

January 2008

**TRENDS, OPPORTUNITIES AND PRIORITIES REPORT
~ SOUTHWESTERN ONTARIO ~**

- *Our Community*
- *Our People*
- *Our Growth*

TOP REPORT 2008



"Coming together is a beginning; keeping together is progress; working together is success."

Henry Ford



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FOR SOUTHWESTERN ONTARIO**

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A. Introduction

The South Western Ontario Industry Education Council (SWOIEC) is comprised of a team of volunteers from industry, labour, education, service providers and three levels of government who collaborate to support workforce development in the region of Windsor and Essex County. The Council actively collaborates with our sister organization, the Chatham-Kent Workforce Development Council.

One of the most significant objectives of the Council is the compilation of the annual Trends, Opportunities and Priorities (TOP) report. Production of this report incorporates:

- Ongoing research on regional, provincial and national workforce and economic development trends, viewpoints and actions
- Participation in community events showcasing economic and workforce development
- Key informant interviews with a diverse cross-sections of experts in their field
- Facilitation of community-based consultations engaging local labour market partners in the identification, validation and prioritization of workforce development trends and issues guiding local area planning that examines collaborative actions to address these trends and issues.

The purpose of the Trends, Opportunities and Priorities Report 2008 for Windsor, Essex County and Chatham-Kent is to summarize this information in a way that reinforces the prioritized workforce development trends and issues while providing a landscape for the consultation process and resulting local area plan.

The report examines our region's demographic profile, providing an overview of research as well as noteworthy economic and workforce development events and actions taking place over the past year. The report outlines workforce development trends and issues as identified by the Windsor, Essex and Chatham-Kent communities and concludes with a detailed action plan for the coming year.

B. Community Profile

The region of South Western Ontario, Canada's southernmost area, is situated at the gateway to Ontario. Windsor and Essex County is located on just over an 1100 square kilometre peninsula across from Detroit, Michigan, the home to 4.5 million residents. At 2,458 square kilometres, Chatham-Kent is the twelfth-largest municipality by area in Canada and the largest in South Western Ontario. Over 950,000 Canadians live within 100 kilometres of this municipality with three major US border crossings within a one hour drive. Chatham-Kent is a blend of rural and urban communities, each with its own unique history and character. The sub-regions of Windsor-Essex and Chatham-Kent are also uniquely different in some ways, yet similar in others.

Population

During the period from 2001 to the last Statistics Canada Census in 2006, the population of some Chatham-Kent communities like Eriau, Ridgetown and Wallaceburg decreased while others such as Chatham, Wheatley and Highgate increased. Overall, the population of Chatham-Kent increased by 0.8%. This slim margin of growth coupled with the fact that the median age of the population is 41.2, 2.2 years older than the provincial norm, led the community to identify the out-migration of youth as a prioritized trend in their region. Census data for Windsor and Essex County does not reflect this trend. As of 2006, the population of Windsor and Essex County grew to 393,402, a growth of 5.0%. The municipality of Windsor grew 3.5% to 216,473. The median age in Windsor and Essex County is 37.7 or 1.3 years younger than the provincial norm. In fact, as of the 2006 census, the Windsor Census Metropolitan Area (CMA) is the fifth youngest in Canada.

Education

The following education demographics present a strong case for workforce development trends identified within South Western Ontario related to rising skills requirements particularly when coupled with the evolving integration of advanced technology, lean processes and an emphasis on research and development within manufacturing. The low percentage of youth with a trade certificate supports the trend to Skilled Trades Shortages as identified in Windsor-Essex.

Education	Chatham-Kent			In ON	Windsor & Essex Cty		
	20-34	35-44	45-64	Avrge	20-34	35-44	45-64
Without High School	19.2%	24.0%	34.4%	19.3%	13.4%	18.9%	30.5%
With H/S Diploma	35.2%	28.7%	25.3%	27.4%	37.7%	31.1%	26.8%
Trades Certificate	9.0%	14.3%	13.1%	10.3%	9.2%	12.8%	12.5%
College Diploma	22.9%	23.0%	15.9%	19.1%	17.9%	18.6%	14.1%
University Degree	13.6%	10.1%	11.3%	23.8%	21.7%	18.7%	16.1%

Source: Statistics Canada Census 2001

Immigration

	Chatham-Kent	Windsor CMA
Total Population	107,145	320,730
No. of non immigrants	95,905	242,445
No. of immigrants	10,830	74,770
No. of non-permanent residents	415	3,515
Immigrants as percentage of total population	10.1%	23.3%
No. of immigrants arriving prior to 2001	9,790	60,935
No. of immigrants arriving 2001 to 2006	1,035	13,830
No. claiming Aboriginal identity	2,085	4,450
Aboriginals as a % of population (2001)	1.9%	1.2%

Source: Immigrant data - StatsCan Census 2006 unless otherwise noted

The recently released Census 2006 data shown above supports the ongoing identification of the rising number of immigrants as a workforce development trend regionally. Windsor's immigrants are predominantly from India, China, Pakistan and

Romania. Chatham-Kent attracts individuals from China and East Asia as well as Latin America. It is significant to note that 1,575 or 11% of the immigrants arriving in Windsor from 2001 to 2006 were born in the United States. This is an 87% increase from the 2001 census.¹

Leading Industries and Occupations

The economies of Chatham-Kent, Windsor and Essex County share a number of common industries and occupations.

