

# W.E. Are Globally Connected:

An Examination of Transportation,  
Distribution, Logistics and Warehousing





We would like to thank everyone who contributed their time, ideas and expertise to W.E. Are Globally Connected: An Examination of Transportation, Distribution, Logistics and Warehousing. This report represents the collaborative efforts of the Windsor-Essex transportation, distribution, logistics and warehousing communities.

Workforce WindsorEssex would also like to thank Mina Girges for his work in developing and authoring this report.

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### How did we do?

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Workforce WindsorEssex is committed to ongoing research to enhance local labour market planning in the Windsor-Essex region.

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**A special thanks to our funding partners:**



# Executive Summary

How can we ensure Windsor-Essex has talent for its Transportation, Distribution, Logistics, and Warehousing (TDLW) sector? What are the locational advantages for the sector? What are the industries and sectors that make up TDLW and may benefit from the New International Crossing? What are the skills and training required by local employers?

These are all very important questions to be answered as the Windsor-Essex community anticipates the development of major infrastructure components. A supply of skilled individuals is needed to fuel the sector, as it exists today and allow local employers to grow their businesses.

Workforce WindsorEssex spoke with 20 local employers in the TDLW sector. Learning employer perspectives, combined with statistical analysis will develop a framework to answer the questions above. This report identifies the promising TDLW occupations in our community that will stand to benefit from enhanced cross-border infrastructure. Local employers identified the following occupations that are poised for growth:

- Aviation Maintenance Engineer
- Custom Broker
- Dispatcher
- Material Handler
- Truck Driver

The needs and challenges identified locally are similar to the needs and challenges of the TDLW sector provincially, nationally, and internationally. Identifying these opportunities and providing awareness about the industry is the first step in creating workforce that can support Windsor-Essex and the TDLW sector.

**workforce WINDSOR-ESSEX**  
You got it? W.E. brought it!

With significant investment in Windsor-Essex's infrastructure and our region's location to major markets in Canada and the United States, supply chain and logistics have been identified as a growing sector. Workforce WindsorEssex is undertaking a year-long research project to identify current and future workforce needs of the sectors in Windsor-Essex region. Workforce WindsorEssex has questions, join us as we find the answers!

**WHAT IS A SUPPLY CHAIN?**

A Supply Chain\* is Comprised of Three Functions

- Supply of Materials
- The Manufacturing Process
- Distribution of Finished Goods

\*Supply chain is synonymous with Transportation-Before Logistics Warehousing (TBLW)

**Current Labour Force**

In 2012 4,467 people were employed by the TDLW in Windsor-Essex

Windsor-Essex supply chain sector had a 3.72% annual compound growth rate from 2007-2010

Featured Occupations:

- ✓ Rail Coordinator
- ✓ Junior Dispatcher
- ✓ Data Entry Clerk
- ✓ Truck Mechanic
- ✓ Freight Coordinator
- ✓ Green line Planner
- ✓ Inventory Clerk

**National Employment By Sub Sector**

Logistic information systems allow for the flow of information between sales, purchasing, and inventory control.

**Windsor-Essex**

In 2012 1,097 TDLW businesses were operating in Windsor-Essex!

- 8 Medium-sized business (101 to 499 employees)
- 105 Small business (5-100 employees)
- 304 Micro-enterprise (1-4 employees)
- 680 Sole Proprietor

**WINDSOR-ESSEX COMPETITIVE ADVANTAGE**

**LOCATION** Windsor-Essex's central location in the cross-border Great Lakes region suggests it's potential as a hub for TDLW activity.

**NEW INTERNATIONAL CROSSING** Windsor-Essex will have two of five international bridges in Ontario which will promote further cross border activity. This will further reduce delays and traffic congestion.

**About the Research Analyst**

Mina Girgas is a proud Windsorite, born and raised. Mina recently finished his Bachelor of Commerce at the University of Windsor. He is Workforce WindsorEssex's newest team member. He will be collecting data and leading the research on workforce trends in the Supply Chain Sector. If you have any information or would like to participate in our study please contact Mina by telephone 519-255-6545 Ext. 6950 or via email mgirgas@workforcewindsor-essex.com

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# Introduction

The Ontario Ministry of Training, Colleges and Universities has funded Workforce WindsorEssex (WFWE) to do a year-long research project that examines transportation, distribution, logistics, and warehousing (TDLW) in Windsor-Essex and the impact of the Detroit River International Crossing (DRIC)/ New International Trade Crossing (NITC) project on these industries.

The project is known as the Detroit River International Crossing (DRIC) in Canada and the New International Trade Crossing (NITC) in Michigan. The project consists of four major infrastructure components: the bridge, the Canadian port of entry (POE), the U.S. POE, and an interchange connection to Interstate 75 in Michigan.

Over 7,517 trucks per day cross the Windsor-Detroit border contributing to the local, provincial, and national economies of both Canada and the US<sup>1</sup>. The TDLW industries are well positioned to take advantage of this improvement in Canadian infrastructure.

Workforce WindsorEssex surveyed organizations from within TDLW. 45% of respondents were small business owners and 95% conducted cross-border business regularly. All respondents employed a combination of full-time and part-time staff to manage their cross-border or logistics needs<sup>2</sup>.

TDLW employers have experienced an aging workforce and a growing skills gap. Companies are looking to replace retiring employees and keep pace with international growth. Strategic importance has been placed on recruitment, attraction and retention is rising. Small, large, and medium size businesses are struggling with staffing; candidates do not have the required hard skills<sup>3</sup>. Businesses are increasing wages to address the skills mismatch. In the TDLW sector for the province of Ontario, 22% of the workforce is over the age of 54. Comparatively, in manufacturing 20% of the workers are over 54. With upcoming retirements, these figures show the importance of attracting young people and showcasing the opportunities that exist in TDLW<sup>4</sup>.

