

workforce
WindsorEssex
YOUR LOCAL EMPLOYMENT PLANNING COUNCIL

Community Labour Market Plan

WINDSOR-ESSEX





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HOW DID WE DO?

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EXECUTIVE SUMMARY

The Community Labour Market Plan provides an update on the local labour market, including information on demographics, the labour force, Employment Ontario services, and industry in Windsor-Essex. This information is supported by data and feedback from local stakeholders, and the plan outlines challenges and opportunities related to local labour market conditions.

Throughout 2017, Statistics Canada released 2016 Census data, allowing the demographics and labour force sections of this plan to be updated with 2016 statistics. The Census 2016 data revealed Windsor-Essex has a growing but aging population, and just under half of the population does not have a post-secondary education. The aging population and lower-than-average level of post-secondary educational attainment is concerning for employers looking for an available and skilled workforce, but opportunities are evident as well, such as the opportunity to train lower-skilled workers into highly-skilled workers and the opportunity to engage the large newcomer population in the workforce. Newcomers have had a significant impact on the population in Windsor-Essex, as the census data demonstrates newcomers were responsible for the growth in the population in Windsor-Essex from 2011 to 2016.

The health of the labour force continues to improve, as the unemployment rate has fallen while the employment rate has increased. Windsor-Essex employers posted thousands of jobs between 2017 and 2018 in a range of sectors. However, Windsor-Essex suffers from a low participation rate. This can make it difficult for employers to recruit workers for in-demand occupations, particularly in the manufacturing, construction, agriculture, information and communication technology, healthcare, and transportation industries.

Employment Ontario service providers remain committed to serving thousands of clients each year and have the opportunity to work with these industries to help clients transition into employment opportunities.

The alignment of the skills of the labour force with in-demand occupations remains a concern. Apprenticeship registrations decreased from 2016 to 2017, despite the ever-present demand for skilled tradespeople in multiple industries, particularly manufacturing and construction. Industries like agriculture and transportation continue to require a large number of workers for a variety of positions, while industries like information and communication technology may hire less workers but require workers with very specialized skills.

Workforce WindsorEssex has undertaken 21 projects between 2016 and 2018 and developed numerous tools and services to assist in local workforce planning and advancement. The community has demonstrated great eagerness and commitment to strengthening the workforce in Windsor-Essex and has come together to collaborate on Workforce WindsorEssex's efforts as well as on opportunities outside our organization. Together, we will continue to create and sustain initiatives that support the availability, stability, and growth of the Windsor-Essex workforce.

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INTRODUCTION

INTRODUCTION

Workforce WindsorEssex is the region's Local Employment Planning Council. Our mandate is to plan, facilitate, and advocate for regional workforce development, defined as the development, retention, and recruitment of a wide range of skilled workers to meet the current and future economic and social development needs of Windsor-Essex.

The Ministry of Advanced Education and Skills Development provides funding support to Workforce WindsorEssex to undertake various workforce planning projects, including the Community Labour Market Plan. The Community Labour Market Plan provides an update on the local labour market, including information on demographics, the labour force, Employment Ontario services, and industry in Windsor-Essex.

METHODOLOGY

The Community Labour Market Plan was written by examining data from a variety of sources, including data from Statistics Canada, Employment Ontario, Emsi Analyst, TalentNeuron, and surveys and consultations conducted by Workforce WindsorEssex. Employer consultations referenced in this report took place in the summer of 2017 with 69 employers and 4 employment agencies. By examining this data, we were able to paint a picture of the current labour market in Windsor-Essex, detailing trends, challenges, and opportunities related to the labour market in our region.

Additionally, Workforce WindsorEssex conducted consultations with and gathered feedback from various stakeholders to confirm our findings, including members of our Employer Engagement Working Group, Intergovernmental Working Group, Service Provision Working Group, Central Planning Table, the Tri-County Literacy Network, the Employment Ontario Network, and our Board of Directors. The membership of these groups represent industry, employment services, government, and community organizations, ensuring the Community Labour Market Plan takes into account the perspective of the many stakeholders in our community.

In the report, there may be reference made to the geographies of **“Windsor CMA”**, **“Leamington CA”**, and **“Essex CD”**. Each of these is defined as follows:



LEGEND:

- Windsor CMA** (Census Metropolitan Area): Includes the municipalities of Windsor, Tecumseh, Lakeshore, Amherstburg, and LaSalle.
- Leamington CA** (Census Agglomeration): Includes the municipalities of Leamington and Kingsville.
- Essex CD** (Census Division): Includes the municipalities of Windsor, Tecumseh, Lakeshore, Amherstburg, LaSalle, Essex, Leamington, Kingsville, and Pelee, essentially making up the entirety of “Windsor-Essex”.

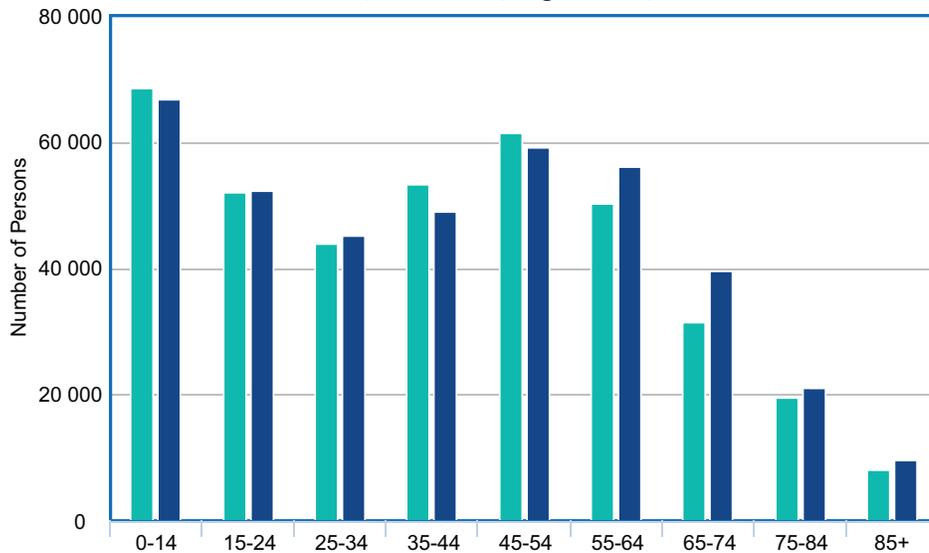


OUR COMMUNITY

POPULATION

From 2011 to 2016, the population of Windsor-Essex has changed in size as well as age distribution.

Windsor-Essex Population by Age Group: 2011 vs. 2016 ^{1,2}



	0-14	15-24	25-34	35-44	45-54	55-64	65-74	74-84	85+
■ 2011	68 485	52 115	44 055	53 330	61 450	50 205	31 455	19 655	8 020
■ 2016	66 770	52 300	45 210	48 900	59 260	56 065	39 725	21 045	9 670
%change	-2.5	0.35	2.62	-8.3	-3.56	11.7	26.3	7.1	20.6

The population of Windsor-Essex grew from 388,782 to 398,953, which indicates a **2.6% change in population** and an increase of 10,171 people. Windsor-Essex has an aging population. Age groups over the age of 55 saw the greatest percentage increases in their groups between 2011 and 2016, with ages 65-74 experiencing the largest increase of 26.3%. This is likely due to an influx of retirees from outside the area. The prime working age population of 25-54 saw an average decrease in population by 3%.^{1,2} From conversations with the community, we know a negative perception of employment opportunities in Windsor-Essex persists from the 2008 recession, which caused consistent unemployment rates above 8% until February 2016. This negative perception of employment causes an out-migration of the working age population, which will be explored in a later section.

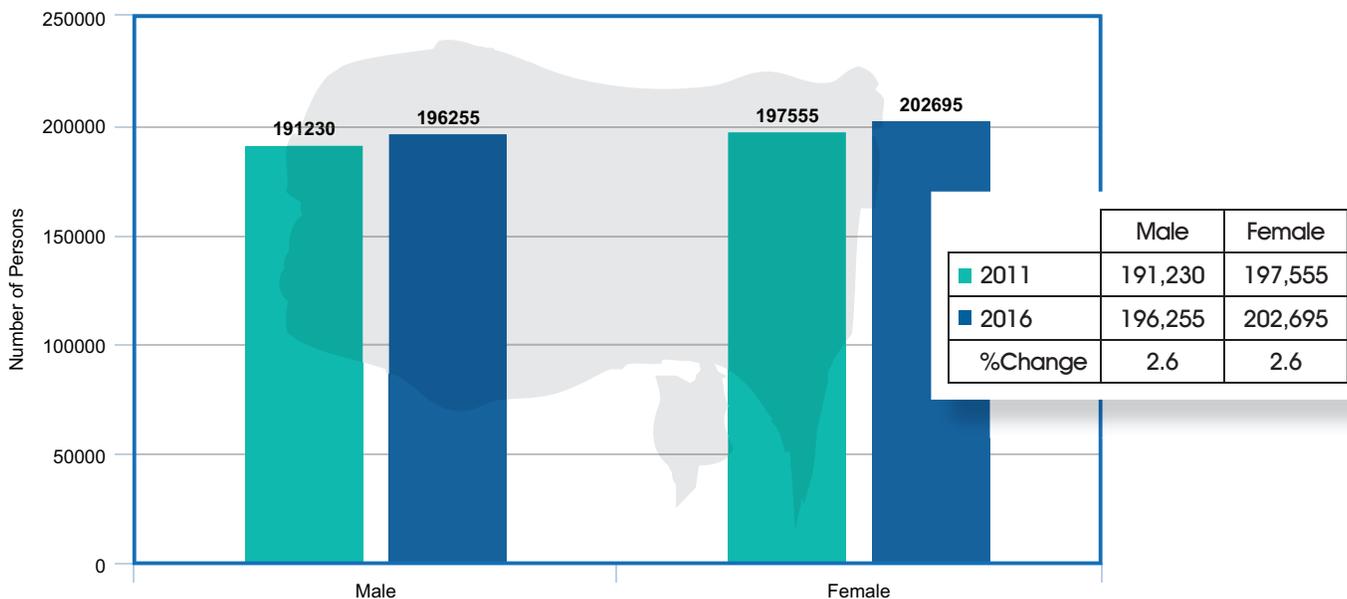
“
AN INCREASE OF
10,171
PEOPLE.”

¹ Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-316-X2016001.

² Statistics Canada, 2011 Census of Population, Statistics Canada Catalogue no. 98-316-XWE.



Windsor-Essex Population by Gender: 2011 vs. 2016^{3,4}



The distribution of males and females in Windsor-Essex has remained steady from 2011 to 2016. Both populations grew by about 5,000 people.^{3,4}

Challenge: Windsor-Essex has an aging population.

With the current low unemployment rate, employers are finding it difficult to staff positions. In consultations with 69 employers in the summer of 2017, we learned 59% of employers have hard-to-fill positions, with many stating there are a lack of qualified candidates, and often, not enough applicants responding to postings.

Opportunity: Encourage employers to take advantage of the skills of older workers.

An older workforce may still be an available workforce. Many older workers do not want to fully retire, which presents opportunities to employ older workers flexibly, filling in shift gaps in some workplaces and allowing for mentorship of younger workers in others. Some older workers may want to work full-time. According to the Conference Board of Canada, older workers can offer proficiency in customer service, loyalty, and strong work ethic, making this segment of the workforce a smart hire for employers.⁵

³ Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-316-X2016001.

⁴ Statistics Canada, 2011 Census of Population, Statistics Canada Catalogue no. 98-316-XWE.

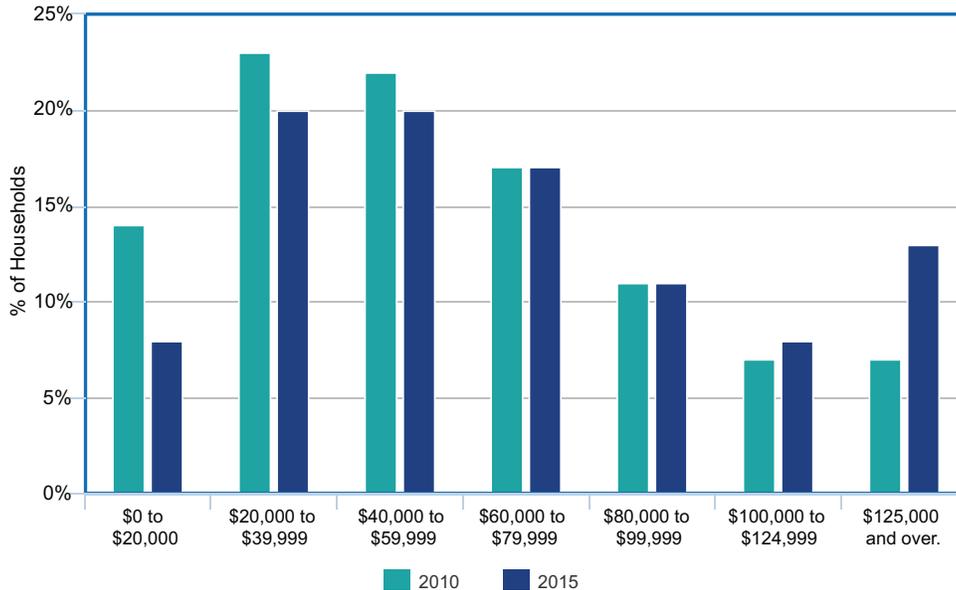
⁵ Canada Business Network, "Benefits of Hiring Older Workers," Canada Business Network, October 1, 2010, <https://canadabusiness.ca/blog/benefits-of-hiring-older-workers-1/>.



INCOME

The median after-tax household income in Windsor-Essex in 2010 was \$52,855. This **grew to \$59,274 in 2015**.^{6,7}

Windsor-Essex After-Tax Household Income
by Percentage of Households: 2010 to 2015^{6,7}



While this paints a picture of much of the Windsor-Essex population living middle class lifestyles, the reality is different when considering households with children in the Windsor CMA. Statistics Canada found that the Windsor CMA “has the highest rate of children living in low-income households” in Canada, **with 24% of children living in a low-income household**.⁸ As stated by Statistics Canada, “...persons in a household of four had low income if the household’s after-tax income was under \$44,266.”⁹ The issue of poverty has been confirmed in Windsor-Essex by recent articles with anecdotes from organizations like StreetHelp, the Community Support Centre of Essex County, and the United Way which highlight the thousands of people still being served by food banks, homeless shelters, and poverty programs each year.^{10,11} Additionally, in November 2017, the number of people collecting disability support payments reached 12,900, which the City of Windsor believed was an all-time high.¹²

⁶ Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-316-X2016001.

⁷ Statistics Canada, 2011 National Household Survey, Statistics Canada Catalogue no. 99-004-XWE.

⁸ Xuelin Zhang, “Children living in low-income households,” Statistics Canada, last modified October 15, 2017, <http://www12.statcan.gc.ca/census-recensement/2016/as-sa/98-200-x/2016012/98-200-x2016012-eng.cfm>.

⁹ Ibid.

¹⁰ CBC News, “Essex County food bank faces unique challenges as steady demand continues,” CBC News, last modified December 13, 2017, <http://www.cbc.ca/news/canada/windsor/essex-county-food-bank-unique-challenges-steady-demand-1.4446189>.

¹¹ Gord Bacon, “Street help ready for those needing a warm space,” AM800 News, last modified December 26, 2017, <http://www.iheartradio.ca/am800/news/street-help-ready-for-those-needing-a-warm-space-1.3523340>.

¹² Dave Battagello, “As number relying on disability support payment rises, province proposes \$3.2B solution,” Windsor Star, last modified November 6, 2017, <http://windsorstar.com/news/local-news/welfare-reform-plan-seeks-to-aid-those-mired-in-poverty>.



Challenge: **Children are at risk of or are already experiencing the cycle of poverty.**

As aforementioned, 1 in 4 children in Windsor-Essex are living in a low-income household. Children in low-income households are more likely to “have worse cognitive, social-behavioural and health outcomes... and [lower] school achievement.¹³ This can affect their long-term outcomes, whether in health, employment, or other areas.

Opportunity: **Increased supports for low-income households.**

There is currently great work being done to break the cycle of poverty in Windsor-Essex. Organizations like the United Way Windsor-Essex County support youth career building, mentorship, after-school programs, and family supports. However, more can always be done. Workforce WindsorEssex’s 2016 Barriers for Jobseekers survey reaffirmed the need for more transportation initiatives to help low-income individuals reach employment opportunities and affordable childcare to ensure parents are able to take advantage of employment opportunities.¹⁴ In addition to specific programs, it would be helpful to have services offered in hubs to ensure those with transportation, mobility, language, and other barriers are able to access services as easily and efficiently as possible. The co-location of Family Services Windsor-Essex, the Financial Fitness Centre, Windsor-Essex Bilingual Legal Clinic, and the Sexual Assault Crisis Centre at 1770 Langlois Avenue in Windsor is a great example of concentrating services in one accessible location. Another notable example is the Leamington Community Hub 33, the three founding partners of which include the City of Windsor – Employment and Social Services, Windsor-Essex Children’s Aid Society, and the Windsor-Essex County Health Unit. Children First and Community Living Essex County also have touchdown space within the Hub.

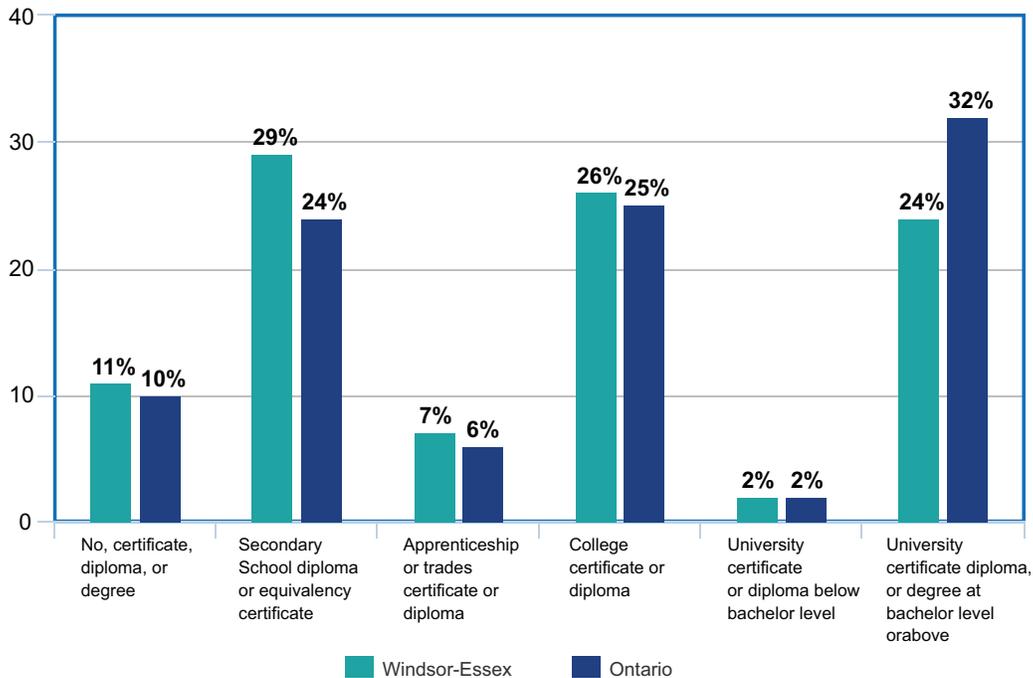
¹³ Kerris Cooper and Kitty Stewart, “Does money affect children’s outcomes?” Joseph Rowntree Foundation, October 22, 2013, <https://www.jrf.org.uk/report/does-money-affect-children%E2%80%99s-outcomes>.

¹⁴ Workforce WindsorEssex, “Barriers for Jobseekers,” Workforce WindsorEssex, 2016, <https://www.workforcewindsorsex.com/wp-content/uploads/2017/12/Barriers-Survey-Results.pdf>.

EDUCATIONAL ATTAINMENT

The population of Windsor-Essex has a range of educational attainment.

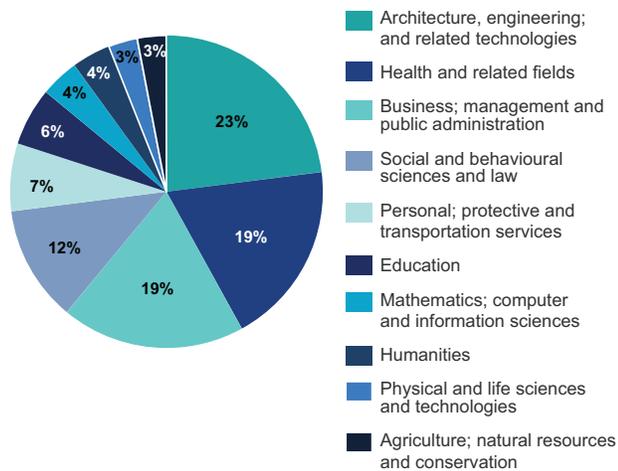
Highest Educational Attainment of the Population Aged 25 to 64 in 2016 Windsor-Essex vs. Ontario¹⁵



40% of those in Windsor-Essex aged 25 to 64 have a secondary school diploma or less, while 7% have an apprenticeship or trades certificate or diploma, and 52% have a college or university-level education. Windsor-Essex has a lower level of educational attainment than the Ontario average. There can be a negative effect of 40% of the working aged population having only a high school diploma or less as employers may find it harder to fill skilled positions, and this population may find it difficult to find stable, fairly paid employment.¹⁵

52%
of 25-64 year olds have a college or university level education.

Major Field of Study For Those Aged 25-64 with a Post-Secondary Education in Windsor-Essex¹⁵



The majority of those with a post-secondary education have a degree in a field related to architecture engineering, and related technologies; health and related fields; or business, management and public administration. Transportation and agriculture are two prominent industries in Windsor-Essex, but only 7% and 1% of those with a post-secondary degree studied these fields, respectively, which can leave a gap in qualified candidates in those industries. In particular, there are no agricultural programs offered at local institutions, which means individuals interested in the field or already working in the industry must leave the region to pursue further education. Considering the **growing importance of technology** and data in competitiveness, it is also concerning that only 4% of those with a post-secondary education studied in the field of mathematics, computer, and information sciences.¹⁶ Windsor-Essex could benefit from producing more graduates locally in fields related to our largest industries and in-demand occupations.

Challenge:

Windsor-Essex has a large amount of adults that have a high school diploma or less, but 45% of employers we consulted require a formal education above a high school diploma.

There is a mismatch between the skills of adults in Windsor-Essex and the skills employers are looking for. Much of the population aged 25 to 64 does not have the education required by employers to fill positions.

Opportunity: Short-term training programs for those without a post-secondary education in in-demand industries.

