



# CONNECTING THE DOTS

**Local Labour Market Plan Report**

# 2014 - 2015

**EMPLOYMENT  
ONTARIO**



## ACKNOWLEDGEMENTS

We would like to thank everyone who contributed their time, ideas and expertise to *Connecting the Dots: Local Labour Market Plan Report 2014-2015*. We now have a better understanding of what needs to be achieved over the short and long term to position Windsor-Essex for success in an ever-changing and increasingly competitive global economy.

Workforce WindsorEssex would also like to thank Heather Gregg, Katie Facecchia and Tanya Antoniow for their work in developing and authoring this report.

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Front and back cover designs by Katie Facecchia

## How did we do?

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[www.WorkforceWindsorEssex.com](http://www.WorkforceWindsorEssex.com)

98 Chatham St. E. Windsor, ON N9A 2W1

Phone: 519-255-6545 Fax: 519-256-3100

[info@workforcewindsorEssex.com](mailto:info@workforcewindsorEssex.com)

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# Connecting the Dots:

## Local Labour Market Plan Report 2014-2015

### Workforce Windsor-Essex

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## Executive Summary

As the Windsor-Essex economy continues to diversify, it is increasingly important that the local workforce has the skills and knowledge to fill the occupations that local employers are offering. Through examining the various available data sources, Workforce WindsorEssex has developed the *Connecting the Dots: Windsor-Essex Local Labour Market Report 2014-2015* with the aim of providing relevant local labour market information and insight into the demand and supply components of the Windsor-Essex labour market.

Through analysis of the data, there are three themes that were identified:

1. Overall, most employer respondents indicated that they were optimistic for growth within their industry over the next three to five years.
2. There is an increase in the number of unemployed or underemployed individuals that are accessing the services provided by the Employment Ontario network, which indicates that those looking for work are accessing the programs and services available to enhance their opportunities to be connected to employment or training.
3. Each sector in Windsor-Essex over the past year has experienced developments that relate to the workforce. Supporting these initiatives will guide the Action Plan of Workforce WindsorEssex.

The Action Plan, which is included at the culmination of this report acts as a framework to guide the activities and initiatives for Workforce WindsorEssex in the short, medium and long term through identifying community workforce development priorities and needs.

Workforce WindsorEssex would like to acknowledge the ongoing support and dedication of our partners throughout the Windsor-Essex community in working together to build a strong local economy and robust future.

## Background/Context

Workforce WindsorEssex (WFWE) is the regional workforce development board for the Windsor-Essex region. The Board's 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 Board wants to identify where the jobs of the future will be coming from and ensure the Windsor-Essex workforce will meet these demands and act as a catalyst in attracting new industries and businesses to the region.

Workforce WindsorEssex has six strategic priorities that guide the projects and work completed by the organization. These six priorities include:



The Ministry of Training, Colleges and Universities (MTCU) provides funding support to Workforce WindsorEssex to create an annual Local Labour Market Plan Report and Action Plan. This report will include updated qualitative and quantitative information gathered through various sources throughout the year to provide an update on the local labour market.

This plan includes updated labour market indicators, qualitative information that was gathered through consultation with community stakeholders and an update on past actions and a directory of current activities being carried out by WFWE and a future plan focussing on ideas, initiatives or research topics which will serve as a framework for activities over the next three to five years.

## Engagement with the Community

Through completing the Local Labour Market Plan Report 2014-2015, Workforce WindsorEssex held three formal consultation presentations with local community organizations. Meetings with the Windsor-Essex Employment Group, a group of organizations who serve persons with disabilities; the Local Immigration Partnership Council as well as Employment Ontario Service Providers, including Literacy and Basic Skills service providers allowed WFWE to understand the value of the available data and gain a clear perspective on how community organizations may use this data for planning purposes. Discussion points and information collected through the consultation process have been integrated into this report.

Additionally, consultations were held with local employers through an online survey. Respondents were asked to identify their industry; employment challenges which employers faced over the past five years, what opportunities are foreseen for the next 1-3 years, high demand occupations in the specified industry, and the level of optimism regarding growth in their industry. 24 respondents completed the survey and represented a variety of local industries. The results and perspectives from employers have also been incorporated throughout the report where applicable.

## Local Labour Market Conditions

There are several indicators that assist in understanding the current workforce supply and demand in Windsor-Essex. In this section, indicators collected from Statistics Canada as well as through the Employment Ontario service providers are highlighted and explained. These indicators provide valuable information into the skills, knowledge and experience of our current workforce and assist in identifying future actions to facilitate additional workforce development activities.

## Migration Information

**Figure 1 – In and Out Migration from Windsor-Essex 2007-2012**

Age Group	In-migrants	Out-migrants	Net-migrants
0-17	10,761	10,162	599
18-24	6,440	8,447	-2,007
25-44	16,452	22,679	-6,227
45-64	7,363	7,394	-31
65+	2,781	2,266	515
<b>Total</b>	<b>43,797</b>	<b>50,948</b>	<b>-7,151</b>
Source: Statistics Canada – Taxfiler Data			

The information in Figure 1 identifies the in- and out-migration of individuals to and from Windsor-Essex. From 2007 to 2012, there was a net-migration of -7,151 individuals. There was also a net-migration of -6,227 individuals between the ages of 25 and 44. These individuals are in their prime working years. In 2014, WEtech Alliance in partnership with other community

stakeholders launched the yknot initiative with the purpose “to build a movement of inspired young people connected with local opportunities, decision-makers, and industry so that they can grow and



thrive in Windsor-Essex.”<sup>1</sup> This initiative is engaging millennials (individuals born in the 1980s and 1990s) through promoting opportunities and networking in the Windsor-Essex region. These types of initiatives are important to retain those who have education, training, skills and experience in the Windsor-Essex region to further develop the local workforce.

## Age and Gender Characteristics

**Figure 2: Unemployment Rates by Age and Gender in Windsor CMA (2013)**

Age Group	Male	Female
<b>15 Years and over</b>	9.8%	8%
<b>15-24 years</b>	21.3%	17.5%
<b>25-44 years</b>	6.9%	6.7%
Source: Statistics Canada, Labour Force Survey, 2013		

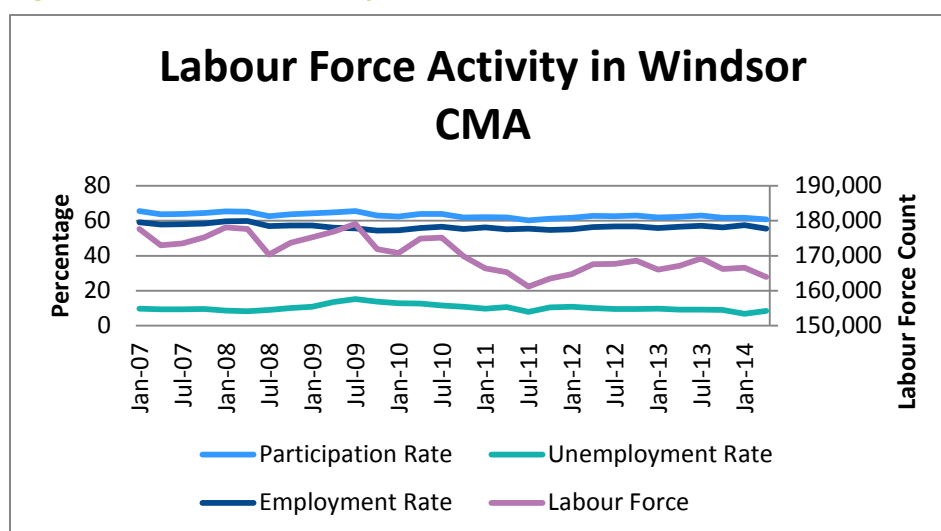
Figure 2 outlines the unemployment rate by age and gender in the Windsor Census Metropolitan Area (Windsor, Tecumseh, Lakeshore, Amherstburg, Lasalle). As is highlighted, youth (15-24) in the Windsor-Essex communities experience a higher unemployment rate compared to those between the ages of 25 to 44. As of 2013, the general youth unemployment rate was 19.9%.

With the implementation of the Youth Employment Fund and other Youth skills development programs, there are increased opportunities for youth to connect with local employers for employment experience. Additionally, in 2013, males tended to experience a higher unemployment rate than females, in all age categories. Supporting youth to connect to the labour force is increasingly important.

## Labour Force Activity

The figure below examines the labour force activity in Windsor CMA (Windsor, Lasalle, Lakeshore, Tecumseh and Amherstburg) ranging from January 2007 to January 2014. Figure 3 includes data from before and after the 2008-2009 economic recession.

**Figure 3: Labour Force Activity in Windsor CMA**



In July 2009, the unemployment rate peaked at 15.2%. It has since decreased and as of April 2014 the unemployment rate in Windsor CMA was 8.4%, a decrease of 6.8%.

The labour force has decreased overall since January 2007 by 13,700 but has

increased nearly 3,000 since its lowest point in July 2011. This decrease of over 13,000 in the labour

<sup>1</sup> Yknot. "About Us" Online. <http://www.yknotwe.ca/>

force reinforces the need to promote skills development and training for those looking to enter the labour force.

### Local Employers and Industries

Figure 4 shows the total business establishments (T.B.E.) in 2014 for each industry with comparative figures from 2008 and 2013. From 2013 to 2014, Windsor-Essex experienced an overall increase of 1,148 in the number of businesses in the region, totalling 22,934. This increase of 5% can be attributed to a several industries experiencing growth in 2013-2014. The industries experiencing the highest growth in the number of businesses include: agriculture, transportation and warehousing, and real estate, rental and leasing. There has also been notable growth in manufacturing, with an increase of 50 businesses from 2013 to 2014. This industry has seen nearly a 5% increase since last year. Through consultations with employers, over 70% of respondents representing the manufacturing industry indicated that they are optimistic about the future of their industry.

Examining the longer term trend, the data reveals additional industries which have experienced growth from 2008-2014. It is important to analyse the trends from 2008 in order to identify how the community found opportunities following the economic downturn. These growth sectors from 2008-2014 include Agriculture; Health Care and Social Assistance; Professional, Scientific and Technical Services; Real Estate, Rental and Leasing and Information and Cultural Industries. These industries are captured within the Promising Sectors as identified by Workforce WindsorEssex in the *Promising Sectors and Occupations Windsor-Essex 2012-2015 Report*, a publication which identified growth sectors and the related occupations within each sector.



