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## Trends, Opportunities and Priorities Report - 2007

### Workforce Development: Our Community - Our People - Our Growth In Southwestern Ontario






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**TRENDS, OPPORTUNITIES AND PRIORITIES REPORT 2007  
FOR SOUTHWESTERN ONTARIO**

**TABLE OF CONTENTS**

|  |    |
|--|----|
| Executive Summary .....  | 1  |
| Introduction .....   | 2  |
| Community Profile .....  | 3  |
| Southwestern Ontario Workforce Development Trends and Issues ..... | 4  |
| An Aging Workforce .....   | 4  |
| A Growing Immigrant Population .....                               | 4  |
| Rising Skill Requirements .....                                    | 5  |
| A Shrinking Manufacturing Base and Economic Diversification .....  | 6  |
| Structural Economic Shift .....                                    | 7  |
| Significant Changes .....  | 8  |
| TOP Consultation Process .....                                     | 10 |
| Southwestern Ontario Planning Chart 2007 .....                     | 12 |
| Appendix One – Community Consultation Participants                 |    |

## Executive Summary

The Trends, Opportunities and Priorities Report 2007 for Southwestern Ontario reflects the evolution of the report from a labour market research document to a Community Action plan addressing local labour market trends, issues and priorities. Accompanying the examination of the demographics, economies and labour markets of Chatham-Kent, Windsor and Essex County through the lens of national and regional research, this report offers a Community Action Plan developed as a result of community consultations that highlighted and validated labour market trends and issues and then posed a single relevant question - *If these are our labour market trends and issues, what are our community priorities and what actions are we, as a community, prepared to take?*

### **Workforce development trends identified in Southwestern Ontario include:**

- An aging workforce placing emphasis on the development and retention of area youth as well as the retention of older workers in the workforce
- A growing immigrant population mandating the need to integrate and leverage the expertise immigrants offer
- Rising skill requirements to meet the needs of emerging and existing business and industry striving to succeed in a global marketplace
- A shrinking manufacturing economic base leading a focus on economic diversification
- A structural economic shift taking place in a region largely dependant on automotive manufacturing

This structural economic shift reflects the most significant change that has taken place in the region over the past year.

The Community Action Plan included in this report showcases issues resulting from each of these trends, identifies workforce development measures taken in the previous year and then outlines actions and expected outcomes addressing workforce development priorities to be taken in 2007/08. These actions fit into the broader activities of both the South Western Ontario Industry Education Council ([www.swoiec.com](http://www.swoiec.com)) and the Chatham-Kent Workforce Development Council.

This Action Plan will serve as an adaptable framework inviting ongoing contribution from business, industry, labour, educators and service providers and encourage rapid response to the quickly shifting South Western Ontario economic landscape.

## Introduction

The South Western Ontario Industry-Education Council (SWOIEC), established in 1999, is comprised of a team of volunteers from industry, education, service providers and government, who serve to develop and promote collaboration and partnerships among industry, education, government and the community to enhance workforce development.

### **The goals of the organization are to:**

- Develop and promote alliances among educational institutions, industry and community organizations throughout the Windsor/Essex community to enhance career opportunities for local youth.
- Develop and implement initiatives that support workforce development in Windsor and Essex County.
- Recruit and retain employers for involvement in support of these varied initiatives.

The South Western Ontario Industry Education Council makes an ongoing and concerted effort to ensure a diverse membership – building a network that reflects the many facets of our regional labour market. This includes representation and active involvement by other community groups such as the the Mayor's Youth Advisory Council. Conversely, members of SWOIEC also serve with tangential organizations as a means of strengthening outreach and leveraging action. Examples include the representation on the Working Group establishing a body for regional workforce development, Leaders Without Borders and Leadership Windsor-Essex. In doing so, we are able to create and encourage synergy within the community. This web of relationships, community involvement, ongoing labour market research and focused dialogue with business and community leaders are key contributors to the success and growth of the South Western Ontario Industry Education Council.

In the absence of a Local Training Board in the region of Chatham-Kent, Windsor and Essex County, one of the most significant annual objectives of SWOIEC is the production and distribution of the Trends, Opportunities and Priorities Report.

This year, the report has shifted from a research document highlighting local labour market and economic trends to a report that is the catalyst for local planning encouraging collaborative action to promote workforce development in South Western Ontario.