Two industries that currently have a lack of candidates and that are facing staffing issues are transportation and agriculture. These are two industries where the training required for many positions can be carried out over a matter of weeks or months rather than years. This presents the opportunity for short-term certificate programs hosted by local educational institutions and supported by local employers. For example, the Manufacturing Skills Standards Council (MSSC) has developed the Certified Logistics Associate and Certified Logistics Technician credentials, two credentials that are not currently offered locally but have been endorsed by the Canadian Supply Chain Sector Council (CSCSC) and the Canadian Manufacturers and Exporters (CME).¹⁷ Local educational institutions can partner with employers to offer these certifications and can market these to those with little or no post-secondary education to help them enter stable, in-demand positions in a short amount of time. Additionally, employers can take advantage of the Canada-Ontario Jobs Grant (COJG) to provide short-term training to their current or future employees. It is geared toward employers with a particular skills demand and provides employers with up to \$10,000 in government support per person for training costs.

One successful local example of short-term training is St. Clair College's Skilled Trades Regional Training Centre's "Earn While You Learn" program, which was created by Valiant Corporation and is now run by St. Clair College. In 46 weeks, it prepares students to "become proficient in math, blueprint reading, computer skills, safety training, and hands-on training on a wide variety of state-of-the-art equipment including CNC machines." Since the program partners with industry, most students become employed in the skilled trades after graduation, with some even working part-time in the skilled trades during the program.¹⁸

It should also be acknowledged that the Leamington District Chamber of Commerce (LDCC) completed a feasibility study in October 2017 on creating an Agri-Business Centre of Excellence in the Leamington area to serve as a skills training and education facility. The study made several recommendations to expand education and training opportunities for the agricultural sector, including industry-supported short-term pilot training programs and a post-secondary diploma program pilot in Growing Technology, with an internship component.¹⁹

¹⁶ Ibid.

¹⁷ NASCO, "Workforce," NASCO, accessed on February 11, 2018, <http://nasconetwork.com/workforce1>.

¹⁸ St. Clair College, "Skilled Trades Regional Training Centre Celebrating Their 1st Anniversary in Providing Valuable Training for Industry," St. Clair College, last modified January 23, 2018, <http://www.stclaircollege.ca/news/2018/skilled-trades-regional-training-centre-celebrating-first-anniversary.html>.

¹⁹ Denise Ghanam, "Agri-Business Centre of Excellence," Ghanam Consulting Incorporated, last modified October 31, 2017, <http://leamingtonchamber.com/wp-content/uploads/2017/12/Final-ACE-Report.pdf>.

IMMIGRATION

1 in 4 people in Windsor-Essex is an immigrant, which refers to a person who is, or has ever been, a landed immigrant or a permanent resident. A total of 85,810 people in Windsor-Essex are immigrants. Of these immigrants, **10,800 are newcomers** who settled in Windsor-Essex between 2011 and 2016. A newcomer is an immigrant who has been here for five years or less.²⁰ Considering the population in Windsor-Essex increased by 10,171 people between 2011 and 2016, Windsor-Essex might have otherwise had a **decrease in population without the arrival of newcomers**.

The participation rate of immigrants in Windsor-Essex is 51.3%. This is almost 10% less than the participation rate of non-immigrants in Windsor-Essex, which is 63.7%. The unemployment rate of immigrants in the Windsor CMA is 8.5%, which is higher than that of non-immigrants, at 7.3%. The **unemployment rate in the Windsor CMA is much higher for newcomers**, at 13.9%. Immigrants actually fair better in the Leamington CA, where their unemployment rate is 4.5% versus non-immigrants at 6.0%. The unemployment rate for newcomers is not available in the Leamington CA.²¹

Immigrants are **well-educated**, with 70% possessing a minimum of a high school diploma, and 47% possessing a post-secondary education.²² The top 5 sectors immigrants are employed in are manufacturing; healthcare and social assistance; retail trade; accommodation and food services; and professional, scientific, and technical services.²³ In 2017, Workforce WindsorEssex carried out a survey with newcomers to collect information on their education and skills, finding that 40% of the 255 newcomers surveyed have a high school diploma, 16% completed trade high school or college, and 27% completed a university degree. They have **worked in a variety of sectors** outside of Canada, including construction, education, retail, finance, transportation, and manufacturing and some even have work experience in Canada in sectors including retail, agriculture, cleaning, food services, construction, and manufacturing. The full results of this survey are available in Appendix A. The results include statistics on newcomer educational attainment, languages, aspirations, skills, work experience, and English levels.



²⁰ Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-316-X2016001.

²¹ Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016286.

²² Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016253.

²³ Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016092.



Challenge: **Newcomers are experiencing a high unemployment rate.**

Compared to the non-immigrant population and even the immigrant population, newcomers in Windsor CMA have a much higher unemployment rate than non-newcomers. This is a challenge for several reasons. First, newcomers who are unemployed for a long period of time may get discouraged and exit the labour force, which may contribute to the low participation rate of immigrants in Windsor-Essex. It will be difficult to get them to re-enter the labour force once they have exited. Second, newcomers are an available workforce. In the current economic climate, employers should be considering all groups in the workforce and need to do so in order to fill the wide range of positions they have available. Many newcomers face a language barrier to employment but are eager to work and are continuously improving their English language skills. In our newcomer survey, 65% of newcomers indicated they are looking for work or will be looking for work within 6 months. Of the 35% not looking for work, most indicated they are focusing on language training, meaning once they feel they have proficient language skills, they could begin looking for work.

Opportunity: **Share newcomer success stories and skills with employers.**

From conversations with employers, we know newcomers are a valuable workforce. 53% of businesses we consulted with have hired a newcomer and had overwhelmingly positive experiences. Of these 53%, 48% mentioned newcomers' technical skills and work experience were particularly helpful to the business and positively mentioned newcomers' work ethic. Others mentioned that newcomers are especially culturally competent and their language skills often help garner customers from a wider range of cultural communities. Workforce WindsorEssex has developed a bulletin that highlights the skills of newcomers in our community, which are wide-ranging. Sharing success stories and skills of newcomers with employers who have not yet hired newcomers will help employers envision the benefits newcomers can bring to their business.

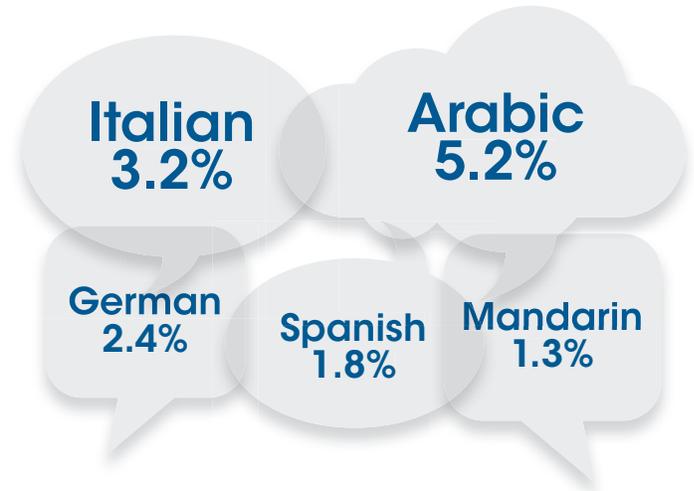


LANGUAGES

In 2016, **104,210** people in Windsor-Essex had a knowledge of a non-official language, which refers to whether a person can conduct a conversation in a language other than English or French.

THE TOP 5 NON-OFFICIAL LANGUAGES THE POPULATION HAVE A KNOWLEDGE OF IN WINDSOR-ESSEX ARE²⁴:

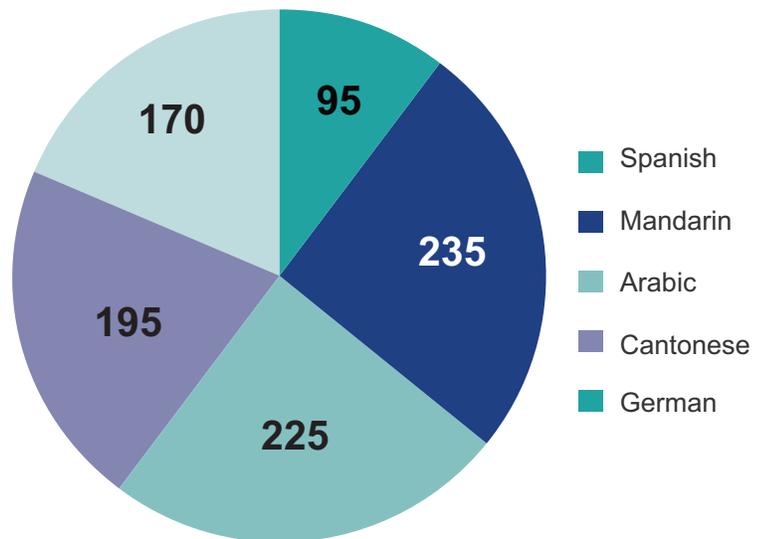
Language	Number of People with Knowledge of Language
Arabic	20,540
Italian	12,535
German	9,640
Spanish	7,230
Mandarin	5,035



Having a diversity of languages in our community presents the opportunity for businesses to hire employees who can **serve clients in multiple languages**, whether the business is local or global. Some people in Windsor-Essex already use their non-official language skills at work in Windsor-Essex, as seen in the chart on the right.

New trade agreements like the Canada-European Union Comprehensive Economic and Trade Agreement (CETA) will further the **benefit of having a multilingual workforce** in our community. Global languages like Spanish, Mandarin, Arabic, Cantonese, and German will continue to be in-demand.²⁵

Top 5 Non-Official Languages used at Work in Windsor-Essex 2016²⁵



MIGRATION

Between 2011 and 2016, Windsor-Essex saw a **net migration of 4,144 people**. However, there was a net out-migration of the working aged population (aged 18 to 44 years old) of -1,283 people.

These are individuals who are likely looking for employment opportunities elsewhere. Positively, the net migration of young people aged 0 to 17 was very high at 3,225 migrants, which, if these young people can be retained in the community, will **help provide an available labour force** in the future. Furthermore, the scale of movement is notable, as close to 100,000 people moved in or out of Windsor-Essex during the five-year period.²⁶

MIGRATION BY AGE COHORT – WINDSOR-ESSEX: 2011 – 2016²⁶

Age Group	In-Migrants	Out-Migrants	Net-Migrants
0-17	10,990	7,765	3,225
18-24	6,701	7,043	-342
25-44	18,919	19,860	-941
45-64	8,721	7,232	1,489
+65	3,249	2,536	713
Total	48,580	44,436	4,144

From 2014-2015, the top regions for net migration into Windsor-Essex were²⁷:

Region	Net-Gain #
Foreign	1,873
Peel	147
Brant	60
Durham	54
Joliette	50

From 2014-2015, the top region for net-migration out of Windsor-Essex were²⁸:

Region	Net-Loss #
Middlesex (London region)	-286
Greater Vancouver	-143
Division No. 11 (Edmonton Region)	-141
Ottawa	-116
Division No. 6 (Calgary Region)	-114

As seen above, the majority of those who migrate into Windsor-Essex are **from outside of Canada**. People who leave Windsor-Essex are **often leaving to the west**, which in 2014-2015 was known to have better employment opportunities than Windsor-Essex as Windsor-Essex was still recovering from the 2008 recession.

Challenge:

Windsor-Essex has a large out-migration of its working aged population.

Windsor-Essex is losing a large number of its working aged population to other regions each year. This hampers the ability of employers to hire talent, as often those who leave the region are able to do so because the skills they possess are sought-after elsewhere. In turn, it seems to be difficult for employers to attract talent to Windsor-Essex.

Opportunity:

The creation of a talent attraction marketing campaign targeting skilled workers in other communities.

An attraction campaign highlighting the benefits of living and working in Windsor-Essex, such as the low cost of housing and the short commute times, could be used as a tool to increase the availability of a skilled workforce in Windsor-Essex. A quick “moving to Windsor” Google search shows the interest in knowing the benefits of living in Windsor. Developing the campaign could be a joint effort between municipalities, economic development, workforce development, tourism, and others and could make use of some existing resources, such as the **Welcome to Windsor-Essex website**.

²⁶ Statistics Canada, Taxfiler.

²⁷ Ibid.

²⁸ Statistics Canada, Taxfiler.

OUR LABOUR FORCE

LABOUR FORCE CHARACTERISTICS

Looking at labour force statistics is a useful resource for examining the availability and stability of our workforce. The 2016 labour force statistics for Windsor-Essex and our municipalities are as follows:

2016 LABOUR FORCE CHARACTERISTICS: WINDSOR-ESSEX AND MUNICIPALITIES²⁹

Indicator	Windsor	Tecumseh	LaSalle	Amherstburg	Lakeshore	Essex	Kingsville	Leamington	Pelee	Windsor-Essex (Essex CD)
Population aged 15 and over	178,585	19,545	24,435	18,095	29,380	16,500	16,675	20,980	130	324,330
In the labour force	101,875	12,430	16,165	11,730	19,585	10,235	10,630	12,360	75	195,090
Employed	92,535	11,850	15,345	10,995	18,675	9,655	10,070	11,615	75	180,800
Unemployed	9,345	585	825	740	910	585	555	740	10	14,290
Not in the labour force	76,705	7,110	8,260	6,360	9,800	6,265	6,045	8,620	55	129,240
Participation rate (%)	57.0	63.6	66.2	64.8	66.7	62.0	63.7	58.9	57.7	60.2
Employment rate (%)	51.8	60.6	62.8	60.8	63.6	58.5	60.4	55.4	57.7	55.7
Unemployment rate (%)	9.2	4.7	5.1	6.3	4.6	5.7	5.2	6.0	13.3	7.3

Overall, the labour force was **healthy** in 2016, with the unemployment rate in Windsor-Essex at 7.3%; however, unemployment is disproportionately concentrated in Windsor and Pelee.³⁰ Pelee's unemployment rate can be attributed to limited opportunities on the island; however, Windsor's unemployment rate is more concerning as employment opportunities are available. It is important that work continues to be done with those in Windsor who face barriers to employment to ensure they are able to access employment opportunities.

In the table below, we can see how the Windsor-Essex workforce has changed since 2011.

2011-2016 LABOUR FORCE CHARACTERISTICS: WINDSOR-ESSEX^{31,32}

Labour Force Indicator	2011	2016	+/- Change
Population aged 15 and over	312,710	324,330	+11,620
In the labour force	186,555	195,090	+8,535
Employed	168,375	180,800	+12,425
Unemployed	18,180	14,290	-3,890
Not in the labour force	126,150	129,240	+3,090
Participation rate (%)	59.7	60.2	+0.5
Employment rate (%)	53.8	55.7	+1.9
Unemployment rate (%)	9.7	7.3	-2.4

The labour force saw **significant improvement** from 2011 to 2016 as employment grew and unemployment dropped.^{31,32} The only concern was the increase in those “not in the labour force”, meaning those who are not working or looking for work, which increased by 3,090 people.



²⁹ Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-316-X2016001.

³⁰ Ibid.

³¹ Ibid.

³² Statistics Canada, 2011 National Household Survey, Statistics Canada Catalogue no. 99-004-XWE.

In our region, the Labour Force Survey releases labour force statistics on a monthly basis for Windsor CMA only. **The statistics for 2017** are as follows:

2017 LABOUR FORCE SURVEY: WINDSOR CMA³³

Labour Force Indicator	15 Years and Over	Male	Female	15-24 Years	25-54 Years	55-64 Years	65 Years and Over
Population aged 15 and over	285,300	140,900	144,400	46,700	128,700	51,300	58,700
In the labour force	172,600	89,500	83,000	29,900	107,000	30,200	5,400
Employed	162,800	84,500	78,300	26,500	101,900	29,400	5,100
Full-Time	128,800	72,200	56,600	12,900	88,400	24,500	3,000
Part-Time	34,100	12,400	21,700	13,500	13,500	4,900	2,100
Unemployed	9,700	5,000	4,700	3,400	5,200	X	X
Not in the labour force	112,800	51,400	61,400	16,700	21,600	21,000	53,400
Participation rate (%)	60.5	63.5	57.5	64.0	83.1	58.9	9.2
Employment rate (%)	57.1	60.0	54.2	56.7	79.2	57.3	8.7
Unemployment rate (%)	5.6	5.6	5.7	11.4	4.9	X	X

x: Indicates data is suppressed to meet the confidentiality requirements of the Statistics Act

Considering online data available from 2001 to present for Windsor CMA, the unemployment rate in 2017 at 5.6% was the **lowest it had been in 16 years**, with the other lowest rates being 6.0% in 2016 and 6.8% in 2001. However, the participation rate was also the lowest it had been in 16 years, at 60.5%, with the highest point being 67.3% in 2002. The participation rate for women is especially low at 57.5% compared at 63.5% for men in the Windsor CMA, suggesting that addressing barriers to employment for women may help improve the participation rate in the Windsor CMA.³⁴

Challenge: The low participation rate.

Windsor-Essex has one of the lowest participation rates in all of Canada. A low participation rate hinders the ability of employers to find employees, as the available workforce is smaller than it could be.

Opportunity: Encourage populations who are not in the labour force to enter the labour force.

Workforce WindsorEssex is has done research in order to make recommendations to address our low participation rate. There are a number of actions that can be taken, including more affordable childcare, increased micro-employment opportunities for groups like students and retirees, fair wages for low-skilled positions, encouragement of in-migration of young people, and investments in public transportation to ensure job opportunities can be accessed by all.

³³ Statistics Canada, "Table 282-0129 – Labour Force estimates (LFS), by census metropolitan area based on 2011 Census boundaries, sex and age group, annual (persons unless otherwise noted)," CANSIM (database), last modified January 5, 2018.

³⁴ Ibid

IN-DEMAND AND HARD-TO-FILL POSITIONS

Workforce WindsorEssex is able to keep a pulse on the in-demand and hard-to-fill positions in our community through in-person consultations with employers and other stakeholders, through quarterly surveys with employers, and by tracking online job postings using TalentNeuron, a web crawling software platform.

To begin, there is a difference between **in-demand and hard-to-fill positions**, and a position may be either in-demand, hard-to-fill, or both. A position that is in-demand is one that employers are currently hiring many workers for. A position that is hard-to-fill is one that employers are having difficulty filling, whether that is due to a lack of qualified applicants, the wage demanded of the position, or other reasons. For example, a Welder is a position that is both in-demand and hard-to-fill as many employers are hiring for this position and there is a lack of qualified candidates. As another example, a Director of Finance may be a hard-to-fill position but not in-demand, as the position requires a very specialized skill set, but there are not many job postings for a Director of Finance.

In consultations with 69 employers and 4 employment agencies between July 2017 and October 2017, we had the opportunity **to learn about the workforce challenges** facing many industries, including employers' thoughts on recruitment, retention, educational programs, employment services, and hard-to-fill positions. The data collected from these consultations is useful in highlighting the local demand for talent.

From consultations, we learned that **78% of employers faced challenges** in recruiting. Employers noted the top reasons for recruitment challenges were candidates lacking technical skills and there simply being few or no applicants to positions. Many employers did not believe educational programs are doing enough to prepare students for the roles they have available, with 45% suggesting more practical experience and timely updates to curriculum could improve outcomes for students.

When asked about hard-to-fill positions, **59% indicated they have positions that are hard to fill**, mainly due to a lack of qualified candidates rather than difficulty paying competitive wages, seasonality of work, or other factors. Some of the top hard-to-fill positions included:

Business Analyst	Full-Stack Developer
CNC Machinist	Mold Maker
Cook	Project Manager
Electrical Engineer	Truck Driver



59%
indicated they
have positions
that are hard
to fill.”



The most recent quarterly survey, with 66 employers reflecting on their workforce between July 2017 and September 2017, confirmed these positions as both hard-to-fill and in-demand.³⁵

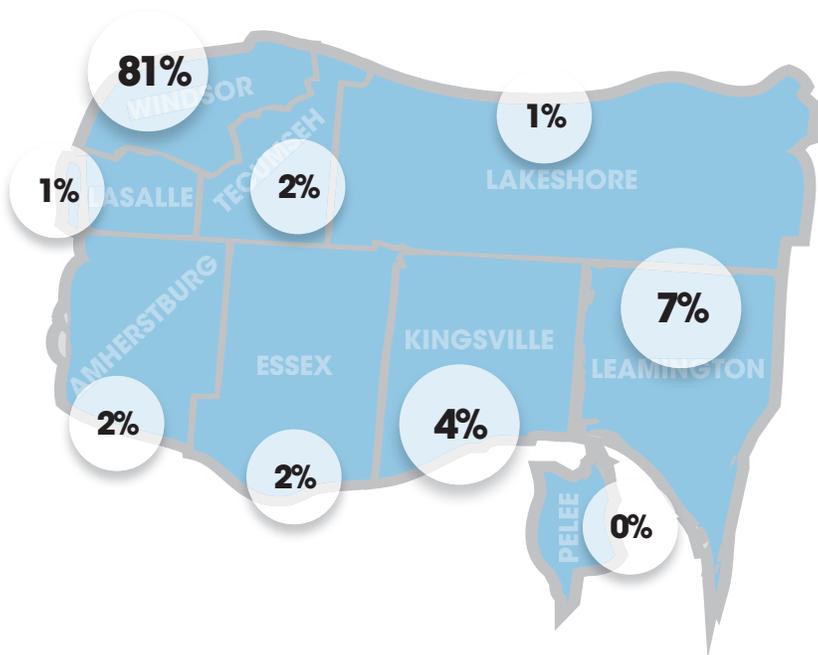
To assist in filling positions, **43%** have used employment services, though **82%** of employers were aware of them. Those who have used them did so to widen their pool of candidates, because an employment service directly engaged them, and because of the training/wage incentives available through the service.

Fewer employers face challenges in the retention of employees. **37%** said they faced challenges due to being unable to pay a competitive wage and due to the working conditions associated with many of the positions they offer, which could include irregular hours, physically demanding tasks, and other factors.

Examining online job postings captured by TalentNeuron over the last year helps to further demonstrate demand for an available and skilled workforce in Windsor-Essex.

In 2017, there were 14,872 online job postings in the region from almost 5,000 unique employers.

Online Job Postings by Municipality in 2017³⁶



The Top 10 posted for occupations were:

1. Transport Truck Drivers
2. Retail Salespersons
3. Retail Sales Supervisors
4. Cooks
5. Food Counter Attendants, Kitchen Helpers, and Related Support Occupations
6. Other Customer and Information Services Representatives
7. Sales and Account Representatives – Wholesale Trade
8. Other Repairers and Servicers
9. Securities Agents, Investment Dealers, and Brokers
10. Nursery and Greenhouse Workers

³⁵ Workforce WindsorEssex, "Quarterly Surveys and Bulletins," Workforce WindsorEssex, 2016-2018, <https://www.workforcewindsoressex.com/quarterly-survey/>.