**Figure 4: Number of Employers by Industry in Windsor-Essex, 2008-June 2014**

Industry	T.B.E. 2008	T.B.E. 2013	T.B.E. 2014	Absolute Change from 2013- 2014	% Change from 2008 to 2014	% Change from 2013 to 2014
<b>Accommodation &amp; Food Services</b>	1,032	1,024	1,082	58	<b>4.6</b>	<b>5.4</b>
<b>Administrative and Support and Waste Management and Remediation Services</b>	878	817	875	58	<b>-0.3</b>	<b>6.6</b>
<b>Agriculture, Forestry, Fishing and Hunting</b>	1,096	1,245	1,372	127	<b>20.1</b>	<b>9.3</b>
<b>Arts, Entertainment &amp; Recreation</b>	280	211	305	94	<b>8.2</b>	<b>30.8</b>
<b>Construction</b>	2,407	2,380	2,445	65	<b>1.6</b>	<b>2.7</b>
<b>Education Services</b>	178	168	185	17	<b>3.8</b>	<b>9.2</b>
<b>Finance and Insurance</b>	1,296	1,356	1,398	42	<b>7.3</b>	<b>3.0</b>
<b>Health Care and social Assistance</b>	1,156	1,535	1,593	58	<b>27.4</b>	<b>3.6</b>
<b>Information &amp; Cultural Industries</b>	123	231	172	-59	<b>28.5</b>	<b>-34.3</b>
<b>Management of Companies &amp; Enterprises</b>	968	794	774	-20	<b>-25.1</b>	<b>-2.6</b>
<b>Manufacturing</b>	1,068	1,012	1,061	49	<b>-0.7</b>	<b>4.6</b>
<b>Mining, Oil and Gas Extraction</b>	17	19	53	34	<b>67.9</b>	<b>64.2</b>
<b>Other Services</b>	1,631	1,685	1,792	107	<b>9.0</b>	<b>6.0</b>
<b>Professional, Scientific and Technical Services</b>	1,974	2,093	2,189	96	<b>9.8</b>	<b>4.4</b>
<b>Public Administration</b>	17	19	19	0	<b>10.5</b>	<b>0.0</b>
<b>Real Estate, Rental &amp; Leasing</b>	1,986	2,335	2,501	166	<b>20.6</b>	<b>6.6</b>
<b>Retail Trade</b>	2,400	2,382	2,414	32	<b>0.6</b>	<b>1.3</b>
<b>Transportation &amp; Warehousing</b>	1,534	1,716	1,877	161	<b>18.3</b>	<b>8.6</b>
<b>Utilities</b>	15	27	36	9	<b>58.3</b>	<b>25.0</b>
<b>Wholesale</b>	866	737	791	54	<b>-9.5</b>	<b>6.8</b>
<b>TOTAL</b>	<b>20,922</b>	<b>21,786</b>	<b>22,934</b>	<b>1,148</b>	<b>8.8</b>	<b>5.0</b>

Source: Statistics Canada, Canadian Business Patterns Data

As previously mentioned, the net increase of businesses in Windsor-Essex from 2013-2014 was 1,148. Figure 5 presents the breakdown of employers by employee size range. **In Windsor-Essex, 98.6% of businesses are categorized as small/medium sized enterprises, which according to Statistics Canada are those establishments which employ 100 or less employees.** The highest growth occurred in the employee size range 0, which indicates owner/operator or sole proprietorship establishments. Those businesses in the 5-9, 100-199, 200-499 and 500+ employee size range categories experienced a decrease in the number of total business establishments in 2013-2014. However, this does not mean that these businesses are no longer operating in the region. A reason for a decrease in the 5-9 range could be the result of hiring additional staff which would shift that establishment to another employee size range category. The larger organizations employing 100-199, 200-499 and 500+ may have experienced a restructuring which would have changed the size range that this organization would now fall under.

**Figure 5: Number of Businesses by Employee Size Range, 2008-June 2014**

Employee Size Range	T.B.E 2008	T.B.E. 2013	T.B.E. 2014	Absolute Change 2013-2014	Percent Change (%) 2008-2014	Percent Change (%) 2013-2014
0	10,542	11,164	11,977	813	11.98	6.79
1-4	4,960	5,170	5,383	213	7.86	3.96
5-9	2,327	2,246	2,242	-4	-3.79	-0.18
10-19	1,460	1,524	1,567	43	6.83	2.74
20-49	1,038	1,070	1,146	76	9.42	6.63
50-99	330	336	348	12	5.17	3.45
100-199	156	160	155	-5	-0.65	-3.23
200-499	78	88	87	-1	10.34	-1.15
500 +	31	28	29	1	-6.90	3.45
<b>Total</b>	<b>20,922</b>	<b>21,786</b>	<b>22,934</b>	<b>1,148</b>	<b>8.77</b>	<b>5.01</b>

Source: Statistics Canada, Canadian Business Patterns Data

The list provided in Figure 6 below includes the 15 occupation classifications in Windsor-Essex that had the lowest unemployment rates as of the 2011 National Household Survey.

**Figure 6 – Occupations in Windsor-Essex with the Lowest Unemployment Rates**

Professional occupations in health (except nursing)
Professional occupations in nursing
Technical occupations in health
Senior management occupations
Middle management occupations in trades, transportation, production and utilities
Specialized middle management occupations
Processing, manufacturing and utilities supervisors and central control operators
Professional occupations in law and social, community and government services
Maintenance and equipment operation trades

Retail sales supervisors and specialized sales occupations
Professional occupations in business and finance
Professional occupations in natural and applied sciences
Assisting occupations in support of health services
Administrative and financial supervisors and administrative occupations
Paraprofessional occupations in legal, social, community and education services

Source: Statistics Canada, National Household Survey, 2011.

Overall, these occupations fall within the promising sectors. Many of these occupations fell within mid-management to management levels (Skill Level A and B)<sup>2</sup>, indicating a higher level of skills, education and experience required for the job.

## Employment Ontario Client Data

The Ministry of Training, Colleges and Universities provided Workforce WindsorEssex with Employment Ontario client data to analyze for the purposes of this report. Analysis of this data is intended to identify trends and themes of clients accessing Employment Ontario services. The available services provided by Employment Ontario include employment services, Second Career, literacy and basic skills and apprenticeships, all with the aim of connecting the available local workforce to opportunities. The data represents cases that were closed in the fiscal year of 2013-2014.

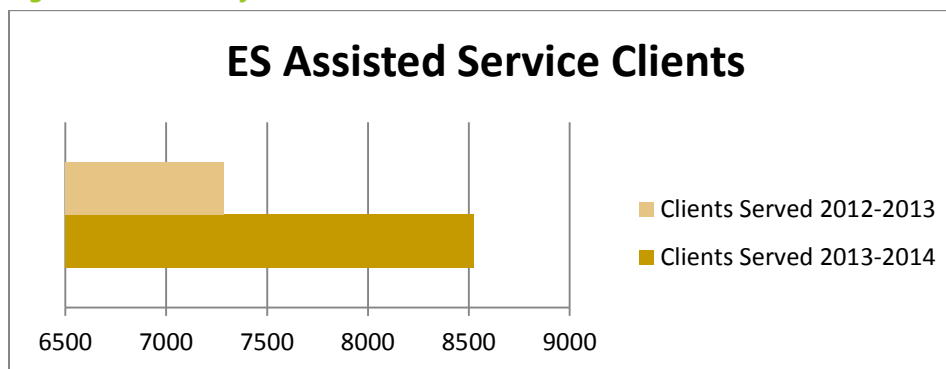
Through the nine Employment Ontario Employment Services Service Providers (ESSP) located in Windsor-Essex, **over 8,500 clients were served between 2013-2014.**

## Number of clients

Figure 7 below shows the number of clients served in Windsor-Essex in 2013-2014 compared to clients served the previous year. The number of clients grew 17% over the course of a year. Through pre-consultations with Employment Ontario Employment Services Service Providers (ESSP), it was confirmed that this growth could be attributed to the implementation of new programs (ie. Youth Employment Fund) targeted at groups facing additional barriers, an increase in the promotion of the Employment Ontario network, and greater collaborative efforts amongst ESSP. An additional reason for the 17% growth in clients would be the addition of a local ESSP client numbers in this reporting year. These clients were not captured and included in data available for 2012-2013.

<sup>2</sup> HRSDC, National Occupational Classification Matrix, 2011 Retrieved <http://www5.hrsdc.gc.ca/noc/english/noc/2011/html/matrix.html>

**Figure 7: Number of Clients Served**



*Source: Ministry of Training, Colleges and Universities, Local Board Report Fiscal Year 2013-2014 Western Region, May 31, 2014.*

### Designated Groups

Figure 8 identifies clients who have self-identified as being a part of a designated group. These individuals represent 12% of the total clients served.

Windsor-Essex is sixth in the province by total immigrant population and Newcomers comprise 22% of the region's population<sup>3</sup>. Newcomers account for the largest proportion of clients who have self-identified as accessing ESSP as a part of their transition to Canada and entering the workforce.