## Community Profile

|                                 | Chatham-Kent   |                 | Windsor-Essex  |                 |
|---------------------------------|--|-----------------|--|-----------------|
| <b>Population</b>               | 107,709  |                 | 307,877  |                 |
| <b>Age Characteristics</b>      | The median age in Chatham-Kent at 37.9 is 1.3 years older than the provincial norm. By 2021, 22,800 people will be over the age of 65, 21.1% of the population                       |                 | The median age in Essex County at 37.3 is 0.6 younger than the provincial norm. By 2021, 77,290 people will be over the age of 65, 16% of the population *                           |                 |
| <b>Language</b>                 | 87.4% English / 3.4% French  |                 | 72.3% English / 4.2% French  |                 |
| <b>Immigration</b>              | 10,090 (9.4%) immigrants<br>4,035 (3.7%) visible minorities<br>2,085 (1.9%) aboriginals  |                 | 79,775 (21.3%) immigrants<br>42,180 (11.3%) visible minorities<br>4,450 (1.2%) aboriginals   |                 |
| <b>Education</b>                | Chatham-Kent   | Ontario         | Windsor/Essex  | Ontario         |
| Less than Grade 12              | 25.9%  | 19.3%           | 18.5%  | 19.3%           |
| Sec. School Diploma             | 29.7%  | 27.4%           | 32.4%  | 27.4%           |
| Trades Certificate              | 12.2%  | 10.3%           | 11.4%  | 10.3%           |
| College Certificate/<br>Diploma | 20.6%  | 19.1%           | 17.0%  | 19.1%           |
| University                      | 11.7%  | 23.8%           | 20.6%  | 23.8%           |
| <b>Average Earnings</b>         | \$40,947.00  | \$47,299.00     | \$49,522.00  | \$47,299.00     |
| <b>Employment Rates **</b>      | Chatham-Kent<br>7.0%   | Ontario<br>5.7% | Windsor/Essex<br>8.3%  | Ontario<br>5.7% |
| <b>Leading Industries</b>       | Manufacturing (23%)<br>Wholesale & Retail Trade (16%)<br>Health & Social Service (11%)<br>Agriculture/Other Primary (9%)<br>Accommodation/Food/Bev. (7%)                             |                 | Manufacturing (28%)<br>Wholesale & Retail Trade (15%)<br>Health & Social Service (9%)<br>Other Services (9%)<br>Accommod'n, Food & Bev. (7%)   |                 |
| <b>Leading Occupations</b>      | Sales and Service (22.6%)<br>Trades/Transport & Equipment operators & related (16.4%)<br>Processing, manufacturing & utilities (14.6%)<br>Business, finance & administration (13.3%) |                 | Sales and Service (25.4%)<br>Trades/Transport & Equipment operators & related (15.7%)<br>Processing, manufacturing & utilities (15.5%)<br>Business, finance & administration (14.0%) |                 |

\* Census 2001 data, Statistics Canada

\*\* Unadjusted, 3 month moving average (Oct, Nov, Dec 2006)

Chatham-Kent refers to: Economic Region 570 (Windsor, Essex County, Chatham-Kent and, Sarnia-Lambton). Windsor refers to the Windsor Census Management Area and includes Windsor, Tecumseh and LaSalle

## **Southwestern Ontario Workforce Development Trends and Issues**

### **An Aging Workforce**

With a median age 1.3 years older than the provincial average the implication of an aging workforce will be felt most dramatically in Chatham-Kent although the pressure will be also felt in Windsor and Essex County where, as of Statistics Canada Census 2001, the population was 0.6 younger than the provincial norm. In both communities the greatest retirement effect will likely be felt in social science, education, government service and religion as those working in the primary industries are more likely to work beyond age 60. For example, Jim Lyons, president of the Windsor Construction Association noted, "We have an aging workforce in our industry. Those are our skilled journeymen. When they leave, if we don't start getting youth into the channel now, productivity on construction sites will suffer"<sup>1</sup>.

This aging population also places an emphasis for employers on adopting strategies to retain aging workers in the workplace.

Finally, our aging population will also generate opportunities within those occupations serving this aging population including the commercial and non-commercial service sector and health care industry. In each case, though, the application of technology within the sector must be considered when making longer-range projections and career decisions.

### **A Growing Immigrant Population**

At 29% of the population, Windsor has Canada's fourth largest proportion of residents born outside of Canada and is Ontario's third largest immigrant community. In Chatham-Kent, 9.6% of the population are immigrants.

Douglas Newson, director for the central region for Statistics Canada estimates the projected population growth in the area at approximately 100,000 people by 2017. Visible minorities will more than double. "Windsor is going to be one of the most multicultural metro areas in the Country", stated Newson, adding that these projections assume the status quo for the area economy.<sup>2</sup>

Approximately 60% of these immigrants have been designated as "economic class" selected largely because of their educational attainment. Yet, based on Statistics Canada census data 2001, this segment of the population has one of the highest levels of unemployment – 17% in Windsor/Essex County and 18% in Chatham-Kent.

<sup>1</sup> Skilled Workers a Mainstay of our Economy, The Windsor Star, December 19, 2006, p. A5

<sup>2</sup> Immigration to Fuel Growth, Tom McMahon, The Windsor Star, December 23, 2006, p. A18

Service providers are hopeful that the Fair Access to Regulated Professions Act tabled this summer will ensure a speedier re-entry into the workforce in a position that aligns with the immigrant's education and experience. It has been demonstrated that if an immigrant does not get back into their profession within 18 months of arrival their opportunity drops drastically because the body of knowledge [within their profession] changes so quickly.<sup>3</sup>

In July, 2006, a series of Newcomer Focus Groups were conducted in several Ontario communities, including Windsor. Immigrants reported that, beyond language barriers and language gaps, their principle challenges to securing employment included:

- Limited access to information from outside Canada about work, education and the regulations of specific occupations and trades
- Lack of information and clear pathways from immigrant settlement and language services to labour-market services
- Lack of visibility of services
- Lack of recognition of international education or occupational credentials outside of Canada, and
- Discounting of international work experience.<sup>4</sup>

### **Rising Skill Requirements**

In his recent book, The World is Flat – A Brief History of the Twenty-First Century, Thomas Friedman identifies tertiary education, a minimum of two years post-secondary education, as the new minimum standard to secure employment as technology, outsourcing and offshoring spawn new, more complex jobs. He compares this shifting baseline educational requirement to the necessity of secondary school completion as we moved from an agricultural economy to the industrial age.<sup>5</sup> Building on this foundation of knowledge, individuals must become lifelong learners responsible for ensuring ongoing employability by acquiring skills and experience to match evolving industry requirements. Friedman identifies the ability to be a good collaborator, leverager, adapter, explainer, synthesizer (the ability to tie things together from different disciplines), model builder, and localizer or personalizer as keys to success.<sup>6</sup>