³⁶ CEB TalentNeuron, 2018.

Jobs required a diverse set of skills, with the top 5 technical skills and the top 5 soft skills being:

TOP 5

TECHNICAL SKILLS

1. Blueprint reading
2. Freight+ software
3. Forklift operation
4. Bilingualism
5. Preventative maintenance

TOP 5

SOFT SKILLS

1. Detail oriented
2. Oral and written communication
3. Team player
4. Customer service oriented
5. Dependability

These job postings further confirm the information gathered in consultations and surveys with employers. Occupations like Truck Driver and Cook are especially in-demand and hard-to-fill positions. The job postings also capture in-demand occupations in sales and services that are not necessarily hard-to-fill but that are in-demand.³⁶

Workforce WindsorEssex also compiled a list of the top 76 in-demand jobs in our community, which can be found in Appendix B. This list was compiled using a combination of methods, including employer consultations, quarterly employer survey results, Emsi Analyst projections, and online job postings.

Challenge: Not enough qualified candidates to fill positions.

Employers are having challenges recruiting for most available positions, stating candidates are not qualified for the positions they have available. This means a given business may not be operating at full capacity as positions go unfilled or are filled by individuals who are not fully qualified for a given position.

Opportunity: Educate the unemployed and youth about in-demand positions, and connect them to services.

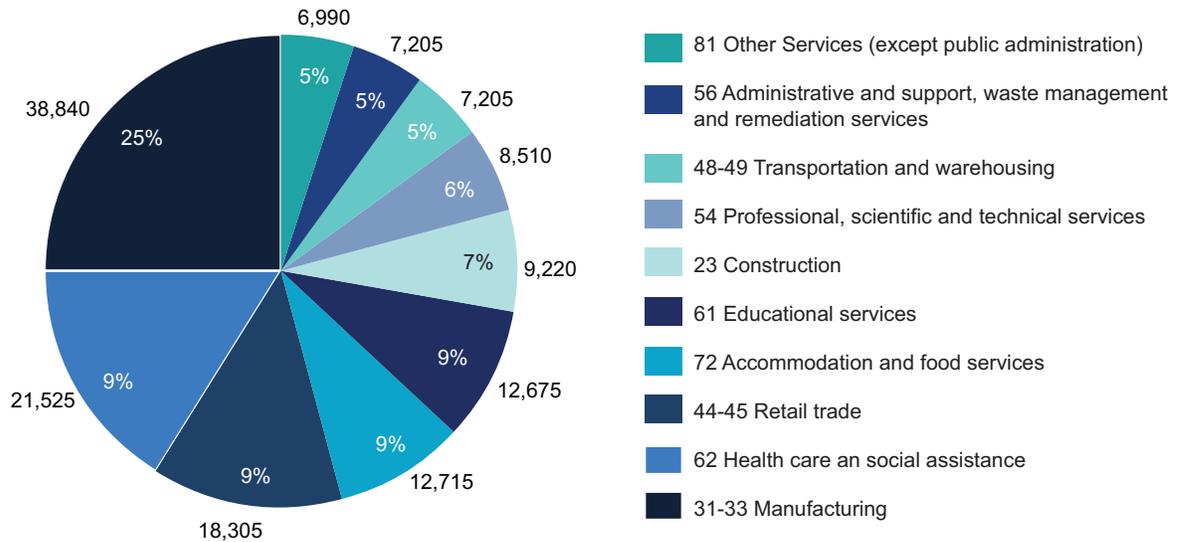
Choosing a future career path can be intimidating for most people. There are a wealth of opportunities available, but it can be difficult to find information about these opportunities and to decide what path may lead to the most stable and fulfilling employment. Workforce WindsorEssex is working with local educators and community organizations to educate jobseekers on the opportunities available in our region. We have conducted over 60 presentations in high schools and to jobseekers at local community organizations since July 2017. Additionally, we have developed tools such as our **In-Demand Job Profiles**, and we connect those looking for additional help to our local Employment Ontario Service Providers. We are always looking to share resources, and whether you are an employer, educator, or community organization, you can request a presentation or resources from us at info@workforcewindsorsex.com.



THE LABOUR FORCE BY OCCUPATION AND INDUSTRY

There is a **range of occupations and industries** in Windsor-Essex. Looking at the top occupations and industries in Windsor-Essex, it is evident most employment is concentrated in manufacturing, sales and service, construction, education, and health care^{37,38}

Top 10 Industries by Employment in Windsor-Essex³⁷



TOP 10 OCCUPATIONS BY EMPLOYMENT IN WINDSOR-ESSEX: 2016³⁸

Occupation by 2-Digit NOC	Number of Employed Persons
67 – Service support and other service occupations, n.e.c.	9075
95 – Assemblers in manufacturing	8980
72 – Industrial, electrical and construction trades	8575
65 – Service representatives and other customer and personal services occupations	7910
40 – Professional occupations in education services	6605
12 – Administrative and financial supervisors and administrative occupations	6600
64 – Sales representatives and salespersons – wholesale and retail trade	5895
21 – Professional occupations in natural and applied sciences	5825
14 – Office support occupations	5405
75 – Transport and heavy equipment operation and related maintenance occupations	5390

³⁷ Statistics Canada, 2016 Census of Population, Catalogue no. 98-400-X2016290.

³⁸ Statistics Canada, 2016 Census of Population, Catalogue no. 98-400-X2016295.

The supply of workers has been found to be a constant challenge in Windsor-Essex, with respondents to our 2016-2017 quarterly surveys consistently indicating “workforce skills shortage” as their top barrier to growth.³⁹ Looking at the table below, we can see where there may be opportunities for employment outreach strategies and career transitions in our community.

MOST RECENT OCCUPATIONS OF PERSONS IN THE LABOUR FORCE IN WINDSOR-ESSEX: 2016

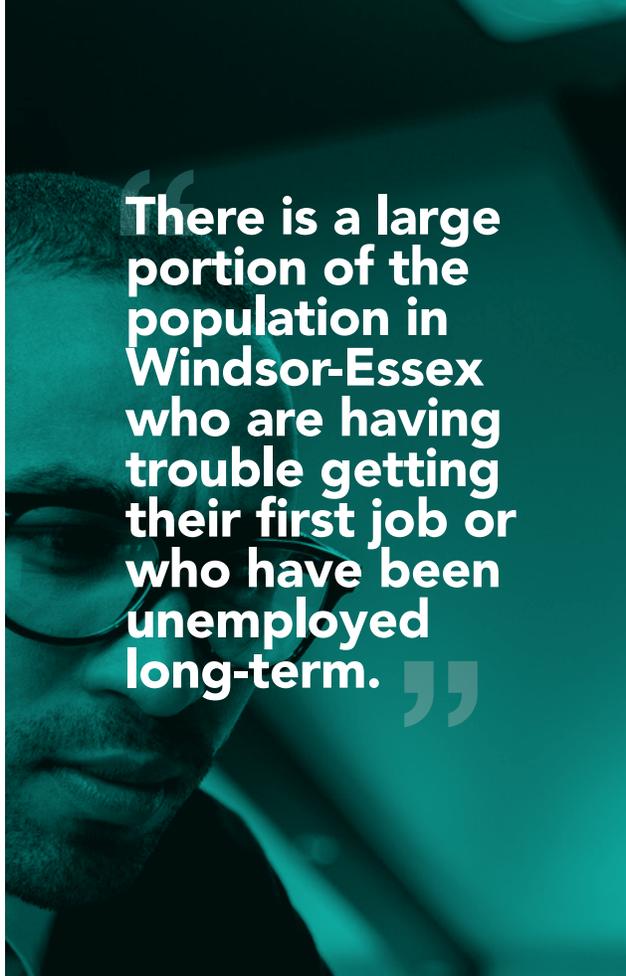
Occupation - National Occupational Classification (NOC)	Total - Labour Force Status	Employed	Unemployed
Total - Occupation - National Occupational Classification (NOC)	161790	149385	12400
Occupation - Not applicable	4830	0	4830
All occupations	156955	149390	7570
00 Senior management occupations	1030	1005	25
01-05 Specialized middle management occupations	4095	3995	100
06 Middle management occupations in retail and wholesale trade and customer services	5035	4925	115
07-09 Middle management occupations in trades, transportation, production and utilities	2885	2840	50
11 Professional occupations in business and finance	3510	3385	130
12 Administrative and financial supervisors and administrative occupations	6825	6600	215
13 Finance, insurance and related business administrative occupations	1425	1390	35
14 Office support occupations	5675	5405	270
15 Distribution, tracking and scheduling co-ordination occupations	2955	2810	145
21 Professional occupations in natural and applied sciences	5970	5825	145
22 Technical occupations related to natural and applied sciences	4290	4095	195
30 Professional occupations in nursing	3975	3890	85
31 Professional occupations in health (except nursing)	2590	2565	25
32 Technical occupations in health	3380	3315	70
34 Assisting occupations in support of health services	3240	3145	95
40 Professional occupations in education services	6855	6605	255
41 Professional occupations in law and social, community and government services	2885	2775	110
42 Paraprofessional occupations in legal, social, community and education services	3225	3080	150
43 Occupations in front-line public protection services	1155	1150	0
44 Care providers and educational, legal and public protection support occupations	2520	2400	115
51 Professional occupations in art and culture	960	935	25
52 Technical occupations in art, culture, recreation and sport	2175	1985	190
62 Retail sales supervisors and specialized sales occupations	3125	3045	80
63 Service supervisors and specialized service occupations	5365	5060	305
64 Sales representatives and salespersons - wholesale and retail trade	6195	5895	300
65 Service representatives and other customer and personal services occupations	8465	7910	555
66 Sales support occupations	4805	4445	355
67 Service support and other service occupations, n.e.c.	9760	9075	685
72 Industrial, electrical and construction trades	9185	8575	610
73 Maintenance and equipment operation trades	4055	3870	185
74 Other installers, repairers and servicers and material handlers	2825	2605	220
75 Transport and heavy equipment operation and related maintenance occupations	5610	5390	220
76 Trades helpers, construction labourers and related occupations	1570	1360	210
82 Supervisors and technical occupations in natural resources, agriculture and related production	340	325	10
84 Workers in natural resources, agriculture and related production	555	455	100
86 Harvesting, landscaping and natural resources labourers	1295	1145	150
92 Processing, manufacturing and utilities supervisors and central control operators	1585	1545	40
94 Processing and manufacturing machine operators and related production workers	3270	3080	190
95 Assemblers in manufacturing	9340	8980	355
96 Labourers in processing, manufacturing and utilities	2945	2500	450

³⁹ Workforce WindsorEssex, “Quarterly Surveys and Bulletins,” Workforce WindsorEssex, 2016-2018, <https://www.workforcewindsoressex.com/quarterly-survey/>.

⁴⁰ Statistics Canada, 2016 Census of Population, Catalogue no. 98-400-X2016295.

Most unemployment is concentrated in persons who have never worked before or who last worked more than 1 year ago, which is dictated by the “Occupation – Not applicable” category, covering 39% of unemployment in the labour force. In addition, most other unemployment is concentrated in persons who worked most recently in sales and service (NOC 63-67); industrial, electrical, and construction trades (NOC 72); and manufacturing positions (NOC 95-96), with 30% of labour force unemployment in these occupations.⁴¹ These are each interesting in their own way.

First, it appears as though there is a large portion of the population in Windsor-Essex who are having trouble getting their first job or who have been **unemployed long-term**. Second, sales and service occupations are known to have a high turnover rate, which may be causing perpetual unemployment for those working in these occupations. Third, it is particularly concerning to see unemployment amongst those who have worked in industrial, electrician, and construction trades as these are occupations consistently stated as in-demand and hard-to-fill by employers in our quarterly surveys. Lastly, unemployment in manufacturing is also concerning as many manufacturers currently find it difficult to staff positions in this sector.



“There is a large portion of the population in Windsor-Essex who are having trouble getting their first job or who have been unemployed long-term.”

Challenge:

There are people who are qualified to work in in-demand occupations but who are unemployed.

Those who are qualified to work in trades, manufacturing, and sales and services should not be unemployed in such large numbers. Some unemployment due to career transitions and the time it takes to find new employment is natural, but thousands of people who are qualified to work in in-demand positions should not be unemployed.

Opportunity: Increased employment outreach and career transition services.

It is clear that many unemployed individuals do not have the supports they need to transition into a new career opportunity after becoming unemployed. More targeted employment outreach can be carried out by employment service providers and employers through social media campaigns, traditional media advertising, and large-scale events such as job fairs. For workers unemployed after working in low-skilled positions, opportunities to upskill and transition into higher-skilled positions need to be made available, whether that is through decreasing the criteria needed to qualify for certain employment programs or through awareness campaigns that target jobseekers who may not have the knowledge needed to effectively job search after becoming unemployed.

⁴¹ Statistics Canada, 2016 Census of Population, Catalogue no. 98-400-X2016295.

PROMISING SECTORS AND OCCUPATIONS

One of the most difficult parts of workforce development can be forecasting future hiring demands. Emsi Analyst is a tool that uses statistical methods to forecast job demand based on current workforce hiring and economic conditions. Using Emsi Analyst, we can better **predict future in-demand occupations and sectors**. Predictions for in-demand occupations and industries for 2016-2021 can be seen in the tables below.⁴²

PREDICTED TOP 10 GROWTH OCCUPATIONS IN WINDSOR-ESSEX: 2016-2021⁴²

NOC	Job Description	2016 Jobs	2021 Jobs	2016-2021 Change
9612	Labourers in metal fabrication	1,591	2,159	+568
6611	Cashiers	3,990	4,430	+440
4413	Elementary and secondary school teacher assistants	1,456	1,854	+398
2233	Industrial engineering and manufacturing technologists and technicians	1,017	1,409	+392
6552	Other customer and information services representatives	1,887	2,240	+353
2132	Mechanical engineers	1,254	1,585	+331
9522	Motor vehicle assemblers, inspectors and testers	4,090	4,388	+298
3012	Registered nurses and registered psychiatric nurses	3,564	3,838	+274
3219	Other medical technologists and technicians (except dental health)	1,017	1,284	+267
7521	Heavy equipment operators (except crane)	766	1,026	+260

PREDICTED TOP 10 GROWTH INDUSTRIES IN WINDSOR-ESSEX: 2016-2021⁴³

NAICS	Industry Description	2016 Jobs	2021 Jobs	2016-2021 Change
62	Health care and social assistance	20,230	22,912	+2,682
23	Construction	7,954	8,805	+851
44-45	Retail trade	17,816	18,616	+800
31-33	Manufacturing	29,768	30,479	+711
41	Wholesale trade	6,484	7,121	+637
61	Educational services	12,850	13,438	+588
72	Accommodation and food services	11,563	12,134	+571
54	Professional, scientific and technical services	3,789	4,239	+450
48-49	Transportation and warehousing	7,172	7,556	+384
52	Finance and insurance	4,899	5,213	+314

As seen in the tables above, most sectors will see **strong growth** in the next 5 years. Healthcare will grow as the population ages, increasing the demand for nurses and support occupations. Due to the growing population, residential construction will increase as will the demand for retail and educational services. Furthermore, as the economy makes a full recovery from the 2008 recession, investment in manufacturing and infrastructure will grow, **adding more occupations** such as manufacturing engineers and motor vehicle assemblers. The future is looking bright for Windsor-Essex, as long as we can supply the workforce for these growing industries.

⁴² Emsi Analyst, 2017.3.

⁴³ Emsi Analyst, 2017.3.

EMPLOYMENT ONTARIO DATA

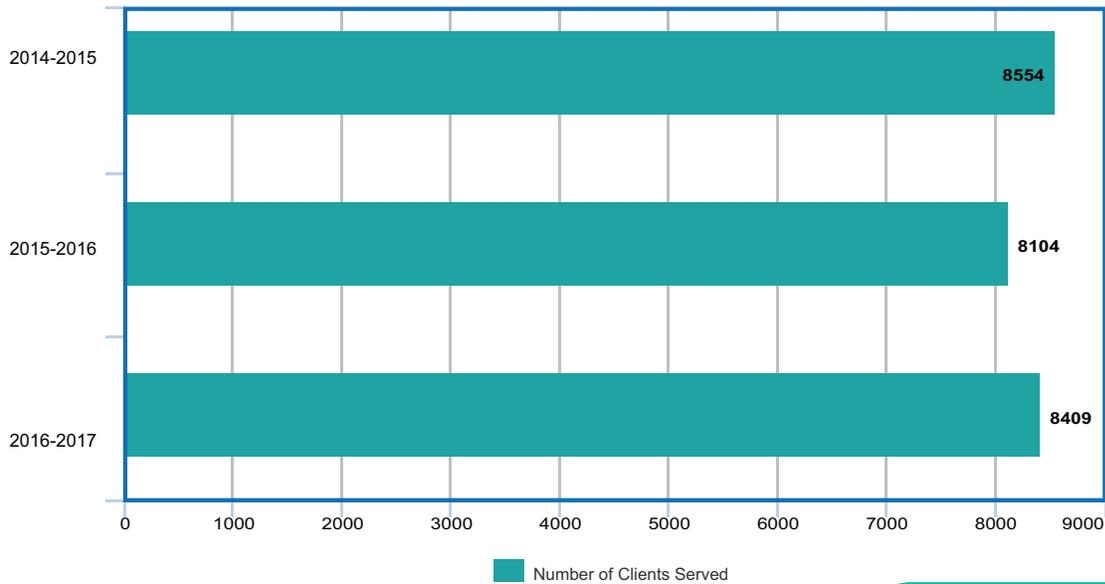
Through the Ministry of Advanced Education and Skills Development, Workforce WindsorEssex was provided with client data for those clients accessing Employment Ontario services during the reporting period of 2016-2017. The scope of Employment Ontario services includes Employment Services (ES), Second Career, Literacy and Basic Skills, and Apprenticeships. All programs are maintained under the Ministry of Advanced Education and Skills Development and have been developed to connect clients with opportunities to engage in the local workforce.

Analysis of this data set provides some of the **year-over-year trends** and outcomes of individuals accessing Employment Ontario services. The data reported and presented reflects closed cases for the given fiscal year, which runs from April 1st to March 30th. A closed case refers to a client's service plan closure.

DEMOGRAPHIC INFORMATION OF CLIENTS SERVED - EMPLOYMENT SERVICES

The number of clients served in Windsor-Essex during the reporting period was 8,409. This was an **increase of 305 clients** from the previous year.⁴⁴

Number of Employment Services Clients Served in Windsor-Essex: 2014-2017⁴⁵



“**305**
client increase
from previous
year.”

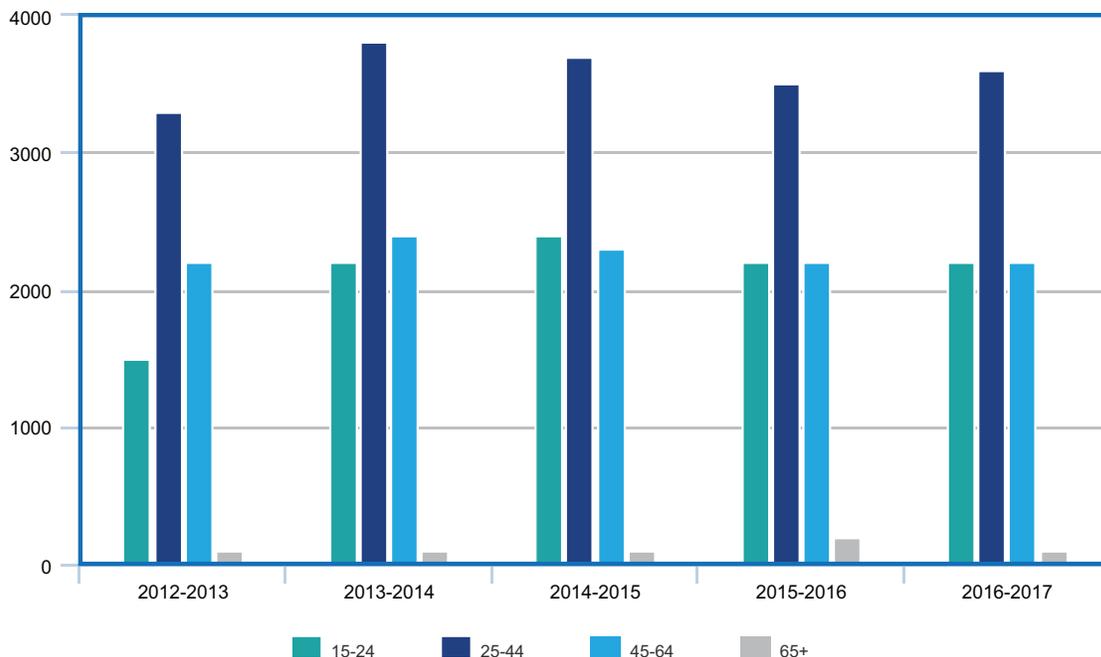
⁴⁴ Ministry of Advanced Education and Skills Development, Local Board Report, 2017.

⁴⁴ Ibid.



The graph below shows the breakdown of clients, year-over-year and by age range. The highest served group remains those aged 25-44. **44% of clients served are those in their prime working years.** As the age range reported is quite large, clients accessing services can include students who have recently completed post-secondary education and are looking to enter the workforce, individuals looking to change their career paths, those who have experienced a layoff, or those looking to take advantage of specific programming offered through Employment Services Service Providers (ESSP's). While the largest amount of clients falls in the age range of 25-44, most programs are geared towards youth completing training and gaining employment. As our local population continues to age, there is an ever-increasing need for employment supports for older workers, aged 55 and over.⁴⁵ Programs targeting unemployed older workers between the ages of 55 and 64 were previously in place under the Targeted Initiative for Older Workers (TIOW), but this program concluded in March 2017.