<sup>1</sup>Rose, A., Roberts, B., Heatwole, N., Wei, D., Avetisyan, M., Chan, O., & Maya, I. (2014). The impact on the US economy of changes in wait times at ports of entry. *Transport Policy*, 35, 162-175.

<sup>2</sup>Employer Consultation

<sup>3</sup>Kaushoke, P., Ruske, K. & von der Gracht, H. (2012). Winning the talent race. *Transportation and Logistics 2030*, 5, 8-45. DOI: [www.pwc.com/tl2-3-](http://www.pwc.com/tl2-3-)

<sup>4</sup>Statistic Canada, CANSIM table 282-0007

## Research Design

Workforce WindsorEssex examined data from various sources including statistics, research, reports, and consultations to answer the following research questions:

1. What are the locational advantages that Windsor-Essex has and how can we ensure we have the workforce to benefit from this competitive advantage?
2. What are the industries and sectors in Windsor-Essex that stand to grow/benefit from the enhanced cross-border infrastructure?
3. What are the occupations within these sectors and industries?
4. What is the skill sets required by local employers in order to promote growth in their sectors?
  - a) *Are there skills gaps between the required skill sets and the current skill sets of the local workforce?*
5. What training is available locally for the occupations identified and is there any training gap present?

Workforce WindsorEssex conducted 20 consultations with businesses in transportation and warehousing, industry associations, and educational institutions to determine what opportunities will arise from the DRIC/NITC.

Local trends were captured through interviews, data from Statistics Canada, Economic Modeling Specialist International (EMSI) Analyst, and The Cross Border Institute. The data examined age, sex, and business patterns and confirmed the national trends indicating that indeed the workforce is aging, there is a skills gap and youth will be key to supporting TDLW.

# Transportation and Warehousing

Transportation, Logistics, Distribution, and Warehousing (TDLW) in Canada can be classified into five sectors. These include air, marine, rail, road, and warehousing and are the main components in the movement of goods. Table 1 illustrates an overview of employment in Windsor-Essex by Industry. Nationally, TDLW has performed better than other sectors of the Canadian economy in terms of employment and economic growth. In 2013, employment in Canada grew at 1.3% while TDLW grew nationally at 1.8%, with an increase of 6.1% in average weekly wages from 2012 to 2013. Despite national growth, 10,500 positions remained vacant<sup>5</sup>. In Windsor-Essex, TDLW sectors have outperformed national trends, with employment growing at 1.6% in 2011<sup>6</sup>.

Historically, Windsor-Essex has been important for trade and currently employs double the persons in customs, shipping, and other brokers compared to all other urban centers in Canada<sup>7</sup>. The Ambassador Bridge, which links Windsor to Detroit, carries 25% of all Canada-U.S. trade, and is the busiest commercial land border crossing in North America<sup>8</sup>. Employers are confident that the DRIC/NITC and the current infrastructure will further growth in TDLW<sup>9</sup>. Windsor-Essex has focused on expanding logistics and warehousing in the region by developing key infrastructure (i.e. Herb Gray Parkway and DRIC/NITC) to support the TDLW industry<sup>10</sup>. Given the region's economic development strategy, attracting and retaining these businesses require a workforce that will meet the demands of employers.

<sup>5</sup>Transportation In Canada. (2012). Overview Report, 2012E-PDF(1920-0846), 1-12. Retrieved April 28, 2014, from [http://www.tc.gc.ca/media/documents/policy/Transportation\\_in\\_Canada\\_2012\\_eng\\_ACCESS.pdf](http://www.tc.gc.ca/media/documents/policy/Transportation_in_Canada_2012_eng_ACCESS.pdf)

<sup>6</sup>Economic Modeling Specialist International, 2014, Industry Report

<sup>7</sup>Logistics/Warehousing & Cross-Border Activities. (2011, January 1). Retrieved July 3, 2014, from <http://www.choosewindsor-essex.com/transportation>

<sup>8</sup>Transportation In Canada. (2012). Overview Report, 2012E-PDF(1920-0846), 1-12. Retrieved April 28, 2014, from [http://www.tc.gc.ca/media/documents/policy/Transportation\\_in\\_Canada\\_2012\\_eng\\_ACCESS.pdf](http://www.tc.gc.ca/media/documents/policy/Transportation_in_Canada_2012_eng_ACCESS.pdf)

<sup>9</sup>Employer Consultation

<sup>10</sup>Workforce WindsorEssex. Promising Sectors and Occupations Windsor-Essex 2012-2015. Retrieved January 1, 2014, from [http://www.workforcewindsor-essex.com/parents\\_youth/promising-sectors-and-occupations-windsor-essex-2012-2015/#sthash.AYfWfLp0.dpuf](http://www.workforcewindsor-essex.com/parents_youth/promising-sectors-and-occupations-windsor-essex-2012-2015/#sthash.AYfWfLp0.dpuf)



Table 1 identifies the number of jobs in each industry within TDLW for 2008, 2014 and 2020. The figures from 2014 and 2008 are predictions from the data source EMSI Analyst. The predicted jobs indicated in the table validate the growth in employment anticipated by employers in each of these industries who were consulted in the research phase.

It is important to include data over the time periods presented in Table 1 to include a picture of how TDLW looked before the economic downturn, where things sit currently and what we can prepare for in the future. From the data, it identifies that there will be nearly 850 new jobs in TDLW compared to the number of jobs in 2008.

