

ATTRACTING AND RETAINING TALENT IN WINDSOR-ESSEX

AN ESSENTIAL GUIDE



workforce
WindsorEssex
YOUR LOCAL EMPLOYMENT PLANNING COUNCIL
workforcewindsor-essex.com



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ABOUT

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

We are an experienced leader in the development of regional labour market tools, research and guides that save others time, money and effort. These resources, created in close coordination with employment, education and industry partners, are designed to help job seekers, employers, students & educators, as well as the community, make more informed labour market decisions using locally-responsive, data-rich and unbiased resources.

Resources for Community



WEdata

Request local statistics
Access local labour market information



WEsearch

Find local programs for businesses, students and job seekers



WEexplore

Find information on in-demand jobs
Discover career paths, profiles and blogs



WEjobs

Learn more about job postings, volunteer opportunities and local training

Resources for Employers



WEdata

Request wage statistics
Access local labour market information



WEsearch

Find government programs
Connect with service providers



WEexplore

Find information on in-demand jobs
Discover career paths, profiles and blogs



WEjobs

Share job postings
Search our resume database



ABOUT START WINDSOR-ESSEX

The *Strategies for Talent Attraction and Retention Toolkit for Windsor-Essex* (#STARTyqg) is a series of locally-specific resources we created to support evidence-based strategy development to attract and retain talent in the Windsor-Essex region.

As of January 2020, the toolkit consists of three resources:



This guide, whose purpose is to provide foundational research findings on talent attraction and retention in Windsor-Essex region, and to support employers and changemakers in the community in making evidence-based decisions about strategies to attract and retain skilled workers in our region.



Wemap sectors, an online mapping tool that displays local company data by sector and by occupations offered. This tool, powered by our job posting aggregation technology, allows skilled workers and students to view the breadth of opportunities in our region in their specific fields and to identify prospective local employers.



Wemap talent, an online mapping tool that allows local employers to browse occupation data for other countries and to pinpoint regions with the talent pools they are seeking to attract.

For updates on new tools or resources, check out our website or sign-up for our newsletter.

www.workforcewindsor-essex.com/startyqg/

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ABOUT THIS GUIDE

Attracting and retaining a skilled workforce has never been more important to the success of companies and regions. The economy of developed countries like Canada is shifting toward knowledge-based activities that depend both on innovation and the skilled people who drive and sustain it. The fourth industrial revolution is not one that hinges on the quality of physical capital, like those prior to it. It depends on competitive human capital.¹

How will we ensure that Windsor-Essex and its workforce meet the needs of this competitive and innovation-based economy? Strategizing skills development and education is critical, as is ensuring we are equipped to retain and attract the skilled workforce we need in the coming years. For this reason, Workforce WindsorEssex investigated the dynamics of regional talent attraction and retention, looking at how it affects our region, and developed recommendations for our region's businesses and decision-makers to excel in this area of workforce and economic development.

Why are we writing this guide?

The goal of this guide is to empower decision-makers and employers in the Windsor-Essex region to leverage talent attraction and retention as one strategy to meet the current and future needs of our economy. The following points make talent attraction and retention particularly important in the coming years:

LOW UNEMPLOYMENT AND GROWING VACANCIES:

The growth of our economy, especially in sectors like agriculture and advanced manufacturing, is leading to an increasing number of job vacancies and a shortage of labour to supply them. Job vacancies in the Windsor-Sarnia economic region reached an all-time high in the last quarter of 2018 at 9,720 vacancies.² A total of 82% of businesses surveyed by the Windsor-Essex Regional Chamber of Commerce in 2017 indicated that they struggled to recruit the staff they needed. The Chamber estimated that these unfilled vacancies cost our economy \$600 million per year in lost economic income.³ Investing in talent attraction and retention

efforts, whether at the regional level or the business level, is one way to mitigate this cost.

REGIONAL "WAR ON TALENT":

Other regions and municipalities across the world, and especially in Canada and the U.S., are investing in marketing their regions and opportunities to the limited number of individuals who can fill specific labour market needs. Websites and initiatives beckoning the relocation of skilled workers, including Minneapolis-St. Paul's **Make it MSP**, Detroit's **Let's Detroit**, and Kingston's **Possible Made Here** are just a few examples of regional investments in talent attraction and retention. As Windsor-Essex competes with other regions in

Canada and the U.S. as a destination for talent, we risk being at a disadvantage without strategic efforts at all levels.

AGING WORKFORCE:

While the workforce as a whole increased by 5% from 2010 to 2018, the workforce above the age of 55 rose by 48%.⁴ This means we can expect a large number of retirements in the next 10 years, further exacerbating the labour market shortage. Nurturing and growing our local labour pool is critical in addressing this demographic challenge. Alongside training and succession planning, one piece of this strategy at both the employer and regional level is attracting and retaining skilled workers.

1. Enrico Moretti, *The New Geography of Jobs*, 2012, 66.

2. Statistics Canada, table 14-10-0325-02 Job vacancies, payroll employees, job vacancy rate, and average offered hourly wage by economic regions, quarterly, unadjusted for seasonality

3. "Skilled trades shortage costing Windsor-Essex \$600M every year, says report," CBC News, (June 20, 2017)

4. Statistics Canada, table 14-10-0096-01 Labour force characteristics by census metropolitan area, annual.

How you can use this guide

The purpose of this guide is to support employers and changemakers in the community in making evidence-based decisions about strategies to attract and retain knowledge and skilled workers in Windsor-Essex. In this data-driven report, we provide detailed information about the kind of workers that we need in Windsor-Essex, their movement in and out of the region, and how their career and community preferences inform their decisions to stay in, move to, or leave Windsor-Essex.

As a leader in government, educational institutions, or community, this guide can help inform policy or advocacy decisions about what kinds of programs, initiatives, and investments will have the greatest impact in improving Windsor-Essex's position as a prominent destination for a meaningful career and enjoyable lifestyle.

As a local business, you can use this guide for insights on improving your strategies to attract and retain your workforce by appealing to their workplace preferences. This guide can also support you in leveraging all the great things that Windsor-Essex has to offer as part of your value proposition to prospective employees.



Have questions about this report and the data? Can't find what you're looking for?

Make a data request on our website. For most requests, our Local Employment Planning Council can provide custom labour market data and advice at no cost.*

**subject to funding by the Ontario Ministry of Labour, Training and Skills Development*

A FEW IMPORTANT NOTES

At the regional level, talent attraction and retention is only one component of workforce and economic development. These strategies alone have limited regional impacts if they are not also working in tandem with other efforts, including business development, urban design, and skills development.

This is a guide about workforce attraction and retention. As such, it focuses on the strategies that attract people with a certain level of education and training who have positive impacts on local economies as demonstrated by research. It is not meant to negate the

critical importance and value of other investments in workforce development, including skills development for local residents. The Local Employment Planning Council at Workforce WindsorEssex has demonstrated its commitment in our work to facilitate meaningful participation in the labour force for local residents, and will continue to advocate and make the case for investments and training for the local workforce. Today's people-based economy not only means that talent attraction and retention is crucial: investments in training and education are also more important than they have ever been.

BACKGROUND ON TALENT ATTRACTION AND RETENTION

What is talent attraction and retention?

Talent attraction and retention (TAR) is the practice of incentivizing specific segments of the workforce (or the potential workforce, e.g. students), at either the regional or employer level, to select a workplace or place of residence over alternatives. TAR strategies are implemented with the intention of promoting business growth or regional economic development.

So, what role does talent attraction and retention play in regional economic development? What incentivizes individuals to choose certain workplaces or places to live over others? Finally, who should we be focusing on attracting? We provide an overview of how the field of talent attraction and retention has addressed these through research and practice, and how we could apply previous research and practices to the Windsor-Essex context.

The role talent attraction and retention plays in economic development

The importance and role of talent attraction and retention within regional economic development is differently understood. In the past couple of decades in particular, the practice of economic development became increasingly informed by proponents of the human capital theory of regional development, including Richard Florida, Jane Jacobs, Robert Lucas, and Edward Glaeser.⁵ This theory suggests that the presence and movement of people is the sufficient factor for driving business and growth. Economist Edward Glaeser's research suggested that the movement of businesses and jobs followed the movement of people: according to Glaeser, businesses locate based primarily on the availability of labour pools, and not on other locational advantages like the availability of suppliers and customers.⁶ Richard Florida further suggested that primarily cultural factors – including inclusivity, diversity, and cultural amenities – were the key drivers of talent relocation, and therefore determinants of economic growth.⁷ This framework has been challenged by other economists and social theorists, including Enrico Moretti.⁸

More recently, Canada like many other advanced economies have placed a greater emphasis on business clustering. Examples of this approach at the federal level include the Supercluster Initiative by Innovation, Science and Industry, and at the regional level include the innovation clusters supported by regional development agencies across the country. This approach is also highlighted in Toronto Dominion Bank's Report: The Digital Divide Between Canadian Cities - Labour market dynamics and regional inequality, 2019. In brief, these initiatives highlight that innovation-based economies must be prepared to implement strategies specifically aimed at expanding the skills of the workforce, the capital base and the access of lagging communities to rapidly changing new technologies. Alongside a suitably trained workforce, accessible capital is needed to fund start-ups and to scale already established tech businesses.

5. Richard Florida, "Cities and the creative class." (2003), 3.

6. Ibid. p.7

7. Ibid.

8. Moretti, (2012), 180.

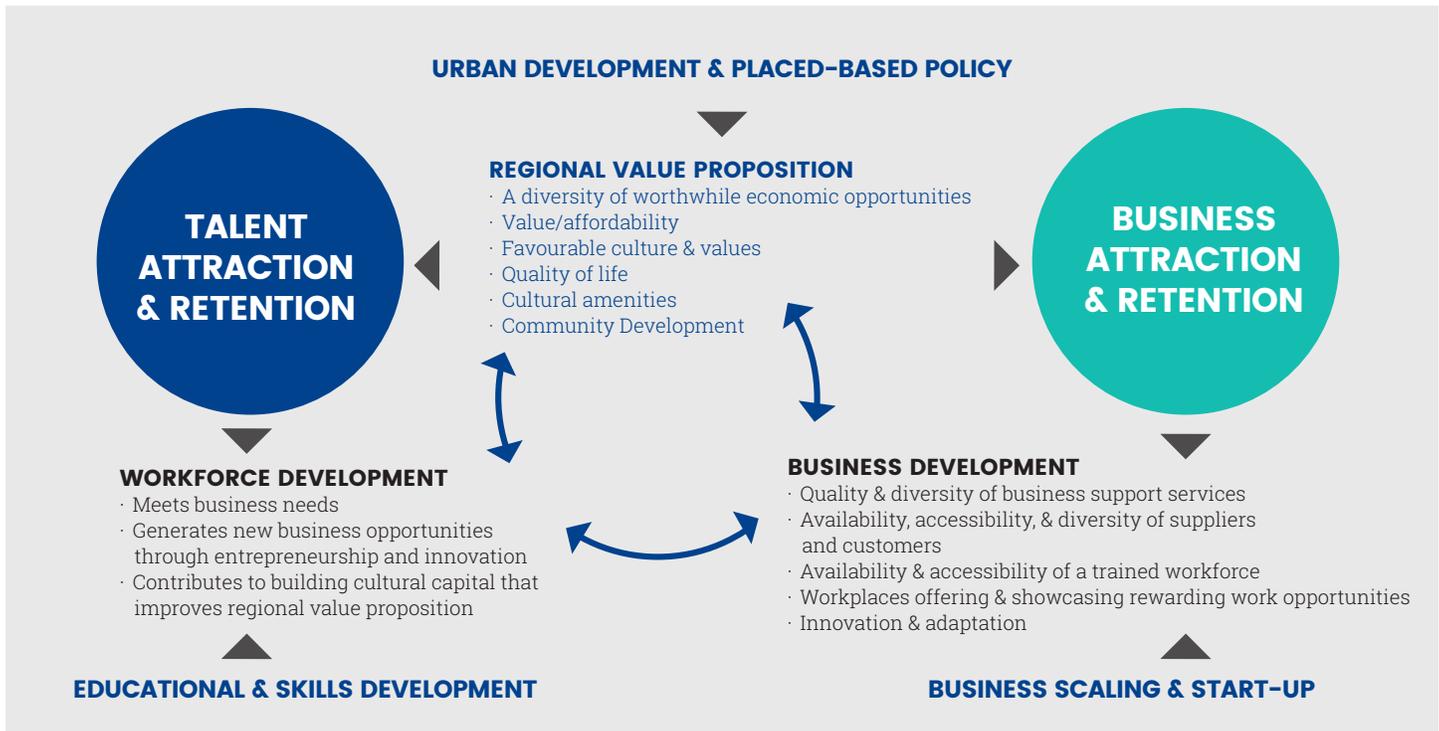


Figure 1: Holistic model for economic development. Cultural amenities and talent attraction and retention efforts are just a small piece of this.

Our position is that talent attraction and retention is one piece of a systemic set of interactions that lead to regional economic development. While other activities like building a value proposition and attracting businesses depend on TAR, TAR itself depends on business development activities and a well-rounded regional value proposition.

What kind of talent drives economic growth?

Research on job multiplier effects show that the creation of jobs and attraction of talent for STEM occupations – namely tech and advanced manufacturing – and for occupations requiring a university-level education have the strongest economic impact in regional economies in the U.S. and Canada. Moretti’s research made a compelling argument to invest additionally in recruiting post-secondary educated workers, specifically high-tech workers owing to their disproportionately positive effects on the salaries and availability of other jobs in the economy, including jobs not requiring a post-secondary education. In a 2004 study, Moretti found that in the U.S., an increase in the proportion of post-secondary graduates in a city by 10% increases the salary of high-school educated workers by 7%.⁹ A further study in 2010 found that for every additional high-tech job in a city, five additional jobs are created in both skilled and unskilled occupations.¹⁰

Similar research has found that jobs and talent in automotive manufacturing also have disproportionately stronger positive effects on local economies. A study conducted by the Centre for Automotive Research in 2015 showed that the multiplier effect for original engine manufacturing jobs was 7.6, and for automotive parts manufacturing it was 4.7.¹¹

9. Enrico Moretti. "Estimating the social return to higher education: evidence from longitudinal and repeated cross-sectional data," (2004).

10. Enrico Moretti, "Local multipliers," (2010).

11. Kim Hill. "Contribution of the Automotive Industry to the Economies of All Fifty States and the United States," Centre for Automotive Research, 2015.

What attracts people to regions?

Various researchers and experts agree that a diversity of factors contribute to the attractiveness of an employer or a region, and further that context in terms of the subject and the location are critical considerations. The Organisation for Economic Co-operation and Development (OECD), a prominent international organization and an authority on public policy, determined a series of factors to evaluate the attractiveness of countries. These factors reflect what Davis et al. have determined in their research, which is that “a high standard of living, competitive career prospects, and a variety of social and physical advantages” contribute to the draw of city-regions.¹²

OECD TALENT ATTRACTIVENESS FACTORS¹³

- Quality of opportunities
- Income and tax
- Future prospects
- Family environment
- Skills environment
- Inclusiveness
- Quality of life

What factors matter the most?

A survey conducted in 2019 with 1,500 working Americans by Development Counsellors International suggests that economic factors like **salary** and **affordability** matter most in considering relocation and evaluating new jobs and places to live. They found that the number one reason for considering relocation was to **start a new job or career to improve salary**, and that the top factors for evaluating a new city or region were **housing cost, cost of living, and quality of healthcare**. Factors that speak to the quality of place, including outdoor recreational opportunities and arts/cultural amenities, ranked lower on the list of factors.¹⁴ In terms of forming impressions about a new community, the most important factor was **first-hand experience**, followed by **word of mouth** and **internet research**.