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<sup>3</sup> Law Targets Barriers for Skilled Immigrants, Toronto Star, June 9, 2006

<sup>4</sup> Background Paper for Stakeholder Consultation on Settlement and Language Training, InterQuest Consulting Inc., July 2006, p. 7

<sup>5</sup> Friedman, Thomas L., The World is Flat – A Brief History of the Twenty-First Century, Farrar, Straus and Giroux, New York, p. 373

<sup>6</sup> Ibid, p. 309

“Today’s master degree is the bachelor degree of tomorrow. As more jobs become highly complex over the next decade, it will take a bachelor degree to fill a job that might have only required a high school diploma five years ago. “The arts and social sciences will remain U. of W.’s largest faculty”, stated Neil Gold, University of Windsor provost and vice-president academic.<sup>7</sup>

Doug Barber, former CEO of Gennum Corp., describes a “culture of commerce” as the driver of successful innovation. “Innovation is about more than investing in science and technology, important though that is, innovation is about turning people into learners and innovators”. Barber emphasizes the “human element” necessary to develop products in close collaboration with the customer indicating a “company’s success in innovation depends on turning all employees into innovators”.<sup>8</sup>

This imperative for action such as more substantial entry-level education, the need for collaboration at many levels and the necessity for individuals to take personal responsibility for continuous learning to ensure ongoing marketability in the labour market are just some of the contributing factors to the structural shift in the region’s economy.

## **A Shrinking Manufacturing Base and Economic Diversification**

The Conference Board of Canada has identified a mild recession in Ontario based on two consecutive quarters of negative growth occurring the first six months of 2006. This is based largely on declines in auto and auto parts manufacturing.<sup>9</sup> High energy, materials and shipping costs, stiff global competition, cheaper overseas production capabilities, a strong dollar and the availability of skilled labour have all conspired to produce a negative impact within the sector in the past couple of years. Another more recent factor is a probable US slowdown for 2007.<sup>10</sup>

Windsor has the highest auto industry concentration in Canada, with 23,400 individuals directly employed in the industry, or one of every seven jobs. Autoworkers contributed \$1.3 billion or \$3.5 million per day into the Windsor economy in 2004.<sup>11</sup> In Chatham-Kent, the concentration of employment in manufacturing is 23%.

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<sup>7</sup> Landing a Job a Matter of Degrees, Monica Wolfson, The Windsor Star, December 19, 2006, p. A5

<sup>8</sup> Innovators should Focus on our Future, David Crane, Toronto Star, Apr 14, 2006

<sup>9</sup> Uncertainty Prevails, Alicia Coughlin and Alan Chaffe, Provincial Outlook – Autumn 2006, Conference Board of Canada, November 2006, p. 25

<sup>10</sup> Manufacturers Brace for more Gloom in 2007, Heather Schofield, Globe and Mail, September 28, 2006

<sup>11</sup> The Auto Capital, The Windsor Star, December 16, 2006, p. A1

Not surprisingly, Southwestern Ontario has been hit hard by declining automotive production by the North American Big Three. Ford Motor Company announced the 2007 closure of the Essex Engine Plant affecting 650 production and 100 salaried workers.

This is in addition to the permanent lay-off of 400 workers in June 2006 and a workforce reduction of another 520 production and maintenance personnel in the fall of 2006.<sup>12</sup>

In addition to downsizing as a result of the current collective agreement, there are fears that DaimlerChrysler may have to scale back production of the minivan with DaimlerChrysler AG's Chrysler Group examining all aspects of its operations after a \$1.5 billion (U.S.) third-quarter operating loss.<sup>13</sup>

This translates to over 1,500 positions lost at the automotive production level as well as spin-off downsizing in automotive-related companies such as the loss of 100 jobs at Lear Canada, 170 jobs at KUS Canada in Leamington, 150 jobs at Butcher Engineering and 115 positions at Industrialex Manufacturing Canada Ltd.. Similar large-scale downsizing and closures have taken place in Chatham-Kent including 300 jobs at Autoliv Canada (Tilbury), 300 jobs at Waltec Forgings Inc. (Wallaceburg) and 100 jobs at Ontario Engineered Suspensions (Blenheim).<sup>14</sup>

Strategies that have been suggested to offset these challenges include reducing operating costs, identifying new or improved processes, bringing new products on to the market and boosting labour productivity. All of these actions take significant investment in research, innovation and training, difficult to achieve when weaker sales and profits cut into business investment.<sup>15</sup> The Windsor Star, predicted, the "auto industry will continue to dominate our economy, but the number of high paying semi-skilled jobs will shrink drastically while research, development and high-tech jobs will increase."<sup>16</sup>

## **Structural Economic Shift**

The lack of economic diversity in a region dependent on the automotive and automotive parts manufacturing industry combined with the magnitude of the economic constriction in the industry has resulted in the identification of a new trend in the region – a structural economic shift.