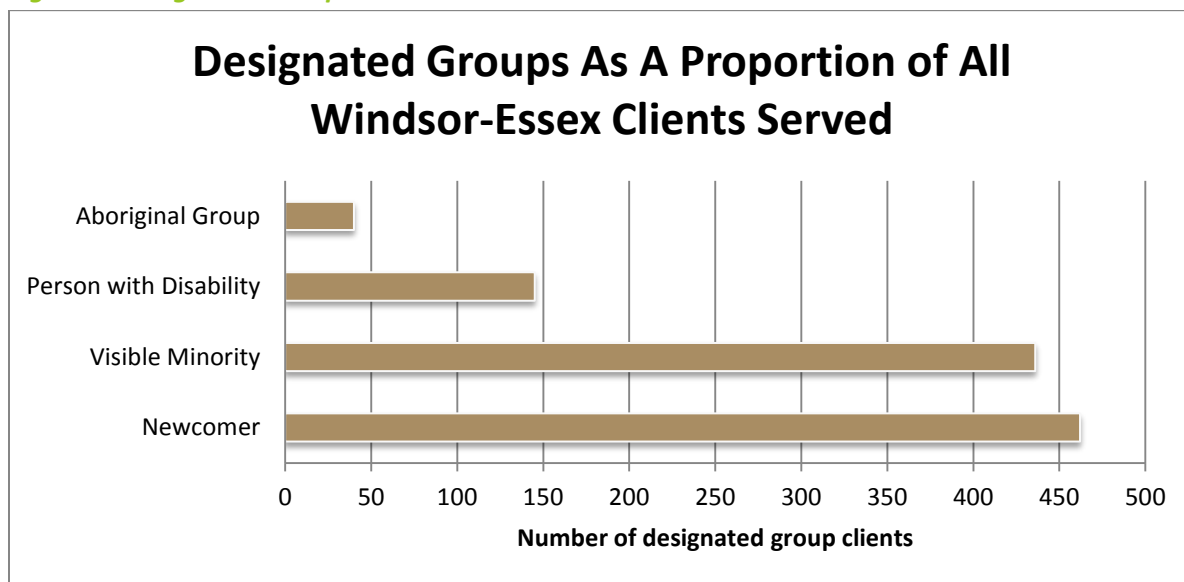
These designated groups face additional challenges and barriers when securing jobs. This is represented by the nearly doubled national unemployment rate for Aboriginals (13%) when compared with the total population (7%). Culturally appropriate training and skills development initiatives are being developed by ESSP to address these challenges.

The unemployment rate for the Francophones is 7.8%. Newcomers to Canada experience a higher unemployment rate at 12%.<sup>4</sup> This indicates that there are also additional challenges for these populations when looking for work. Figure 9 identifies general labour force information for these two designated groups. The services provided by ESSP assist in further connecting these groups to the local workforce.

<sup>3</sup> Statistics Canada, National Household Survey, 2011

<sup>4</sup> Statistics Canada, National Household Survey, 2011.

**Figure 8: Designated Groups Served**



Source: Ministry of Training, Colleges and Universities, Local Board Report Fiscal Year 2013-2014 Western Region, May 31, 2014.

**Figure 9: Newcomer and Francophone Labour Force Information**

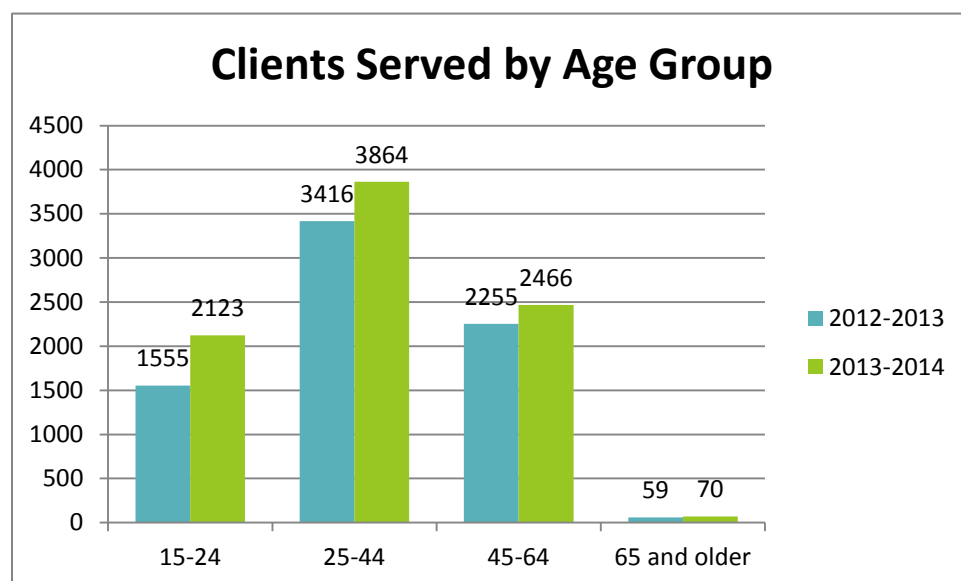
	Newcomers	Francophones
<b>Labour Force</b>	<b>39,445</b>	<b>5070</b>
<b>Employed</b>	<b>34,710</b>	<b>4675</b>
<b>Unemployed</b>	<b>4,735</b>	<b>395</b>
<b>Participation Rate</b>	<b>51%</b>	<b>48.2%</b>
<b>Employment Rate</b>	<b>45.1%</b>	<b>44.5%</b>
<b>Unemployment Rate</b>	<b>12%</b>	<b>7.8%</b>
Source: Statistics Canada, National Household Survey, 2011		

## Clients Served by Age

Figure 10 details the breakdown of clients served by their ages with a comparison to those served in 2012-2013. The highest served age group remains those who are aged 25-44, accounting for roughly 45% of the total number of clients served locally. A similar figure (48%) represents the number of individuals in the age range 25-44 who are actively in the labour force in Windsor-Essex. Although those in this age range are in their prime working years, this data indicates that individuals in this age range are accessing the ESSP and the suite of services they can offer. This group also includes those who would have recently completed post-secondary education and are entering the workforce for the first time as well as those who may have experienced a layoff or are looking to begin a new career path. The next largest served group is the 45-64 age range which accounts for nearly 30% of clients. When

examining individuals unemployed in Windsor-Essex as a whole, the 45-64 group represents 27% of the unemployed population<sup>5</sup>. The increase of youth clients may be attributed to the introduction of the Youth Employment Fund (YEF). This program is delivered by ESSP and aims to provide young people with employment opportunities through job placements where vital work skills are learned that will hopefully lead to long-term employment. Overall, the proportions of those clients served through Employment Services is reflective of the general labour force.

**Figure 10: Clients Served by Age**



Source: Ministry of Training, Colleges and Universities, Local Board Report Fiscal Year 2013-2014 Western Region, May 31, 2014.

### Educational Attainment

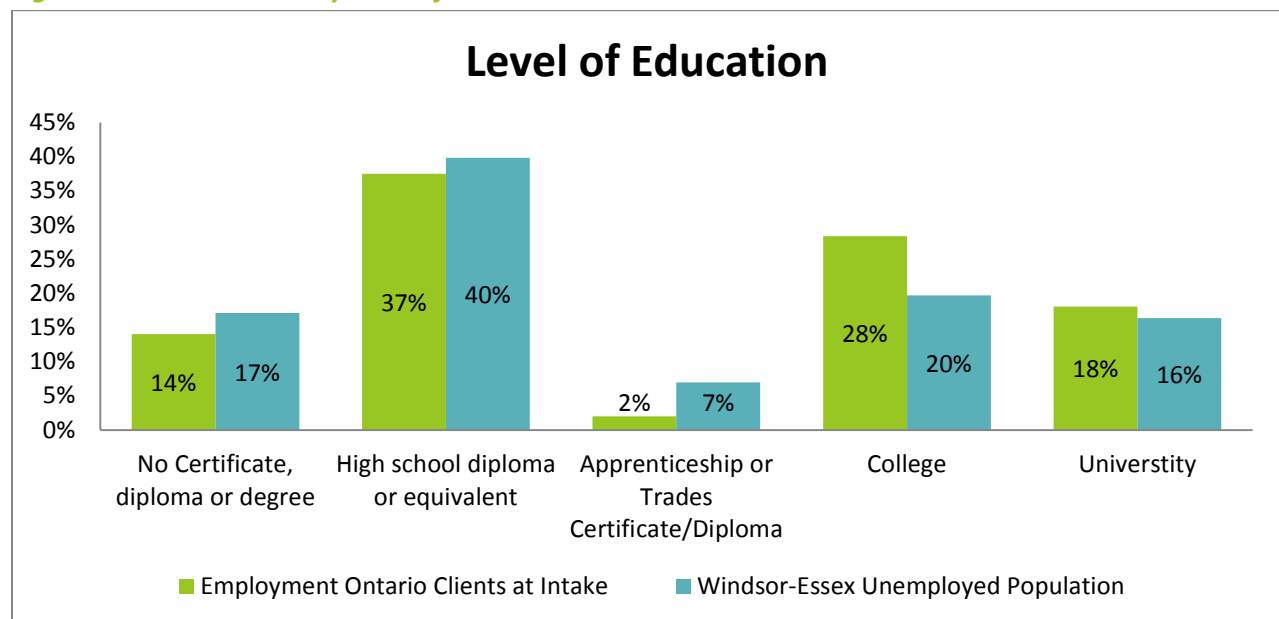
The below Figure 11 compares the level of educational attainment for Employment Ontario clients at initial intake and the Windsor-Essex unemployed population.

Those having completed high school or equivalent represent the highest proportion of both Employment Ontario clients served and unemployed individuals in Windsor-Essex. The next largest representation are those clients who have completed a college education. Generally, the level of education achieved by clients accessing ESSP services is proportional to the local workforce.

<sup>5</sup> Statistics Canada, National Household Survey, 2011



**Figure 11: Clients Served by Level of Education**



Sources: Ministry of Training, Colleges and Universities, Local Board Report Fiscal Year 2013-2014 Western Region, May 31, 2014 and Statistics Canada, National Household Survey, 2011

### Length of Time out of Employment

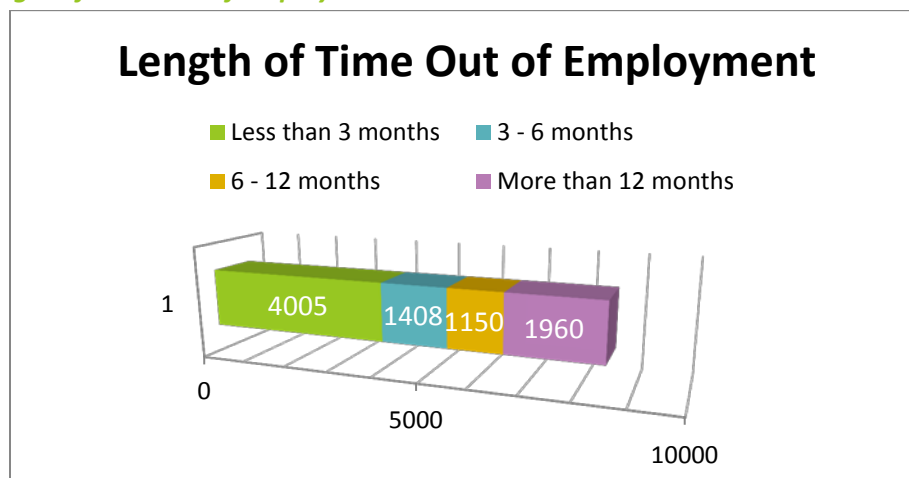
Figure 12 illustrates the length of time that ESSP clients are unemployed. The distribution of time out of employment remained consistent across the Western region as well as Ontario for ESSP clients.