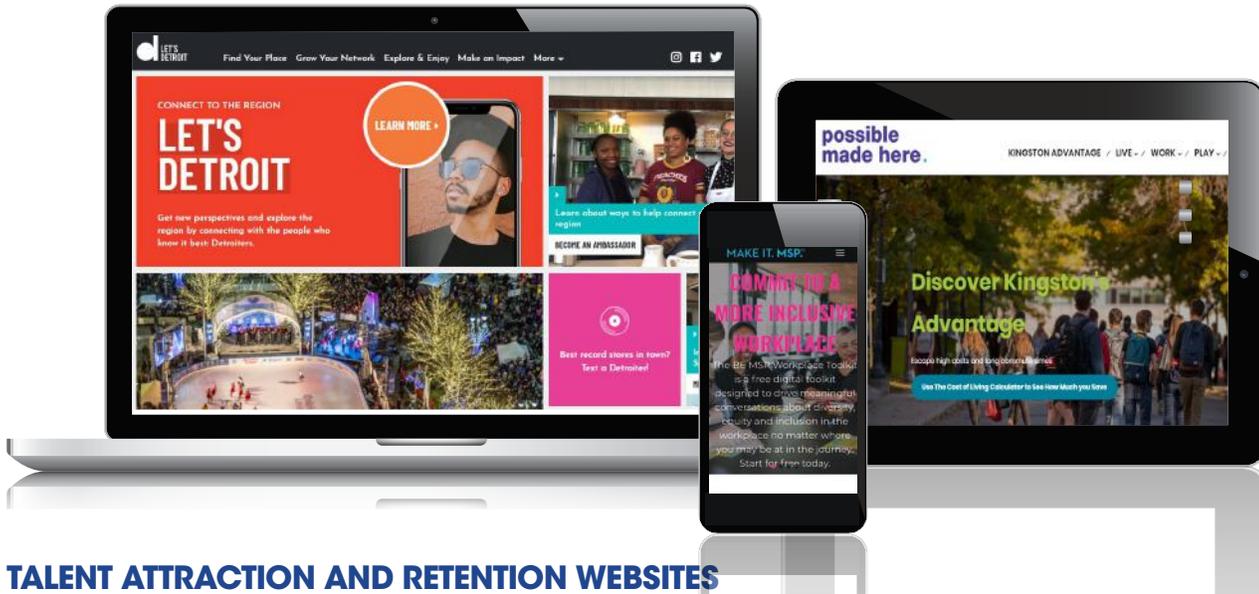
What strategies have other regions employed?

Regional entities across Canada and the U.S. have applied various strategies that Windsor-Essex can learn from in marketing what we have to offer to the skilled workforce, and to set up additional incentives to encourage relocation.

12. Donald R. Davis and Jonathan I. Dingel, The comparative advantage of cities, 2014.

13. OECD, Talent Attractiveness. (2019).

14. Development Counsellors International, Talent Wars: What people look for in jobs and locations, 2019).



TALENT ATTRACTION AND RETENTION WEBSITES

As previously mentioned and as demonstrated from our research,¹⁵ internet research is a critical piece in building impressions and learning about a new region in considering relocation. This is why city-regions like Kingston (Ontario), Oxford County (Ontario), St. Thomas-Elgin (Ontario), Minneapolis-St. Paul (Minnesota), Detroit (Michigan), and Upstate South Carolina, among others have invested significantly in setting up websites that encourage migration to their respective regions. The EMSI Talent scorecard report for 2019 suggests that what makes these websites particularly strong is a blend of jobseeker resources, key local business and industry callouts, community profiles, and high-quality research to generate this information.¹⁶

PLACE-BASED POLICIES

Many cities throughout the U.S. and Canada have applied policy and made investments to create recreational and cultural hubs in cities to attract talent. In addition to creating attractive places for cultural purposes, place-based policies can also be used to cultivate hubs for innovation that have strong indirect effects on regional talent attraction and retention. All three of our case studies contain solid examples of how place-based policies have been applied to create both attractive and productive locations that are integral parts in successful TAR and economic development strategies. Locally, good examples of place-based policies in action are the Community Improvement Plans that provide development incentives in specific parts of Windsor and the districting project of Walkerville Distillery District that is ongoing as of 2019.



15. 27.3% of survey respondents who relocated to Windsor-Essex from another part of Canada used internet research as a primary method for learning about the region before relocating.

16. Fourth Annual Talent Attraction Scorecard, EMSI, 2019.

PROVIDING INFORMATION SERVICES FOR PROSPECTIVE RESIDENTS AND EXISTING EMPLOYERS

To reduce the barriers associated with considering a new place to live, and the barriers employers face in navigating immigration systems that would enable them to bring in skilled workers from abroad, municipal entities like Chatham-Kent and Wellington County in Ontario have invested resources to provide information. In Chatham-Kent, prospective residents can be provided one-on-one information about the region and can even be offered a tour.¹⁷ In Wellington County, employers can receive guidance and information about different immigration streams that they can use to bring in the skilled talent they need from other countries.¹⁸

BUILDING SOCIAL NETWORKS: AMBASSADOR PROGRAMS

According to research conducted by the Detroit Chamber of Commerce, social connection is one of the most important factors young professionals consider in evaluating a place of residence. This is why they set up the Employment Ambassador and Text-a-Detroiter initiatives that are integral to the Detroit Chamber-funded website, [Let's Detroit](#).¹⁹ Other examples of these kind of programs include ICR Wingman (Iowa-Sioux Rapids) and MSP Ambassadors (Minneapolis-St. Paul).

TALENT ATTRACTION AND RETENTION IN WINDSOR-ESSEX

What kind of talent do we need in Windsor-Essex?

Labour market statistics can help inform how Windsor-Essex should be investing its efforts to attract and retain talent that will have an impact on our economy.

Using occupation statistics localized to the Essex census division,^{20,21} Workforce WindsorEssex developed a simple index to rank all occupations based on the following metrics:

- **Probability of automation in Canada by 2036**²²
- **Estimated number of people employed in 2018**²³
- **Percent change in estimated number of people employed between 2013 and 2018**²⁴
- **Percent of workforce aged 55 and over, as of 2016**²⁵
- **Percent change in average annual income between 2006 and 2016**^{26,27}

These metrics help us highlight occupations that are clearly in-demand in our local economy and have strong prospects, based on long-term wage and employment increases. They also highlight occupations that will have long-term relevance, based on automation estimates, and require more workforce entrants based on the number of soon-to-be retirees in each occupation.

17. Victoria Bodnar, personal interview, June 25, 2019.

18. "Live and Work Wellington," Wellington County, accessed June 21, 2019.

19. "Detroit Regional Chamber Launches 'Let's Detroit' Talent Attraction And Retention Tool," Detroit Regional Chamber, September 20, 2018.

20. Includes both the City of Windsor and Essex County.

21. With the exception of average annual income data.

22. Craig Lamb, "The Talented Mr. Robot: The impact of automation on the Canadian workforce." Brookfield Institute, 2016. Workforce WindsorEssex eliminated any occupations with a probability of automation of higher than 50% from the rankings.

23. EMSI Analyst, 2018.

24. Ibid. Workforce WindsorEssex eliminated any occupations with contractions in employment numbers in the Essex Census Division for this time frame.

25. Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016291.

26. Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-100-X2016375.

27. Statistics Canada, 2006 Census of Population, Statistics Canada Catalogue no. 97-563-XCB2006063.

This analysis suggests the below occupations as the top 10 most promising for driving economic growth in Windsor-Essex. Based on these measures, efforts to attract, retain, and train professionals for these jobs are most likely to be rewarded by success (due to existing employment prospects) and positive impact to our local economy (due to demonstrated economic demand for these occupations).

RANK	OCCUPATION
1	Registered nurses and registered psychiatric nurses
2	Other instructors
3	Mechanical engineers
4	Engineering managers
5	Information systems analysts and consultants
6	Industrial engineering and manufacturing technologists and technicians
7	Retail sales supervisors
8	Social and community service workers
9	Electricians (except industrial and power systems electricians)
10	Early childhood educators and assistants

The full list of top 20 occupations, along with key indicator statistics and our formula, is available in [Appendix A](#) to this report.

Many of the occupations on this list will come as no surprise, based on our industry mix and the direction of key industries. Registered nurses top the list due to sheer numbers as well as demand and wages that come not only from employers in Windsor but also in Detroit. Occupations in spots 3-6 reflect the evolution of labour market needs in the advanced manufacturing industry.

Given that this analysis was conducted with a simple formula and without primary local data collection, there is the opportunity to conduct a more rigorous analysis and generate a more definitive list of occupations for which to prioritize talent attraction, retention, and development, based on significant and long-term projected economic need.

THE CURRENT STATUS OF WORKFORCE MIGRATION IN WINDSOR-ESSEX

On the regional level, how well has Windsor-Essex been attracting and retaining talent? Who has been moving to the region, and who has been leaving the region? Where have people been moving from, or moving to? Answering these questions is not only key to evaluating our current performance in talent attraction and retention: the answers also give us key indications of our strengths and weaknesses, and where we need to be focusing our talent attraction and retention efforts.

We have analyzed data from a number of statistical sources to build a picture of the current status of workforce migration in and out of Windsor-Essex. In sum, migration numbers have become increasingly positive in recent years for all age groups and immigration types, including in-province migration, but we know based on data from the 2016 and 2011 Statistics Canada censuses that regional talent attraction and retention efforts will need to address key vulnerabilities in losing young workers and university-educated workers, and in mitigating migration of young and educated workers to larger urban areas like Toronto and Ottawa.

RECENT YEARS SHOW IMPROVEMENT

According to both Annual Demographic Estimates and Taxfiler data, migration of all kinds has been on the rise since 2011. Figures 2 and 3 break down the overall increase or decrease to our region’s population through the net migration (number of people moving here minus the number of people that have left) by migration category and by age group.

**Net Migration by Age Group, 2011-2017,
Essex Census Division, Statistics Canada Taxfiler Data**

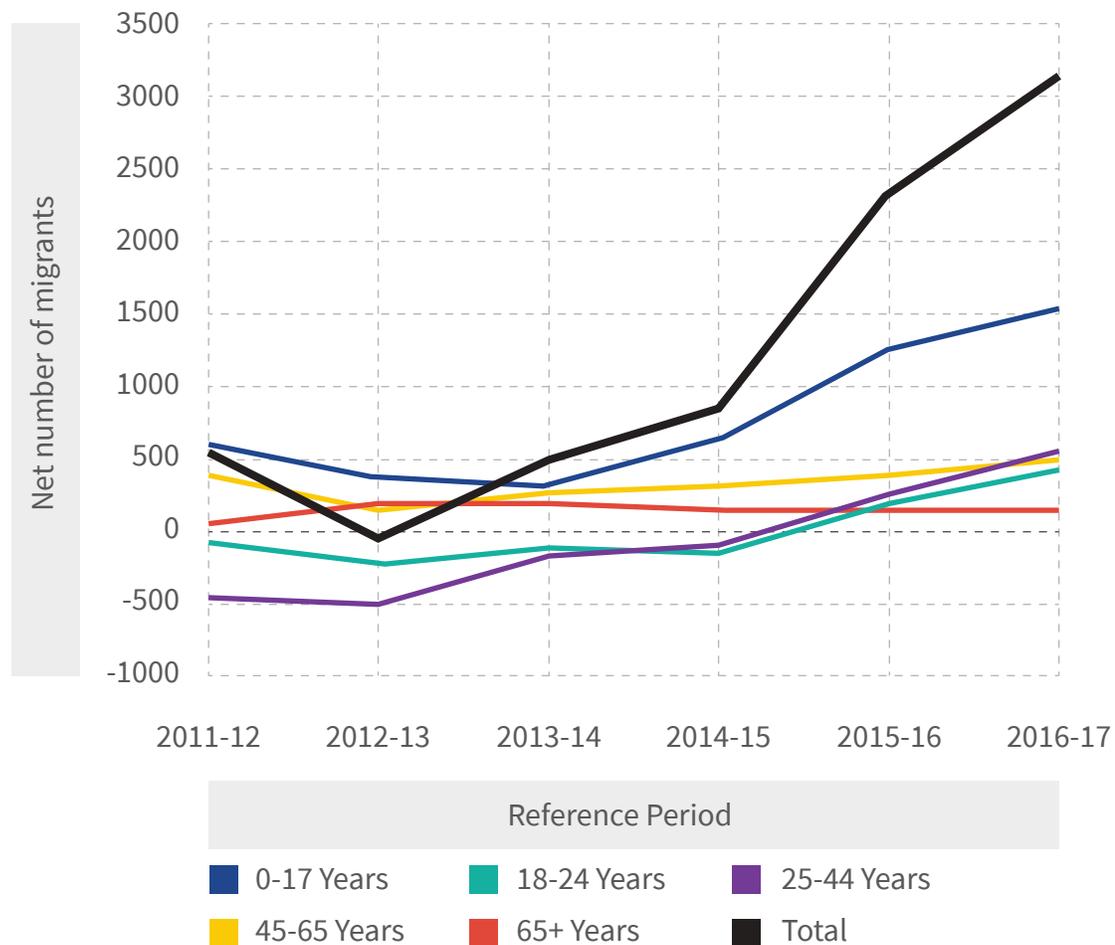


Figure 2: Net migration by age group for Windsor-Essex between 2011 and 2017.

Net Migration by Migration Categories, 2011-2018, Essex Census Division, Statistics Canada Annual Demographic Estimates

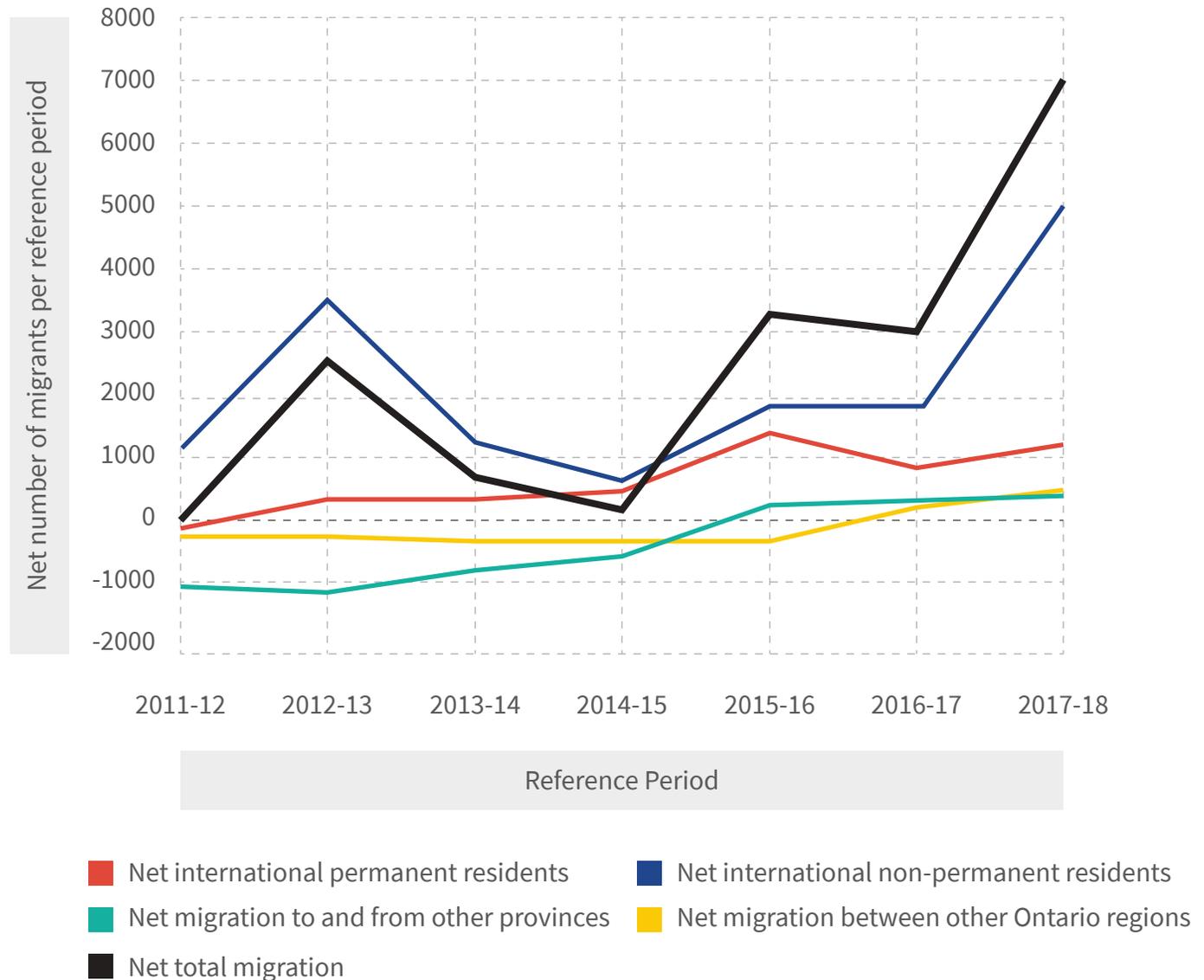


Figure 3: Net migration by category for Windsor-Essex between 2011 and 2018.

Both graphs indicate a promising upward trend of net migration for Windsor-Essex that appears to be driven by international migration and by migration of young people. We can make note of a couple major changes that have significant implications for the state of talent attraction and retention in our region. Firstly, that in 2017-2018 we experienced a high 5,000 net non-permanent residents relocating to the region. This is likely driven by an influx of international students, which is a force that we can continue to leverage. Secondly, net migration from other Ontario regions became positive in 2016-2017 and remained positive for the following year. This is particularly important because we know that migration between other regions within our province is the largest component of migration of our labour force. According to census data, between 2011 and 2016, 8,460 new residents in our region moved from other regions in Ontario, compared to 4,715 who moved from another country and 2,465 from another province.