**Table 1: Windsor-Essex Employment by Industry**

Industry	2008 Jobs	2014 Jobs	2020 Jobs	Change '08-'20
Air Transportation	52	106	120	68
Rail Transportation	262	134	100	(162)
Water Transportation	40	61	64	24
Truck Transportation	2172	2327	2436	264
Transit & Ground Passenger Transportation	1002	1242	1306	304
Support Activities for Transportation	1219	1335	1394	175
Couriers and Messengers	404	448	469	65
Warehousing and Storage	149	240	252	103
<b>Total</b>	<b>5300</b>	<b>5893</b>	<b>6141</b>	<b>841</b>

Source: EMSI Analyst, November, 2014

## Industry Overview

### Air Transport

In the early 1990s, Canadian airports were owned, operated, or subsidized by the federal government through Transport Canada. In 1992, the National Airports Policy was implemented. Ownership of airports was transferred of airports to municipalities. The federal government leased airports to airport authorities. Today, aviation is considered an economic driver and Canadian airports add a combined value of \$45 billion annually to their home communities<sup>11</sup>.

In Windsor-Essex, the airport, Your Quick Gateway Windsor International Airport (YQG), is an important structure for the continued development to grow TDLW. In an attempt to expand further, a transportation cluster is being developed and the YQG Windsor international airport is at the heart of it. A transportation cluster is a group of logistics and transportation related companies and distributors within a region. Transportation clusters serve a multitude of manufacturers, retailers and distributors and are not dependent on any one industry<sup>12</sup>.

<sup>11</sup>Lufthansa Consulting. (2009, September). Feasibility Study Air Cargo Development at Windsor International Airport Phase 1: Market Potential Analysis. Retrieved from City of Windsor.

<sup>12</sup>Kosk, N. (2013, January). Logistics Clusters: The Next Hub of Environmental Innovation. Retrieved September 1, 2014, from <http://www.sdexec.com/article/10851246/logistics-clusters-the-next-hub-of-environmental-innovation>

The Windsor international airport, YQG, has invested \$40 million into major projects, including new and expanded terminals and more runways to improve the flow of passenger and cargo. YQG is adjacent to major transportation passages and multimodal facilities that support different types of logistic purposes. A multimodal facility is a transportation element that adapts and connects different modes of transportation allowing for the efficient movement of people and goods. The airport has 2,000 acres of development potential for distribution, manufacturing, office, and retail developments. Windsor-Essex is the only transshipment point for cargo between Toronto and Detroit<sup>13</sup>.

Windsor-Essex has attracted several commercial airlines including Porter Airlines, Air Canada and West Jet. This has opened Windsor-Essex up to a larger network for transportation. In 2012, Premier Aviation expanded operations in Windsor-Essex. Premier Aviation performs full service maintenance, repairs, and overhaul (MRO) for medium and large-size aircrafts. Since Premier's expansions into Windsor-Essex, the demand for MRO technicians and mechanics has increased<sup>14</sup>. In 2014, Windsor-Essex announced further development of this multi-modal facility at the airport and FedEx was welcomed as an anchor tenant. These companies chose Windsor-Essex for its locational advantages<sup>15</sup>.

This industry continues to grow and since 2009 four employers have become established in Windsor-Essex<sup>16</sup>. Employers, through the consultation process confirmed a positive outlook regarding future growth and hiring<sup>17</sup>.

## Water Transport

The marine industry in Windsor-Essex has had great success as a result of its geographical location and increased construction activity, which include the Herb Gray Parkway and future construction of DRIC/NITC. The port is along the Great-Lakes seaway system and is the fourth most active port in Canada. Waterborne cargo activity at the marine terminal contributes an estimated 937 direct and indirect jobs by marine activity. The port supports activity in various business sectors including trucking, construction, and marine services. In 2013, the total number of documented ships that docked in Windsor were 1,082. In 2010, direct business revenues received by cargo at the marine terminal were \$130.5 million<sup>18</sup>. These ships brought more than 7.1 million tons of commodities. There are 3 businesses that operate in the marine industry<sup>19</sup>. Based on consultations businesses on the port have doubled property size to support port activity<sup>20</sup>. The Port of Windsor is the primary access point best suited to accommodate for the transportation of bulk commodities such as asphalt, cement, and salt. When commodities are received at the port, 90% are then moved by truck to their final destinations<sup>21</sup>. The movement of goods from one mode of transportation to another demonstrates the importance of having a local intermodal facility and how industries in TDLW rely on each other for delivery of goods and materials. Mortem is a cargo facility that sits on the Great Lakes seaway and provides a range of material handling, stevedoring, and warehousing services.

In 2012, the Port of Windsor received a \$10 million infrastructure grant to expand the existing Sterling Fuels Dock and to develop a new terminal for construction materials. Sterling Fuel is the largest fueling station for freight ships on the Great Lakes Seaway system and boasts an innovative refueling and off-loading facility<sup>22</sup>. This encourages ships to stop, refuel, unload, and/or pickup goods in Windsor-Essex.

<sup>13</sup> Nazzani, F. (2012, November) Your Quick Gateway Letter from the President. Your Quick Gateway. Retrieved March, 2014, from <http://www.yqg.ca/news/>

<sup>14</sup> Thompson, C. (2014, October). Windsor Aviation Industry Faces Challenges to Grow. Windsor Star. Retrieved October 1, 2014, from <http://blogs.windsorstar.com/news/windsor-aviation-industry-faces-challenges-to-grow>

<sup>15</sup> Van Wageningen, E. (2012, September). Windsor Airport Taking Off. Windsor Star. Retrieved March 1, 2014, from <http://www.yqg.ca/windsor-airport-taking-off/>

<sup>16</sup> Canadian Business Patterns, 2009, Essex Census

<sup>17</sup> Employer Consultation

<sup>18</sup> Martin & Associates. (October 18, 2011). The Economic Impacts of the Ports of Windsor.

