



Local Labour Market Plan Report

2012-2013



One Region. Countless Opportunities.



AMHERSTBURG ESSEX KINGSVILLE LAKESHORE LASALLE LEAMINGTON PEELE ISLAND TECUMSEH WINDSOR

ACKNOWLEDGEMENTS

We would like to thank everyone who contributed their time, ideas and expertise to our *Local Labour Market Planning Report and Action Plan 2012-2013*. This LLMPR represents the collaborative efforts of the Windsor-Essex community. We now have a better understanding of what needs to be achieved to position Windsor-Essex for success in an ever-changing and increasingly competitive global economy.

Workforce WindsorEssex would like to especially thank Tanya Antoniow for writing the report, and Denny Timm for drafting the Action Plan. Thanks to Kaitlyn Metz for the cover design. Special thanks also to Diane Soucie for providing guidance for this update through past annual local labour market plans.

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We invite your feedback on all publications produced by Workforce WindsorEssex.

www.WorkforceWindsorEssex.com

98 Chatham St. E.

Windsor, ON N9A 2W1

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

Toll free: 1-877-530-6245

info@workforcewindsor.essex.com

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Executive Summary

The economy in Windsor-Essex is continuing to transform and diversify. As demonstrated in the *Local Labour Market Plan Update 2011-2012*, Windsor-Essex has faced significant economic challenges, resulting in a dramatic impact on the supply and demand of the workforce in the region. Within the past year, important steps have been taken to diversify the economy, and create a number of jobs that are suited to the skills and knowledge of the workforce in Windsor-Essex.

This update looks at statistical data, newspaper articles, local reports, surveys and key informant interviews to highlight the challenges and opportunities presented to both those in the workforce and those looking ahead to their future.

Three themes are indicative of the Windsor-Essex economy and workforce:

- 1. The net out-migration of workers still continues to be a challenge for the Windsor-Essex economy and workforce.**
- 2. There is continued diversification of the Windsor-Essex economy.**
- 3. Technology and innovation are essential to the growth of the region.**

The Action Plan at the conclusion of the report identifies measures that have been taken since 2010 to address the priorities of Workforce WindsorEssex and activities that are planned for 2012-2013.

Workforce WindsorEssex would like to acknowledge the ongoing dedication of our partners throughout the community to building a strong local economy and robust future.

Introduction

In 2009, following a process of analyzing statistical data and community consultations the Workforce Windsor Essex Board identified five priorities for workforce development:

1. To ensure that the workforce of Windsor-Essex has the knowledge and skills required to meet the needs of the changing local economy
2. Ensuring access to relevant and timely labour market information
3. The importance of Attitude, Skills and Knowledge (ASK) in the workplace
4. Support of entrepreneurship, research & development, and the growth of small and medium-sized business
5. Integrating immigrants into the Windsor-Essex labour force leveraging their knowledge, skills and experience

In 2011, the Board added a sixth priority: “Maximize the opportunity for youth to engage in the local labour force.”

The Ministry of Training Colleges and Universities provides funding to Workforce Windsor Essex to create an annual Local Labour Market Plan update and Action Plan.

The purpose of the report is to provide an update to labour market supply and demand indicators in Windsor-Essex, as well as progress in addressing workforce development priorities. What has changed in our local economy since the last *Local Labour Market Plan Update* was released in April 2011? What measures have been taken during the past year? What additional actions are required to support and develop the local labour market and our economy?

To answer these questions, this report contains a review of updated statistical analysis, local news releases and reports, and the results of dialogue with industry and business associations, labour and educators to highlight the changing status of our local labour market. An update on what has been done to address the six workforce development

priorities showcasing the efforts of community partners, is followed by a community Action Plan to address labour market issues for 2012-2013.

Overview of the Consultation Process

The consultation process for this update occurred throughout the past year as Workforce WindsorEssex has met with employers, industry associations, and other key stakeholders.

Formal and informal consultations have taken place with organizations including the WindsorEssex Economic Development Corporation (WEEDC), Community Futures Development Corporation, Leamington Economic Development Office, Tourism Windsor Essex Pelee Island, Windsor Construction Association, Tri-County Labour Adjustment Committee Chairs, Amherstburg and Leamington Chambers of Commerce, Windsor Essex Regional Chamber of Commerce, Small Business Enterprise Centre, Le Réseau de développement économique et d'employabilité (RDEE), and the Centre for Career Education at the University of Windsor.

Workforce WindsorEssex has continued to develop and distribute its Monthly Employer Survey. The Monthly Employer Survey asks local businesses to identify occupations affected by hiring or lay-offs and any workforce challenges they were experiencing over the past month. The results of this survey are posted monthly to the Workforce WindsorEssex website, www.workforcewindsorsex.com.

Over 70 interviews and consultations were conducted with representatives of the Agri-business, Construction, Creative Industries, Education, Health Sciences, Manufacturing, Professional Services, Renewable Energy, and Tourism sectors. Finally, the draft report was circulated widely throughout the community via an online survey seeking input, collaboration, and partnership to establish our Action Plan 2012-2013.

Labour Market Supply

The WindsorEssex Economic Development Corporation's *Five Year Regional Economic Roadmap* released in February 2011 identified "building the talent pipeline" as a key building block, stating that "the battle for business investment and economic development across North America is increasingly focused on the talent pipeline."¹

Following the release of the report, WEEDC took the lead on the creation of WE Prosper, a regional prosperity council. One of the WE Prosper regional task forces focuses on Youth Attraction and Retention. The purpose of this task force is "to create an attraction & retention strategy that supports the coordinated efforts of local government, education and community organizations to position Windsor- Essex as a region of choice for the next generation of world-class talent."² Through the efforts of this task force, a talent attraction and retention plan will be created to ensure that Windsor-Essex keeps the talent necessary to fill the jobs in the future. In the online survey 91.7% of the respondents identified retention of youth in Windsor-Essex as a high priority.

Our Population

According to the recently-released 2011 Census data, the population of Windsor-Essex is 388,782, a decrease of 1.2 percent from 2006.³ This statistic highlights the challenge Windsor-Essex is experiencing attracting and retaining citizens. However, when examining the longer-term trend, the population of Windsor-Essex has increased 3.6 percent from 2001, when the population was 374,975.⁴

¹ WEEDC, *Discover our Region's GPS – Growth. Prosperity. Sustainability.*, Windsor-Essex Regional Economic Roadmap, WindsorEssex Economic Development Corporation, February 2011, p. 22

² WE Prosper. WE Prosper: Youth Attraction and Retention Regional Task Force <http://www.weprosper.ca/youth-attraction-retention.html>. (Accessed January 26, 2011).

³ Statistics Canada. 2012. Essex, Ontario (Code 3537) and Ontario (Code 35) (table). Census Profile. 2011 Census. Statistics Canada Catalogue no. 98-316-XWE. Ottawa. Released February 8, 2012. <http://www12.statcan.ca/census-recensement/2011/dp-pd/prof/index.cfm?Lang=E> (accessed February 16, 2012).

⁴ Statistics Canada 2001. Essex, Ontario (Code 3537) and Ontario (Code 35) (table). 2001 Census, Statistics Canada. <http://www12.statcan.ca/census-recensement/2011/dp-pd/prof/index.cfm?Lang=E> (accessed March 4, 2012).

Statistics Canada Taxfiler data, released every eighteen months, provides insight into in and out-migration. Taxfiler Data is provided to Statistics Canada by Canada Revenue Agency and, using the community identified by people submitting their annual income tax return as their place of residence, accurately measures the numbers of people moving in and out of a community. It does not, however, necessarily include those individuals who may be working away from home for extended periods of time.

From 2005 to 2010, Windsor-Essex experienced a net out-migration at each age level except those over age 65. The net in-migration of individuals over the age of 65 may be an indicator of the success of the “Retire Here” 100 Mile Peninsula campaign.

Figure 1: In and Out-Migration from Windsor Essex 2005 to 2010

| Age Group | In-Migrants | Out-Migrants | Net Migrants |
|--------------|---------------|---------------|---------------|
| 0-17 | 10,462 | 11,387 | -925 |
| 18-24 | 6,756 | 8,881 | -2,125 |
| 25-44 | 16,803 | 23,532 | -6,729 |
| 45-64 | 6,665 | 7,313 | -648 |
| 65+ | 2544 | 2060 | 484 |
| Total | 43,230 | 53,173 | -9,943 |

Source: Statistics Canada Taxfiler Data 2010

There was an outmigration of 9,502 people between the ages of 18 to 64 or 95.6 percent of the total documented out-migrant in Windsor-Essex. According to these statistics, compared with the 2011 Census data, the total documented out-migration was approximately 2.5 percent of the population. This represents a 27 percent increase in out-migration from the previous reference period of 2003 to 2008, when there was a total out-migration of 7,830 people from Windsor-Essex. Both the Census and taxfiler data show that Windsor-Essex is losing citizens and portions of its labour force as people are relocating to other areas.

In the online survey 91.5% of respondents indicated that the out-migration of working-age people is a significant challenge for the region.

