

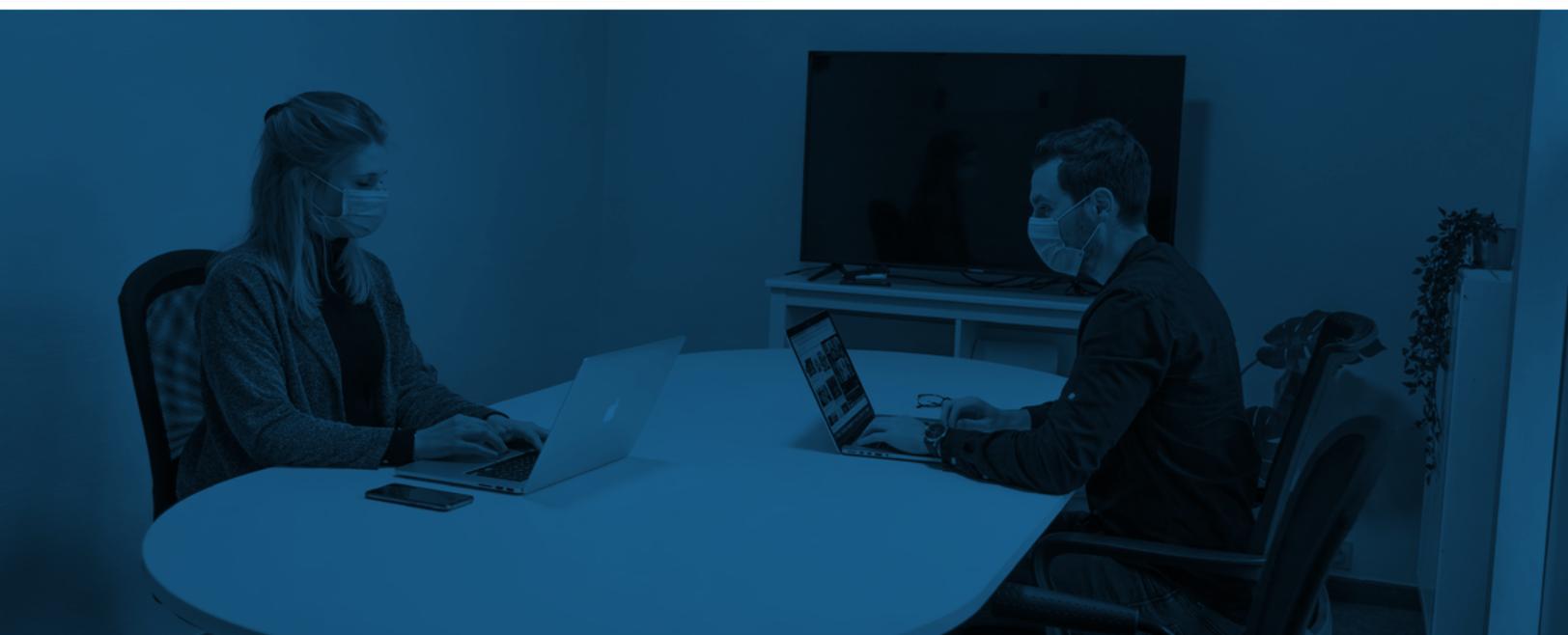
2021-2022



**LOCAL
LABOUR
MARKET
PLAN**
WINDSOR-ESSEX

This Employment Ontario project is funded in part by the Government of Canada and the Government of Ontario.







ACKNOWLEDGMENTS

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EXECUTIVE SUMMARY

THE LOCAL LABOUR MARKET PLAN (LLMP) provides an update on the local labour market, including information on demographics, the labour force, Employment Ontario services, and industry in Windsor-Essex. This information is supported by data and feedback from local stakeholders, and the plan outlines challenges and opportunities related to local labour market conditions.

Although new census data is not yet available, the 2021 Labour Force Survey released by Statistics Canada provided significant information regarding the local labour market. This data revealed that Windsor CMA has seen steady population growth year after year, especially among the prime working age demographic. However, employee retention remains to be a challenge with the younger working age demographic, and the region continues to suffer from high unemployment rates. This issue also relates to the ongoing concern regarding lack of qualified and skilled workers, as well as barriers to accessible industry-related education. These matters have been relevant across a decade worth of LLMPs and remain a challenge amidst the pandemic.

The labour force will continue to be negatively impacted by the pandemic, but health and safety restrictions have led to new methods of delivering industry-related education through virtual learning or a hybrid of in-person and online learning. These changes have provided some solutions to the recruitment barriers employers have faced filling in-demand occupations. Employment Ontario service providers continue to support jobseekers, such as newcomers, racialized people, and internationally trained professionals. Although, these numbers have declined as a result of

the pandemic and restrictions to traveling. Apprenticeship registrations have continued to steadily decrease, even more so from 2020-2021 due to COVID-19 physical distancing restrictions, despite the ever-present demand for skilled tradespeople and very specialized skilled workers across multiple industries. Industries like Healthcare and Social Assistance, Information and Communication Technology, as well as Transportation and Warehousing continue to see occupational growth, especially Information and Communication Technology.

Workforce WindsorEssex has undertaken many projects between 2021-2022 and developed numerous tools and services to assist in local workforce planning and advancement. The community has demonstrated great eagerness and commitment to strengthening the workforce in Windsor-Essex and has come together to collaborate on Workforce WindsorEssex's efforts as well as on opportunities outside our organization. Together, we will continue to create and sustain initiatives that support the availability, stability, and growth of the Windsor-Essex workforce.



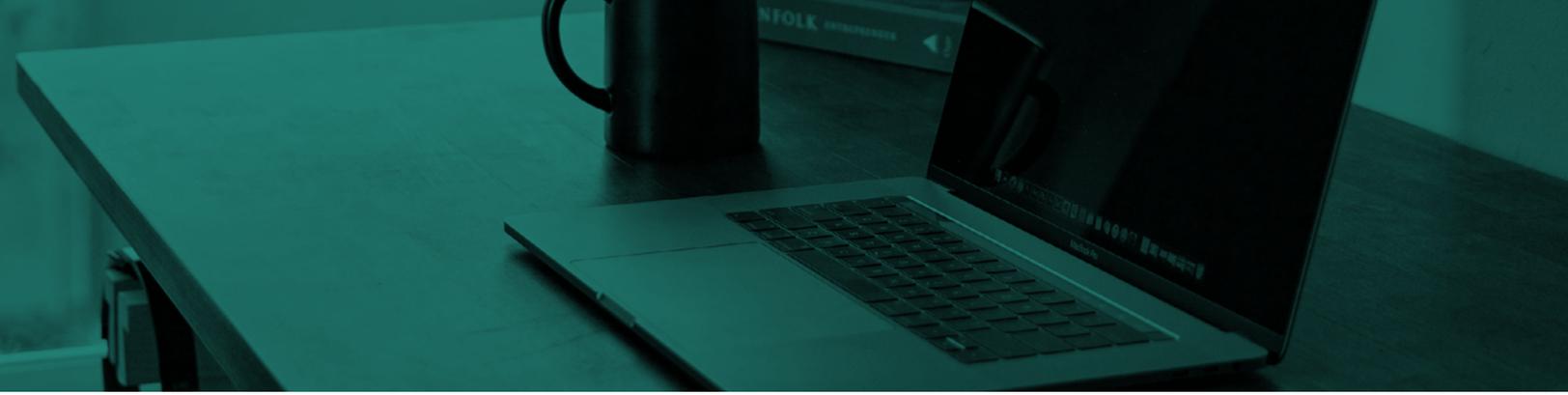


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INTRODUCTION

WORKFORCE WINDSOR ESSEX is a workforce and community development board whose mission is to lead regional employment and community planning for the development of a strong and sustainable workforce. Fuelled in part by the ongoing pandemic, the local labour market has witnessed a large supply of workers and a small growth in available jobs over the last decade; this has contributed to the increase in unemployment in the region. This document acknowledges the effort of industries represented in Windsor-Essex and the commitment to building strong sectors and creating employment opportunities in our growing community.

Over the last decade, Workforce WindsorEssex has produced six LLMPs that have provided insight on sector trends and industry-related education, as well as local labour market solutions through strategic action plans. The 2021-2022 LLMP highlights similarities across the last six reports, such as whether the same jobs have continued to be in-demand, if there is still a gender disparity in traditionally male-dominated industries, and if sectors are still facing the same employee retention challenges over the last 10 years. The newest report also offers current data-driven information while adopting a comparative analysis lens to address the ongoing labour market issues Windsor-Essex continues to face. The 2021-2022 LLMP intends to provide strategic action plans through interactive links to industry-related education, as well as by connecting industry-related information, videos, and blogs to Workforce WindsorEssex labour market tools that were created in partnership or with support from our stakeholders. Lastly, the report will continue to address the pandemic's influence on the local labour market and will continue to include COVID-19 recovery efforts that relate to industry or financial support throughout the report.

To successfully provide this information, Workforce WindsorEssex conducted community consultations with industry representatives across different sectors to identify the challenges employers are facing with the operation, sustainability, recruitment, retention, work-based learning, and growth of their business. Additionally, surveys were used in collaboration with community consultation, and were administered to gather evidence on the highest-ranked occupations. With this available qualitative and quantitative data, this report intends to act as a guideline for employers and employees regarding job prospects, skill development, and knowledge of Windsor-Essex's growing sectors.

METHODOLOGY

THE LOCAL LABOUR MARKET PLAN was written by examining data from a variety of sources, including data from online job postings collected by Workforce WindsorEssex, Statistics Canada, Employment Ontario, Emsi Analyst, and surveys and consultations conducted by Workforce WindsorEssex. Stakeholders consultations referenced in this report took place in the summer and fall of 2021 with 25 employers and community organizations, including educational institutions, municipal government, and employment and settlement service providers. A total of 280 local employers responded to the Windsor-Essex Economic Development Survey with a 70% completion rate. By examining this data, we were able to paint a picture of the current labour market in Windsor-Essex, detailing trends, challenges, and opportunities related to the labour market in our region. Additionally, Workforce WindsorEssex conducted consultations with various stakeholders to confirm our findings, including consultations with members of our Workforce Advisory Committee. The membership of this group represent industry, employment services, government, and community organizations, ensuring the LLMP considers the perspective of the many stakeholders in our community.

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



LEGEND:

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



OUR COMMUNITY



POPULATION

From 2010 to 2020, the population of Windsor-Essex has changed in size as well as age distribution.

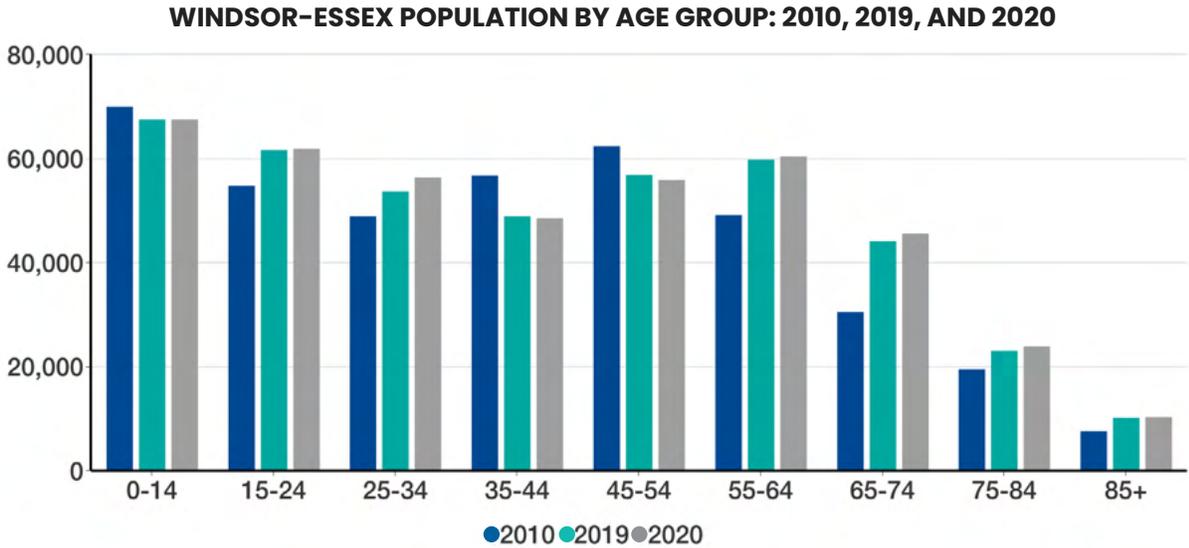


Figure 1: Windsor-Essex Population by Age Group: 2010, 2019, and 2020.
Source: Statistics Canada. [Table 17-10-0139-01 Population estimates, July 1, by census division, 2016 boundaries](#)

Despite negative impacts of the pandemic, such as reducing immigration to Canada and settlement in Windsor-Essex, this mid-sized city has seen steady population growth year after year. From 2019 to 2020, our population grew by 1.05%, 426,474 to 430,954. There are at least a few reasons why Windsor-Essex has seen this population growth – it is a border town, it is the tip of Canada and it experiences most things first, and the housing market—while challenging for lifelong Windsorites—is more affordable compared to housing in larger metropolitan areas. Between 2019 and 2020, age demographics between 15-24 years (0.34%) and 25-34 (4.99%) have seen a population increase, indicating that a younger generation is ready to lead the region into a new labour force and economic success.

The graph below provides the population growth among females and males¹ in the Windsor-Essex region.

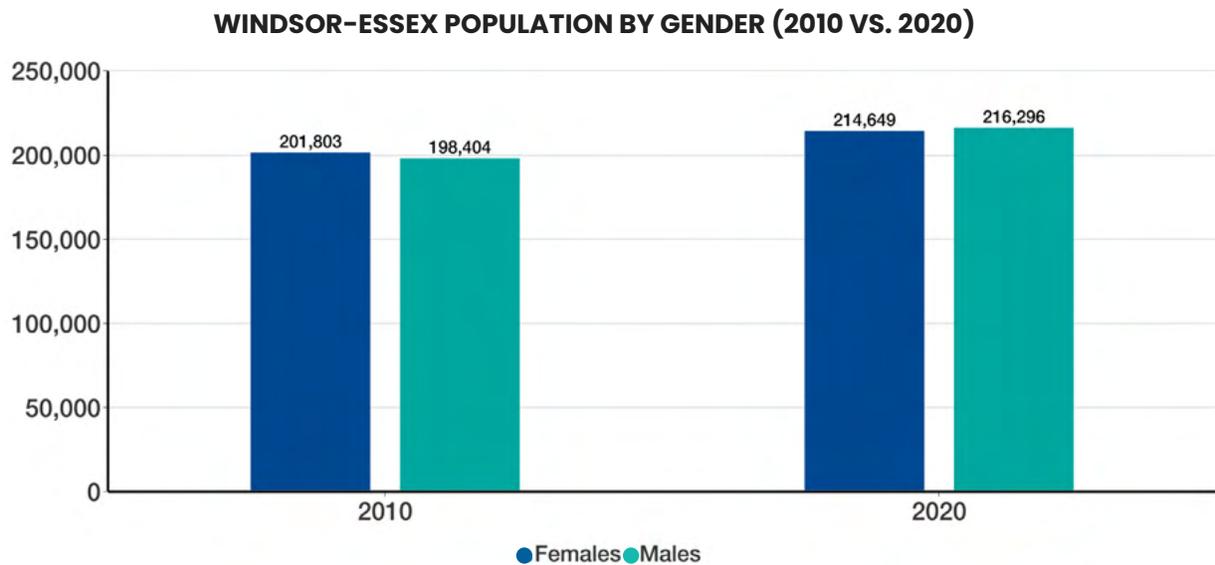


Figure 2: Windsor-Essex Population by Gender (2010 vs. 2020)
 Source: Statistics Canada. [Table 17-10-0139-01 Population estimates, July 1, by census division, 2016 boundaries](#)

POPULATION CHANGE BY AGE GROUP (2010-2020)

AGE:	0-14	15-24	25-34	35-44	45-54	55-64	65-74	75-84	85+	TOTAL
2010	70,049	54,832	48,922	56,849	62,467	49,236	30,550	19,588	7,714	400,207
2019	67,621	61,688	53,729	48,986	56,941	59,888	44,252	23,126	10,243	426,474
2020	67,619	61,899	48,645	48,645	55,945	60,478	45,718	23,945	10,297	430,954
% change	-0.003	+0.342	+4.986	-0.696	-1.749	+0.985	+3.313	+3.541	+0.527	+1.050

Table 1: Population Change by Age Group (2010, 2019, 2020) Percent.
 Source: Statistics Canada. [Table 17-10-0139-01 Population estimates, July 1, by census division, 2016 boundaries](#)

¹ Scientifically, data around sex has been simplified to be female and male. This report acknowledges that this data does not include intersex and other variations of human sex chromosomes that are more complex than female and male.

RETIREMENT

The retirement age demographic in Windsor-Essex has been steadily increasing over the last decade. In 2020, the population of those aged 65-74, who are entering their retirement years, increased by 3.3%. The population of those aged 75-84 and 85+, who are most likely retired or partially retired increased by 3.54% and 0.53%, respectively.

Throughout the pandemic, retirement fell 20% compared to the pre-pandemic period (Agopsowicz, 2021). Consultations with local school boards indicated that when the education services sector had to adapt to COVID-19 health measures and closed schools or limited in-person learning, many teachers came out of retirement to support the demand for educators. One in four Canadians also reported that the pandemic impacted their plans for retirement as they felt less prepared to financially support themselves (Heaven, 2021). After a year into the pandemic, retirements began to increase, but not to pre-COVID-19 levels (Agopsowicz, 2021). Those who chose to not retire may benefit from labour force shortages, as they will represent an under-utilized demographic of the workforce, which also includes self-identifying women, immigrants, and racialized people. Industries will have to develop new inclusive strategies to effectively utilize these underrepresented demographics in the labour force.

MIGRATION

Between 2015 and 2020, Windsor-Essex saw a net migration of 13,682 people.² Natural growth through baby booms declined, and the majority of population growth came from immigration, non-permanent residents,³ and international students remaining in the region through the graduate work permit program.⁴ Net non-permanent residents increased significantly in 2017-2018 from 2016-2017. There was a modest decline of net non-permanent residents in 2018-2019 and once again in 2019-2020, but this might be an impact of global COVID-19 travel restrictions for infection control, impacting the number of international students that often come to the region. COVID-19 travel restrictions on out-migration prompted workers who had to stay in the region, rather than move to a region that employs their area of expertise, to reconsider their career paths. Workers re-evaluated their careers by developing new skills, upscaling current skills, and transitioning into middle-to-senior roles or applicable industries.

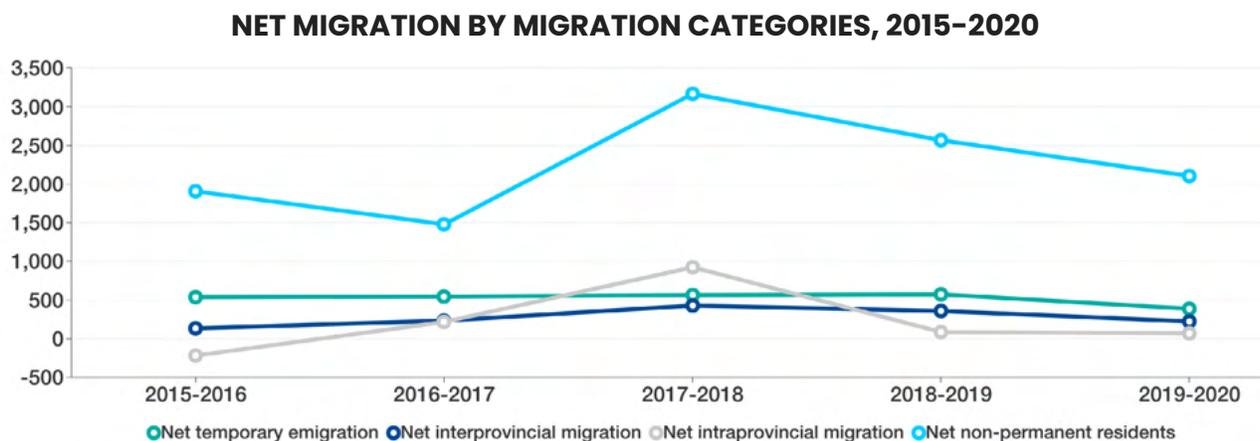


Figure 3: Net Migration by Migration Categories, 2015-2020.
Source: Statistics Canada. [Table 17-10-0140-01 Components of population change by census division, 2016 boundaries](#)

NET MIGRATION – WINDSOR-ESSEX: 2015-2020

NET MIGRATION:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Net temporary emigration	534	541	561	570	383
Net interprovincial migration	130	229	425	355	220
Net intraprovincial migration	-222	213	921	82	65
Net non-permanent residents	1,904	1,476	3,165	2,564	2,101

Table 2: Net Migration – Windsor-Essex: 2015-2020.