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<sup>12</sup> Labour Market Bulletin, Windsor and Essex, July to September 2006, Service Canada

<sup>13</sup> Struggling Minivan a Bad Omen for Chrysler, Greg Keenan, Globe and Mail, December 6, 2006

<sup>14</sup> Labour Market News, Human Resources and Skills Development Canada

<sup>15</sup> Manufacturers Brace for more Gloom in 2007, Heather Schoffield, Globe and Mail, September 28, 2006

<sup>16</sup> Skilled Workers a Mainstay of our Economy, The Windsor Star, December 19, 2006, p. A5

The concentration of auto parts plants is shifting from traditional industrial cities such as Windsor and Oshawa as Toyota and Honda expand in former rural areas of south-central Ontario. In the same way that more than 60 auto sector plants in the Windsor area blossomed around the city's Big 3 assembly, engine and transmission plants, the phenomenon is happening in communities surrounding Alliston, Woodstock and Cambridge where the new domestics have recently built or are building plants. "The greatest factor is geography and proximity to your customers". Other factors include cost and availability of serviced land and labour force, local tax rates, quality of life including access to schools in the immediate area for workers and executives and whether the area has a reputation as a strong union community", stated Tony Faria, auto industry expert at the University of Windsor.<sup>17</sup>

Combined with the losses in manufacturing, there has been significant decline in the tourism industry locally. The number of US day trip visitors to Canada is at its lowest point in more than thirty years. Windsor is beginning to feel the impact with revenues from tunnel tolls down, permanent layoffs at Casino Windsor and the closure of three area bingo halls in the period of July to September 2006.<sup>18</sup>

Rising gas prices, a high exchange rate, Ontario's smoking ban and confusion about travel documents are discouraging Americans from visiting Canadian cities. These recent factors compound the decrease in visitors experienced since the attacks on the US in 2001. In 1999-2000, about 8 million US visitors came to Windsor. In 2004, the number was just over 4 million.

As non-North American automotive producers gain market-share and more companies turn to competitive strategies based on offshoring, outsourcing and consolidation the number of displaced workers is growing.

## **Significant Changes**

The Trends, Opportunities and Priorities Reports of 2004 and 2005 identified labour market trends related to an aging workforce, evolving skill requirements, the need to recruit and retain a skilled workforce and a significant and growing immigrant population. Our economic reliance on the automotive industry and the manufacturing sector has also been cited. These trends and the resultant issues continue to be as relevant today as in the past two years.

The most significant change, however, that has taken place over the past year is the magnitude of recent plant closures and downsizing particularly in the manufacturing sector.

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<sup>17</sup> Automotive Hotbed is Changing, David Hall, The Windsor Star, Dec 18 2006, p. A5

<sup>18</sup> Labour Market Bulletin, Service Canada July to Sep 2006.

The business and human toll of this re-structuring has led our communities to identify a new workforce development trend - a structural shift in the economy of the region.

Recognition of the structural shift has led to two community capacity-building projects addressing economic and workforce development – one in the region of Windsor and Essex County, the second in the Chatham-Kent community of Wallaceburg.

There has been some recent economic diversification in the region. Sutherland Global Services' decision to locate in Windsor is important as it signals our readiness to move toward knowledge-based global industry. Joe Buggy, senior vice president of North American operations indicated that Sutherland based their decision to move to the area due to "the availability of quality workers" and that the "potential for expansion is excellent, depending on performance".<sup>19</sup> Similarly Nucomm International and Minacs Worldwide as well as Gibson Transportation have located in Chatham-Kent.

New business processes being adopted by the automotive manufacturers has presented opportunity as well with companies like Hella North American Inc. setting up operations and projecting to employ between 75 and 100 people as they provide sub-assembly services to Daimler-Chrysler.

Re-growth in the region's tourism industry is spurred on by the affiliation of Casino Windsor with Caesars World Inc., a subsidiary of Harrah's Operating Company Inc. The name change to Caesar's Windsor in early 2008 coincides with the \$400 million casino expansion adding an entertainment venue, another hotel tower with more space for motor coaches and a convention centre that will be the third largest in the province.

Despite these positive occurrences, the Windsor Star began its December 2006 series, *The Cutting Edge*, by describing our economic situation as a "perfect storm of global and domestic forces that are altering the economic landscape of Windsor and Essex County".<sup>20</sup> This economic shift has led to a renewed sense of importance in which economic and workforce development is viewed. As stated by Stanford economist, Paul Romer, "A crisis is a terrible thing to waste".<sup>21</sup> There is a feeling of urgency that can, in some ways, be considered an opportunity for community action. It often drove the community consultations and continues to form a backdrop for the resulting action plans contained within this report.

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<sup>19</sup> Expansion Eyed, *The Windsor Star*, December 22, 2006

<sup>20</sup> *The Cutting Edge*, *Windsor Star*, December 15, 2006, page A1

<sup>21</sup> Thomas L. Friedman, *The World Is Flat – A Brief History of the Twenty-First Century*, Farrar, Straus and Giroux, New York, 2006, p. 359

## **TOP Consultation Process**

As a result of the South Western Ontario Industry Education Council's representation on the Regional Working Group examining the scope and role of a proposed Regional Workforce Development body, a series of individual interviews were conducted with business and labour leaders across the region to obtain industry's views on local labour market challenges and opportunities. The potential role, value and composition of a regional body addressing workforce development was also discussed. The consensus of these business leaders was that an industry-led body would be useful with the caveat that it be action-oriented, industry-driven and very focused on the specific needs of industry.

In addition to these interviews and ongoing research, three community consultations occurred in the fall of 2006. The first took place in Chatham-Kent, a second, specific to the unique requirements of Southern Essex County was held in Leamington and a final consultation occurred to Windsor in late November. In each case, there was representation from business and industry, employment service providers, and educators.