Leading Industries			
Chatham-Kent	%*	Windsor and Essex County	%*
Manufacturing	23%	Manufacturing	28%
Wholesale and Retail Trade	16%	Wholesale and Retail Trade	15%
Health and Social Service	11%	Health and Social Service	9%
Agriculture & Other Primary	9%	Other Services	9%
Accommodation & Food/Bev.	7%	Accommodation & Food/Bev.	7%
Leading Occupations			
Chatham-Kent	%*	Windsor and Essex County	%*
Sales and Service	23%	Sales and Service	25%
Trades, Transport, and Equipment operators & Related	16%	Trades, Transport, and Equipment operators & Related	16%
Processing, Manufacturing & Utilities	15%	Processing, Manufacturing & Utilities	16%
Business, Finance and Administration	13%	Business, Finance and Administration	14%
* Refers to percent of total economy (based on StatsCan Census 2001)			

Both economies are highly dependant on manufacturing. In Chatham-Kent, the top five industries employ 41.6% of the population, the third highest in Ontario in terms of industry concentration. This concentration has been led by manufacturing, more specifically, the motor vehicle and motor vehicle parts sectors followed by metalworking machine manufacturing, foundries and plastic parts products. There is a higher contingent employed in agriculture when compared to Windsor, however, it should be noted that agriculture makes up 16% of the economy in south Essex County. The average annual earnings in Chatham-Kent is \$40,947.00. The Tri-County (Essex-Kent-Lambton) unemployment rate is 8.5% annual average year-to-date in 2007 (3 month moving). In 2006, this same rate was calculated at 7.9%. As a comparator, the annual average unemployment rate for the province of Ontario was 6.3% in 2006 and 6.4% in 2007. In Canada, the same rate was calculated at 6.3% in 2006 and 6.1% in 2007.

In Windsor, the top five industries employ 43.7% of the population, the highest single concentration in South Western Ontario. In 2004, autoworkers contributed \$1.3 billion or \$3.5 million per day into the Windsor economy. This heavy concentration of employment combined with the decline of the North American automotive market

¹ Close ties luring Americans to city, Monica Wolfson, Windsor Star, December 5, 2007, Page A1

has resulted in the single most important trend identified across the region – the shift in our key employment sector. The average earnings in Windsor is \$49,522.00 with an unemployment rate of 9.6% annual average year-to-date in 2007 (3 month moving). This is the highest average rate of any CMA in Canada. Last year's rate was 8.8% with the highest recorded rates, at 12.4%, occurring in 1991 and 1993.

C. Trend Updates and Significant Changes

Shift in Key Employment Sector

In the Trends, Opportunities and Priorities Report 2007 we noted that the most significant change in our regional economy was the structural shift in the automotive manufacturing industry, the cornerstone of our economy. The affects of this trend continued throughout 2007 as we bear the brunt of the rapid rise of the Canadian dollar, higher energy prices and the continued market share decline of the North American Big Three automakers.

The Conference Board of Canada in the Spring 2007 identified that Windsor ranked last of 20 CMA's in economic growth in 2006 and the same is expected for 2007.² In March 2007, Dr. Sherry Cooper, Global Economic Strategist and Executive Vice President of BMO Capital Markets estimated a loss of 48,450 jobs in major auto makers' assembly and parts jobs and an additional 6,550 other Auto Parts Workers for a total of 55,000 in Ontario.³ It is estimated that Windsor has lost 17,700 jobs since 2002.⁴

A root cause for job loss in the region is ongoing re-structuring by the North American automakers. Examples are numerous. The Service Canada bulletin for the First Quarter of 2007 identified the elimination of 1100 jobs at Chrysler in 2007 followed by an additional 550 in 2008. This initial estimate has been compounded with the recent announcement of the discontinuation of the Pacifica built at the Windsor Assembly Plant. The last car rolled off the assembly line on November 21, 2007 and as many as 1,000 jobs in the Windsor region are expected to disappear with the vehicle, including 150 inside the plant with the balance at parts makers such as Benteler and Innovatech.⁵ General Motors' 350 permanent layoffs in July will followed closely behind 350 temporary layoffs in February 2007. Ford Motor Company's Windsor Casting Plant closed permanently in July 2007 eliminating 425 jobs and the Essex Engine plant followed in November displacing 530 workers.⁶

² Metropolitan Outlook – Spring 2007, Conference Board of Canada, Page 38

³ Economic and Financial Outlook, Dr. Sherry Cooper, BMO Capital Markets, Mar 27 2007, Pg 13