² Statistics Canada. [Table 17-10-0140-01 Components of population change by census division, 2016 boundaries](#)

³ Ibid.

⁴ University of Windsor, Envision Speaker Series featuring Mike Moffatt, https://www.youtube.com/watch?v=3hOx7pmHILA&t=2s&ab_channel=uwindsor

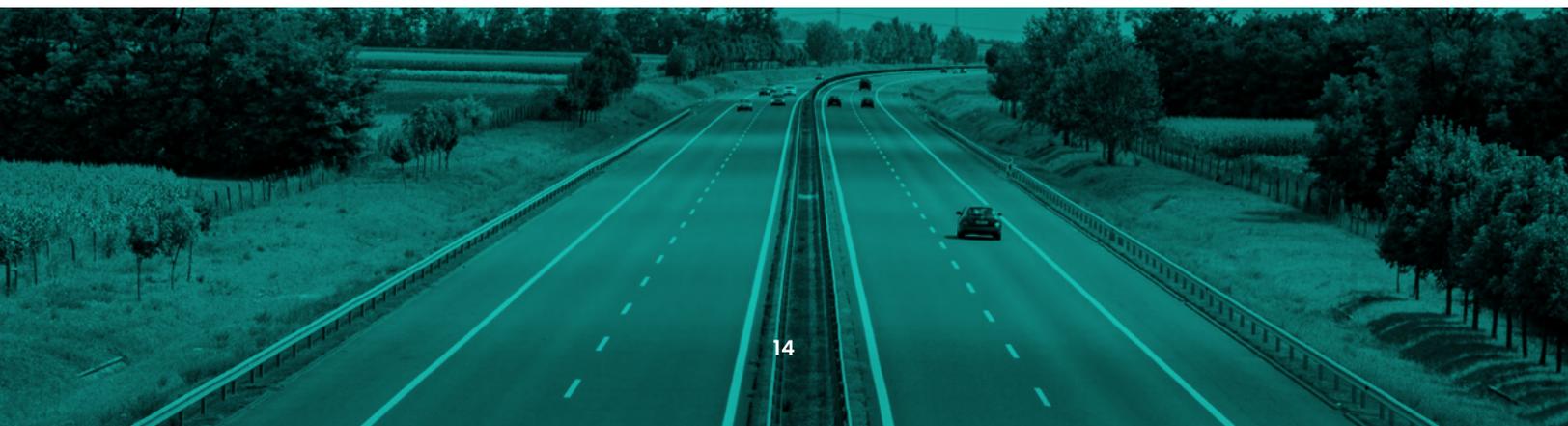
MIGRATION BY AGE COHORT – WINDSOR-ESSEX: 2019–2020

AGE GROUP	IN-MIGRANTS	OUT-MIGRANTS	NET-MIGRANTS
0-14 years	597	207	590
15-24 years	379	133	2,142
25-34 years	1,023	264	-569
35-44 years	345	189	-84
45-54 years	164	151	82
55-64 years	105	83	95
65+ years	77	62	98

Table 3: Migration by Age Cohort – Windsor-Essex: 2019-2020.

The migration by age shows that those aged 15-24 has the highest net migration. This migration of the younger prime working age demographic can be retained through workforce development and continued education to lower our historically high unemployment rate. The information presents an opportunity for growing industries to partner with newcomer agencies in Windsor-Essex that provide language assessment including:

- [Newcomer Welcome Centre](#)
- [Windsor Women Working With Immigrant Women](#)
- [Multicultural Council of Windsor & Essex County](#)
- [UHC – Hub of Opportunities](#)
- [New Canadians' Centre of Excellence Inc.](#)
- [YMCA of Southwestern Ontario](#)
- [College Boreal](#)
- [South Essex Community Council](#)
- [Le Centre communautaire francophone de Windsor-Essex-Kent](#)
- [Greater Essex County District School Board Language Assessment and Resource Centre](#)
- [Windsor-Essex Catholic District School Board Welcome and Assessment Centre](#)



IMMIGRATION

Immigration contributed to the rapid population growth in Windsor-Essex between 2015-2020. During the pandemic, immigration fell sharply as travel was restricted by the Federal government to mitigate the spread of the virus. The graph below shows the immigration numbers between 2015-2020:

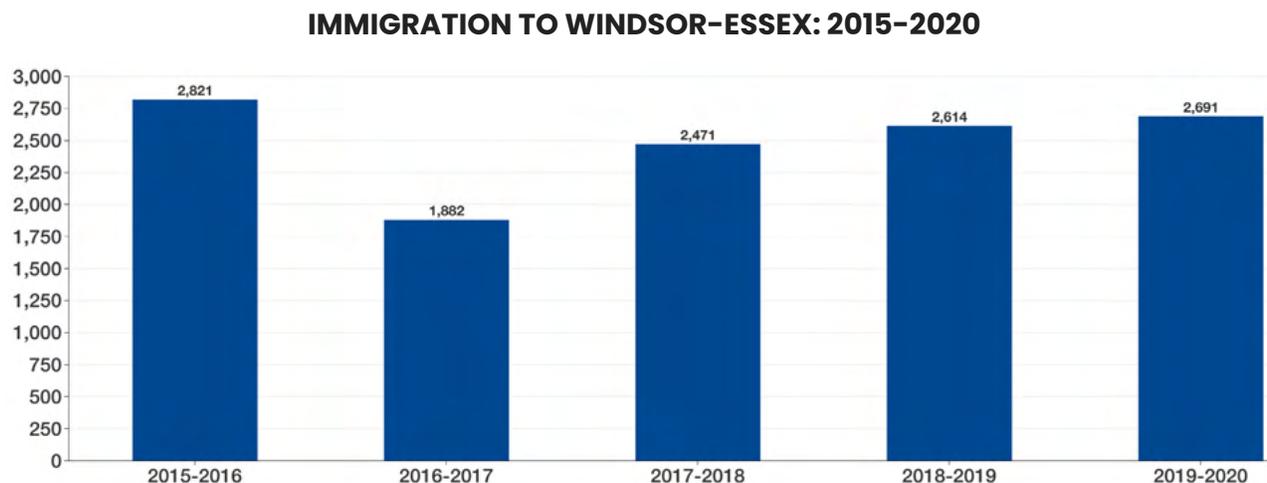


Figure 4: Immigration to Windsor-Essex: 2015-2020
Source: Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-316-X2016001.

There are many challenges that immigrants face when adapting in Canadian workplace culture, such as language barriers, employment barriers, and access barriers to community agencies and resources. Immigrants have many priorities when coming to Canada, such as learning English or French, reuniting their family, gaining employment, and securing housing. These priorities, however, are met with long wait times for social assistance programs as they navigate Canadian culture.^{5,6} Many immigrants face new barriers when arriving in Canada when seeking to participate in education or employment. There needs to be a more holistic and effective process for supporting newcomers to meaningfully participate in the local workforce. Suggestions on how this can be done are provided in the [Employment Ontario Data](#) section of this report.

⁵ Labour Market Impact Assessment, Employment and Social Development Canada <https://www.canada.ca/en/employment-social-development/services/foreign-workers/labour-market-impact-assessment-processing-times.html>

⁶ Central Housing Registry, Windsor Essex County <https://www.chrwec.com/faq.php?topic=waiting-list>

LANGUAGES

There are 70 languages spoken in Windsor-Essex and the region is the fourth-most ethnically diverse city in Canada.⁷ Almost a quarter of Windsor residents are immigrants, and “Iraq is the biggest source country of immigrants in Windsor, followed by the United States and Italy” (Government of Canada, 2021). This information provides support to Arabic being the second non-official language in Windsor-Essex.⁸ The chart below from the 2016 Census indicates the top five non-official languages the population have a knowledge of in Windsor-Essex:

NUMBER OF PEOPLE WITH KNOWLEDGE OF LANGUAGE

LANGUAGE	NUMBER OF PEOPLE WITH KNOWLEDGE OF LANGUAGE
Arabic	20,540
Italian	12,535
German	9,640
Spanish	7,230
Mandarin	5,035

Table 4: Number of People with Knowledge of Language

The 2016 Census top five non-official languages used at work in Windsor-Essex by people with knowledge of the language:

TOP 5 NON-OFFICIAL LANGUAGES USED AT WORK IN WINDSOR-ESSEX, 2016

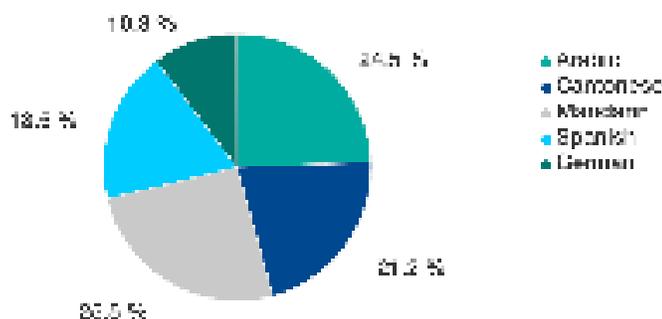


Figure 5: Top five non-official languages used at work in Windsor-Essex, 2016.
Source: Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-316-X2016001.

⁷ Government of Canada, Immigration, Refugees and Citizenship Canada, 2021.

⁸ Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-316-X2016001.

In the early stages of the pandemic, those who spoke English as a second language or were in the process of learning English were unable to access the necessary healthcare information to protect themselves against COVID-19. This issue was among many that non-first language English speakers faced when accessing health services and seeking medical treatment. The Windsor Essex Local Immigration Partnership, along with Ontario Health West, addressed this barrier and developed We Speak. We Speak is a language access initiative and is used throughout the region by local health care providers to schedule or utilize on-demand professional interpretation services through in-person or video calls. The initiative also offers interpretation in American Sign Language.⁹



⁹ Workforce WindsorEssex, "We Speak", <https://www.workforcewindsoressex.com/wespeak/>

EDUCATION

The chart below displays the 2016 Census data for highest educational attainment of the population aged 25 to 64 in Windsor-Essex. The last census data available shows that the Windsor-Essex population has lower post-secondary attainment (university certificate, diploma, or degree at bachelor level or above) compared to the overall Ontario population. A total of 40% of local residents have a secondary school diploma or less. Educational attainment is closely related to the stability of the labour force and the progress of workforce development.

HIGHEST EDUCATIONAL ATTAINMENT OF THE POPULATION AGED 25 TO 64 IN 2016, WINDSOR-ESSEX VS. ONTARIO

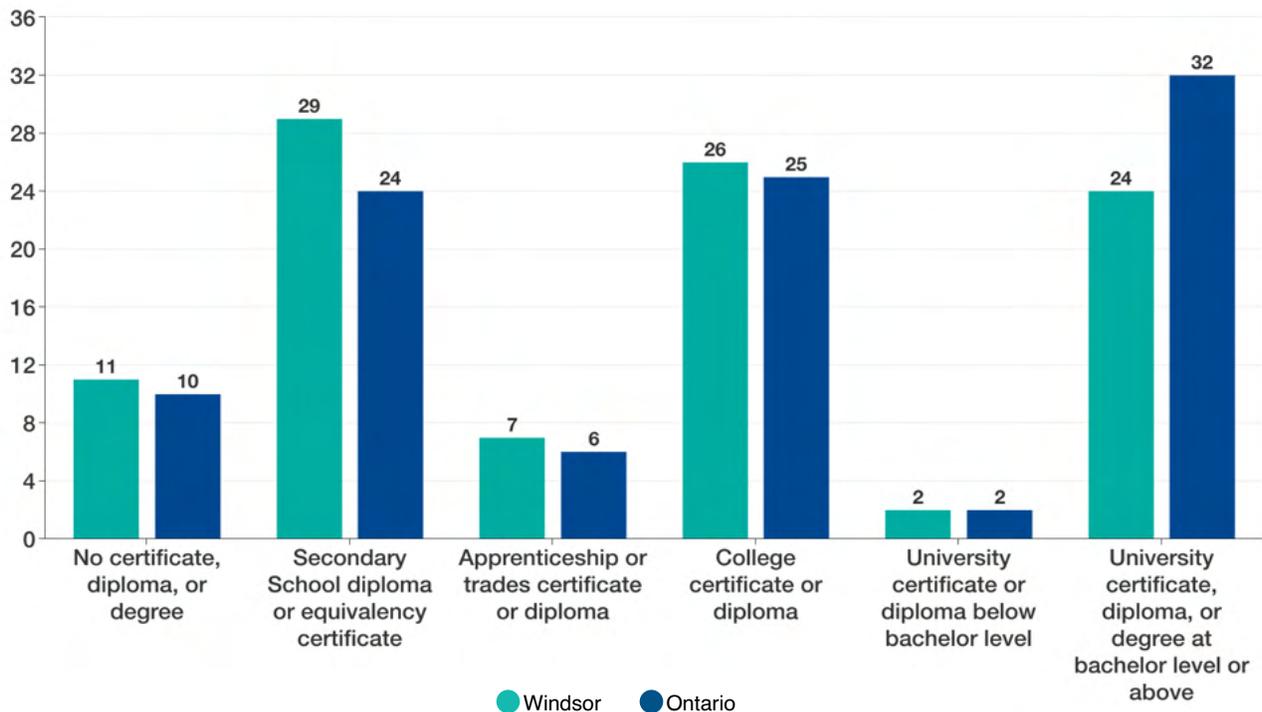


Figure 6: Highest Educational Attainment of the Population Aged 25 to 64 in 2016, Windsor-Essex vs. Ontario. Source: Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-316-X2016001.

Growing industries have indicated that opportunities for change (as in attracting and retaining) starts with our youth. Young people can be encouraged to enter in-demand jobs in growing industries if secondary and post-secondary schools continue to stress the employment opportunities in the skilled trades. To do this, education needs to be framed as an experience.

Consultations with representatives from the school boards have indicated that Co-op and Ontario Youth Apprenticeship Program (OYAP) have become very popular programs among parents and students over the last few years. The greatest challenges they currently face is the pandemic interrupting education and programming, as well as the societal biases and impressions of working in the skilled trades. It will be interesting to see how the programs operate in the new school year and if they can sustain the demand of students who want to enter into the skilled trades as the region reopens and begins to recover from the pandemic.

Previous LLMPs, as well as consultations with the school boards, have proven that educators and businesses continuously work together to address career planning for youth and jobseekers. This can be done by creating or adjusting curriculum and other learning methods to support students to effectively transition them into the workforce. Even with these efforts, one of the most difficult challenges that workplaces and education are facing right now are necessary public health measures – like the vaccine mandate.



INCOME

TOTAL INCOME BY TAX FILERS FOR WINDSOR CMA 2010 VS. 2019

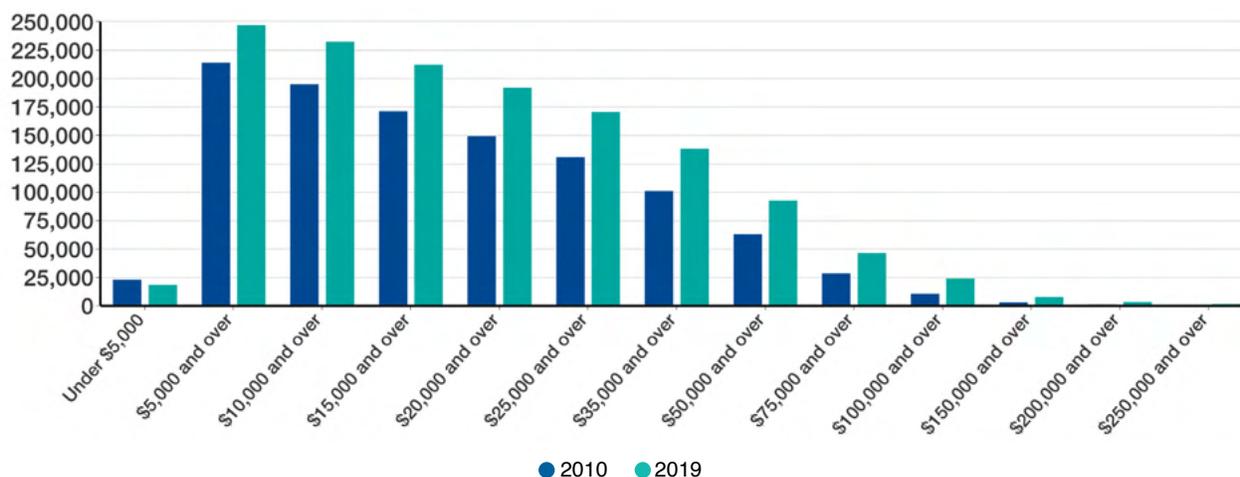


Figure 7: Total Income by Tax Filers for Windsor CMA 2010 vs. 2019

Source: Statistics Canada. [Table 11-10-0008-01 Tax filers and dependants with income by total income, sex and age.](#)

As of 2019, there is a significant amount of the population that makes less than \$50,000 a year. The median total income for 2010 was \$29,020 versus the total median income in 2019 at \$36,840.¹⁰ Research and stakeholder engagement shows that compensation is a causal factor for hard-to-fill occupations. Wage compensation, regardless of vocation or occupation, is vital to the financial and mental health stability of an individual and of families. Housing, food, water, clothing, education, transportation, and internet are necessities for living. The pandemic has impacted access to these necessities significantly. Windsor CMA has the highest rate of children living in low-income households in the province at 24% (Ontario Association of Children’s Aid Societies, 2021).

The table below is adapted from the Windsor-Essex County Health Unit (WECHU) website. The calculation for the 2020 living wage is summarized below. The 2020 living wage for Windsor and Essex County reflects the most updated information available:¹¹

2020 LIVING WAGE	VALUE (\$)
Annual Family Expenses	\$71,195
Premiums and Taxes	\$7,184
Government Transfers	\$21,900
Annual Household Income Needed (Annual Family Expenses + Premiums – Government Transfers)	\$56,479
Annual Salary Per Earner	\$28,239
Hourly Wage Per Earner – Job Does Not Include Health Benefits	\$15.52
Hourly Wage Per Earner – Job Includes Health Benefits	\$14.00

Table 5: 2020 Living Wage

¹⁰ Statistics Canada, Tax filers, 2021.

¹¹ Windsor Essex County Health Unit, "Calculating A Living Wage for Windsor and Essex County", <https://www.wechu.org/living-wage/calculating-living-wage-windsor-and-essex-county>

Living wage is calculated to consider a healthy family of four, with two adults age 35 working full-time. As shown above, the 2020 annual family expenses are roughly \$71,000. The annual household income needed to live is roughly \$56,000. To sustain a family of four, the hourly wage per earner needs to be \$15.52 if the job does not include health benefits or \$14 if the job does include health benefits. The current minimum wage is \$14.35 an hour and will be increased to \$15.00 in 2022. However, a significant amount of part-time employment, held by a majority of identifying females and youth, do not offer health benefits. This means that the current and soon-to-be minimum wage salary do not meet the livable wage standards of Windsor-Essex. At this time, many of the in-demand jobs highlighted throughout this report have a median wage that is less than a livable wage in Windsor-Essex.

These are examples of in-demand jobs with a median hourly wage that is less than the livable wage in the region:¹²

IN-DEMAND OCCUPATIONS, 2021	MEDIAN HOURLY WAGES
Retail Salespersons	\$15.07
Food Counter Attendants, Kitchen Helpers and Related Support Occupations	\$14.00
Cashiers	\$14.00
Food and Beverage Servers	\$14.57
Maîtres D'hôtel and Hosts/Hostesses	\$15.43

Table 6: In-demand Occupations, 2021.

Throughout the pandemic, there has been a narrative that people do not want to work, but what research is showing is that people are simply not being paid enough to work, relative to government income supports. At the moment, government support like Employment Insurance (EI) benefits and the Canada Worker Lockdown Benefit (CWLB) provide people with the livable income they need to sustain themselves during the pandemic.



¹² Emsi Analyst, 2021.