While there was a cross-section of participation, the proportionate number of business and industry representatives, as compared to service providers and educators in each of the three sessions was limited. For this reason, both the Chatham-Kent Workforce Development Council and the South Western Ontario Industry Education Council are taking action in the coming year to encourage employer involvement. The Chatham-Kent Workforce Development Council has decided to sponsor networking events conducted through each community's Chamber of Commerce and/or Business Improvement Areas. At these events, a brief three-question survey will be administered by representatives of the Chatham-Kent Workforce Development Council to gather employers' workforce development priorities. The South Western Ontario Industry Education Council is reviewing this strategy and has also discussed the feasibility of adopting a policy requiring an educator or service provider to bring an employer with them to the community consultations and other events. Employer involvement will be an ongoing priority throughout 2007.

Regardless, the community consultations were well-attended and generated a positive exchange of ideas. Participants collectively identified workforce development trends in their community, prioritized the resulting issues and identified the collaborative actions they agreed to take in the coming year. During two of the consultations, participants who wished to do so were invited to attach their name to a specific action they felt strongly about and wished to collaborate on.

A summary of the notes taken at each consultation are available on the South Western Ontario Industry Education Council's website, [www.swoiec.com](http://www.swoiec.com). A complete list of participating organizations attending each consultation is included as Appendix One.

## Southwestern Ontario Planning Chart 2007

|   |   |   |
|---|---|---|
| <p><b>TREND:</b></p> <p><b>Issue:</b></p> <p><b>Action Taken:</b></p> | <p><b>There is an aging workforce in South Western Ontario.</b></p> <p>Out-migration of youth. There is a need to recruit, support and encourage youth retention</p> <ul style="list-style-type: none"> <li>• “The Way to Work” one-day employer-led workshop conducted in Chatham-Kent re: securing and keeping jobs for students going from school-to-work</li> <li>• Two “Cashing In” one-day, employer-led workshops conducted in Southern Essex County and Windsor re: securing and keeping jobs for students going from school-to-work</li> </ul> | <p><b>Labour Market Information</b></p> <p>While the median age in Windsor and Essex County was 0.6 years younger than the province as of the 2001 Statistics Canada Census, half the population is over the age of 37.3.</p>   |
| <p><b>Opportunity #1:</b></p>   | <p><b>Initiate a youth-oriented action group encouraging community attention and action related to youth employment and retention. Establish a short and long-term strategic plan.</b></p> <p>Lead Organization: Mayor's Youth Advisory Committee<br/>                 Partners: South Western Ontario Industry Education Council (SWOIEC), local school boards, Development Commission, Labour Market and Training Div'n (MTCU)</p>  | <p>By 2021, this median will increase to 40. There will be over 77,290 people over the age of 65 in Essex County, - 16% of the population.</p>  |
| <p><b>Opportunity #2:</b></p>   | <p><b>Continue with the successful “Way to Work” and “Cashing In” workshops in Chatham-Kent and Windsor/Essex</b></p> <p>Lead Organization/Partners: Chatham-Kent Workforce Development Council (CKWDC) and SWOIEC<br/>                 Partners: School Boards throughout Essex County and Chatham-Kent, Industry partners</p>   | <p>The entry age group of those between 15-24 will shrink to 12.1% of the population by 2021.</p>   |
| <p><b>Expected Outcomes:</b></p>                                      | <ul style="list-style-type: none"> <li>• Formation of a youth-oriented, action group encouraging media/community awareness re issues of youth employment and retention.</li> <li>• Creation and Implementation of a strategic plan</li> <li>• Delivery of a minimum of 3 “Way to Work” and “Cashing In” workshops to 80 Grade 12 students and involving at least 10 employers</li> </ul>  | <p>In Chatham-Kent, the median age is 37.9 or 1.3 years older than the provincial norm. Currently half of the population is over age 39.</p> <p>By 2021, this median will increase to 42.5.</p> <p>There will be over 22,800 people over the age of 65 in Chatham-Kent, representing 21.1% of the population.</p> |

|                           |  |  |
|---------------------------|--|--|
| <b>Trend:</b>             | <b>There is an aging workforce in South Western Ontario</b><br>(Continued)   | The entry age group of those between 15-24 will shrink to 11.2% of the population by 2021.   |
| <b>Issue:</b>             | There is a need to promote careers to youth in high-demand and emerging industries and services.   |  |
| <b>Action Taken:</b>      | <ul style="list-style-type: none"> <li>• Trades on Tour identifying career opportunities in Construction, Transportation and Tourism to approx. 900 students from every secondary school in Windsor and Essex County.</li> </ul>   | The greatest retirement impact within Southwestern Ontario will likely be felt in social science, education, government service and religion.  |
| <b>Opportunity #3:</b>    | <p><b>Produce and pilot an interactive activity showcasing to Grades 7 and 8 students in the southern quadrant of Essex County the importance of staying in school to long-term economic success.</b></p> <p>Lead Organization: SWOIEC<br/>                 Partners: Essex Community Futures Development Corp., Ministry of Agriculture, Food and Rural Affairs, Leamington Economic Development Office, South Essex Community Council/JobConnect</p> |  |
| <b>Opportunity #4:</b>    | <p><b>Publish and distribute a Youth Services Directory for Chatham-Kent assisting youth to identify literacy, financial and job search resources</b></p> <p>Lead Organization: CKWDC<br/>                 Partners: Sarnia Lambton Workforce Development Board</p>  | <p><b>Occupation and % retiring before 2011</b></p> <p><b>Chatham-Kent</b><br/>                 Soc. Sci., Edu. Govt. 19%<br/>                 Management 15%<br/>                 Business/Finance 15%<br/>                 Processing, Mfg. Utilities 15%<br/>                 Art, Recreation 13%</p> |
| <b>Opportunity #5:</b>    | <p><b>Publish and distribute a Skilled Trades Handbook using the Chatham-Kent manual as a model</b></p> <p>Lead Organization: SWOIEC<br/>                 Partners: CKWDC, Labour Market and Training Div'n (MTCU), School Boards, industry</p>  |  |
| <b>Expected Outcomes:</b> | <ul style="list-style-type: none"> <li>• Piloting of the activity with five grade 7 or 8 classes in Harrow, Kingsville and Leamington</li> <li>• Identification of a minimum of three employers willing to deliver the interactive activity</li> <li>• Qualitative and quantitative evaluation tools demonstrate a positive impact</li> <li>• Distribution of a minimum of 1,000 handbooks to school boards and service providers</li> </ul>           | (based on Stats Can Census data)   |
| <b>Priority:</b>          | <b>High, Long Term</b>   |  |
| <b>Timeline:</b>          | April 2007 to February 2008  |  |