The majority of clients re-connect to employment within three months of being unemployed. Literature states that the shorter amount of time a person is unemployed, the more likely they are to find employment.<sup>6</sup>

23% of clients have been out of employment for more than 12 months. This is greater than the provincial figure for unemployed individuals, where those out of work for longer than 12 months comprised only 15%. The challenges become greater for clients, the longer they are out of the workforce. Reasons include industry changes, new legislations, addition of new technologies, all of which would require additional training to upskill clients to prepare them to be workforce ready or re-enter the workforce.

<sup>6</sup> Nazareth, L. (2013, August 9). How long-term unemployment is affecting the job search. *The Globe and Mail*. Retrieved from <http://www.theglobeandmail.com/report-on-business/economy/economy-lab/is-lengthy-unemployment-holding-back-the-jobless/article13664850/>

**Figure 12: Length of Time Out of Employment**

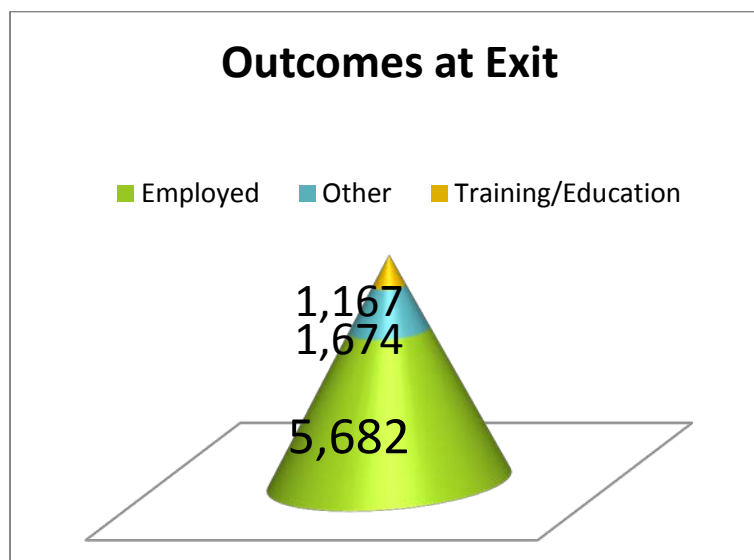


Source: Ministry of Training, Colleges and Universities, Local Board Report Fiscal Year 2013-2014 Western Region, May 31, 2014.

### Outcome at Exit

At the time of exit from ESSP programming, the largest portion of clients (67%) achieved employment. 14% of clients entered training or exited to pursue further education to upskill before re-entering the workforce while 20% were closed to “Other”. Through consultations with ESSP, it was discussed what the “Other” outcomes may relate to. A temporary reason for not entering employment or training may include a medical reason, while more permanent rationale as indicated by ESSP include the choice to not return to the workforce altogether, clients leaving the province/area and retirement. Overall, Figure 13 illustrates that the large majority of clients are successfully accessing the resources and supports that they require to effectively meet their goals.

**Figure 13: Client Outcomes at Exit**

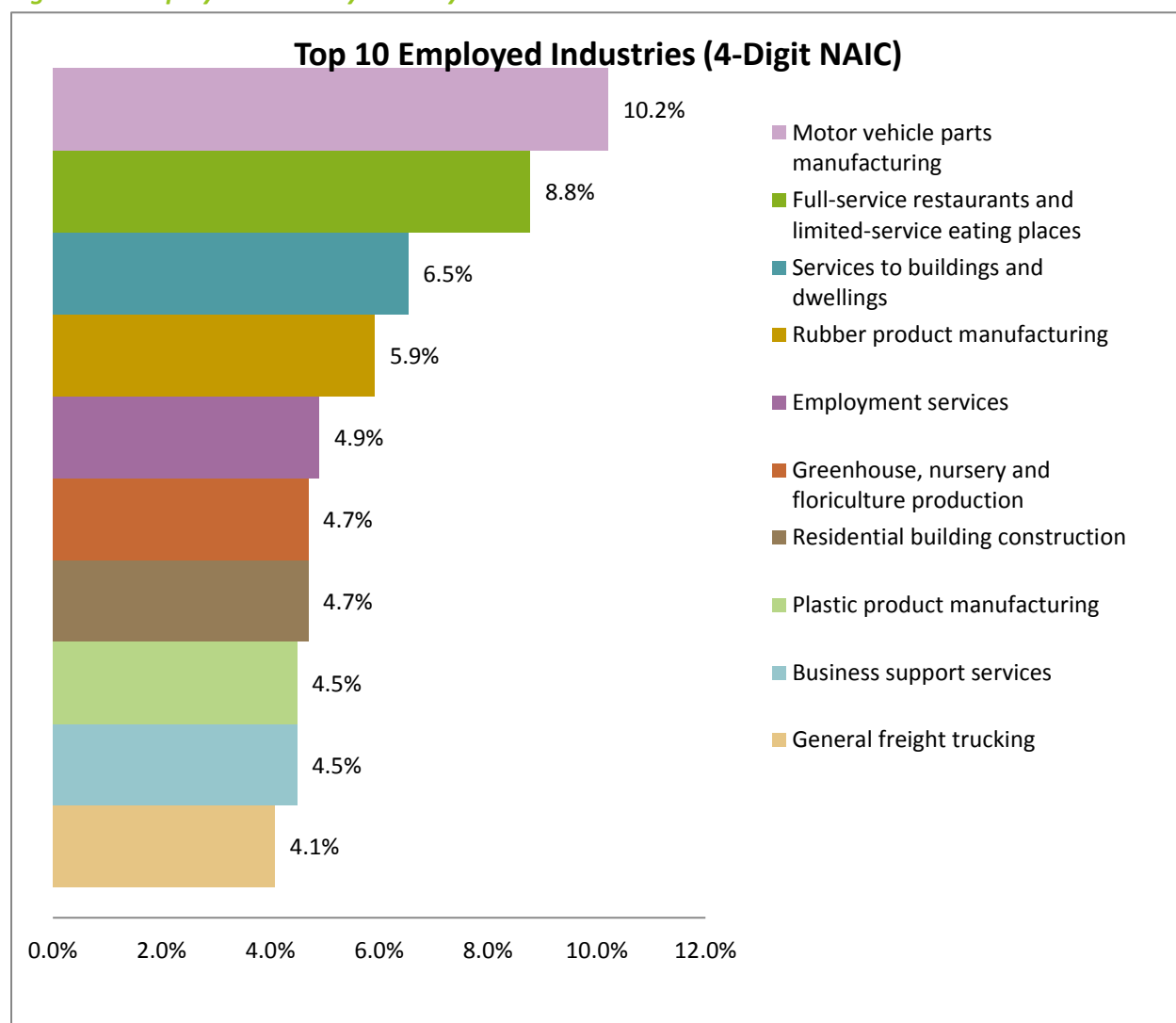


Source: Ministry of Training, Colleges and Universities, Local Board Report Fiscal Year 2013-2014 Western Region, May 31, 2014.

### Top 10 Employed Industry (4-digit NAIC) and Top 10 Occupations (4-Digit NOC)

The graph below in Figure 14 identifies the top 10 industries broken down by 4-digit North American Industrial Classification System (NAICS) in which ESSP clients are gaining employment. NAICS which are presented at the 4-digit level are quite detailed and provides a good representation of the very specific areas of industry in which ESSP clients are finding work. Although the breakdown of industries is very detailed, we can determine that approximately 30% of the employed industries presented in the chart fall within the broader manufacturing industry. The concentration in manufacturing for ESSP clients is slightly higher than the average employment for residents in Windsor CMA, where manufacturing is the employed industry for just over 20% of the residents. Employers have indicated that there is demand locally for certain positions within the manufacturing sector and this is reinforced through the Outcomes data of the ESSP.

**Figure 14: Employed Clients by Industry**



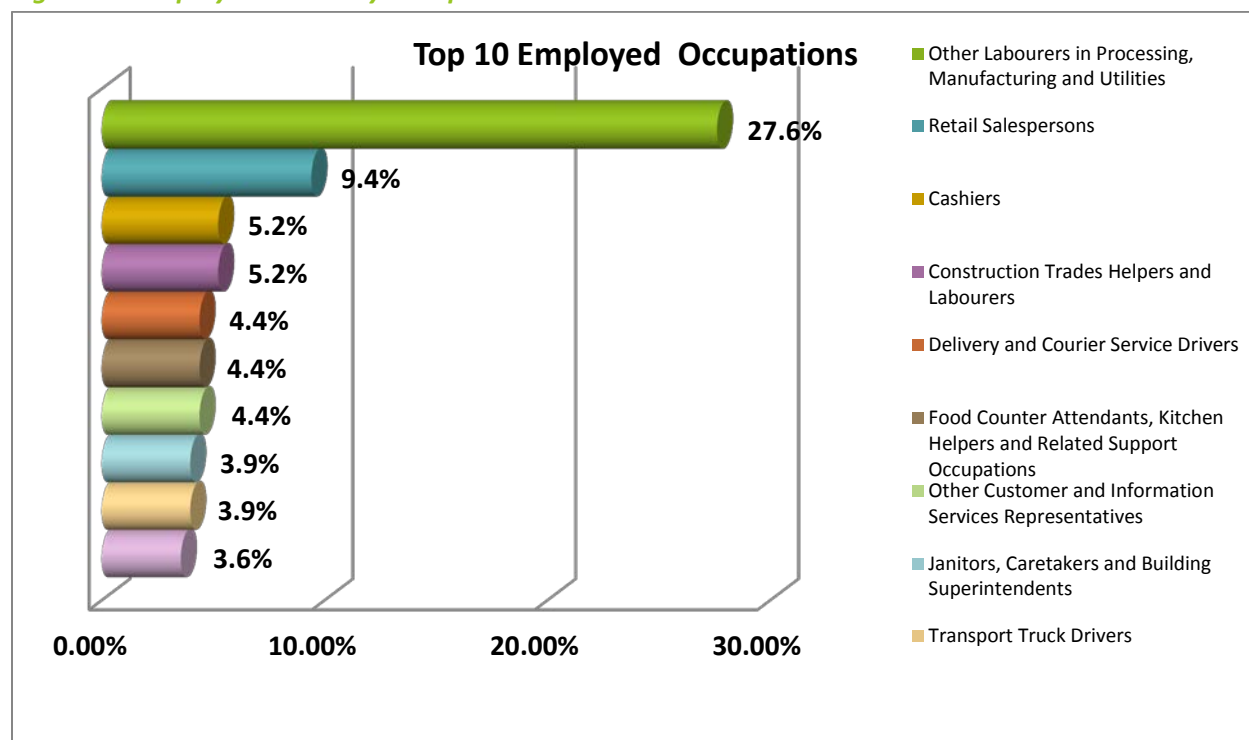
Source: Ministry of Training, Colleges and Universities, Local Board Report Fiscal Year 2013-2014 Western Region, May 31, 2014.