⁴ "Yet hard times fuel more apathy than anger in the depressed corner of the province, Thomas Walkom, Toronto Star, Sep 22 2007

⁵ Pacifica gone, plant shifts into lower gear, Chris VanderDoelen, Windsor Star, Nov 24, 2007, Page 1A

⁶ Labour Market Bulletin, Windsor & Essex County, Jan – Mar 2007, Page 1

Multiple closures and bankruptcies have taken place while other local manufacturers have cut jobs in an effort to stem losses and to boost competitiveness. Examples include Butcher Engineering (200); Brahm Industries (200), KUS Canada (170), Hallmark Technologies (180), and Automotive Inc. (165). More recently, closure of Lear's Windsor Trim plant was announced November 2007. At one time, 2800 people worked in this facility. Today there are 200 people who will be impacted by the closure.⁷

Chatham-Kent has not been exempt from the constriction in the automotive and manufacturing industries. Woodbridge Foam Corporation in Corunna will close in December 2007 displacing 182 people and SiemensVDO in Chatham moved two production lines to Mexico in July 2007 affecting 100 jobs. Autoliv has approximately 125 on layoff.⁸ Job losses have also been generated at St. Clair Technologies (100), Waltec Forgings Inc. (300), Fleetwood Metal Industries (120), Arvin Meritor (75) and Ontario Engineered Suspensions (100).

The impact of the rising dollar has affected other industries in addition to manufacturing. Casino Windsor has reduced their workforce by over 250. Retailers, already hit hard by Windsor's slumping economy are losing customers to cross-border shopping. The Ontario Greenhouse Vegetable Growers Association, based in Leamington, has also identified that "the greenhouse sector is facing challenging times due to the exchange rate".⁹

Finally, housing starts in the region, another economic indicator, have fallen dramatically. Canada Mortgage and Housing Corporation predicts that new home construction in the Windsor CMA will drop to the lowest level since 1984, down 8% from 2007. This decline is attributed to rising new home prices, minimal employment growth and greater choice in the resale home market.¹⁰ Similarly, the resale home market in Windsor Essex is expected to soften a further 5% from a peak in 2005.¹¹

While the economic news has, at times, been grim, the region is also noted for its resilience. In April 2007, the Financial Times of London named Windsor the "Best Small City for investment in North America 2007/2008". The publication, geared to help corporate executives make decisions that promote globalization, scored the region amongst the top five in categories that included economic potential, development and investment promotion, human resources, being friendly and quality of life. Despite high unemployment, the community's assets including proximity to the U.S. border, land, water and air transportation links, and high availability of skilled workforce are key business attractions.¹²

⁷ "Lear closure talks set", Chris VanderDoelen, Windsor Star, Nov 23 2007, Page A2

⁸ Labour Market Bulletin, Windsor-Sarnia-Chatham-Kent Service Canada area, April to June 2007

⁹ Economy feels pinch from loonie, Dave Hall, Windsor Star, Nov 17 2007, Page A5

¹⁰ Housing Market Outlook, Windsor CMA, Canada Mortgage and Housing Corp., Fall 2007 Pg. 1

¹¹ Ibid, Page 2

¹² City picked as No. 1 for investment, Dave Battagello, Windsor Star, April 2007, Page A1

In a speech before the Windsor and District Chamber of Commerce in November, former premier of New Brunswick Frank McKenna, drew parallels between the South Western Ontario region and his own home province, noting our “major advantages” including “location, an available high-skilled workforce, bilingual and multicultural residents, access to U.S. markets and quality educational institutions”.¹³ Proven economic data analysis tools like location quotient and shift share analyses compare the local economy with the rest of the province and showcase areas of emerging growth. The most recent 2006 data points to local Manufacturing, Utilities, Education, Health and Accommodation/Food sectors that are stronger than the provincial norm. However, when comparing the rate of growth of these sectors with provincial growth it is clear that Construction, Manufacturing, Business/Building and Public Administration have lost share locally. This analysis, along with other data analysis models like the McLean/Voytek and Carvalho Models, does demonstrate that there has been steady growth in the services sectors led by Finance, Insurance and Real Estate (FIRE) and Trade followed by Transportation, Professional and Technical, Accommodation and Food and Education.¹⁴

Roger Martin, Chief Executive Officer, Institute for Competitiveness and Prosperity focused on the importance of economic clusters to maximizing local prosperity identifying the five largest clusters in South Western Ontario as Automotive, Metal Manufacturing, Financial Services, Hospitality and Tourism and Education/ Knowledge Creation. He disagreed with Thomas Friedman’s thesis that the “world is flat” indicating, instead, that the “world is spikey and getting spikey” based on the importance of clusters to economies within North America. To strengthen prosperity, Mr. Martin recommended supporting local economic cluster initiatives by focusing on existing advantages, ensuring strong leadership and business practices, enhancing quality of place; and integrating immigrants and others into the labour force in a way that is consistent with their skills.¹⁵