<sup>19</sup> Canadian Business Patterns, 2014, Essex Census

<sup>20</sup> Employer Consultation

<sup>21</sup> Employer Consultation

<sup>22</sup> Cree, D. (2012, July 1). Port of Windsor looks forward to a bright future. Retrieved September, 2014, from <http://www.canadiansailings.ca/?p=4396>

## Rail Transport

Rail transportation is the most fuel efficient and environmentally friendly mode of transportation . In 2013, short lines nationally averaged total revenues of \$500,100.00 . A short line operates in a small geographical area (i.e. Windsor to Amhurstburg). Provincially, Ontario is a leader in rail trade with 23% of total rail exports and 45.6% of total rail imports in Canada . The Continental Rail Gateway (CRG) was built in 1909 and continues to be one of Canada's most active rail lines to the United States. Annually, 400,000 rail cars cross through Windsor-Essex into Detroit . The Essex Terminal Rail (ETR) is responsible for the movement of goods between Windsor and Essex. On a larger scale, ETR connects a variety of industries to larger rail lines such as the Canadian Pacific Rail and Canadian National Rail. ETR allows for businesses to gain access to any point in North America.

## Road Transport

Windsor-Essex is home to the busiest bridge crossing for truck and car traffic in North America . The trucking industry continues to play a major role in economic growth. Through truck transportation, Canadians are supplied with the goods they need. This industry accounts for over 39% of the total transportation industry gross domestic product (GDP) in Canada . According to June 2014 Canadian Business Pattern data, Windsor-Essex has 1,420 businesses that operate in the trucking industry, comprising 12% of all TDLW employers in Ontario. This number has grown by 350 since 2009. 75.6% of trucking businesses in Windsor-Essex employ less than five people . Truck drivers are the fifth largest occupation in the region . Windsor-Essex is considered a prime commercial route to the United States.

## Warehousing and Distribution Centers

Windsor-Essex is the home to 49 warehouses . Nationally, employment increased in warehousing related occupations by 6% from 2008-2011. In Windsor-Essex, employment grew from 149 jobs to 230, a 54% increase between 2008-2011 . Job growth in warehousing can be attributed to a variety of reasons. An important reason includes e-commerce . E-commerce is the action of buying and selling goods over the Internet. Retailers and wholesalers are using a pick-and-pack method for the delivery of goods. Pick-and-pack is a time efficient and inexpensive process whereby items are picked from a warehouse according to what has been ordered by each customer, packed for shipment, and then delivered. This push for same day or two day delivery requires large warehousing spaces in strategic locations. Products do not just wait in a line but are distributed in real time to meet demand of retail and wholesale. A local example includes Farrow Logistics that offers a variety of solutions for shipping goods across the Canadian-US border. Farrow Logistics employs over 100 people presently who service a variety of clients on both sides of the border.

<sup>23</sup> Lufthansa Consulting, Feasibility Study Air Cargo Development At Windsor International Airport Phase 1: Market Potential Analysis (2009)

<sup>24</sup> Bess, I., & Nicoletta , J. Ministry of Industry , Statistic Canada. (2000). Trucking in Canada (53-22-XIB). Ottawa, Canada: Statistic Canada.

<sup>25</sup> Lufthansa Consulting, Feasibility Study Air Cargo Development at Windsor International Airport Phase 1: Market Potential Analysis (2009).

<sup>26</sup> About the Continental Rail Gateway. (2010, January ). Retrieved January , 2014, from <http://www.continentalrailgateway.com/AbouttheContinentalRailGateway.aspx>

<sup>27</sup> Rose, A., Roberts, B., Heatwole, N., Wei, D., Avetisyan, M., Chan, O., & Maya, I. (2014). The impact on the US economy of changes in wait times at ports of entry. *Transport Policy*, 35, 162-175.

<sup>28</sup> Battagello, D. (2014, July 2). Trucker Shortage may soon end up costing customers more for goods . *The Windsor Star* .

<sup>29</sup> Statistics Canada, 2011, CANSIM Table 379-0031

<sup>30</sup> Canadian Business Patterns 2009, 2014, Essex Census

<sup>31</sup> Economic Modeling Specialist International, 2014, Staffing Patterns

<sup>32</sup> Canadian Business Patterns, 2009, Essex Census

<sup>33</sup> Economic Modeling Specialist International, 2014, Industry Table.

<sup>34</sup> Employer Consultation

# Employment

The TDLW industries can offer individuals a career that is varied, stimulating, and international. The present workforce is aging<sup>35</sup> with the average age of a truck driver being 46 years old, compared to the average age of all workers in Canada being 41.5 years old<sup>36</sup>. Through consultations with employers, it was identified that TDLW industries are having trouble attracting skilled, young people. The industry is confronted with an image that is less than ideal. The careers in TDLW are associated with unpleasant working conditions and a limited career path. Between 2008-2011, there was an 8% growth in employment<sup>37</sup>. Table 2 illustrates the top occupations in TDLW based on their expected growth predictions for 2020. As previously mentioned, it is important to include data from before the 2009 to show the impacts that the economic downturn had on employment. The occupation predicted to grow the most, based on the data available from EMSI Analyst is truck driver. Truck drivers were mentioned consistently through consultations with employers, both directly in trucking and those involved in other areas of TDLW. Comparing the figures from 2008-2020, material handlers and dispatchers displayed a negative change. Although the predicted figures for 2020 do not match those of the pre-recession levels, the changes from present day going forward are positive and indicate demand for individuals in these roles. The data presented in Table 2 speaks to the importance of attraction and retention of young people in TDLW. As workers near retirement and exit the industry, the predicted jobs identified in the 2020 Job column will need to be filled.

**workforce & DRIVE**  
WINDSOR-ESSEX LOGISTICS

**You Got it? W.E. Brought it! Employer Showcase**

With significant investment in Windsor-Essex's infrastructure and our region's location to major markets in Canada and the United States, supply chain and logistics have been identified as a growing sector. With funding from the Ministry of Training, Colleges, and Universities Workforce Windsor-Essex is undertaking a year-long research project to identify current and future workforce needs of the sector in the Windsor-Essex region. Workforce Windsor-Essex has questions, join us as we find the answers!