## Top 10 Employed Outcome Occupation – 4 digit NOC

The occupations (listed by 4-digit National Occupation Code, NOC) in Figure 15 indicate top 10 jobs that clients obtained after accessing an ESSP. With manufacturing accounting for the largest employed industry, it is no shock that the top occupation as well as many others throughout the list fall within manufacturing. The remaining occupations corroborate the information presented in Figure 14. The occupations presented in this list fall within NOC Skill Level C (where secondary school is usually required and/or occupation specific training) or Skill Level D (on-the-job training is provided)<sup>7</sup>. These roles are typically entry-level. This would allow for those entering these occupations an opportunity to utilise the skills developed in previous education and training programs and to expand on those skills once on the job and through job-specific training.

Previously in this report, Figure 6 provided a list of occupations which had the lowest unemployment rates in Windsor-Essex. Comparing that list with Figure 15, it is very promising to see that many of the occupations fall within similar occupational ranges as those displayed in Figure 6. Occupations in trade and transportation, retail/sales and manufacturing/utilities are common among both. Choosing a career in one of these occupational classifications would hopefully lead clients to gaining long-term employment.

**Figure 15: Employed Clients by Occupation**

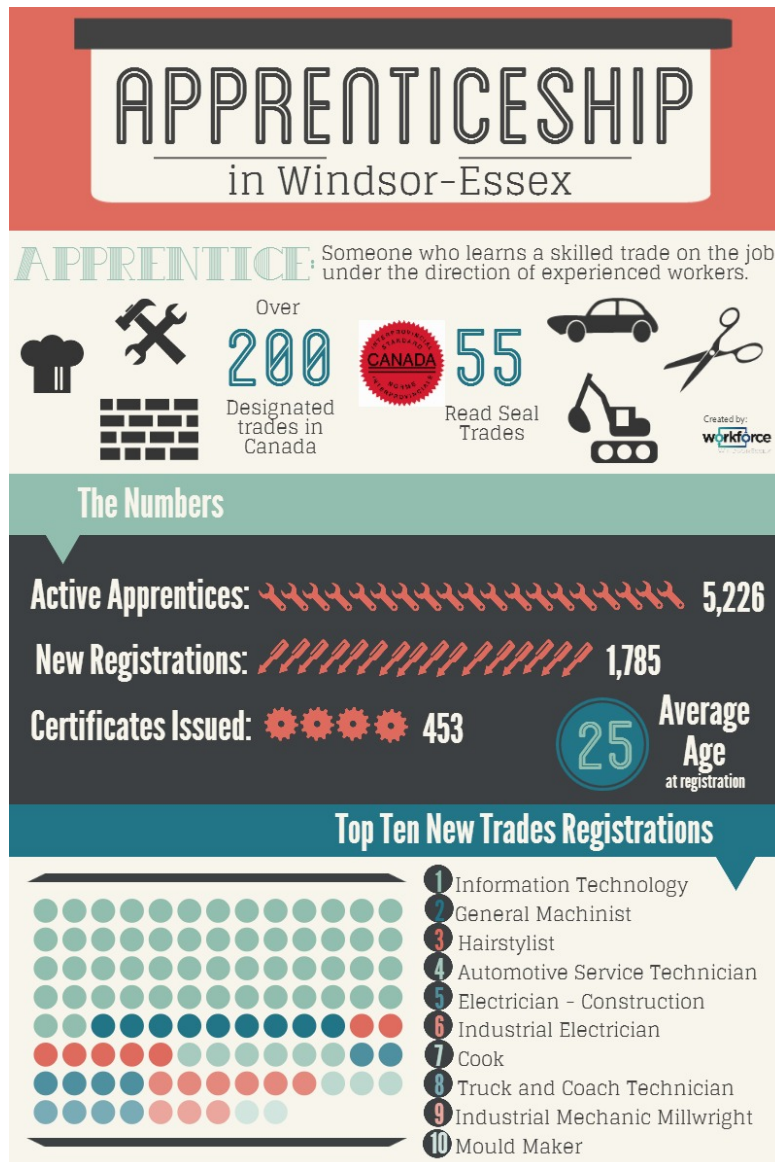


Source: Ministry of Training, Colleges and Universities, Local Board Report Fiscal Year 2013-2014 Western Region, May 31, 2014.

<sup>7</sup> HRSDC, National Occupational Classification Matrix, 2011 Retrieved <http://www5.hrsdc.gc.ca/noc/english/noc/2011/html/matrix.html>

## Apprenticeships

Figure 16: Apprenticeship in Windsor-Essex Infographic



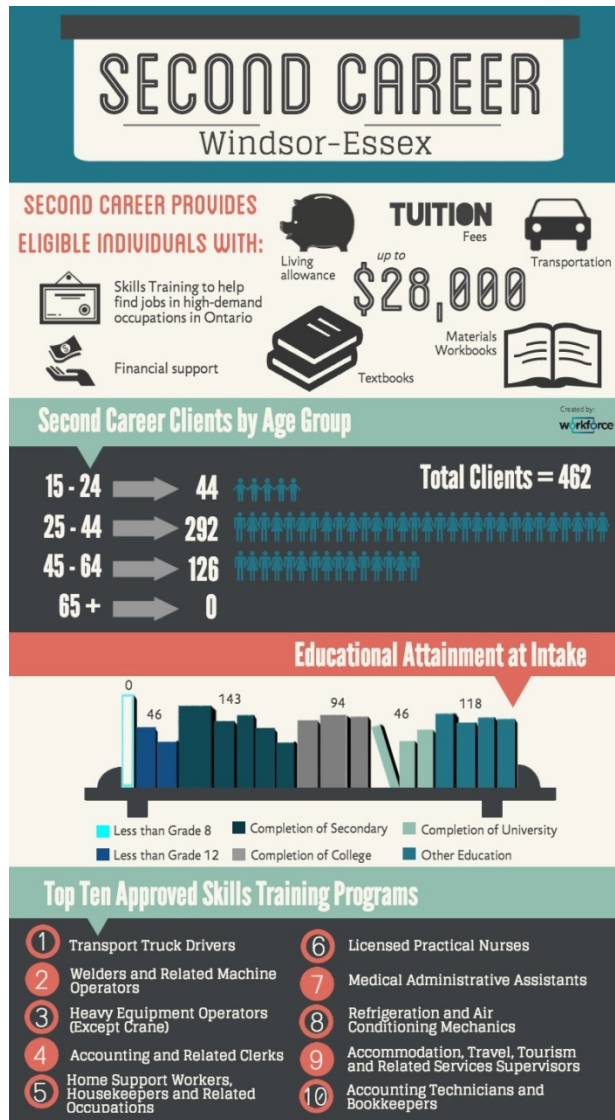
The number of new apprenticeship registrations in 2013-2014 were 1,785 with 5,226 active apprentices locally.

The trades with the highest number of new trades registrations are information technology, general machinist and hairstylist. These occupations when compared with Table 6 (list of occupations with the lowest unemployment rates) indicate that many registrants are entering occupations classifications which have low unemployment rates. These include machinist (representing manufacturing), electricians (representing maintenance and equipment operations) and truck and coach technician (which represents transportation), among others. Overall, when speaking with employers in the manufacturing and construction sectors, they highly encourage job seekers to consider apprenticeships.

Source: Ministry of Training, Colleges and Universities, Local Board Report Fiscal Year 2013-2014 Western Region, May 31, 2014.

## Second Career

Figure 17: Second Career in Windsor-Essex Infographic



Second Career is a program which is rolled out by ESSP.

Figure 17 summarizes the activity for Second Career clients in Windsor-Essex. 462 clients participated in the program in 2013-2014. The number of clients has decreased since 2012-2013 by 70 clients. Through consultations with ESSP, it was confirmed that the decrease in Second Career registrations could be caused by an opportunity for clients to engage with ESSP through accessing other programs.

An eligibility requirement of the Second Career program is that clients must have experienced a recent layoff. This would explain why those aged 25-44 and followed by 45-64 represent the largest age group accessing this type of service.

The list of programs that clients are entering are linked to the economy of Windsor-Essex, many programs are reflected in Table 7 (occupations with low unemployment rates) in health and administrative occupations as well as the promising sectors identified by WFWE.

Comparing Figure 4 with Second Career programs, the top 10 positively match local industries experiencing growth. Transportation has grown

8.6% from 2013-2014 (which represents transport truck drivers) while Health Care and Social Assistance has increased 3.6% and represents Home Support Workers Housekeepers and Related Occupations and Licensed Practical Nurses.

Source: Ministry of Training, Colleges and Universities, Local Board Report Fiscal Year 2013-2014 Western Region, May 31, 2014.