Borders are political boundaries. Economies are regional. In a region highly inter-connected with the United States and Michigan economies with more than \$1.1 billion per day in trade crossing the Detroit-Windsor border (2004), it is necessary to examine the economic direction of our “neighbours to the north”. A New Agenda for a New Michigan, published by Michigan Future, Inc. recognizes Michigan’s six-year period of declining employment and “widespread concern that what comes next will not be as good as what has been lost”. Their key recommendations chart a course that includes concentration on knowledge-based industries such as information, financial services and insurance, professional and technical services and management of companies as well as the preparation, retention and attraction of “talent” defined as a “combination of knowledge, creativity and entrepreneurship”.¹⁶

¹³ Despite ‘hard blows’, city called resilient, Dave Hall, Windsor Star, Nov 22 2007, Page A3

¹⁴ Presentation conducted by Matthew Fischer, Chief Executive Officer, Windsor-Essex Development Commission, June 2007

¹⁵ Ontario & Regional Prosperity, Roger Martin, Institute for Competitiveness and Prosperity, October 23, 2007

¹⁶ A new agenda for a new Michigan, Michigan Future Inc., June 2006, Page ii and iii

In fact, Windsor boasts a high rate of research and development investment. The community is ninth overall in Canada for private-sector Research and Development spending and 16th in post-secondary spending.¹⁷ Investments in this research and development infrastructure continue with \$110 million Engineering and Innovation Centre, University of Windsor, \$100 million at Chrysler's Automotive Research and Development Centre, the Schulich School of Medicine and Dentistry connected to the Anthony P. Toldo Health Education Centre, a \$5 million investment in a new Centre for Construction, Innovation and Production at St. Clair College and the establishment of the St. Clair College Centre for the Arts.

In Chatham-Kent, research into agri-business is ongoing at Ridgetown College and a research partnership between International Truck and Engine Corporation of Chatham and the University of Windsor continues to prototype and test technologies used to manufacturing the next generation of heavy trucks.

Moving Forward

Perhaps the most significant change related to workforce development in the region over the past twelve months are the number and diversity of actions taken to bolster the manufacturing sector, initiate growth strategies, propel economic diversification and strengthen service support to those impacted by job loss.

Early in 2007, the Southwest Economic Assembly (SWEA) was formed to "link the private sector, educational institutions and municipalities in a search for new opportunities for regional economic and tourism development".¹⁸

In July 2007, the United Way played a leadership role in bringing together over 70 providers of programs and services to the unemployed from across the region. Recognizing the structural shift in the economy, participants identified service gaps or issues including a lack of communication and understanding between and amongst service providers and employers; restrictive or delayed access to program or financial supports; lack of public awareness of the range of services available; assessment of foreign credentials, and the need for an economic strategic plan supported by appropriate training.¹⁹ A project team is now addressing the resulting recommendations including improved communications, advocacy and the need for an economic strategic plan built on accurate and timely labour market information.²⁰

In August 2007, the Windsor Essex Development Commission hosted the "Challenges of Change" Economic Development Summit bringing together over 270 business owners, elected government officials, labour leaders, academics and public sector administrators. Delegates focused on business retention, expansion, attraction and diversification within manufacturing, tourism, agri-business, health and

¹⁷ Despite 'hard blows', city called resilient, Dave Hall, Windsor Star, Nov 22 2007, Page A3

¹⁸ Regional group receives backing, Gary Rennie, Windsor Star, February 2007, Page A3

¹⁹ It takes a community, Employment Support Services Community Report, August 2007, Page 7

²⁰ Ibid, Page 11

education.²¹ The Commission's Board of Directors has just announced a team of community leaders who will build on the Summit results, devising strategies to address these issues within each of the five identified sectors.²² Finally, the Odette School of Business, University of Windsor, is currently conducting a regional economic survey gathering economic perceptions, opinions and forecasts by sampling 1,500 local businesses in various sectors across the region.²³ The results of this report will be made public in January 2008.

With the flexibility and adaptability of the workforce often cited as a key to success, it is important to note labour's responsiveness. In June 2007, CAW Local 200 voted overwhelmingly in favour of a new cost-cutting agreement to encourage corporate investment in Ford's Windsor operations. The new agreement reduces the number of job classifications creating a new classification, Industrial Mechanic Millwright (IMM), by amalgamating millwright, machine repair, and steamfitter workers and requiring upgrades and training for some. Other measures include the out-sourcing of "non-core" work such as janitorial, shipping and receiving and third-party management of some departments.²⁴

In November 2007, workers at the Magna plant in Windsor were the first to vote in favour of a groundbreaking collective agreement entitled the "Framework of Fairness" agreement (FFA). Under this agreement the CAW will give up the right to strike in exchange for a final-offer arbitration to settle contract disputes and attempt to help Magna boost productivity. Under this agreement, employees of Windsor Modules earned an immediate wage increase with annual improvements, a skilled trades program, layoff and job security protections and paid education leave. Magna owner, Frank Stronach called the FFA template "a new, innovative, flexible and efficient model of labour relations". The CAW views this new relationship as a means to boost the union's influence over concerns about trade deals and the Canadian auto industry.²⁵