On the bright side, the Conference Board of Canada, in their Winter 2011 Metropolitan Outlook, projected that this trend will reverse in 2012.⁵

International immigrants are an important component of our local labour force. At the time of the 2006 Census, Windsor-Essex was the fourth most ethnically diverse region in Canada⁶ and the third largest center for immigrants in Ontario, representing 23.3 percent, or almost one in four residents born outside of Canada. The Local Immigration Partnership Council's report, *A Community Plan to Promote the Settlement and Integration of Immigrants in Windsor and Essex County*, released in February 2010, states that, based on Statistics Canada Census 2006 data, 46.4 percent of immigrants to Windsor-Essex possess a university certificate, diploma, or degree, and 18.1 percent possess a College diploma.⁷ Seventy-one percent of immigrants to Windsor-Essex are aged 18 to 64.⁸

Another indicator to consider is residential construction, which reflects investment. "Housing starts in the Windsor area almost tripled in February compared to last February."⁹ In February 2012 there were 34 housing starts, an increase of 161% from 13 housing starts in February 2011.¹⁰

⁵Arcand, A., Lefebvre, M., McIntyre, J., Sutherland, G., & Wiebe, R. *Economic Insights Into 27 Canadian Metropolitan Economies*. Ottawa: The Conference Board of Canada, 2011

⁶ Connecting Windsor-Essex, "Before You Arrive." *Windsor and Essex County Smart Community*. Online. <http://immigration.windsor-essex.info/wps/wcm/connect/CWEIMM/CWEIMM/Before+You+Arrive/>

⁷ *Local Immigration Partnership – A Community Plan to Promote the Settlement and Integration of Immigrants in Windsor and Essex County*, February 2010, Page 20

⁸ CIC, Statistics Canada, 2006 Census, *Windsor Regional Demographic Profile*

⁹ "Housing starts up year-over-year," *Windsor Star*, March 9, 2012

¹⁰ "Housing starts up year-over-year," *Windsor Star*, March 9, 2012

Educational Attainment

The 2006 Census provides data on which to compare Windsor-Essex educational attainment with the rest of Ontario.

Figure 2- Level of Educational Attainment in Windsor-Essex- Age 15 to 65

| Level of Educational Attainment | Windsor-Essex | Ontario |
|--|----------------------|----------------|
| University Certificate, Diploma or Degree | 19.4% | 24.6% |
| College Diploma/ Non-University Certificate/Diploma | 18.1% | 18.4% |
| Apprenticeship or Trades Certificate | 8.3% | 8.0% |
| High School Certificate or Diploma | 30.0% | 26.8% |
| No Certificate or Degree | 24.2% | 22.2% |

Source: Statistics Canada Census 2006

While this data dates back to 2006, education changes relatively little year over year, so this information still continues to be an important indicator in 2012-2013.

To compare the level of education in Windsor-Essex with the provincial average we can apply the provincial average to the population of Windsor-Essex between the age of 15 and 65 (314,630). By subtracting the actual number in Windsor-Essex within any of the educational categories from the provincial average, we can determine what action would need to be taken in Windsor-Essex to equal the provincial average.

For example, 19.4 percent of those living in Windsor-Essex have a university certificate, diploma, or degree. This translates into 61,038 people between the ages of 15 and 65. If we were to match the province, 24.6 percent, or 77,399 (24.6 percent of 314,630), would have the same credentials as the provincial average. Therefore, 16,361 (77,399 – 61,038) would need to earn a university certificate, diploma, or degree to equal the provincial average.

Performing this same calculation for each of the other levels of education we find that:

- 944 of those living in Windsor-Essex would require a College diploma/non-university certificate or diploma to equal the provincial average
- 944 additional people in Ontario would require an Apprenticeship or Trade Certificate to equal Windsor-Essex

Windsor-Essex does have a greater percentage of people with an Ontario Secondary School Diploma than the rest of the province. However, this also means that more people in Windsor-Essex concluded their formal education at the completion of Grade 12 without proceeding to post-secondary. Therefore,

- 10,068 people in Windsor-Essex would have to go on to post-secondary education after earning a secondary school diploma to equal the provincial average, and
- 6,292 people in Windsor-Essex would need to obtain a Secondary School diploma to equal the provincial average.

While every economy is different, with differing educational requirements, there is no denying the importance of higher education as an “absolute necessity to fill the skill needs of future jobs.”¹¹ In Dr. Rick Miner’s report, “People without Jobs without People,” the author uses a number of Canadian and U.S. projections to estimate that by 2031, 77 percent of all jobs will require a post-secondary credential, summarizing that “unless we take effective action to increase the proportion of skilled labour in our economy, we will face a future with large numbers of unskilled workers looking for jobs that require skills they do not possess.”¹²

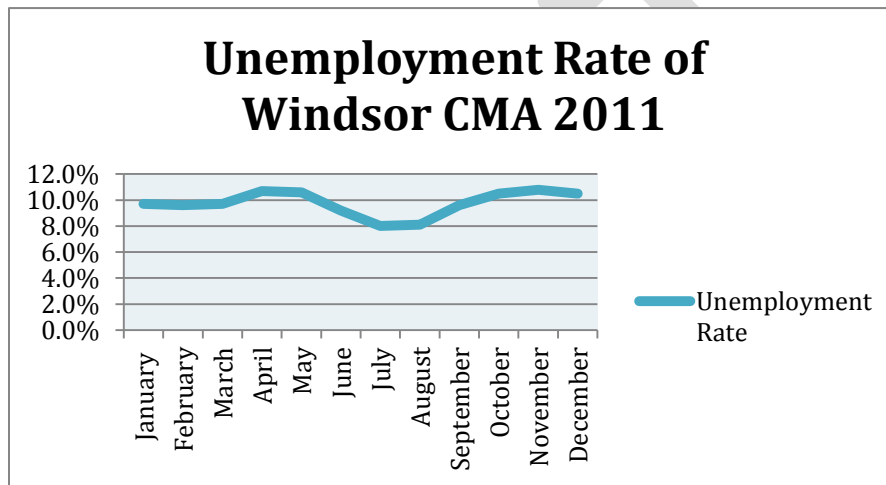
¹¹ The Changing Canadian Workplace, *TD Economics*, March 8 2010, p. 1

¹² Rick Miner, *People without Jobs/Jobs Without People – Ontario’s Labour Market Future.*, Feb 2010, p. 3

Labour Market Demand

Windsor-Essex is continuing to transform and diversify its economy, resulting in a lower unemployment rate in 2011 compared to 2009 and 2010. Figure 3 shows the unemployment rate in the Windsor Census Metropolitan Area (CMA) in 2011. The low was 8.0% in July 2011, and the peak in November 2011 at 10.8%.

Figure 3- Unemployment Rate of Windsor CMA 2011



Source: Labour Force Survey 2011

The Conference Board of Canada predicted that by 2015, the Windsor Census Metropolitan Area (CMA) average annual unemployment rate will decrease, settling around 7.8 percent.

Labour Market Indicators

Canadian Business Pattern (CBP) data is an important source of statistical data about the local economy. The data is provided to Statistics Canada by Canada Revenue Agency and is based on employee payroll remittances submitted by companies. Statistics Canada releases the information every six months to provide insight into economic activity within different sectors of the economy.

Table 1 uses Canadian Business Pattern data to compare the number of business establishments by employee size range operating in WindsorEssex in December 2008, June 2010 and June 2011

Table 1: Difference in Total Business Establishments (T.B.E.) by size range operating in WindsorEssex between Dec 2008 and June 2010

| Employee Size Range | Number of T.B.E. Dec 2008 | Number of T.B.E. June 2010 | Number of T.B.E. June 2011 | Absolute Change from 2010-2011 | % change from 2010-2011 | % change from 2008-2011 |
|---------------------|---------------------------|----------------------------|----------------------------|--------------------------------|-------------------------|-------------------------|
| 0 | 10,542 | 10,492 | 10,694 | 202 | 1.92% | 1.44% |
| 1-4 | 5,062 | 5,031 | 4,964 | -67 | -1.33% | 0.08% |
| 5-9 | 2,352 | 2,302 | 2,288 | -14 | -0.61% | -1.68% |
| 10-19 | 1,460 | 1,478 | 1,476 | -2 | -0.14% | 1.10% |
| 20-49 | 1,038 | 1,032 | 1,062 | 30 | 2.90% | 2.31% |
| 50-99 | 330 | 315 | 319 | 4 | 1.27% | -3.33% |
| 100-199 | 156 | 162 | 156 | -6 | -3.70% | 0 |
| 200-499 | 78 | 76 | 72 | -4 | -5.26% | -7.69% |
| 500+ | 31 | 30 | 28 | -2 | -6.66% | -9.68% |
| TOTAL | 20,922 | 20,918 | 21,059 | 141 | 0.67% | 0.65% |

Source: Canadian Business Pattern Data, Statistics Canada

A decrease in the number of business establishments in any category of employee size range does not necessarily mean that the business is no longer operating. It may simply mean that the enterprise has increased or decreased the number of their employees and appears in a different category.

The drop in self-employment (Employee Size Range 0) may be a positive indicator of economic activity since many individuals enter self-employment when unable to find work

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and then will return to the workforce when a job becomes available. The employee size range of 5 to 49 is an indicator of economic renewal as new businesses are established.

Table 2 highlights the changes in number of business establishments on a sector-by-sector basis comparing December 2008 to June 2010 and 2011.