Clients Served by Age in Windsor-Essex: 2012-2017⁴⁵

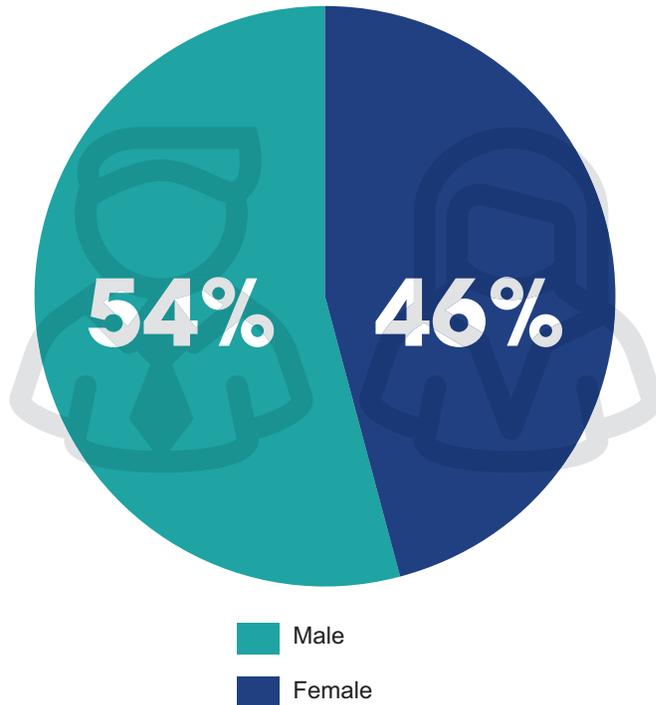


Clients served were close to equally divided based on gender, with males representing 54% of clients accessing Employment Services. Women have been consistently less likely to be clients of ESSP's compared with men. While the difference is not extreme, it is significant at 8%.⁴⁶ This may be due to a number of factors.

⁴⁵ Ibid.

⁴⁶ Ministry of Advanced Education and Skills Development, Local Board Report, 2017.

Clients Served by Gender in Windsor-Essex: 2016-2017⁴⁶



First, childcare may play a role in the rate at which women access employment services compared to men. In two-parent households, men may work and women may stay at home to maintain eligibility for childcare subsidies that depend on

household income. In **single-parent households**, women may be eligible for free childcare, but if they can only find employment that is part-time, that pays a low wage, that is in an inconvenient location, or that has unstable or unusual hours, they may consider it a better option to spend time caring for their children and avoid the stress of balancing work and home life.⁴⁸

Employment Services Clients Served by Gender⁴⁷

	Female	Male
2012-2013	3365	3906
2013-2014	4090	4421
2014-2015	3933	4615
2015-2016	3828	4270
2016-2017	3870	4519

⁴⁶ Ministry of Advanced Education and Skills Development, Local Board Report, 2017.

⁴⁷ Ibid.

⁴⁸ Kazi Stastna, "Canada's working moms still earning less, doing more than dads," CBC News, last modified May 11, 2012, <http://www.cbc.ca/news/canada/canada-s-working-moms-still-earning-less-doing-more-than-dads-1.1184685>.

Second, Windsor-Essex has a large **community of immigrants and newcomers** who come from backgrounds in which women are traditionally caregivers and may not work. There is a notable difference in the participation rate of men and women immigrants and newcomers especially when compared to the difference in the participation rate of men and women non-immigrants, as demonstrated in the table below.

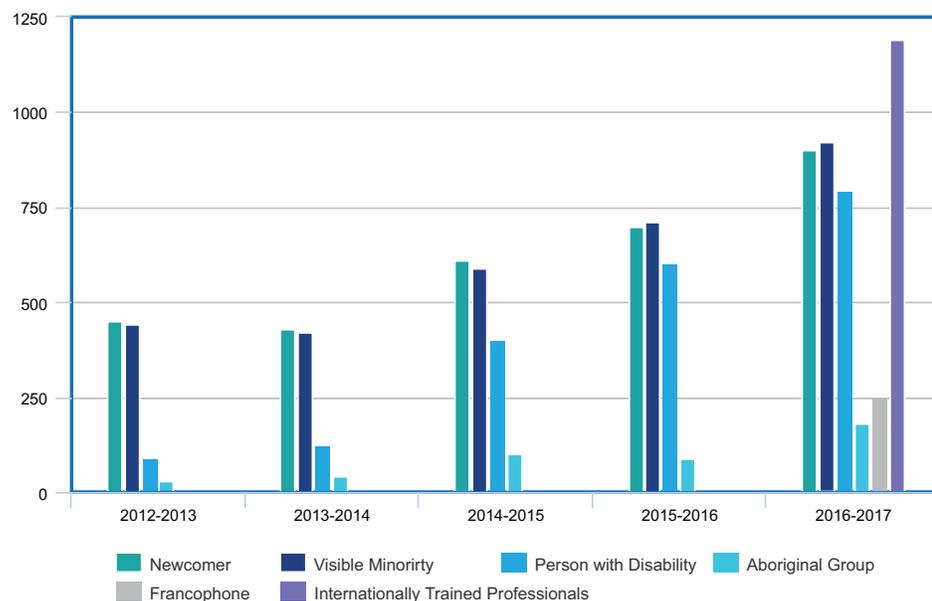
Participation Rate by Immigrant Status and Sex in Windsor-Essex ⁴⁹				
Immigrant Status	Participation Rate	Male	Female	Male/Female Difference
Non-Immigrants	63.7%	67.5%	60.0%	7.5%
Immigrants	51.8%	60.4%	43.0%	17.4%
<i>Immigrated 2001-2010</i>	66.1%	78.3%	55.5%	22.8%
<i>Immigrated 2011-2016</i>	56.0%	69.0%	42.0%	27.0%

As seen in the table above, non-immigrant females participate in the labour force less than men, with the difference in participation being 7.5%. For immigrants, the difference in the participation rate between males and females is much larger, at 17.4%. It is even higher for recent immigrants who immigrated between 2001 and 2010, at 22.8%, and for newcomers who immigrated between 2011 and 2016, at 27.0%. Some immigrant and newcomer women may simply not be looking for jobs or accessing employment services because they traditionally have not worked or are expected to perform caregiving responsibilities.⁴⁹ Childcare factors coupled with employment conditions such as low wage, unstable hours, and difficult-to-access workplaces as well as cultural traditions are just two factors that can explain why women may not access employment services at a rate equal to men.

The largest served client population in a designated group in 2016-2017 was **internationally trained professionals**. There was also an increase in the number of clients identifying as a newcomer, as a visible minority, and as a francophone. This

increase is reflective of the recent population trends and **increase in newcomers** to our community who are looking for employment. With 1,184 internationally trained professionals seeking employment services, there is a need for short-term recertification programs for newcomers who would like to continue working in their certified occupation in Canada.⁵⁰

Employment Services Clients Served in Windsor-Essex by Designated Groups: 2012-2017⁵¹



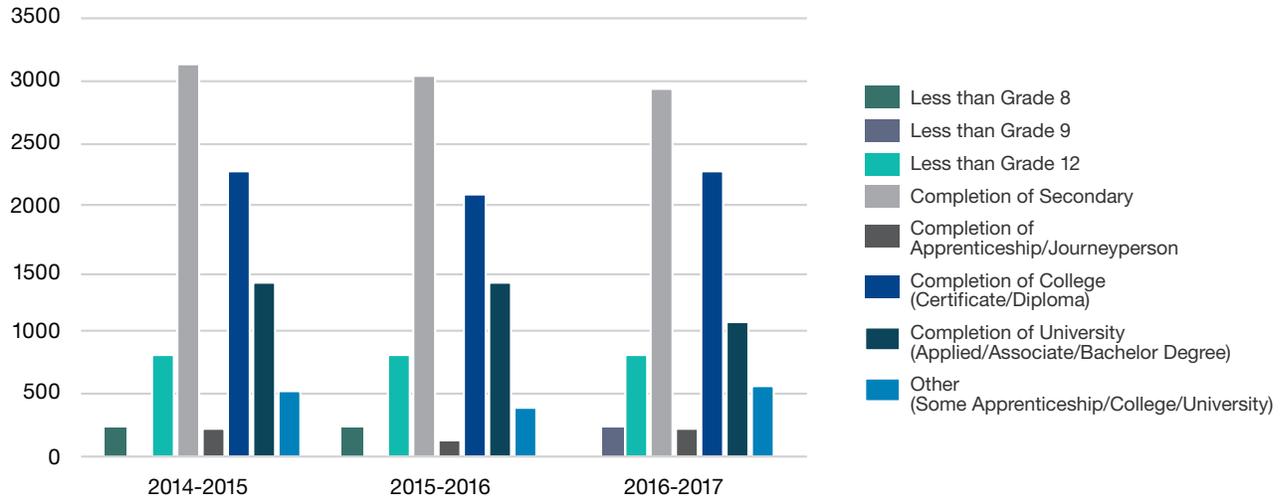
⁴⁹ Statistics Canada, 2016 Census of Population, Catalogue no. 98-400-X2016286.

⁵⁰ Ministry of Advanced Education and Skills Development, Local Board Report, 2017.

⁵¹ Ibid.

42% of clients have completed a post-secondary program, including an apprenticeship certificate, college diploma, or university degree. The largest portion of clients (34%) accessing services from ESSP's have a high school diploma as their highest level of certification.⁵¹

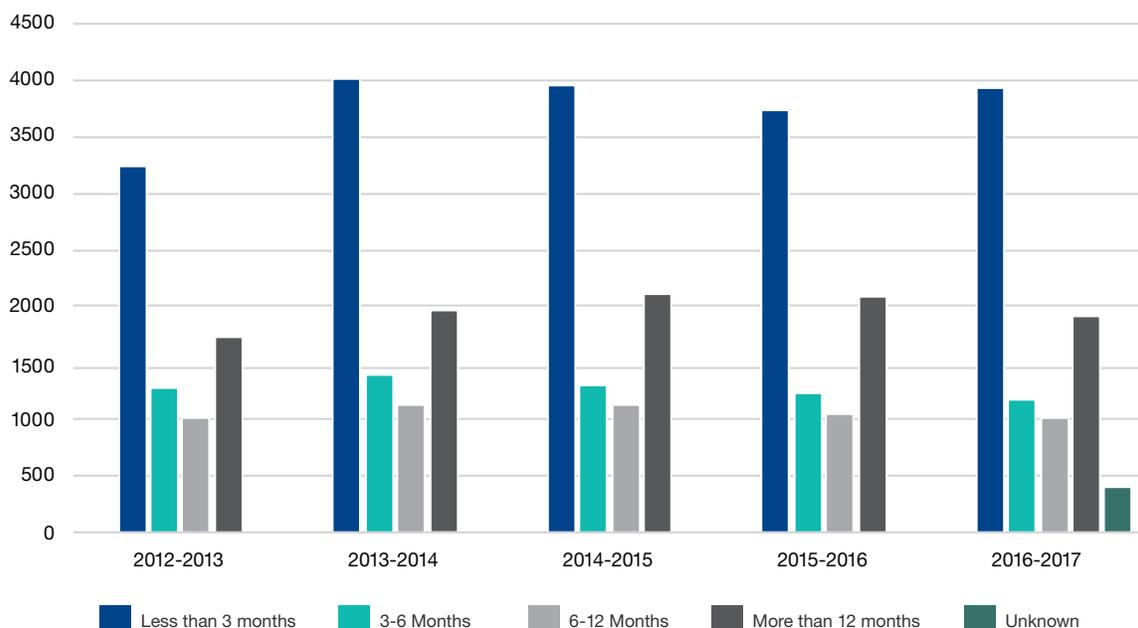
Employment Services Clients in Windsor-Essex by Length of Time out of Employment/Training: 2014-2017⁵²



An important point for ESSP's when working with their clients is to identify how long each client has been unemployed. Consultation with ESSP's indicated that the longer the clients are disengaged from the workforce, the more barriers there may be in assisting the individuals to regain employment.

46% of new clients working with ESSP's had been out of work for less than three months. The next largest representation of clients were those who had been unemployed for greater than 12 months. Some of the barriers captured in the greater than 12-month time period include the client unwilling to take a job based on wage ranges, a lack of employer desired soft skills, and changing technologies throughout industries.⁵²

Employment Services Clients in Windsor-Essex by Length of Time out of Employment/Training: 2012-2017⁵²



⁵¹ Ibid.

⁵² Ministry of Advanced Education and Skills Development, Local Board Report, 2017.

Data from several other programs also offered by service providers was provided to Workforce WindsorEssex by MAESD. The data is as follows:

Program	Type	2016-2017 Engagements
Youth Job Connection	Funded intake (a.k.a. completions)	485
Youth Job Link	Job match and placement	245
Youth Job Connection: Summer	Funded intake (a.k.a. completions)	157
Canada Ontario Job Grant	Applications approved	199
	Trainees approved	1272

Through the youth programs above, **hundreds of youth** in Windsor-Essex are connected with employment, training, and mentorships opportunities, while the Canada Ontario Job Grant has seen the successful training of over one thousand people in Windsor-Essex.

Challenge: Addressing population-specific barriers to accessing services and employment.

Women as well as people aged 30 and over face barriers to accessing employment service supports. Childcare costs, the location of childcare, the availability and affordability of transportation, and cultural traditions can prohibit women from accessing employment services, and there are fewer programs for those aged 30 and over, as many current programs are for youth. Furthermore, newcomers who access employment services face barriers to employment as they are internationally trained, and their certifications and experience may not be recognized locally. Many also face language barriers when looking for employment.

Opportunity: Additional supports for populations facing specific barriers.

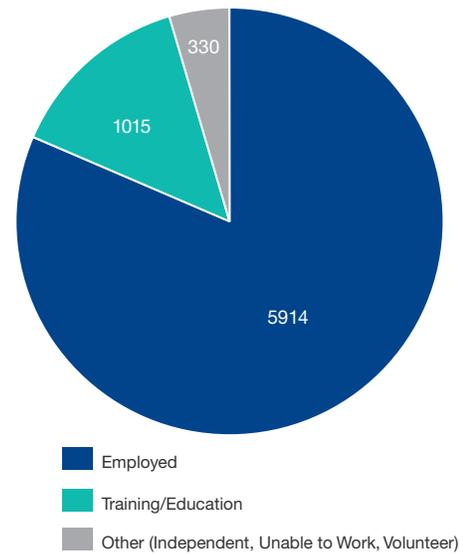
Childcare services should be provided to all parents seeking employment until they are able to afford the expense on their own. Women in particular face barriers due to childcare expenses. The City of Windsor does currently subsidize childcare through its Child Care Subsidy program, which provides subsidies based on a family's net income, and further promotion of this program could help to combat barriers to employment related to childcare. Furthermore, women need to be supported in finding work that pays a fair wage, has stable hours, and does not require a lengthy commute as these factors may also influence a women's ability or choice to work. The community should work with employers to ensure workplaces are female-friendly and take into account some of the unique barriers women face. The unique barriers faced by middle-aged and older populations should be considered just as youth barriers are considered to create age-specific programs. For newcomers, short-term recertification programs can be created to validate education and experience earned outside the country, and training can be made available in a diversity of languages in workplaces to ensure those who are still learning English can work while they learn.

OUTCOMES AT EXIT

As clients complete programming specific to employment services, there are three outcomes to which their files can be closed: Employed, Training/Education, and Other. The greatest proportion of files of those accessing Employment Services in Windsor-Essex in 2016, 67%, were closed to Employed. The figure below identifies the breakdown of each outcome, effectively illustrating that the resources and supports that exist within our community **support clients and their goals**, whether that be training or employment related. The “Other” outcome can include clients who providers have lost contact with, clients who have chosen to not pursue employment/training, those who are unable to work, those who may have a health impairment limiting their engagement with employment/training, and other factors.⁵³

Of those who have gained employment, the tables below list the occupations (defined by 2-digit NOC code) and industries (defined by 2-digit NAIC code) into which the largest number of clients are hired.⁵⁴

Outcome at Exit for Employment Services Clients Served in 2016-2017 ⁵³



Occupation of Employment after Exit in Windsor-Essex: 2016-2017 ⁵⁴	
Employed Occupation	
96: Labourers in Processing, Manufacturing and Utilities	313
67: Service support and other service occupations	143
72: Industrial, electrical and construction trades	115
64: Sales representatives and salespersons – wholesale and retail trade	94
65: Service representatives and other customer and personal services occupations	61
66: Sales support occupations	60
14: Office support occupations	58
75: Transport and heavy equipment operation and related maintenance occupations	56
63: Service supervisors and technical service occupations	51
94: Processing and manufacturing machine operators and related production workers	51

Industry of Employment after Exit in Windsor-Essex: 2016-2017 ⁵⁴	
Employed Industry	
32-33: Manufacturing	426
56: Administrative and Support and Waste Management and Remediation Services	145
72: Accommodation and Food Services	133
44-45: Retail Trade	188
23: Construction	101
81: Other Services (except Public Administration)	76
62: Health Care and Social Assistance	71
54: Professional, Scientific, and Technical Services	68
48: Transportation and Warehousing	53
61: Educational Services	40

The industry in which most clients found employment was manufacturing. The occupations that clients become employed in were often a trade or business supporting roles that exist in a variety of industries.

When comparing the top listed occupations clients were employed in and projection data sets, these occupations are likely to experience growth to 2021, based on available forecasts.

⁵³ Ministry of Advanced Education and Skills Development, Local Board Report, 2017.

⁵⁴ Ministry of A

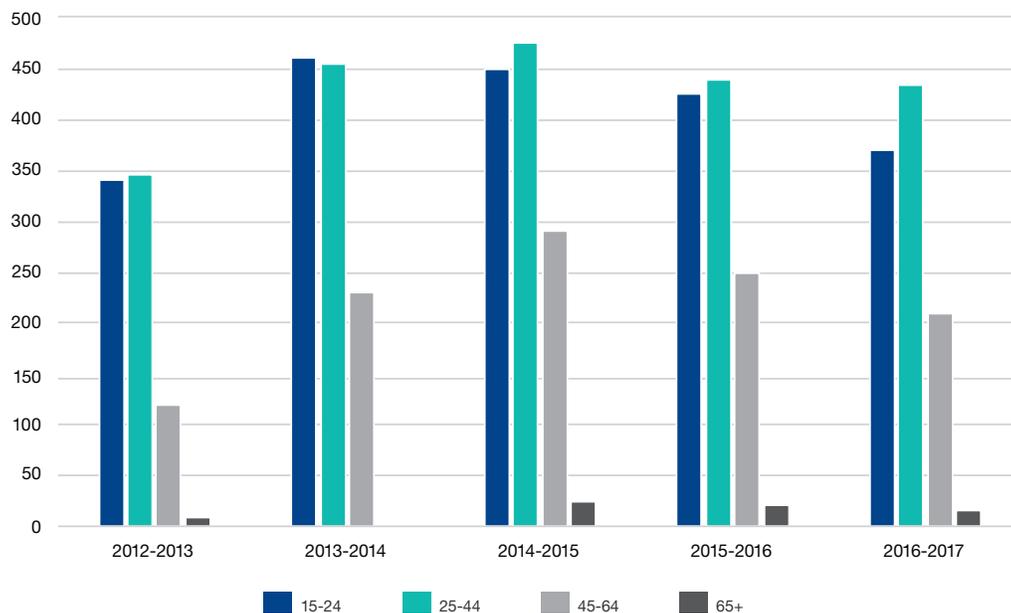


LITERACY AND BASIC SKILLS

The Literacy and Basic Skills (LBS) program provides **free training** in reading, writing, math, and basic work skills. Clients accessing LBS will typically have reading, writing, math, and essential skills levels below a grade nine level. Programs are created with each client to achieve specific goals, which will allow clients to engage in the workforce, continue their education, undertake training, or have greater independence in their everyday lives.

For 2016-2017, **1,047 clients were served** through LBS, a steady decrease over the last 3 years. 57% of these clients were new with 43% of clients carrying over. The majority of clients are aged 15-24 and 25-44, 37% and 42% respectively. Accounting for 79% of total clients, these clients are in their primary working years which aligns with their preferred goal paths of receiving a post-secondary education (47%) and obtaining employment (29%).⁵⁵

LBS Clients by Age Group in Windsor-Essex: 2012-2017⁵⁵



Of those that exited the program in 2017, 33% of learners were in further education and 29% of learners had obtained employment. This number is likely to increase in the future as many local LBS providers are improving their soft skills training with new teaching methods, including online classes, where those that complete the program receive an employer-recognized certificate.⁵⁶

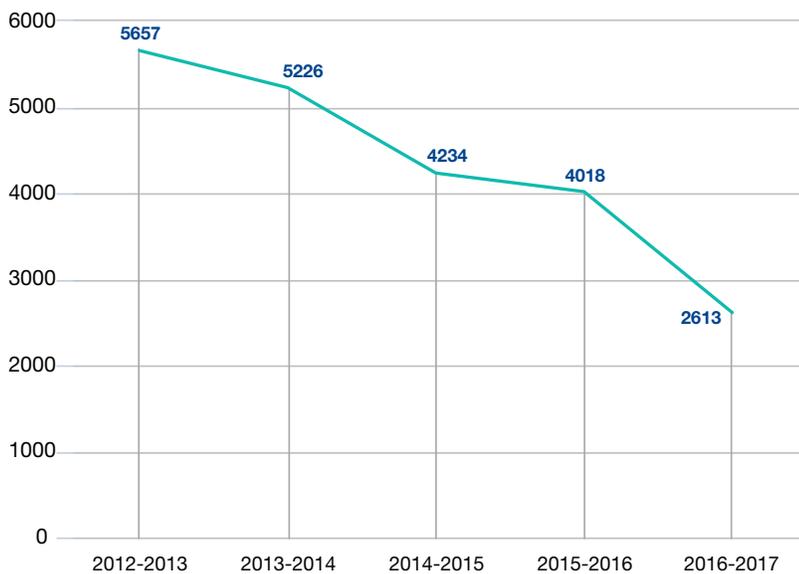
⁵⁵ Ministry of Advanced Education and Skills Development, Local Board Report, 2017.

⁵⁶ Ibid.