Other examples of initiatives to encourage manufacturing productivity and diversification include a seminar to encourage ongoing use of the Canada Revenue Agency's Scientific Research and Experimental Development incentive program sponsored by the Canadian Machine, Tool, Die and Mould Federation²⁶ and a Windsor and District Chamber of Commerce event featuring Calgary Economic Development CEO Bruce Graham highlighting opportunities for this sector within the western oil industry.²⁷

²¹ Economic summit generates ideas, Good News, Windsor Essex Development Commission, October 2007, Page 1

²² Economic Strategy to build on strengths, Don Lajoie, Windsor Star, Dec 01 2007, Page A3

²³ Professor taking pulse of region, Dave Hall, Windsor Star, Nov 22, 2007, Page C3

²⁴ Local 200 sends signal to Ford, Windsor Star, June 4 2007, Page A5

²⁵ Magna workers back new deal, Windsor Star, Nov 8 2007

²⁶ Seminar set on research programs, Dave Hall, Windsor Star, Nov 22 2007, Page C3

²⁷ Business Briefs, Windsor & District Chamber of Commerce, November 2007, Page 1

While the Shift in Key Employment Sector was, by far, the most highly prioritized and significant workforce development trend noted, other trends were identified by the communities of Windsor, Essex County and Chatham-Kent.

Requirement for Higher Levels of Education

Escalating skill requirements necessary to meet changing technologies, boost productivity, and supply the marketplace with higher value-added commodities was identified as a regional workforce development trend.

The TD Bank Financial Group's 2007 report, "Literacy Matters: A call for action", references a survey conducted by the Conference Board of Canada a decade earlier as a good synopsis of the advantages to employers of increased workplace literacy. Businesses reported an increased ability to do on-the-job training, better team performance, improved labour relations, quality of work and productivity. Also noted were better health and safety records, reduced wastage, better employee and customer retention and increased profitability.²⁸

The TD report goes on to cite the importance of a skilled workforce as tied to both education and literacy as each reinforces the other. They note the structural changes in the economy nationally with services now comprising 70% of the gross domestic product. The strongest growth within the service sector has been within services that require higher levels of skill such as information and communication technologies, health care, and public administration. With fierce competition resulting from globalization pushing Canadian firms to alter their output towards higher value-added goods and services, they note that the structural change in the economy will "continue to dislocate workers at firms that discover they can no longer compete and it will lead to greater demand for a more skilled workforce over time. Higher literacy rates are needed to facilitate these changes".²⁹

The Workforce Readiness Initiative, a report issued on a stakeholders' strategy meeting conducted in Washington D.C. in the spring 2007, noted that "competency is no longer the ticket to success in the workforce, it is the price of admission" and that applied or "soft skills" such as the ability to communicate and think analytically and creatively are now considered essential.³⁰ This viewpoint is also held by Malcolm Gladwell, author of "The Tipping Point" when he notes that while it is impossible to predict what the workplace will be like in the coming years, it is a certainty that an increasing percentage of the workforce will be engaged in relatively complicated analytical and cognitive tasks with the need to prioritize, analyze and make sense of the volume of information we have at our fingertips. He, like the other reports referenced, strongly urges business to get involved in public education as the "competitiveness of any organization is so dependent on the quality of the workforce".³¹

²⁸ Literacy Matters: A call to action, TD Financial Group, 2007, Page 12

²⁹ Ibid, Page 13

³⁰ Meeting Summary Report, Workforce Readiness Initiative, The Conference Board, June 2007, Page 5

³¹ In the words of a business guru, Rebecca Dube, The Globe and Mail, October 1, 2007

Labour Market Shortages

The community of Chatham-Kent with a population growth of 0.8% and a median age of 41.2 or 2.2 years older than the provincial median of 39.0, identified out-migration of youth and aging population as a priority. The aging workforce is predicted to be especially impactful in management, Transportation, Sales and Service, Primary Industry and Social Science, Education, Government Service and Religion. In Windsor-Essex, skilled trades shortages were identified as a trend. Despite the current economic downturn in both construction and manufacturing, existing or projected shortages have been identified. Construction millwrights and industrial mechanics have the largest volume of forecasted retirements in the region and the potential for greatest replacement demand. The pipe trades have a high percentage of forecasted retirements by 2011.³² This shortage of plumbers, welders and steamfitters in Windsor was identified by Ed Sleiman, training coordinator of a five-year apprenticeship program run by Local 522 of the plumbers, steamfitters and welders union, "There's a shortage of skilled trades in all these fields because we have to replace our retirees as well as those who move away because they think there's more work elsewhere".³³ It is worth noting that the number of visible minorities working in Construction trades is underrepresented in the Essex-Kent region with 5% of the employment compared to an 8% share of all other occupations.³⁴