Table 2- Total Business Establishments T.B.T in Windsor-Essex by Industry 2008 to 2011

| Industry | T.B.E. 2008 | T.B.E. 2010 | T.B.E. 2011 | % change from 2008 to 2011 |
|--|----------------|----------------|----------------|-------------------------------|
| Construction | 2,407 | 2,337 | 2,357 | -2.0% |
| Retail Trade | 2,400 | 2,338 | 2,348 | -2.1% |
| Real Estate, Rental & Leasing | 1,986 | 1,927 | 2,075 | 4.5% |
| Professional, Scientific and Technical Services | 1,974 | 2,006 | 1,998 | 1.2% |
| Other Services | 1,631 | 1,669 | 1,664 | 2.0% |
| Transportation & Warehousing | 1,534 | 1,531 | 1,527 | -0.46% |
| Health Care and Social Assistance | 1,156 | 1,275 | 1,362 | 17.8% |
| Finance and Insurance | 1,296 | 1,303 | 1,334 | 2.9% |
| Agriculture, Forestry, Fishing and Hunting | 1,096 | 1,221 | 1,248 | 13.8% |
| Accommodation & Food Services | 1,032 | 1,010 | 968 | -6.2% |
| Manufacturing | 1,068 | 1,011 | 967 | -9.4% |
| Management of Companies & Enterprises | 968 | 938 | 896 | -7.4% |
| Administrative and Support and Waste Management and Remediation Services | 878 | 869 | 861 | -1.9% |
| Wholesale Trade | 866 | 863 | 818 | -5.5% |
| Arts, Entertainment & Recreation | 280 | 266 | 278 | -1.1% |
| Educational Services | 178 | 173 | 172 | -3.4% |
| Information & Cultural Industries | 123 | 123 | 128 | 4.1% |
| Utilities | 15 | 18 | 20 | 33.3% |
| Public Administration | 17 | 21 | 20 | 17.6% |
| Mining, Oil and Gas Extraction | 17 | 19 | 18 | 5.9% |
| TOTAL | 20,922 | 20,918 | 21,059 | 0.65% |

Source: Canadian Business Patterns, June 2011, Statistics Canada

There have been significant fluctuations in terms of increases and decreases in the number of establishments from 2008 to 2011. Significant increases occurred in:

- **Utilities (33.3%)** - There was a significant increase recorded because the total number of business enterprises is relatively low (20 enterprises) compared to other industries that have hundreds of enterprises.
- **Health Care and Social Assistance (17.0%)** - This industry has experienced consistent growth from 2008 to 2011. This trend is likely to increase as the population ages and there is increased demand for health care services.
- **Agriculture, Forestry, Fishing and Hunting (13.8%)** - This industry also experienced growth from 2008 to 2011. As the agriculture industry continues to grow and expand in Essex County, this number will likely increase.

The following industries experienced a decline in the number of enterprises in Windsor-Essex:

- **Manufacturing (-9.4%)** - The manufacturing sector in Windsor-Essex was hit particularly hard by the economic recession in 2008. And many manufacturing establishments have closed. However, establishments that remain in Windsor-Essex, especially in the Mold, Tool, Die and Machining Industry have been on an up-swing in terms of business levels and hiring.
- **Management of Companies and Enterprises (-7.4%)** - This subsector has likely experienced a loss in the number of establishments because they also primarily serve establishments in the region. As the total number of establishments has decreased, so has the need for the businesses who manage them.
- **Accommodation and Food Services (-6.2%)** - This industry is a part of the tourism and hospitality sector in Windsor-Essex. Since 2008, this industry has experienced a consistent decrease in the number of establishments. There have been many reasons for the decrease in business establishments including the delays at the Windsor-Detroit border crossing, passport requirements and decreasing value of the American Dollar.

Table 3 demonstrates the importance of small and medium sized enterprises (SMEs), defined as businesses employing fewer than 100 people, to the economy and workforce in Windsor-Essex. Over 100,000 people are employed by SMEs in Windsor-Essex. It is also encouraging to see that most of the industry sectors experienced a growth in the number of people employed by SMEs. The sectors that experienced a decrease in employment within SMEs include Tourism, Culture & Recreation; Personal Services and Government Services.

Table 3: Estimated employment for companies employing less than 100 people (SMEs) in WindsorEssex – June 2010-June 2011

| Industry Sector | June 2010 | June 2011 | Absolute Change | % Change |
|--|----------------|----------------|-----------------|--------------|
| Agri-Business | 6,052 | 6,056 | 4 | 0.07% |
| Oil, Gas & Heavy Construction | 9,287 | 9,545 | 258 | 2.78% |
| Manufacturing | 10,810 | 11,146 | 336 | 3.11% |
| Wholesale/Retail Sales & Transportation | 26,277 | 26,921 | 644 | 2.45% |
| F.I.R.E/ Professional & Scientific Services | 22,236 | 22,542 | 306 | 1.37% |
| Education, Health Care & Social Assistance | 10,258 | 10,424 | 166 | 1.62% |
| Tourism, Culture & Recreation | 15,605 | 15,263 | -342 | -2.19% |
| Personal Services | 6,875 | 6,676 | -199 | -2.89% |
| Government Services | 184 | 171 | -13 | -7.07% |
| TOTAL | 107,584 | 108,743 | 1159 | 1.08% |

Source: Canadian Business Patterns, June 2011, Statistics Canada

Comparing Windsor-Essex Employment Sectors to Ontario

To calculate estimated employment, the actual numbers of business establishments in Windsor Essex operating in an industry is first categorized by a range of employees, i.e. 1 to 4 employees, 5 to 9 employees, etc. This actual number of business establishments is multiplied by the average number of people working in Ontario within that industry and employee size range. For example, there are 66 business establishments operating in WindsorEssex categorized as Machinery Manufacturing (NAIC 333) that employ 1 to 4 people. On average, in Ontario, for companies in the Machinery Manufacturing sector

employing 1 to 4 people, there are 2.27 people employed. The actual number of Machinery Manufacturing business establishments in WindsorEssex, 66, is multiplied by the provincial average for employment, 2.27 people in companies employing 1 to 4 people, to get an estimate of 149.82 people. Reliable projections could not be generated for companies employing more than 100 people.

Table 4 presents a comparison between the concentration of industries in Windsor-Essex and Ontario. Windsor-Essex has a higher concentration of employers within the Agri-Business; Manufacturing; Sales; and Transportation industries than of Ontario. The sectors where Windsor-Essex has a significantly lower distribution of employers, include F.I.R.E./Professional & Scientific Services and personal services.

Table 4: Distribution of Employers in Windsor-Essex Compared to Ontario

| Industry Sector | Windsor -Essex Total | Local Distribution | Ontario Total | Ontario Distribution |
|---|----------------------------|-----------------------|------------------|-------------------------|
| Agri-Business | 1,248 | 5.93% | 34,786 | 3.81% |
| Oil, Gas & Heavy Construction | 2,395 | 11.37% | 103,974 | 11.63% |
| Manufacturing | 967 | 4.59% | 31,921 | 3.6% |
| Wholesale/Retail Sales & Transportation | 4,693 | 22.29% | 170,106 | 18.53% |
| F.I.R.E./ Professional & Scientific Services | 7,292 | 34.63% | 369,525 | 41.37% |
| Education, Health Care & Social Assistance | 1,534 | 7.28% | 56,830 | 6.37% |
| Tourism, Culture & Recreation | 1,246 | 5.92% | 49,507 | 5.55% |
| Personal Services | 1,664 | 7.90% | 75,331 | 8.43% |
| Government Services | 20 | 0.09% | 1,351 | 0.14% |
| TOTAL | 21,060 | 100% | 893,331 | 99.43% |

Source: Canadian Business Pattern, June 2011, Statistics Canada

Table 5 demonstrates the importance of Small and Medium-sized (SME) business to the Windsor Essex economy. In every sector except Manufacturing; Education and Health care; and Government Services over 99% of companies employ less than 100 people.

Table 5: SMEs (less than 100 employees) as a percentage of the economy

Source: Canadian Business Pattern, June 2011, Statistics Canada

| Industry Sector | Number of Business Establishments employing less than 100 | Total Number of Business Establishments in Windsor-Essex | SMEs as a % of the Local Economy |
|--|--|---|---|
| Agri-Business | 1,246 | 1,248 | 99.8% |
| Oil, Gas, Heavy Construction | 2,390 | 2,395 | 99.8% |
| Manufacturing | 934 | 967 | 96.6% |
| Wholesale/Retail Sales & Transportation | 4,680 | 4,693 | 99.7% |
| F.I.R.E/ Professional & Scientific Services | 7,273 | 7,292 | 99.7% |
| Education, Health Care & Social Assistance | 1,517 | 1,534 | 98.9% |
| Tourism, Culture & Recreation | 1,240 | 1,246 | 99.5% |
| Personal Services | 1,663 | 1,664 | 99.9% |
| Government Services | 16 | 20 | 80.0% |
| TOTAL | 20,959 | 21,059 | 99.5% |

Source: Canadian Business Pattern, June 2011, Statistics Canada

The above statistical information provides a foundation to understand the local labour market in terms of both supply and demand. In addition to these statistics, information collected from employers, service providers, educational institutions and other key stakeholders is crucial to understand the current situation in Windsor-Essex and what are the strengths and challenges of the local labour market currently and into the future.

Promising Sectors for Economic and Workforce Development in Windsor-Essex

The nine Promising Sectors are:

- **Agri-Business**
- **Construction**
- **Creative Industries**
- **Education**
- **Health Sciences**
- **Manufacturing**
- **Professional Services**
- **Renewable Energy**
- **Tourism & Hospitality**

The following section will examine these nine promising sectors as identified by WEEDC and Workforce WindsorEssex. Information gathered from consultations, interviews, periodicals and newspapers will be summarized to give an overview of each sector in Windsor-Essex.