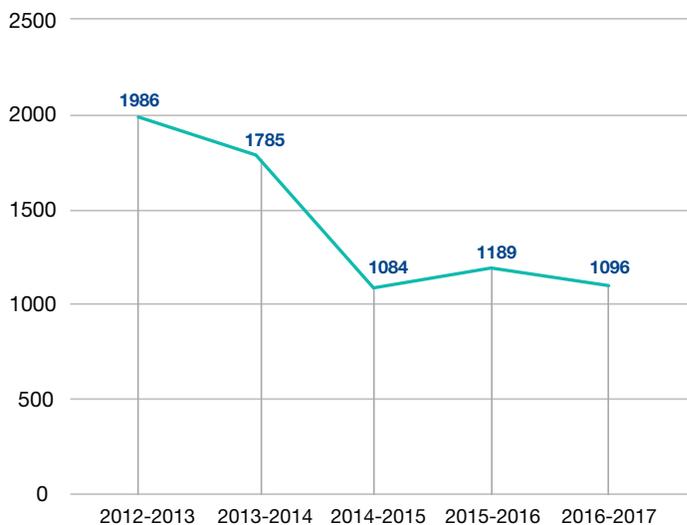
APPRENTICESHIP

The number of new apprenticeship registrations for 2016-2017 was 1,096 with 2,613 active apprentices, a **decrease of 1,405** from 2015-16. Possible reasons for the decrease provided by ESSP's include lack of awareness of the opportunities and incentives for apprentices, lack of registration for those working in the trades, and low employer sponsorship because of new restrictions and paperwork. However, the provincial government has recently implemented a new employer incentive, the **Graduated Apprentice Grant for Employers**, which offers much larger financial grants to employers throughout their apprentice's training without additional paperwork. The Ministry of Advanced Education and Skills Development has also been updating their clients' files at a higher rate, leading to more apprenticeship cases being closed due to inactivity. The average age of an apprentice is 25, suggesting that apprenticeship is often a choice made after entering the workforce or completing other educational programs.⁵⁷

Number of Active Apprentices: 2012-2017⁵⁷



Number of New Apprenticeship Registrations: 2012-2017⁵⁷



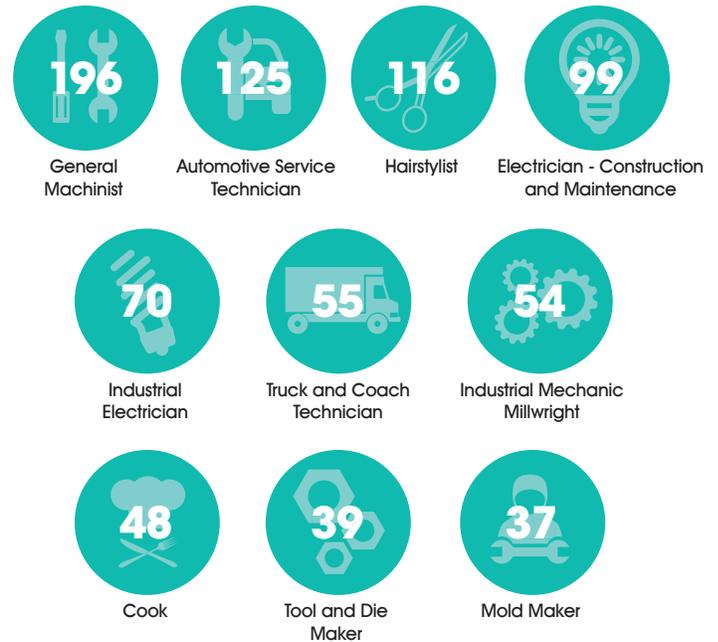
⁵⁷ Ministry of Advanced Education and Skills Development, Local Board Report, 2017.



The diagram here shows the top 10 trades with the **highest number of new registrations** for 2016-2017. General Machinist had the highest number of new registrants with 196 apprentices, while Mold Maker received only 37 new registrants. Many of these trades have a pre-apprenticeship program offered locally with new programs being added each year. These programs provide students with the basic knowledge required of their chosen trade and with support in obtaining a work placement.⁵⁸

Skilled trades are especially important in Windsor-Essex, as the manufacturing and construction industries employ over 37,000 people and have a combined growth projection from 2018 to 2023 of +3.5%, compared to Ontario at +3.2% and Canada at +2.7%.⁶⁰ Skilled tradespeople are also employed in other industries such as agriculture, healthcare, and educational services. It has been reported that the **skilled trades shortage** is costing Windsor-Essex \$600 million each year as businesses cannot find qualified staff.⁶¹

Top 10 Trades with the Highest Number of New Registrations in Windsor-Essex: 2016-2017⁵⁹



Challenge: Apprenticeship is often seen as a less-desired pathway.

Considering the average age of an apprentice is 25, it is thought that apprenticeship is often a less-desired pathway for youth and is only a chosen pathway after entering the workforce or completing other post-secondary education. As most apprenticeable trades are highly in-demand, the pipeline of talent needs to increase to meet demand.

Opportunity: Increased support by secondary school educators.

Most students will learn about the four pathways they can take following high school. Secondary school teachers need to ensure they are encouraging students to explore all of these pathways, not just the traditional college or university routes. Students can be encouraged to undertake experiential learning opportunities such as manufacturing facility tours or the Ontario Youth Apprenticeship Program (OYAP) to learn more about what career opportunities are available in the apprenticeable trades. Students, parents, and educators can learn more about these opportunities through Workforce WindsorEssex's Experiential Learning Hub: <http://www.workforcewindsorsex.com/experiential-learning-hub/>

⁵⁸ Ibid.

⁵⁹ Ministry of Advanced Education and Skills Development, Local Board Report, 2017.

⁶⁰ Emsi Analyst, 2017.3.

⁶¹ CBC News, "Skilled trades shortage costing Windsor-Essex \$600M every year, says report," CBC News, last modified June 21, 2017, <http://www.cbc.ca/news/canada/windsor/skilled-trades-shortage-costing-windsor-essex-600m-every-year-says-report-1.4168822>.

OUR LOCAL INDUSTRIES

BUSINESS COUNTS

Windsor-Essex has a **diversity of industries**, with hundreds of businesses in the largest sectors. The tables below provide information on the industries (classified by the North American Industry Classification System (NAICS)) with the most businesses by business size Windsor-Essex, with and without employees. The business size classifications are micro (1-4 employees), small (5-99 employees), medium (100-499 employees), large (500+ employees), and without employees.⁶²

Top 5 Industries with the Most Micro Businesses in Windsor-Essex: Dec. 2017 ⁶²	
Industry	Total # of Businesses
541 - Professional, scientific and technical services	571
621 - Ambulatory health care services	551
484 - Truck transportation	550
238 - Specialty trade contractors	434
531 - Real estate	418

Top 5 Industries with the Most Small Businesses in Windsor-Essex: Dec. 2017 ⁶²	
Industry	Total # of Businesses
722 - Food services and drinking places	636
238 - Specialty trade contractors	404
621 - Ambulatory health care services	336
541 - Professional, scientific and technical services	284
561 - 561 - Administrative and support services	187

Top 5 Industries with the Most Medium-Sized Businesses in Windsor-Essex: Dec. 2017 ⁶²	
Industry	Total # of Businesses
333 - Machinery manufacturing	25
336 - Transportation equipment manufacturing	18
722 - Food services and drinking places	16
111 - Crop production	16
561 - Administrative and support services	13

Top 5 Industries with the Most Large Businesses in Windsor-Essex: Dec. 2017 ⁶²	
Industry	Total # of Businesses
336 - Transportation equipment manufacturing	9
622 - Hospitals	6
611 - Educational services	5
561 - Administrative and support services	4
913 - Local, municipal and regional public administration	2

Top 10 Industries in Windsor-Essex by Number of Businesses without Employees: December 2017 ⁶²	
Industry	Total without employees
531 - Real estate	4786
541 - Professional, scientific and technical services	1750
484 - Truck transportation	1265
523 - Securities, commodity contracts, and other financial investment and related activities	1198
111 - Crop production	1142
621 - Ambulatory health care services	987
238 - Specialty trade contractors	831
561 - Administrative and support services	595
236 - Construction of buildings	521
812 - Personal and laundry services	437

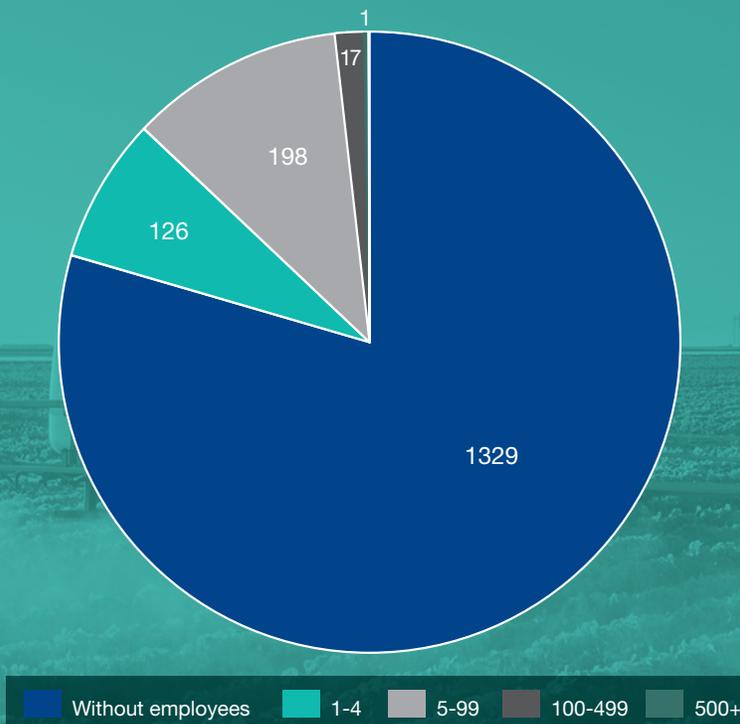
⁶² Statistics Canada, Canadian Business Counts, December 2017.

INDUSTRY UPDATES

This section provides updates for Windsor-Essex's **largest and/or most promising industries**. This data was compiled using Statistics Canada's Canadian Business Counts data to determine number of businesses and employee size range, Emsi Analyst data for industry and occupation statistics and projections, and consultations with community stakeholders for trends and highlights. In the graphs, the **number of businesses** in an industry are grouped according to whether they are sole proprietorships (no employees), micro businesses (1-4 employees), small businesses (5-99 employees), medium businesses (100-499 employees), or large businesses (500+ employees).

AGRICULTURE

Agriculture, Forestry, Fishing, & Hunting by Number of Businesses and Employee Size Range December 2017



Employer Trends & Highlights:

- Transportation has been identified as a barrier for some employers to attract the necessary talent from neighbouring communities.
- Advancements in technology have increased the skill level of workers in the sector, though decreased the need for large numbers of low-skilled workers.
- Hiring for farming and food processing employers has largely been based on seasonality in the past; however, due to the increase in “under the glass” greenhouse farming, which lengthens the farming season to almost a full year, full-year employment is now often required.

NAICS Code:..... 11
December 2017 Total Businesses:..... 1,671
December 2014 Total Businesses:..... 1,794
Change in Number of Businesses
December 2014-2017: -123
2016 Number of Employees: 3,127
Projected Industry Employment
Growth (2016-2021): -6.4%
Average Yearly Wage: \$24,981

Projected Growth Occupations:

- Nursery and greenhouse workers
- General farm workers
- Farm supervisors

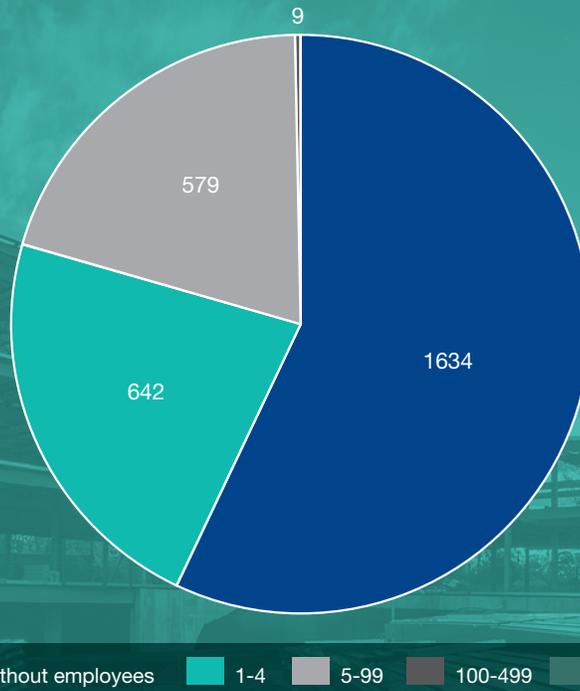
CONSTRUCTION

Employer Trends & Highlights:

- Construction on the Gordie Howe International Bridge is set to begin in the summer of 2018. This project will require hundreds of workers to fill skilled trades, maintenance, management, and business positions. In addition, The Ambassador Bridge has received federal cabinet approval to build a second span. There is currently a skilled trades shortage in Windsor-Essex. This shortage may pose a threat to the number of local workers that can contribute to the project. Encouraging students and job seekers to enter into the construction sector through apprenticeship training will increase the number of available workers for the project and for future projects. The recent creation of a Construction Academy by the Windsor-Essex Catholic District School Board is one example of positive action toward increasing students' interest in the construction industry.

- The future relocation of the Windsor Regional Hospital project will face the same skilled trades shortage if workers are not trained in the required trades for large infrastructure projects. However, those that work on the bridge project will have the experience and skills that will be desired for the hospital project, contributing to the talent pipeline needed for future -infrastructure projects.
- Ontario's High Speed Rail initiative, which entails building a high speed rail between Windsor and Toronto, appears to be moving forward, with the formation of a Planning Advisory Board. If this project materializes, construction workers will have an opportunity to work on this large infrastructure project, following their potential work on the Gordie Howe International Bridge and/or the Windsor Regional Hospital relocation. Additionally, more workers may need to be trained for this project.

Construction by Number of Businesses and Employee Size Range December 2017



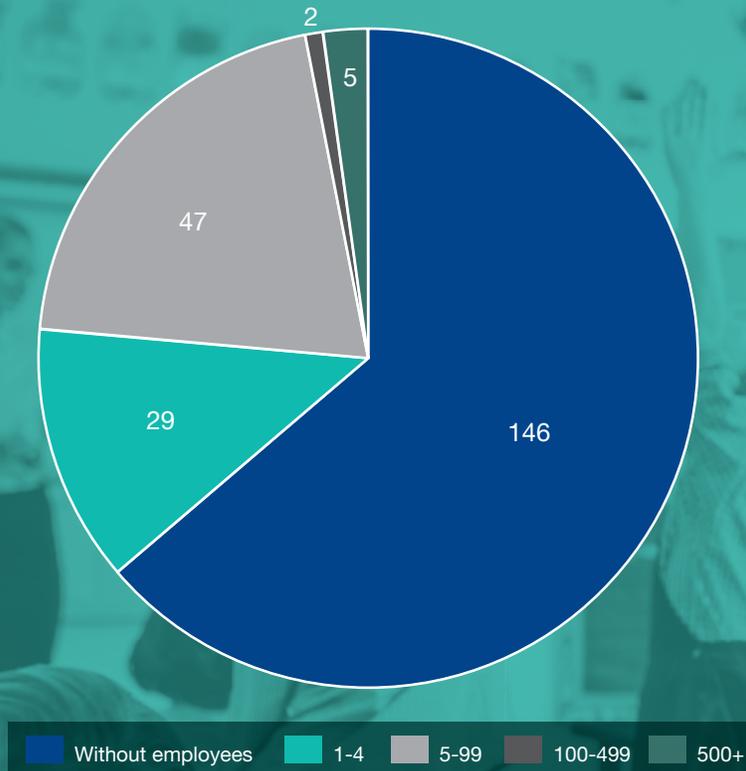
NAICS Code:..... 23
December 2017 Total Businesses:..... 2,864
December 2014 Total Businesses:..... 2,641
Change in Number of Businesses
December 2014-2017: +223
2016 Number of Employees: 7,954
Projected Industry Employment
Growth (2016-2021): +10.7%
Average Yearly Wage: \$53,206

Projected Growth Occupations:

- Carpenters
- Heavy equipment operators
- Construction labourers
- Sheet metal workers
- Ironworkers
- Electricians

EDUCATIONAL SERVICES

Educational Services by Number of Businesses and Employee Size Range December 2017



Employer Trends & Highlights:

- The increased population of youth in the community has created an emerging need for teachers, teaching assistants, and counsellors in both elementary and secondary schools due to increased enrolment at local schools.
- With a large number of newcomers continuing to settle in Windsor-Essex, there is an increased need for English as a Second Language (ESL) teachers to better suit the needs of newcomer children.

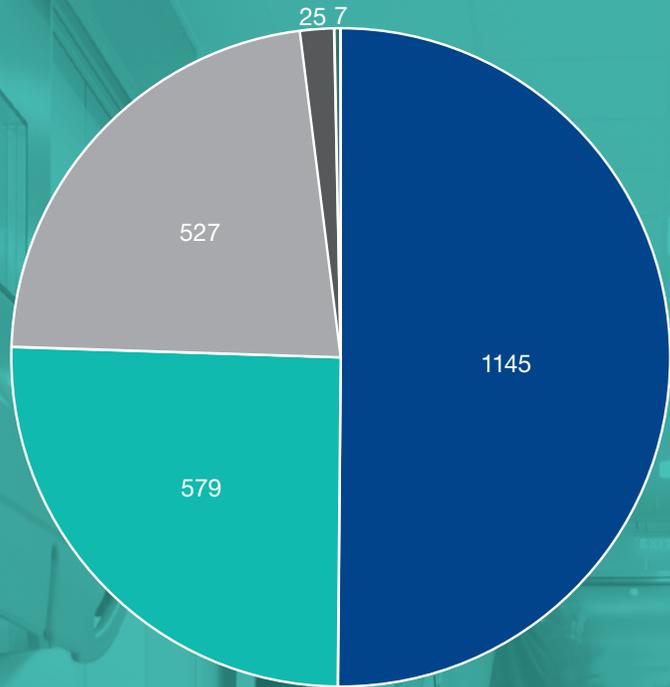
NAICS Code:..... 61
December 2017 Total Businesses:..... 229
December 2014 Total Businesses:..... 222
Change in Number of Businesses
December 2014-2017: +7
2016 Number of Employees: 12,850
Projected Industry Employment
Growth (2016-2021): +4.6%
Average Yearly Wage: \$57,265

Projected Growth Occupations:

- Elementary and secondary school teacher assistants
- Educational counsellors
- Secondary and elementary school teachers and educational counsellors

HEALTHCARE & SOCIAL ASSISTANCE

Healthcare and Social Assistance by Number of Businesses and Employee Size Range December 2017



Employer Trends & Highlights:

- In the near future, construction will begin on the relocation of Windsor Regional Hospital. This project will require the hiring of many employees throughout various healthcare departments and roles.
- The aging population of Windsor-Essex requires an increase in healthcare and social assistance workers, including both urgent care and home support workers.

NAICS Code:..... 62
December 2017 Total Businesses:..... 2,283
December 2014 Total Businesses:..... 2,078
Change in Number of Businesses
December 2014-2017: +205
2016 Number of Employees: 20,230
Projected Industry Employment
Growth (2016-2021): +13.3%
Average Yearly Wage: \$40,205

Projected Growth Occupations:

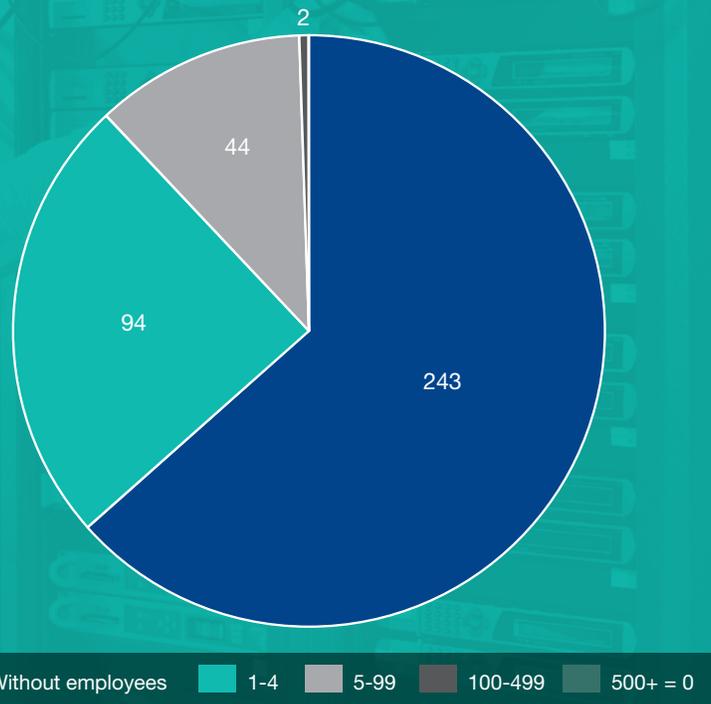
- Registered nurses and registered psychiatric nurses
- Social and community service workers
- Receptionists
- Nurse aides, orderlies and patient service associates
- Other assisting occupations in support of health services

INFORMATION & COMMUNICATION TECHNOLOGY

Employer Trends & Highlights:

- Local employers have identified a high need for workers with software development skills, including workers with knowledge of multiple programming languages and frameworks.
- Employers have expressed a need to further develop the talent pipeline for the industry through increased enrolment in ICT educational programs at post-secondary levels and expanded ICT curriculum in secondary schools.
- Employers have identified a challenge in retaining highly-skilled graduates and workers in Windsor-Essex. Employers reported a high rate of youth out-migration to other technology hubs.
- Workforce WindsorEssex is continuously completing work in the area of ICT. More information can be found under the “Decoding the ICT Workforce” project in the “Our Projects, Tools, and Resources” section of this report.

Information & Communication Technology by Number of Businesses and Employee Size Range December 2016



* December 2016 Business Counts data was used for the Information and Communication Technology industry as we did not have access to 4-digit NAICS Business Counts data for December 2017.

NAICS Code: 5112, 5171, 5172, 5174, 5179, 5182, 5415

December 2016 Total Businesses:..... 383

December 2014 Total Businesses:..... 319

Change in Number of Businesses

December 2014-2016: +64

2016 Number of Employees: 1,283

Projected Industry Employment

Growth (2016-2021): +16.4%

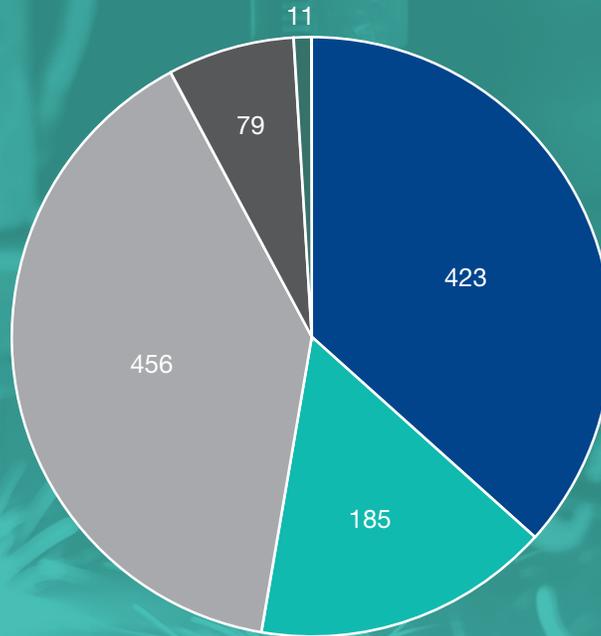
Average Yearly Wage: \$49,523

Projected Growth Occupations:

- Computer programmers and interactive media developers
- Information systems analysts and consultants
- User support technicians

MANUFACTURING

Manufacturing by Number of Businesses and Employee Size Range December 2017



Employer Trends & Highlights:

- Some employers have stated that they are experiencing challenges in attracting and retaining youth to available positions. Many employers have been actively involved in participating and promoting the industry through Manufacturing Day and Build a Dream events in past years to try to attract youth to the industry.
- Some employers have identified they are having difficulties in attracting skilled workers in semi-skilled and skilled occupations.
- Employers have identified a need for further professional development and training opportunities for those working within the sector to enhance their skill sets.
- The evolution of technology and innovation is impacting the sector locally and technology has become vital to the sector. The use of robotics, machines, and software has created a shift in the skill sets that employers are looking for.