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| <p><b>Trend:</b></p> <p><b>Issue:</b></p> <p><b>Action Taken:</b></p> <p><b>Opportunity #6:</b></p> <p><b>Expected Outcomes:</b></p> <p><b>Issue:</b></p> <p><b>Opportunity #7:</b></p> | <p><b>There is a growing immigrant population in Windsor, Essex County and Chatham-Kent.</b></p> <p>To Integrate immigrants into the workforce leveraging their knowledge and skills, credentials must be recognized and employers in the region must understand the value of hiring immigrants.</p> <ul style="list-style-type: none"> <li>Developed and piloted “Working in Canada”, a workshop acquainting immigrants with Canadian workplace culture and employer expectations.</li> </ul> <hr/> <p><b>Evaluate existing materials informing employers of the value of hiring immigrants. Select the most appropriate document, secure its use, localize the content and distribute to local employers, employer associations, settlement agencies, etc.</b></p> <p>Lead Organization: SWOIEC<br/>         Partners: Multicultural Council of Windsor-Essex, YMCA, New Canadian Centre of Excellence, Windsor Women Working with Immigrant Women, Chatham-Kent Cultural Alliance</p> <ul style="list-style-type: none"> <li>Production of 1,500 booklets showcasing the benefits and ROI when employers hire immigrants.</li> <li>A minimum of one local success story to be featured in the “localization of the booklet.</li> <li>Distribution of 1,500 booklets to area employers.</li> </ul> <p>There is a need for Southwestern Ontario to be an inviting and welcoming community with a more streamlined approach to service provision.</p> <p><b>Create and distribute a booklet for current and future immigrants outlining community resources and services available to newcomers. Document to supplement website portal currently in development.</b></p> <p>Lead Organization: SWOIEC<br/>         Partners: Centre for SMART Communities, Windsor/Essex County Economic Development Commission, Settlement Agencies</p> <hr/> | <p><b>Labour Market Information</b></p> <p><b>Windsor-Essex</b></p> <p>The total visible minority population in Windsor-Essex is 42% representing 29% of Windsor’s total population.</p> <p>22% of Windsor’s population was born outside of Canada</p> <p>At 17%, immigrants exhibited an unemployment rate more than twice the employed labour force.</p> <p><b>Chatham-Kent</b></p> <p>The total visible minority population in Chatham-Kent is 29% of Chatham-Kent’s total population.</p> <p>9.6% of Chatham-Kent’s population was born outside of Canada.</p> <p>At 18% immigrants exhibited at unemployment rate more than twice the employed labour force.</p> <p>(based on Stats Can Census data)</p> |
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| <b>Trend:</b>             | <b>There is a growing immigrant population in Windsor, Essex County and Chatham-Kent. (Continued)</b>   |
| <b>Expected Outcomes:</b> | <ul style="list-style-type: none"><li>• A printed counseling resource streamlining information and assisting in overcoming immigrant confusion</li><li>• Distribution of a minimum of 1,500 copies to immigrants, faith-based organizations, settlement agencies, school boards, service providers, etc.</li><li>• A collaborative effort by a minimum of four agencies serving immigrants enhancing their existing working relationship and strengthening their relationship with SWOIEC</li></ul> |
| <b>Priority:</b>          | <b>High, Long Term</b>  |
| <b>Timeline:</b>          | April 2007 to February 2008   |