Through funding provided by the Ministry of Training Colleges and Universities Workforce WindsorEssex published the Promising Sectors and Occupations 2012-2015 Report. Please refer to it for details regarding in-demand occupations and local available training for each of the sectors profiled in depth below.

AGRI-BUSINESS

While the agri-business sector within Windsor-Essex continues to grow, farmers experienced some challenges in 2011. There was an unusually wet harvest period, delaying the harvesting of crops. “It was the worst growing year ever,” said Leamington farmer and

former Essex County Federation of Agriculture president Larry Verbeke.”¹³ There were estimates that farmers in Essex County loss millions of dollars in crops and revenue.¹⁴

Greenhouse operator, faced uncertainty regarding the expansion of energy infrastructure to the greenhouses in Essex County. The provincial government reassured greenhouse operators that a solution would be created and expansions would be supported.¹⁵

There have been major investment announcements within the Agri-Business Sector in Essex County in 2011 continuing into 2012. In 2011 there were permits issued for building permits for 144 acres in Leamington, which was a 700% increase from the 14 acres of building permits that were issued in the municipality in 2010.¹⁶ This is a strong indicator of the growth that is being planned within the sector. In January 2012, Kingsville Mayor Nelson Santos stated that \$25 million dollars of approved investment is slated to be carried out in the first quarter of 2012.¹⁷

As of June 2011, there were 1,248 employers within the Agri-Business sector employing a variety of occupations.¹⁸ “Essex County has almost double the number of workers in agriculture-related occupations compared to the rest of the province”.¹⁹ With the expansion of the greenhouses, crop field operations, animal production operations and wineries, there will be diverse opportunities in terms of occupations and skills required.

¹³ Sharon Hill, “2011 worst year on record for Essex County farmers. Unprecedented wet weather has devastating impact,” *Windsor Star*, December 12, 2011. Online.
<http://www.windsorstar.com/news/2011+worst+year+record+Essex+County+farmers/5842347/story.html#ixzz1kyWK8gew>

¹⁴ *Ibid.*

¹⁵ Sharon Hill, “Essex County Greenhouse boom has legs, town,” *Windsor Star*, December 27, 2011. Online.
<http://www.windsorstar.com/business/Essex+County+Greenhouse+boom+legs+town+says/5913496/story.html#ixzz1kyhEY97V>

¹⁶ *Ibid.*

¹⁷ Mayors’ Breakfast, Leamington, Ontario, January 27, 2012

¹⁸ Canadian Business Pattern Data, June 2011

¹⁹ WEEDC, *Discover our Region’s GPS – Growth. Prosperity. Sustainability*, Windsor-Essex Regional Economic Roadmap, WindsorEssex Economic Development Corporation, February 2011, p. 22

When speaking with employers and other key stakeholders, there was a sense that citizens of Windsor-Essex, particularly those who live in the City of Windsor may not understand the employment opportunities available in the agriculture sector in Essex County. There is a perceived disconnect from the graduates of the educational institutions in Windsor and the potential employers in Essex County. Some employers are trying to fill this void by working closely with local secondary schools, St. Clair College and the University of Windsor to engage students. Employers within the sector experience difficulty in attracting youth to occupations within the sector.

Windsor-Essex is also home to 15 wineries with a number of new wineries planning to open their business within the next 2 years. In speaking with the local wineries, there is a sense of optimism in terms of business growth and employment growth within their industry. As their presence within the market grows and their market share increases, wineries within Essex County are looking to expand their operations. A representative from the local wineries stated that marketing Essex County as a winery destination for tourists and increasing regional events to market the local wineries would assist in increasing their profile to not only the citizens in the region but outside the region and to international markets. Pelee Island Winery is planning on building an 85,000 square foot expansion to their current location in 2012.²⁰

CONSTRUCTION

In 2011 there were a number of announcements regarding building construction or expansion creating optimism within the construction sector in Windsor-Essex. This optimism turned into growth in 2010 as, “Output of Windsor’s construction sector expanded an estimated 10 percent in 2010, the largest rise on record.”²¹ As of June 2011

²⁰ Mayors’ Breakfast, Leamington, Ontario, January 27, 2012

²¹ Arcand, A., Lefebvre, M., McIntyre, J., Sutherland, G., & Wiebe, R. *Economic Insights Into 27 Canadian Metropolitan Economies*. Ottawa: The Conference Board of Canada, 2011.

there were 2,357 employers in the construction industry in Windsor-Essex, compared to 2,337 in June 2010.²² This increase can be credited to the beginning stages of the Windsor-Essex Parkway commencing in August 2011; the continued work on the University of Windsor Centre for Engineering Innovation; repurposing of the Valiant plant for C.S. Wind operations; expansion of the University of Windsor Schlulich Medical Building; and renewable energy infrastructure projects and greenhouse expansions.

Several large-scale construction projects will ramp up in 2012-2013. These projects include completion of the University of Windsor Centre for Engineering Innovation building; the Southwest Detention Centre; expansion at Hotel-Dieu Hospital; City of Windsor Aquatic Centre & Library complex; repurposing the Windsor Amouries for the City of Windsor and building of two public secondary schools and the Lakeshore Recreation Centre. 2011 saw the much anticipated start of the Windsor-Essex Parkway, the \$1.4 billion infrastructure project created to ease truck and traffic congestion connecting Highway 401 to the U.S.-Canada border crossing. Several aspects of the project were to be awarded to subcontractors, with an objective to subcontract near to 100% of the work to local organizations and companies to employ as many local workers as possible.²³ As of February 2012, “Approximately 2,500 people have had a hand in the parkway’s preparatory and construction works delivered to date and 96 percent of the subcontracts let to date have been awarded to local companies”²⁴

The occupations that were identified to be in demand for this project include excavation; truck drivers; carpenters; iron workers; landscapers; construction engineers; field engineers; surveyors and utilities designers.²⁵ It was stated that the employment on the Windsor-Essex Parkway project will peak at 1,200 to 1,300 people on the site at once. The work will be seasonal in nature, with a minimum amount of work occurring in the winter months and ramping up in the spring and summer. There may be an opportunity for

²² Canadian Business Patterns, June 2011

²³ Windsor-Essex Parkway Presentation, Windsor, March 1, 2011

²⁴ Dave Hall, “Parkway boosts jobs outlook,” *Windsor Star*, February 4, 2012

²⁵ Windsor-Essex Parkway Presentation, Windsor, March 1, 2011

partnerships with the University of Windsor and St. Clair College to offer internships or Co-op placements for work on the project. It is anticipated that the Windsor-Essex Parkway will be open to traffic by April 2015.²⁶

Due to the number of construction-related announcements, there is a perceived fear that Windsor-Essex may not have the workforce necessary to fill these occupations, but employers within the sector believe they have the workforce and skills to complete the projects to a high-standard

CREATIVE INDUSTRIES

The creative industries within Windsor-Essex are comprised of a number of different segments including social media marketing firms; mobile application development companies; IT infrastructure specialists; and graphic design companies, as well as art galleries, a symphony, dance companies, and theatre companies. A number of new companies with a focus on information and communication technology have located in Windsor-Essex. The growth of audio and video employment in the region is occurring “at a much faster rate than Ontario as a whole”.²⁷

There have been efforts made to create a high-tech hub in downtown Windsor. The Downtown Windsor Business Accelerator held its grand opening on June 15, 2011. With the objective of “acting as an ‘incubator’ facility and program, developed to stimulate the downtown economy by growing small businesses in Windsor, connecting them to investors, resources and professional advice so they can succeed. The vision is to create sustainable companies that grow and stay within our downtown core.”²⁸ There have been a number of

²⁶ Windsor-Essex Parkway Presentation, Windsor, March 1, 2011

²⁷ WEEDC, *Discover our Region's GPS – Growth. Prosperity. Sustainability. Windsor-Essex Regional Economic Roadmap*, WindsorEssex Economic Development Corporation, February 2011, p. 32.

²⁸ Downtown Windsor Business Accelerator. “Our Vision” Online. <http://downtownaccelerator.com/our-vision> (Accessed February 3, 2012)

tenants moving into the Accelerator including WEtech Alliance, Windsor-Essex's Technology Accelerator. WEtech has been instrumental in promoting the technology sector within Windsor-Essex as well as other sector developing technological processes and innovative solutions to enhance their competitive edge.

Many of WEtech's members have developed new and innovative software, web and mobile applications that are being used regionally, nationally and internationally. It is this level of innovation that has attracted a number of technology-based firms to Windsor-Essex and in particular downtown Windsor. A number of companies including Blab! Media, Red Piston, Spry Agency, Netmon and tellbob Inc and others have located in downtown Windsor. Several of these companies plan to hire in the next few years and are looking to attract and retain young talent to Windsor to build up the technology-hub.²⁹

As a result of the Downtown Windsor Business Accelerator and the establishment of a technology hub, there was an announcement of an empty bingo hall in downtown Windsor being turned into a film production centre. Raindance Windsor-Detroit is set to open the centre in 2012 and expects to be hiring 45 people.³⁰ The University of Windsor is also planning to introduce a degree in film production and it is hoped that with the Raindance film centre that there will be internships available to students within the program.³¹

When speaking with employers in the Creative Industries, there was optimism that they businesses were going to experience growth in the next several years and they would be looking to hire new employees. A concern with some of the employers is finding the talent and retaining graduates from the postsecondary institutions in the region. There are a limited number of graduates from the local computer science programs and a lack of

²⁹ Jason Viau, "Downtown Windsor goes young and high-tech," *Windsor Star*, December 8, 2011 <http://www.windsorstar.com/business/Downtown+Windsor+goes+young+high+tech/5828314/story.html#ixzz1l3IJOM7n>

³⁰ Dave Hall, "Non-profit firm to generate 45 jobs Plans \$740,000 in renovations," *Windsor Star* November 3, 2011, Online <http://www.windsorstar.com/entertainment/movie-guide/profit+firm+generate+jobs/5649104/story.html>

³¹ *Ibid.*

available workers with extensive knowledge and experience in programming and development.