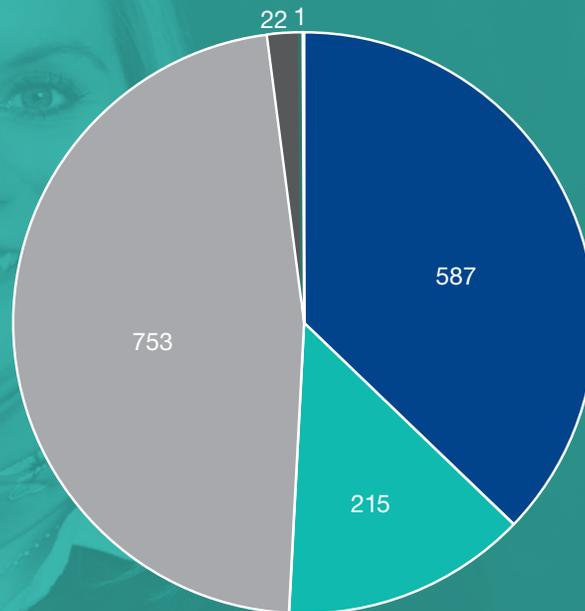
NAICS Code:.....31-33
December 2014 Total Businesses:.....1,009
Add "December 2017 Total Businesses .1,154
Change in Number of
Businesses December 2014-2017:.....+145
2016 Number of Employees:.....29,768
Projected Industry Employment
Growth (2016-2021):.....+2.4%
Average Yearly Wage:.....\$60,149

Projected Growth Occupations:

- Labourers in metal fabrication
- Industrial engineering and manufacturing technologists and technicians
- Motor vehicle assemblers, inspectors and testers
- Machining tool operators

TOURISM & HOSPITALITY

Tourism & Hospitality by Number of Businesses and Employee Size Range December 2017



Employer Trends & Highlights:

- One of the main challenges in the sector is high turnover rates for employees. Employers are striving to keep their employees to promote business continuity and reduce recruitment and training costs.
- As economic conditions in Windsor-Essex continue to improve following the 2008 recession, there is increased investment in the region and incentives to revitalize neighbourhoods, particularly in Windsor.

NAICS Code: 711, 712, 713, 721, 722

December 2017 Total Businesses:.....1,586

December 2014 Total Businesses:.....1,465

Change in Number of Businesses

December 2014-2017:.....+121

2016 Number of Employees:.....15,833

Projected Industry Employment

Growth (2016-2021):.....+3.8%

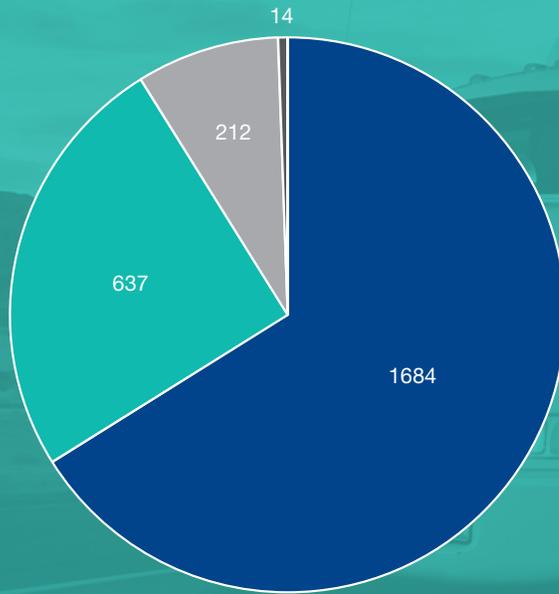
Average Yearly Wage:.....\$21,575

Projected Growth Occupations:

- Cashiers
- Food service supervisors
- Food counter attendants, kitchen helpers and related support occupations
- Bakers
- Operators and attendants in amusement, recreation and sport

TRANSPORTATION & WAREHOUSING

Transportation & Warehousing by Number of Businesses and Employee Size Range December 2017



Employer Trends & Highlights:

- Multiple employers have expressed the need for truck drivers. Many companies are actively hiring truck drivers and experiencing difficulties in finding skilled drivers.
- The warehousing and distribution industry continues to grow in Windsor-Essex, considering its advantageous location on the U.S. border. This sector is only set to increase as construction on the Gordie Howe International Bridge begins and is eventually completed, increasing the capacity of cross-border trade through the region.

NAICS Code:..... 48-49
December 2017 Total Businesses:.....2,547
December 2014 Total Businesses:.....2,194
Change in Number of Businesses
December 2014-2017:.....+353
2016 Number of Employees:.....7,172
Projected Industry Employment
Growth (2016-2021):.....+5.4%
Average Yearly Wage:.....\$45,012

Projected Growth Occupations:

- Bus drivers, subway operators and other transit operators
- Managers in transportation
- Public works maintenance equipment operators and related workers
- Air pilots, flight engineers and flying instructors
- Material handlers
- Dispatchers
- Supervisors, supply chain, tracking and scheduling co-ordination occupations

CONCLUSION

Overall, the health of the labour force continues to improve, as the unemployment rate has fallen while the employment rate has increased. However, employers are still finding it difficult to recruit and retain workers for in-demand occupations, particularly in the manufacturing, construction, agriculture, information and communication technology, healthcare, and transportation industries.

The community has demonstrated great **eagerness and commitment** to strengthening the workforce in Windsor-Essex and has come together to collaborate on Workforce WindsorEssex's efforts as well as on opportunities outside our organization. **Together**, we will continue to create and sustain initiatives that support the availability, stability, and growth of the Windsor-Essex workforce.

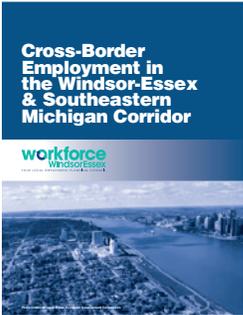
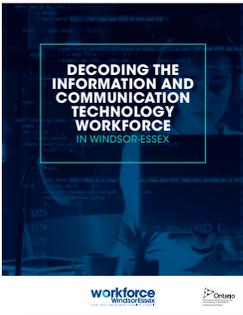
OUR PROJECTS, TOOLS, AND RESOURCES

WHAT ARE WE DOING TO ADDRESS CHALLENGES AND CREATE OPPORTUNITIES?

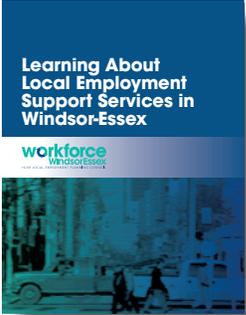
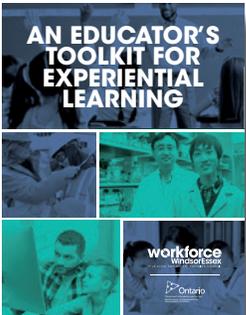
As the Local Employment Planning Council, Workforce WindsorEssex has undertaken 21 projects between 2016 and 2018. Workforce WindsorEssex also provides multiple labour market services to the community outside of these projects. A summary and description of our projects and tools can be found below.

Project/Service Name	Description and Link	How Can You Engage?
<p>A Guide to Recruitment and Retention for Small Business in Windsor-Essex</p> 	<p>A Guide to Recruitment and Retention for Small Business in Windsor-Essex was developed to help small businesses consider different approaches for recruiting and retaining talent, including topics like interviewing, onboarding, offering perks, investing in employees, and others.</p> <p>The guide can be accessed here: https://www.workforcewindsorsex.com/small-business-recruitment-retention-guide/</p>	<ul style="list-style-type: none"> • As an employer, you can use the guide to help you with recruitment and retention of talent for your small business, considering local best practices and labour market information as you implement strategies found in the guide
<p>Build A Dream</p> 	<p>Build a Dream is an annual event that offers the opportunity for young women to learn about careers that women have not traditionally been employed in and to meet with those who are currently working in these careers.</p> <p>Learn more at: https://www.workforcewindsorsex.com/build-a-dream-2016/</p> <p>Keep up to date on future events here: http://www.webuildadream.com/</p>	<ul style="list-style-type: none"> • Attend the event as a student or parent to explore non-traditional careers • Attend and sponsor the event as an employer to support young women in learning about opportunities in your industry
<p>The Career Toolkit For Parents</p> 	<p>Available in 11 different languages, the Career Toolkit for Parents is a resource for parents to help their children with career navigation and making choices appropriate to their future career ambitions.</p> <p>Access the toolkit at: https://www.workforcewindsorsex.com/career-toolkit/</p>	<ul style="list-style-type: none"> • Use this resource as a parent to help your child consider their future, including what sectors are most promising, what pathways your child can take to enter a career, and what careers might fit best with your child's talents and interests

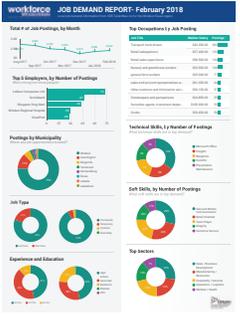
OUR PROJECTS, TOOLS, AND RESOURCES

Project/Service Name	Description and Link	How Can You Engage?
<p>Cross-Border Employment in the Windsor-Essex & South-eastern Michigan Corridor</p> 	<p>With its close proximity to the U.S. border, there are thousands of Windsor-Essex residents who cross the border daily for work and education. This phenomenon makes the commuter flows in Windsor-Essex unique. This project aimed to gather information on this segment of our workforce to understand our workforce mobility across the border. It also highlighted unique cross-border partnerships in workforce development.</p> <p>Read the report at: https://www.workforcewindsor-essex.com/cross-border-employment/</p>	<ul style="list-style-type: none"> • Read the report to learn more about the cross-border workforce and opportunities for cross-border collaboration
<p>Decoding the Information and Communication Technology (ICT) Workforce</p> 	<p>This project aims to increase development, attraction, and retention of ICT talent in Windsor-Essex through 3 different initiatives. First, Workforce WindsorEssex hosted an ICT Leadership Table each quarter for employers, educators, students, workers, and community partners in ICT to meet and discuss local ICT issues and develop actions to address these issues. Second, we have worked with local ICT companies to develop 6 profile videos to showcase ICT opportunities in Windsor-Essex. Third, we have surveyed students, workers, employers, and educators to gain their perspective on ICT in Windsor-Essex and have used these results along with existing data to write a report on the state of ICT in Windsor-Essex as well as a bulletin with recommendations to create an ICT “brain gain” in Windsor-Essex.</p> <p>Learn more about tech and ICT at: https://www.workforcewindsor-essex.com/tech-sector/</p>	<ul style="list-style-type: none"> • As an educator, watch the 6 company profile videos with your students to show them what ICT looks like in Windsor-Essex • As a jobseeker, watch the ICT video profiles and read the report to learn about local opportunities in ICT • Learn about the skills ICT employers are looking for through the videos and report, and start building these skills as a current student • As an employer, read the report and bulletin and consider what you can do to attract and retain ICT talent in Windsor-Essex

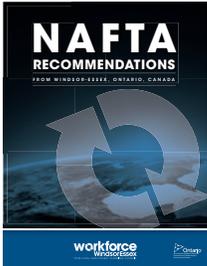
OUR PROJECTS, TOOLS, AND RESOURCES

Project/Service Name	Description and Link	How Can You Engage?
<p>Employment Supports Review</p> 	<p>We sought to better understand the employment support services in the Windsor-Essex region. In order to do this, we toured and consulted with local public and private employment service providers to see what service provision looks like and conducted focus groups with local residents to gain a deeper understanding of their experience with these services.</p> <p>Read the report at: https://www.workforcewindsor-essex.com/employment-supports-review/</p>	<ul style="list-style-type: none"> • Read the report to read recommendations and ideas you can use to better support your clients as employment service providers • As a jobseeker, read the report to learn about some of the employment services offered in our region and how they can serve you
<p>Examining the Participation Rate</p> 	<p>Windsor-Essex has one of the lowest participation rates in Canada, meaning a large portion of the population is not looking for work. We have developed a video report on the low participation rate, examining the factors behind the low rate and what we can do about it.</p> <p>For the most recent updates, visit: https://www.workforcewindsor-essex.com/examining-the-participation-rate/</p>	<ul style="list-style-type: none"> • As an employer or employment service provider, watch the video report, and consider how you can encourage and support those out of work to consider joining the labour force
<p>Experiential Learning Hub</p> 	<p>Experiential learning helps to connect classroom learning with workplace experiences. These experiences provide hands-on and work integrated learning opportunities in addition to including an aspect of reflection. Examples of experiential learning include co-op placements, internships, apprenticeships, tours, and more.</p> <p>Workforce WindsorEssex's Experiential Learning Hub provides opportunities for students, employers, educators, and others to connect with local experiential learning opportunities. Additionally, guides to experiential learning for educators, parents, and employers can be found on the Hub.</p> <p>We are also following along with the experiential learning journeys of people in our community through our Test Drive blog series.”</p> <p>You can access the Hub here: https://www.workforcewindsor-essex.com/experiential-learning-hub/</p>	<ul style="list-style-type: none"> • As an educator, check out the toolkit for ideas to help engage your students in experiential learning • As an employment service provider or educator, use the hub to help your audience get matched to potential opportunities • As a jobseeker or student, visit the experiential learning hub and tell us about an opportunity you want to take part in, and we can help you get connected • Parents can use their guide to help them learn about the value of experiential learning for their child • Employers can visit the Hub to sign up as a workplace with experiential learning opportunities and to read their guide on how to get started with taking part in experiential learning opportunities

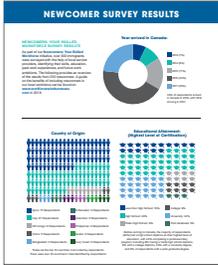
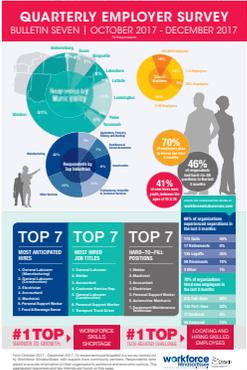
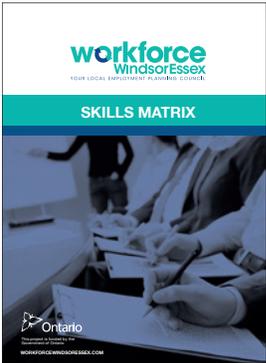
OUR PROJECTS, TOOLS, AND RESOURCES

Project/Service Name	Description and Link	How Can You Engage?
<p>Help Bridge Your City: Occupations for the Gordie Howe International Bridge</p> 	<p>With the construction of the Gordie Howe International Bridge, there are significant opportunities for employment as this historic project will require a skilled workforce on both sides of the Canada-U.S. border. Workforce WindsorEssex conducted research to identify occupations that will be needed in the construction of the bridge and to identify what training could be implemented locally to ensure we have the workforce required to fill these key positions.</p> <p>https://www.workforcewindsor.essex.com/help-bridge-your-city/</p>	<ul style="list-style-type: none"> • As an educator, parent, or employment service provider, review the occupations with your audience to encourage them to consider occupations in construction • As a jobseeker, read about the occupations and skills and consider training to move into a career in construction • Learn about the skills required for occupations, and start building these skills as a current student • Employers can use this resource to develop job postings for construction occupations and consider future construction workforce needs
<p>In-Demand Jobs & Career Profiles</p> 	<p>Workforce WindsorEssex has developed a list of in-demand occupations with accompanying career profiles for each. These profiles detail the duties, wages, skills, working conditions, and career pathways associated with a given occupation.</p> <p>The career profiles can be found at: https://www.workforcewindsor.essex.com/top-jobs/</p>	<ul style="list-style-type: none"> • As an educator, parent, or employment service provider, review the occupations with your audience and encourage them to consider in-demand career opportunities • As a jobseeker or student, read about in-demand occupations and consider training to move into one of these careers
<p>Job Demand Report</p> 	<p>The Job Demand Report is produced each month by Workforce Windsor-Essex and provides information on job postings for the month, including which employers are posting the most positions, what skills are in-demand, what occupations are most posted for, and other information.</p> <p>The monthly job demand report can be accessed here: https://www.workforcewindsor.essex.com/jobdemand/</p>	<ul style="list-style-type: none"> • As an educator, parent, or employment service provider, review the occupations with your audience and encourage them to consider in-demand career opportunities • As a jobseeker or student, discover in-demand occupations and skills and consider applying to opportunities with top employers • As an employer, you can use the report to gauge the hiring competition and adjust job posting advertisements as necessary

OUR PROJECTS, TOOLS, AND RESOURCES

Project/Service Name	Description and Link	How Can You Engage?
<p>Labour Force Survey Release</p> 	<p>The Labour Force Survey Release is produced each month by Workforce WindsorEssex and provides statistics from Statistics Canada's Labour Force Survey for Windsor CMA, including information on employment, unemployment, the size of the labour force, and the labour force participation rate.</p> <p>The monthly Labour Force Survey Release can be accessed here: https://www.workforcewindsor-essex.com/labour-force-survey-results/</p>	<ul style="list-style-type: none"> • Reading the Labour Force Survey Release helps any stakeholder consider the current workforce climate in the region, which may determine how difficult it is to get a job or whether, as an employer, you need to offer additional incentives for a position due to a small supply of labour
<p>Labour Market Information 101</p> 	<p>The labour market information (LMI) 101 project allowed us to create an interactive website providing local data on local labour market information, which features webinars and a LMI user guide.</p> <p>To access local LMI on our website, visit: https://www.workforcewindsor-essex.com/local-lmi/ To watch our webinars, visit: https://www.workforcewindsor-essex.com/webinars/</p>	<ul style="list-style-type: none"> • Whether you are an educator, parent, employment service provider, jobseeker, student, or employer, you can easily navigate through numerous resources and tools on our website to find labour market information you can use in your decision-making and exploration of career opportunities in Windsor-Essex
<p>Manufacturing Day</p> 	<p>At this annual October event, hundreds of students have the opportunity to tour local manufacturing facilities and learn more about the industry and the opportunities within it.</p> <p>https://www.workforcewindsor-essex.com/manufacturing-day-2016/</p>	<ul style="list-style-type: none"> • As an educator, contact us to arrange for your students to take part in the tours • As a student, talk to your teacher about the possibility of joining a Manufacturing Day tour • Provide tours at your facility as an employer, showcasing your opportunities to the future workforce
<p>NAFTA Recommendations from Windsor-Essex</p> 	<p>As Canada prepared for official consultations, we began talking to business and commuters about what works and what could be improved with the North American Free Trade Agreement (NAFTA). The results of surveys with stakeholders are available on our website. In addition, we released a final report that outlines the project, highlights the survey results, and shares thematic recommendations with Government.</p> <p>You can read the survey results and access the report here: https://www.workforcewindsor-essex.com/nafta-recommendations-from-windsor-essex/</p>	<ul style="list-style-type: none"> • Read the report to learn more about the implications of the NAFTA renegotiation and the potential impact on the cross-border workforce

OUR PROJECTS, TOOLS, AND RESOURCES

Project/Service Name	Description and Link	How Can You Engage?
<p data-bbox="159 327 402 394">Newcomers: Your Skilled Workforce</p> 	<p data-bbox="621 327 1039 667">Workforce WindsorEssex has released a profile of local newcomer skill sets, highlighting their work experiences and education, demonstrating an available workforce. Over 300 newcomers have been surveyed with the help of local service providers, identifying their skills and past work experiences. Best practice stories, suggestions for diversifying workforces, and an overview of the business case for a diverse workforce will also be highlighted in the profile.</p> <p data-bbox="621 699 1039 810">This project can be found here: https://www.workforcewindsor.essex.com/newcomers-your-skilled-workforce/</p>	<ul data-bbox="1112 327 1461 743" style="list-style-type: none"> • Employment service providers can use the profile of skill sets to increase their ability to work with newcomers and to better match newcomers with available employment opportunities • Employers can use this resource to recognize the skills of an available workforce and connect with employment service providers to find newcomers to meet their workforce needs
<p data-bbox="159 863 540 894">Quarterly Employer Surveys</p> 	<p data-bbox="621 863 1039 1087">Workforce WindsorEssex asks employers to complete surveys each quarter to help improve access to and quality of our region's labour market information. Following the conclusion of each survey, a bulletin with the findings is released to the public and is available on our website.</p> <p data-bbox="621 1119 1039 1178">https://www.workforcewindsor.essex.com/quarterly-survey/</p>	<ul data-bbox="1112 863 1461 1352" style="list-style-type: none"> • As an educator, parent, or employment service provider, review the occupations with your audience and encourage them to consider in-demand and hard-to-fill careers • As a jobseeker or student, read about employers' in-demand and hard-to-fill positions and consider training to move into one of these careers • Employers can use this resource in their workforce planning to gauge the current hiring climate
<p data-bbox="159 1409 326 1440">Skills Matrix</p> 	<p data-bbox="621 1409 1039 1692">Workforce WindsorEssex produced an inventory of the types of skills and skill levels required for in-demand occupations. This information was collected directly from employers, job postings, and employment and training services. This inventory also provides a common definition for each skill type such as foundational skills, soft skills, technical skills, and literacy skills.</p> <p data-bbox="621 1724 1039 1782">https://www.workforcewindsor.essex.com/skills-matrix/</p>	<ul data-bbox="1112 1409 1461 1965" style="list-style-type: none"> • As an educator, parent, or employment service provider, review the occupations and skills with your audience to encourage them to consider in-demand occupations • As a jobseeker, read about the occupations and skills and consider training to move into an in-demand career • Learn about the skills required for in-demand occupations, and start building these skills as a current student • Employers can use this resource to develop job postings for their in-demand occupations