OUR LABOUR FORCE

LABOUR FORCE CHARACTERISTICS

The following section provides insight on the region’s labour force characteristics by leveraging reliable resources for examining the availability and stability of our workforce. The information below provides labour force statistics for Windsor CMA between 2020-2025:

JANUARY 2021 LABOUR FORCE SURVEY: WINDSOR CMA

LABOUR FORCE INDICATOR	15 YEARS	FEMALE	MALE	15-24 YEARS	25-54	55-64
Population Aged 15 & Over	304,400	158,900	145,400	48,500	224,500	49,400
In the Labour Force	170,400	82,000	85,900	27,000	176,500	25,100
Employed	152,800	72,800	78,700	21,900	162,500	22,600
Full-Time	120,800	51,500	69,400	11,500	138,900	19,800
Part-Time	30,600	21,300	9,300	10,400	23,600	2,800
Unemployed	17,600	9,200	7,200	5,100	14,100	2,500
Not in the Labour Force	136,500	59,500	77,000	21,500	47,900	24,300
Unemployment Rate (%)	9.8	11.2	8.4	18.9	16.0	10.0
Participation Rate (%)	55.2	51.6	59.1	55.7	79.6	50.8
Employment Rate (%)	50.2	45.8	54.1	45.2	73.4	45.7

Table 7: Labour Force Survey – Windsor-Essex, January 2021¹³

NOVEMBER 2021 LABOUR FORCE SURVEY: WINDSOR CMA

LABOUR FORCE INDICATOR	15 YEARS	FEMALE	MALE	15-24 YEARS	25-54	55-64
Population Aged 15 & Over	306,100	157,300	148,800	45,200	236,500	47,800
In the Labour Force	191,300	93,000	98,300	31,900	202,000	30,600
Employed	176,800	86,100	90,700	29,000	186,600	28,900
Full-Time	141,000	63,400	77,700	12,800	164,700	24,200
Part-Time	35,800	22,700	13,000	16,200	21,900	4,700
Unemployed	14,500	6,900	7,700	3,000	15,300	1,600
Not in the Labour Force	114,800	64,400	50,400	13,200	34,600	17,200
Unemployment Rate (%)	7.6	7.4	7.8	9.4	15.0	5.2
Participation Rate (%)	62.5	59.1	66.1	70.6	84.4	64.0
Employment Rate (%)	57.8	54.7	61.0	64.2	77.6	60.5

Table 8: Labour Force Survey – Windsor-Essex, January 2021¹⁴

¹³ Statistics Canada. [Table 14-10-0378-01 Labour force characteristics, three-month moving average, unadjusted for seasonality](#)

¹⁴ Ibid.



IN-DEMAND AND HARD-TO-FILL POSITIONS

To identify the top in-demand positions, hard-to-fill positions, hard skills, and soft skills in the region, Workforce WindsorEssex partnered with St. Clair College and Invest WindsorEssex to conduct the Windsor-Essex Economic Development Survey (EcDev).¹⁵ A total of 280 local businesses participated in the survey with the majority of respondents being from Retail and Manufacturing sectors. The survey was conducted throughout April 2021. The total of survey responses increased by 200 over last year's employer survey.

Community consultations and roundtables were also conducted in 2021 to identify workforce challenges, such as providing livable wages, offering skill development and continued education, and finding ways to support the younger demographic entering the workplace. By communicating with stakeholders, it was made clear that the region's labour market is in a high state of transition. The high state of transition refers to adjusting the region's labour market to respond to the rapid population change, addressing income and livable wages so that people can afford to enter the increasingly inaccessible real estate market, and providing local industry related education to promote high employment rates.

This section will outline labour force terms like in-demand, hard-to-fill, hard skills, and soft skills. There is a difference between in-demand and hard-to-fill occupations, and a position can either be in-demand, hard-to-fill, or both. A position that is in-demand is one that employers are currently hiring many workers for. A position that is hard-to-fill is one that employers are having difficulty filling, whether that is due to a lack of qualified candidates or other reasons. Hard skills refer to job-related knowledge and abilities that employees need to perform their job effectively, and are often gained through some form of post-secondary education. Soft skills are personal, emotional, and social skills that employees implement into their job performance to participate in healthy workplace culture. For example, in the 2021 EcDev survey, employers responded that machinists were one of the most in-demand positions between January and December 2020. They also reported that machinists were one of the most hard-to-fill occupations in 2020. Local employers have communicated that finding skilled workers for these occupations is very challenging as they require a very specialized skill set. As the labour market continues to change and adapt to economic and social needs, employers are looking for skilled workers that come with the necessary hard skill qualifications, but who also have well-developed soft skills.

¹⁵ Workforce WindsorEssex, "EcDev Week 2021 Employer Survey", Workforce WindsorEssex, 2021 (https://www.workforcewindsorsex.com/wp-content/uploads/2021/01/EcDev_Week_2021_Employer_Survey_Dashboard.pdf)

This section provides the top in-demand jobs, hard-to-fill positions, hard skills, and soft skills reported by 280 local employers in the EcDev survey:

TOP IN-DEMAND POSITIONS

The top in-demand positions reported in April 2021 were the following:

1. MACHINE OPERATOR
2. LABOURER
3. SALES
4. MANAGER
5. ADMINISTRATIVE ASSISTANT
6. COOK



To assist with filling in-demand and hard-to-fill positions, local employers hired 73 newcomers and 174 workers through the Foreign Worker Program.

TOP HARD-TO-FILL POSITIONS

The top hard-to-fill positions reported in April 2021 were the following:

1. DESIGNER
2. FINANCE PERSONNEL
3. TOOL AND DIE MAKER
4. ACADEMIC MANAGER
5. MARKETING MANAGER
6. WELDER
7. MACHINIST

TOP HARD SKILLS

The Workforce WindsorEssex Employer Survey conducted in April 2021 included survey responses to the top hard skills:¹⁶

1. COMPUTER LITERACY
2. BLUEPRINT READING
3. MECHANICAL APTITUDE/ASSEMBLY
4. CUSTOMER SERVICE
5. WRITTEN COMMUNICATION

TOP SOFT SKILLS

The Workforce WindsorEssex Employer Survey conducted in April 2021 included survey responses to the top soft skills:¹⁷

1. WORK ETHIC
2. COMMUNICATION
3. GOOD ATTITUDE
4. TEAMWORK
5. EMPATHY

¹⁶ WWorkforce WindsorEssex, "EcDev Week 2021 Employer Survey Dashboard", Workforce WindsorEssex, <https://www.workforcewindsorsex.com/employer-survey-results/>

¹⁷ Ibid.

Between the top in-demand positions and the hard-to-fill position, similar or the same jobs appear on both lists. Those being Machinist/Machine Operator, Welder/Tool and Die Maker/Labourer, and Manager/Academic Manager/ Marketing Manager. Local employers have reported that hard-to-fill positions are often the result of unavailable qualified workers. Of 233 responses, the following number of employers rated the availability of qualified workers for their business needs as: poor (45), fair (67), good (40), excellent (3), or n/a (18). When asked whether their company provides continuing education or reimburses employees for continuing education, 225 employers responded with the following: 42.3% offered education that relates to the position, 44.6% did not provide or reimburse continued education, and 13.1% supported all continuing education opportunities.

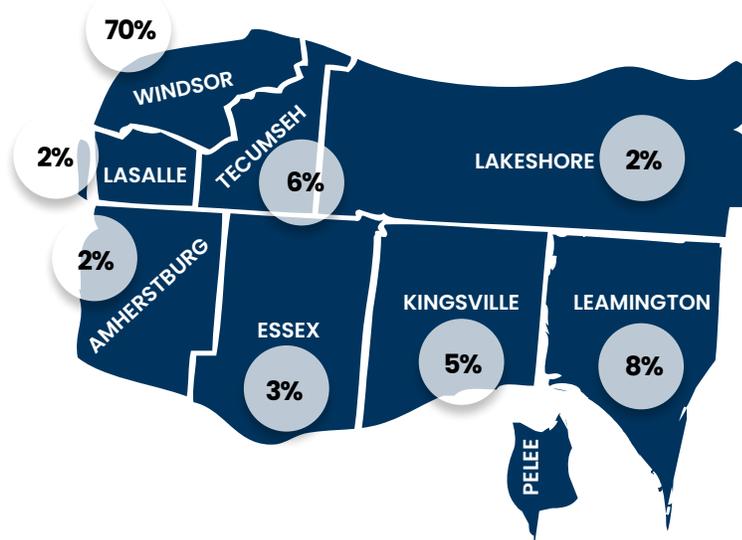
Decades of workforce development research has proven that continuing education positively contributes to a stabilized and qualified labour force. When asked about the stability of the workforce according to their business needs, 232 employers responded with the following: poor (30), fair (63), good (58), excellent (2), and n/a (21). With nearly half of employers reporting that they offer no continued education and 93 of 233 employers indicating a fair to poor stabilized workforce, it is fair to say that there is a gap between employer workforce needs and employer willingness to provide workforce investments. When asked about the ability to retain new employees, 232 employers rated it: poor (18), fair (51), good (66), excellent (18), and n/a (22). These numbers are reflected in the percentage of employers who offer continued education (42.3%) and with those who did not offer continued education (44.6%). To promote a stable and attractive workforce, industry leaders should collaborate with education to develop short, flexible programs to support the development of new and entry-level workers so that they may become more qualified workers and can pivot into middle and senior roles in their industry or transition to similar industries during economic downturns (LeBlanc, 2021).



ONLINE JOB POSTINGS

Examining online job postings captured by Workforce WindsorEssex’s [Monthly Job Demand Report](#) further demonstrates the demand for an available and skilled workforce in the region.

ONLINE JOB POSTINGS BY MUNICIPALITY IN NOVEMBER 2021



TOP 10 POSTED FOR OCCUPATIONS, NOVEMBER 2021:

1. Retail Salespersons
2. Material Handlers
3. Transport Truck Drivers
4. Other Customer and Information Services Representatives
5. Food Counter Attendants, Kitchen Helpers and Related Support Occupations
6. Retail and Wholesale Trade Managers
7. Administrative Assistants
8. Store Shelf Stockers, Clerks and Order Fillers
9. Electrical and Electronics Engineers
10. Home Support Workers, Housekeepers and Related Occupations

Table 9: Top 10 Posted for Occupations, November 2021.

These top jobs further support the in-demand and hard-to-fill jobs shared in the EcDev survey by a majority of employers in the Retail and Manufacturing sectors. This list captures the in-demand jobs with occupations like Retail Salespersons and Administrative Assistants that are not necessarily hard-to-fill, but are in-demand.

THE LABOUR FORCE BY OCCUPATION AND INDUSTRY

There is a range of occupations within different industries in Windsor-Essex. Here is a breakdown of the regional labour force by its top 10 industries ranked by employment and as a percentage of the total labour force in the Windsor CMA as of October 2021 and compared to October 2020.¹⁸

INDUSTRY	OCTOBER 2021	OCTOBER 2020
Manufacturing	32,100 (19%)	40,300 (26%)
Wholesale and Retail Trade	26,000 (15%)	14,600 (9%)
Health Care and Social Assistance	24,300 (14%)	18,700 (12%)
Educational Services	12,600 (7%)	10,300 (7%)
Accommodation and Food Services	12,600 (7%)	10,300 (7%)
Finance, Insurance, Real Estate, Rental and Leasing	10,600 (6%)	7,700 (5%)
Professional, Scientific and Technical Services	10,100 (6%)	8,000 (5%)
Construction	10,000 (6%)	15,900 (10%)
Transportation and Warehousing	8,800 (5%)	7,300 (5%)
Public Administration	6,300 (4%)	6,300 (4%)

Table 10: Labour force by Industry, October 2021 vs. October 2020.

¹⁸ Statistics Canada, Labour Force Survey, 2021.

PROMISING SECTORS AND OCCUPATIONS

This section of the LLMP predicts growth in certain occupations from 2021-2026. These results were found using Emsi Analyst. In this section, and throughout the report, occupations will be paired with the corresponding National Occupation Classification (NOC) code. The NOC is Canada's national system of organizing and describing occupations. Every occupation is identified by a four-digit NOC code. NOC codes receive a structural revision every 10 years. This revision includes a review of the Classification's structure and existing occupational categories. NOC codes were most recently updated September 2021. The development of this report began in early 2021 and will use the 2016 version of NOC codes.¹⁹ The 2021 version of NOC codes will be used for the 2022-2023 LLMP report.

PREDICTED TOP 10 GROWTH OCCUPATIONS IN WINDSOR-ESSEX: 2021-2026

NOC	OCCUPATION	2021 JOBS	2026 JOBS	2021-2026 CHANGE:	2021-2026 % CHANGE:
3012	Registered Nurses and Registered Psychiatric Nurses	3,814	4,407	593	16%
7231	Machinists and Machining and Tooling Inspectors	2,081	2,505	424	20%
3413	Nurse Aides, Orderlies and Patient Service Associates	3,529	3,931	402	11%
9416	Metalworking and Forging Machine Operators	2,072	2,331	259	12%
7511	Transport Truck Drivers	3,385	3,621	235	7%
6552	Other Customer and Information Services Representatives	1,991	2,216	224	11%
6711	Food Counter Attendants, Kitchen Helpers and Related Support Occupations	5,016	5,219	203	4%
9418	Other Metal Products Machine Operators	2,251	2,444	193	9%
9522	Motor Vehicle Assemblers, Inspectors and Testers	4,095	4,275	180	4%
6611	Cashiers	4,087	4,265	178	4%

Table 11: Predicted Top 10 Growth Occupation in Windsor-Essex: 2021-2026.²⁰

¹⁹ Statistics Canada, Notice of release of the National Occupational Classification (NOC) 2021 Version 1.0

²⁰ Emsi Analyst, 2021.

In this section, and throughout the report, industries will be paired with the corresponding North American Industry Classification System (NAICS) code. NAICS are a classification of business establishments used in North America. Each establishment is classified to an industry (with a 6-digit code) according to the primary business activity taking place.

PREDICTED TOP 10 GROWTH INDUSTRIES IN WINDSOR-ESSEX: 2021-2026

NAICS	INDUSTRY DESCRIPTION	2021 JOBS	2026 JOBS	2021 – 2026 CHANGE	2021 – 2026 % CHANGE
62	Health Care and Social Assistance	21,327	23,078	1,751	8%
54	Professional, Scientific and Technical Services	5,881	6,377	496	8%
52	Finance and Insurance	5,082	5,551	469	9%
41	Wholesale Trade	6,791	7,252	460	7%
48-49	Transportation and Warehousing	7,307	7,757	451	6%
31-33	Manufacturing	36,034	36,439	405	1%
56	Administrative and Support, Waste Management and Remediation Services	8,970	9,330	360	4%
44-45	Retail Trade	17,429	17,682	253	1%
61	Educational Services	11,552	11,760	208	2%
23	Construction	8,421	8,515	94	1%

Table 12: Predicted Top 10 Growth Industries in Windsor-Essex: 2021-2026.²¹

As our local population ages, and with the pressure of the ongoing pandemic, the demand for staff in the Health Care industry is likely to continue for years to come.

²¹ Emsi Analyst, 2021.

EMPLOYMENT ONTARIO DATA

Workforce WindsorEssex was provided with client data for those accessing Employment Ontario services during the reporting period of 2020-2021. The scope of Employment Ontario services includes Employment Services (ES), Second Career, Literacy and Basic Skills, and Apprenticeships. All programs are maintained under the Ministry of Labour, Training and Skills Development and have been developed to connect clients with opportunities to engage in the local workforce. Analysis of this data set provides some of the year-over-year trends and outcomes of individuals accessing Employment Ontario services. The data reported and presented reflects closed cases for the given fiscal year, which runs from April 1 to March 31. A closed case refers to a client’s service plan closure.

DEMOGRAPHIC INFORMATION OF CLIENTS SERVED – EMPLOYMENT SERVICES

The number of clients served in Windsor-Essex during the reporting period was 5,668. This was a significant decrease of 2,194 clients from 2019-2020, and represents a consistent decrease continuing from 2016-2017. The substantial decrease of clients served between 2019-2020 and 2020-2021 may also be a result of COVID-19 impacts on services and closure of agencies during lockdowns and other public health and safety measures.

NUMBER OF EMPLOYMENT SERVICES CLIENTS SERVED IN WINDSOR-ESSEX: 2016-2021

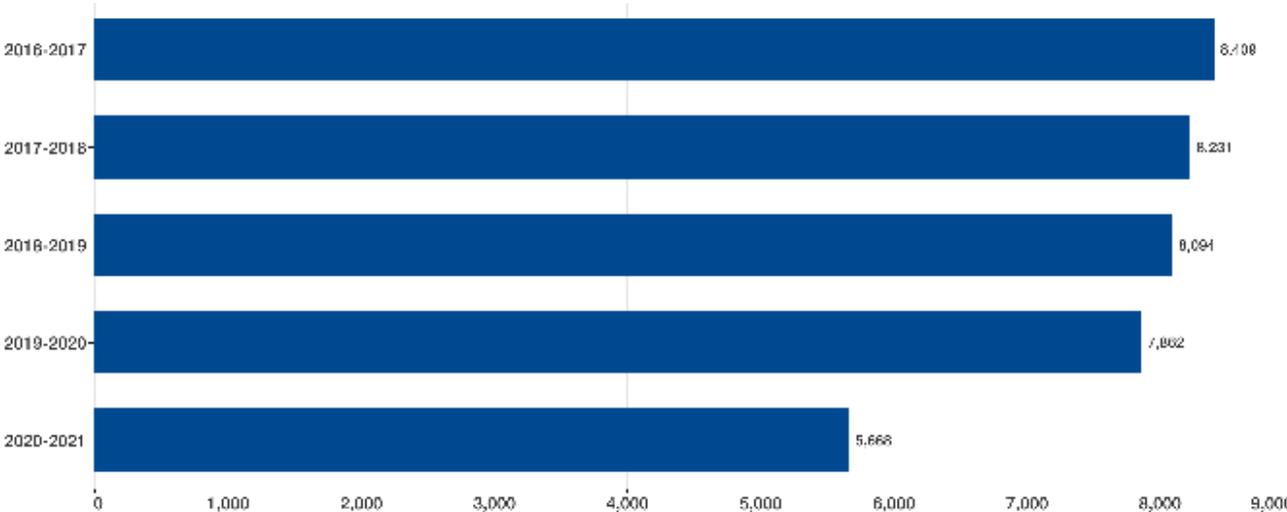


Figure 8: Number of Employment Services Clients Served in Windsor-Essex: 2016-2021
 Source: Ministry of Labour, Training and Skills Development, Local Board Report, 2021.

The following graph shows the breakdown of clients, year-over-year and by age range. The largest groups served continues to be those aged 25-44. While there is a continued decrease, year-after-year, of clients served, there was an increase of clients served within certain age groups. A total of 47% of clients served are those in their prime working years, an increase of 3% from 2017. All age populations experienced a decrease in clients served from 2019-2020 to 2020-2021. Clients aged 15-24 being served decreased by 34%, aged 25-44 by 27%, ages 45-64 by 23%, and 65 and older

by 26%. This suggests that between 2020-2021, those aged 25-44 accessed employment services more than any other age group. Employment Services' clients represent many different groups, such as those who are entering the workforce after completing post-secondary education, those who have been laid off, those who are looking for new career pathways, or those who are looking for specific programming offered through Employment Services Service Providers (ESSP).

CLIENTS SERVED BY AGE GROUP IN WINDSOR-ESSEX: 2016-2021

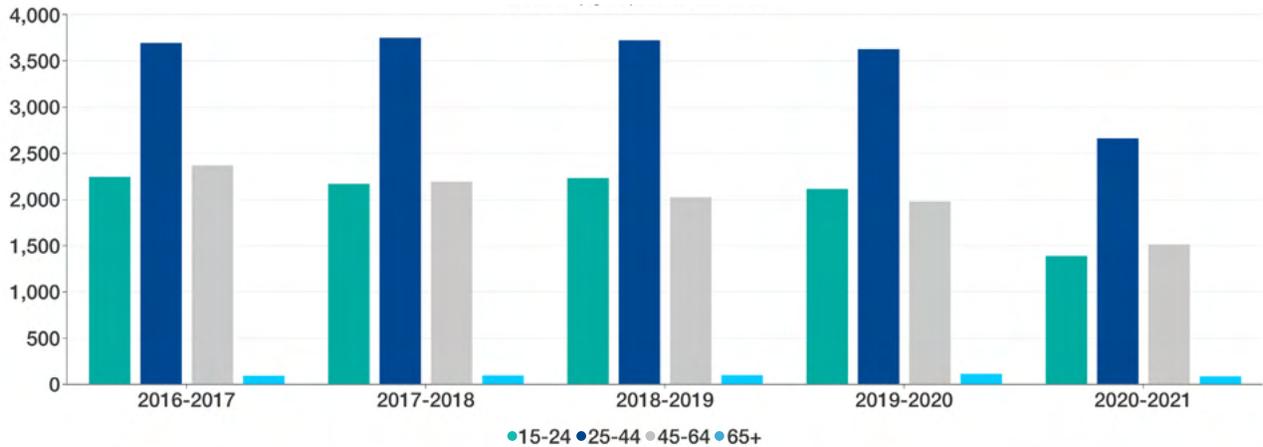


Figure 9: Clients Served by Age Group in Windsor-Essex: 2016-2021
 Source: Ministry of Labour, Training and Skills Development, Local Board Report, 2021.

CLIENTS SERVED BY GENDER IN WINDSOR-ESSEX IN 2020-2021

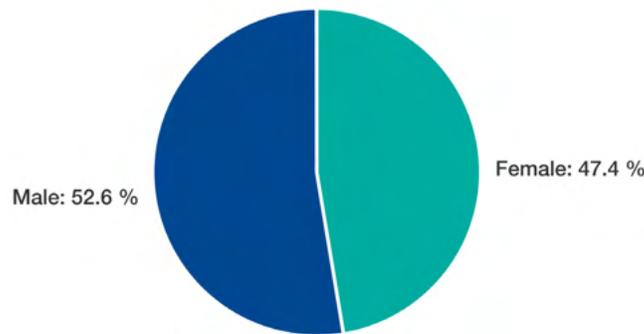


Figure 10: Clients Served by Gender in Windsor-Essex: 2020-2021
 Source: Ministry of Labour, Training and Skills Development, Local Board Report, 2021.