Growing Immigrant Population

The population in the Windsor CMA grew by 5.0% and, since two-thirds of Canada's 1.6 million population growth comes from immigration and one-third from births, it is reasonable to suggest that the numbers of immigrants choosing to locate in Windsor continues to grow.³⁵ International migrants accounted for more than 75% of all migration to Essex County, or over 29,000 people, between 1995 and 2004, however immigration to the area has gradually slowed since peaking in 2000-2001.³⁶

The inability to integrate immigrants into the workforce of Windsor-Essex and Chatham-Kent was noted as a priority in both communities. The large number of immigrants who are choosing to live in Windsor presents an opportunity for businesses seeking to expand their range of talent and a strong contributor to business attraction when promoting our diverse and skilled workforce. In Chatham-Kent, attracting immigrants is a viable way to address concerns of an aging workforce.

A great amount of research and recommendations related to the lack of recognition of foreign educational credentials has been undertaken federally and provincially over the past decade. This too was identified as the issue of greatest priority in both

³² Workforce Focus - Construction, Dane Rice, July 2007

³³ Skill grab big bucks, Dave Hall, Windsor Star, Nov 8 2007, Page C1

³⁴ Workforce Focus - Construction, Dane Rice, July 2007

³⁵ Immigrants spur growth, Monica Wolfson, Windsor Star, March 14, 2007, Page A1

³⁶ Overview of Migration Patterns, Essex County 1995-2005, July 2007

Chatham-Kent and Windsor. However, a study by Catalyst Canada and the Diversity Institute in Management and Technology at Ryerson University is one of the first to examine advancement of immigrants once in the workforce. Findings indicate that visible minority managers, professionals and executives experienced lower rates of career satisfaction than white/Caucasian respondents and about 50% of visible minority respondents with foreign educational credentials felt their employers did not recognize their educational credentials as being “on par” with equivalent Canadian degrees, diplomas or certificates”.³⁷

Rural / Urban Disparities

The community of Chatham-Kent identified urban-rural disparities as a workforce development priority. Chatham-Kent is a blend of communities spread over a geographic area similar in size and population to Prince Edward Island. Small rural communities must often rely on larger urban centres for infrastructure including transportation, technology access, post-secondary education, etc. A number of smaller communities have seen their population decline in the past five years.

Out-migration of Skilled Workers – An Emerging Trend

Another significant change identified in both the communities of Windsor-Essex and Chatham-Kent is the out-migration of skilled workers as an emerging workforce development trend locally that was not identified at the provincial level. The declining number of manufacturing jobs and the increasing unemployment rate has been identified as the cause of this out-migration.

Action Canada in a report entitled “Moving in the Right Direction – Labour Mobility, Labour Shortage and Canada’s Human Potential”, released in June 2007 identified that the phenomenon of interprovincial labour mobility is higher now than ever before in the history of this country and a highly visible early indicator of a tightening labour market. This workforce mobility is viewed as presenting massive opportunities and challenges. While all provinces are experiencing a degree of in- and out- migration, net interprovincial migration to Alberta reached 57,105 people in 2006, the highest number ever recorded by a single province in one calendar year³⁸

There is considerable anecdotal evidence to support the out-migration of skilled workers in South Western Ontario, but little statistical data to support the observation. However, for a region long recognized for the depth of its talent, the loss of skilled workers to other provinces and other communities is cause for serious concern.

³⁷ Career path rocky, visible minorities say, Mario Tuneguzza, Windsor Star, February 2007.

³⁸ Moving in the Right Direction? Labour Mobility, Labour Shortage and Canada’s Human Potential, A. Pereira, B. Shinewald, A. Wise, S. Yates and R. Young, Action Canada, June 2007, Page 4

D. Overview of the Process

Along with ongoing research, key informant interviews and attendance at a variety of events including community-based economic development sessions, community forums, Chamber of Commerce events and University of Windsor research talks, two community consultations were conducted in Chatham-Kent and Windsor. The following statistics showcase the range of participation in both communities:

Chatham-Kent			Windsor and Essex County		
Number of participants:	58		Number of participants:	78	
Participant Affiliations:			Participant Affiliations:		
Educators:	7	12%	Educators:	13	17%
Service Providers:	15	26%	Service Providers	33	42%
Government	15	26%	Government	11	14%
Industry	15	26%	Industry	7	9%
Labour	0	--	Labour	3	4%
Other	5	9%	Other	8	10%

In Chatham-Kent, workforce development trends and issues were identified and prioritized based on local demographic and economic information during a community-wide consultation held in October 2007. After the trends were validated by the large group, smaller sub-groups prioritized issues and discussed collaborative action that could be taken to address these issues.