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| <p><b>Trend:</b></p> <p><b>Issue:</b></p> <p><b>Action Taken:</b></p> | <p><b>Rising skill requirements are necessary to meet the needs of emerging and existing business and industry</b></p> <p>Guidance counselors and those impacting career decisions of youth and adults must be well-versed in existing and emerging industry requirements.</p> <ul style="list-style-type: none"> <li>Careers on Tour conducted for educators and counselors in Chatham-Kent to showcase opportunities and employer requirements.</li> <li>Developed and distributed Skilled Trades handbook throughout Chatham-Kent</li> <li>Concerts Inc. exercise led by employers and conducted in Grade 10 classrooms in five secondary schools in Windsor and Essex County.</li> </ul> | <p><b>Labour Market Information</b></p> <p>50% of those working in Windsor-Essex County and Chatham-Kent are skilled workers as compared to 57% in Ontario</p> <p>The most significant change in generational educational attainment throughout Southwestern Ontario has been the reduction in the share of high school dropouts.</p> |
| <p><b>Opportunity #8:</b></p>   | <p><b>Reinitiate Careers on Tour in Chatham-Kent to further showcase for educators existing and emerging industries</b></p> <p>Lead Organization: CKWDC<br/>                 Partners: Local employers, Sarnia Lambton Training Board, Sarnia-Lambton/Chatham-Kent school boards</p>   | <p><b>Windsor-Essex</b></p> <p>Residents without a secondary school diploma:<br/>                 13.4% Age 20 to 34<br/>                 18.8% Age 35 to 44<br/>                 30.5% Age 45 to 64</p>  |
| <p><b>Opportunity #9:</b></p>   | <p><b>Conduct a Parents' Education Night to provide parents in Chatham-Kent with information about existing and emerging opportunities and necessary educational pathways.</b></p> <p>Lead Organization: CKWDC<br/>                 Partners: Local Employers, Sarnia Lambton Training Board, Sarnia-Lambton/Chatham-Kent School Boards</p>  | <p>Residents with a Trade Certificate, College Diploma or University Degree:<br/>                 48.8% Age 20 to 34<br/>                 50.1% Age 35 to 44<br/>                 42.7% Age 45 to 64</p>  |
| <p><b>Expected Outcomes:</b></p>                                      | <ul style="list-style-type: none"> <li>Over 50 educators participate on Careers on Tour</li> <li>A minimum of 50 parents participate in Parents' Night</li> <li>More than 75% of parents and educators participating in either event demonstrate increased understanding of opportunities and educational pathways</li> </ul>  | <p>Chatham-Kent</p>   |
| <p><b>Issue:</b></p>  | <p>Promote lifelong learning to meet the rising skills need to access and retain today's jobs</p>  | <p>Residents without a secondary school diploma:</p>  |
| <p><b>Opportunity #10:</b></p>  | <p><b>Establish a network linking employers to community career counsellors ensuring up-to-date information and appropriate referrals. Conduct a forum for guidance counsellors showcasing emerging technologies, industries, online counselling tools, etc.</b></p> <p>Lead Organization: SWOIEC<br/>                 Partners: Windsor Public Library, Essex County school boards, St. Clair College, Unemployed Help Centre</p>   | <p>Residents with a Trade Certificate, College Diploma or University Degree:<br/>                 45.5 Age 20 to 34<br/>                 47.4% Age 35 to 44<br/>                 40.3% Age 45 to 64</p>   |

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| <b>Trend:</b>             | <b>Rising skill requirements are necessary to meet the needs of emerging and existing business and industry (Continued)</b>  |
| <b>Opportunity #11</b>    | <b>Continue to administer the employer-led Concerts Inc. exercise showcasing the application of Essential Skills to Grade 10 students in Windsor and Essex County.</b><br><br>Lead Organization: SWOIEC<br>Partners: Area Employers, Windsor and Essex County School Boards  |
| <b>Expected Outcomes:</b> | <ul style="list-style-type: none"><li>• Expansion of employer base willing to participate</li><li>• Administration of the exercise to a minimum of five grade 10 classes in Windsor and Essex County</li><li>• Ongoing development of "real life" case studies demonstrating the application of Essential Skills to students</li><li>• Demonstrated increase of appreciation by students of the definition and application of Essential Skills</li></ul> |
| <b>Priority:</b>          | <b>High, Long Term</b>   |
| <b>Timeline:</b>          | April 2007 to February 2008  |

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| <p><b>Trend:</b></p> <p><b>Issue:</b></p> <p><b>Action Taken:</b></p> | <p><b>A shrinking manufacturing economic base is leading to a focus on economic diversification.</b></p> <ul style="list-style-type: none"> <li>• There is a need to identify broad-based, transferable skills among displaced workers by both employers and the affected workforce.</li> <li>• There is a need to identify and meet the technology-related skills being incorporated by industry to meet rising productivity, quality and cost-reduction expectations</li> <li>• Trades on Tour Highpoint tour for displaced manufacturing sector workers conducted in conjunction with the CAW Labour Adjustment Committee and showcasing opportunities in emerging and growth industries</li> </ul>                      | <p><b>Labour Market Information</b></p> <p>Manufacturing leads regional employment in Windsor/Essex County with 52,105 workers and 28% of the workforce. Wholesale and retail trade ranks 2<sup>nd</sup> with 27,365 workers and 15% of the workforce.</p> <p>Other significant industries include: Health and Social Service (9%)<br/>Other services (9%)<br/>Accommodation, food and beverage (7%)</p> |
| <p><b>Opportunity #12</b></p> <p><b>Expected Outcome:</b></p>         | <p><b>Establishment of a small industry-led Manufacturing Sector Council comprised of small to medium-sized manufacturing companies</b></p> <p>Lead Organization: Industry member<br/>                 Partners: Ministry of Small Business and Entrepreneurship, in collaboration, SWOIEC, four Manufacturing companies, Excellence in Manufacturing sector council, WEST</p> <ul style="list-style-type: none"> <li>• Creation of a sustainable local manufacturing sector council providing a forum for shared best practices, implementation of cost-sharing in training, purchasing group, etc.</li> <li>• Prioritization of actions as established by this working group with one noted priority achieved.</li> </ul> | <p>43.7% of Essex County and 41.6% of Chatham-Kent's employment is held by the top 5 industries. This is a higher concentration of employment than the provincial average at 35.3%.</p>  |
| <p><b>Priority:</b></p> <p><b>Timelines:</b></p>                      | <p><b>High, Long Term</b></p> <p>April 2007 to February 2008 ongoing</p>  | <p>In Chatham-Kent manufacturing leads regional employment with 11,595 or 23% of the workforce. Wholesale and retail trade ranks 2<sup>nd</sup> with 8,430 workers and 16% of the workforce.</p> <p>Other significant industries include: Health and Social Service (11%)<br/>Agriculture and other primary (9%)<br/>Accommodation, food and beverage (7%)</p>   |