Between 2020-2021, 53% of clients served identified as female and 47% of clients served identified as male.²² Identifying females accessing employment services decreased by 1% from 2019-2020, and identifying males increased by 1%. Historically, women are less likely to access Employment Services. During the pandemic, women were disproportionately displaced out of employment for multiple reasons. Women are still considered the primary caregiver in many households and so many were expected to leave or reduce hours of their employment to support children who were attending school online, to take care of family members, or had been laid off from their employment as businesses reacted to physical distancing protocols and other public health measures.

²² Scientifically, data around sex has been simplified to be female and male. This report acknowledges that this data does not include intersex and other variations of human sex chromosomes that are more complex than female and male.

In February 2020, 63% of males and 58% of females participated in the labour force. By April 2020, 60% of males and 52% of females participated in the labour force.²³ The gap between males and females participating in the labour force increased by 3% (a total gap of 8%) between February and April as a result of lockdowns during the State of Emergency in Ontario. As of October 2021, nearly 20 months into the pandemic, the participation rate in the labour force by males is 65% and 57% by females (a total gap of 8%).²⁴

The disparity between men and women in the labour force is not a new concept. Previous LLMPs have identified this challenge year-after-year. Access to child care has always significantly impacted the participation rate of women in the workplace. In April 2021, the provincial government approved the City of Windsor’s Child Care and Early Years plan for providing emergency child care for school-aged children of frontline workers (County of Essex, 2021). The child care subsidy would be available while schools were expected to remain closed. Research continues to suggest that without accessible child care through government subsidies on a regular basis, there can be no full economic recovery (Canadian Labour Congress, 2020; The Star, 2020).

EMPLOYMENT SERVICES CLIENTS SERVED IN WINDSOR-ESSEX BY DESIGNATED GROUPS: 2016-2021

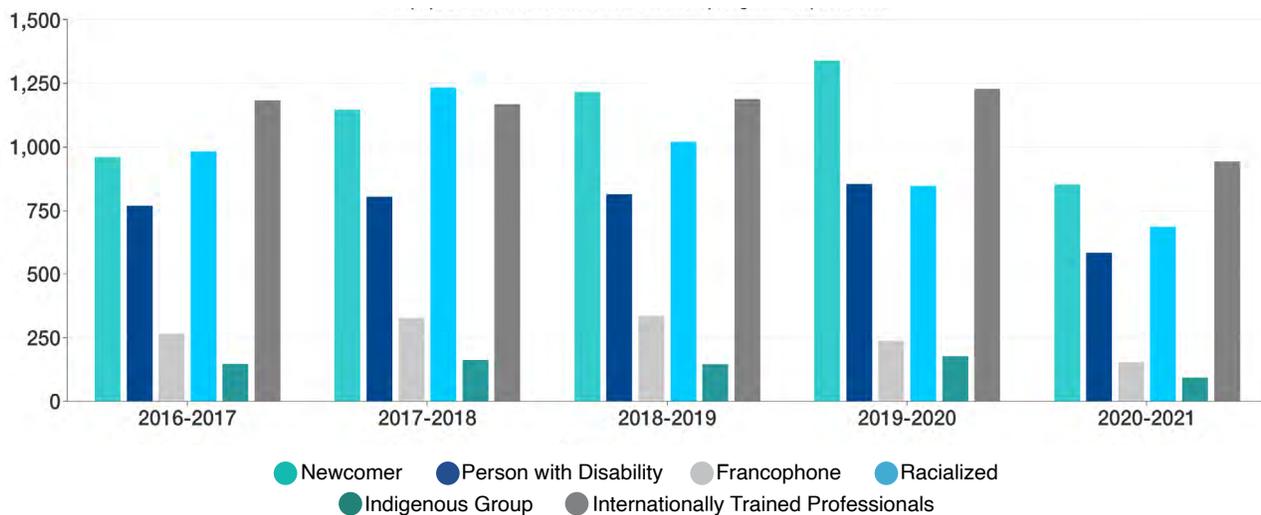


Figure 11: Employment Services Clients Served in Windsor-Essex by Designated Groups: 2016-2021
Source: Ministry of Labour, Training and Skills Development, Local Board Report, 2021.

The largest served client population in a designated group in 2020-2021 was internationally trained professionals. All designated groups²⁵ decreased with regard to accessing employment services from 2019-2020 to 2020-2021. This decrease is reflective of the reduced immigration to Canada during the pandemic, as well as reduced agency or resource accessibility as a result of COVID-19 public health and safety measures, such as facility lockdowns. In 2020-2021, the employment services accessed by newcomer designated group reduced by 35%, the person with disability designated group reduced by 32%, the francophone designated group reduced by 36%, the racialized designated group reduced by 19%, and the international trained professional reduced by 23%. It can be seen in the graph above that internationally trained professionals, as well as racialized and newcomer designated groups access employment services most, year-after-year.

²³ Statistics Canada, Labour Force survey, 2021.

²⁴ Ibid.

²⁵ Note that in previous years the racialized designated group was called “visible minority group” and the Indigenous designated group was previously under another title indicating indigeneity to Canada.

With internationally trained professionals being the largest designated group seeking employment services between 2020-2021, it is vital that employment services partner with education and essential language learning services so that these groups can receive Canadian certification in same or similar occupations they held in their home country. Local employers can engage with the [Windsor Essex Local Immigration Partnership](#) (WE LIP) to find ways to connect with newcomers, racialized people, and internationally trained professionals. By engaging with WE LIP, local employers can fill in-demand jobs and other qualified skilled worker gaps by connecting with the mentioned designated groups. There are many benefits that can come as a result of employer and WE LIP connections, those being that more newcomers, racialized people, and internationally trained professionals find employment and are able to financially support their families and engage in positive socio-economic mobility, and that the unemployment rate lowers in our region.

EMPLOYMENT SERVICES CLIENTS IN WINDSOR-ESSEX BY LEVEL OF EDUCATION: 2016-2021

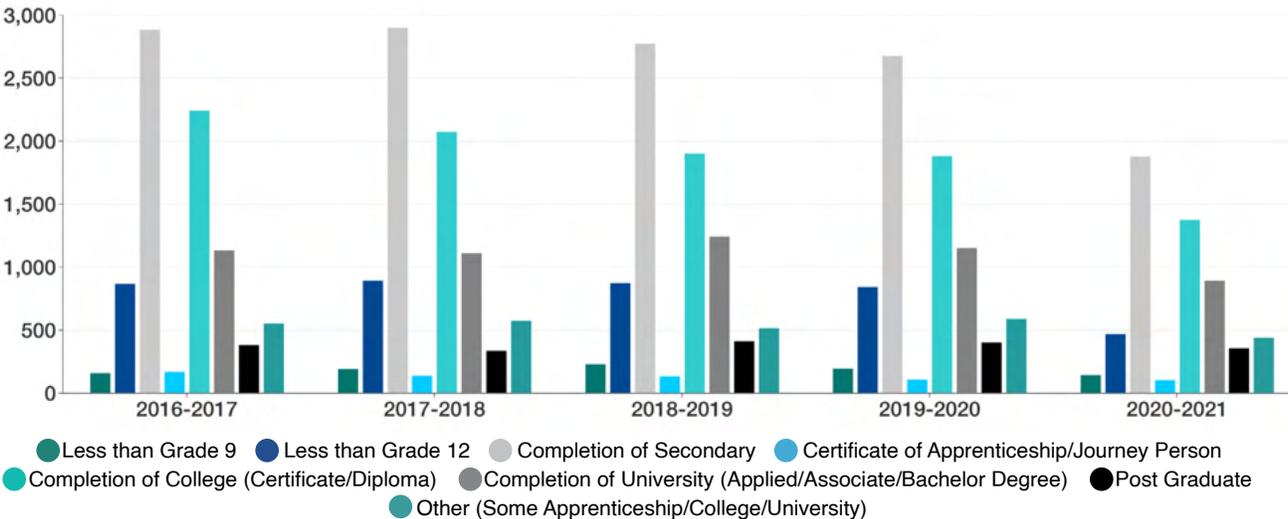


Figure 12: Employment Services Clients in Windsor-Essex by Level of Education: 2016-2021
 Source: Ministry of Labour, Training and Skills Development, Local Board Report, 2021.

The graph shows employment services clients in Windsor-Essex by level of education. The pandemic severely disrupted education. It can be seen in the graph that nearly every category of clients served by level of education decreased between 2020-2021. The largest group of clients served by level of education were those that completed secondary school and have a high school diploma. A total of 42% of clients completed post-secondary education, including an apprenticeship certificate, college diploma, or university degree. The 9% drop over last year’s number may be a result of students putting a hold on completing post-secondary education while navigating other pandemic-related issues. Many associate the completion of post-secondary education with sustainable employment. The decrease in post-secondary attainment may also contribute to the high unemployment rates the region has had throughout the pandemic. Windsor-Essex reached its highest rate of unemployment for 2021 in June when unemployment was 11.7%. In July, the unemployment rate in Windsor-Essex was 11.5% and in August it was 11.2%.²⁶ Educational institutions opened their on-site doors to students who were fully vaccinated in September 2021. It is predicted that the reopening of on-site education to students will result in an increase of completed post-secondary education for 2021-2022.

²⁶ Statistics Canada, Labour Force survey, 2021.

EMPLOYMENT SERVICES CLIENTS IN WINDSOR-ESSEX BY LENGTH OF TIME OUT OF EMPLOYMENT/TRAINING: 2016-2021

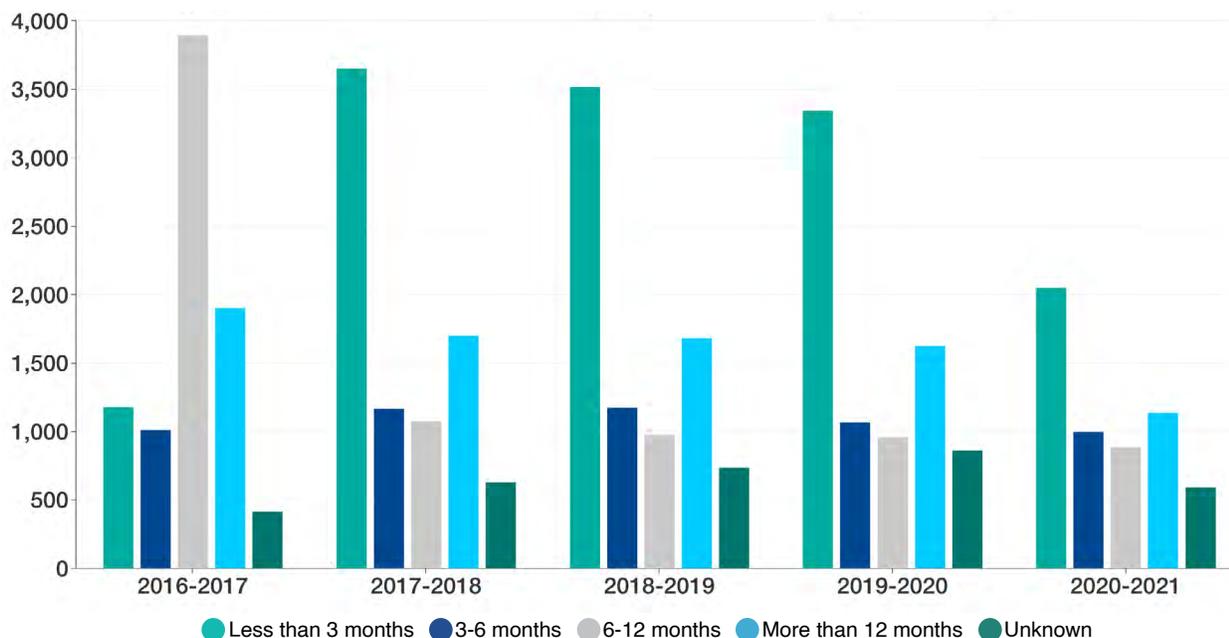


Figure 13: Employment Services Clients in Windsor-Essex by Length of Time Out of Employment/Training: 2016-2021
 Source: Ministry of Labour, Training and Skills Development, Local Board Report, 2021.

A total of 36% of new clients working with ESSPs had been out of work for less than three months. In 2016, those out of employment between three to more than 12 months made up a majority of clients served by length of time out of employment/training. At the time, ESSPs indicated that the longer the clients were disengaged from the workforce, the more barriers they faced assisting clients to regain employment (Workforce WindsorEssex, 2017).

Since 2016-2017, the number of clients out of work for more than three months has continued to decrease. The share of clients out of work for less than three months in 2016 was 46%, which is a 10% decrease over five years compared to the 36% between 2020-2021. ESSPs have communicated that to ensure clients do not become disengaged from the labour force while out of work, they leverage Workforce WindsorEssex’s tools and connect with other agencies that offer skill development to support individuals with opportunities for employment.

OUTCOME AT EXIT FOR EMPLOYMENT SERVICES CLIENTS SERVED IN 2020-2021

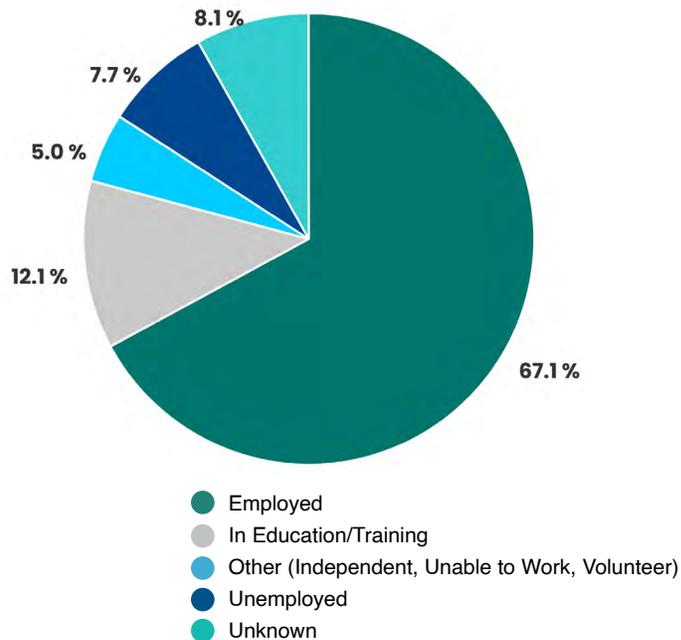


Figure 14: Outcome at Exit for Employment Services Clients Served in Windsor-Essex: 2020-2021.
Source: Ministry of Labour, Training and Skills Development, Local Board Report, 2021.

There are five reasons why a file would close for an employment services client, those being: Employed, In Education/Training, Other (Independent, Unable to Worker, Volunteer), Unemployed, and Unknown. Of clients accessing Employment Services in Windsor-Essex, 67% reported at the outcome of their exit that they were employed either full-time, part-time, employed as an apprentice, employed and in education, employed and in training, employed (other), or self-employed.



LITERACY AND BASIC SKILLS

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

Between 2020-2021, 1,102 clients were served through LBS, demonstrating a decrease over the last three years. The decrease may be a result of COVID-19 related education disruption across LBS agencies. The majority of clients are within the 25-44 age group and make up 47% of clients served, with the age group 15-24 following behind at 33%. Of the 656 who exited the program in 2021, 54 were employed full-time, 53 were employed part-time, 22 were employed and in education, 109 were in continued education, 209 were unemployed, and 23 were unable to work.²⁷ It should be noted that LBS addresses a wide spectrum of needs and goals among their clients. Needs and goals vary as not all clients enter with the same employment and education goals.

LBS CLIENTS BY AGE GROUP IN WINDSOR-ESSEX: 2016-2021

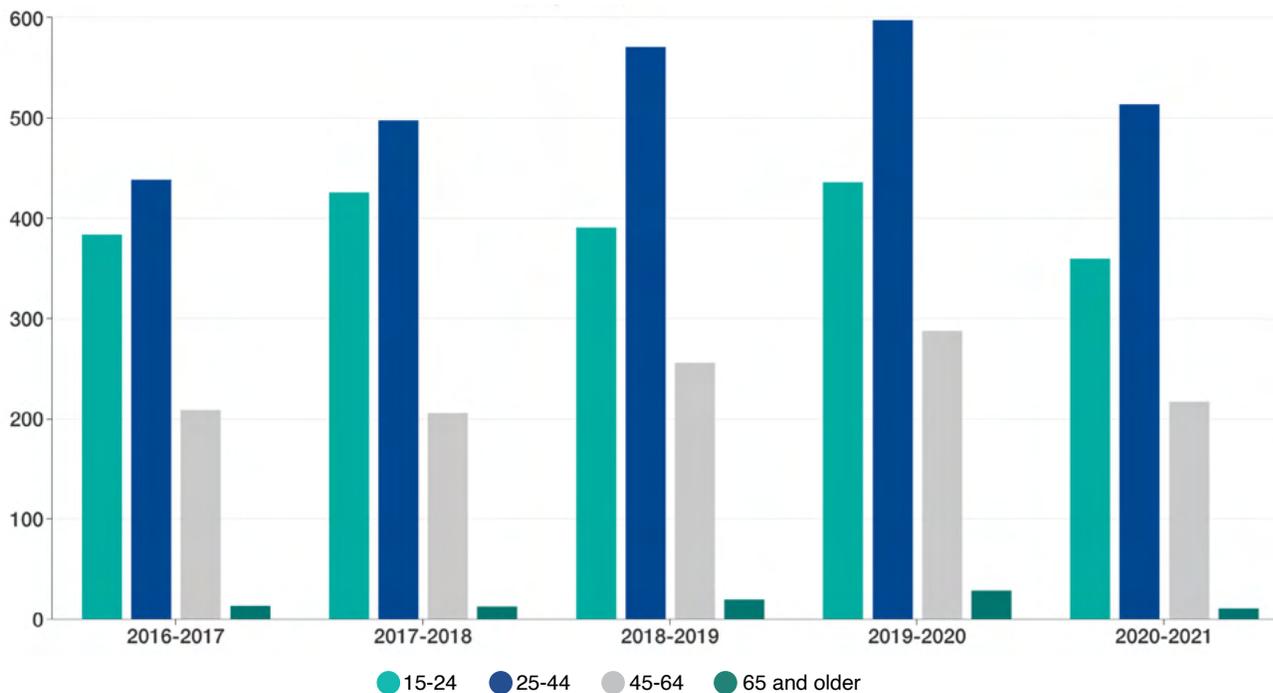


Figure 15: LBS Clients by Age Group in Windsor-Essex: 2016-2021
 Source: Ministry of Labour, Training and Skills Development, Local Board Report, 2021.

²⁷ Ministry of Labour, Training and Skills Development, Local Board Report, 2021.

APPRENTICESHIP

The number of new apprenticeship registrations for 2020-2021 was 554,²⁸ a decrease of 428 from 2019-2020. The decrease in new apprenticeships has a strong correlation with the impact of COVID-19 on apprenticeship education. Representatives across the region’s school boards have also indicated that finding apprenticeship opportunities for secondary students are challenging when multiple placement-deciding parties are involved. Educators have also stressed that the narrative around apprenticeship still holds a negative association with employment stability. Many remember that apprenticeship-related occupations in Manufacturing, Transportation and Warehousing, as well as Construction, were heavily impacted during pre-COVID-19 economic downturns. Apprenticeship training at St. Clair College also came to a stop in the last three years, one by a strike, and once by COVID-19. Additionally, many people still believe that apprenticeships are related to specific job roles and offer little to no opportunity for career growth. However, educators directly involved with apprenticeship education and information have expressed that this is not the case. Those enrolled in apprenticeships have the opportunity to enter different career pathways, such as a Computer Numerically Controlled (CNC) machine operator shifting to business owner, engineer, or teacher.

To balance the need of apprenticeships and to fill the skill and job gap, apprenticeship opportunities must also be tailored to the large newcomer population in the region. There are many qualified potential employees in the newcomer population, but educating on Canadian workplace culture and supporting language barriers must be addressed. Education representatives suggested during consultations that apprenticeships should consider opportunities where newcomers can learn English, Canadian workplace culture, and industry related skills simultaneously, so that job entry time is reduced from 5-6 years to 2-3 years.

NUMBER OF NEW APPRENTICESHIP REGISTRATIONS IN WINDSOR-ESSEX: 2016-2021



Figure 16: Number of New Apprenticeship Registrations in Windsor-Essex: 2016-2021
Source: Ministry of Labour, Training and Skills Development, Local Board Report, 2021.

The most common trades for new apprentices in Windsor-Essex were Electrician – Construction and Maintenance (101 registrants), General Machinist (58 registrants), and Automotive Service Technician (57 registrants).²⁹ The Ministry of Colleges and Universities [Group Sponsorship Grant](#) continues to provide \$100 million annually, over a maximum of three years, to encourage employers to hire and train apprentices.