In Windsor and Essex County, an electronic survey was widely distributed throughout the community asking a wide range of individuals to identify workforce development trends and issues. Respondents were provided with a listing of provincially-developed workforce development trends and asked to select the trend they felt most strongly impacted Windsor and Essex County. After a trend was selected, a follow-up question asked respondents to prioritize issues resulting from this trend. This set of questions was repeated two more times in order that a range of trend and issue priorities could be established. In addition, respondents were permitted the opportunity to identify trends and/or issues outside of the provincially developed "menu". Surveys were distributed to a cross-section of 222 community partners with recipients encouraged to distribute the survey throughout their own networks. Therefore, while 131 responses were received generating a response rate of 59%, it is difficult to determine the true response rate. The survey was anonymous, however a separate optional identifier page was included to facilitate follow-up. The fifty-six who completed this identifier component of the survey, demonstrated that individuals responding to the survey ranged from senior executives, community leaders, business owners, occupation association representatives, labour, educators, government and displaced workers.

This survey pilot was viewed as a very successful approach by both the Industry Education Council and the consultation participants as it resulted in a wider and more diverse identification of the trends and issues and permitted more discussion time during the consultation focused on local area planning. It will be repeated in

Windsor next year as well as implemented in Chatham-Kent. A copy of the survey results including the system used to weight the survey responses to generate prioritized workforce development trends and issues is included as Appendix B.

Both consultations followed the same format opening with an overview of labour market information and progress of the workforce development councils to date. At the Windsor Essex consultation, Matthew Fischer, CEO of the Windsor Essex Development Commission provided a presentation on the economic status and direction of the region followed by the results of the workforce development survey. Participants then broke into groups based on the identified workforce development trends to participate in facilitator-led discussions on collaborative action that could be taken locally. Both sessions were wrapped up by Greg Schinkel, a recognized speaker on leadership within the region, with a 45-minute presentation on “possibility thinking” and constructive communication. His lively talk was appreciated by those attending and closed the session on a positive note for everyone. Evaluations received at the conclusion of the event indicate that participants appreciate the opportunity to come together to discuss collaborative action and that the event provides an excellent opportunity for networking with those in the community striving to address workforce development.

	<p>Trend: Shift In Key Employment Sector – A Priority throughout South Western Ontario region</p> <p>Issue # 1: A major shift in key employment sector through layoffs and closures results in a high number of displaced workers needing employment and training programs and services to transition to other sectors.</p> <p>Issue # 2: A major shift in key employment sector through worker layoffs and closures requires a process to assess skills, identify gaps and determine training needs in order to assist workers to take advantage of available job opportunities.</p> <p>Action Taken:</p> <ul style="list-style-type: none"> • Study by the Canadian Automotive Human Resources Sector Council (CAHRS) examining transferable skills of displaced manufacturing workers and employer requirements within the evolving manufacturing sector. • Economic Development Summit in Windsor-Essex creating strategic action plans within five sectors • Labour market analysis and workforce development strategy development, Wallaceburg Community Task Force <hr/> <p>Proposed Action #1: Conduct focus groups with employers, labour, educators, Development Commissions resulting in sectoral workforce development plans that identify employment growth/evolving technology trends, skills adaptation requirements, existing training and required training bridges. Link with those working with displaced workers to communicate employer requirements and serve a matching function between those currently displaced and existing opportunities.</p> <p>Lead Organization: South Western Ontario Industry Education Council Partners: Development Commissions, Employers, Educators, Government, Labour/Labour Adjustment Committees</p> <p>Expected Outcomes:</p> <ul style="list-style-type: none"> • Conduct focus groups and/or interviews with employers and labour from a minimum of three sectors identified as current or emerging economic drivers concerning human resource requirements, skills gaps, and training needs • Develop and follow-up on workforce development plans for participating sectors identifying emerging growth potential, technology adaptation, and measurable action outcomes. • Establish ongoing communication link between stakeholders <p>Timelines: Apr to Aug 08 – Conduct employer focus groups. Author plans Sep to Oct – Implement and report on sector plan progress Oct to Mar 09 – Progress report with possible continuation to Year Two</p> <p>Note: Chatham-Kent Workforce Development Council is proposing to conduct employer workshops on the value of essential skills training, an action that will also address this trend. See Pg. 15</p>	<p>Labour Market Information</p> <p>Growing provincially but even higher locally:</p> <p>Windsor - Essex</p> <p>Health Care/Social Assistance (53% in WE, 16% in ON)</p> <p>Educational Services (46% in WE, 17% in ON)</p> <p>Accd'n & Food (26% in WE, 8% in ON)</p> <p>Technical - Health 123% in WE, 36% in ON)</p> <p>Professional – Health 47% in WE, 13% in ON</p> <p>Chatham-Kent</p> <p>Other Financial Intermediary Industries (111% in C-K, 99% in ON)</p> <p>Wood Industries (70% in C-K, 26% in ON)</p> <p>Wholesale Farm Product Industries (43% in C-K, 24% in ON)</p> <p>Industrial & Heavy Construction (37% in C-K, 27% in ON)</p> <p>Transportation (24% in C-K, 27% in ON)</p> <p>Source: StatsCan Labour Force Survey 2005</p>
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	<p>Trend: Lack of Essential Skills – A Priority throughout South Western Ontario region</p>	<p>Labour Market Information</p>
<p>Issue # 1:</p>	<p>The lack of essential skills in the workforce limits employees' ability to transition to other jobs.</p>	<p>International Adult Literacy and Skills Survey (StatsCan 2005) identified</p>
<p>Issue # 2:</p>	<p>The demand by employers for higher levels of essential skills in some workers not being able to access employment leading to higher unemployment rates</p>	<p>"Level 3" literacy as a level adequate in the workplace.</p>
<p>Issue # 3:</p>	<p>The demand by employers for better "soft skills" – being on time, attitude, customer service – limits many workers for obtaining and retaining employment.</p>	<p>How did we do? Canada scored Literacy: 42% below Level 3 Numeracy: 55% below Level 3</p>
<p>Action Taken:</p>	<ul style="list-style-type: none"> • Concerts Inc. showcases the application of Essential Skills to Grade 10 students. • Sweet Success .. Powered by People workshops delivered to employers and entrepreneurs throughout Windsor, Essex County and Chatham-Kent demonstrating return on investment when investing in literacy 	<p>A 1% increase in literacy boosts productivity 2.5% and output / GDP 1.5%.</p>
<p>Proposed Action# 1:</p>	<p>Develop a mechanism to ensure better communication, labour market information sharing and coordination of services.</p> <p>Lead Organization: To be Determined Partners: City of Windsor Social Services, United Way, service providers, education, government</p>	<p>This means every 1% Improvement in literacy would boost national income by \$32 billion. Raising scores from Level 2 (weak) to Level 3 (adequate) would be equivalent to almost 2.5% increase in national literacy – or almost \$80 billion.</p>
<p>Expected Outcomes:</p>	<ul style="list-style-type: none"> • Distribution of a resource booklet identifying services. • Implementation of Action Plan resulting from "It Takes a Community Forum" and monitoring of measured outcomes 	<p>Source: IALS Survey & ALL Report StatsCan 2005/07 and TD Bank Literacy Matters Report</p>
<p>Proposed Action #2</p>	<p>Conducting workshops for employers in Chatham-Kent showcasing the value of essential skills in meeting technology advancement and lean manufacturing process.</p> <p>Lead Organization: Chatham-Kent Workforce Development Council Partners: Employers, Chatham-Kent Economic Development Services, St. Clair College</p>	
<p>Expected Outcomes:</p>	<ul style="list-style-type: none"> • Delivery of a minimum of two workshops conducted with 30 Chatham-Kent employers • Follow-up review of implementation by Chatham-Kent Economic Development Services. 	
<p>Timelines:</p>	<p>Sep 2008 to January 2009</p>	