MIGRATION FLOWS, WINDSOR-ESSEX, 2011-2016			
LABOUR FORCE ONLY: AGE 15+			
ORIGIN/DESTINATION	IN	OUT	NET
International	4715	no data	no data
Another Region in Canada	10925	12205	-1280
<i>Another Province</i>	2465	3540	-1075
<i>Another Region in Ontario</i>	8460	8665	-205

Due to both the importance of this group of migrants and the availability of detailed data, the rest of our analysis focuses on members of the labour force who either left Windsor-Essex for another part of Canada or Ontario or relocated to Windsor-Essex from another part of Canada or Ontario.

MIGRATION BY AGE: NET GAINS FOR OLDER WORKERS, NET LOSS FOR YOUNGER WORKERS BETWEEN 2011 AND 2016

There is a clear pattern with respect to the age of the active labour force that moved in and out of our region between 2011 and 2016: we succeeded in attracting an older workforce and struggled in retaining our younger workforce.

Migrants to and from Windsor-Essex in the Labour Force by Age Group, Excluding International Migrants, 2011-2016, Statistics Canada Census

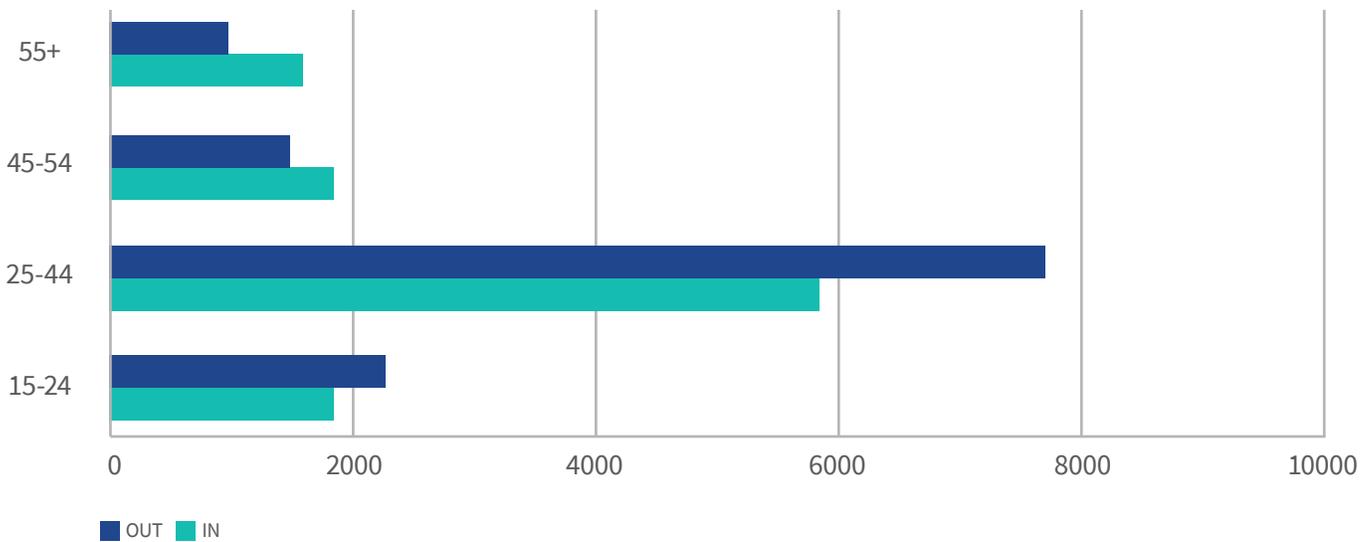


Figure 4: Net Migration of the labour force by age group for Windsor-Essex between 2011 - 2016, excluding international migrants.

MIGRATION BY EDUCATION LEVEL: NET LOSSES OF UNIVERSITY-EDUCATED WORKERS

Migration patterns by education level between 2011 and 2016 yielded both positive and negative findings. The positive finding is that we were able to attract more people with trades credentials than we lost, which is critical given our current labour shortage in the skilled trades. However, we experienced a significant net loss of university-educated workers in this time frame. For every two workers with a university education who moved here from another part of Canada between 2011 and 2016, three left.

Migrants to and from Windsor-Essex in the Labour Force by Educational Attainment, Excluding International Migrants, 2011-2016, Statistics Canada Census

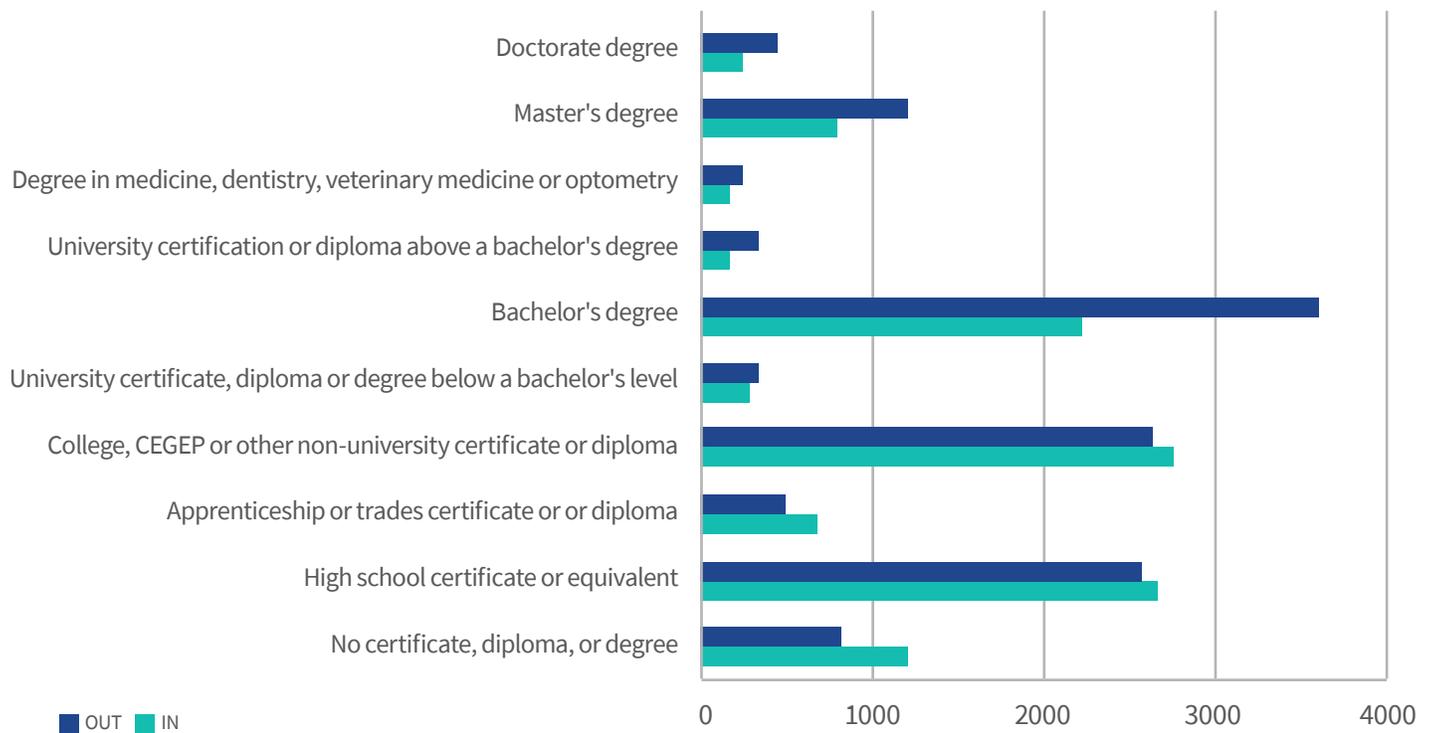


Figure 5: Migration of the labour force by educational attainment for Windsor-Essex between 2011 and 2016, excluding international migrants.

As we mentioned earlier, people with a university-level education have disproportionate positive impacts on local economies. Further, many of the top occupations that we need to be attracting, retaining, and training for require university education. Given these points and the net loss of university-educated workers between 2011-2016, talent attraction and retention initiatives at the regional scale should prioritize the needs and preferences of university educated workers. Another important reason to strategize for this population is because they are a markedly more mobile group overall. In fact, between 2011 and 2016 in Canada, 20.3% of individuals with a university education at a bachelor's level or above had moved to their current region from elsewhere in the previous five years. In comparison, 11.6% of people with an apprenticeship or trades credential had moved, and 13.1% of people with a college-level education had moved.²⁸

28. Statistics Canada, 2016 Census of Population, custom tabulation.

THE ORIGIN AND DESTINATION OF WORKERS MOVING INTO AND OUT OF WINDSOR-ESSEX

The map below summarizes the geographic patterns of workers moving into and out of Windsor-Essex.

Net Migration of the Labour Force between Windsor-Essex and other Ontario regions, 2011 and 2016

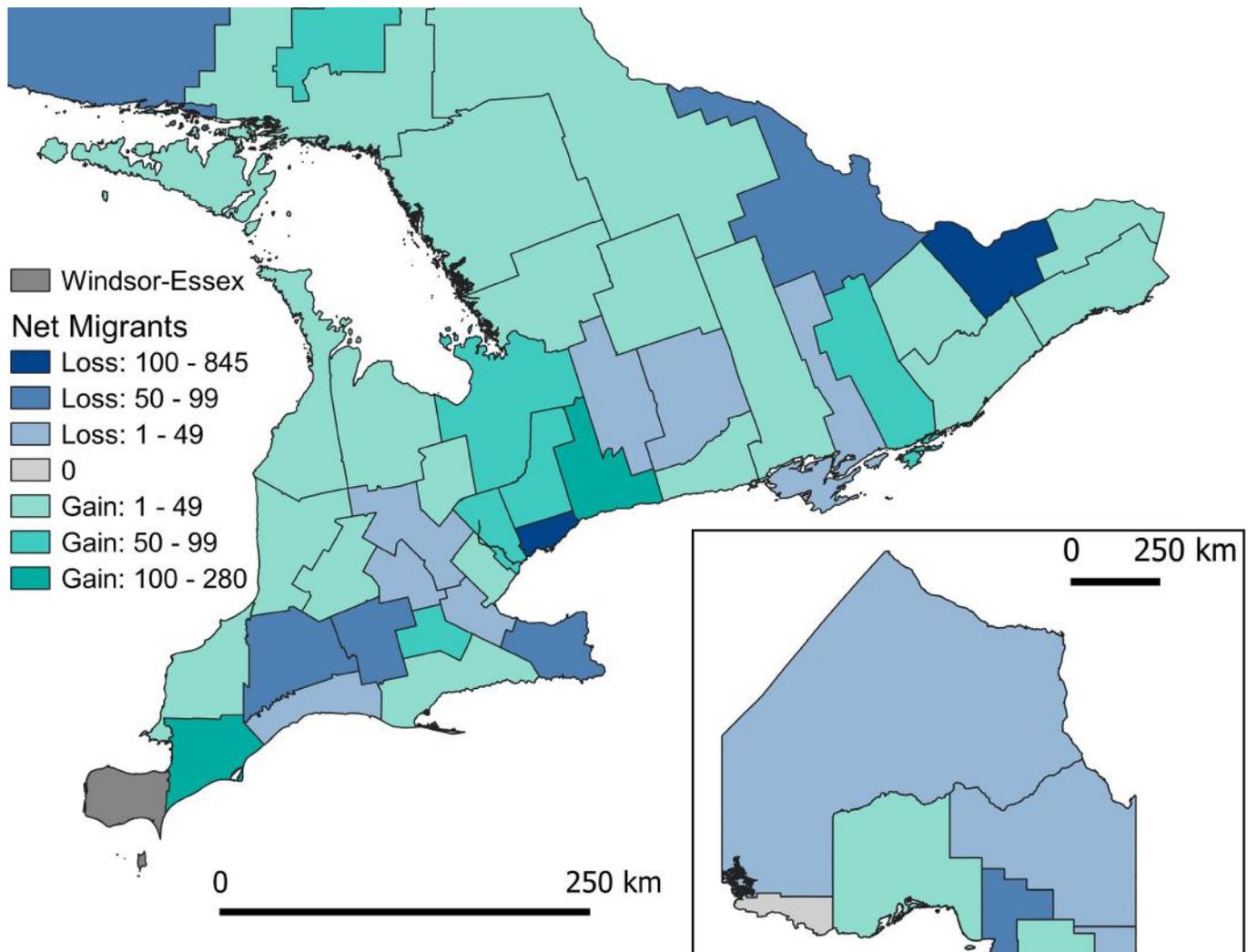


Figure 6: Net migration of the labour force aged 15 and over between Essex census division and other census divisions in Ontario between 2011 and 2016. Data source: Statistics Canada Census of Population, 2016.

RANK	TOP 5 REGIONS BY NET GAIN	GAIN
1	Chatham-Kent	280
2	Durham	110
3	Peel	75
4	Frontenac	75
5	Greater Sudbury	70

RANK	TOP 5 REGIONS BY LOSS	LOSS
1	Toronto	-845
2	Ottawa	-110
3	Niagara	-85
4	Oxford	-65
5	Algoma	-55

This map (opposite page), along with a deeper analysis into the geographic patterns of migration into and out of Windsor-Essex outlined in our online articles, revealed several key insights. Firstly, most movement in and out of Windsor-Essex took place with regions nearby, like Chatham-Kent, Middlesex, and regions within the Greater Toronto Area (GTA). Secondly, we were most successful in gaining workers from Chatham-Kent, suburban GTA (especially Durham region), and less populated rural areas throughout Ontario.

Lastly, and perhaps most importantly, this analysis revealed a key vulnerability with workforce migration to larger urban areas, especially Toronto. Between 2011 and 2016, we experienced a net loss of 845 workers to Toronto. It is critical to note that this net loss is driven by the migration of young people. When looking only at the migration of workers above the age of 45, net migration to Toronto was actually positive (i.e. more workers above the age of 45 moved from Toronto to Windsor-Essex than from Windsor-Essex to Toronto). Therefore, we know that addressing this vulnerability in strategic initiatives means addressing the economic needs and preferences of workers under the age of 45.





What have other regions that look like Windsor-Essex done to leverage talent attraction and retention as a means to reach economic development goals? We identified three city-regions in Canada and the U.S. that resemble Windsor-Essex in industry mix and history, and that have experienced measurable success in recent years. These case studies serve as opportunities to learn from the groundwork that other regions have already laid down to address similar challenges and opportunities that we have in Windsor-Essex.

Sherbrooke, Québec

Sherbrooke, Québec shows how it is possible to leverage talent attraction and retention strategically to turn a former manufacturing region to a fully-diversified innovation hub.

Apart from being close to the same size,²⁹ Sherbrooke has a lot in common with Windsor in particular. In the early 2000s, the city's primary industry was manufacturing. In 2003, employment in manufacturing peaked at 23,000 then declined to just over half that level in 2009. Wholesale and retail trade and healthcare and social assistance have since overtaken manufacturing as the region's largest industries. While the city has seen an impressive rebound in manufacturing in recent years, it experienced perhaps more

impressive employment gains in both professional, scientific and technical services and in healthcare over the last decade. Between 2008 and 2018, Sherbrooke added 3,000 jobs in employment in professional, scientific and technical services (an increase of 63.8%) and added 6,600 jobs in healthcare and social assistance (an increase of 45.5%). In 2018, the Sherbrooke Census Metropolitan Area (CMA) had the highest level of annual growth of any CMA in Québec at 2.1%.³⁰

Sherbrooke's success can be attributed to the following groups of strategic initiatives to attract and retain talent: investments in innovation driven by municipal-university collaboration, business services in talent attraction and retention, university student retention, and high-level strategic planning.

29. According to the Statistics Canada 2016 Census of Population, Sherbrooke's census metropolitan area population (CMA) was 212,105 in 2016, compared to Windsor's CMA population of 329,144.

30. "L'économie de Sherbrooke affichera la croissance la plus rapide au Québec." Sherbrooke Innopole, August 23, 2018.