²⁸ Ministry of Labour, Training and Skills Development, Local Board Report, 2021.
²⁹ Ibid.



OUR LOCAL INDUSTRIES

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

BUSINESS COUNTS

TOP 5 INDUSTRIES WITH THE MOST MICRO-SIZED BUSINESS IN WINDSOR-ESSEX: JUNE 2021

INDUSTRY	TOTAL # OF BUSINESSES
484 - Truck Transportation	623
621 - Ambulatory Health Care Services	562
541 - Professional, Scientific and Technical Services	539
238 - Specialty Trade Contractors	364
531 - Real Estate	241

Table 12: Top 5 Industries with the Most Micro-sized Businesses in Windsor-Essex: June 2021.³⁰

TOP 5 INDUSTRIES WITH THE MOST SMALL-SIZED BUSINESS IN WINDSOR-ESSEX: JUNE 2021

INDUSTRY	TOTAL # OF BUSINESSES
722 - Food Services and Drinking Places	509
621 - Ambulatory Health Care Services	314
238 - Specialty Trade Contractors	313
541 - Professional, Scientific and Technical Services	226
561 - Administrative and Support Services	156

Table 13: Top 5 Industries with the Most Small-sized Businesses in Windsor-Essex: June 2021.³¹

TOP 5 INDUSTRIES WITH THE MOST MEDIUM-SIZED BUSINESS IN WINDSOR-ESSEX: JUNE 2021

INDUSTRY	TOTAL # OF BUSINESSES
333 - Machinery Manufacturing	26
336 - Transportation Equipment Manufacturing	22
445 - Food and Beverage Stores	12
623 - Nursing and Residential Care Facilities	12
561 - Administrative and Support Services	11

Table 14: Top 5 Industries with the Most Medium-sized Businesses in Windsor-Essex: June 2021.³²

TOP 4 INDUSTRIES WITH THE MOST LARGE-SIZED BUSINESSES IN WINDSOR-ESSEX: JUNE 2021.

INDUSTRY	TOTAL # OF BUSINESSES
336 - Transportation Equipment Manufacturing	7
611 - Educational Services	5
622 - Hospitals	4
561 - Administrative and Support Services	2

Table 15: Top 4 Industries with the Most Large-sized Businesses in Windsor-Essex: June 2021.³³

Note: multiple industries were tied for the fifth place.

³⁰ Statistics Canada, Canadian Business Counts, June 2021.

³¹ Ibid.

³² Ibid.

³³ Ibid.



INDUSTRY UPDATES

This section provides updates for Windsor-Essex’s largest and/or most promising sectors. This data was compiled using data specific to this region through Statistics Canada’s Canadian Business Counts³⁴ data to determine number of businesses and employee size range; Emsi Analyst data for industry and occupations statistics and projections³⁵; Workforce WindsorEssex data for job postings³⁶; and consultations with community stakeholders for trends, highlights, and industry-related education opportunities.

³⁴ Statistics Canada, Canadian Business Counts, June 2021.

³⁵ Emsi Analyst, 2021.

³⁶ Workforce WindsorEssex, Sector Library, 2021.

AGRICULTURE

- **NAICS CODE: 11**
- **JUNE 2021 TOTAL BUSINESSES WITH EMPLOYEES: 89**
- **JUNE 2020 TOTAL BUSINESSES WITH EMPLOYEES: 96**
- **CHANGE IN NUMBER OF BUSINESSES WITH EMPLOYEES JUNE 2020 – JUNE 2021: -7**
- **TOTAL NUMBER OF EMPLOYEES IN ONTARIO DECEMBER 2020: 1,636**
- **TOTAL NUMBER OF JOBS IN 2020: 3,739**
- **TOTAL NUMBER OF JOBS IN 2021: 3,747 (+8 FROM 2020)**
- **JOB POSTINGS IN NOVEMBER 2021: 230**
- **PROJECTED INDUSTRY JOB GROWTH (2021-2026): +2%**
- **AVERAGE YEARLY WAGE (2020): \$35,428**
- **PROJECTED GROWTH OCCUPATIONS:**
 - 8431 – General Farm Workers
 - 8432 – Nursey and Greenhouse Workers
 - 7511 – Transport Truck Drivers
 - 2225 – Landscape and Horticulture Technicians and Specialists
 - 8255 – Contractors and Supervisors, Landscaping, Grounds Maintenance and Horticulture Services

WINDSOR-ESSEX AGRICULTURE INDUSTRY BY EMPLOYEE SIZE RANGE: DECEMBER 2020

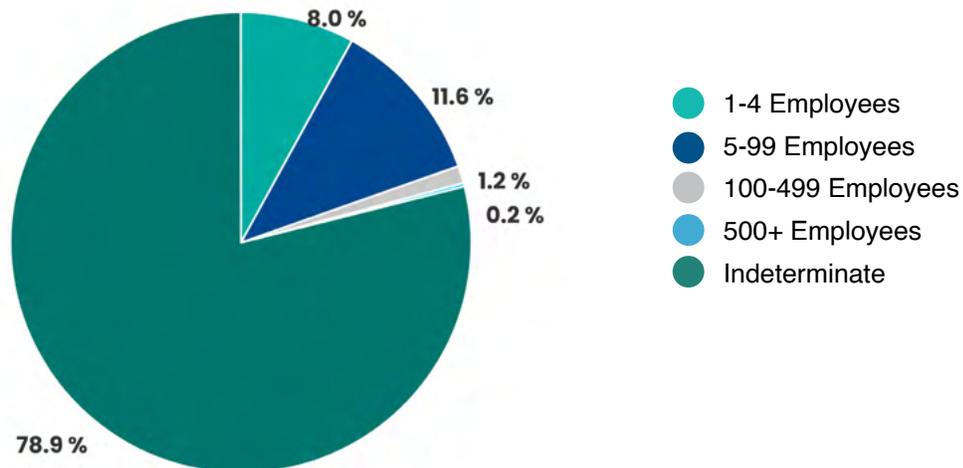


Figure 17: Windsor-Essex Agriculture Industry by Employee Size Range, December 2020
Source: Emsi Analyst, Industries by Business Location, Essex (in Ontario).

COVID-19 IMPACTS

Throughout 2020, the spread of COVID-19 had seriously impacted the health of agriculture employees. Many of them had contracted the virus and it spread amongst workers due to close working quarters and the lack of personal protection equipment (PPE) available for infection control. This ultimately contributed to stress on supply and demand for the sector. To address this challenge, leaders in the industry, workforce, and community worked together to secure PPE and create opportunities for a safe return to work for domestic, migrant, and temporary foreign workers. Some of these strategies to protect workers and business operations include on-site testing, proactive farm inspections (Schmidt, 2021), and the Provincial Antigen Screening Program (OMAFRA, 2021).

COVID-19 SUPPORT

The [Workplace Safety & Prevention Services](#) (WSPS) is providing financial support to agri-food businesses to help with infection control. Eligible workplaces include: employers, farm sector organizations and farm associations, provincially licensed meat plants, and other food processors who employ 1-49 employees. Workplaces can access this funding of \$2,000, paid for by the [Canadian Agricultural Partnership](#), to seek professional advice and consulting services around their COVID-19 needs (WSPS, 2021). This funding is available until February 28, 2022.

INDUSTRY TRENDS, HIGHLIGHTS, AND UPDATES

- The agriculture sector is a key industry for this region and has the opportunity to thrive with a climate that provides “quality, reliable water sources”.³⁷ The majority of agriculture companies in Windsor-Essex are located in the Kingsville-Leamington area. The largest concentration of vegetable greenhouses in North America is shared within these two communities (2021). A challenge most faced by the greenhouse operations in Kingsville and Leamington is transportation. Employers have indicated that accessible transportation throughout the area would allow them to attract potential employees across the region. The Town of Kingsville has responded to this concern with a [Compressive Transportation Master Plan](#) that includes a study to find solutions and recommendations for better transportation to promote lifestyle and employment opportunities.
- The previous LLMP projected industry employment growth to decline 3% over the next five years. While there are many causal mechanisms why the data might have indicated a decline, such as advancement in technology and impacts of the pandemic, new data shows a 0.3% increase in employment growth. This growth has been made possible through initiatives like [Addressing Agri-food Sector Labour Force Challenges](#). Funding from this program is made available to support businesses that are heavily impacted by labour shortages and have the capacity to address the employment gaps in their sector.
- Government initiatives and strategies are becoming increasingly available to support industries. For example, [Canadian Agricultural Partnership: Cost-Share Funding](#) is a five-year initiative set to strengthen agriculture and related sectors by promoting prosperity and sustainability through technology, research, and innovation. Currently, similar cost-share programs, like the Lake Erie Agriculture Demonstrating Sustainability (LEADS) initiative, have allocated \$2.58 billion to farmers for projects aimed at enhancing water quality. More information on the Cost-Share Funding for Farmers and Other Businesses, including the application, is available through the Ontario Soil and Crop Improvement Association’s programming website. Click [here](#) for a direct link to the application.
- Employment opportunities that might be considered non-traditional in this sector are becoming more available and more industries are finding ways to increase employment by investing in research and innovation. For example, businesses like Lakeside Produce and Mastronardi Produce Limited offer in-demand occupations in marketing and communications. You can use Workforce WindsorEssex’s job tools to learn more about in-demand jobs in the agriculture sector. Our job tools related to this sector are featured below.

³⁷ Invest WindsorEssex, 2021.

INDUSTRY-RELATED EDUCATION AND TRAINING OPPORTUNITIES

Finding and retaining qualified workers has been an ongoing challenge for industries. Here's how local education has responded to this challenge through programs, curriculum, and skill development opportunities.

- The University of Windsor's Continuing Education will begin offering their [International Trade and Border Management](#) certificate for business owners or their employees who want to learn more about shipping goods across the U.S. and Canada border. Click [here](#) for program information.
- The University of Guelph offers many online certificates in the Agriculture field, such as the Horticulture Certificate, Horticulture Diploma, Landscape Design Certificate, Sustainable Urban Agriculture Certificate, Sustainable Urban Horticulture Certificate, and Landscape Design Diploma. Click [here](#) to learn more about program and certificate opportunities.

WORKFORCE WINDSORSESSEX TOOLS

Over the last decade, Workforce WindsorEssex has partnered with many stakeholders to develop strategies for a stable and attractive workforce. Strategic action plans that were created over the last 10 years in collaboration with stakeholders³⁸ have allowed Workforce WindsorEssex to develop a variety of labour force tools to support students, jobseekers, educators, parents, and guardians to learn more about local industries. Below are Workforce WindsorEssex's tools that relate directly to the Agriculture sector:



- Agriculture Profiles
<https://www.workforcewindsoressex.com/agri-workforce-profiles/>



- Sector Library: Agriculture
<https://www.workforcewindsoressex.com/industry/naics11/?wdt-page=active-job-posts>



- Spotlight on Agriculture Videos
<https://www.workforcewindsoressex.com/agri-videos/>



- Job Map - Occupational Category: Natural Resources, Agriculture & Related
<https://www.workforcewindsoressex.com/jobs-map>



- Experiential Learning Events
<https://www.workforcewindsoressex.com/virtual-learning-events/>

³⁸ See list of stakeholders in appendix *.

CONSTRUCTION

- NAICS CODE: 23
- JUNE 2021 TOTAL BUSINESSES WITH EMPLOYEES: 1,004
- JUNE 2020 TOTAL BUSINESSES WITH EMPLOYEES: 1,031
- CHANGE IN NUMBER OF BUSINESSES WITH EMPLOYEES JUNE 2020 – JUNE 2021: -27
- TOTAL NUMBER OF EMPLOYEES DECEMBER 2020: 2,964
- TOTAL NUMBER OF JOBS IN 2020: 8,054
- TOTAL NUMBER OF JOBS IN 2021: 8,079 (+25 FROM 2020)
- JOB POSTINGS IN NOVEMBER 2021: 132
- PROJECTED INDUSTRY JOB GROWTH (2021-2026): +1%
- AVERAGE YEARLY WAGE (2020): \$58,150
- PROJECTED GROWTH OCCUPATIONS:
 - 7611 – Construction Trades Helpers and Labourers.
 - 7241 – Electricians (Except Industrial and Power System)
 - 7302 – Contractors and Supervisors, Heavy Equipment Operator Crews
 - 7284 – Plasterers, Drywall Installers and Finishers and Lathers
 - 7295 – Floor Covering Installers

WINDSOR-ESSEX CONSTRUCTION INDUSTRY BY EMPLOYEE SIZE RANGE: DECEMBER 2020

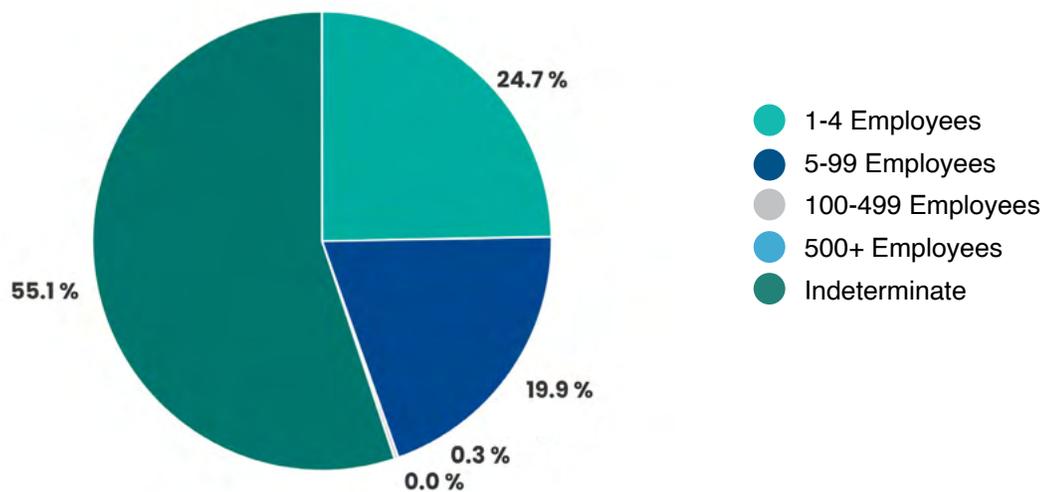


Figure 18: Windsor-Essex Construction Industry by Employee Size Range, December 2020
Source: Emsi Analyst, Industries by Business Location, Essex (in Ontario).

COVID-19 IMPACTS

The pandemic slowed down business operations for the majority of sectors in Windsor-Essex. Construction projects came to a halt at the beginning of the pandemic in response to public health and safety measures, with consideration for physical distancing. While supply shortages became a challenge, and material costs rose, demand for housing and new infrastructure increased (Ontario Construction News, 2021). With public measures still in place to mitigate the spread of COVID-19, physical distancing, compounded with the lack of supplies, and building boom, has contributed to a labour shortage in the sector (CBC News, 2021).

INDUSTRY TRENDS, HIGHLIGHTS, AND UPDATES

- The provincial government has invested \$9.8 million to support planning for the new acute care hospital (Ontario Office of the Premier, 2021). It is expected that this investment will create thousands of jobs across many sectors, including Construction. The project will require many skilled trade labourers, and with its project approval stated in May 2021, industry leaders must consider additional strategies to employ and retain current and new talent. Workforce WindsorEssex's tools, as well as the education opportunities outlined below, can help connect employers with training and skill development programs for their current and future employees.
- The Gordie Howe International Bridge is well underway and has employed 3,900 workers since 2018 – up 1,400 jobs from its initial project start (CBC News, 2021). Work continued throughout the pandemic to meet project milestones. However, there is still a skilled trade shortage in Windsor-Essex. Cost of living, as outlined in the [Income](#) section, has contributed to issues in retaining employee in the region. The Windsor-Essex housing market is difficult for younger millennials of our prime age population (25-34) to get into with the comprehensive year-to-date average price of a home being \$533,863, up 33.9% from the first 10 months of 2020 (The Canadian Real Estate Association, 2021). This becomes a challenge that affects the industries' ability to attract trained professionals to the region. Further details on liveable wages impacting retention and hiring challenges for our growing sectors can be found in the [Income](#) section.
- In 2017, the Windsor-Essex Catholic District School Board strategized ways to combat the ongoing skilled trade shortages in the region by creating sector-specific curriculum. This strategy was highlighted in Workforce WindsorEssex's 2017-2018 LLMP report. The Construction Academy was started and has continued to offer programming through participating schools: F.J. Brennan Catholic High School (Masonry Academy), Catholic Central High School (Electrical Academy), and St. Joseph's Catholic High School (Carpentry and Plumbing Academy).

INDUSTRY-RELATED EDUCATION AND TRAINING OPPORTUNITIES

Finding and retaining qualified workers has been an ongoing challenge for industries. Here's how local education has responded to this challenge through programs, curriculum, and skill development opportunities:

- The [Windsor Construction Association](#) offers a series of education and training courses that can be completed online and often in one day. The [Communication, Negotiation and Conflict Resolution](#) course is a four-hour program that helps improve written, oral, and negotiating skills in the construction sector. [Construction Industry Ethics](#) is a three-hour course that helps participants understand and navigate ethics as it relates to the industry. The [Construction Project Management](#) course is approximately five hours and allows anyone that works in the sector to gain knowledge and skills to help successfully plan, manage, and administer projects from start to finish. Course prices range between \$150-\$350 (The Windsor Construction Association, 2021).
- St. Clair College offers three programs for construction trades helpers and labourers. These courses are

available to mature students (19 years or older) and take anywhere from one to two years to complete. These courses are [Construction Engineering Technician](#), [Construction Project Management](#), and [Carpentry and Renovation Techniques](#). Find out more by clicking on the program title to be redirected to the program website.

- St. Clair College also offers Pre-Apprenticeship programs to encourage jobseekers and the future workforce to enter into the skilled trades. Click [here](#) to find out more about the Brick & Stone Mason, Electrician: Construction & Maintenance, and the General Carpentry Pre-Apprenticeship programs. These programs are offered full-time and part-time.
- The Windsor-Essex Catholic District School Board offers construction training, including masonry, electrical, carpentry, and plumbing to grade 11 and 12 students at participating schools through their Construction Academy.
- Greater Essex County District School Board's [Enhanced Construction Program](#), in partnership with the Carpenters Union Local 494, supports students looking to develop skills for the industry before completing a co-op placement.

WORKFORCE WINDSOR-ESSEX TOOLS

Over the last decade, Workforce WindsorEssex has partnered with many stakeholders to develop strategies for a stable and attractive workforce. Strategic action plans that were created over the last 10 years in collaboration with stakeholders³⁹ have allowed Workforce WindsorEssex to develop a variety of labour force tools to support students, jobseekers, educators, parents, and guardians to learn more about local industries. Below are Workforce WindsorEssex's tools that relate directly to the Construction sector:



- Skilled Trades Profiles
<https://www.workforcewindsor-essex.com/skilled-trades-workforce-profiles/>



- Sector Library: Construction
<https://www.workforcewindsor-essex.com/industry/naics23/?wdt-page=active-job-posts>



- Skilled Trade Videos
<https://www.workforcewindsor-essex.com/trades-videos/>



- Job Map - Occupational Category: Trades, Transport and Equipment Operators
<https://www.workforcewindsor-essex.com/jobs-map>



- Bridge Career Resources
<https://www.workforcewindsor-essex.com/bridge-jobs-guide/>

³⁹ See list of stakeholders in appendix *.

EDUCATIONAL SERVICES

- NAICS CODE: **61**
- JUNE 2021 TOTAL BUSINESSES WITH EMPLOYEES: **81**
- JUNE 2020 TOTAL BUSINESSES WITH EMPLOYEES: **80**
- CHANGE IN NUMBER OF BUSINESSES WITH EMPLOYEES JUNE 2020 – JUNE 2021: **+1**
- TOTAL NUMBER OF EMPLOYEES DECEMBER 2020: **298**
- TOTAL NUMBER OF JOBS IN 2020: **11,714**
- TOTAL NUMBER OF JOBS IN 2021: **11,704 (-10 FROM 2020)**
- JOB POSTINGS IN NOVEMBER 2021: **86**
- PROJECTED INDUSTRY JOB GROWTH (2021-2026): **+2%**
- AVERAGE YEARLY WAGE (2020): **\$63,406**
- PROJECTED GROWTH OCCUPATIONS:
 - 4032 – Elementary School and Kindergarten Teachers
 - 4031 – Secondary School Teachers
 - 4413 – Elementary and Secondary School Teacher Assistants
 - 4124 – Early Childhood Educators and Assistants
 - 6733 – Janitors, Caretakers and Building Superintendents

WINDSOR-ESSEX EDUCATIONAL SERVICES INDUSTRY BY EMPLOYEE SIZE RANGE: DECEMBER 2020

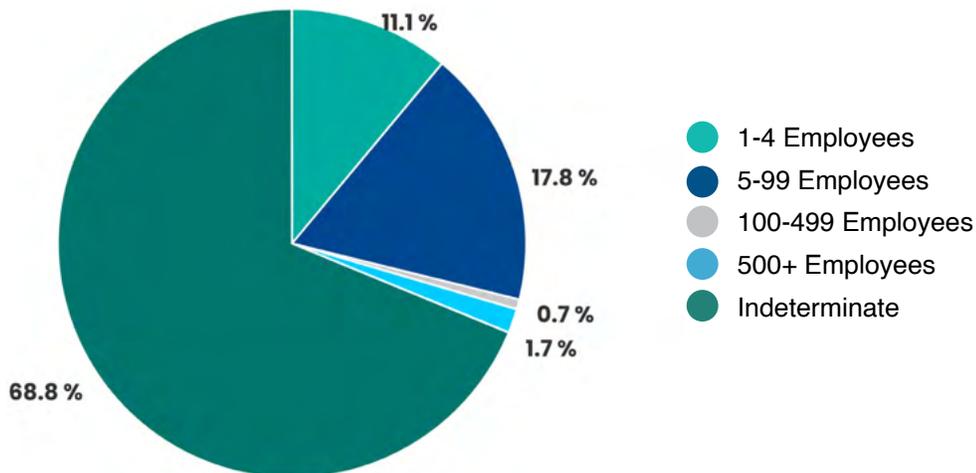


Figure 19: Windsor-Essex Educational Services Industry by Employee Size Range, December 2020
 Source: Emsi Analyst, Industries by Business Location, Essex (in Ontario).