There has also been some discussion about changing the perception of Windsor-Essex as a technology hub. Some employers and educational institutions are concerned that students, graduates and those looking to find employment within the industries often look to other major urban centers and to large companies to find employment. Employers and educational institutions agree there is a need to promote the availability of not only internships but full employment opportunities within Windsor-Essex. Often times, students leave to work at well-known companies, however the companies within Windsor-Essex are now beginning to be recognized internationally for their innovative products and offer meaningful employment to those in the field.

EDUCATION

2011 was a turbulent year for the education sector in Windsor-Essex. Both the University of Windsor and St. Clair College entered into collective bargaining in 2011. The University of Windsor avoided a strike and reached a tentative agreement with its faculty.³² The support staff at St. Clair College went on strike for 18 days, extending into the beginning of the 2011-2012 academic year.³³ Both the Greater Essex County District School Board (GECDSB) and the Windsor-Essex Catholic District School Board (WECDSB) were concerned with declining enrollment numbers. The WECDSB made cuts to librarians within their schools as well as some secretarial staff.³⁴

While there were some challenges for the labour market in the education sector in 2011, there were also some positive indicators in terms of employment and development of skill.

³² Dalson Chen. "U of W, Faculty Reach Tentative Deal," *Windsor Star*, October 19, 2011 A1

³³ Doug Schmidt. "College staff ratify deal," *Windsor Star*, October 4, 2011, <http://www.windsorstar.com/business/College+staff+ratify+deal/5502359/story.html#ixzz1l3zRcpVH>

³⁴ Sonja Puzic, "Declining enrolment spells layoffs at Catholic Schools," *Windsor Star*, April 21, 2011 A1

St. Clair College held a grand opening for the new Centre for Applied Health Sciences in June 2011. With the opening of the new facility new programs such as medical sonography, respiratory therapy and cardiovascular technologist programs were introduced.³⁵

As with the other sectors highlighted, the way technology is being used by educators in the industry is developing. With the use of smart boards, laptops and tablets, the way teachers and educators are presenting information to students is evolving. The WECDSB introduced the Blended Learning Pilot where tablets and other computer and technological equipment are used to organize classes as well as teach various subjects.³⁶

HEALTH SCIENCES

Windsor-Essex is still experiencing a shortage in several occupations in the health sector including general practitioners; specialist physicians; specialized nurses; case managers; social workers and psychiatrists. As of July 2011, approximately 24% of the physicians in Windsor-Essex were over the age of 60.³⁷ There is a psychiatry shortage in Windsor-Essex. The provincial standard for Windsor-Essex, Chatham-Kent and Lambton is 66 psychiatrists, while currently there are only 41 psychiatrists in the region.³⁸ With the number of expected retirements within medical occupations as well as increased demand for health services from the general aging population, the demand for employment in the health occupations is likely to increase.

Thousands of Canadian nurses and other medical professionals cross the U.S.-Canada border every day to work in Michigan. Because of the current shortage of medical professional, there have been efforts made by the regional hospitals, health facilities and

³⁵ Kristie Pearce, "New St. Clair health building Christened," *Windsor Star*, Aug 27, 2011

³⁶ Vincent McDermott, "Teachers get lessons in going high-tech," *Windsor Star*, Aug 25, 2011

³⁷ Joan Mavrinac, Regional Physician Recruitment Office Windsor/Essex, November 23, 2011

³⁸ Sarah Sacheli, "Psychiatric care lacking in Windsor region Prevalence of mental illness called high," *Windsor Star*, January 22, 2011.

the Regional Physician Recruitment Office to attract these individuals back to work in Windsor-Essex.³⁹

In 2011, St. Clair College was selected as the site to construct a long-term care facility with over 250 beds, expected to be completed by 2013.⁴⁰ In September 2011, Windsor Regional Hospital announced the opening of 65 new psychiatry beds to in November 2011.⁴¹ A number of jobs will be created to support these patients.

MANUFACTURING

In their Economic Road Map, WindsorEssex Economic Development Corporation identified Windsor-Essex as one of the “most manufacturing intensive regions in Canada.”⁴² The manufacturing sector within Windsor-Essex is diversifying and now encompasses a variety of industries including automotive manufacturing, aerospace manufacturing, oil and gas component manufacturing and food and pharmaceutical manufacturing. The sector impacts several other sectors within Windsor-Essex.

One industry within Windsor-Essex that was examined in more detail this year was the Machining, Mold, Tool and Die and Machining (MTDM) Sector. “A shortage of skilled trades workers is the next major crisis to hit the machine, tool, die and mold sector,” said the vice-president of the Canadian Association of Mouldmakers [Mike Hicks].⁴³ This sector was hit hard by the recession in 2008 and experienced a large number of layoffs and shop closures. However, since that time, there has been a rebound and local shops have been securing contracts and businesses and are now having difficulty finding skilled workers to fill the necessary positions. The industry is facing challenges breaking down the

³⁹ Dave Battagello, “Windsor hospital hiring Canadian nurses back from US,” *Windsor Star*, March 7, 2011

⁴⁰ Doug Schmidt, “St. Clair site picked for long-term,” *Windsor Star*, December 8, 2011, <http://www.windsorstar.com/Clair+site+picked+long+term+care/5828331/story.html#ixzz1l4nTEbBd>

⁴¹ Craig Pearson, “New Mental Health Unit Opens,” *Windsor Star*, September 23, 2011

⁴² WEEDC, *Discover our Region's GPS – Growth. Prosperity. Sustainability.*, Windsor-Essex Regional Economic Roadmap, WindsorEssex Economic Development Corporation, February 2011, p.19

⁴³ Dave Hall, “Skilled Trades Worker Shortage on Horizon,” *Windsor Star*, July 13, 2011

stereotypes of being a difficult industry to work in as well as dispel negative thoughts of it being a dying industry that may have been present in the past.

Workforce WindsorEssex has published a discussion paper on the MTDM Sector, available at www.workforcewindsorsex.com.

The automotive industry has also been rebounding within Windsor-Essex. In July 2011, Ford announced that cylinder blocks for 5.0-litre V-8 will be assembled on-site at the Essex Engine plant. As a result a projected 80 new jobs will be created in 2012.⁴⁴ Chrysler also announced that they will lease a 755,000 square foot warehouse on the site at the former Pillette van plant. The warehouse will be outfitted with solar panels and other green technology.⁴⁵

There have also been significant announcements regarding research and development in the automotive industry, connecting the industry with programs at the University of Windsor including AUTO 21 and Connect Canada. A number of unique materials and products have been developed through partnerships between the educational institutions and industry in Windsor-Essex.⁴⁶

Not only is there a current shortage of skilled workers within the manufacturing sector in Windsor-Essex, there is also a concern that the people in these occupations currently are aging. One industry representative noted that the average age of people in the skilled trades in the region has never been this high. This poses concerns for current operations. Because shop owners themselves are aging as well as they are currently preoccupied with filling positions, there is some concern that succession planning and planning for growth is not occurring at the rate many would like to see. Many of these organizations are filling

⁴⁴ Ellen Van Wageningen, "Essex Engine Plant Lures 80 New Jobs," *Windsor Star*, July 27, 2011

⁴⁵ Grace Macaluso, "Chrysler warehouse to bolster region's tax base," *Windsor Star*, October 18, 2011

⁴⁶ Grace Macaluso, "University researchers have the drive to make yours better: Area heads auto innovations," *Windsor Star*, April 20, 2011

positions just to complete the contracts they have. Some organizations have had to turn away business because they do not have the skilled workers required.

Overall, the manufacturers within the region are promoting automation of processes, innovation and producing a high-quality product for their customer. In fact, a number of local companies have been nominated for international awards such as the Society of Plastics Engineering Award.

PROFESSIONAL SERVICES

The Professional Services sector within Windsor-Essex was impacted by the economic downturn in 2008 but is now experiencing growth. Over 99% of the businesses within this sector employ fewer than 100 people. An estimated additional 306 people were employed in Small and Medium Enterprises with the Professional Services sector from June 2010 to June 2011. Employers in the sector foresee modest, long-term growth in the region.

RENEWABLE ENERGY(RE)

The Renewable Energy (RE) sector within Windsor-Essex experienced fluctuations during 2011. A number of announcements including the opening of Uni-Solar, C.S. Wind and Pristine L.E.D. have created optimism in the region that the Renewable Energy sector will create jobs and economic growth within the region. In the first two quarters of 2011, there were several RE firms hiring for manufacturing and installation positions. The C.S. Wind project was estimated to create approximately 300 jobs including welders, painters, and machinists as well as up to 400 construction-related jobs.⁴⁷

⁴⁷ Labour Market and Socio-Economic Information Directorate, Ontario Region. *Windsor-Sarnia Labour Market Monitor*, January 2011

While there were strong indicators of growth in the industry, the Renewable Energy sector experienced some uncertainty as the *Green Energy Act*, the legislation that regulates the incentives and Feed-In-Tariff (F.I.T.) program, was hotly debated during the 2011 Ontario provincial election. As a result, market demand slowed down, resulting in a few layoffs and reduced shifts. After the provincial election, the Liberal government announced a review of the F.I.T. program. A new or revised incentive program would stabilize the sector and allow for business to grow.