INVESTMENTS IN RESEARCH AND INNOVATION

In 2007, at a municipal summit, Sherbrooke committed to the following vision for itself: “In 2012, Sherbrooke will be recognized at the provincial, Canadian, and international level as a major hub for innovation offering an exceptional quality of life” (translated from French).³¹ To achieve this, they partnered with the University of Sherbrooke, among other actors, to implement new local initiatives to foster innovation, including the following:

- The creation of an **innovation hub at the University of Sherbrooke** to put entrepreneurs in contact with researchers, called Parc Innovation.
- The establishment of a new economic development organization funded primarily by the City of Sherbrooke called **Sherbrooke Innopole**, with the primary objective of servicing businesses to foster innovation and growth in health sciences, advanced manufacturing, clean tech, and information technology.
- The establishment of an organization to facilitate and incentivize innovation in existing manufacturing companies, called **Défi Innovation Estrie**.
- The establishment of **five incubators and accelerators** between 2011 and 2018, including a common laboratory space for start-ups to scale innovations in life sciences and clean tech, called **Espace LABz**.

Through these collaborations and investments led by the municipality and stakeholders in education and industry, Sherbrooke created cutting-edge opportunities that, in addition to a good quality of life, generated a strong value proposition for talent in the region.

BUSINESS SERVICES FOR TALENT ATTRACTION AND RETENTION

The region’s city-funded economic development organization Sherbrooke Innopole provides a range of business development services at no cost that support workforce attraction and retention for local businesses,³² including:

- Best-practice workshops for attracting and retaining talent.

- One-on-one evaluation of existing talent attraction strategies at the company level.
- Support in navigating resources and services available to employers, including professional development opportunities, external grants, and international recruitment systems.
- Support with writing and advertising job postings.

A public-private partnership established a one-on-one level integration program called **Préférence Estrie**, which provides employment and service support (e.g. finding childcare) for the families of highly-qualified key employees who move to the region.³³

ATTRACTION AND RETENTION OF UNIVERSITY STUDENTS

In 2017, Sherbrooke Innopole started the **J’adopte l’Estrie** program, whose goal is to integrate international students in the local economy and promote their retention in the workforce following graduation by providing them orientation in the local labour market and in the immigration system. Components of the program include employability workshops, networking events with employers, workplace tours, and sessions to learn more about the immigration process. Other stakeholders involved in funding and executing this project included the various post-secondary institutions in the region, Québec Ministry of Immigration, Diversity and Inclusion, Pro-Gestion Estrie, and immigration settlement service organizations.³⁴

SYSTEM-LEVEL STRATEGIC PLANNING

Sherbrooke’s success is founded on a long practice of institutional collaboration and strategic planning. In 2019, the City of Sherbrooke released their 2019-2025 vision and strategy for economic development, which outlines how fostering innovation, creating and showcasing opportunities for talent and businesses, and thoughtful urban planning are all co-sustaining elements of a strategy for success.³⁵ Particularly, we can highlight how the third point of their six point plan was revitalizing Downtown Sherbrooke, drawing an important parallel to a priority that clearly emerged for participants in our survey in Windsor-Essex.

31. Sommet de Sherbrooke, “Plan stratégique de développement économique et de l’emploi,” August 1, 2007.

32. “Nouvelle formation en attraction et rétention de main-d’œuvre à Sherbrooke.” Sherbrooke Innopole, July 28, 2018.

33. “Préférence Estrie.” Université de Sherbrooke, accessed November 14, 2019.

34. “J’adopte l’Estrie : Favoriser l’intégration des étudiants internationaux au marché de l’emploi estrien,” Sherbrooke Innopole, September 11, 2017.

35. Ville de Sherbrooke, “Vision et stratégie de développement économique de Sherbrooke 2019-2025,” 2019.



Hamilton, Ontario

Decades ago, Hamilton produced 60% of Canada's steel and was primarily a manufacturing economy.³⁶ Decline began with several major blows, including in 2003 when Camco – an appliance manufacturer – shut its doors in 2004 laying off 800 employees³⁷ and when Stelco – the region's largest steel producer – drastically reduced operations in 2009 laying off 1,500 employees between Hamilton and Nanticoke.³⁸

Today, Camco's previous factory site is now occupied by McMaster Innovation Park, a research and innovation hub focusing on technology and materials, and in the last 10 years the city has seen its job numbers in Professional, Scientific and Technical services grow by 75%. In 2019, CBRE ranked Hamilton second in North America among tech cities of "opportunity" and ranked the city among the fastest-growing mid-sized cities for tech talent.³⁹

How did the region attract the talent to support their economic transformation? Through stakeholder collaboration on linking business attraction and place-based policy, and a business-focused approach to fostering innovation and cutting-edge opportunities, the city experienced an organic move of skilled workers to the area. Recent successes that exemplify this include Mondelez Canada's \$40-million expansion and creation of 50 jobs, and the establishment of imaging-company L3 Harris' investment in a 330,000 square foot headquarters.⁴⁰

PLACE-BASED INVESTMENT TO FOSTER INNOVATION

McMaster Innovation Park is a research centre that bridges research and industry and supports start-ups and other businesses. Since its creation in 2005, it has generated \$18.6 million in direct spending and created more than 700 full-time jobs⁴¹. The centre has also been strategic in attracting anchor institutions, like the CanMet Testing Laboratory, which moved from Ottawa to Hamilton. Its creation is the result of an intentional investment into the Hamilton economy to support growth through innovation and economic diversification.

McMaster Innovation Park is located on the former site of Camco. In 2004, stakeholders in economic development at McMaster University and at the City of Hamilton agreed on a vision for the site as a research and innovation centre to connect the business and research communities in order to stimulate innovation and growth. The City of Hamilton contributed \$5 million to the purchase of the property, and designated an additional 75 acres around the site as part of the research hub through new zoning regulations.⁴²

The Innovation Park is now an evident driver of economic transformation for the region, which itself hosts other organizational models that generate cutting-edge opportunities that attract talent. Innovation Factory, which is a tenant at Innovation Park, is a one-stop shop for tech innovation that provides entrepreneurs mentorship, workshops, office space, and meeting rooms. Since 2011, they have assisted more than 1,900 local start-ups and raised more than \$349 million in funding. Their Centre for Integrated Transportation and Mobility explores new innovations in autonomous vehicle technologies and is currently testing 5G data capabilities.⁴³

Other place-based policies in Hamilton that have played a role in generating opportunities to attract talent include the ERASE program, which provides financial incentives to companies repurposing industrial brownfield sites. More than 130 development grants worth \$20 million were approved from 2011-2014, generating \$3 million in construction revenues and creating 650 jobs.⁴⁴

36. "Hamilton, Ontario," Intelligent Communities Forum, accessed November 14, 2019.

37. "Camco closing Hamilton plant; 800 jobs cut." CBC News, December 4, 2003.

38. Murray Campbell, "Steel layoffs hit Ontario at its core." The Globe and Mail, March 5, 2009.

39. Michael Marini, "Hamilton named one of North America's rising tech cities." Invest in Hamilton, July 17, 2019.

40. Perspective, "Hamilton's economic development strategy is working." November 8, 2019.

41. McMaster Innovation Park, "Results," accessed November 14, 2019.

42. Norm Schleeahn, personal interview, November 27, 2019.

43. Michael Kras, "New 'one-stop shop' for tech innovation opens in Hamilton," Urbanicity, November, 2019.

44. Intelligent Communities Forum, 2018.



Detroit, Michigan

We only need to look across the River to find a good example of how a region's economy turned itself around by making strategic investments to attract talent. Even today, Detroit is faced with the decades-long challenge of exceptional population decline. Detroit's population in 2018 was 672,622, a fraction of its peak in 1950 of over 1.8 million. Leaders in industry and in government have faced this challenge by making investments that have reversed some of these trends and have kickstarted a cycle of attracting more talent, jobs, business, and investment.

Detroit has embraced Information Technology (IT) as a way of both diversifying its economy and leveraging its strong foundation in the automotive industry. The Metro Detroit area features a major presence of General Motors' OnStar, Quicken Loans, Google, and IBM, among others.

According to the Detroit Chamber of Commerce, starting in 2009 IT job growth outpaced the State of Michigan and the rest of the United States. Detroit is projected to continue its annual growth rate of 6.2% into 2025. There are nearly 70,000 individuals working in the IT industry itself, and in total over 100,000 individuals working as IT professionals across all industries in Detroit.⁴⁵

We can highlight a few key activities that have driven this success:

45. "Information Technology," Detroit Regional Chamber, 2018.



INVESTMENTS IN START-UP INCUBATORS

Driving diversity in Detroit's economy and nurturing growth and innovation in tech and automobility is an array of start-up incubators. TechTown Detroit is an incubator and accelerator that helps startups and local businesses and provides coworking space. Since 2007, TechTown has helped more than 2,700 companies, which created nearly 1,600 jobs and leveraged more than \$160 million in start-up capital.⁴⁶ Techstars, a corporately funded start-up network, started a chapter in Detroit in 2015 which has supported 44 alumni in raising over \$80m to fund new businesses.⁴⁷ Planet M's Landing Zone, which is the result of a partnership between the Michigan Economic Development Corporation and the Detroit Regional Chamber, provides incubation and scaling support to start-ups entering in the mobility field.⁴⁸

DOWNTOWN REVITALIZATION

Dan Gilbert and Mike Ilitch are the key investors in Downtown Detroit's revitalization. Gilbert relocated his Quicken Loans headquarters downtown and as of 2017 the Quicken Loans family of companies employs more than 17,000 in Detroit⁴⁹. Quicken Loans purchased the naming rights for the QLINE streetcar system, which runs along Woodward Avenue.

Led by the Ilitch organization, District Detroit is working toward making Detroit more livable. The mixed-use development features world-class theater and three

professional sports venues (including Little Caesars Arena) within walking distance.⁵⁰ Adjacent to Little Caesars Arena is Google's Detroit office, which opened in August 2018 and employs around 100 people. Google plans to invest more than \$17 million into its two Michigan locations (Detroit and Ann Arbor).⁵¹

Campus Martius Park, spearheaded by Former Detroit Mayor Dennis Archer and adopted by Detroit 300 Inc. as part of its Legacy Project, is an active gathering space for all ages with a variety of seasonal activities.⁵²

INVESTMENTS IN COMMUNITY-BUILDING FOR YOUNG PROFESSIONALS

In September 2018, the Detroit Regional Chamber launched the Let's Detroit website to increase college graduates and cultivate an engaged business community. Nearly 100 public, private, non-profit, and grassroots organizations across Southeast Michigan came together, concluding that young professionals are uninterested in being marketed to and care most about livability, their career paths, and making a positive impact in society.⁵³

46. "About," TechTown Detroit, accessed November 15, 2019.

47. "Techstars Detroit," Techstars, accessed November 15, 2019.

48. "About the Planet M Landing Zone," PlanetM, accessed November 15, 2019.

49. R. J. King, "Quicken Loans Family of Companies Surpasses 17K Employees in Detroit, More to Come," DBusiness, (September 5, 2017).

50. "Fan Guide," The District Detroit, accessed November 15, 2019.

51. Breana Noble, "Google investing \$17M into Detroit, Ann Arbor," The Detroit News, June 10, 2019.

52. "History," Downtown Detroit Partnership, accessed November 15, 2019.

53. "Let's Detroit." Detroit Regional Chamber.

ATTRACTING AND RETAINING MORE TALENT IN WINDSOR-ESSEX

Why do people move to Windsor-Essex?

Why do people choose to stay here to live and work?

Improving our understanding of why people choose to relocate or live in the region empowers us to leverage our strengths better and to identify our weaknesses so that we can address them through targeted initiatives and strategic efforts.

To support the development of evidence-based efforts to attract and retain talent in our region at both the company and regional level, we launched an extensive primary research effort consisting of an online survey and several focus groups to investigate the motives and preferences of people who live and work in Windsor-Essex.

Our method

The questions for the Windsor-Essex Workforce Attraction and Retention Survey 2019 were selected in collaboration with Local Employment Planning Council working group members, including those working in education, economic development, municipal government, industry, and employment. We launched the online survey in August 2019 and collected anonymous responses using Survey Monkey until the end of October 2019. The survey was promoted through social media by Workforce WindsorEssex and partner organizations, and via email through employers



(to their employees) and student networks. **In total, we collected 921 responses with an 89.5% completion rate.** Given the sample size of 921, aggregate results can be taken as accurate within three percentage points, 19 times out of 20. For sub-groups, the level of accuracy is lower.

Initial analysis of the survey results highlighted significant but ambiguous findings that we investigated further using five focus groups including a total of 28 participants, selected intentionally to represent a cross-section of our survey respondent group.

Who participated?

The survey was open to the public, but our goal was to target the priority demographic groups identified earlier in this guide. As such, well over half of our respondents possessed a university-level education, far higher than the regional proportion of our population above the age of 15 with this level of education (which is 19.4%).⁵⁴

94.0% of survey respondents were residents of the Windsor-Essex region. The rest were predominantly individuals who had lived in Windsor-Essex previously or who had a connection to the region. Among those living in Windsor-Essex, 66.2% were residents of the city of Windsor, which is disproportionately high.⁵⁵ For this reason, we included “Residents of Essex County” as a specific sub-group in our core analysis.

While our sample does not attempt to be representative of the Windsor-Essex population as a whole, it is successful in representing the patterns and preferences of a segment of the skilled and relatively more mobile workforce that can address significant local labour market needs if we are successful in retaining them, and attracting more folks like them.

A full demographic breakdown of the survey respondent group is available on our online dashboard for these survey results. The graphs that summarize the findings of the survey by question is in [Appendix B](#).



Figure 7: Word cloud of the occupations of employed survey participants.

54. Statistics Canada. 2016 Census of Population. Essex CD Census Profile.

55. In reality, about 56% of residents in Windsor and Essex County are residents of the city of Windsor.

WHAT WE LEARNED



In this section, we provide the key findings from our survey results by topic of investigation. We conducted an analysis of all responses as a whole as well as a set of sub-groups we deemed important, which are the following:

Young workers: Defined as those working full-time and are aged 18-34. In 2016, people aged 34 and younger comprised 35% of the workforce in Windsor-Essex. With an aging workforce, soon millennials and Generation Z workers will comprise the majority of the workforce in our economy. Windsor-Essex also experienced a net loss of younger workers through in-country migration between 2011 and 2016. The analysis of this sub-group helps us understand the distinct preferences of local millennials and Generation Z talent.

University-educated workers: Defined as those working full-time and with a level of educational attainment of a bachelor's degree or above. Between 2011 and 2016, for every two university-educated workers who moved to Windsor-Essex from another part of Canada, three moved out. We also know that university-educated workers will be critical to filling long-term in-demand jobs that were identified earlier, and that research demonstrates their positive impacts on local economies and on creating other jobs (including jobs at lower skill levels).

Post-secondary students: Post-secondary students were the least likely to see themselves living in Windsor-Essex in five years among the major sub-groups we looked at. An analysis of their results can help us understand why.

People who moved from another part of Canada: As we saw earlier, more people moved to Windsor-Essex between 2011 and 2016 from another part of Canada than

from another country. Further, we saw a net loss of workers through in-country migration of labour. Understanding what motivates this segment of the workforce to move to Windsor-Essex – and what might lead them to consider moving out of the region – is critical to designing initiatives and strategies at all levels to ensure that Windsor-Essex sustains its position as a destination for talent in Canada.

People who moved from another country: Permanent and temporary migrants from another country represent an important opportunity for Windsor-Essex not only as a Canadian city but one that prides itself on its multiculturalism and builds on a successful history of international immigration. As we will see, the preferences of this major sub-group and their perceptions about Windsor-Essex differ substantially from those of other sub-groups.

Essex County residents: 62.1% of respondents to the survey were residents of the city of Windsor. We conducted a separate analysis for Essex County residents to distinguish their responses from the aggregate results, which are dominated by Windsorites.

A summary of how the preferences and perspectives of the above groups differed from the overall findings is available on page 38. Data visualizations of the analyses for all responses and for sub-groups are available in [Appendix B](#).

Why people relocate to Windsor-Essex

For people who have relocated to Windsor-Essex, how did they hear about Windsor-Essex? How did various local factors influence their decision to relocate here?

In our survey, we asked the 263 respondents who migrated here from another country or another part of Canada to indicate how they learned about the region. We asked them, along with the 146 respondents who were originally from Windsor-Essex but returned after living out of the region for longer than three years, what factors contributed to their decision to move here (or return here).

HOW DID PEOPLE RELOCATING TO WINDSOR-ESSEX LEARN ABOUT THE REGION?

For people who moved from another part of Ontario, **having family in the region** (31.3%) and **having visited the region previously** (27.6%) were the most common ways of learning about Windsor-Essex. Having family in the region was by far the most common way people from another part of Canada (outside of Ontario) learned about Windsor-Essex (37.0%). As for respondents who moved from another part of Canada, **having friends in the region** (31.8%) and **internet research** (27.3%) were the most common ways of learning about Windsor-Essex. Notably, people moving from another part of Ontario or another part of Canada were much less likely to have learned about the region primarily through internet research or through having friends in the area.

WHAT FACTORS MOST INFLUENCED RELOCATION TO WINDSOR-ESSEX?