COVID-19 IMPACTS

The pandemic continues to impact the Educational Services sector as more and more outbreaks occur in classroom settings. When an outbreak happens, students and teachers who belong to the infected cohort must stay home for 14 days to quarantine. All school boards across the region have communicated a high demand for teachers to support smaller class sizes, as well as a need for substitutes to cover absence requests. The pandemic has severely affected the educational development among children, and the number of children needing support in the classroom has steadily grown in part because of this. Staffing numbers have not met this need. The wage gap between the public board (supply educational assistants - \$18 per hour) compared to the Catholic board (\$25 per hour) makes retention and recruitment all the more challenging (CBC News, 2021). School teachers across all teaching divisions are projected to grow between 2020-2025. COVID-19 has also had a negative effect on Co-op and OYAP opportunities. There is a strong correlation between students who participate in Co-op and OYAP and an increase of qualified skilled trade workers who enter the labour force.

COVID-19 SUPPORT

Co-op and OYAP education placements are critical to sector and COVID-19 recovery (Simone and Gallagher, 2020). At this time, all four school boards in our region are looking for more Co-op and OYAP opportunities for their students. To encourage the growth of qualified skilled trades workers for the future labour force, Co-op and OYAP opportunities would be appreciated in the following sectors: Agriculture; Construction; Educational Services; Healthcare and Social Assistance; Professional Services; Scientific and Technical Services; Arts, Entertainment and Recreation; Manufacturing; Accommodation and Food Services; Public Administration; and Transportation and Warehousing.

Another challenge that our school boards face with placements for Co-op education is scheduling. Many students are unable to participate in Co-op opportunities because they can only take on half-day placements. Students who are only capable of half-day placements tend to be those who must complete additional courses for their post-secondary intended program or students who require further educational attention. Industries that can offer half-day Co-op placement would create opportunities for career path related training and ultimately promote the COVID-19 and labour force recovery.

INDUSTRY TRENDS, HIGHLIGHTS, AND UPDATES

- Schools have opened up for in-class learning for the 2021-2022 school year, but classes have been facing regular outbreaks of the virus. Students in cohorts where the virus has broken out are required to quarantine for 14 days before returning to school. Since the last LLMP report, vaccine age eligibility has opened up to youth ages 5 and older. While students in Ontario do have mandatory immunization records under the Immunization of School Pupils Act, the Chief Medical Officer of Health has indicated that mandatory COVID-19 vaccines will not be integrated into the Immunizations Act at this time (Ontario, 2021).
- In February 2021, the Ontario Ministry of Education was offering temporary teaching certificates to students enrolled in teacher's college to fill shortages as substitutes. Students had to be in enrolled in the program and in academic good standing (Ontario College of Teachers, 2021).
- Prior to the pandemic and in its early stages, a form of hybrid learning (online and in-class) was being offered as a permanent alternative to in-class learning. However, the pandemic has demonstrated that smaller class sizes, in-class learning, and in-person peer socialization is crucial to the academic, social, and emotional development of children. This outcome has possibly contributed to the 1.5% increase for in-demand occupations in Educational Services over the next five years, as well as the growth of occupations such as kindergarten, elementary, and secondary school teachers.

INDUSTRY-RELATED EDUCATION AND TRAINING OPPORTUNITIES

Finding and retaining qualified workers has been an ongoing challenge for industries. Here's how local education has responded to this challenge through programs, curriculum, and skill development opportunities:

- The University of Windsor's Continuing Education offers an [International Educator Certificate for International Baccalaureate \(IB\) Qualification](#). Participating in the course will allow teachers to receive an IB Certificate in Teaching and Learning, and will open up teaching opportunities in the 100+ IB schools within Ontario and over 4,700 schools across the globe. Courses are offered for primary years, middle years, and diploma.

WORKFORCE WINDSOR/ESSEX TOOLS

Over the last decade, Workforce WindsorEssex has partnered with many stakeholders to develop strategies for a stable and attractive workforce. Strategic action plans that were created over the last 10 years in collaboration with stakeholders⁴⁰ have allowed Workforce WindsorEssex to develop a variety of labour force tools to support students, jobseekers, educators, parents, and guardians to learn more about local industries. Below are Workforce WindsorEssex's tools that relate directly to the Educational Services sector, as well as experiential learning guides for educators and employers:



- Sector Library: Educational Services
<https://www.workforcewindsoressex.com/industry/naics61/?wdt-page=active-job-posts>



- Job Map - Occupational Category: Education, Law & Social, Community and Gov't
<https://www.workforcewindsoressex.com/jobs-map/>



- Educational Services Sector Report
<https://www.workforcewindsoressex.com/educational-services-sector-report/>



- WEdata Sector Blog Series: Education Services
<https://www.workforcewindsoressex.com/education-services-a-review-of-key-local-labour-market-data/>



- Experiential Learning Events
<https://www.workforcewindsoressex.com/virtual-learning-events/>

⁴⁰ See list of stakeholders in appendix *.

HEALTHCARE AND SOCIAL ASSISTANCE

- NAICS CODE: 62
- JUNE 2021 TOTAL BUSINESSES WITH EMPLOYEES: 1,142
- JUNE 2020 TOTAL BUSINESSES WITH EMPLOYEES: 1,085
- CHANGE IN NUMBER OF BUSINESSES WITH EMPLOYEES JUNE 2020 – JUNE 2021: +57
- TOTAL NUMBER OF EMPLOYEES DECEMBER 2020: 2,442
- TOTAL NUMBER OF JOBS IN 2020: 20,138
- TOTAL NUMBER OF JOBS IN 2021: 20,227 (+89 FROM 2020)
- JOB POSTINGS IN NOVEMBER 2021: 425
- PROJECTED INDUSTRY JOB GROWTH (2021-2026): +8%
- AVERAGE YEARLY WAGE (2020): \$50,338
- PROJECTED GROWTH OCCUPATIONS:
 - 3012 – Registered Nurses and Registered Psychiatric Nurses
 - 3413 – Nurse Aides, Orderlies and Patient Service Associates
 - 3414 – Other Assisting Occupation in Support of Health Services
 - 4212 – Social and Community Service Workers
 - 3234 – Paramedical Occupations

**WINDSOR-ESSEX HEALTHCARE AND SOCIAL ASSISTANCE INDUSTRY
BY EMPLOYEE SIZE RANGE: DECEMBER 2020**

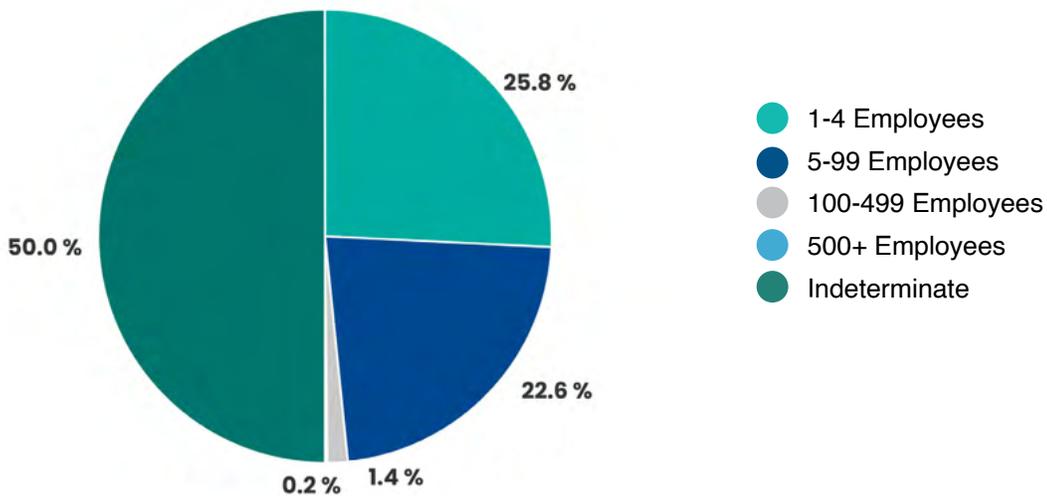


Figure 20: Windsor-Essex Healthcare and Social Assistance Industry by Employee Size Range, December 2020
Source: Emsi Analyst, Industries by Business Location, Essex (in Ontario).

COVID-19 IMPACTS

Since the release of the [Windsor-Essex Post-Pandemic Scenario Planning Report](#), the region entered a fourth wave of the pandemic. The Healthcare and Social Assistance sector has been stretched thin over the course of this pandemic. Currently, 72.2% of the population has received both doses of the vaccine, and 75.5% have received at least one dose (WECHU 2021, as of December 2021). The Ontario government is currently reporting daily COVID-19 cases similar to those seen in waves two and three. COVID-19 related health and safety measures are still in place as our healthcare providers remain the last line of defence against the virus.

COVID-19 SUPPORT

Healthcare workers have experienced severe strain on their mental health throughout the pandemic. In November 2021, the Ontario government announced that they would be expanding mental health and addictions support for frontline health care workers. The provincial government is investing \$12.4 million to provide existing and expanded support over the next two years for frontline health care providers (Ontario Ministry of Finance, 2021).

INDUSTRY TRENDS, HIGHLIGHTS, AND UPDATES

- Between January 2021 and October 2021, there were 1,076 job postings in the region for Personal Support Workers (PSWs). Long-term care facilities were facing multiple and ongoing outbreaks of the virus and PSWs were in dire need to support the safe recovery of patients. The demand for PSWs increased as a result of the pandemic and the need for PSWs is expected to grow over the next five years.
- In October 2021, the Ontario government announced that it would be expanding career opportunities for PSWs and nurses in long-term care who want to advance their careers. By investing \$100 million, the provincial government will support the Long-term Care Staffing Plan by adding an additional 2,000 nurses to long-term care by 2024-2025 (Ontario Ministry of Long-term Care, 2021). As demonstrated in projected growth occupations, jobs in NOC 3012 for Registered Nurses and Registered Psychiatric Nurses is expected to increase by 12%⁴¹ over the next five years. This growth will also support the future acute care [Windsor Regional Hospital](#).

INDUSTRY-RELATED EDUCATION AND TRAINING OPPORTUNITIES

Finding and retaining qualified workers has been an ongoing challenge for industries. Here's how local education has responded to this challenge through programs, curriculum, and skill development opportunities.

- The [Windsor-Essex Post-Pandemic Scenario Planning Report](#) had outlined multiple free PSW program opportunities offered through [SE Health in collaboration with SE Career College of Health](#), as well as [ParaMed Home Health Care](#). These programs are still offered and applications are accessible by clicking on the program titles.
- The University of Windsor's Continuing Education offers courses and workshops for health care professionals in [Health Informatics](#), [Project Management](#), and [Internationally-Educated Nurses \(IEN\)](#), to name a few. Find out more about Healthcare and Social Assistance sector-related education offered by the University of Windsor by clicking [here](#). The Internationally-Educated Nurses (IEN) is a great way to help newcomers, who are Canadian citizens residing in Windsor-Essex, maintain their healthcare career in Canada by putting them on a path that will potentially lead to becoming a registered nurse in Ontario.

⁴¹ Ibid

- St. Clair College offers two Health Sciences and Nursing related certificates through Continuing Education. Click on the program titles to find out more about [First Aid and CPR for Health Care Providers](#) and [N95 Mask Fit Testing](#).

WORKFORCE WINDSOR ESSEX TOOLS

Over the last decade, Workforce WindsorEssex has partnered with many stakeholders to develop strategies for a stable and attractive workforce. Strategic action plans that were created over the last 10 years in collaboration with stakeholders⁴² have allowed Workforce WindsorEssex to develop a variety of labour force tools to support students, jobseekers, educators, parents, and guardians to learn more about local industries. Below are Workforce WindsorEssex's tools that relate directly to the Healthcare and Social Assistance sector:



- Sector Library: Healthcare and Social Assistance
<https://www.workforcewindsorsex.com/industry/naics62/?wdt-page=active-job-posts>



- Virtual Learning Events: A Virtual Look Inside Healthcare
<https://www.workforcewindsorsex.com/virtual-learning-events/>



- Job Map - Occupational Category: Health Care
<https://www.workforcewindsorsex.com/jobs-map/>



- WEdata Sector Blog Series: Healthcare and Social Assistance
<https://www.workforcewindsorsex.com/health-care-and-social-assistance-a-review-of-key-local-labour-market-data/>

⁴² See list of stakeholders in appendix *.

MANUFACTURING

- NAICS CODE: 31-33
- JUNE 2021 TOTAL BUSINESSES WITH EMPLOYEES: 597
- JUNE 2020 TOTAL BUSINESSES WITH EMPLOYEES: 626
- CHANGE IN NUMBER OF BUSINESSES WITH EMPLOYEES JUNE 2020 – JUNE 2021: -29
- TOTAL NUMBER OF EMPLOYEES DECEMBER 2020: 1,120
- TOTAL NUMBER OF JOBS IN 2020: 35,189
- TOTAL NUMBER OF JOBS IN 2021: 35,325 (+136 FROM 2020)
- JOB POSTINGS IN NOVEMBER 2021: 495
- PROJECTED INDUSTRY JOB GROWTH (2021-2026): +1%
- AVERAGE YEARLY WAGE (2020): \$63,046
- PROJECTED GROWTH OCCUPATIONS:
 - 9416 – Metalworking and Forging Machine Operators
 - 7231 – Machinists and Machining and Tool Inspectors
 - 9522 – Motor Vehicle Assemblers, Inspectors and Testers
 - 9418 – Other Metal Product Machine Operators
 - 9537 – Other Product Assemblers, Finishers and Inspectors

WINDSOR-ESSEX MANUFACTURING INDUSTRY BY EMPLOYEE SIZE RANGE: DECEMBER 2020

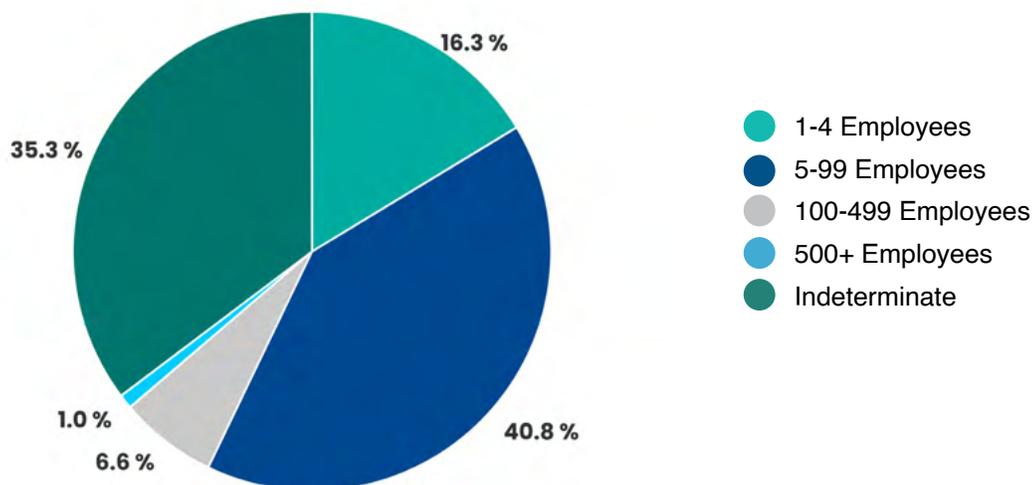


Figure 21: Windsor-Essex Manufacturing Industry by Employee Size Range, December 2020
Source: Emsi Analyst, Industries by Business Location, Essex (in Ontario).

COVID-19 IMPACTS

The Canada and U.S. border closure continues to disrupt supply chains even though some restrictions have been lifted over the last couple months. Border restrictions have resulted in the loss of contracts and millions of dollars in the Manufacturing sector (Canadian Association of Moldmakers, 2021). The sector suffered intense economic and labour loss as a result of the pandemic. In the first year of the pandemic, local employers reported the largest layoffs. To save the manufacturing labour force, local employers shifted into PPE production early on in the pandemic.

INDUSTRY TRENDS, HIGHLIGHTS, AND UPDATES

- The Ontario government invested nearly \$850,000 in Dimachem Inc. to help locally produce household cleaners. Dimachem entered a multi-year contract with The Clorox Company to manufacture 12 million bottles of Pine-Sol per year. The contract and investment will create 14 jobs in the sector (Canadian Plastics, 2021).
- In October, Premier Doug Ford indicated that the provincial and federal government would make a large investment in Windsor's auto assembly plant to offset the loss of nearly 1,800 jobs from Stellantis' recent shift cuts (The Canadian Press, 2021).
- FedDev Ontario has invested a non-repayable contribution of \$7.5 million for Invest WindsorEssex. This investment would establish Windsor-Essex as Canada's first world-class automobility accelerator and support the upskilling of 1,350 automobility entrepreneurs and scaling firms (FedDev Ontario, 2021).
- Automation, robotics, and software is incredibly important to the growth and sustainability of the Manufacturing sector. Employers are shifting their skill set needs to leverage technology and innovation in the industry, and are seeking workers who are well versed in automation, software programming, and machine learning.

INDUSTRY-RELATED EDUCATION AND TRAINING OPPORTUNITIES

Finding and retaining qualified workers has been an ongoing challenge for industries. Here's how local education has responded to this challenge through programs, curriculum, and skill development opportunities.

- The University of Windsor's Continuing Education offers a certificate in mechatronic systems. The [Siemens Mechatronic Systems Certification Program](#) creates well-trained and work-ready technical workers. The program is divided into three qualification levels to correspond with the job profile of the enrolled worker/student. Receiving certification through this program will prepare individuals to take on challenges of automation in the manufacturing sector.
- Women's Enterprise Skills Training of Windsor Inc. (WEST) offers a 42-week [Women In Skilled Trades \(WIST\) CNC Industrial Mechanic Millwright Pre-Apprenticeship Certificate Program](#) to help individuals without the prior knowledge enter into the trade.
- St. Clair College also offers Pre-Apprenticeship programs to encourage jobseekers and the future workforce to enter into the skilled trades. Click [here](#) to get in contact with program representatives to find out more about the General Machinist, Mould Maker, Tool & Die Maker, and Industrial Mechanical Millwright, Pre-Apprenticeship programs.

- The Greater Essex County District School Board's [Enhanced Manufacturing Program](#) supports students looking to develop skills for the industry before completing a co-op placement.

WORKFORCE WINDSOR ESSEX TOOLS

Over the last decade, Workforce WindsorEssex has partnered with many stakeholders to develop strategies for a stable and attractive workforce. Strategic action plans that were created over the last 10 years in collaboration with stakeholders⁴³ have allowed Workforce WindsorEssex to develop a variety of labour force tools to support students, jobseekers, educators, parents, and guardians to learn more about local industries. Below are Workforce WindsorEssex's tools that relate directly to the Manufacturing sector:



- Manufacturing Sector Report
<https://www.workforcewindsorsex.com/manufacturing-sector-report/>



- Experiential Learning Events
<https://www.workforcewindsorsex.com/virtual-learning-events/>



- Sector Library: Manufacturing
<https://www.workforcewindsorsex.com/industry/naics33/?wdt-page=active-job-posts>



- Manufacturing Videos
<https://www.workforcewindsorsex.com/vr-video/>



- Job Map - Occupational Category: Manufacturing and Utilities
<https://www.workforcewindsorsex.com/jobs-map/>

⁴³ See list of stakeholders in appendix *.