For more detailed information in the RE sector in Windsor-Essex, please see *Re-tooling the Windsor-Essex Workforce: Jobs in Renewable Energy* published March 2012 by Workforce WindsorEssex, which also includes detailed training plans for transitioning into renewable energy occupations. Renewable Energy employers stated that the manufacturing background and experience of the workforce in Windsor Essex is ideal for the occupations they employ. The report is available at www.workforcewindsorsex.com.

TOURISM & HOSPITALITY

The Tourism and Hospitality Sector experienced several significant changes in 2011. In January, Chris Ryan left Tourism Windsor Essex Pelee Island (TWEPI). In September 2011 Gordon Orr was appointed to the position and Lynnette Bain was appointed as Vice-President.

In 2011, a new collective agreement was signed by Caesars Windsor and the Canadian Auto Workers Local 444. The level of cooperation between them during the negotiations was unprecedented and both sides worked to limit the impact on the employees while reflecting the needs of the organization.⁴⁸ Caesars Windsor was also named best gaming

⁴⁸ Dylan Kristy, "Tentative pact with casino sign of new era, CAW says," *Windsor Star*, April 4, 2011

resort in the Detroit area for the 11th year in a row. This is credited to world-class entertainment at the venue as well as employee dedication to customer service.⁴⁹

The growth of the wine industry has created the opportunity to promote the Erie Shore region as a tourist destination. Through festivals and events such as the Shores of Erie International Wine Festival, local wines are being promoted to residents of the region as well as international visitors. As tourists are drawn into the county, it is hoped they will take advantage of other eco-tourist attractions. In May 2011 Essex County Council considered a proposal to develop hundreds of additional kilometers of walking and biking trails to promote cycling tourism.⁵⁰

WindsorEats, a local business showcasing the restaurants of Windsor and Essex County, has developed “Wine Trail” rides. Every ride WindsorEats holds with 30-50 participants generates approximately \$10,000 in spending within the region. A number of new restaurants have opened in 2011, offering a variety of cuisines and employing chefs, cooks and wait staff.

There are still concerns in the tourism sector, with U.S. passport restrictions, long border delays and declining value of the U.S. Dollar impacting the number of American tourists visiting the facilities and venues.

In 2012, Windsor and Essex County will focus on the Bicentennial Commemoration of the War of 1812 including the “Roots to Boots” Festival. Many of the businesses in Amherstburg are coordinating their efforts to ensure they provide the estimated 50,000 visitors to the region with a unique and unforgettable experience. The focus for the businesses and their employees is to provide exceptional customer service and promote the entire region to the visitors.

⁴⁹Brian Cross, “Caesars voted area’s top casino,” *Windsor Star*, September 8, 2011

⁵⁰Monica Wolfson, “Trails plan seen as boon for tourism,” *Windsor Star*, May 17, 2011.

Changes in the Local Labour Market

Comparing information about labour market demand and supply and sector specific information to the information provided in the *2011-2012 Local Labour Market Plan Update*, it is evident that there are a few key points that need to be highlighted.

The net out-migration of workers still continues to be a challenge for the Windsor-Essex economy and workforce.

As Figure 1 on page 8 demonstrates, the net out-migration of workers from Windsor-Essex has increased. The total out-migration from 2003-2008 was 7,830 people, while from 2005 to 2010 outmigration has increased by 2,113 people to 9,943, a 27% increase.

This is concerning because as new businesses explore establishing their operations in Windsor-Essex there will be a need for highly-skilled workers. These workers may have left the region to find alternate opportunities. Efforts are underway by key stakeholders in the region to retain youth and also to attract workers who have left to work in the Western provinces or large urban centers to come back to Windsor and bring the skills employers require.

Continued diversification of the Windsor-Essex Economy

In the past year, Windsor-Essex has demonstrated strengthened commitment to diversifying its economy. There have been a number of announcements for jobs in all of the promising sectors within the last year. This is important as if Windsor-Essex wants to attract and retain talent, it must offer a variety of opportunities. While the diversification efforts continue, the manufacturing sector within Windsor-Essex also continues to diversify attracting businesses who manufacture a variety of products. With the skilled workforce in Windsor-Essex, many businesses in different sectors are finding the talent they need to make their businesses grow. Of respondents to the online survey, 63.3% indicated they are optimistic about the economic and workforce diversification taking place in Windsor-Essex.

Technology and innovation are essential to the growth of the region

Employers from each of the sectors interviewed emphasized the importance of technology and innovation within their sector, industry and business. As technology advances and automation occurs, employers will be looking for individuals who can understand and adopt new technologies. Through these developments the e products and services offered in Windsor-Essex will continue to improve and evolve, showcasing the capabilities of the workforce of the region.

Action Plan 2012-2013

KNOWLEDGE AND SKILL REQUIRMENTS

Strategic Priority #1: Ensure the workforce has the knowledge and skills required to support the changing economy.

The examination of our changing economy clearly demonstrates ongoing diversification within established industries requiring new knowledge and skills necessary to promote the expansion of growth industries; and to take advantage of the exciting potential of emerging industries. Strategic actions that ensure the ongoing availability of a workforce that has the knowledge and skills required to support and sustain economic growth continues to be a foundational priority for Workforce WindsorEssex.

Key Strategies:

- Analyze indicators to identify sectors where job creation is taking place or predicted.
- Get specific! Talk to employers about what the opportunities are in these sectors and what skills are required to access these jobs.
- Communicate study results to our existing and future workforce.

| DESCRIPTION & ACTION | PARTNERS | STATUS | PROGRESS METRICS: OUTCOMES/PRODUCTS |
|---|---|----------------------------|---|
| ACTIONS COMPLETED – 2010 to 2011 | | | |
| Research into career and business opportunities as well as knowledge and skill requirements within the wind and solar energy sectors. | MTCU WEEDC GECDSE Employers | Completed October 2010 | Online area of website included all research findings and a video was produced capturing the benefits of the renewable energy industry in Windsor-Essex. |
| Research into direct and indirect career opportunities as a result of the Windsor-Essex Parkway. | MTCU WCA BTC | Completed October 2010 | Publication: <i>Windsor-Essex Parkway Job Creation Update, October 2010.</i> (available online) |
| Research into career opportunities and knowledge and skill requirements within Hospitality and Tourism. | MTCU TWEPI SWOIEC SCC | Completed December 2010 | Publication: <i>Hospitality & Tourism, Careers to Discover!</i> (available online) |
| Develop a regional economic roadmap to provide strategic economic direction for the future growth of Windsor-Essex. | MTCU WEEDC All community stakeholders | Completed February 2011 | Publication: <i>Discover our Region's GPS. Growth. Prosperity. Sustainability. Windsor-Essex Regional Economic Roadmap. February 2011.</i> (available online) |

Local Labour Market Planning Report and Action Plan 2012-2013

| | | | |
|---|---|----------------------------|--|
| Research into promising sectors and occupations that are predicted to experience labour shortages in the next 3 years in Windsor-Essex. | MTCU Employers ESP WEEDC ECFDC Educators | Completed February 2012 | Publication: <i>Promising Sectors and Occupations 2012-2015 Windsor-Essex.</i> (available online) |
| Consult with renewable energy employers in Windsor-Essex to identify knowledge and skill requirements to create occupational profiles incorporated with appropriate training plans. | MTCU Employers WEEDC ECFDC Educators | Completed February 2012 | Publication: <i>Re-Tooling the Windsor-Essex Workforce for the Renewable Energy Industry.</i> (available online) |
| Establish a partnership with the University of Windsor's Centre for Career Education. | UofW | Completed August 2011 | Strategic partnership formed that focuses on working together collaboratively to advance strategic priorities of the both WFWE and CCE to benefit both the local labour market and University of Windsor students. |
| STRATEGIC ACTIONS IN PROGRESS – 2012 to 2013 | | | |
| Promote and Grow the <i>WEskills Database</i> of resumes to: (1) quantify the skills of the available workforce; (2) create a skill baseline for future training development. | MTCU CofW LACs WEEDC EOSP | Ongoing | <i>WEskills Database</i> contains over 1,200 resumes from all spectra of the economy. The database serves as a valuable tool for driving economic growth and prosperity for the region. |
| WEEDC presented its Economic Prosperity Report Card for the region. | WEEDC WFWE WEtech | March 2012 and ongoing | Publication: <i>2011 Report Card and 2012 Outlook</i> |
| Support the regional poverty reduction strategy through partnership with Pathway to Potential (P2P) and participation in the collaborative. | P2P | Ongoing | WFWE is involved with three working groups that have an overall goal to reduce poverty and ensure the social and economic wellbeing of residents who live in Windsor and Essex County. |

Local Labour Market Planning Report and Action Plan 2012-2013

| PROPOSED ACTIONS – 2012 to 2013 | | | |
|--|---|--------------------------|---|
| Research the growing Information and Communications Technology sector in Windsor-Essex. | MTCU Employers ICTC WEtech | April 2012 to March 2013 | Research the ICT sector in Windsor-Essex and create a talent plan to meet the needs of the growing tech-industry in the region. |
| Research the expanding agri-business sector in Essex County. | MTCU Agri-business stakeholders and community partners | April 2012 to March 2013 | Research the agri-business sector in Windsor-Essex and consult with local employers to better understand the needs of this sector. |
| Create talent plans for each of the 9 targeted sectors as identified by WEEDC. | WEEDC Employers | 2012-2013 | Creation of talent plan reports that provide an in-depth study of the occupations and skills required in those sectors. |
| Support older workers in their transition into the workforce who have been displaced from their jobs as a result of the recession. | C of W P2P Employers EOSP | 2012-2013 | Identify the challenges and barriers of integrating older workers into the workforce by using focus groups, interviews, and surveys with older workers and speaking with employers. |

LABOUR MARKET INFORMATION

Strategic Priority #2: Ensure the availability of relevant and current labour market information.