## Literacy and Basic Skills

Figure 18: Literacy and Basic Skills Infographic

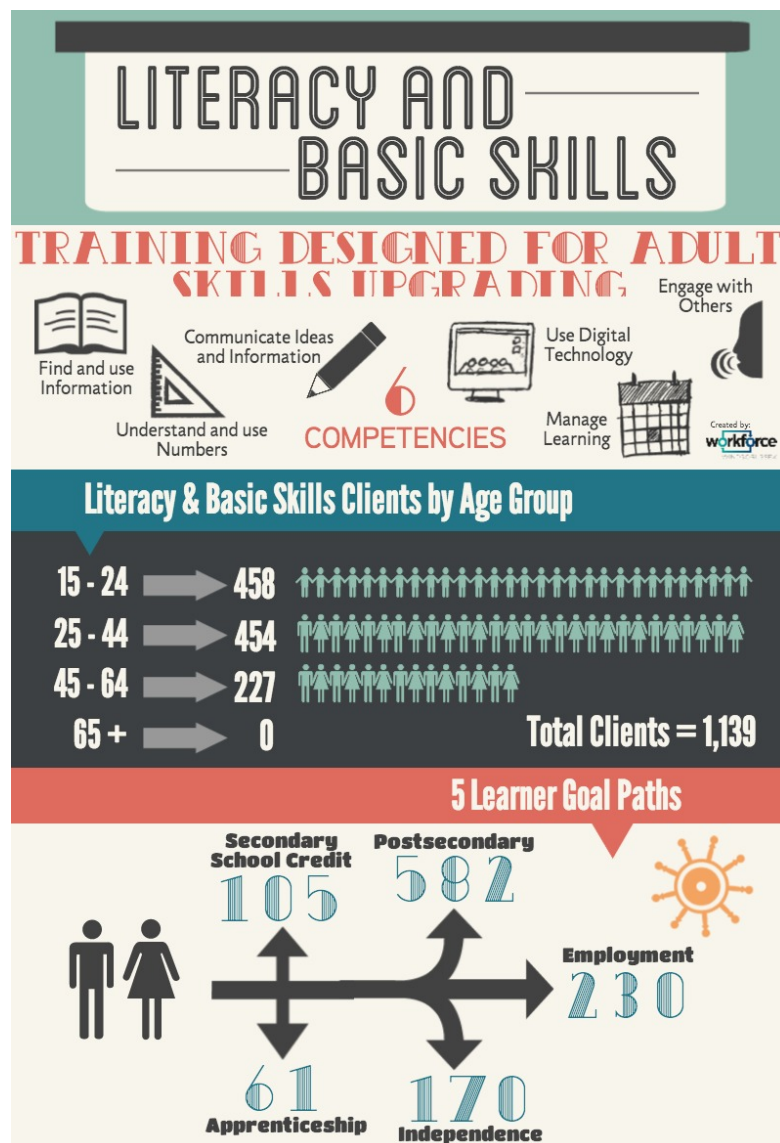


Figure 18 illustrates the activity for clients accessing Literacy and Basic Skills (LBS) in 2013-2014 in Windsor-Essex.

There were 1,139 clients who were served through LBS last year. This is a 28% increase in the number of clients when compared to the figures from 2012-2013.

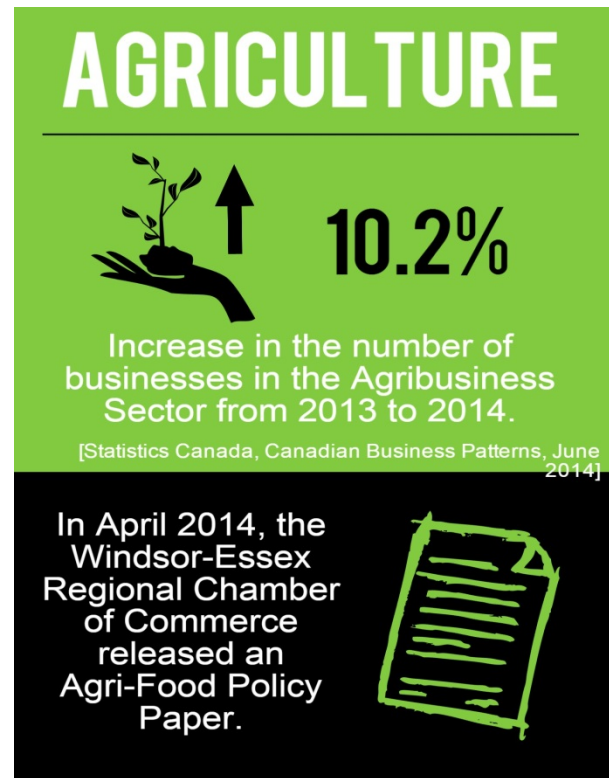
80% of LBS clients are between 15-24 and 25-44 with an almost even distribution across the two age groups. Clients in these age ranges are categorized as the population in their prime working years. Accessing the services offered by LBS would indicate that clients are looking to upgrade their skills before pursuing employment or additional education and training.

Of the goal paths, post-secondary education is the avenue that the majority of clients are working towards, followed by employment and independence.

Source: Ministry of Training, Colleges and Universities, Local Board Report Fiscal Year 2013-2014 Western Region, May 31, 2014.

## Sector Updates

As previously mentioned, Workforce WindsorEssex completed Promising Sectors and Occupations Windsor-Essex 2012-2015 report, which identified nine growing and promising sectors in the region and the related occupations which fell within each sector. The below series of infographics provides an update on these sectors.



"The agriculture sector would certainly benefit from an Agri-Food workforce development strategy. The Agri-Food Sector in the Windsor-Essex region has identified a chronic shortage of labour and skilled professionals needed by the sector."

[Windsor-Essex Regional Chamber of Commerce, April 2014]



# LOGISTICS & TRANSPORTATION



(From 1,534 in 2008 to 1,877 in 2014)

**18.3%**

Increase in the number of businesses in Transportation & Warehousing from 2008 to 2014.

[Statistics Canada, Canadian Business Patterns, June 2014]

Identified In-Demand Positions:



**LONGSHOREMEN**

**TRUCK DRIVERS**



**DISPATCHERS**



**DIESEL MECHANICS**



**AIRCRAFT MECHANICS & TECHNICIANS**

**35%** of workers in transportation are over the age of **50**



New opportunities may arise as a result of

**RETIREMENTS**

[Canada Job Bank]

In the Logistics & Transportation Sector:



**MEN**

**OUTNUMBER**



**WOMEN**

**2.7:1**

Average weekly earnings:

**\$940.72**

[EMS; Statistics Canada]

# GREEN ENERGY

The City of Windsor announced plans to lease airport land to



**SAMSUNG**

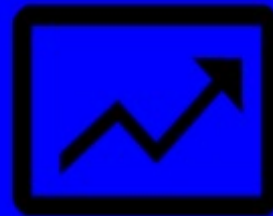
for the installation of a large solar farm.

This will result in short-term

**EMPLOYMENT** for the region.

[The Windsor Star, March 2014]

# ENTREPRENEURSHIP



(From 10,542 in 2008 to 11,977 in 2014)

**12%**

Increase in the number of sole proprietorships from 2008 to 2014.

[Statistics Canada, Canadian Business Patterns, June 2014]

**98.6%**

Of the businesses in Windsor-Essex are Small & Medium sized businesses.



# MANUFACTURING

**0.4%**

Decrease in the number of businesses in Manufacturing from 2008 to 2014.



(From 1,068 in 2008 to 1,061 in 2014)

[Statistics Canada, Canadian Business Patterns, June 2014]



Employers in this sector are expressing concern over finding skilled individuals to fill key positions.



## IDENTIFIED IN-DEMAND OCCUPATIONS:



As the manufacturing sector **DIVERSIFIES** knowledge of



**TECHNOLOGY**  
and  
**RESEARCH & DEVELOPMENT**



will become increasingly important.

# EDUCATION

(From 178 in 2008 to 185 in 2012)

**3.8%**

Increase in the number of businesses in Educational Services from 2008 to 2012.



[Statistics Canada, Canadian Business Patterns, June 2014]

In 2014, three public post-secondary institutions signed

## STRATEGIC MANDATE AGREEMENTS

with the Ministry of Training, Colleges and Universities



## IDENTIFIED POTENTIAL PROGRAMS FOR GROWTH




# CREATIVE INDUSTRIES



(From 123 in 2008 to 172 in 2014)

**28.5%**  
Increase in the number of businesses in Information and Cultural Industries from 2008 to 2014.

[Statistics Canada, Canadian Business Patterns, June 2014]

Employers identify professional development opportunities are  key to develop skills and the workforce.

## HACKFORGE

"...a shared space where creative technological minds come together and make things happen."

**9.8%**

Increase in the number of businesses in Professional, Scientific and Technical Services from 2008 to 2014.

(From 1,974 in 2008 to 2,189 in 2014)



[Statistics Canada, Canadian Business Patterns, June 2014]

Most Common Information Technology positions posted online in Windsor-Essex:

**PROGRAMMERS**



**TECHNICAL SUPPORT**

[From online job postings collected by WFWE]

# HEALTH SCIENCES

**27.4%**

Increase in the number of businesses in Health Care and Social Assistance from 2008 to 2014.



(From 1,156 in 2008 to 1,593 in 2014)

[Statistics Canada, Canadian Business Patterns, June 2014]

The Conference Board of Canada has identified



**HOSPITALS** and **AMBULATORY HEALTHCARE SERVICES**



as dominant industries.

As they employ over **11,000** people.



As the population in the Windsor-Essex region ges, there will be an creased demand for health care.

Building a new

**MEGA-HOSPITAL**



for the Windsor-Essex region is ongoing.



A request for Proposals for Site Locations has been issued and will be reviewed by a steering committee.



# CONSTRUCTION

**1.6%**

Increase in the number of businesses in the Construction Sector from 2008 to 2014.

(From 2,407 in 2008 to 2,445 in 2014)



[Statistics Canada, Canadian Business Patterns, June 2014]

The Conference Board of Canada is projecting a positive outlook for the construction sector over the next several years.



[Conference Board of Canada, Economic Insights Into 15 Canadian Metropolitan Economies, Winter 2014]

Planning commences for the New International Trade Crossing and other key infrastructure projects.



The Windsor Construction Association has produced a...



...highlighting occupations, wages and work environments to promote the sector to youth.

Career Guide can be accessed at:  
[www.wca.on.ca/construction\\_career\\_guide.aspx](http://www.wca.on.ca/construction_career_guide.aspx)



## Update of Previous Actions

In the 2013-2014 Local Labour Market Plan Update Report, Workforce WindsorEssex reported on the current activities that were being carried out. Figure 19 below provides an update on the activities which were completed last fiscal year.