For the 405 respondents who either had a place of origin outside of Windsor-Essex, or who had lived outside of the region for over three years, then returned, we found that the following factors most positively influenced relocation to the region:

- 1 Cost of living (1.36)
- 2 Cost of housing (1.29)
- 3 Family-friendliness (1.17)
- 4 Weather/Climate (1.16)
- 5 Commute times (tie) (1.10)
- 5 Proximity to Detroit (tie) (1.10)

The above average weighted scores are on a -3 to +3 scale, where -3 indicates "very negatively," and +3 indicates "very positively"



For all sub-groups of the data that we analyzed, we found that availability of job opportunities was less likely to have encouraged relocation to Windsor-Essex, and in many cases was a negative factor in this decision: 32% of respondents indicated that it negatively impacted their decision to some degree, whereas 42% indicated that it positively impacted their decision.

Notably, for people who relocated from another country, the safety of the community in Windsor-Essex was a primary factor. People from another country were also far more likely to indicate the availability of cultural and/or recreational activities as a highly positive factor than all other groups.

The list of top five factors by their positive impact on the decision to move to Windsor-Essex should be leveraged to encourage more people to relocate here and to stay here. Indeed, most of these factors likely come as no surprise to readers of this guide, and are likely already used to convey the quality of life advantages that our region has to offer.

To encourage more migration to our region from outside of Canada, the results highlight internet content as an effective method. The results suggest they can be ambassadors to testify to the level of cultural and recreational activities our region has to offer.

As discussed earlier, we know that availability of job opportunities is a critical factor in deciding to relocate to a new region. The survey results show that in many cases the perception that there is not an appropriate availability of job opportunities in the region is a negative factor. This highlights the importance of efforts to showcase the existing breadth and scale of job opportunities in our region, and efforts to continue to diversify and innovate within the economy to create more.

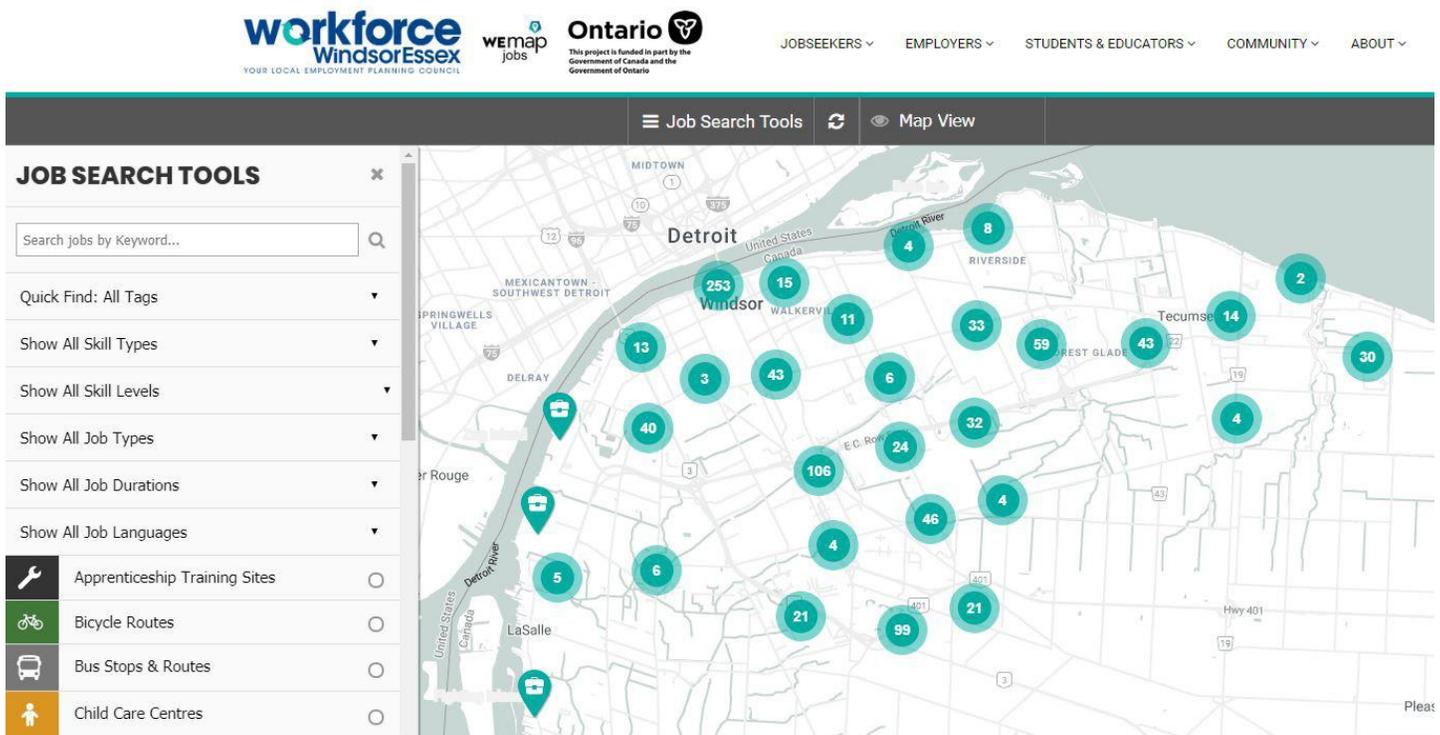


Figure 8: Our aggregated job board technology powers WEMap jobs, a job finding tool that allows jobseekers to find employment based on location. Tools like these help to showcase the scale and breadth of the labour market in Windsor-Essex.

WHO NEEDS TO BE GIVEN A REASON TO STAY?

We asked all survey respondents to indicate whether they see themselves in Windsor-Essex in five years. With these responses, we can identify what specific segments of the workforce are more likely to consider leaving Windsor-Essex, and therefore require prioritization in regional talent attraction and retention strategies.

"Do you see yourself living in Windsor-Essex in 5 years?"

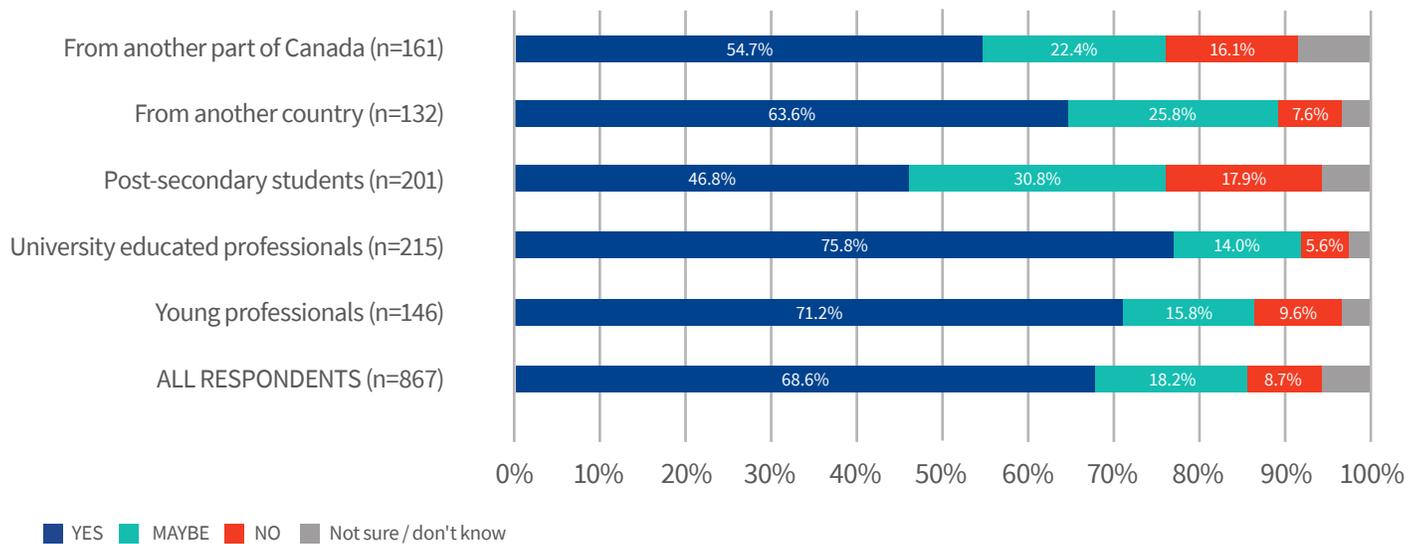


Figure 9: Summary of survey responses to question about intent to live in Windsor-Essex in 5 years. (n=867)

Overall, survey respondents indicated that they do see themselves in the region in five years: 68.6% answered “Yes,” 18.2% answered “Maybe,” 8.7% answered “No”, and 4.5% were unsure. This is somewhat promising overall. Among the sub-groups of interest, the least likely to indicate that they saw themselves in Windsor-Essex in five years were post-secondary students (46.8% answered “Yes”) and people who moved here from another part of Canada (54.7% answered “Yes”).

These results highlight how we should be prioritizing regional retention efforts on post-secondary students and on people who have moved from another part of Canada.

HOW ARE PEOPLE LOOKING FOR WORK?

How can employers best target their efforts to attract the local workforce to employment opportunities? We asked survey respondents to indicate what sources they use most often when looking for work.

Overall, the top three sources used most often in looking for a new job were **online job boards** (80.5%), **social media** (57.1%), and **company websites** (48.6%). Notably, post-secondary students were far more likely to use job fairs as a means to learn about employment opportunities than other groups of potential jobseekers. Our findings strongly suggest employers should prioritize online presence to attract talent.

THE IDEAL JOB AND WORKPLACE

How can employers optimize work conditions to better attract and retain the workforce? We asked survey respondents to indicate the level of importance they attribute to various job and workplace qualities.

Overall, the top five most important job or workplace qualities were the following:

- 1 Good company culture (3.03)
- 2 Long-term job security (3.00)
- 3 Work-life balance (2.99)
- 4 Good job benefits (2.95)
- 5 Ability to contribute positively to society (2.81)

The above average weighted results are presented on a 0-4 scale, where 0 indicates “not important,” and 4 indicates “extremely important.”

Preferences did not vary significantly among the sub-groups that we analyzed for this guide. However, we can note that post-secondary students valued qualities like work-life balance, good benefits, and job security somewhat more than other groups, which is consistent with research that other groups have completed on attracting and retaining Generation Z in the workplace, including the University of Waterloo and Development Counsellors International.

WHAT DOES “GOOD COMPANY CULTURE” MEAN?

To unpack this significant but ambiguous finding, we asked our 28 focus group participants how they defined the ideal company culture. Elements of a company culture that were most definitive in these discussions were the following:

- **A growth-oriented culture**, made evident by employee-directed investments, professional development, opportunities for advancement, support for innovation and experimentation, and recognition for hard work.

“Companies trusting you and investing in you [means that] you'll be more loyal to the company. In the future, you won't be using their internet to search for another job (...) If the company's treating you well, then you're going to treat them well, too.”

– FOCUS GROUP PARTICIPANT, ENGINEER.

- **An open, welcoming, and positive environment**, made evident by open-door policies, having employee ideas heard and implemented, fostering diversity, and simple gestures like greeting each other.

These elements of an ideal company culture were universal among the participants who represented different age groups, industries, levels of education, and places of origin. We encourage employers to prioritize implementing these as part of company-level strategies to retain talent.

Additionally, we encourage employers to view professional development not as a risky investment that enables employees to pursue alternative employment, but as an investment that builds trust, loyalty, and a stronger connection with the organization.

COMMUNITY QUALITIES

In terms of qualities, what kind of community did survey respondents want to live in? What community values in Windsor-Essex can we promote, and what might we need to work on? We asked survey respondents to indicate how important a series of possible community values were.

The top three most important community qualities for all survey respondents were the following:

- 1 Safety (3.48)
- 2 Family-friendliness (2.92)
- 3 Racial and cultural inclusivity (2.73)

The above average weighted results are presented on a 0-4 scale, where 0 indicates “not important” and 4 indicates “extremely important.”

University-educated professionals valued racial, cultural, and gender inclusivity more than the rest of the survey respondents, and more than they valued other key community qualities like family-friendliness. People who moved from another part of Canada were more likely to value family friendliness and racial and cultural inclusivity than others.

COMMUNITY AMENITIES

What kind of places, pieces of infrastructure, and cultural assets are most important to survey respondents?

The top three most important community amenities were the following:

- 1 Diversity of food options (2.69)
- 2 Public spaces (2.57)
- 3 Diversity of entertainment options (2.28)

The above average weighted results are presented on a 0-4 scale, where 0 indicates “not important,” and 4 indicates “extremely important.”

All the sub-groups we analyzed ranked a diversity of food options first overall. This makes an excellent case for showcasing our food scene when attracting talent to relocate to the region.

The high value attributed to public spaces and to entertainment options also make a strong case to promote places like the riverfront in Downtown Windsor, and to celebrate and build upon cultural hubs throughout the region that provide entertainment options, food options, and public spaces.

Notably, people who moved from another part of Canada valued **a reliable public transportation network** more than the rest of the respondents (for them, it was #2 on the list). This emphasizes the importance

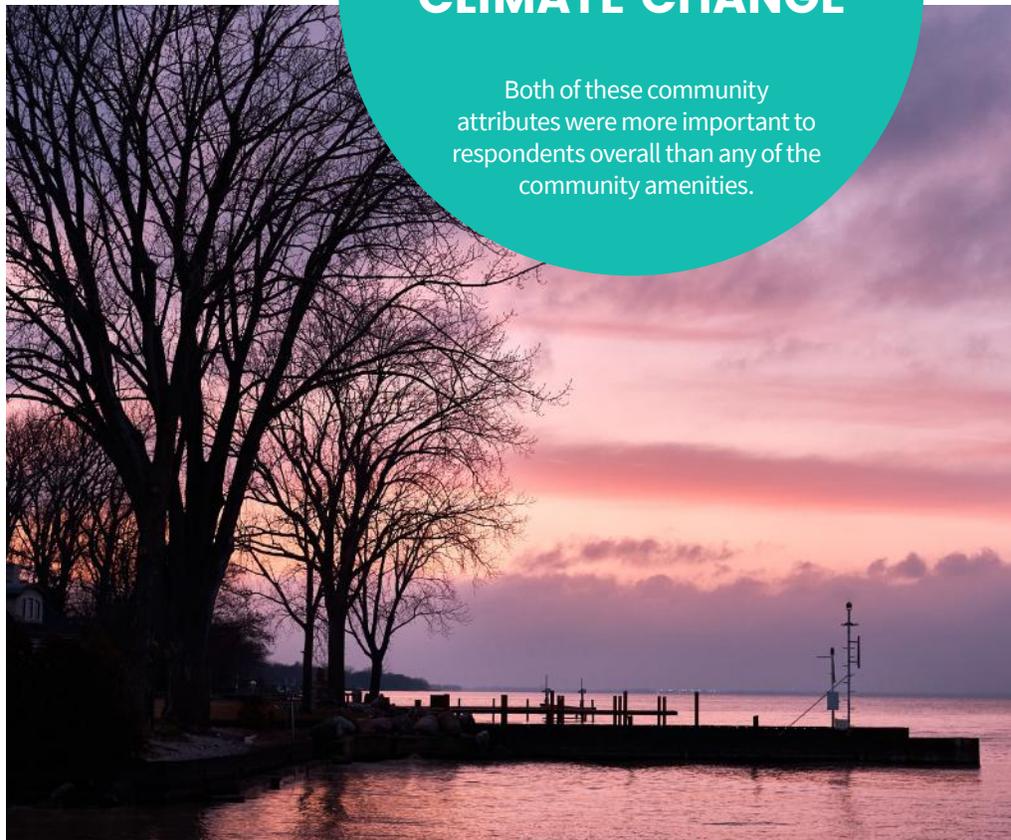
of investing in and showcasing our regional transportation network in attracting and retaining migrants from other parts of Canada.

ENVIRONMENT

Overall, respondents attributed a high level of importance to environmental qualities of a community like outdoor recreational spaces and good weather. The two most important attributes were **having a clean environment** and living in a community that is **taking action to address climate change**. Both of these community attributes were more important to respondents overall than any of the community amenities.

A CLEAN ENVIRONMENT AND ADDRESSING CLIMATE CHANGE

Both of these community attributes were more important to respondents overall than any of the community amenities.





Inclusivity is critical not only in creating a regional identity that is attractive to skilled workers, but also in enabling social integration that connects people to the region.

PERCEPTIONS ABOUT WINDSOR-ESSEX

What is the Windsor-Essex brand? What parts of our reputation should we be promoting more, and what parts might we need to address by taking action? How connected did the survey respondents feel to the community? We asked survey respondents to indicate the extent to which they agreed with a series of statements about Windsor-Essex.