An important mandate of workforce development is to facilitate the critical connection between the current and future workforce, employers and educators. Members of the labour force need to know what the knowledge and skills are required by employers. Educators have the vital responsibility of creating educational pathways. The second priority established by Workforce WindsorEssex focuses not only on forming and sustaining these connections, but ensuring that meaningful information is conveyed in a timely fashion to those who need to receive it.

Key Strategies:

- Communicate the “so what” information on the changing economy and workforce requirements to:
 - Business owners competing locally and globally
 - Workers making continuous learning or re-employment decisions
 - Young people making career decisions
 - Educators creating leading edge training and education
 - Counselors providing meaningful advice

| DESCRIPTION & ACTION | PARTNERS | STATUS | PROGRESS METRICS: OUTCOMES/PRODUCTS |
|---|---|---------------------------------|--|
| ACTIONS COMPLETED – 2010 to 2011 | | | |
| Creation of a news-centric website to ensure relevant and timely labour market information is posted to key target audiences and implement a social media strategy. | MTCU Local online community stakeholders | Completed June 2010 and ongoing | www.workforcewindsorsex.com is the ‘go to’ place for accurate and timely labour market information and news. Social media outlets (Facebook, Twitter and LinkedIn) communicate WFW project and product information. |
| Monthly survey of local employers identifying occupations where hiring and lay-offs are taking place in all sectors of the economy. | MTCU CofC's HRPAW WEEDC | Ongoing | Monthly survey results released on the WFW website and via online community channels. |

| STRATEGIC ACTIONS IN PROGRESS – 2012 to 2013 | | | |
|---|--|----------------------------|---|
| Increase French content on website and throughout social media communication. | CB WEST FEDDEV | Ongoing | FedDev application for bilingual intern is pending; potential internships with Collège Boréal, WEST. |
| Ongoing connection between employers, educators and those who provide career advice. | Employers Educators | Ongoing | A minimum of 5 presentations by WFWE to educators or business community; a minimum of 12 interviews or meetings connecting educators and business; WFWE participation in SWOIEC meetings. |
| PROPOSED ACTIONS – 2012 to 2013 | | | |
| Integrate WEEDC and WFWE annual report card and action plan. | WEEDC | Feb 2013 | A report to the community that reflects the actions taken by both organizations independently and also in collaboration |
| Provide employment and education statistics to the community in the P2P annual report card. | P2P | 2012-2013 | Publication: <i>Pathway 2 Potential</i> . |
| Create occupational profiles for youth, displaced workers and disadvantaged groups. | MTCU ESP Youth Service Providers Educators | April 2012 – March 2013 | Series of Publications: <i>Hot Jobs in Windsor-Essex: Connecting Youth & Vulnerable Groups to the Workforce</i> . |
| Continue to support collaborative efforts for the Windsor-Essex community to improve access to employment services. | Employment service providers WEEDC | 2012-2013 | Event: <i>Jobs Interagency Forum Part 2, focused on the needs of youth to achieve employment success</i> . |
| Increase communications of labour market information and relevant news to the community. | SCC CBC Windsor Star Other media outlets | 2012-2013 | Conduct 4 focus groups and end-users to improve WFWE communications; cross-promotions; public awareness campaign; guest blogging. |
| Mobile friendly version of the WFWE website. | GECDSD WEtech | 2012-2013 | WFWE website accessible via mobile technology. |

ATTITUDE, SKILLS AND KNOWLEDGE (ASK)

Strategic Priority #3: Emphasize the importance of Attitude, Skills and Knowledge in the workplace.

Whenever we speak to employers, they consistently comment on the importance of employee attitude. They are looking for a high degree of flexibility, creativity and problem-solving in their employees – from front line to management. These characteristics describe the “entrepreneurial employee.” Entrepreneurial employees are results-oriented, risk-taking, multi-tasking team players. Developing, managing and retaining this type of employee takes skill on the part of employers who must establish a work environment that supports this type of high-energy employee.

Key Strategies:

- Support individuals in understanding the importance of attitude in the workplace.
- Assist employers to establish workplaces that promote, recognize and reward teamwork, adaptability and creative problem solving.

| DESCRIPTION & ACTION | PARTNERS | STATUS | PROGRESS METRICS: OUTCOMES/PRODUCTS |
|---|---|-----------------------------------|---|
| ACTIONS COMPLETED – 2010 to 2011 | | | |
| Implement an award for the business community to recognize employers who best demonstrate an understanding of the importance of workforce development. | CofC's | September 2010 and September 2011 | <i>Invested in a World-Class Workforce</i> award was presented by the Leamington Chamber of Commerce to Christine Thompson, program coordinator at <i>Self Employment Services</i> . The Amherstburg Chamber of Commerce award went to Todd Meloche and Ernie Bondy, owners and operators of Topnotch Plastics. |
| A toolbox to assist employers to establish a workplace that develops and rewards workers who possess entrepreneurial traits, and assist employees to recognize, develop and promote entrepreneurial behaviours and become active job searchers and engaged employees. | MTCU HRPAW WEEDC ECFDC CofC's | Completed February 2012 | Publication: <i>Innovative Workforce Toolbox</i> |

| PROPOSED ACTIONS – 2012 to 2013 | | | |
|--|---|-------------|---|
| Deliver presentations to employer groups and professional associations in Windsor-Essex to promote employee engagement and supportive workplace practices. | MTCU HRPAW WEtech EOSN WESBC WEEDC | 2012 - 2013 | Promote the <i>Innovative Workforce Toolbox Employer Roadshow</i> |
| Providing additional support to the Positive Parenting and Employment Support (PPES) Program operated by the City of Windsor Social Services Department. | CofW | 2012-2013 | Assist the City of Windsor to provide additional support to participants of the (PPES) Program on their path to employment (ex. pre-employment testing; provide reports to case workers to identify skill gaps and training opportunities). |

ENTREPRENEURSHIP AND SMALL-MEDIUM SIZED BUSINESS

Strategic Priority #4: Support entrepreneurship, research and development and the growth of small and medium-sized business.

Key Strategies:

- Promote and nurture entrepreneurs in the community.
- Facilitate collaboration that encourages commercialization of innovation in Windsor-Essex.
- Support small business retention and growth.
- Support advocacy efforts to assist the development of social enterprises

| DESCRIPTION & ACTION | PARTNERS | STATUS | PROGRESS METRICS: OUTCOMES/PRODUCTS |
|--|---------------------------------|----------------------------------|---|
| ACTIONS COMPLETED – 2010 to 2011 | | | |
| Catalogue and communicate programs and services that support business. | All levels of government | Completed November 2011 | More than 66 government services and programs listed in 21-page matrix. |
| <i>Canadian Council for Small Business and Entrepreneurship Conference.</i> | U of W WEEDC WEtech | Completed September October 2011 | Chaired creation of conference stream of interest to professionals who educate and assist entrepreneurs. |
| Employer Awareness of the <i>Accessibility for Ontarians with Disabilities Act</i> (AODA). | WPH WESBC HRPAW CofC's | Completed December 2011 | Promoted employer awareness if AODA in Windsor-Essex. |
| STRATEGIC ACTIONS IN PROGRESS – 2012 to 2013 | | | |
| Create the dialogue and discussion about workforce development issues amongst employers in the ICT sector. | WEtech | Ongoing | <i>Good to Great Teams Peer to Peer</i> group sessions focused on workplace HR issues. |
| Develop a Human Resources (HR) Directory for local area businesses. | HRPAW WESBC | April 2011 and ongoing | Publication: <i>To be announced.</i> A directory of resources to connect SME owners to HR consultants in Windsor-Essex. |

| PROPOSED ACTIONS - 2012 to 2013 | | | |
|--|--|-----------|---|
| Support recipients of Ontario Works on their path to self-employment through a program tailored to their individual needs. | CofW WESBC UofW Employers WEtech SIFE | 2012-2013 | OW clients have access to service supports and learning in the community. |

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IMMIGRANTS

Strategic Priority #5: Integrating immigrants into the Windsor-Essex labour force leveraging knowledge, skills and experience.

The City of Windsor took the lead with community partners and funding support from Citizenship and Immigration Canada to create a Local Immigration Partnership Council to identify challenges and opportunities faced by newcomers in Windsor-Essex. Challenges at the community level included accessing information and services, coordination within settlement services, culturally-competent mental health services and the need to increase community awareness of key issues faced by newcomers. The Local Immigration Partnership Council has created working groups to identify and implement strategic actions.