Drive Logistics was founded in Windsor-Essex by Drive Logistics in 2004. All our employees are proud to be:

- 1 Collaborative Work Environment
- 2 Increased Success
- 3 Talent Attraction

Since Drive Logistics' inception, it has been nominated for several business Excellence Awards and in 2011 was nominated as one of Canada's 50 Best Managed Companies.

**DRIVE LOGISTICS**  
Fleets.Watch

**Problem:** Windsor-Essex is facing a truck driver shortage.  
**Solution:** The Drive Logistics University (DLU) Apprenticeship Program.  
**Benefit:** The Drive U Apprenticeship Program will develop new drivers and continue premium customer service.

**Why Drive Logistics?**  
The Training and Safety department at Drive Logistics has developed training material exceeding the Ministry of Transportation requirements. This program gives professional drivers valuable skills, recognition they deserve and promotes the trucking industry to join.

**Rachel Purdy**  
POSITION: Driver Recruiter  
TENURE: Three Months  
EDUCATION: Bachelor Degree

**Steven Breault**  
POSITION: President  
TENURE: Ten Years  
EDUCATION: Bachelor Degree

**Thea Mills**  
POSITION: Business Development  
TENURE: Four Years  
EDUCATION: College Diploma

**What advice would you give someone who is looking to join the Transportation and Logistics industry?**

"Do your research when choosing a company to work at - check their website, read reviews, and make sure it is somewhere you can see a future."  
- Rachel Purdy

"There are so many opportunities in the industry. You can grow your career in whichever direction you like!"  
- Steven Breault

"If you are a highly motivated individual that enjoys the challenge of a fast pace environment a job in logistics is for you!"  
- Thea Mills

**Rocco Palermo**  
POSITION: Dispatcher  
TENURE: Five Years  
EDUCATION: Bachelor Degree

**Troy Botting**  
POSITION: Operations Manager  
TENURE: Eight Years  
EDUCATION: Bachelor Degree

**Justin Rosseel**  
POSITION: Safety Administrator  
TENURE: 4 years  
EDUCATION: Bachelor Degree

**Why do you like working at Drive Logistics?**

"My team members are a big part of my success."  
- Rocco Palermo

"I like the atmosphere and the type of work we do. At Drive we deal with a variety of customers and products."  
- Troy Botting

"Drive is a family friendly business and everyone gets along great with each other."  
- Justin Rosseel

**FACTS & CHART**

**Did you know in Windsor-Essex?**  
Employment in the trucking industry grew from 2011-2012 by 4.2%. This is twice as much as the national average! (EMSI Analyst)

In 2014, a median salary of truck drivers in Windsor-Essex was \$39.85 per hour with an opportunity to earn up to \$35.25 per hour. (workingincanada.ca)

Reverse staffing patterns show that truck drivers make up 80% of the trucking industry workforce (EMSI Analyst)

• Truck Drivers (80%) • Material Handler (6%)  
• Dispatchers (2%) • Management (2%) • Supervisors (6%)  
• Clerical (4%)

**EMPLOYMENT ONTARIO**  
Staffing Patterns in Windsor-Essex

**Table 2: Staffing Patterns in TDLW**

Occupation	2008 Jobs	2014 Jobs	2020 Jobs	Change '08-'20
Truck Drivers	1458	1935	2103	645
Bus Drivers / Subway & Other Transit operators	481	574	576	95
Material Handlers	369	345	353	(16)
Customs, ship and other brokers	63	189	176	113
Dispatchers and radio operators	176	158	156	(20)
Couriers, messengers and door-to-door distributors	59	132	151	92
Transportation managers	125	127	141	16
Supervisors, recording, distributing and scheduling occupations	116	129	139	23
Public works maintenance equipment operators	52	102	115	63
Supervisors, motor transport and other ground transit operators	83	83	92	9
<b>Total</b>	<b>2982</b>	<b>3774</b>	<b>4002</b>	<b>1020</b>

Source: EMSI Analyst, November, 2014

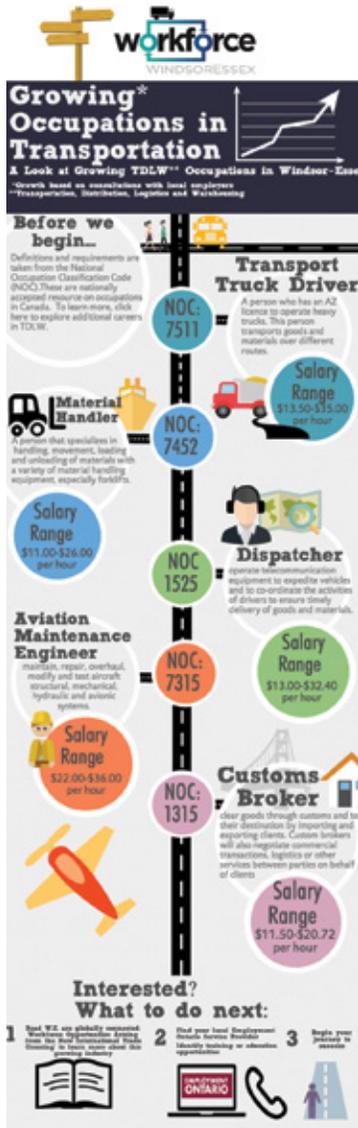
<sup>35</sup> Statistics Canada, 2011, CANSIM Table 282-0007

<sup>36</sup> Average age of Canadian truck driver even older than reported. (2013, July). Ontario Trucking Association. Retrieved from [http://www.ontruck.org/imispublic/Business\\_Issues/AM/ContentManagerNet/ContentDisplay.aspx?Section=Business\\_Issues&ContentID=12881](http://www.ontruck.org/imispublic/Business_Issues/AM/ContentManagerNet/ContentDisplay.aspx?Section=Business_Issues&ContentID=12881)

<sup>37</sup> Economic Modeling Specialist International, 2014, Industry Report.