We saw that overall, respondents agreed that Windsor-Essex was a welcoming and inclusive community – that its residents were welcoming and that it is **multicultural, embraces cultural diversity**, and **embraces the LGBTQ+ community**. Inclusivity is critical not only in creating a regional identity

that is attractive to skilled workers, but also in enabling social integration that connects people to the region.

Overall, most respondents agreed that Windsor-Essex has a good climate, is safe, affordable, and offers plenty of activities and entertainment options. People from another country were more likely to agree with the statement that Windsor-Essex has good weather and that it is safe.

All groups of respondents were more likely to disagree than agree with the statement that Windsor-Essex has strong job opportunities. This again highlights a key area for action to change this perception by promoting the opportunities that exist and by creating new opportunities through innovation and economic diversification.



Favourite and least favourite things about Windsor-Essex

We asked survey respondents to name their top two favourite and least favourite things about the region to identify its most impressionable elements that we can leverage to promote attraction and retention of talent. We categorized their open-ended responses of activities and entertainment options. People from another country were more likely to agree with the statement that Windsor-Essex has good weather and that it is safe.

Below are the top six most popular categories of **favourite** things overall:

1. A specific amenity.

31.4% of respondents listed a specific amenity or type of amenity (e.g. wineries, bike trails, sports facilities, festivals) as one of their two favourite things about Windsor-Essex. This was higher among Essex County residents: 37.5%.

2. People/culture (not including own family)

21.4% of respondents indicated a specific group of people and/or their qualities (e.g. friendly, multicultural, welcoming). This was higher among people who moved from another country: 31.3%.

3. Detroit/proximity to Detroit:

21.2% of respondents indicated proximity to Detroit as one of their favourite things. This was higher among University-educated professionals (25.7%).

4. Food:

18.2% indicated something about food (e.g. diversity of food options, specific restaurant/dish, etc.) as one of their favourite things about

Windsor-Essex. This was significantly higher among post-secondary students (24.0%) and significantly lower among people who moved from another part of Canada (9.2%).

5. Waterfront/Riverfront:

17.8% mentioned the riverfront in Windsor and/or the lakes that surround Essex County as one of their favourite things about Windsor-Essex. This was highly-ranked among all groups, especially by people who moved here from another country (22.7%).

6. Weather:

13.8% of respondents indicated the weather or the climate as their favourite things about the region. This was ranked third on the list of overall favourite things for people who moved here from another part of Canada: 24.3% of them indicated weather as one of their favourite things.

Below are the top five most popular categories of **least favourite** things overall:

1. Social issues 27.1%

Specifically, drugs and homelessness were mentioned among other things. This was highest among young workers (31.0%) and lowest among people who came from another country (9.7%).

2. Economy: 22.0%

This includes people who indicated a perceived lack of job opportunities. This was by far the most significant category of concerns raised by people from another country: 39.7% of this group indicated this.

3. Safety: 19.2%

Examples of this were mentions of “safety,” “crime,” “danger,” and “violence.” This was prevalent in all groups.

4. Downtown Windsor: 16.4%

Specifically, some respondents mentioned perceived deterioration, embarrassment, lack of things to do, uncleanliness, and crime. University-educated professionals were most likely to indicate this among their top two least favourite things about Windsor-Essex (22.8%), while current post-secondary students were least likely (9.0%). Interestingly, residents of Essex County were more likely than those residing in Windsor to indicate Downtown Windsor as a least favourite thing about the region (18.0%).

5. Amenities: 16.4%

The most common responses in this category was the lack of specific amenities or amenities in general. University students were most likely to indicate this (27.0%), and in fact this category of least favourite things was the second most common for University students (after the economy).

WINDSOR-ESSEX'S PROXIMITY TO DETROIT

Our region's proximity to Detroit, a major city in the U.S., creates several very unique opportunities and challenges in attracting and retaining talent here. On one hand, Detroit offers opportunities for employment and several amenities that are unique to large cities, giving Windsor-Essex a competitive advantage compared to other small and mid-sized urban regions in Canada. While this strongly supports efforts to attract talent to the region, efforts to retain them as employees of local businesses can be undercut by what Detroit companies can competitively offer in terms of opportunities and wages.

We engaged focus group participants in discussions to learn more about how Windsor-Essex's proximity to Detroit impacted their decisions to live and work in Windsor-Essex. They articulated reasons why proximity to Detroit was attractive: it offers unique employment opportunities, events such as concerts and sports games that only take place in large urban centres, specific affordable goods (e.g. groceries), and an international airport. This last point was especially important for individuals who had moved to Windsor-Essex from another country. In most groups, several participants also expressed that while they appreciated what Detroit has to offer, they preferred to have amenities and see improvement on the Canadian side of the border.



Regional changes and investments that could impact talent attraction and retention

We asked survey respondents to indicate how positively or negatively specific regional changes or investments would impact the attractiveness of the region to them. We presented 15 hypothetical changes or investments to evaluate. According to the results, the top three changes most likely to impact the attractiveness of the region overall are the following:

- 1 Improvements to Downtown Windsor
- 2 More job opportunities in own field
- 3 More recreational/fun things to do

This strongly supports place-based policy (e.g. downtown revitalization, which could address #1 and #3), building connections between the talent pool and the job market, and economic diversification efforts as ways to impact talent attraction and retention on a systemic and regional level.

DOWNTOWN WINDSOR

Based on our findings, we observed that Downtown Windsor plays a central role in the experience and identity not only of people living in the City of Windsor, but also of people living anywhere in the Windsor-Essex region. Despite not living in the city of Windsor, Essex County residents indicated “Improvements to Downtown Windsor” overall as the third most important change that would impact the attractiveness of the region to them.⁵⁶ Essex County residents were actually more likely than City of Windsor residents to indicate Downtown Windsor among one of their least favourite things about the region. *Regionally*, the state and function of Downtown Windsor are critical pieces of our value proposition to talent.

Why is Downtown Windsor so important to the workforce in Windsor-Essex? And what does the workforce envision when they think of improvements to the area? We explored these questions through our focus groups.



Downtown Windsor was defined as important by participants firstly as a primary destination to go enjoy oneself. Secondly, people sense the economic and social importance of Downtown in the functioning of the region. Examples of how participants articulated this are: “downtown is your heartbeat,” “downtown is usually the heart of a city,” and “the downtown of a city is its jewel.”

In terms of specific improvements, participants converged on two main ideas:

- That there should be a **greater number and greater diversity of businesses**, namely those providing opportunities for activities during the day time (e.g. ice cream shops, food trucks, restaurants with patios, cat cafés, board game cafés, etc.), and more high-scale locally-owned restaurants.
- That there should be **more places to sit down and be around other people**. Participants expressed a desire for this in both public spaces and within businesses. Examples of this mentioned by participants included innovative public seating (e.g. hammocks or Muskoka chairs on the riverfront), beer gardens, and rooftop patios.

Maiden Lane was mentioned as a positive example of this kind of transformation more than once and in multiple focus groups.

56. Out of 15 total items. For Essex County residents, more job opportunities in own field and more recreational/fun things to do were #1 and #2 respectively.

SUMMARY: ATTRACTING AND RETAINING TALENT IN WINDSOR-ESSEX

In brief, what do the survey results say about how we should be promoting and changing our communities and workplaces to better attract and retain talent, at both the employer and regional level? This page provides a summary of overall insights, as well as specific insights for the set of priority sub-groups. Summary insights are universal and generally applicable to all populations. In designing strategy, refer first to the insights under **UNIVERSAL INSIGHTS**, then to the sub-group insights of your interest. For detailed results of the analyses, refer to [Appendix B](#).

UNIVERSAL INSIGHTS

Highlight the following benefits of living in

Windsor-Essex: Affordability, family-friendliness, weather/climate, safety, inclusion and diversity, food options, action to combat climate change, the riverfront and lake shores, proximity to Detroit, the convenience of living in the region (e.g. proximity of amenities), and recreational and cultural amenities (e.g. wineries, sports facilities, etc.).

In the workplace, focus on: Fostering good company culture, long-term job security, work-life balance, good job benefits, and the ability to contribute positively to society.

Regional investments: Prioritize improvements to Downtown Windsor, showcasing and broadening available career opportunities in the region, and more recreational/fun things to do.

PEOPLE FROM ANOTHER COUNTRY

Getting the word out about Windsor-Essex.

People from another country learn about the region primarily by the following ways: through friends who are already in the region (31.8%) and through internet research (27.3%).

Highlight the following benefits of choosing

Windsor-Essex: Multiculturalism, welcoming attitude, and family friendliness, and safety. **Don't focus as much on:** The convenience of living in the region (e.g. proximity of amenities)

In the workplace, focus on: providing the opportunity to contribute positively to society through work, providing advancement/promotional opportunities, company reputation.

Regional investments: Prioritize promoting and broadening employment opportunities, public transportation, and entrepreneurship programming.

PEOPLE FROM ANOTHER PART OF CANADA

Getting the word out about Windsor-Essex. People from another part of Canada primarily learn about the region in the following ways: through their family members who are already in the region (31.3%) and by having visited the region previously (27.6%).

Highlight the following benefits of choosing Windsor-Essex: Climate/weather, and affordability.

Regional investments: Prioritize public transportation, and creating or promoting opportunities connect with other people.

YOUNGER WORKERS

Highlight the following benefits of choosing Windsor-Essex: Food and an inclusive and diverse community.

In the workplace, focus on: advancement and leadership opportunities.

In advertising employment opportunities, focus less on job fairs.

POST-SECONDARY STUDENTS

Highlight the following benefits of choosing Windsor-Essex: Food and affordability.

In the workplace, focus on: Work-life balance, job benefits, long-term job security, advancement and leadership opportunities, and connecting with industry leaders.

In advertising employment opportunities, focus more on: Online presence and job fairs.

Regional investments: Prioritize promoting and broadening employment opportunities, affordable housing, promoting and providing recreational amenities, and creating and promoting networking opportunities.

UNIVERSITY EDUCATED WORKERS

Highlight the following benefits of choosing Windsor-Essex: Inclusive and diverse community and food.

In the workplace, focus on: Good company culture.

In advertising employment opportunities, focus less on job fairs.

Regional investments: Prioritize improvements to Downtown Windsor.

ESSEX COUNTY RESIDENTS

Highlight the following benefits of choosing Windsor-Essex: Amenities (e.g. wineries, sports facilities) and convenience factors.

Don't focus as much on multiculturalism.

 WEdata requests

 WEdata reports

Interested in how another sub-group responded? Check out our **survey dashboard**, or submit a **data request**.



By many measures, Windsor-Essex is well-equipped to realize our potential and build on our recent economic momentum in the coming decades.

We have an abundance of top talent studying and graduating from local post-secondary institutions, and people from overseas and from other parts of the country are starting to hear about what we have to offer in terms of lifestyle and career opportunities. Our findings confirm that great environmental and cultural amenities, a vibrant and welcoming culture, family-friendliness, and an affordable cost of living are among many factors that are already contributing significantly to driving relocation to our region. But we must take action to sustain a solid standing in the movement of skilled workers. Windsor-Essex must address key factors that cause them to regard the region negatively and consider other places to work and reside in. Namely, these are the perception of limited job opportunities, social issues, and Downtown Windsor. Regions and companies across the country and around the world are competing for top talent. To succeed, local decision-makers should take an evidence-based approach to address this challenge. We conducted this research and produced this guide to support that.

We present the following key recommendations for action:

Applying findings from this guide in marketing the region to skilled workers: The findings of our survey and focus groups, as summarized in this guide, outline how we can tell Windsor-Essex's story in a way that appeals to the talent we need to attract and retain. Local businesses hiring new workers and our partners working with us can apply these findings strategically to promote the region as a place to live and work. An example would be in designing programmatic advertising: our research can be applied to craft targeted messaging, and in prioritizing what populations to reach.

Promote existing job opportunities: The survey results demonstrated concern from respondents about the availability of job opportunities in our region. We see this as an opportunity to highlight the diversity and range of employment opportunities in our region. Since April 2019, Workforce WindsorEssex has identified an average of over 4,000 new and unique local job postings each month in a wide range of industries. Among other changes in our economy, innovation in advanced manufacturing and agriculture are creating a diversity of new types of employment opportunities that did not exist before.

	<p>To support talent in and out of Windsor-Essex in exploring businesses that hire people in their field, and to support local organizations in showcasing the diversity and magnitude of businesses and jobs in our region, we developed a new online mapping tool called WEmap sectors. Check it out on our website.</p>
	<p>To facilitate finding the appropriate talent to recruit from overseas, Workforce WindsorEssex has developed WEmap talent, an occupation data mapping tool that empowers local companies to target regions for national and overseas recruitment efforts. Check it out on our website.</p>

Leverage international migration: In the OECD's 2019 talent attractiveness rankings of OECD member states, Canada ranked #2 overall, and #1 for entrepreneurs.⁵⁷ As a Canadian city-region, and one with strong comparative advantages, Windsor-Essex is very well positioned to attract and retain international talent. We know from our results that the region's affordability, climate, safety, family-friendliness, and inclusivity of the communities are all strong pull factors for people from another country. We also benefit from the advantages of our nation's trade agreements and labour market mobility provisions. Continuing to strategize and collaborate to attract more new Canadians to our region and to integrate temporary and permanent international migrants to our region, including international students, will be key to enabling growth in our region that creates jobs and raises the profile and standard of living of our region.

Collaboration to maximize place-based policies, focusing on Downtown Windsor To fundamentally shift the region's performance in talent attraction and retention, marketing alone will not be enough. Our research highlighted the need to address systemic issues, including the diversity of job opportunities, and issues faced in Downtown Windsor. The results affirmed that Downtown Windsor is regionally significant and is valued by residents in the County of Essex and the City of Windsor alike.

Through our survey results and our focus groups, we identified concerns for Downtown Windsor including sense of safety, drugs, and homelessness, and we identified specific improvements to Downtown Windsor including

increasing the diversity of businesses. Many of these issues, especially social and health issues like homelessness and drug addictions, are highly complex and have a scope broader than our region alone. Numerous initiatives spearheaded by government, the business community, educational institutions, and community organizations are already underway to address these issues nonetheless and to realize improvements. Examples of this include the expansion of downtown campuses for the University of Windsor and St. Clair College, investments by businesses including Quicken Loans, the implementation of a housing and homelessness strategy by the City of Windsor, and efforts by community organizations to improve sense of safety for both residents and visitors.



The City of Windsor's 2017 *Downtown Windsor Enhancement Strategy and Community Improvement Plan* states that investment in Downtown is smart, and that a successful downtown is key to a successful community.⁵⁸ Our research findings support this in illuminating that a successful Downtown is highly valued by talent across the Windsor-Essex region, and that achieving this will improve our ability to attract and retain talent. For this reason, it is critical for the Windsor-Essex community to continue to invest into the Downtown core, including supporting existing initiatives and exploring new and innovative strategies for revitalization.

Our case studies provide evidence of how urban renewal, as part of a collaborative and systems-level economic and workforce development strategy, can be key to driving economic growth. The benefit of urban revitalization of urban cores is not limited to providing an attractive or fun destination for talent and businesses: it can also be used to create dense hubs for innovation, which can generate a diversity of jobs, addressing another systemic challenge in attracting and retaining talent. Research shows how the proximity and increased level of interaction between innovative individuals and businesses can foster even more innovation, productivity, growth, and jobs.⁵⁹

In sum, our research shows that place-based policy and investment, with a focus on Downtown Windsor, can significantly improve Windsor-Essex's ability to attract and retain talent in the following ways:

- By instilling pride and confidence in the region.
- By building upon a destination that fills gaps in recreational and cultural activities.
- By cultivating a hotbed for innovation which can generate the cutting-edge jobs many skilled workers may be looking for in our region.

Establishing innovation zones or parks, whether in Downtown Windsor or elsewhere, can also be a valuable application of place-based strategy to support talent attraction and retention. Our case study about Hamilton provides one example.

CONCLUSION

This guide is a resource we produced to support the community in fostering a region that is a magnet for talent. We hope the insights herein can help in designing and advocating for good policies and strategies for talent attraction and retention at both the company and regional level. Municipalities, economic development organizations, educational institutions and the business community

need to work together to encourage innovation built on the economic strengths of Windsor-Essex. On workforce development and talent attraction and retention, Workforce WindsorEssex is eager to be an active partner in leveraging and building upon our region's advantages, including the exceptional quality of life and unique opportunities we can offer to residents and to the workforce.

