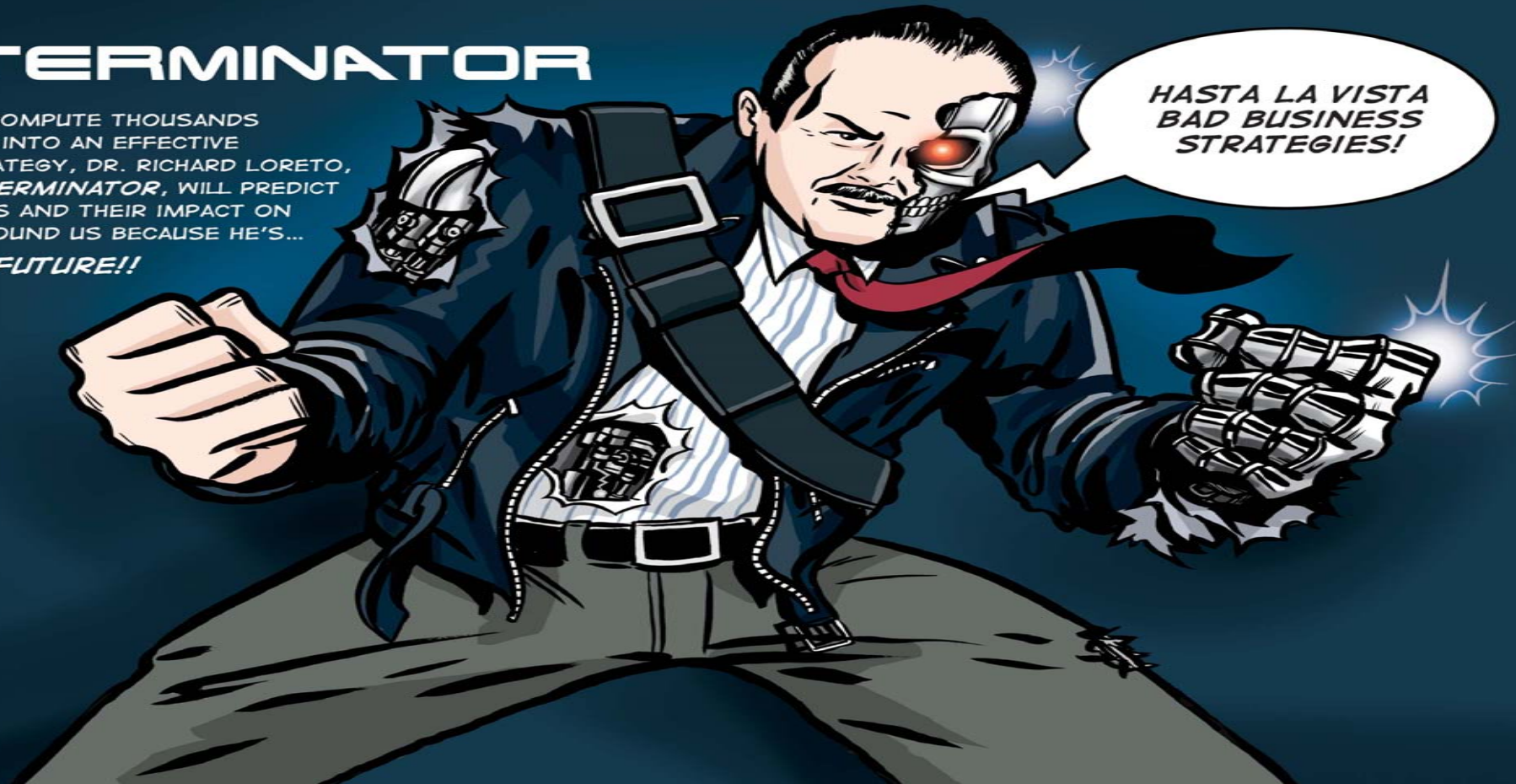
- Currently, there is no general *crisis* - the issues vary in urgency across different sectors, companies, and occupations
- Work force change is gradual but inevitable
- Looking ahead there are five opportunities/challenges:
  - » “Re-inventing” the mature worker
  - » Competing in the youth market
  - » Maximizing labour force participation
  - » Recruiting for a diverse immigrant flow
  - » Re-balancing the labour/technology mix
- Be proactive, not reactive – the time to act is now
- Do not go it alone → establish partnerships
- Do your homework → do the research in a systematic way
- Long-term investment in your most strategic (and increasingly scarce) resource – your people

I'll be back (at your next meeting)



## THE DETERMINATOR

ABLE TO COMPUTE THOUSANDS OF STATISTICS INTO AN EFFECTIVE BUSINESS STRATEGY, DR. RICHARD LORETO, A.K.A. *THE DETERMINATOR*, WILL PREDICT FUTURE TRENDS AND THEIR IMPACT ON THE WORLD AROUND US BECAUSE HE'S... *FROM THE FUTURE!!*



# Disclaimer

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