# Occupation Profile

Through consultations with industry experts, Workforce WindsorEssex identified five in demand occupations: truck driver, material handler, dispatcher, aviation maintenance engineer, and custom broker. These occupations were highlighted as being in demand currently and expected to grow with the development and construction of the DRIC/NITC. Each profile contains a job description, duties, educational requirements, hourly wage range, and case study. The case study details a day in the life of an individual working in the five occupations. Case studies are not based on real people; any similarities' are coincidental.



## Aircraft Maintenance Engineer:

### Job Description:

Aircraft maintenance engineers maintain, repair, overhaul, modify and test aircraft structural, mechanical and hydraulic systems.

### Duties:

- Troubleshoot aircraft structural, mechanical or hydraulic systems to identify problems and adjust and repair systems according to specifications, technical drawings, manuals and established procedures
- Repair and overhaul aircraft structural, mechanical or hydraulic systems
- Install or modify aircraft engines and mechanical, hydraulic, flight control, fuel and pneumatic systems
- Dismantle airframes, aircraft engines or other aircraft systems for repair, overhaul and cleaning, and reassemble
- Perform and document routine maintenance
- Order and maintain inventory of parts and supplies

### Education:

- Completion of college program
- Aircraft maintenance engineer may acquire further endorsements to their AME licence allowing them to inspect and certify a broader range of aircraft and aircraft systems.
- Aircraft maintenance engineer licences are issued in the following categories: M – Small and Large Aircraft, E – Electronic Systems, S – Aircraft Structures. AME licences are issued in the following categories: M - Small and Large Aircraft, E - Electronic Systems, S - Aircraft Structures

**Table 3 Hourly Wage Range for Aircraft Maintenance Engineer <sup>39</sup>**

Low	Median	High
<b>\$28.44</b>	<b>\$33.65</b>	<b>\$36.49</b>

Source: jobbank.gc.ca

<sup>38</sup> Human Resources and Skills Development Canada, National Occupation Classification Code. Retrieved from January, 2014 <http://www5.hrsdc.gc.ca/noc/english/noc/2011/pdf/PrintableVersionNOC2011.pdf>

<sup>39</sup> Workingincanada.ca

## Meet Cindy- She Repairs and Maintains Planes

*Cindy has completed an Aircraft Maintenance Engineer (AME) program. Cindy completed a Diploma in Aircraft Maintenance and Mechanics. Before Cindy can become a licensed AME she must work for 48 months as aircraft maintenance technician.*

*Cindy, who is on a morning shift, has recently completed nights. She arrives into work at 7:30AM, which will start with a briefing meeting. After the debriefing, Cindy sees the aircraft being worked on, which is a B-747 with an erratic intercom. Before she touches the aircraft she searches her manual to find the procedures to address the problem. She calls the inventory department for requisition of an ATC-4S stereo intercom. Once the new intercom is installed, the floor lead inspects her work and final system checks are carried out.*

*Cindy loves the speed of her job, "My job is always evolving with new challenges. I never know what to expect." With a promising career ahead of her, Cindy hopes to complete her M license. An M classification licence will enable Cindy to sign maintenance releases for all types of maintenance carriers on aircraft. Since Cindy completed her AME diploma, she has received 19 months of experience plus her one-year in the field; Cindy is a year away from getting her M class. "I am so excited to see where my career will lead me. There are so many opportunities for an AME like Quality Assurance Manager, Maintenance Planner, Maintenance Supervisor, or Base Engineer."*

## Customs Broker:

### Job Description:

A custom broker will clear goods through customs and to their destination by importing and exporting goods. Custom brokers will also negotiate commercial transactions, logistics or other services between parties on behalf of clients.

### Duties:

- Prepare and process import/export documents and other forms on behalf of clients according to customs regulations, laws and procedures
- Sign import/export documents on behalf of client, using power of attorney
- Arrange for payment of duties, taxes, storage and transportation of imported goods and bonds to cover duty goods
- Quote duty and tax rates on commodities for clients
- Provide advice to clients on export and import restrictions, tariff systems, letters of credit, insurance requirements and other custom related matters
- May represent client before administrative tribunals or in other dealings with government officials.
- Consult trade publications and other sources to provide information to clients on available cargo space, destinations, rates and departure locations and times, and arrange ship charters for clients
- Negotiate rates and terms and prepare contracts and other papers

### Education:

- Completion of secondary school is required.
- Post-secondary education in commerce or a related field.
- Customs brokers require several years of on-the-job training and completion of a customs brokers training. The Certified Customs Specialist (CCS) designation is administered by the Canadian Society of Customs Brokers (CSCB) in Ottawa
- A customs broker licence, issued by the Canada Border Services Agency, is required for an individual or company to operate a customs brokerage business.

**Table 4 Hourly Wage Range for Custom Broker <sup>40</sup>**

Low	Median	High
<b>\$12.00</b>	<b>\$19.23</b>	<b>\$29.00</b>

Source: jobbank.gc.ca

### **Linda the Custom Broker**

*Linda began her career as a bookkeeper before transitioning into a custom broker position “There are a lot of transferable skills when going from clerical to custom brokerage. However, in order to become a Customs Broker you have to get your license.” Similar to dispatch, Linda is an implementer; she must clear goods in a timely manner on the behalf of her clients. “ I will do all the paperwork for the business importing items into the United States.” The broker acts as a middle person between government and business. “Being a Custom Broker, we classify everything being imported and exported with a 10 digit number.” Linda begins her day 9:00am and ends around 5:00pm. During those 8 hours, Linda can respond up to 200 emails a day. “The best part of being a custom broker is the interaction. I have met so many different people and different types of businesses.”*

### **Longshoreperson and Material Handlers:**

#### **Job Description:**

Includes workers who handle, move, load and unload materials by hand or using a variety of material handling equipment.