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APPENDIX A: TOP 20 OCCUPATIONS

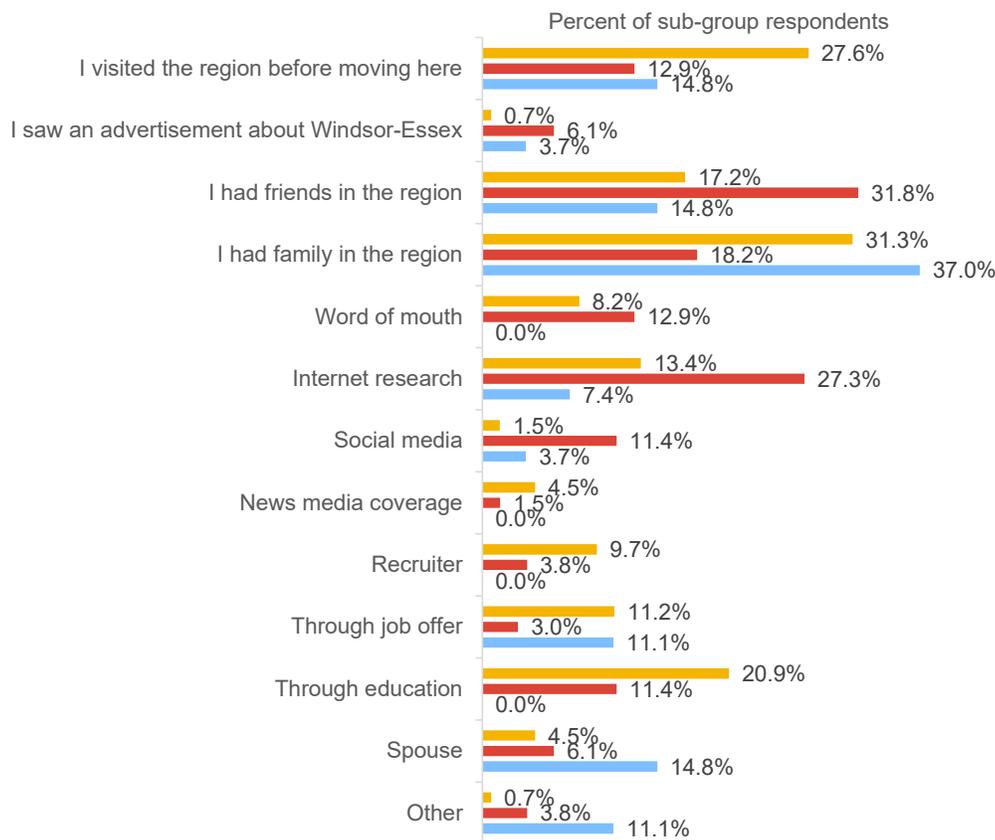
Data sources: EMSI Analyst estimates based on Statistics Canada Census, Statistics Canada 2006 and 2016 Census, Statistics Canada Labour Force Survey, Brookfield Institute estimates for automation (2016)

RANK	NOC	OCCUPATION (NOC)	PROBABILITY OF AUTOMATION BY 2036	TOTAL EMPLOYED (2018)	2013-18 EMPLOYED % CHANGE	% EMPLOYED AGE 55+ (2016)	AVERAGE INCOME % CHANGE 2006-2016
1	3012	Registered nurses and registered psychiatric nurses	0.90%	4124	15.5%	16.9%	20.2%
2	4216	Other instructors	0.95%	99	125.0%	19.6%	14.7%
3	2132	Mechanical engineers	1.10%	1432	78.1%	16.2%	28.2%
4	0211	Engineering managers	1.70%	175	28.7%	12.7%	60.7%
5	2171	Information systems analysts and consultants	11.30%	740	17.3%	14.4%	79.5%
6	2233	Industrial engineering and manufacturing technologists and technicians	3.00%	640	161.2%	10.4%	8.2%
7	6211	Retail sales supervisors	28.00%	2447	69.1%	22.1%	11.2%
8	4212	Social and community service workers	1.15%	1446	20.7%	18.7%	36.3%
9	7241	Electricians	15.00%	850	8.6%	17.6%	52.1%
10	4214	Early childhood educators and assistants	0.74%	1608	26.2%	9.3%	46.3%
11	0911	Manufacturing managers	3.00%	1103	27.5%	23.8%	20.6%
12	7201	Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations	17.00%	189	15.2%	28.6%	72.5%
13	4112	Lawyers and Quebec notaries	3.50%	125	111.9%	39.8%	NO DATA
14	4011	University professors and lecturers	3.20%	849	1.6%	39.8%	49.3%
15	4152	Social workers	1.15%	688	26.5%	19.1%	18.6%
16	1215	Supervisors, supply chain, tracking and scheduling coordination	1.40%	592	28.7%	17.6%	28.4%
17	4021	College and other vocational instructors	3.20%	756	14.9%	21.1%	43.0%
18	422	School principals and administrators of elementary and secondary education	0.98%	301	3.8%	30.3%	19.0%
19	5221	Photographers	2.10%	31	106.7%	24.2%	NO DATA
20	2151	Architects	1.80%	62	100.0%	25.9%	NO DATA

APPENDIX B: SURVEY RESULTS SUMMARY GRAPHS

LEARNING ABOUT WINDSOR-ESSEX

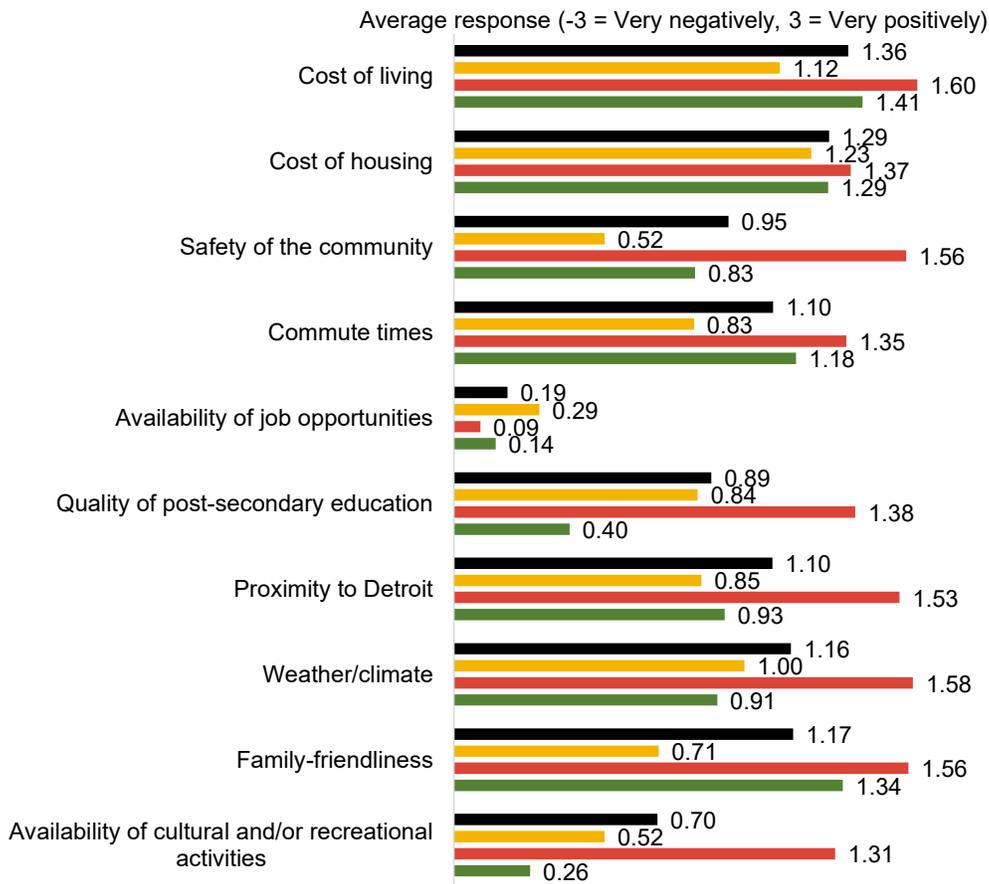
"How did you learn about Windsor-Essex?" (select multiple)



- ANOTHER PART OF ONTARIO (n=134)
- ANOTHER COUNTRY (n=132)
- ANOTHER PART OF CANADA, NOT IN ONTARIO (n=27)

DECISION TO RELOCATE (FACTORS)

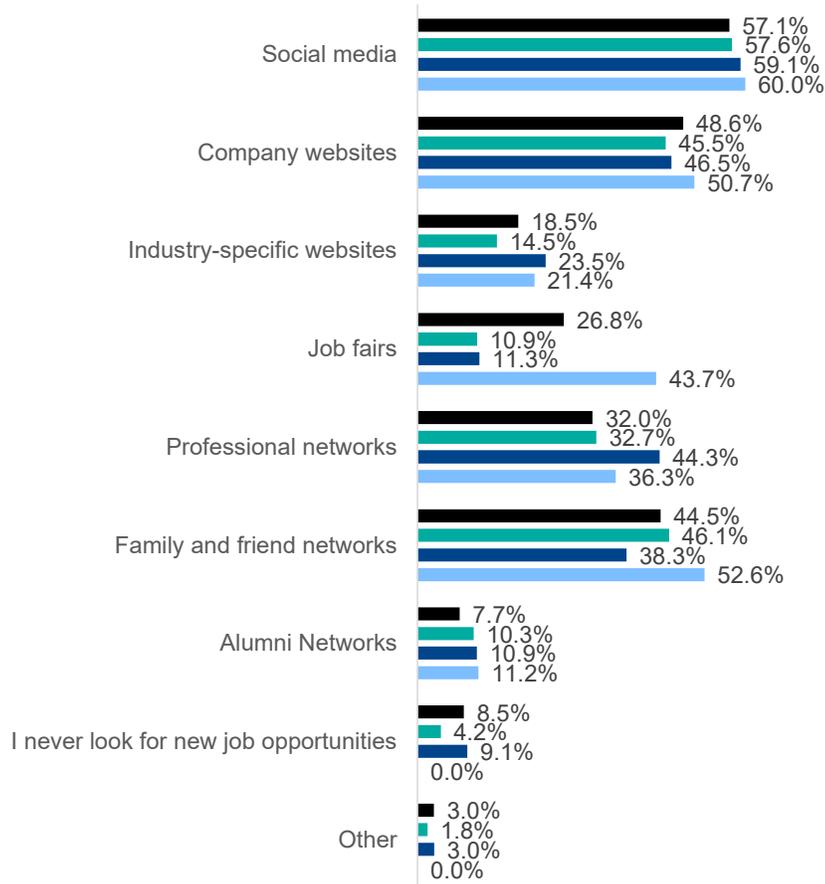
"How did the following factors affect your willingness to move to (or return to) Windsor-Essex?"



- ALL RESPONDENTS (n=405)
- FROM ANOTHER PART OF CANADA (n=156)
- FROM ANOTHER COUNTRY (n=131)
- HOMECOMERS (n=118)

JOB-SEEKING METHODS

"What sources do you use most often when looking for a new job?"

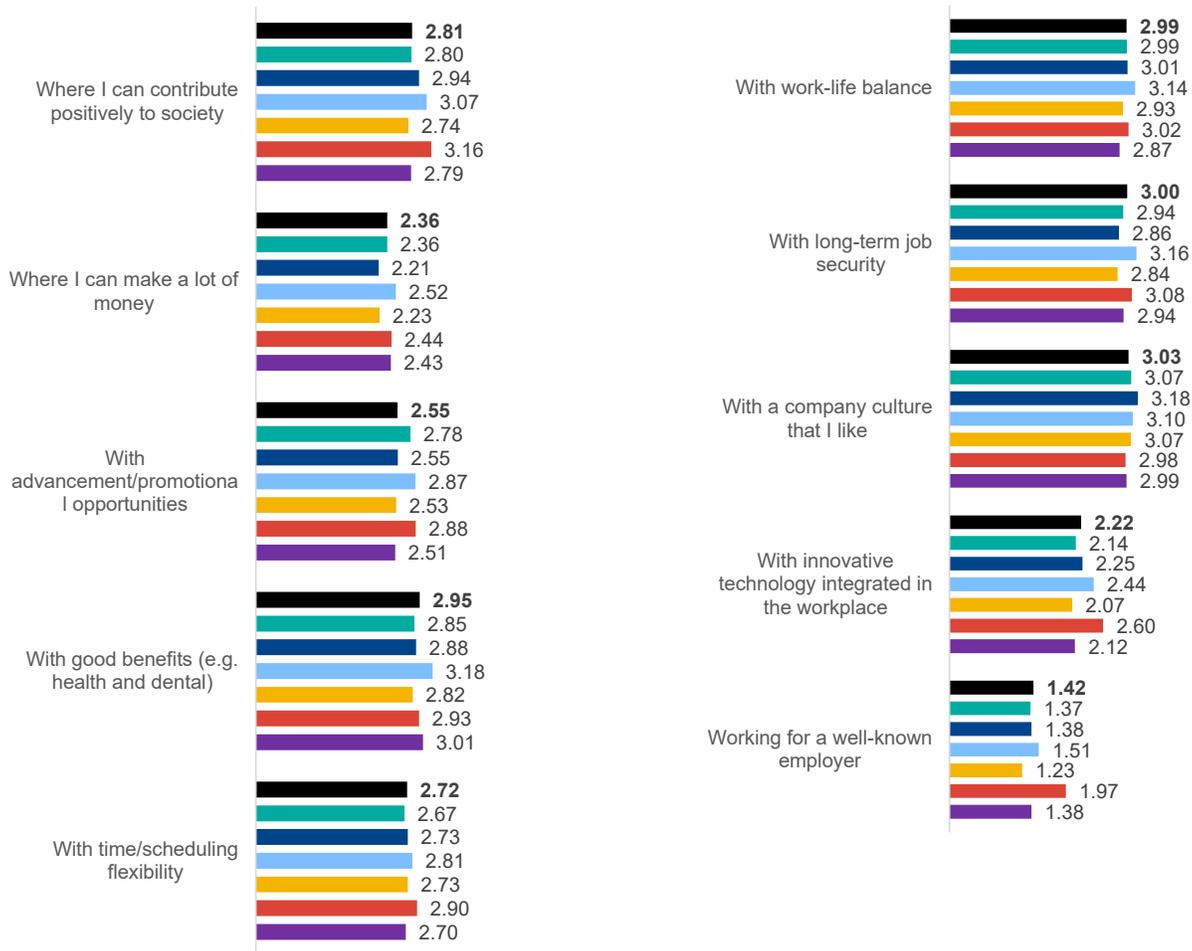


- ALL RESPONSES (n=802)
- YOUNG WORKERS (n=165)
- UNIVERSITY EDUCATED PROFESSIONALS (n=230)
- POST-SECONDARY STUDENTS (n=215)

PREFERENCES

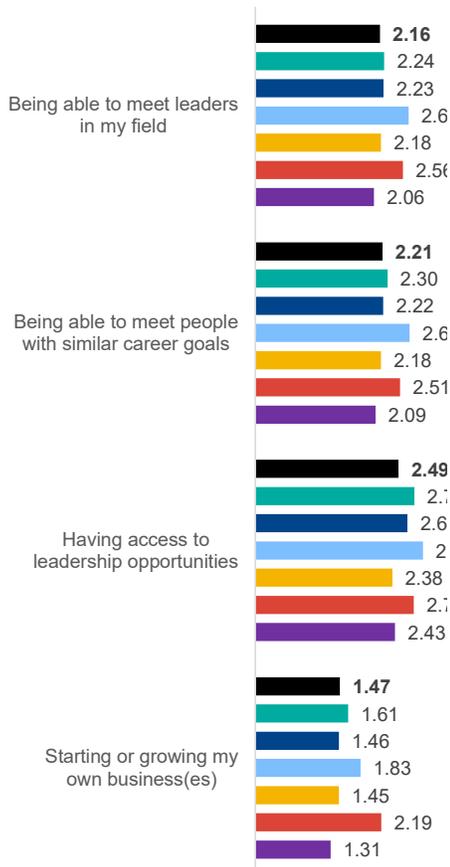
(0 – 4 average weighted response, where 0 indicates “not important” and 4 indicates “extremely important”)

"In an ideal job, how important are the following to you? Having a job..."