OUR PROJECTS, TOOLS, AND RESOURCES

Project/Service Name	Description and Link	How Can You Engage?
<p>WEdata</p> 	<p>Can't find the labour market data you need? We fulfil custom data requests within our mandate, free of charge. You can request labour market information related to the labour force, job demand, demographics, wage, or other information by municipality, year, gender, and age.</p> <p>You can make a data request here: https://www.workforcewindsorsex.com/data-request/</p>	<ul style="list-style-type: none"> • As an educator, parent, or employment service provider, jobseeker, or student, you can request information on in-demand careers and promising sectors to help navigate the employment journey • Employers can use labour market information in their workforce planning, making decisions related to compensation, diversity, recruitment, and retention based on key data
<p>WEexplore</p> 	<p>WEexplore is a tool that allows the user to explore career opportunities in Windsor-Essex, highlighting in-demand occupations and career pathways. The tool allows users to see current job postings for positions as well as a career profile detailing things like duties, skills, and wages for each occupation.</p> <p>To access the WEexplore tool, visit https://www.workforcewindsorsex.com/weexplore/</p>	<ul style="list-style-type: none"> • As an educator, parent, or employment service provider, review the occupations with your audience and discuss the career pathways related to in-demand jobs • As a jobseeker or student, read about in-demand occupations and consider how you can transition from one occupation into another • As an employer, you can use the tool for career planning, envisioning how employees can move through the positions your company offers
<p>WEjobs</p> 	<p>WEjobs is a service supported through the WEskills project that distributes new job postings and information about upcoming job fairs and training opportunities to the public in the form of email blasts, several times each week.</p> <p>Join the mailing list at: https://www.workforcewindsorsex.com/wejobs/</p> <p>See future job fairs at: https://www.workforcewindsorsex.com/job-fairs/</p> <p>Discover upcoming training opportunities at: https://www.workforcewindsorsex.com/training/</p>	<ul style="list-style-type: none"> • As an educator, parent, or employment service provider, jobseeker, or student, you can use WEjobs to keep informed about career and training opportunities • Employers can use WEjobs to share career and training opportunities to thousands of people and organizations in Windsor-Essex by contacting the WEskills office at info@workforcewindsorsex.com

OUR PROJECTS, TOOLS, AND RESOURCES

Project/Service Name	Description and Link	How Can You Engage?
<p>Windsor-Essex Local Immigration Partnership</p> 	<p>The Windsor Essex County Local Immigration Partnership (WE LIP) engages stakeholders through information sharing, events and a locally-driven strategic planning process to help make Windsor-Essex a more welcoming and inclusive community. The partnership strives to assist non-settlement service providers and the community in developing a greater understanding of newcomer needs and services.</p> <p>To learn more about WE LIP, visit: https://www.workforcewindsorsex.com/welip/</p>	<ul style="list-style-type: none"> • As an employer, you can connect with WE LIP to discuss the unique needs of immigrants and opportunities to better integrate immigrants into your workplace • Employment service providers and non-employment service providers can work with WE LIP to increase their understanding of the unique needs and skills of immigrants in Windsor-Essex and to join the Council
<p>WEmap</p> 	<p>Transportation has been identified by both jobseekers and employers as a local barrier to employment. We mapped job openings and overlaid public transportation routes, resulting in WEmap, which geographically displays current job postings and public transportation. Furthermore, we highlighted best practices for transportation for employment from local and provincial examples and made recommendations to address this issue.</p> <p>Access the tool at: https://www.workforcewindsorsex.com/transportationmap/</p>	<ul style="list-style-type: none"> • As an employment service provider, you can use WEmap with your clients to help them see which employment opportunities they can access • You can access WEmap as a jobseeker to view current job postings and public transportation routes on a map, making it easier to see which employment opportunities you can access • Employers can use this resource to advocate for better public transportation to their workplace
<p>WEnav</p> 	<p>Funded by the Ontario Trillium Foundation, WEnav is a career counselling program for youth (ages 12-30) designed to guide youth in finding their ideal career pathways while teaching them the skills and knowledge required for effective career navigation and career success. It is currently maintained by Workforce WindsorEssex.</p> <p>Learn more about WEnav here: https://www.workforcewindsorsex.com/wenav/</p>	<ul style="list-style-type: none"> • As an educator, you can use WEnav in your classroom to guide the career-making decisions of your students • As an employment service provider, you can implement WEnav as a program for youth in your organization or use it as a tool with existing career programs for youth • As a parent, you can use WEnav resources with your child to help them make career decisions and express career interests • As a student or jobseeker, you can use the online resources as a self-assessment tool to help plan your career choices

OUR PROJECTS, TOOLS, AND RESOURCES

Project/Service Name	Description and Link	How Can You Engage?
<p>WEsearch</p> 	<p>WEsearch is a wayfinding tool designed to help businesses, jobseekers, and other stakeholders find business expansion opportunities, human resources tools, and local labour market information. It is maintained by Workforce WindsorEssex and is continuously updated with new local opportunities as they emerge.</p> <p>Access the tool at: https://www.workforcewindsor-essex.com/wesearch/</p>	<ul style="list-style-type: none"> • Whether you are an educator, parent, student, employer, employment service provider, or jobseeker, you can access resources to learn about the local labour market • As a jobseeker, discover new job opportunities, training grants, and continuing education resources • If you are an employer looking to hire, carry out research and development, attend networking events, or explore other local opportunities, WEsearch can help
<p>WEskills</p> 	<p>Through WEskills, Workforce Windsor Essex provides the WEskills database, which is comprised of local resumes that the City of Windsor can use to help businesses find potential candidates for hire. The WEskills office also connects jobseekers and employers to local service providers and programs and engages the community with booths and workshops at local events.</p> <p>To learn more about WEskills, visit: https://www.workforcewindsor-essex.com/weskills/</p>	<ul style="list-style-type: none"> • To request a resume search as an employer or to submit a resume as a jobseeker, contact the WEskills office at info@workforcewindsor-essex.com
<p>Workforce Profiles</p> 	<p>Every Wednesday, we release workforce profile blogs, following a local Windsor-Essex resident through their daily job. This allows the community to see first-hand the career opportunities in Windsor-Essex and the work being done every day in a variety of industries by Windsor-Essex residents.</p> <p>You can read the Workforce Profiles here: https://www.workforcewindsor-essex.com/tag/workforce-profiles/</p>	<ul style="list-style-type: none"> • You can read the workforce profiles as a student or jobseeker to get a better idea of what a job might entail and to see if that job might be right for you • Employment service providers, educators, and parents can share the profiles with their audiences to help them gauge interest in local career opportunities and get a better perspective on the working world • As an employer, you can volunteer to have one of your employees featured in a blog! This may help you attract future employees. To do this, please contact us at info@workforcewindsor-essex.com

OUR PROJECTS, TOOLS, AND RESOURCES

Project/Service Name	Description and Link	How Can You Engage?
<p>Workforce Summit</p> 	<p>On Friday, May 12, 2017, Workforce WindsorEssex held the region's first ever Workforce Summit event by bringing together representatives from industry, government, employment services, education and training organizations to tackle the costly issue of people without jobs and jobs without people.</p> <p>https://www.workforcewindsorsex.com/workforce-summit/</p>	<ul style="list-style-type: none"> • Watch the highlight video and check out the presentations on our website, with topics ranging from continuing education to vocational education in Germany to employing newcomers and more!
<p>Your Job Search: Overcoming Barriers for Job-Seekers</p> 	<p>This resource assists jobseekers in their journey to find a job, providing local resources and tips for finding employment, particularly for newcomers, recent graduates, persons on Ontario Works, and persons who are underemployed. It also includes job fair guides for jobseekers and employers.</p> <p>https://www.workforcewindsorsex.com/your-job-search-overcoming-barriers-for-job-seekers/</p>	<ul style="list-style-type: none"> • Use this guide to help you connect with employment services and develop strategies as a jobseeker • As an employment service provider, share the resource with your clients to assist them in their job search • If you are an employer preparing to attend a job fair, check out the online employer job fair guide to make sure you're prepared for what the day might bring

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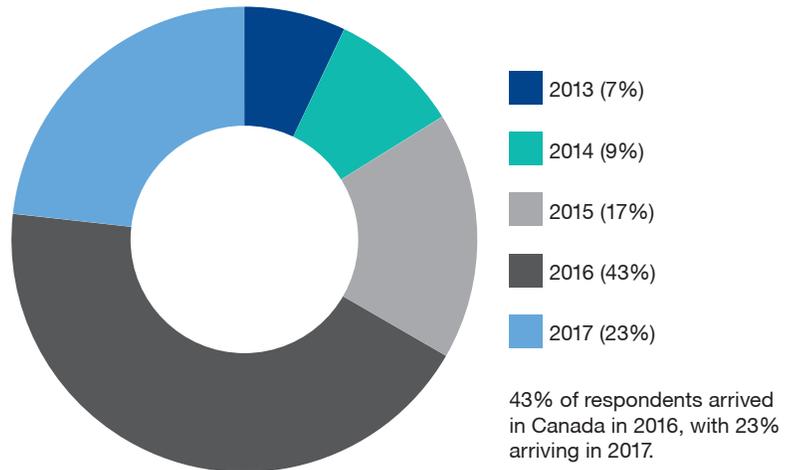
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APPENDIX A

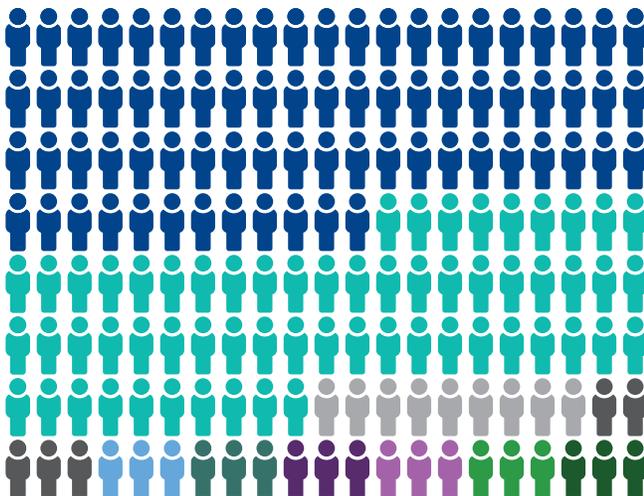
NEWCOMERS: YOUR SKILLED WORKFORCE SURVEY RESULTS

As part of our **Newcomers: Your Skilled Workforce** initiative, over 300 immigrants were surveyed with the help of local service providers, identifying their skills, education, past work experiences, and future work ambitions. The following provides an overview of the results from 255 newcomers. A guide on the benefits of including newcomers in our local workforce can be found on www.workforcewindsorsex.com in 2018.

Year arrived in Canada:



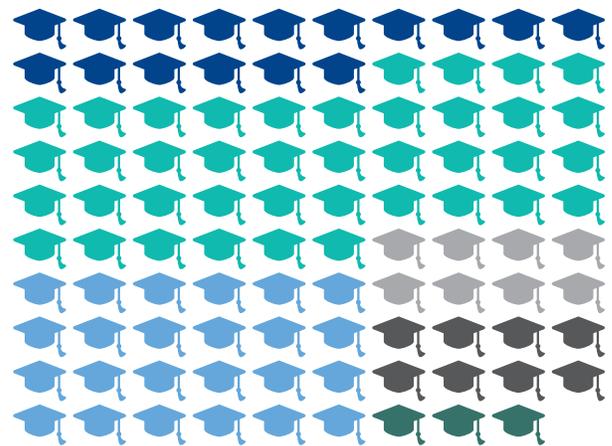
Country of Origin:



Syria: 75 Respondents	El Salvador: 3 Respondents
Iraq: 61 Respondents	Colombia: 3 Respondents
DR Congo: 9 Respondents	Philippines: 3 Respondents
China: 5 Respondents	Sudan: 3 Respondents
Bangladesh: 3 Respondents	Ivory Coast: 3 Respondents

These are the top 10 countries most noted by respondents. There were over 43 countries in total identified by respondents.

Educational Attainment: (Highest Level of Certification)



Less than High School: 16%	College: 8%
High School: 40%	University: 24%
Trade High School: 8%	Post-Graduate: 3%

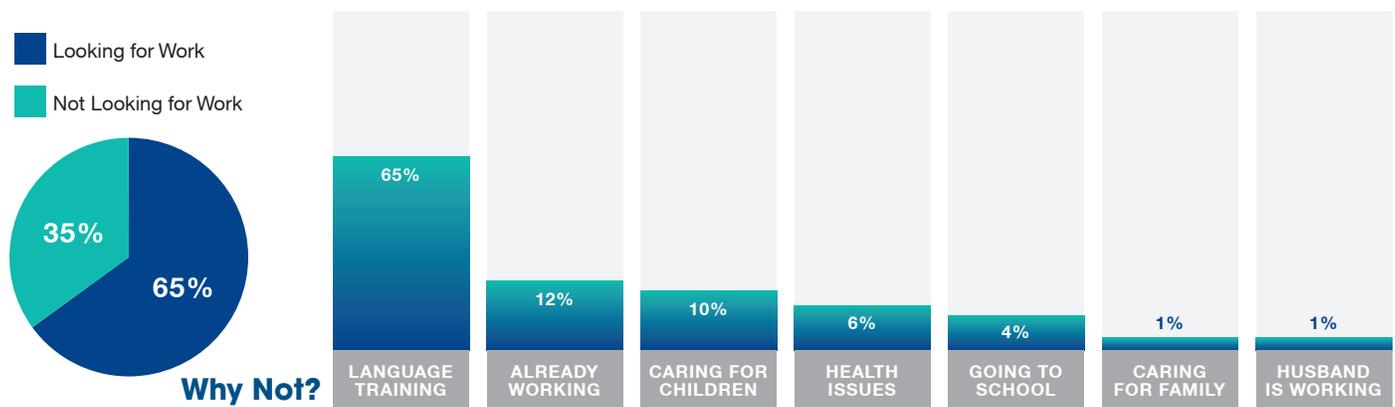
Before coming to Canada, the majority of respondents (40%) had a high school diploma as their highest level of education, with 43% completing a postsecondary program: including 8% having a trade high school diploma, 8% with a college diploma, 24% with a university degree, and 3% of respondents with a post-graduate degree.

Languages:

These are the top 6 languages spoken by respondents.



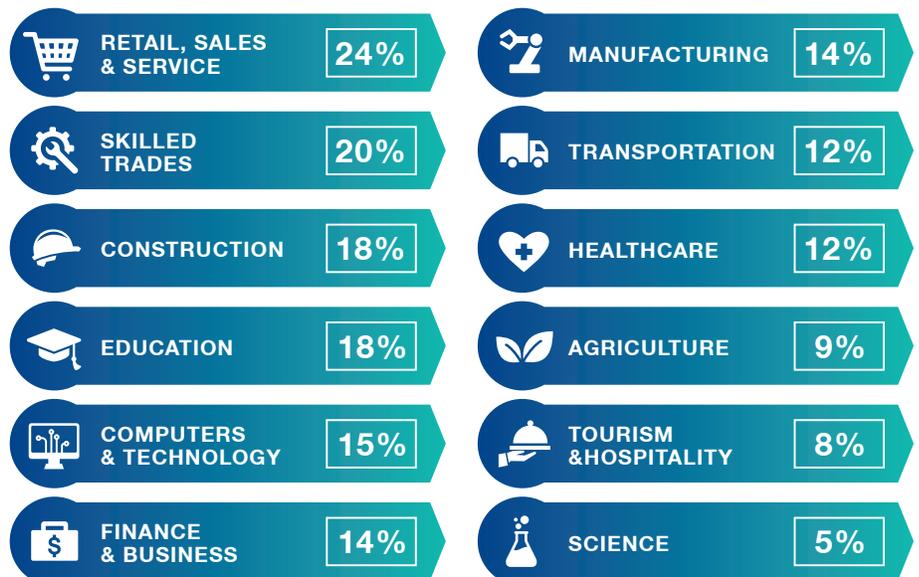
Looking for Work:



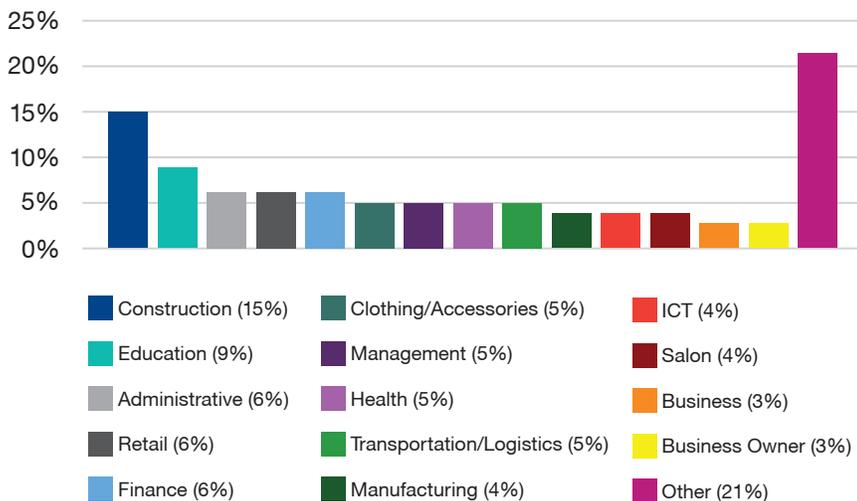
When asked if they were looking for work now or within the next 6 months, 65% answered yes. Of the 35% that indicated they were not looking for work, 65% noted they were focusing on their language training and 12% were already working.

Where they Hope to Work:

The sectors that most of the respondents hoped to work in were Retail, Sales & Service (24%), Skilled Trades (20%), Construction (18%) and Education (18%). Respondents often chose more than one sector.



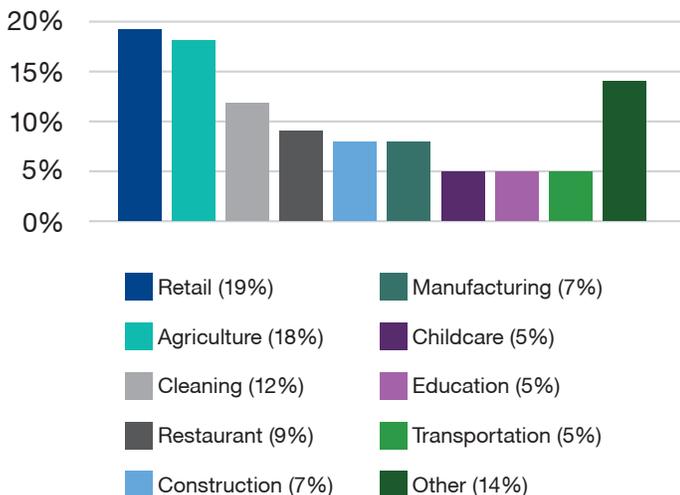
Work Experience Outside of Canada:



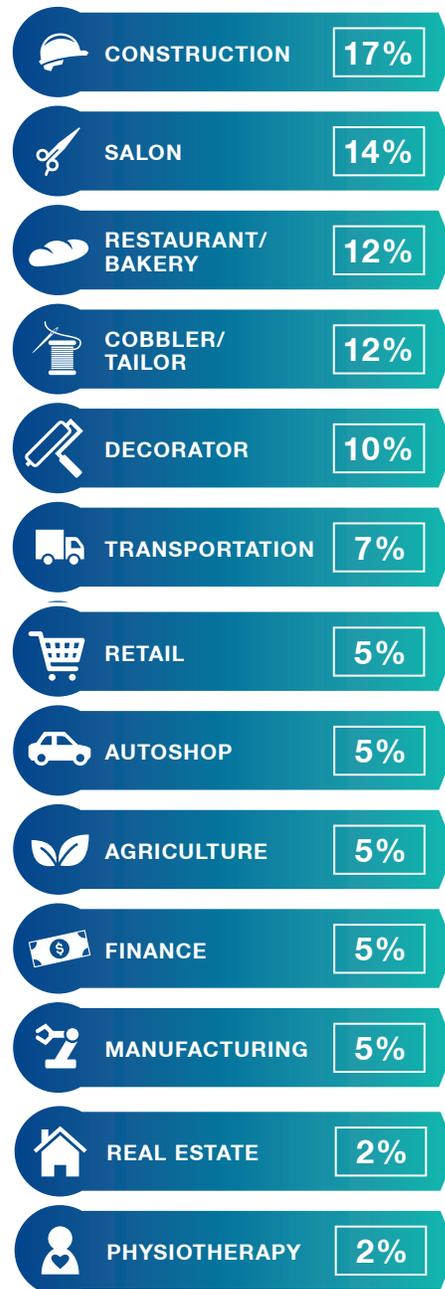
Other includes: Restaurant workers, Janitors, Artists, Musicians, Butcher, Scientists, etc.

Clothing/Accessories includes: Cobblers, Dressmakers, Tailors, Furriers, Milliners, etc.

Work Experience in Canada:



The work experiences that these newcomers have gained in Canada is much more limited in variety when compared to the work experiences they had before coming to Canada. While many of the experiences align with the areas they desire to work in, none of the respondents currently own their own business.



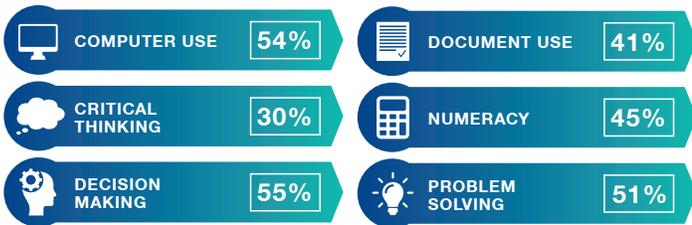
17%
of respondents
want to own their
own business.

SKILLS

Respondents identified the skills that they have developed. Foundational and Soft Skills were more commonly selected as these skills are not job-specific and can be developed outside of formal education and employment.

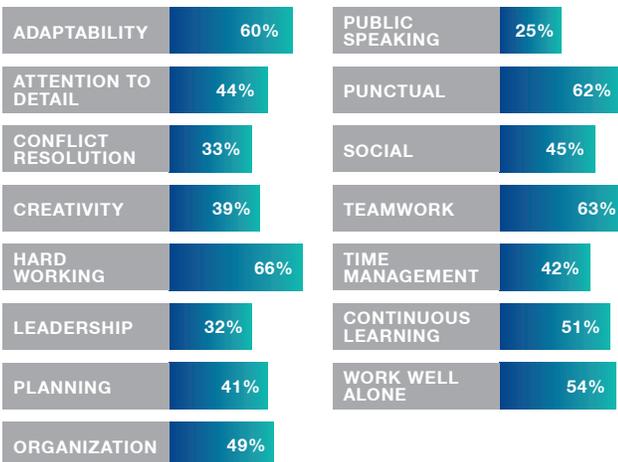
Foundational Skills

Foundational Skills are skills that provide a basis for work and lifelong learning, developed throughout one's life in settings both in and outside of formal education.