#### **Duties:**

- Operate winches and other loading devices to load and unload materials onto and off of trucks, railway cars and loading docks of warehouses and industrial establishments
- Operate industrial trucks, tractors, loaders and other equipment to transport materials to and from transportation vehicles and loading docks and to store and retrieve materials in warehouses
- Connect hoses or pipes and operate equipment to load and unload liquid petroleum, chemical or other products into or from tank cars, tank trucks or storage tanks
- Operate equipment to dump materials such as coal, ore and grain into or to remove materials from railway cars, trucks or other vehicles
- Operate conveyors and equipment to transfer grain or other materials from transportation vehicles to elevators, bins or other storage areas
- May perform other activities, such as opening containers and crates, filling warehouse orders, assisting in taking inventory and weighing and checking materials
- Perform other activities such as lashing and shoring cargo aboard ships, opening and closing hatches, cleaning holds of ships and rigging cargo.

#### **Education:**

- Completion of High-School
- Forklift training
- Heavy equipment operator training maybe required depending on job

<sup>40</sup>jobbank.gc.ca

**Table 5: Hourly Wage Range for Longshoreperson/Material Handler**

Low	Median	High
<b>\$11.00</b>	<b>\$15.00</b>	<b>\$26.00</b>

Source: jobbank.gc.ca

### **Joe the Longshoreman**

*Joe is a third generation longshoreman “My father and grandfather both worked on the ports.” The port in Windsor-Essex is a 24/7 operation until winter time when the Great Lakes seaway closes. “When the port is open, we are moving cargo by crane, forklift, or other heavy equipment. When a ship docks at the port they go through a variety of procedures before they are ready to be unloaded or loaded.”*

*Longshoreperson duties can be broken down: dock aloft, swing person, clerical, boss, and lasher. Joe prefers lashing. “Lashing is what we call tying the containers together with metal bars. When a ship is lashed, it is all tied up. Lashing/unlashing a ship is necessary, without the bars the containers would fall into the water.” Joe begins his day around 8:00am when a ship comes into the port. Joe will be lashing bars that weigh 53 pounds and 20 feet long, which requires a lot of upper body strength. Shifts range from for six to eight hours. Joe has been working as longshoreman for about 10 years. “It is tough at the beginning because many of the jobs we work are temporary but it’s during that time that you build your reputation.” A great part about being a longshoreperson is the transferrable skill set. During the winter, Joe will take a job as a material handler with at a warehouse. “A few of my friends will go out east to work in the Port of Montreal or Port of Halifax.” Being a Material Handler is synonymous with being a Longshoreperson.*

### **Truck Driver:**

#### **Job Description:**

Operate heavy trucks to transport goods and materials over urban, interurban, provincial and international routes. This unit group also includes drivers of special purpose trucks and shunters who move trailers to and from loading docks within trucking yards or lots.

#### **Duties:**

- Operate and drive primarily tractor-trailor, long-combination vehicle and straight-body trucks to transport goods and materials over long distances
- Plan trip logistics and obtain required documentation to transport goods
- Perform pre-trip, en route and post-trip inspection of vehicle systems, equipment and accessories such as tires, lights and turning signals, brakes and cold storage
- Ensure cargo is secured properly in accordance with safety requirements and follow safety procedures for transporting dangerous goods
- Obtain special permits and other documents required to transport cargo on international routes
- Record cargo information, hours of service, distance travelled and fuel consumption
- Administer bills of lading and manually or electronically maintain log books
- Communicate with dispatcher, other drivers and customers using communication devices and on-board computers
- May perform emergency roadside repairs, drive as part of a two-person team and/or transport hazardous products or dangerous goods

## Education:

- Completion of secondary school is usually required.
- Completion of an accredited driver training course of up to three months duration, through a vocational school or community college, may be required.
- A Class 3 or D licence is required to drive straight-body trucks.
- A Class 1 or A licence is required to drive long combination vehicles.
- Air brake endorsement (Z) is required for drivers who operate vehicles equipped with air brakes.
- Transportation of dangerous goods (TDG) certification is required for drivers who transport hazardous products or dangerous goods.
- Additional licensing endorsement or certification may be required to drive articulated trucks. On-the-job-training maybe provided

**Table 6: Hourly Wage Range for Trucking Driving:**

Low	Median	High
<b>\$13.50</b>	<b>\$19.66</b>	<b>\$35.00</b>

Source: jobbank.gc.ca

## Meet Peter- He Drives a Truck

*Peter is a young man who loves to travel. He has been to many places across Canada and the United States. He's been to almost every major city and towns you've never heard of. This is because he drives a truck. "My career in truck driving brings a new adventure every day. When driving through the United States, I can be in five different States in one day. I remember one time I brought a shipment of shirts to Los Angeles. It was 30 degrees Celsius in Los Angeles and my next stop was picking up socks in Utah where it was -10 Celsius." Peter, 26 started his career in Transportation after high school. The first 2 years were uneventful "I needed to build experience."*

*Peter's day isn't a typical 9-5 shift, "I will normally start driving around 6:00PM but it depends on the shipment." Truck driving doesn't just mean getting in the truck and hoping for the best. Peter must do a safety inspection of vehicle systems, equipment and accessories such as tires, lights and turning signals, and brakes. If there is a minor issue he has to repair it. Once an inspection and minor repairs are completed, Peter enters the address into his GPS and begins his 20+-hour journey. He will travel from Windsor, Ontario to Laredo, Texas. The erratic sleep cycle is the most difficult part of Peter's job but the hours of service regulation ensure he is well rested. Hours of Service Regulation help commercial drivers get the necessary rest required to safely operate their vehicles<sup>41</sup>. Once Peter gets to Laredo, Texas a new adventure will unfold, he must coordinate with his dispatcher and the customer, administer the bill of landing, and finally update his logbook. Any truck driver, especially Peter wants to avoid empty miles, which means bringing a truck back without any load. Peter calls dispatch and the dispatcher tells him there is a load waiting for him in Chicago, Illinois.*

## Dispatchers:

### Job Description:

Operate radios and other telecommunication equipment to dispatch, coordinate, and schedule for the transportation of goods and materials for drivers.