TOURISM AND HOSPITALITY

- NAICS CODE: 711, 712, 713, 721, 722
- JUNE 2021 TOTAL BUSINESSES WITH EMPLOYEES: 829
- JUNE 2020 TOTAL BUSINESSES WITH EMPLOYEES: 878
- CHANGE IN NUMBER OF BUSINESSES WITH EMPLOYEES JUNE 2020 – JUNE 2021: -49
- TOTAL NUMBER OF EMPLOYEES DECEMBER 2020: 1,651
- TOTAL NUMBER OF JOBS IN 2020: 12,996
- TOTAL NUMBER OF JOBS IN 2021: 12,941 (-55 FROM 2020)
- JOB POSTINGS IN NOVEMBER 2021: 171
- PROJECTED INDUSTRY JOB GROWTH (2021-2026): -4%
- AVERAGE YEARLY WAGE (2020): \$22,131
- PROJECTED GROWTH OCCUPATIONS:
 - 6711 – Food Counter Attendants, Kitchen Helpers and Related Support Occupations
 - 6311 – Food Services Supervisors
 - 6511 – Maîtres D'hôtel and Hosts/Hostesses
 - 6321 – Chefs
 - 5254 – Program Leaders and Instructors in Recreation, Sport and Fitness

WINDSOR-ESSEX TOURISM AND HOSPITALITY INDUSTRY BY EMPLOYEE SIZE RANGE: DECEMBER 2020

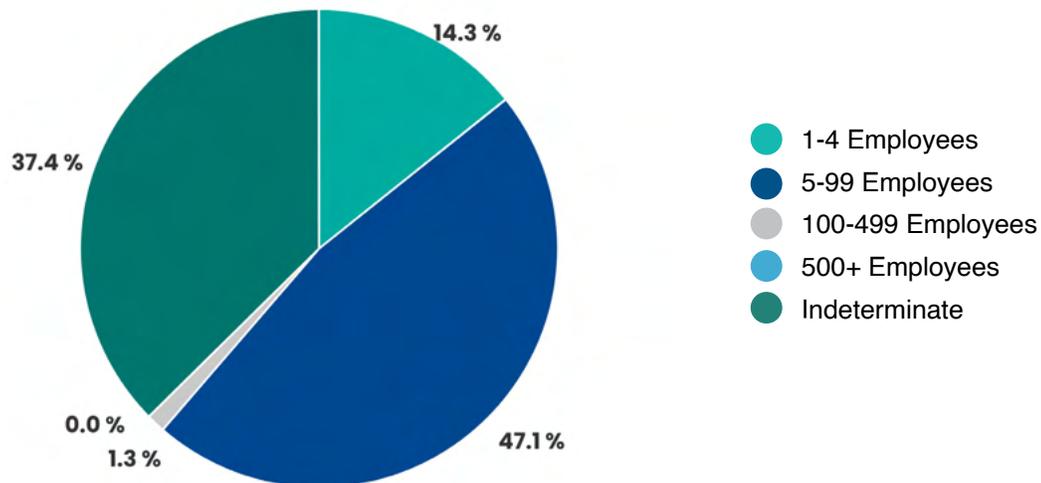


Figure 22: Windsor-Essex Tourism and Hospitality Industry by Employee Size Range, December 2020
Source: Emsi Analyst, Industries by Business Location, Essex (in Ontario).

COVID-19 IMPACTS

With Windsor situated as a Canada-U.S. border city, domestic travel is vital to the sustainability of this sector. The Tourism and Hospitality sector suffered tremendous loss, especially in the first year of the pandemic. Following necessary public health and safety measures to mitigate the spread of the virus resulted in thousands of employee layoffs and business closures. Tourism Windsor Essex Pelee Island (TWEPI) committed to supporting small businesses in the region by providing up-to-date information around COVID-19 protocols, as well as business resources such as webinars and sector-related education.

COVID-19 SUPPORT

The Ontario government announced that \$100 million will be invested into the tourism sector to help related industries recover from COVID-19 impacts. The [Ontario Tourism Recovery Program](#), which provides funds to businesses so that they can apply them wherever they needed, was opened to businesses on October 13, 2021.

INDUSTRY TRENDS AND HIGHLIGHTS

- Land-border closures were in effect until October 2021, when some restrictions were lifted so that U.S. citizens could enter into Canada. U.S. citizens had to be fully vaccinated and test negative for COVID-19 prior to their entry. In August 2021, the number of Americans traveling to Canada as non-commercial travellers doubled from 103,344 to 218,732 (Statistics Canada, 2021). Of those 218,732 travellers, 206,783 entered through Ontario land-borders.⁴⁴
- TWEPI launched a visitor incentive program called Windsor Road Trip Rewards that would reward visitors that booked minimum two-night stays in Windsor-Essex with a \$50 VISA card and a \$25 Windsor Pizza Club voucher. The incentive intends to increase local tourism and secure jobs within the industry. Occupations like NOC 6711 – Food Counter Attendants, Kitchen Helpers and Related Support Occupations are projected to grow 5% between 2021-2026; NOC 6311 – Food Service Supervisors will grow by 10%; and NOC 6321- Chefs, will grow by 17%.
- Indigenous Tourism Ontario's partnership with Ontario Tourism Education Corporation and Tourism Industry Association of Ontario helped develop [A Three Fires Collaborative Quest Program](#). The program is meant to bring awareness of opportunities to potential Indigenous employees by supporting the recovery and growth of the province's Indigenous tourism workforce, and building the labour pool and filling critical gaps within the industry. Successful participants will receive a wage subsidy of up to 30%, with a maximum of \$3,000 per employee hired.
- Jubzi is a local food delivery service that started up during the pandemic to allow local independent restaurants provide food delivery to customers while keeping a majority of the sale profit. Food services that relied on Skip-the-Dishes, DoorDash, and UberEATS early on in the pandemic were paying a 30% commission to the corporations. This left many restaurants short staffed to make up for profit loss. The initiative is two-fold. By using this service, local restaurants have agreed to donate 5% cost of the order to The Downtown Mission of Windsor. Since its start-up, Jubzi has delivered over 20,000 meals and donated \$40,000 to The Downtown Mission of Windsor.⁴⁵

⁴⁴ CBSA Traveller Statistics - Situation as of October 31, 2021 <https://www.canada.ca/en/public-health/services/diseases/coronavirus-disease-covid-19/testing-screening-con-tact-tracing/summary-data-travellers.html#a41>

⁴⁵ Jubzi, 2021. <https://jubzi.com/>

INDUSTRY-RELATED EDUCATION AND TRAINING OPPORTUNITIES

Finding and retaining qualified workers has been an ongoing challenge for industries. Here's how local education has responded to this challenge through programs, curriculum, and skill development opportunities.

- The UHC – Hub of Opportunities is offering a [Pre-Apprenticeship for Cooks Program](#) at not cost. As an occupation intended to grow by 17% over the next five years, this is a great way to explore philosophy, ethics, and directions toward food and a successful career in the culinary arts.
- Add to your food services qualifications by receiving a [Food Handler Course](#) certificate. This is offered by WECHU in-person for a low cost, and online for free.

WORKFORCE WINDSORSESSEX TOOLS

Over the last decade, Workforce WindsorEssex has partnered with many stakeholders to develop strategies for a stable and attractive workforce. Strategic action plans that were created over the last 10 years in collaboration with stakeholders⁴⁶ have allowed Workforce WindsorEssex to develop a variety of labour force tools to support students, jobseekers, educators, parents, and guardians to learn more about local industries. Below are Workforce WindsorEssex's tools that relate directly to the Tourism and Hospitality sector:



- Accommodation and Food Services Sector Report
<https://www.workforcewindsoressex.com/accommodation-and-food-services/>



- Sector Library: Arts, Entertainment and Recreation
<https://www.workforcewindsoressex.com/industry/naics71/?wdt-page=active-job-posts>



- Tourism and Hospitality Sector Panel Event
<https://youtu.be/IV4LMIG0wIk>



- Job Map - Occupational Category: Art, Culture, Recreation, and Sport
<https://www.workforcewindsoressex.com/jobs-map/>



- Experiential Learning Events
<https://www.workforcewindsoressex.com/virtual-learning-events/>

⁴⁶ See list of stakeholders in appendix *.



TRANSPORTATION AND WAREHOUSING

- NAICS CODE: **48-49**
- JUNE 2021 TOTAL BUSINESSES WITH EMPLOYEES: **895**
- JUNE 2020 TOTAL BUSINESSES WITH EMPLOYEES: **887**
- CHANGE IN NUMBER OF BUSINESSES WITH EMPLOYEES JUNE 2020 – JUNE 2021: **+8**
- TOTAL NUMBER OF EMPLOYEES DECEMBER 2020: **2964**
- TOTAL NUMBER OF JOBS IN 2020: **6,607**
- TOTAL NUMBER OF JOBS IN 2021: **6,627 (+20 FROM 2020)**
- JOB POSTINGS IN NOVEMBER 2021: **214**
- PROJECTED INDUSTRY JOB GROWTH (2021-2026): **+6%**
- AVERAGE YEARLY WAGE (2020): **\$52,494**
- PROJECTED GROWTH OCCUPATIONS:
 - 7511 – Transport Truck Drivers
 - 7452 – Material Handlers
 - 1525 – Dispatchers
 - 1215 – Supervisors, Supply Chain, Tracking and Scheduling Co-ordination Occupations
 - 6552 – Other Customer and Information Services Representatives

**WINDSOR-ESSEX TRANSPORTATION AND WAREHOUSING INDUSTRY
BY EMPLOYEE SIZE RANGE: DECEMBER 2020**

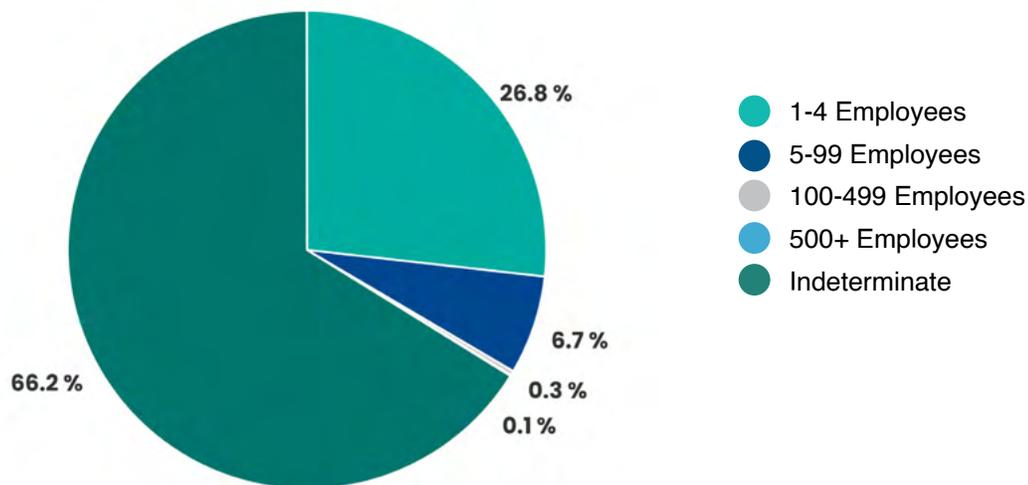


Figure 23: Windsor-Essex Transportation and Warehousing Industry by Employee Size Range, December 2020
Source: Emsi Analyst, Industries by Business Location, Essex (in Ontario).

COVID-19 IMPACTS

The pandemic has had varying effects on the Transportation and Warehousing sector. While the Canada-U.S. border closure impacted trade and contributed to the economic slowdown, there was a significant increase in online shopping. This resulted in a demand for Dispatchers, Delivery Drivers, Shippers and Receivers, and Material Handlers. After nearly two years of the pandemic, these occupations continue to grow. This growth indicates that the digital marketplace and online shopping will not be slowing down anytime soon.

INDUSTRY TRENDS AND HIGHLIGHTS

- Truck Drivers continues to be one of the most hard-to-fill and in-demand jobs in the region. This occupation is expected to grow 9% over the next five years. Material Handlers occupations are expected to grow 5% over the next five years, Dispatchers by 9%, and Shippers and Receivers by 8%. Employers continue to express retention challenges among these occupations.
- The region's designation as a Foreign Trade Zone continues to positively impact economic and job recovery in this sector. The program continues to alleviate, refund, and relieve companies of business costs that have been reallocated for COVID-19 support.
- The need for Bus Drivers, Subway Operators, and Other Transit Operators is expected to decrease 2% over the next five years. Bus operations slowed down significantly throughout the pandemic to help mitigate the spread of the virus. Unfortunately, infection control remains a challenge for public transportation services. In October and November 2021, the WECHU identified several possible exposure points that may have taken place via public transportation (WECHU, 2021).
- In June 2021, Workforce WindsorEssex held a Virtual Sector Event for Transportation. The event included panelists who had traditional and unconventional jobs in the sector. The event demonstrated that although the pandemic had varying effects across sectors, the transportation of goods and passengers, as well as the storing of goods in warehousing, contributed to occupation growth and sustainability of the industry. Learn more by using the Workforce WindsorEssex tools provided below to visit the Transportation and Warehousing Career Portal.

INDUSTRY-RELATED EDUCATION AND TRAINING OPPORTUNITIES

Finding and retaining qualified workers has been an ongoing challenge for industries. Here's how local education has responded to this challenge through programs, curriculum, and skill development opportunities.

- The University of Windsor's Continuing Education offers a program in [International Trade and Border Management](#). The program provides insight in cross border management and trade, and can help those employed by the sector advance or change their careers. Any organizations dealing with logistics, legal, immigration, government, or financial operations across borders, as well as cross border movement of goods, services, people, or funds, is encouraged to enroll in this program.
- Visit Invest WindsorEssex's [Automobility and Innovation Centre](#) website to learn more about their programs regarding new technology, services, and products related to border logistics and border security.
- Access multiple truck driving schools in Windsor to obtain an AZ licence for one of the top growth occupations in the sector. Program information can be found on [Transportation Training Centres of Canada, Ontario Truck Driving School](#), and [Northstar Truck Driving School](#) (you can also receive a two-day course in [Border Crossing Procedures](#)).

WORKFORCE WINDSORSESSEX TOOLS

Over the last decade, Workforce WindsorEssex has partnered with many stakeholders to develop strategies for a stable and attractive workforce. Strategic action plans that were created over the last 10 years in collaboration with stakeholders⁴⁷ have allowed Workforce WindsorEssex to develop a variety of labour force tools to support students, jobseekers, educators, parents, and guardians to learn more about local industries. Below are Workforce WindsorEssex's tools that relate directly to the Transportation and Warehousing sector:



- Transportation and Warehousing Career Profiles
<https://www.workforcewindsoressex.com/transportation-and-warehousing-career-profiles/>



- Sector Library: Transportation
<https://www.workforcewindsoressex.com/industry/naics48/?wdt-page=active-job-posts>



- Transportation and Warehousing Career Portal and Video
<https://www.workforcewindsoressex.com/transportation/>



- Job Map - Occupational Category: Trades, Transport and Equipment Operators
<https://www.workforcewindsoressex.com/jobs-map/>



- Experiential Learning Events
<https://www.workforcewindsoressex.com/virtual-learning-events/>



⁴⁷ See list of stakeholders in appendix *.

INFORMATION AND COMMUNICATION TECHNOLOGY

- NAICS CODE: 511, 517, 518, 541
- JUNE 2021 TOTAL BUSINESSES WITH EMPLOYEES: 843
- JUNE 2020 TOTAL BUSINESSES WITH EMPLOYEES: 811
- CHANGE IN NUMBER OF BUSINESSES WITH EMPLOYEES JUNE 2020 – JUNE 2021: +32
- TOTAL NUMBER OF EMPLOYEES DECEMBER 2020: 1,876
- TOTAL NUMBER OF JOBS IN 2020: 6,499
- TOTAL NUMBER OF JOBS IN 2021: 6,597 (+98 FROM 2020)
- JOB POSTINGS IN NOVEMBER 2021: 342
- PROJECTED INDUSTRY JOB GROWTH (2021-2026): +6%
- AVERAGE YEARLY WAGE (2020): \$62,159
- PROJECTED GROWTH OCCUPATIONS:
 - 2132 – Mechanical Engineers
 - 1111 – Financial Auditors and Accountants
 - 2282 – User Support Technicians
 - 1431 – Accounting and Related Clerks
 - 2171 – Information Systems Analysts and Consultants

WINDSOR-ESSEX ICT INDUSTRY BY EMPLOYEE SIZE RANGE: DECEMBER 2020

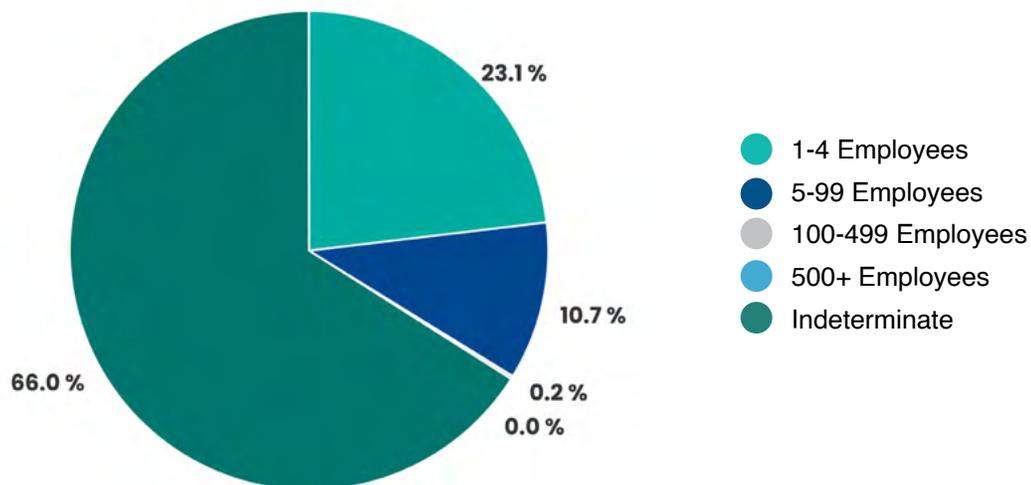


Figure 24: Windsor-Essex ICT Industry by Employee Size Range, December 2020
Source: Emsi Analyst, Industries by Business Location, Essex (in Ontario).

COVID-19 IMPACTS

The Scenario Planning report demonstrated that the ICT sector was least impacted by COVID-19 public health and safety measures, such as closures and physical distancing. Throughout the pandemic, the sector has shifted between the React stage (lockdown, adjustment to restrictions, accessing remedies) to the Recover stage (new normal, gradual return toward pre-COVID-19 levels of activity), with the majority of the sector's economic recovery remaining in the Recover stage.⁴⁸ That being said, throughout the pandemic, marginalized and racialized students were met with inadequate internet access and lack of private spaces for learning. This heavily impacted their future potential to enter a Science, Technology, Engineering, and Mathematics (STEM) field.

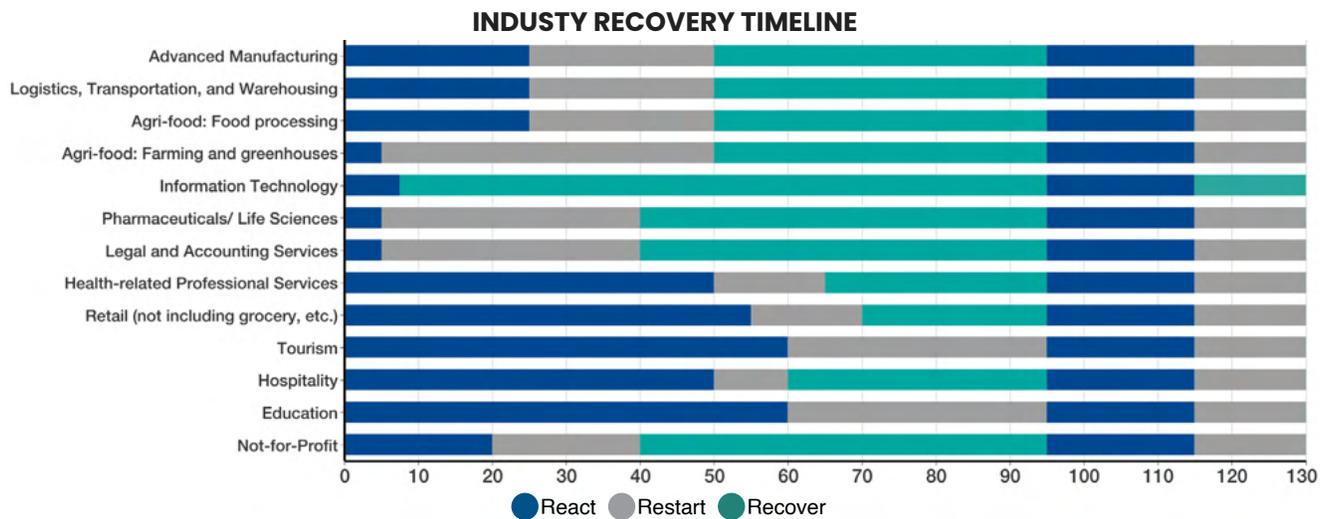


Figure 25: Windsor-Essex ICT Industry by Employee Size Range, Windsor-Essex Scenario Planning Report, December 2020

INDUSTRY TRENDS AND HIGHLIGHTS

- The University of Windsor has been ranked number seven for the top 10 cities in Canada for degree completions in technology (CBRE research, 2020, p. 13).
- Although post-secondary institutions in Windsor have awarded an outstanding number of tech degrees, local ICT employers have stressed retention and hiring challenges over the last five years. While ICT graduates often migrate to regions with hubs for technology, such as Waterloo-Kitchener and the Greater Toronto Area (GTA), CB Richard Ellis (CBRE) has rated Windsor-Essex as one of the best mid-sized cities for tech talent. ICT industry leaders have situated the mid-sized city to become the hub for tech companies specializing in automation (CBRE, research, 2020).
- One of the most crucial barriers for retention and hiring is wage compensation. Compared to competitor regions like Waterloo-Kitchener and the GTA, the median wage compensation for professional, scientific, and technical services in Windsor is \$46,780 compared to Waterloo-Kitchener's \$60,00 and GTA's \$61,710.⁴⁹
- The 2020-2021 LLMP indicated that local employers found it difficult to fill more senior roles in the ICT industry. It was also stressed that there was a need for up-to-date training of ICT talent. Strategies to combat this challenge are provided below in the **industry-related education and training opportunities** section.