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| <p><b>Trend:</b></p> <p><b>Issue:</b></p> <p><b>Action Taken:</b></p> | <p><b>There is a structural economic shift taking place in a region largely dependant on automotive manufacturing.</b></p> <ul style="list-style-type: none"> <li>Careers are being interrupted because of plant closures and downsizing.</li> <li>Jobs are often replaced with lower paying, part-time or contract work.</li> <li>Representation on a working group exploring the creation of a regional body to address workforce development in Windsor-Essex County.</li> </ul> | <p><b>Labour Market Information</b></p> <p><b>Industries to watch in Windsor/Essex County</b></p> <p>Growing provincially, but even higher locally:</p> <p>Fabricated Metal Products (15% in ON, 22% in W/E)</p> <p>Amusement and Recreational Service Industries (21% in ON, 35% in W/E)</p> <p>Other Manufacturing (13% in ON, 42% in W/E)</p> <p>Services Incidental to Construction (76% in ON, 176% in W/E)</p> |
| <p><b>Opportunity # 13</b></p>  | <p><b>Establishment of a regional business-oriented think-tank encouraging strategic workforce development.</b></p> <p>Lead Organization: Regional Economic Development Board<br/>                 Partners: City of Windsor, County of Essex, Windsor Essex County Development Commission, Ministry of Training, Colleges and Universities</p>   | <p>Transportation (17% in ON, 22% in W/E)</p>  |
| <p><b>Expected Outcomes:</b></p>                                      | <ul style="list-style-type: none"> <li>Launching of a Regional Workforce Development body and creation of a three-year strategic plan</li> <li>Establishment of a communication infrastructure that facilitates the leveraging of the regional workforce development board by local services and vice versa.</li> </ul>   | <p>Wholesale Farm Product Industries (24% in ON, 43% in C-K)</p> <p>Food &amp; Bev. Services (17% in ON, 18% in C-K)</p> <p>Transportation (17% in ON, 24% in C-K)</p>   |
| <p><b>Opportunity #14</b></p>   | <p><b>Establishment of a community adjustment committee, the Wallaceburg Community Task Force, focused on creating new opportunities and attracting new investment.</b></p> <p>Lead Organization: United Auto Workers, Local 251<br/>                 Partners: Ministry of Economic Development and Trade, Ministry of Training, Colleges and Universities, business leaders, municipality of Chatham-Kent</p>   | <p><b>Industries to watch in Chatham-Kent</b></p> <p>Other Manufacturing (13% in ON, 33% in C-K)</p>   |
| <p><b>Expected Outcomes:</b></p>                                      | <ul style="list-style-type: none"> <li>Creation of a community-based strategic plan for economic development</li> <li>Identification of opportunities to market the skills of local workers to business investors</li> <li>Establishment of a corporation to help local businesses access investment capital</li> <li>Administration of advisory services for local business start-ups</li> <li>Identification of ways to promote the area's quality of life.</li> </ul>            | <p>Wood Industries (26% in ON, 70% in C-K)</p>   |
| <p><b>Priority:</b></p>   | <p><b>High, Long Term</b></p>   |  |
| <p><b>Timeline:</b></p>   | <p>April 2007 to February 2008 ongoing</p>  |  |

## Appendix One – Community Consultation Participants

A.P.P.D. 2001 Spring Garden  
Academy of Learning  
Applebee's  
Can Am Indian Friendship Centre  
Canadian College  
Canadian Mental Health Association  
Cardinal Carter Catholic Secondary  
Catholic Dist. School Board - Literacy Skills  
Centre Alphonse De Passe  
Chatham-Kent Health Alliance  
City of Windsor  
City of Windsor - Diversity and Accessibility Officer  
City of Windsor Social Services Department  
Classic Tool & Die Inc.  
Comfort Inn Leamington  
Community Futures Development Corporation  
Community Living  
Community Living Essex  
ECFDC  
Economic Development Services  
GECDSB  
GECDSB - Invest Career Counselling Centre  
Goodwill Store  
Holy Names High School  
Information Windsor  
Job Connect  
Kingsville District High School  
Labour Market Information Analyst  
Leamington District Memorial Hospital  
Leamington District Secondary School  
Learning Disabilities Association, WECDSB  
LK District School Board, Adult Literacy Program  
LKDSB  
Ministry of Training Colleges and Universities  
Multicultural Council of Windsor & Essex County  
Net Success  
New Canadians Centre of Excellence  
NRG Works  
Omni Tool  
Ontario Ministry of Agriculture, Food and Rural Affairs  
Ontario Works  
Personnel By Elsie  
RBC Dominion Securities

### **Community Consultation Participants (continued)**

Service Canada  
South Essex Community Council  
South Essex Community Council - Employment Edge  
St. Clair Catholic District School Boards  
St. Clair College  
SWOIEC  
The Employment Action Centre  
Town of Leamington  
Tri-County Literacy Network  
Unemployed Help Centre of Windsor  
United Way of Chatham-Kent  
United Way / Centraide  
University of Guelph-Ridgetown Campus  
University of Windsor  
Venture Works (community living of Windsor)  
WECDSB  
WEST Inc.  
Windsor-Essex Community Care Access Centre (CCAC)  
Windsor-Essex County Development Commission  
Windsor-Essex Development Commission  
Windsor Public Library  
Windsor Women Working With Immigrant Women  
Youth Employment Services