**Figure 19: 2013-2014 Action Plan Update**

Partnership Title	Description	Issue Addressed	Outcomes	Key Partners	CIPMS User Satisfaction Rating	CIPMS Partner Satisfaction Rating
Breaking the Barriers: Women in the Trades Event	Host community events which showcase the employment opportunities for women within the trades	A lack of women in the trades and address the stigmas that are associated with work in this sector	Two events held which provided women interested in pursuing a career in the trades the opportunity to learn more about the field and the supports available to women in this sector	MTCU EOSP Local Employers	94%	100%
LLMP 2013-2014	Report examining the labour market in Windsor and Essex County and the action plan and activities for Workforce WindsorEssex	Highlight and report on issues such as education, employment, businesses (number of businesses and growing ones) and Employment Ontario figures	A report distributed in both French in English with the research findings to develop a more aware community on the labour market conditions of Windsor-Essex	MTCU EOSP	91%	N/A
Manufacturing Day	Partner with local educational institutions and employers to showcase the facilities, technology and employment opportunities in the sector to youth and parents	To promote the jobs and career paths in manufacturing and bring attention to jobs that many students may not be aware of	Over 200 students and educators attended the day with six participating employers opening their doors and hosting tours	Local School Boards Local Employers MTCU	96%	90%
Promising Sectors and Occupations Blog	Blog series to highlight local individuals working in each of the nine promising sectors	Provide relevant local examples of non-traditional career pathways and some of the interesting jobs that are located in Windsor-Essex	14 blogs were written featuring local individuals across 12 sectors describing their path towards their current jobs. All blogs were posted on the WFWE website	MTCU Local School Boards Employers EOSP SWOIEC	100%	100%
Work Ready Certificate	A train the trainer model developed to teach the importance of soft skills in the workplace with a certificate earned by participants which will be recognized by employers	Create a certification process where participants and understand the importance of soft skills in the workplace and what employers are looking for in good employees	A training model was developed with handouts, activities, powerpoint presentations and final certificates for those delivering the training. WFWE held multiple training sessions to the partners	EOSP CofW MTCU		
Employer Expectations Sessions	Sessions/presentations where employers speak to students and discuss workplace expectations and culture	Educate students on what employers expect of their employees and how this education can build a strong workforce of the future	10 sessions were held over the course of the year	Local School Boards SWOIEC Local Employers		
ICT Career Mash Event	Event to promote the ICT sector with students through presentations from local employers	Showcase to students the opportunities that exist in ICT	Over 20 students participated in the event with 4 employers. An activity/problem was developed by SCC for the students to work together to solve using the skills identified as important to work in ICT	SCC Local Employers Local School Boards	78%	90%
Human Library Workshop 2014	Partner with the Faculty of Education at the University of Windsor to co-host the Living Library	Educate students on non-traditional career paths	Provided 7 human "books" for the University of Windsor's event.	Local Employers Local School Boards UofW		
New Beginnings Student	Host a student from the community organization New Beginnings to work as an intern for the summer	Allow young community members the opportunity to gain work experience and develop and focus their skills and interests before pursuing post-secondary education	Hosted Christian, a student who graduated from grade 12 who began studying at St. Clair College in the fall	NB		
Promising Sectors and Occupations Presentations	Presentations made to inform students and unemployed individuals on the opportunities in the nine promising sectors as identified in the report Promising Sectors and Occupations 2012-2015	Inform the public and those seeking jobs on the growing industries and sectors in Windsor-Essex and occupations in those industries	Over 120 presentations have been completed to date and are continuing	Local School Boards EOSP		

**Action Plan**

For the current year, Figures 20-25 have been compiled to outline the activities, projects and actions the staff at Workforce WindsorEssex are currently undertaking. The table identifies the description of the project, the issue that is being addressed, the outcomes, the outputs or deliverables, key partners to the activity and the status. To look forward and plan for the future, WFWE staff and Board members have collectively identified future areas of opportunity to investigate as possible research topics for the future. Those topics along with potential project descriptions can also be found in the action plan.

**Figure 20: Priority 1 – To ensure the Windsor-Essex workforce meets the needs of our current and changing local economy**

Partnership Title	Description	Issue Addressed	Outcomes	Outputs	Key Partners	Current Status
<b>Promotion and Growth of the WEskills Database</b>	Understand the skills of the available workforce. Through queries and searches, assist employers and agencies to understand where gaps may exist and through analysis, realise where training development programs would be necessary	Capture the skills of the available workforce of all ages to use when attracting new businesses or employers to the region. In 2014-2015, WFEW will work with partners at the City of Windsor to encourage youth to submit their resumes to the WEskills database	As of July 2014, the database contains over 3,200 resumes with a variety of work experiences and past occupations	46 database searches have been performed to date	GECDSE MTCU CofW EOSP SECC WEEDC Insight Advantage	Ongoing
<b>Driving the Windsor-Essex Automotive Industry into the Future</b>	Showcase emerging technical occupations in the automotive sector or those which are becoming more prominent based on new legislation and improvements by automakers as they become more environmentally focused	With a resurgence locally in automaking and tertiary industries, understand what the changing demands are in the auto industry and what skills workers looking to start a career in automotive should have	Provide an industry update highlighting where opportunities exist, the skills required and shifts that this industry will be experiencing	Final Report Video	MTCU UofW WERCoFC SCC WEEDC Appler Films	Completion date December 2014
<b>W.E. Are Globally Connected</b>	This project will examine the industries that will stand to benefit due to an increase in transportation infrastructure and improved cross border connections	Understand the skills required for occupations in the researched areas (Transportation, Logistics, Distribution and Warehousing)	Provide an in depth look at opportunities across the 4 areas within logistics and where local opportunities exist and the challenges currently faced	Final Report 2 Bulletins which will be released throughout the course of the project	MTCU UofW WERCoFC SCC WEEDC	Completion date December 2014
<b>Presentations on Careers in the Non-Profit Sector in Windsor-Essex</b>	To inform local students and unemployed individuals on career opportunities in the Non-Profit sector in Windsor-Essex	Highlight the benefit of working in NFP occupations and assess the education/training opportunities for those looking for work or entering this sector	Local individuals employed in NFP roles will provide insight into their careers and share their experiences through presentations to secondary school students and other targeted groups. Provide labour market information on the sector to local workforce	Deliver a minimum of 6 presentations to secondary school students and unemployed individuals	4 Local School Boards EOSP Local Employers Professional in NFP AFP- Windsor Chapter	Ongoing, end date March 31, 2015
<b>ONESTEP Partnership Project</b>	The development of an industry tour to expose youth and students who will soon be entering the workforce to consider a career in agriculture	Address the skills gaps experienced by employers in Agri-Business	Through tours, encourage high school students to consider agriculture/agribusiness as a career	Hold Agriculture Day Six career profiles developed	ONESTEP WERCoFC Local Agriculture Employers WEEDC Local School Boards Elgin, Middlesex, Oxford Workforce Planning Board Four County Labour Market Planning	Ongoing, end date March 31, 2015
<b>Promising Sectors and Occupations Update</b>	To provide an update to the Promising Sectors and Occupations 2012-2015 Report and Promising Sectors and Occupations/Hot Jobs community presentation	To keep current with changes in the economy and industries. Initially, nine promising sectors were identified where an update would highlight sectors which have emerged since the initial report and remove some which may no longer be in a growth phase	Understand the changes in the Promising Sectors and identify emerging industries which were not previously captured. Create connections with employers in newly discovered growth industries	Updated information presented in infographics, bulletins and community presentations	WERCoFC WEEDC Local Employers EOSP Local School Boards	<i>Future Issue and topic for future research/project</i>
<b>Mega Hospital</b>	Examination of the health care sector and the impacts that the merging of current health care facilities would have and other industries that would be impacted. Investigate how health care will change in the next 10 years	Address Windsor-Essex's aging population and the greater need for health care as the current health care workforce will be retiring and require additional medical care as well as the impact of the new mega hospital on the local workforce	Understand the occupations required within the new hospital	A report detailing growth opportunities across a variety of sectors in Windsor and Essex County	Local hospitals and health care facilities WEEDC Medical Associations UofW	<i>Future Issue and topic for future research/project</i>

**Figure 21: Priority 2 – Provide relevant and current labour market information**

Partnership Title	Description	Issue Addressed	Outcomes	Outputs	Key Partners	Current Status
<b>Essex County Community Data Profile</b>	Provide stakeholders in each municipality of Essex County data on demographics, employment, education, immigration etc. to assist with planning	The need for compiled recent, relevant municipally specific data	Gain a better understanding of the conditions and needs in the communities/municipalities across Essex County.	Municipality-specific printed pamphlets	Municipal Planners WEEDC ECFDC EOSP Local School Boards	Ongoing, end date March 31, 2015
<b>Employer One Survey</b>	The Employer One survey has been conducted last year by 3 WPBs in the province. All WPBs in the Western Region are now responsible for rolling this out. The survey is completed by employers to gain demand side labour market information to be disseminated to community partners and stakeholders	Gain a local employer perspective on local labour market information across all sectors for analysis and comparison that can be used to measure conditions in other board jurisdictions throughout the province. This is promoted as an additional planning tool that can help employers understand their workforce needs and make accurate projections	Through partners (who will be confirmed with a signed MOU), the survey will be distributed to local employers to complete	Information briefs, summary findings and presentations of the information collected	EOSP Local Chambers of Commerce WEEDC OMAF/FRA WEtech ECFDC SCC UofW SWOTC TWEPI	Ongoing, end date March 31, 2015
<b>Quarterly E-Update</b>	A summary distributed quarterly detailing the work currently being conducted by the team at Workforce WindsorEssex. It will additionally serve as an opportunity to present relevant labour market information and provide updates on projects, upcoming events and community information	To provide stakeholders and the community with updates on labour market projects which highlight changing workforce conditions	Create awareness on labour market issues and provide updates which impact the community	An electronically distributed update emailed quarterly	Community Stakeholders	Ongoing
<b>Job Postings/Database</b>	Daily local job postings compiled and distributed to employment agencies/partners. Additionally, an internal database updated with the results of the daily job postings.	Allow those who work with clients seeking employment to understand the types of roles and industries who are actively recruiting. Also allows for identification of jobs repeatedly being hired for	A list emailed daily to inform partners of the available jobs in the area as well as an internally updated jobs database to serve as a labour market tool to understand the types of jobs local employers recruit for.	A daily distributed list of local job postings and an internally updated database of job postings.	City of Windsor EOSP WEEG	Ongoing
<b>Social Media Outreach</b>	Update partners and the community on labour market issues via social media	Increase the reach of information through social media by all team members as they are involved in an array of activities, committees, attending events etc.	Improved marketing of WFWE and a greater online presence	Presence on Facebook, Twitter, Instagram, Pinterest and LinkedIn	Community Stakeholders	Current