⁴⁸ Workforce WindsorEssex, "Windsor-Essex Post-Pandemic Scenario Planning Report", Workforce WindsorEssex, 2021.

⁴⁹ Statistics Canada. [Table 11-10-0073-01 Wages, salaries and commissions of tax filers aged 15 years and over by main industry sector and sex](#)

INDUSTRY-RELATED EDUCATION AND TRAINING OPPORTUNITIES

Finding and retaining qualified workers has been an ongoing challenge for industries. Here's how local education has responded to this challenge through programs, curriculum, and skill development opportunities.

- The University of Windsor's Continuing Education offers certificates and workshops for Engineering, Science and Technology Professionals. With the projected growth occupation of NOC 2132 – Mechanical Engineers – increasing by 23% over the next five years, [Foundations in Mechanical Engineering](#) would be an asset to anyone pursuing higher education in this career path.
- Retaining employees has been a recurring theme throughout a decade of LLMPs. To enhance skills of current employees and promote transition into more senior roles, the University of Windsor's Continuing Education offers [Project Management Courses](#), a [Technical Writing Workshop Series](#), [AutoCAD Foundations Workshops](#), and [SAP and Introduction to Data Analytics for Management and Engineering](#). Find out about more ICT related programs, courses, and workshops [here](#).
- St. Clair College's [Continuing Education Accounting Studies Certificate](#) complements NOC 1431 – Accounting and Related Clerks Occupation (projected 15% growth from 2021-2026), as well as NOC 1111 – Financial Auditors and Accountants Occupation (projected 12% growth from 2021-2026). St. Clair College's Continuing Education offers additional certifications in Business and IT, find out more [here](#).
- WEST offers a [SEAT Program](#) (Science, Engineering, Artistry, and Technology) to young women (ages 15-30) who are interested in STEAM/STEM. The program supports women to learn about robotics while developing leadership skills and connecting with mentors in STEM fields. This program intends to develop career pathways for women in an industry that has been long dominated by men.
- NPower Canada is delivering a large range of [Google Career Certificate](#) programs at no cost. There are three certificate offerings in Google IT Support, Google UX Design, and Google Project Management. A Google Data Analytics certificate will be offered soon. Receiving any of these certifications can lead to employment as a project analyst, service technician, or junior systems administrator. NPower also offers a free [Junior Security and Quality Assurance Analyst Program](#) to applicants with prior knowledge in IT, technical and/or programming. Successful completion of the program can qualify individuals to work as a junior QA analyst, junior application tester, or junior software tester.

WORKFORCE WINDSORSESSEX TOOLS

Over the last decade, Workforce WindsorEssex has partnered with many stakeholders to develop strategies for a stable and attractive workforce. Strategic action plans that were created over the last 10 years in collaboration with stakeholders⁵⁰ have allowed Workforce WindsorEssex to develop a variety of labour force tools to support students, jobseekers, educators, parents, and guardians to learn more about local industries. Below are Workforce WindsorEssex's tools that relate directly to the ICT sector:



- Sector Library: Professional, Scientific, and Technical Services
<https://www.workforcewindsoressessex.com/industry/naics54/?wdt-page=active-job-posts>



- Tech Sector Menu
<https://www.workforcewindsoressessex.com/tech-sector/>



- Sector-Related Videos
<https://www.workforcewindsoressessex.com/meet-tech/>



- Job Map - Occupational Category: Business, Finance & Administration
<https://www.workforcewindsoressessex.com/jobs-map/>



- Experiential Learning Events
<https://www.workforcewindsoressessex.com/virtual-learning-events/>

⁵⁰ See list of stakeholders in appendix *.



ENTREPRENUERISM

The pandemic inspired many people to move from typical nine-to-five jobs or shift work and start up their own small businesses. For some, their small businesses started from home. For others, especially those in the ICT sector, it started with an opportunity to situate in the mid-size region of Windsor-Essex. The growing entrepreneurship in Windsor-Essex indicates a demographic of the labour force with talent and venture performance. What can be appreciated about the growing entrepreneurship in the region is the possibility of making connections across industries and supporting new concepts and products, driven by forward thinkers, for sectoral growth. This high growth in technology and entrepreneurship in Windsor-Essex could be leveraged as a solution to retaining highly skilled ICT graduates, while establishing the region as a growing and competitive tech hub.

Previous LLMP reports have provided information on sectors investing in technology to increase productivity. This section leverages data and qualitative information gained from community consultations with [WEtech Alliance](#)⁵¹ to provide some highlights and education within private sector businesses and small to medium enterprises that have supported the growth of the ICT sector. In the 2020-2021 fiscal year, WEtech Alliance's engagement with 279 unique clients led to the creation of 140 new jobs, saw a 213% increase in female founders, and resulted in a combined client portfolio annual revenue of approximately \$41,623,119.⁵²

HIGHLIGHTS AND TRAINING OPPORTUNITIES

Engaging in opportunities to strengthen and accelerate regional talent can be challenging. This section highlights small to medium-sized business solutions supported by WEtech Alliance, which connected local entrepreneurs to programs, curriculum, and skill development opportunities through tech acceleration strategies.⁵³

- The [Foundations of Intellectual Property \(IP\) Strategy](#) program supported over 80 WEtech Alliance Spark clients to utilize and leverage “the basic principles relating to the protection and strategic uses of IP for competitive advantage” (Centre for International Governance Innovation, 2020). This open online course is available at any time and includes seven modules for IP foundations.
- WEtech Alliance supported the delivery of the [Digital Main Street \(DMS\) Future Proof](#) program in collaboration with Communitech, FedDev, and the provincial government. The program was developed as a solution to the COVID-19 challenges faced by local businesses and is powered by [Libro Credit Union](#). Locally, this program hired 59 post-secondary students in Windsor-Essex as digital Transformation Team Members to help businesses identify new markets and implement digital transformation plans.⁵⁴
- The [Entrepreneurship, Practice, and Innovation Centre \(EPICentre\)](#) offers multiple Startup programs to support local entrepreneurship, such as the EPIC Nimble Program, the EPIC Discovery Program, the

⁵¹ WEtech Alliance supports the Windsor-Essex and Chatham-Kent region.

⁵² WEtech Alliance, “Wetech Allaince Annual Impact Report: April 2020-March 2021”, Wetech Allaince, 2021.

⁵³ Ibid.

⁵⁴ Ibid.

RBC EPIC Founders, EPIC VentureWomen, and the EPIC Incubation Program. Programs like the EPIC VentureWomen allows for self-identifying women to network, gain mentorship, and develop businesses-related strategies and skills for success. Click [here](#) to find out more about all EPICentre programs.

- The [Women Entrepreneurship Strategy \(WES\)](#) has invested \$692,000 in the Windsor-Essex region to support the growth of women-owned businesses. The funding is administered by Invest WindsorEssex, in partnership with other economic development organizations, through [RISE Windsor-Essex](#). The collaborative group efforts that operate under RISE seek to empower women in entrepreneurship and STEM. Find out more about programming and funding opportunities offered by RISE [here](#).
- The [Genesis Entrepreneurship Centre at St. Clair College](#) provides free virtual workshops, entrepreneurial mentorship, open workspace, and professional development opportunities to aspiring entrepreneurs.

WORKFORCE WINDSOR-ESSEX TOOLS

Over the last decade, Workforce WindsorEssex has partnered with many stakeholders to develop strategies for a stable and attractive workforce. Strategic action plans that were created over the last 10 years in collaboration with stakeholders⁵⁵ have allowed Workforce WindsorEssex to develop a variety of labour force tools to support students, jobseekers, educators, parents, and guardians to learn more about local industries. Below are Workforce WindsorEssex's tools that relate directly to entrepreneurship:



- Entrepreneurship Panel Event
<https://youtu.be/Gvt9IDOs6cs>



- RISE Needs Assessments Reports
<https://www.workforcewindsoressex.com/riase/>



- Entrepreneurship Portal
<https://www.workforcewindsoressex.com/entrepreneurship-in-windsor-essex/>

⁵⁵ See list of stakeholders in appendix *.



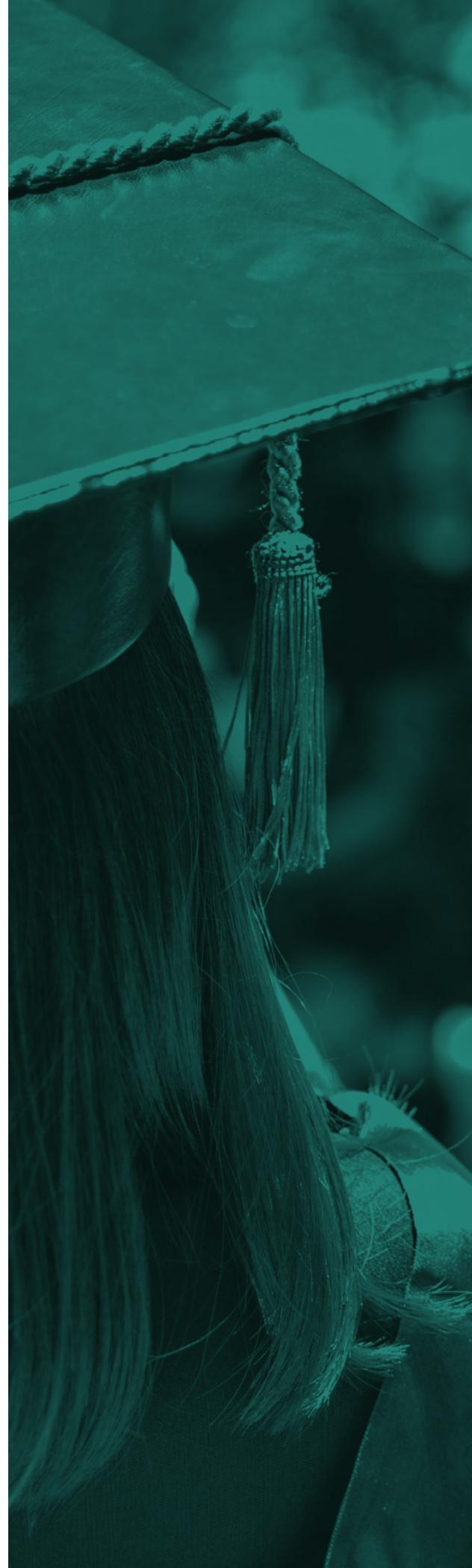
RECOMMENDATIONS

Recommendations for Local Employers, Educational Institutions, and Community Agencies

RECOMMENDATIONS TO SUPPORT EDUCATION FOR CAREER PATHWAYS

The following section provides recommendations to local employers, educational institutions, and other community agencies regarding supporting education for career pathways:

- Businesses should continue to collaborate with local educational institutions to offer hard skill development, soft skill development, on-site training, and online training to retain current employees, promote career growth, and recruit future employees.
- Post-secondary institutions should change the promotion and tenure measurements to integrate student career success and experiential learning into teaching, course, and program requirements. This will ensure students in post-secondary education have meaningful engagement with their field of study and possible careers, allowing for real workplace experience during schooling and preparing students for their post-graduation career.
- Employers should continue to take advantage of the [Skills Development Fund \(SDF\)](#) provided by the Ministry of Labour, Training and Skills Development to help support the skilled trades and technical occupations. This fund was created to provide relief to industries that experienced challenges and barriers to hiring, training, and retaining the labour force.



RECOMMENDATIONS FOR FINANCIAL SUPPORT

The following section provides recommendations for local employers, educational institutions, and other community agencies regarding the stability and progress of the workforce and local labour market. The EcDev survey indicated that there were many government business supports that employers were unaware of. The list below leverages this information to provide direct links to these available supports and more:

- The [Co-operative Education Tax Credit](#) allows local employers to hire business-ready undergrad, master's, and PhD talent from Ontario universities and colleges with help from this 25-30% refundable tax credit (to a max of \$3,000 per placement).
- The [Canada-Ontario Job Grant](#) can help local employers receive one-sixth of eligible training costs, to a max of \$10,000 per person, to train new or existing employees in Ontario.
- The federal and Ontario investment in the e-commerce program [Digital Main Street \(DMS\)](#) helps local small businesses move into an online platform. DMS provides \$2,500 [Digital Transformation Grants](#) to small businesses with storefronts to implement a digital services squads. This funding program was created to help recover lost revenues and reopen small businesses with a digital marketplace presence.
- Research has shown that racialized, marginalized, and underrepresented groups were disproportionately impacted by the COVID-19 pandemic and the severe economic downturn. In September 2020, Prime Minister Justin Trudeau announced that the federal government would be collaborating with Black-led businesses and organizations, as well as institutions, to offer \$250,000 in financial support for Black entrepreneurs and business owners. The [Black Entrepreneurship Loan Fund](#) accepts application for loans through the Federation of African Canadian Economics (FACE).
- The [Achievement Incentive](#) grant was announced in March 2021 and offers eligible employers up to \$4,000 to provide an apprentice with in-class training and an achievement of a Certificate of Apprenticeship or Certificate of Qualification. This grant allows for apprentices to work toward major milestones associated with the industry and skilled trades.
- The government introduced the Canada Emergency Wage Subsidy (CEWS) in April of 2020 to support industries impacted by closures and revenue decrease as a result of the COVID-19 pandemic. In the EcDev Week 2021 Employer Survey, 67 businesses responded that they were ineligible to receive CEWS, and 29 respondents were aware but not interested.⁵⁶ In October 2021, the federal government stated that the wage subsidy support would be coming to an end and they would provide new supports in 2022. It is necessary that the COVID-19 financial supports introduced in 2022 extend access (i.e., qualifications) to more businesses to allow for greater eligibility.

⁵⁶ Workforce WindsorEssex, "EcDev Week 2021 Employer Survey", Workforce WindsorEssex, 2021

- The federal government's regional development agencies (RDAs) and Innovation, Science and Economic Development Canada (ISED) are supporting tourism businesses and organizations with a \$500 million investment, ending March 31, 2023. This investment will be administered through the [Tourism Relief Fund](#), which is meant to support tourism businesses to develop or update existing tourism experiences and products to attract local and domestic visitors. Destination development is important to the recovery of the Tourism and Hospitality sector. The fund will allow communities to develop medium- to long-term investments that place them in a position for tourism growth.
- As mentioned under the **Tourism and Hospitality** section of this report, Indigenous Tourism Ontario's partnership with Ontario Tourism Education Corporation and Tourism Industry Association of Ontario helped develop [A Three Fires Collaborative Quest Program](#). The program is meant to bring awareness of opportunities to potential Indigenous employees by supporting the recovery and growth of the province's Indigenous tourism workforce, and building the labour pool and filling critical gaps within the industry. Successful participants will receive a wage subsidy of up to 30%, with a maximum of \$3,000 per employee hired. This initiative will carry over into the year 2022.

RECOMMENDATIONS FOR CHILD CARE SUPPORT

The following section provides recommendations for local employers and other community agencies regarding connecting employees with dependents to accessible child care services:

- Research suggests that increased child care subsidies are a globally-tested policy choice that may narrow the unemployment gap for self-identifying women and caretakers. Accessible child care relieves some barriers for women who are displaced out of the workforce as a result of being a primary caregiver. [OneHSN](#), Windsor and Essex County's Child Care Registry, acts as a central space for access to child care programs and subsidies. Programs like OneHSN have the potential to bring Windsor-Essex closer to gender parity in the labour force.
- In 2018, the Ontario Ministry of Education announced its new structural change for provincially funded child care services. The EarlyON program was created to offer free local high-quality child care services for parents, caregivers, and guardians with children up to six years old. There are 30 [EarlyON Child and Family Centres \(CFC\)](#) across Windsor-Essex that support early learning for children and engage with parents and caregivers to provide information for child development. Child care solutions, like EarlyON and CFCs, are needed to ensure that women's participation in the labour force improves in a sustainable and meaningful way. If Canada and Ontario can agree on a child care framework that injects new financial resources into the system while increasing the number of spaces, families and employers would benefit from enhanced access while employers would benefit from new talent in the labour pool.





CONCLUSION

CONCLUSION

Recruitment and retention challenges, as well as the unemployment rate, has been a long-term concern in Windsor-Essex. The severe COVID-19 impacts on industries, employment, and education has only heightened these issues. Community consultation with industries and education have identified the barriers they face time and time again. The most common barriers across industries and education are scheduling/availability of students for co-op, accessible transportation for students and employees, and education related directly to sectors and occupations. However, education and industries continue to work together, and collaborate with Workforce WindsorEssex, to create opportunities for employment and education to establish accessible career pathways for youth, jobseekers, and the future labour force.

Community consultations with industry leaders and educational services have demonstrated that our growing sectors continue to look ahead of the pandemic. To continue these efforts, employers, organizations, and educational services should leverage applicable recommendations for education, financial support, and child care support as we enter year three of the global health crisis. Our community and industry representatives have demonstrated care by collaborating with Workforce WindsorEssex to create and sustain initiatives that support the availability, stability, and growth of the Windsor-Essex labour force.



APPENDIX OF STAKEHOLDERS

Collège Boréal
City of Windsor
Conseil Scolaire Catholique Providence
Conseil Scolaire Viamonde
County of Essex
Employment Service Providers
Greater Essex County District School Board
Invest WindsorEssex
Libro Credit Union
Literacy and Basic Skills Service Providers
New Canadians' Centre of Excellence Inc.
Ontario Ministry of Agriculture, Food and Rural Affairs
Ontario Ministry of Colleges and Universities
Ontario Ministry of Labour, Training, and Skills Development
Ontario Network of Employment Skills Training Projects
Pathway to Potential
Small Business and Entrepreneurship Centre
South Essex Community Council
St Clair College
Tourism Windsor Essex Pelee Island
University of Windsor
Windsor-Essex County Health Unit
Windsor Essex Local Immigration Partnership
Windsor-Essex Regional Chamber of Commerce
Windsor Women Working with Immigrant Women
Windsor-Essex Catholic District School Board
WEtech Alliance
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Workforce Planning West

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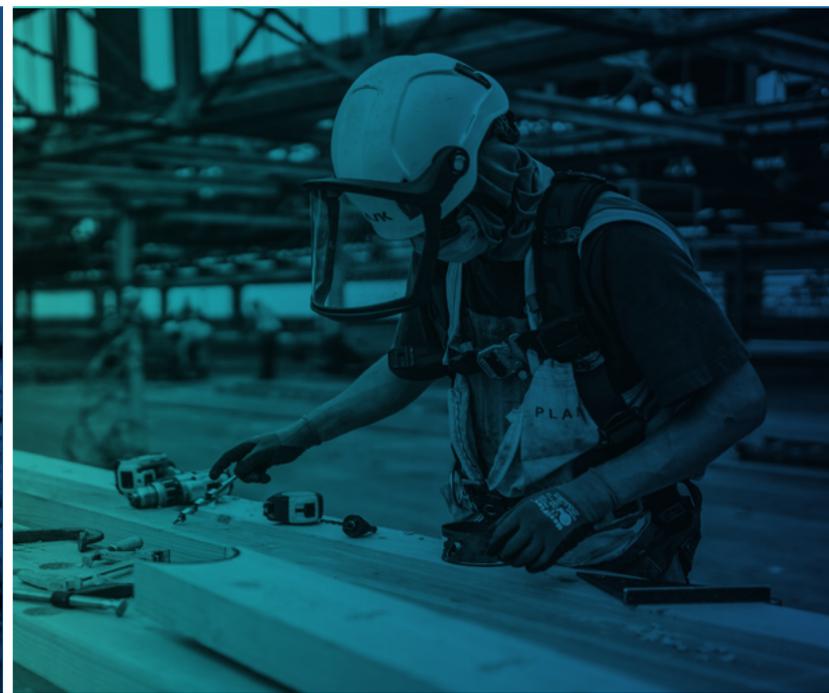
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