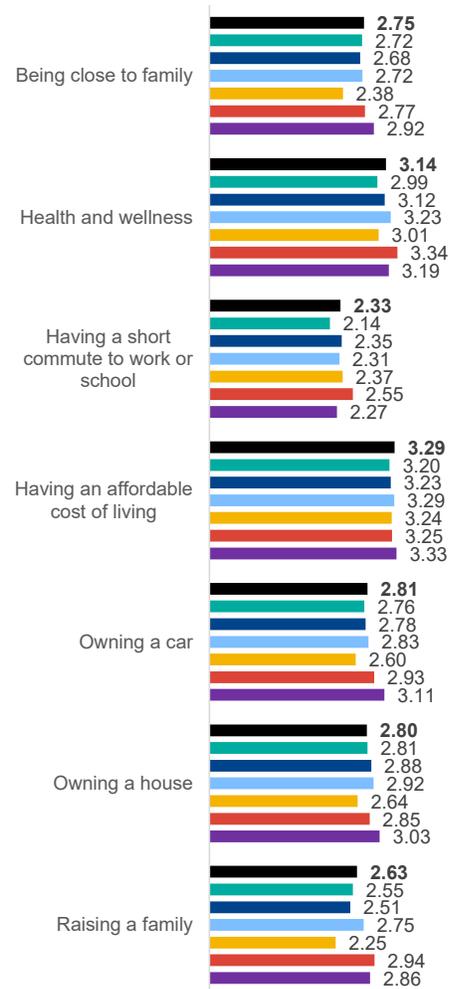
- ALL RESPONSES (n=802)
- YOUNG WORKERS (n=156)
- UNIVERSITY EDUCATED PROFESSIONALS (n=224)
- POST-SECONDARY STUDENTS (n=204)
- FROM ANOTHER PART OF CANADA (n=137)
- FROM ANOTHER COUNTRY (n=121)
- ESSEX COUNTY RESIDENTS (n=258)

"On the topic of professional development, how important are the following to you?"



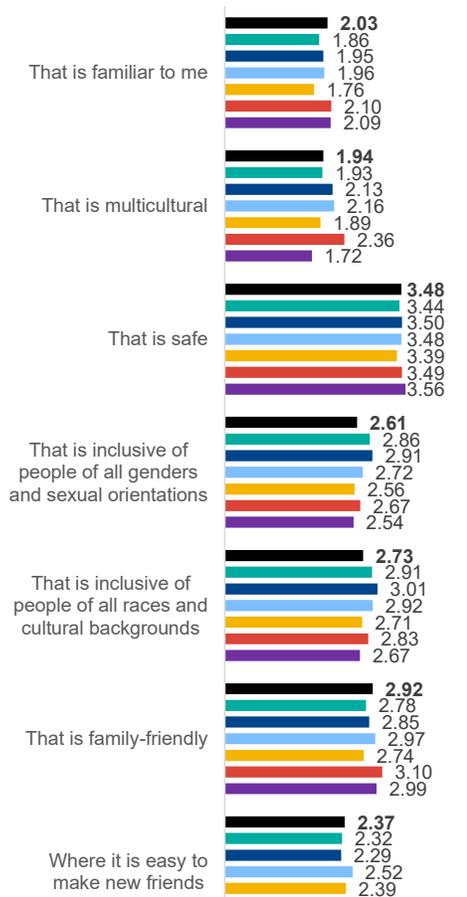
- ALL RESPONSES (n=802)
- YOUNG WORKERS (n=155)
- UNIVERSITY EDUCATED PROFESSIONALS (n=224)
- POST-SECONDARY STUDENTS (n=204)
- FROM ANOTHER PART OF CANADA (n=137)
- FROM ANOTHER COUNTRY (n=121)
- ESSEX COUNTY RESIDENTS (n=258)

"On the topic of lifestyle, how important are the following to you?"



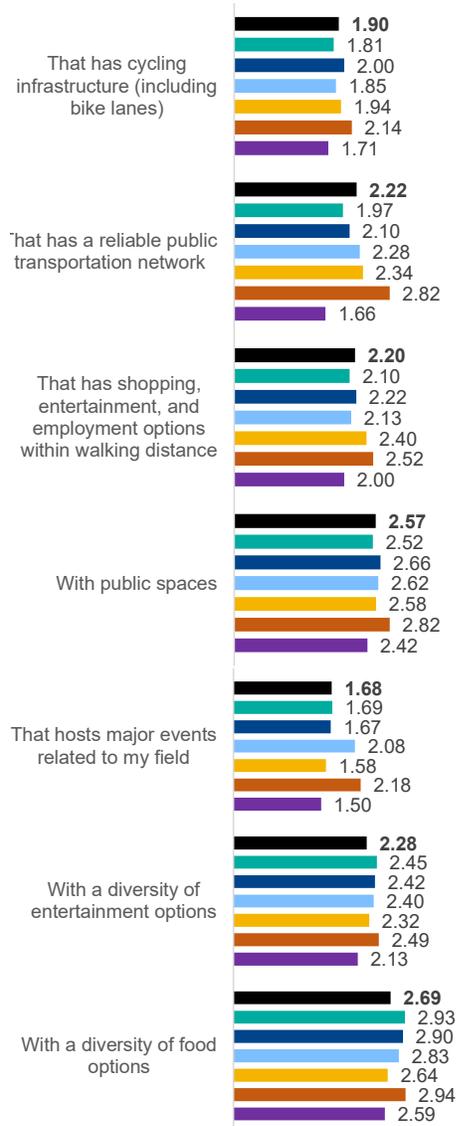
- ALL RESPONSES (n=847)
- YOUNG WORKERS (n=152)
- UNIVERSITY EDUCATED PROFESSIONALS (n=221)
- POST-SECONDARY STUDENTS (n=200)
- FROM ANOTHER PART OF CANADA (n=146)
- FROM ANOTHER COUNTRY (n=125)
- ESSEX COUNTY RESIDENTS (n=277)

**"On the topic of community [values],
how important are the following to you?
Living in a community..."**



- ALL RESPONSES (n=847)
- YOUNG WORKERS (n=152)
- UNIVERSITY EDUCATED PROFESSIONALS (n=221)
- POST-SECONDARY STUDENTS (n=200)
- FROM ANOTHER PART OF CANADA (n=146)
- FROM ANOTHER COUNTRY (n=125)
- ESSEX COUNTY RESIDENTS (n=277)

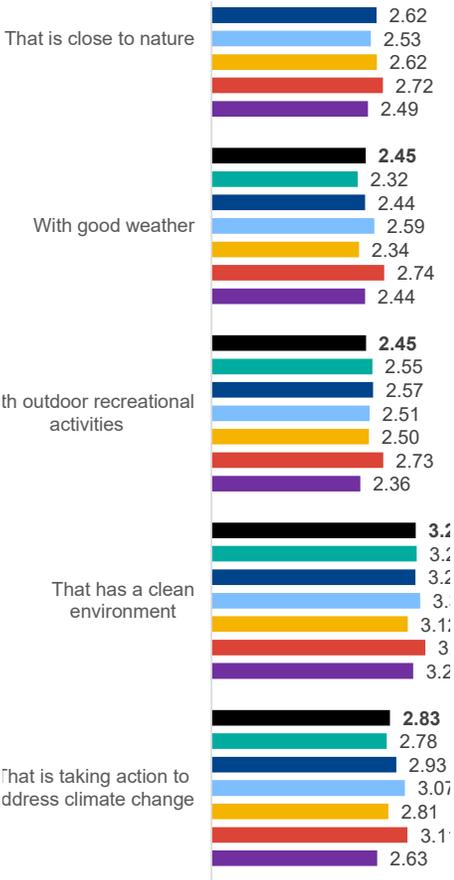
**"On the topic of community amenities,
how important are the following to you?
Living in a community..."**



- ALL RESPONSES (n=846)
- YOUNG WORKERS (n=152)
- UNIVERSITY EDUCATED PROFESSIONALS (n=221)
- POST-SECONDARY STUDENTS (n=200)
- FROM ANOTHER PART OF CANADA (n=146)
- FROM ANOTHER COUNTRY (n=125)
- ESSEX COUNTY RESIDENTS (n=277)



**"On the topic of environment, how important are the following to you?
Living in a community..."**

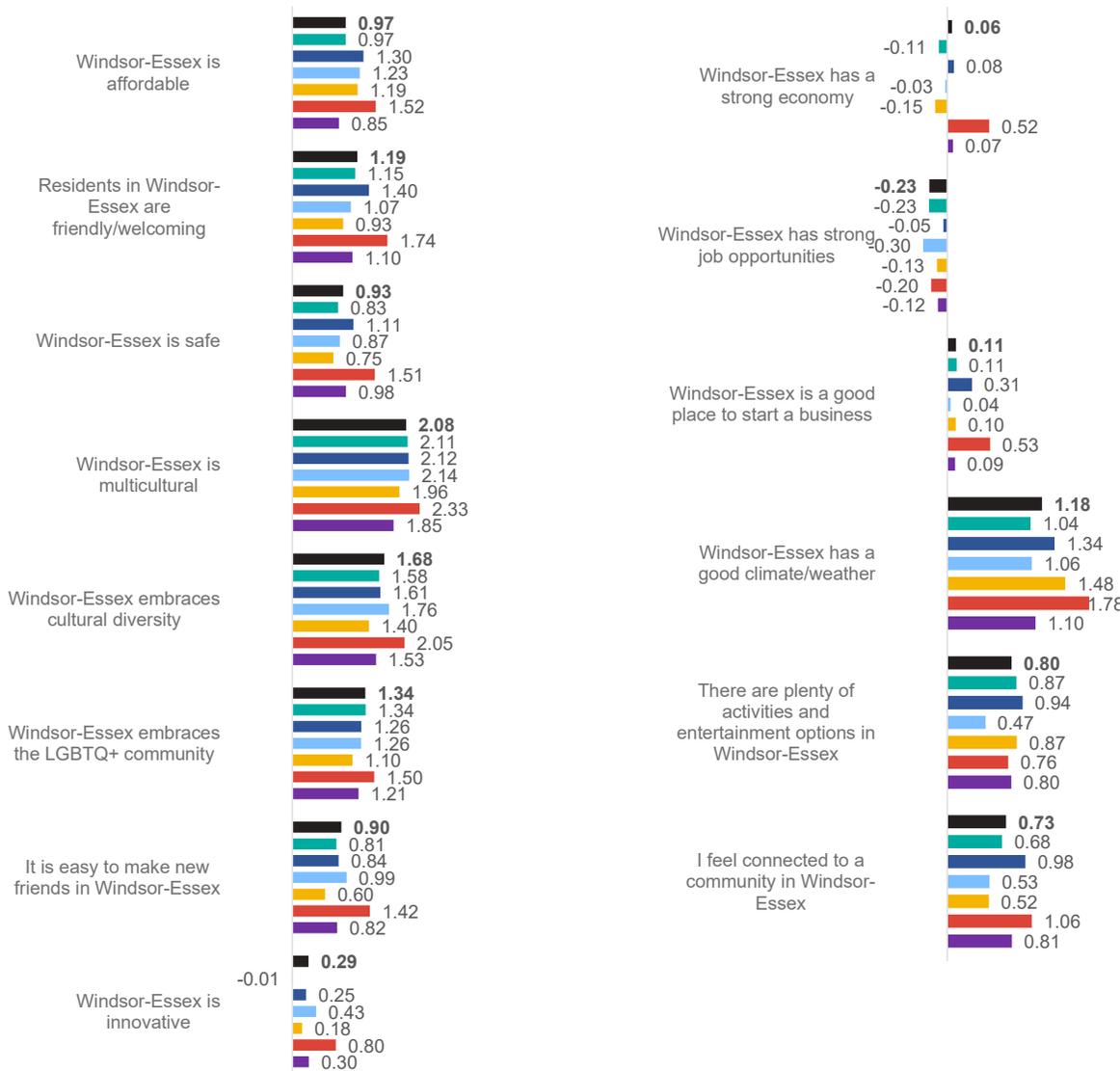


- ALL RESPONSES (n=847)
- YOUNG WORKERS (n=152)
- UNIVERSITY EDUCATED PROFESSIONALS (n=221)
- POST-SECONDARY STUDENTS (n=200)
- FROM ANOTHER PART OF CANADA (n=146)
- FROM ANOTHER COUNTRY (n=125)
- ESSEX COUNTY RESIDENTS (n=277)

STATEMENT EVALUATION

(Average weighted responses, where -3 indicates “strongly disagree” and +3 indicates “strongly agree”)

"To what extent do you agree with the following statements?"



ALL RESPONSES (n=830)

YOUNG WORKERS (n=149)

UNIVERSITY EDUCATED PROFESSIONALS (n=219)

POST-SECONDARY STUDENTS (n=199)

FROM ANOTHER PART OF CANADA (n=145)

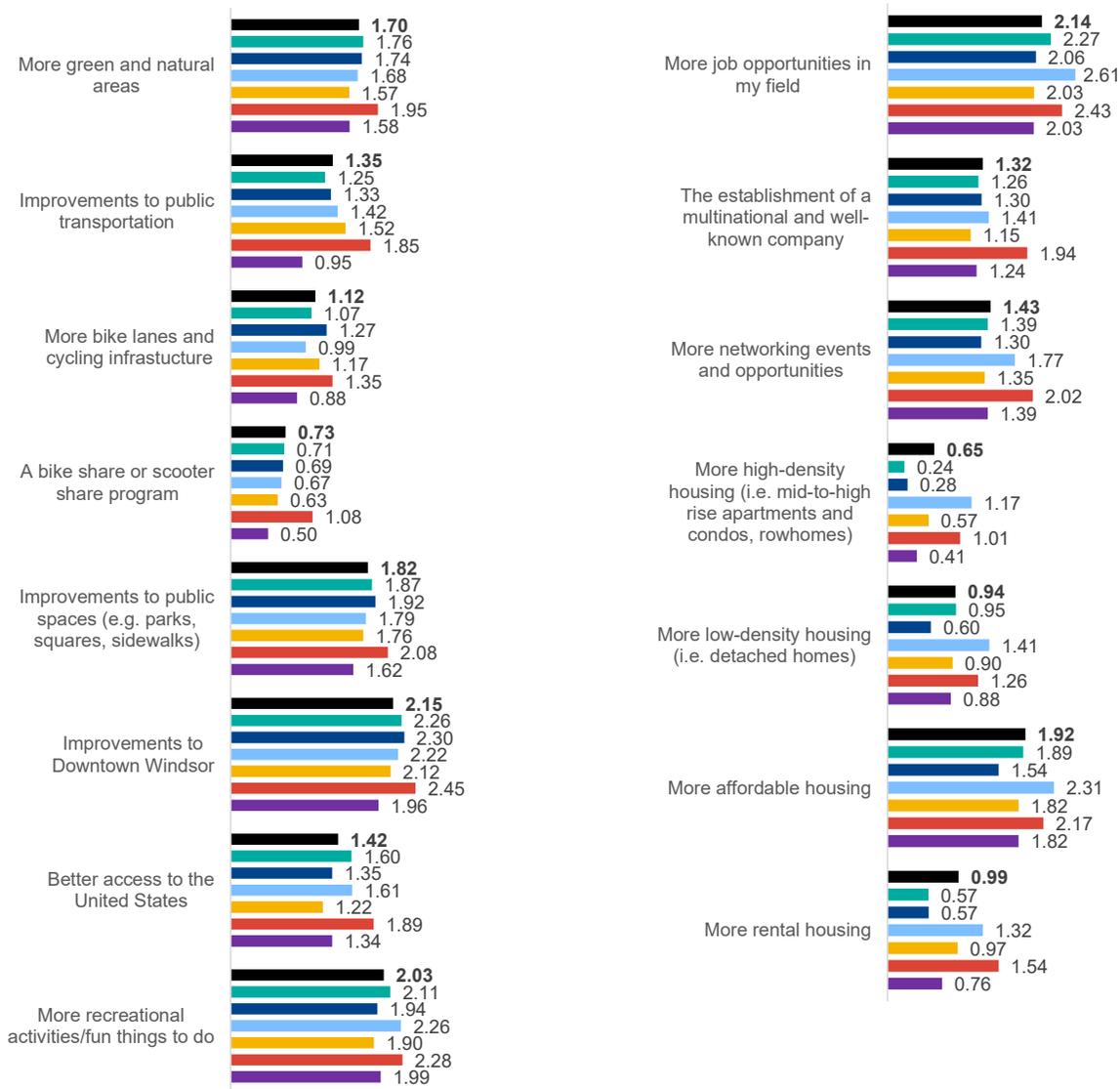
FROM ANOTHER COUNTRY (n=122)

ESSEX COUNTY RESIDENTS (n=274)

EVALUATING INVESTMENTS

(Average weighted responses, where -3 indicates “very negatively,” and +3 indicates “very positively”)

"How would the following changes affect your willingness to stay in (or move to) Windsor-Essex?"



- ALL RESPONSES (n=826)
- YOUNG WORKERS (n=148)
- UNIVERSITY EDUCATED PROFESSIONALS (n=217)
- POST-SECONDARY STUDENTS (n=199)
- FROM ANOTHER PART OF CANADA (n=144)
- FROM ANOTHER COUNTRY (n=120)
- ESSEX COUNTY RESIDENTS (n=274)