**Figure 22: Priority 3 – Emphasize the importance of Attitude, Skills and Knowledge (ASK) in the workplace**

Partnership Title	Description	Issue Addressed	Outcomes	Outputs	Key Partners	Current Status
<b>Pathway to Potential</b>	The Windsor-Essex anti-poverty strategy	Understand the barriers to employment for persons living in poverty	Community partners to work together to advocate for reducing poverty	Participation on Employment and Training Working Group and Evaluation and Research Working Group	P2P Working Group Members	Ongoing
<b>Literacy and Basic Skills/Employment Services Collaboration</b>	To support the local literacy network to coordinate collaborative action between Literacy and Basic Skills and Employment Ontario Service Providers in understanding the needs of those seeking further literacy, basic skills and math training. Develop ideas for marketing and pre-assessments to identify the need for additional training among clients	Addresses the issues as reported by EOSP that clients require additional skill development (literacy, math etc) before pursuing a post-secondary training program	Greater collaboration between Employment Services and Literacy and Basic Skills	TBD	EOSP LBS SCC Training Institutions	<i>Future Project</i>
<b>Workplace Mental Health and Wellness</b>	Educate employers on how to approach mental health in the workplace. This includes from an employee wellness as well as a cost management perspective	The responsibility is now on employers to manage workplace mental illness following a decision made by Human Rights Commission	Employers better understand resources available for addressing workplace mental health and the value of investing appropriately in employee health	Workshops for employers on approaching the investment of mental health	CMHA WECHU	<i>Future Project</i>

**Figure 23: Priority 4: Support entrepreneurship, R&D and the retention and growth of small and medium sized business in Windsor Essex**

Partnership Title	Description	Issue Addressed	Outcomes	Outputs	Key Partners	Current Status
<b>Employer Matrix</b>	A list compiling the programs and funding opportunities from governmental ministries and agencies. Many funding opportunities exist for entrepreneurs and those starting a business	Provides assistance for businesses in the start-up phase and details available local supports to help new businesses flourish	A printable document shared with community partners and contributors from ministries and agencies. Last release, Feb 2014 with 68 government programs and services listed	Updated list available for use by employers, agencies and government organizations	MEDTE WEEDC	Ongoing
<b>Entrepreneurial Matrix</b>	Following the completion of a report by Odette School of Business MBA students, understand the services available for entrepreneurs	Highlight the services provided by community agencies serving entrepreneurs at every level of their development	Smooth transition through the start-up phase for entrepreneurs and when expanding business	A matrix of services targeted to entrepreneurs	UofW Wetech SBC ECFDC	<i>Future Project Idea</i>
<b>Support Professional Development</b>	A program which will offer professional development for entrepreneurs	Gap in information available to entrepreneurs/start up small and medium sized enterprises around professional development programs.	Understand what programs and development opportunities are more important to start-up organizations and entrepreneurs.	A program which follows the Hackforce model for other sectors.	WEEDC SBC Hackforce Local Employers Wetech Downtown Windsor Business Accelerator	<i>Future Project Idea</i>



**Figure 24: Priority 5 - Integrate immigrants and newcomers into our labour force for leveraging their knowledge, skills and experience**

Partnership Title	Description	Issue Addressed	Outcomes	Outputs	Key Partners	Current Status
<b>Support the Local Immigration Partnership (LIP)</b>	Provide facilitation services to the LIP and assist in the implementation of the LIP's work plan	Through understanding the challenges that newcomers face, work to advocate for this group and make community connections to improve the lives of immigrants living in Windsor-Essex	Achieve the deliverables outlined in the action plan	Local Immigration Partnership Council's Action Plan 2014-2015	CofW LIP Council Members	Ongoing
<b>Immigration Website Content</b>	Provide content for a Windsor and Essex County-specific website providing direction, information and assistance for newcomers	Integrate newcomers into the area by providing information to ease integration and transition to Canada, including methods to connect newcomers to the workforce	Attract newcomers to the region and help in connecting them with newcomer serving agencies who can assist transitioning and identification of skills and abilities	User friendly website available to be translated in multiple languages	CofE Esolutions SBC CofW LHIN CB NCCE Inc. WEFCofC SECC LIP Ministry of Citizenship, Immigration and International Trade Community Stakeholders	Ongoing
<b><i>Business Case to Local Employers to Leverage Knowledge and Skills of Newcomers Into Their Workforce</i></b>	Community partners to create a tool that supports a business case for hiring newcomers	The tool will identify benefits to employers of hiring newcomers and including them in their workforce	Employers will understand the benefits that newcomers can bring to an organization	Tool to be developed	CofW LIP WWWWIW UofW Great West Life	<i>Future Plan</i>

**Figure 25: Priority 6 – Maximize the opportunity for youth to engage in the local workforce**

Partnership Title	Description	Issue Addressed	Outcomes	Outputs	Key Partners	Current Status
<b>Wenav</b>	Development of a train the trainer career navigation program for youth	Allows youth to examine various educational/career pathways and career options and the skills required	15 students to date have completed the pilot program to provide a solid background for best practices and future program development	Train the Trainer model for providers and partners to use with their clients. Updated website with an area for students, teachers and parents to access a Wenav specific section. 10 sessions were also held to inform students on the expectations that employers have of their workforce	Ontario Trillium Foundation EOSP Local School Boards	Ongoing
<b>WE Succeed</b>	Address economic issues faced by girls and young women and work to improve their economic prosperity by educating these females to explore career options in non-traditional roles and occupations	Lack of women in skilled trades and STEM Through events highlighting prominent local women and their stories, it will aim to encourage girls and young women to consider a non-traditional occupation	Provide young women with the chance to understand the opportunities in STEM and the skilled trades.	Two events to highlight local employers and partners who have made efforts to encourage women and be good role models for girls and young women looking to enter non-traditional roles. A needs assessment was also completed with the contribution of over 300 survey participants resulting in 6 Call 2 Action Items	WEST Local School Boards Local Employers SCC	Ongoing. End October 8, 2014
<b>Promising Sectors and Occupations Video Competition</b>	Engage with local school boards to participate in a video competition where students would research one of the nine promising sectors or occupations listed in the report "Promising Sectors and Occupations 2012-2015".	Encourages youth to explore local employment opportunities by connecting directly with local employers and showcasing the occupations available in our community.	Have youth develop a greater understanding of available jobs within Windsor-Essex through direct communication with employers and educate them on the jobs they may not be familiar with or know that exist	Minimum of 5 videos created with a final event to showcase the video creations	Local School Boards SCC UofW	Will begin September 2014.
<b>WPL Cool Jobs Jam</b>	A session intended to showcase careers to young, primary aged children through books and stories	Begin the idea of career navigation in non-traditional roles	Have young children develop a greater understanding of available jobs within Windsor-Essex and educate them on the jobs they may not be familiar with or know that exist	An event	WPL Local School Boards	Ongoing

**Figure 26: Glossary of Acronyms from Action Plan**

<b>AFP - Windsor Chapter</b>	Association of Fundraising Professionals - Windsor Chapter
<b>CB</b>	Collège Boréal
<b>CIPMS</b>	Continuous Improvement Performance Management System
<b>CofE</b>	County of Essex
<b>CofW</b>	City of Windsor
<b>CMHA</b>	Canadian Mental Health Association - Windsor-Essex County Branch
<b>ECFDC</b>	Essex Community Futures Development Corporation
<b>EOSP</b>	Employment Ontario Service Providers
<b>GECDSB</b>	Greater Essex County District School Board
<b>ICT</b>	Information, Communication, Technology
<b>LBS</b>	Literacy and Basic Skills
<b>LHIN</b>	Local Health Integration Network
<b>LIP</b>	Local Immigration Partnership
<b>Local School Boards</b>	Greater Essex County District School Board Windsor-Essex Catholic District School Board Conseil scolaire de district des écoles catholiques du Sud-Ouest Conseil scolaire Viamonde
<b>MEDTE</b>	Ministry of Training, Colleges and Universities
<b>MOU</b>	Memorandum of Understanding
<b>MTCU</b>	Ministry of Training, Colleges and Universities
<b>NB</b>	New Beginnings
<b>NCCE Inc.</b>	New Canadians' Centre of Excellence Inc.
<b>NFP</b>	Not For Profit
<b>OMAF/FRA</b>	Ontario Ministry of Agriculture and Farms/Farming and Rural Affairs
<b>ONESTEP</b>	Ontario Network of Employment Skills Training Projects
<b>P2P</b>	Pathway to Potential
<b>SBC</b>	Small Business Centre
<b>SCC</b>	St Clair College of Applied Arts and Technology
<b>SECC</b>	South Essex Community Council
<b>STEM</b>	Science, Technology, Engineering and Math
<b>SWOIEC</b>	South Western Ontario Industry Education Council
<b>SWOTC</b>	South Western Ontario Tourism Corporation
<b>TWEPI</b>	Tourism Windsor-Essex Pelee Island
<b>UofW</b>	University of Windsor
<b>WECHU</b>	Windsor Essex County Health Unit
<b>WEEDC</b>	Windsor Essex Economic Development Corporation
<b>WEEG</b>	Windsor Essex Employment Group
<b>WERCoFC</b>	Windsor Essex Regional Chamber of Commerce
<b>WEST</b>	Women's Enterprise Skills Training of Windsor Inc.
<b>WEtech</b>	WindsorEssex Technology Alliance
<b>WFWE</b>	Workforce WindsorEssex
<b>WPB</b>	Workforce Planning Board
<b>WPL</b>	Windsor Public Library
<b>WWWWIW</b>	Windsor Women Working with Immigrant Women

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