Key Strategies:

- Support the implementation of the Local Immigration Partnership Council (LIPC) for Windsor-Essex.
- Take an active leadership role in the LIPC.

| DESCRIPTION & ACTION | PARTNERS | STATUS | PROGRESS METRICS: OUTCOMES/PRODUCTS |
|---|----------------|-----------------------------|---|
| ACTIONS COMPLETED - 2010 to 2011 | | | |
| Completion of the Local Immigration Partnership Plan and membership in the Local Immigration Partnership Council. | CofW SSPO'S | Completed September 2010 | Publication: <i>Moving Forward...</i> (A supplement to "A Community Plan to Promote the Settlement and Integration of Immigrants in Windsor and Essex County," September 2010. (available online) |
| STRATEGIC ACTIONS IN PROGRESS - 2012 to 2013 | | | |
| Implement action plans for three strategic areas of concentration: (1) coordination of services; (2) increase labour market access for immigrants; (3) strengthen local awareness and capacity to integrate immigrants. | LIPC members | January 2011 and ongoing | WFWE is providing leadership on the LIPC Executive and is chairing the <i>Labour Market Access</i> working group, and is also a member of the <i>Local Awareness</i> working group. |
| Improve labour market outcomes of immigrants in the Windsor-Essex Community. | LIPC SSPO'S | June 2011 to March 2012 | Create a Global Skills Inventory; Add 250 resumes of immigrants into the <i>WESkills Database</i> . |

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| Advise on the delivery of the Internationally Trained Professionals conference. | SSPO'S | April 2011 to March 2012 | Connect the internationally trained workforce with information and networking opportunities. |
| Lead advisory table for the <i>Winning Strategies for Immigrant Entrepreneurship</i> (WISE5) initiative. | MTCU HTAB EMOWPDB NWPB WPBWWD | May 2011 to March 2012 | A focus on five communities in South Western Ontario; develop a profile of immigrant entrepreneurs, identify success factors as well as obstacles to success, and make recommendations for improved business success. |
| PROPOSED ACTIONS - 2012 to 2013 | | | |
| Share research findings from the WISE5 initiative with other community partners. | CofC's LIPC | 2012-2013 | Foster an environment that supports immigrant entrepreneurs. |
| Increase the availability of accurate local statistics of newcomer labour market outcomes. | UofW TIEDI LIPC SSPO'S | Ongoing | Windsor-Essex Immigrant Employment Data Initiative - to collect and report newcomer employment information. |
| Raise the awareness to local employers about the value and contributions of our newcomer talent pool. | LIPC Employers | 2012-2013 | Create a tool that attracts and encourages local employers to embrace and engage the attitude, skills and knowledge and value the contributions of internationally trained to the workforce. |
| Include attraction and retention of newcomer youth in the WE Prosper Council Youth Retention Task Force. | WE Prosper Council Partners | 2012-2013 | Raise awareness of the existing community supports and incorporate it into a community-wide strategy on attracting and retaining newcomer youth. |

YOUTH

Strategic Priority #6: Maximize opportunities for youth to engage in the local workforce.

Much of the future success and growth of Windsor-Essex depends on our youth. They provide the community's vitality and it is this group that has the greatest stake in the continued economic success of the region. With the region currently undergoing a structural transformation, the jobs of tomorrow will be much different than the jobs of yesterday. Thus, it is vitally important that our youth are informed consistently and meaningfully so that they understand their future job prospects and what subsequent skills are necessary to achieve such jobs.

Key Strategies:

- Help youth understand the range of economic and employment opportunities available in Windsor-Essex.
- Provide local labour market information (LMI) on emerging occupations to youth.
- Equip parents and educators with local LMI to support youth in making informed and successful education and career choices.
- Promote the opportunities to live, grow, work and/or start a business in Windsor-Essex.

| DESCRIPTION & ACTION | PARTNERS | STATUS | PROGRESS METRICS: OUTCOMES/PRODUCTS |
|--|--|----------------------------|---|
| ACTIONS COMPLETED - 2010 to 2011 | | | |
| Develop a strategic plan to ensure youth have access to labour market information; implement resulting action items. | MTCU Educators Youth Service Providers | Completed July 2010 | Publication: <i>Youth Labour Market Information Plan July 2010 (YLMIP)</i> . <u>Note:</u> The Youth Employment Table continues to meet to discuss regional youth employment issues and implement appropriate action items. |
| Plan, organize and implement the <i>Power of Your Potential</i> (POP) Youth Conference. | MTCU UofW Youth Service Providers | Completed May 2011 | Over 200 Windsor-Essex high school students attended workshops on four topics: financial literacy; labour market information; real life experiences; and free local services. |
| STRATEGIC ACTIONS IN PROGRESS - 2012 to 2013 | | | |
| Organize and implement the <i>Human Library</i> component for the 2012 POP Conference. | MTCU UofW Youth Service Providers SCC | June 2011 to February 2012 | Employers are "the books" and students are "the readers." Students will choose which book to read enhancing their knowledge about specific careers. |

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| <i>Working in WindsorEssex Career Fair.</i> | U of W WFWE | April 2011 to March 2012 | Collaborate in planning and implementation of a large-scale conference connecting students with employers; assist navigating potential career options. |
| Lead the regional <i>Windsor-Essex Youth Retention and Attraction Task Force</i> as part of the WE Prosper Council. | WEEDC WE Prosper Partners | August 2011 and ongoing | Develop a regional strategy to combat youth out-migration in Windsor-Essex. Grant application to focus on retention, attraction and development of talent; submitted to appropriate funding sources in 2012. |
| Recognize high achieving youth and link graduating students with employers. | MTCU SWOIEC WEtech | June 2011 to March 2012 | A minimum of 4 stories focusing on best practices in recruiting top talent and recent graduates in the community. Information and resources will be showcased to the community on the WFWE website. |
| Windsor-Essex Regional Chamber of Commerce <i>Rising Star of the Year Award.</i> | WERCC | November to April 2012 | WFWE employees Fabio Costante and Denny Timm finalists for the award. |
| PROPOSED ACTIONS – 2012 to 2013 | | | |
| Organize and implement a workshop component as part of the 2013 POP Conference. | MTCU UofW | 2012-2013 | Workforce component focusing on the dissemination of labour market information to high school aged students through an innovative workshop. |
| Support the successful integration of youth into the workforce through the New Beginnings program. | NB | 2012-2013 | Provide the New Beginnings Summer Jobs for Youth program with a presentation at their pre and post-employment training sessions. |
| Implement the “Youth Employment Success (YES)” talent development and retention strategy | OTF Community Partners | 2012-2013 | Increase the attraction and retention of our high-talent young graduates. |
| Reach out to WECD SB to present information about promising sectors to educators and students. | WECD SB | 2012-2013 | Present to at least 3 local area high schools and educators on labour market information about promising sectors and occupations. |

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| Support Junior Achievement is established successfully in Windsor-Essex. | JA Employers Community Partners | 2012-2013 | Connect with local partners including employers to help support the re-introduction of Junior Achievement in Windsor-Essex. |
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Glossary of Acronyms

| | |
|---------|---|
| BTC | Building Trades Council, WindsorEssex |
| CB | Collège Boréal |
| CofCs | Chambers of Commerce |
| CofW | City of Windsor |
| ECFDC | Essex Community Futures Development Corporation |
| EMOWPDB | Elgin Middlesex Oxford Workforce Planning and Development Board |
| EOSN | Employment Ontario Service Network |
| EOSP | Employment Ontario Service Providers |
| ESP | Employment Services Providers |
| FEDDEV | Federal Economic Development Agency for Southern Ontario |
| GECDSB | Greater Essex County District School Board |
| HRPAW | Human Resources Professional Association Windsor District |
| ICTC | Information and Communications Technology Council |
| JA | Junior Achievement |
| LACs | Labour Adjustment Committees |
| LEDO | Leamington Economic Development Office |
| LIPC | Local Immigration Partnership Council |
| MCC | Multicultural Council of Windsor Essex |
| MEDI | Ministry of Economic Development and Innovation (Ontario) |
| MTCU | Ministry of Training, Colleges and Universities (Ontario) |
| NB | New Beginnings |
| NCCE | New Canadian Centre of Excellence Inc. |
| NRCC | National Research Council of Canada |
| NWBP | Niagara Workforce Planning Board |
| OGVG | Ontario Greenhouse Vegetable Growers |
| OTF | Ontario Trillium Foundation |
| P2P | Pathway to Potential |
| SECC | South Essex Community Council |
| SCC | St. Clair College of Applied Arts and Technology |
| SIFE | Students in Free Enterprise |
| SSPOs | Settlement Service Providing Organizations |

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| SWOIEC | South Western Ontario Industry Education Council |
| SWOVA | Southwestern Ontario Vintners Association |
| TIEDI | Toronto Immigrant Employment Data Initiative |
| TWEPI | Tourism Windsor Essex Pelee Island |
| UofW | University of Windsor |
| WCA | Windsor Construction Association |
| WECDSB | Windsor Essex Catholic District School Board |
| WEEDC | WindsorEssex Economic Development Corporation |
| WERCO | Windsor-Essex Regional Chamber of Commerce |
| WESBC | WindsorEssex Small Business Centre |
| WEST | Women's Enterprise Skills Training of Windsor Inc. |
| WEtech | WindsorEssex Technology Alliance |

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