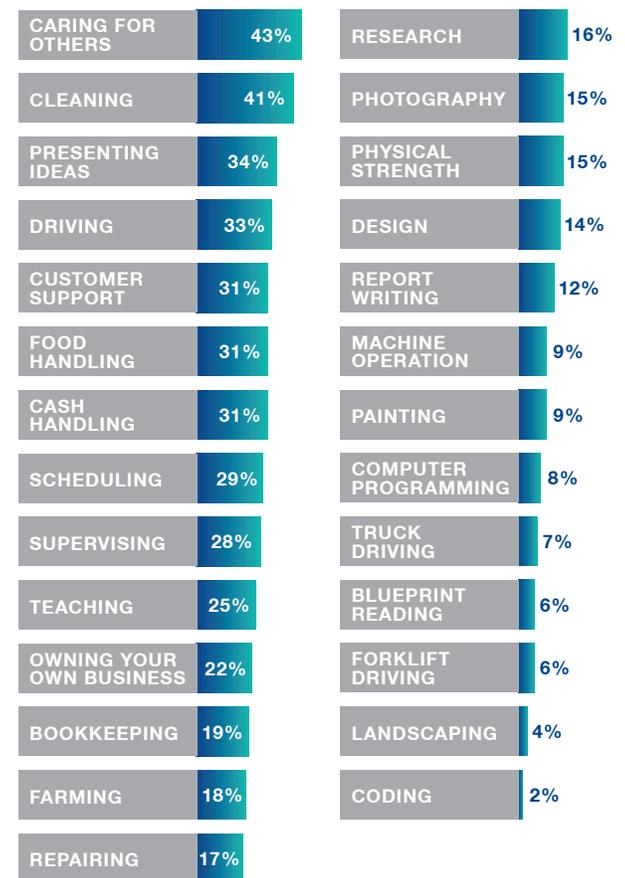
Soft Skills

Soft Skills are character skills that enable individuals to perform effectively in their environment.



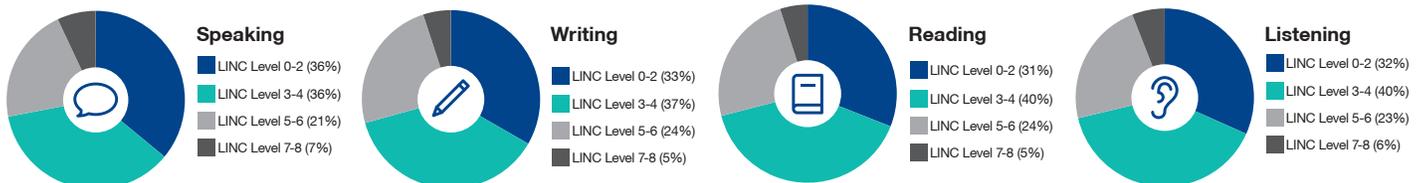
Technical Skills

Technical Skills are skills related to performing a specific task, often taught in a formal or vocational setting.



English Levels

The most common level of English among respondents is LINC 3-4, including 36% for speaking, 40% for listening, 40% for reading, and 37% for writing.



CLB 4 = LINC Level 3-4

Speaking: Level 4

The Speaker can communicate information about common everyday activities, experiences, wants and needs.

Writing: Level 4

The writer can write short, simple texts about familiar topics or situations related to daily life and experience.

Reading: Level 4

The reader can understand and get most information from short, simple texts related to familiar, routine everyday topics of personal relevance.

Listening: Level 4

The listener can understand, with considerable effort, simple formal and informal communication on topics of personal relevance.

APPENDIX B

TOP IN-DEMAND JOBS IN WINDSOR-ESSEX

In 2017, Workforce WindsorEssex published a list of the region's top in-demand jobs. The jobs are categorized using the National Occupational Classification (NOC) code system that groups similar jobs together and keeps this list updated to create a standardized listing of jobs. The list is developed using a variety of research methods including online job postings, employer surveys and consultations, news stories, and stakeholder feedback from the Workforce Summit in May 2017.

Management Occupations:		Health Occupations	
0015	Senior Managers – Trade, Broadcasting, and Other Services (Retail)	3131	Pharmacists
0601	Corporate Sales Managers	3233	Licensed Practical Nurses
0621	Retail and Wholesale Trade Managers	3414	Other Assisting Occupations in Support of Health Services
0711	Construction Managers	Occupations in Social Science, Education, Government Service and Religion	
0822	Managers in horticulture (Growers)	4412	Home Support Workers, Housekeepers, and Related Occupations
Business, Finance and Administration Occupations:		Occupations in Art, Culture, Recreation and Sport	
1111	Financial Auditors and Accountants	5254	Program Leaders and Instructors in Recreation, Sport, and Fitness
1121	Human Resources Professionals	Sales and Service Occupations	
1123	Professional Occupations in Advertising, Marketing, and Public Relations	6222	Retail and Wholesale Buyers
1215	Supervisors, Supply Chain, Tracking and Scheduling Co-ordination Occupations	6231	Insurance Agents and Brokers
1221	Administrative Officers	6235	Financial Sales Representatives
1228	Employment Insurance, Immigration, Border Services and Revenue Officers (Border Service Officers, Custom Officers)	6311	Food Service Supervisors
1241	Administrative Assistants	6321	Chefs
1414	Receptionists	6322	Cooks
1521	Shippers and Receivers	6345	Upholsterers
1525	Dispatchers	6411	Sales and Account Representatives – Wholesale Trade (Non-Technical)
Business, Finance and Administration Occupations:		6421	Retail Salespersons
2121	Biologists and Related Scientists	6513	Food and Beverage Servers
2133	Electrical and Electronic Engineers	6541	Security Guards and Related Security Service Occupations
2171	Information systems analysts and consultants	6552	Other Customer and Information Services Representatives
2174	Computer Programmers and Interactive Media Developers	6562	Estheticians, Electrologists, and Related Occupations
2175	Web designers and developers	6611	Cashiers
2225	Landscape and Horticulture Technicians and Specialists	6622	Store Shelf Stockers, Clerks, and Order Fillers
2232	Mechanical Engineering Technologists and Technicians	6623	Other Sales Related Occupations
2233	Mechanical Engineering Technologists and Technicians	6711	Food Counter Attendants and Kitchen Helpers
2234	Construction Estimators	6731	Light Duty Cleaners
2253	Drafting Technologists and Technicians	6733	Janitors, Caretakers, and Building Superintendents
2282	User Support Technicians		

Trades, Transport and Equipment Operators and Related Occupations	
7204	Contractors and Supervisors, Carpentry Trades
7231	Machinists and Machining and Tooling Inspectors
7232	Tool and Die Makers
7236	Ironworkers
7237	Welders and Related Machine Operators
7241	Electricians (except industrial and power system)
7242	Industrial Electricians
7251	Plumbers
7271	Carpenters
7281	Bricklayers
7284	Plasterers, drywall installers and finishers, and lathers
7291	Roofers and Shinglers
7295	Floor Covering Installers
7311	Construction Millwrights and Industrial Mechanics
7313	Refrigeration and Air Conditioning Mechanics
7315	Aircraft Mechanics and Aircraft Inspectors
7321	Automotive Service Technicians, Truck and Bus Mechanics, and Mechanical Repairers
7332	Appliance Servicers and Repairers
7452	Material Handlers
7511	Transport Truck Drivers
7512	Bus Drivers, Subway Operators, and Other Transit Operators
7521	Heavy Equipment Operators
7611	Construction Trades Helpers and Labourers

Occupations Unique to Primary Industry	
8252	Agricultural service contractors, farm supervisors, and specialized livestock workers (Quality control, Herdsman)
8431	General Farm Workers
8432	Nursery and Greenhouse Workers
8612	Landscaping and Grounds Maintenance Labourers
Occupations Unique to Processing, Manufacturing and Utilities	
9417	Machining Tool Operators
9422	Plastics Processing Machine Operators
9619	Other Labourers in Processing, Manufacturing, and Utilities

*List may change after date of publication.
View online for current list of in-demand jobs:
www.workforcewindsoressex.com/top-jobs

APPENDIX C

“SUMMARY OF CHALLENGES AND OPPORTUNITIES”

1. Challenge: Windsor-Essex has an aging population.

With the current low unemployment rate, employers are finding it difficult to staff positions. In consultations with 69 employers in the summer of 2017, we learned 59% of employers have hard-to-fill positions, with many stating there are a lack of qualified candidates, and often, not enough applicants responding to postings.

Opportunity: Encourage employers to take advantage of the skills of older workers.

An older workforce is still an available workforce. Many older workers do not want to fully retire, which presents opportunities to employ older workers flexibly, filling in shift gaps in some workplaces and allowing for mentorship of younger workers in others. Some older workers may want to work full-time. According to the Conference Board of Canada, older workers can offer proficiency in customer service, loyalty, and strong work ethic, making this segment of the workforce a smart hire for employers.

2. Challenge: Children are at risk of or are already experiencing the cycle of poverty.

As aforementioned, 1 in 4 children in Windsor-Essex are living in a low-income household. Children in low-income households are more likely to “have worse cognitive, social-behavioural and health outcomes... and [lower] school achievement.” This can affect their long-term outcomes, whether in health, employment, or other areas.

Opportunity: Increased supports for low-income households.

There is currently great work being done to break the cycle of poverty in Windsor-Essex. Organizations like the United Way Windsor-Essex County support youth career building, mentorship, after-school programs, and family supports. However, more can always be done. Workforce WindsorEssex’s 2016 Barriers for Jobseekers survey reaffirmed the need for more transportation initiatives to help low-income individuals reach employment opportunities and affordable childcare to ensure parents are able to take advantage of employment opportunities. In addition to specific programs, it would be helpful to have services offered in hubs to ensure those with transportation, mobility, language, and other barriers are able to access services as easily and efficiently as possible. The co-location of Family Services Windsor-Essex, the Financial Fitness Centre, Windsor-Essex Bilingual Legal Clinic, and the Sexual Assault Crisis Centre at 1770 Langlois Avenue in Windsor is a great example of concentrating services in one accessible location. Another notable example is the Leamington Community Hub 33, the three founding partners of which include the City of Windsor – Employment and Social Services, Windsor-Essex Children’s Aid Society, and the Windsor-Essex County Health Unit. Children First and Community Living Essex County also have touchdown space within the Hub.

3. Challenge: Windsor-Essex has a large amount of adults with only a high school diploma or less, but 45% of employers we consulted require a formal education above a high school diploma.

There is a mismatch between the skills of adults in Windsor-Essex and the skills employers are looking for. Much of the population aged 25 to 64 does not have the education required by employers to fill positions.

Opportunity: Short-term training programs for those without a post-secondary education in in-demand industries.

Two industries that currently have a lack of candidates and that are facing staffing issues are transportation and agriculture. These are two industries where the training required for many positions can be carried out over a matter of weeks or months rather than years. This presents the opportunity for short-term certificate programs hosted by local educational institutions and supported by local employers. For example, the Manufacturing Skills Standards Council (MSSC) has developed the Certified Logistics Associate and Certified Logistics Technician credentials, two credentials that are not currently offered locally but have been endorsed by the Canadian Supply Chain Sector Council (CSCSC) and the Canadian Manufacturers and Exporters (CME). Local educational institutions can partner with employers to offer these certifications and can market these to those with little or no post-secondary education to help them enter stable, in-demand positions in a short amount of time. Additionally, employers can take advantage of the Canada-Ontario Jobs Grant (COJG) to provide short-term training to their current or future employees. It is geared toward employers with a particular skills demand and provides employers with up to \$10,000 in government support per person for training costs.

One successful local example of short-term training is St. Clair College's Skilled Trades Regional Training Centre's "Earn While You Learn" program, which was created by Valiant Corporation and is now run by St. Clair College. In 46 weeks, it prepares students to "become proficient in math, blueprint reading, computer skills, safety training, and hands-on training on a wide variety of state-of-the-art equipment including CNC machines." Since the program partners with industry, most students become employed in the skilled trades after graduation, with some even working part-time in the skilled trades during the program.

It should also be acknowledged that the Leamington District Chamber of Commerce (LDCC) completed a feasibility study in October 2017 on creating an Agri-Business Centre of Excellence in the Leamington area to serve as a skills training and education facility. The study made several recommendations to expand education and training opportunities for the agricultural sector, including industry-supported short-term pilot training programs and a post-secondary diploma program pilot in Growing Technology, with an internship component.

4. Challenge: Newcomers are experiencing a high unemployment rate.

Compared to the non-immigrant population and even the immigrant population, newcomers in Windsor CMA have a much higher unemployment rate than non-newcomers. This is a challenge for several reasons. First, newcomers who are unemployed for a long period of time may get discouraged and exit the labour force, which may contribute to the low participation rate of immigrants in Windsor-Essex. It will be difficult to get them to re-enter the labour force once they have exited. Second, newcomers are an available workforce. In the current economic climate, employers should be considering all groups in the workforce and need to do so in order to fill the wide range of positions they have available. Many newcomers face a language barrier to employment but are eager to work and are continuously improving their English language skills. In our newcomer survey, 65% of newcomers indicated they are looking for work or will be looking for work within 6 months. Of the 35% not looking for work, most indicated they are focusing on language training, meaning once they feel they have proficient language skills, they could begin looking for work.

Opportunity: Share newcomer success stories and skills with employers.

From conversations with employers, we know newcomers are a valuable workforce. 53% of businesses we consulted with have hired a newcomer and had overwhelmingly positive experiences. Of these 53%, 48% mentioned newcomers' technical skills and work experience were particularly helpful to the business and positively mentioned newcomers' work ethic. Others mentioned that newcomers are especially culturally competent and their language skills often help garner customers from a wider range of cultural communities. Workforce WindsorEssex has developed a bulletin that highlights the skills of newcomers in our community, which are wide-ranging. Sharing success stories and skills of newcomers with employers who have not yet hired newcomers will help employers envision the benefits newcomers can bring to their business.

5. Challenge: Windsor-Essex has a large out-migration of its working aged population.

Windsor-Essex is losing a large number of its working aged population to other regions each year. This hampers the ability of employers to hire talent, as often those who leave the region are able to do so because the skills they possess are sought-after elsewhere. In turn, it seems to be difficult for employers to attract talent to Windsor-Essex.

Opportunity: The creation of a talent attraction marketing campaign targeting skilled workers in other communities.

An attraction campaign highlighting the benefits of living and working in Windsor-Essex, such as the low cost of housing and the short commute times, could be used as a tool to increase the availability of a skilled workforce in Windsor-Essex. A quick "moving to Windsor" Google search shows the interest in knowing the benefits of living in Windsor. Developing the campaign could be a joint effort between municipalities, economic development, workforce development, tourism, and others and could make use of some existing resources, such as the Welcome to Windsor-Essex website.

6. Challenge: The low participation rate.

Windsor-Essex has one of the lowest participation rates in all of Canada. A low participation rate hinders the ability of employers to find employees, as the available workforce is smaller than it could be.

Opportunity: Encourage populations who are not in the labour force to enter the labour force.

Workforce WindsorEssex has done research in order to make recommendations to address our low participation rate. There are a number of actions that can be taken, including more affordable childcare, increased micro-employment opportunities for groups like students and retirees, fair wages for low-skilled positions, encouragement of in-migration of young people, and investments in public transportation to ensure job opportunities can be accessed by all.

7. Challenge: Not enough qualified candidates to fill positions.

Employers are having challenges recruiting for most available positions, stating candidates are not qualified for the positions they have available. This means a given business may not be operating at full capacity as positions go unfilled or are filled by individuals who are not fully qualified for a given position.

Opportunity: Educate the unemployed and youth about in-demand positions, and connect them to services.

Choosing a future career path can be intimidating for most people. There are a wealth of opportunities available, but it can be difficult to find information about these opportunities and to decide what path may lead to the most stable and fulfilling employment. Workforce WindsorEssex is working with local educators and community organizations to educate jobseekers on the opportunities available in our region. We have conducted over 60 presentations in high schools and to jobseekers at local community organizations since July 2017. Additionally, we have developed tools such as our In-Demand Job Profiles, and we connect those looking for additional help to our local Employment Ontario Service Providers. We are always looking to share resources, and whether you are an employer, educator, or community organization, you can request a presentation or resources from us at info@workforcewindsorsex.com.

8. Challenge: There are people who are qualified to work in in-demand occupations but who are unemployed.

Those who are qualified to work in trades, manufacturing, and sales and services should not be unemployed in such large numbers. Some unemployment due to career transitions and the time it takes to find new employment is natural, but thousands of people who are qualified to work in in-demand positions should not be unemployed.

Opportunity: Increased employment outreach and career transition services.

It is clear that many unemployed individuals do not have the supports they need to transition into a new career opportunity after becoming unemployed. More targeted employment outreach can be carried out by employment service providers and employers through social media campaigns, traditional media advertising, and large-scale events such as job fairs. For workers unemployed after working in low-skilled positions, opportunities to upskill and transition into higher-skilled positions need to be made available, whether that is through decreasing the criteria needed to qualify for certain employment programs or through awareness campaigns that target jobseekers who may not have the knowledge needed to effectively job search after becoming unemployed.

9. Challenge: Addressing population-specific barriers to accessing services and employment.

Women and those aged 30 and over face barriers to accessing employment service supports. Childcare costs, the location of childcare, the availability and affordability of transportation, and cultural traditions can prohibit women from accessing employment services, and there are fewer programs for those aged 30 and over, as many current programs are for youth. Furthermore, newcomers who access employment services face barriers to employment as they are internationally trained, and their certifications and experience may not be recognized locally. Many also face language barriers when looking for employment.

Opportunity: Additional supports for populations facing specific barriers.

Childcare services should be provided to all parents seeking employment until they are able to afford the expense on their own. Women in particular face barriers due to childcare expenses. The City of Windsor does currently

subsidize childcare through its Child Care Subsidy program, which provides subsidies based on a family's net income, and further promotion of this program could help to combat barriers to employment related to childcare. Furthermore, women need to be supported in finding work that pays a fair wage, has stable hours, and does not require a lengthy commute as these factors may also influence a women's ability or choice to work. The community should work with employers to ensure workplaces are female-friendly and take into account some of the unique barriers women face. The unique barriers faced by middle-aged and older populations should be considered just as youth barriers are considered to create age-specific programs. For newcomers, short-term recertification programs can be created to validate education and experience earned outside the country, and training can be made available in a diversity of languages in workplaces to ensure those who are still learning English can work while they learn.

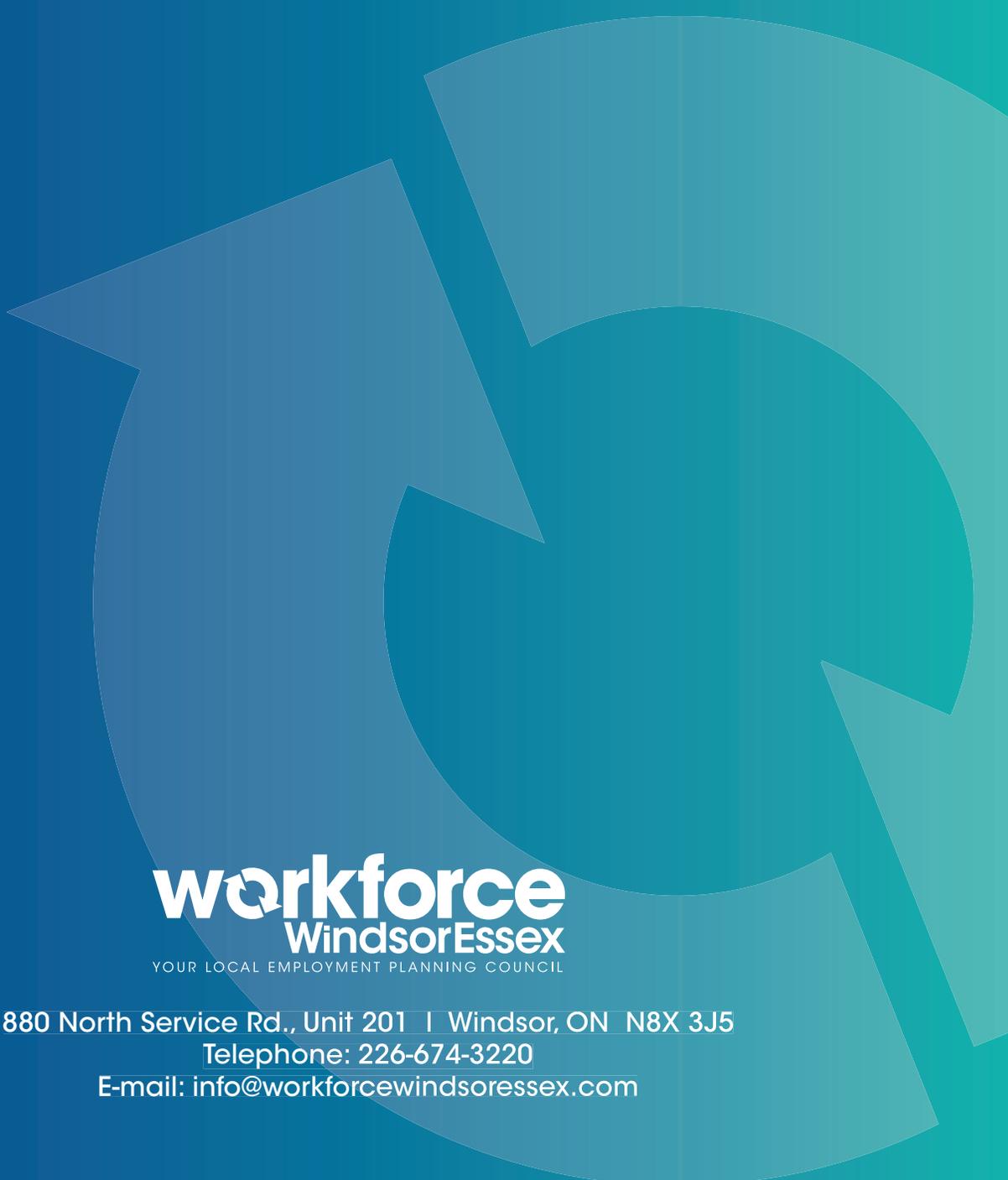
10. Challenge: Apprenticeship is often seen as a less-desired pathway.

Considering the average age of an apprentice is 25, it is thought that apprenticeship is often a less-desired pathway for youth and is only a chosen pathway after entering the workforce or completing other post-secondary education. As most apprenticeable trades are highly in-demand, the pipeline of talent needs to increase to meet demand.

Opportunity: Increased support by secondary school educators.

Most students will learn about the four pathways they can take following high school. Secondary school teachers need to ensure they are encouraging students to explore all of these pathways, not just the traditional college or university routes. Students can be encouraged to undertake experiential learning opportunities such as manufacturing facility tours or the Ontario Youth Apprenticeship Program (OYAP) to learn more about what career opportunities are available in the apprenticeable trades. Students, parents, and educators can learn more about these opportunities through Workforce WindsorEssex's Experiential Learning Hub: <http://www.workforcewindsor.essex.com/experiential-learning-hub/>





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