<sup>41</sup> Ministry of Transportation

**Duties:**

- Receive requests for emergency assistance or service and contact ambulances, police and fire departments, tow-trucks, and utility crews
- Process and transmit information and instructions to co-ordinate the activities of vehicle operators, crews and equipment using a variety of computer-aided communications and dispatching equipment
- Dispatch personnel according to written schedules and work orders, or as required by emergency situations
- Advise vehicle operators of route and traffic problems such as construction, accidents, congestion, weather conditions, weight and size restrictions and other information
- Operate radio equipment to communicate with ships, aircraft, mining crews, offshore oilrigs, logging camps and other remote operations
- Monitor personnel workloads and locations
- Maintain vehicle operator work records using computerized or manual methods and ensure time sheets and payroll summaries are completed accurately
- Maintain computer and manual records of mileage, fuel use, repairs and other expenses, and generate reports
- Review schedule requisitions, passenger counts and cargo, running times, distances, personnel availability and other pertinent information to establish schedule parameters
- Design new or modify existing schedules using computer software or other methods
- Incorporate into route plan factors such as peak travel periods, holidays, special events and construction with emphasis on time and cost efficiency
- Assign personnel to equipment and routes and schedule work shifts
- Compile equipment and personnel records, including hours in service, distances, maintenance, repairs required and other data, to produce operating reports
- May prepare user guides and other public service information

**Education:**

- Completion of secondary school is required.
- Complete formal/informal on-the-job training.

**Table 7: Hourly Wage Rate for Dispatchers:**

Low	Median	High
<b>\$13.00</b>	<b>\$20.00</b>	<b>\$32.42</b>

Source: [jobbank.gc.ca](http://jobbank.gc.ca)

**Mark the Dispatcher**

*Dispatching is a 24/7 industry, with each day being different. "I am in the office everyday at 5:30am with no idea what the circumstances will be." Mark works for a large truck company. Depending on the company size, dispatchers are not only the line of communication between customer and driver but are in charge of load planning. Load planning determines where, when, and who will pick up loads. Organization will determine success; "I manage a lot of information, it is important for it to be ready and accessible to customers, managers, and drivers." Multitasking is required; dispatchers will be examining a transportation network, solve a problem, while listening in with headsets to updates, questions, and commands. Mark manages 50 drivers a week. " I know how many miles a week they like to have, how often they like to go home, and how flexible they are. The load planner won't know of these things. His job is to plan and mine is implementing it." Mark will get into the office check emails, deal with a truck that didn't leave for reposition, customer call, bid on a load, and the list goes on. Dispatching is an exciting field, "You learn customer service skills, conflict management, sales, planning, and I learn something new everyday.*

# Education for TDLW

Education for the five occupations was provided in the occupation profiles. The section below provides an overview of what schools offer local training and programs relating to TDLW.

## St. Clair College

- **International Business Management Program**- provides students with the multi-skilled tools they require to compete in the ever-challenging field of International Trade. Students will focus on in-depth analysis of case studies in international business through structured group work. Graduates will have the necessary knowledge and abilities to apply these skills in order to specialize in a variety of international business activities. Students will learn to become competent in broad sectors of the global business environment including international marketing, trade research, global supply chain/logistics, international finance, and market entry strategy among others.
- **Freight Forwarding and Logistics Certificate Program**-The Freight Forwarding and Logistics Certificate program is designed for people who want to specialize in logistics and freight forwarding. The graduate certificate is ideal for people who already hold a degree in International Business. Freight Forwarding is a four-module certificate that follows the Canadian International Freight Forwarder's Association (CIFFA) curriculum. CIFFA certificates are industry recognized certifications. The four modules discuss the types of transportation, terminology, risk analysis, and laws for buyers and sellers, and costs and quoting. Transportation law and legal liability are addressed through International Conventions and CIFFA's Standard Trading Conditions.
- **Truck and Coach Mechanic (Diesel Mechanic)**- maintenance of diesel transport truck and buses. Truck and Coach Technician test, analyze and diagnose systems used on commercial vehicles in accordance with manufacturers' recommendations and specifications. Truck and Coach Techniques is designed to provide the learner with and understanding of the basic theoretical and practical aspects of the commercial vehicles trade and to familiarize them with the associated tools and materials.

## Trios College

- **Supply Chain and Logistics** - The triOS College is an accredited program by the Canadian Supply Chain Sector Council (CSCSC). The program provides detailed, hands on exposure and knowledge to supply chain management and logistics. It is a 50-week program and graduates will receive the Canadian International Freight Forwarders Association (CIFFA) certification. The Certified Supply Chain Management Professional (CSCMP) will earn the Certified SCMP; triOS College graduates of the Supply Chain and Logistics Diploma Program must successfully complete 5 modules, 6 workshops, and must obtain three years of experience to receive certification.

## University of Windsor

- **Masters of Management** - Logistics and Supply Chain Management program will prepare graduates for leadership positions within the broad field of Supply Chain Management. This program includes 12 prescribed courses completed over 4 academic terms. The Master of Management classes will be conducted over four terms with students taking three courses at a time with students learning about domestic transportation and international shipping, quantitative analysis for logistics and supply chain management
- **Cross-Border Institute (CBI) Border Management and International Trade Certificate**- The Certificate Program in Border Management and International Trade is a unique program bridging the traditional disciplines, creating a distinctive learning environment that aims to address the emerging trends in international trade while simultaneously focusing on multiple stakeholders: academia, government and industry. The program includes 8 courses on subjects like global business environment, international law, global supply chain management, international market entry strategies, international trade research, international trade finance, and international marketing.

## Truck Driving Schools

Delta Truck Driving • Northstar Truck Driving School  
Signal Truck & Car Driving School • Ontario Truck Driving School

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