	<p>Trend: Skilled Trades Shortages – A priority identified in Windsor and Essex County.</p>	<p>Labour Market Information</p>																										
<p>Issue # 1:</p>	<p>The trades are not seen as a viable career option by parents and teachers creating skilled trade shortages.</p>	<p>Skill Intensity in Chatham-Kent and Essex County</p>																										
<p>Issue # 2:</p>	<p>Not enough youth are entering the trades, resulting in skilled trade shortages.</p>	<p>(Defined as the share of skilled workers within the occupation)</p>																										
<p>Action Taken:</p>	<ul style="list-style-type: none"> • Publication and distribution of a Skilled Trades Handbook to educators and service providers throughout South Western Ontario. • Development and implementation of “Pathways to Success” game for Grade 7 students in Windsor-Essex • Career Forum for guidance counselors showcasing a variety of career opportunities including apprenticeship. • Health Care Career Expo for Grades 11/12 students, displaced workers and parents showcases a variety of health and wellness careers including apprenticeship. 	<table border="0"> <tr><td>Manufacturing</td><td>41%</td></tr> <tr><td>Food Products</td><td>28%</td></tr> <tr><td>Plastics & Rubber</td><td>31%</td></tr> <tr><td>Primary Metal Fabricated</td><td>36%</td></tr> <tr><td> Metal</td><td>54%</td></tr> <tr><td>Machinery</td><td>68%</td></tr> <tr><td>Transportation Equipment</td><td>33%</td></tr> <tr><td>Agriculture</td><td>48%</td></tr> <tr><td>Utilities</td><td>66%</td></tr> <tr><td>Construction</td><td>73%</td></tr> <tr><td>Wholesale Trade</td><td>48%</td></tr> <tr><td>Retail Trade</td><td>32%</td></tr> <tr><td>Transportation & Warehousing</td><td>25%</td></tr> </table>	Manufacturing	41%	Food Products	28%	Plastics & Rubber	31%	Primary Metal Fabricated	36%	Metal	54%	Machinery	68%	Transportation Equipment	33%	Agriculture	48%	Utilities	66%	Construction	73%	Wholesale Trade	48%	Retail Trade	32%	Transportation & Warehousing	25%
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<p>Proposed Action:</p>	<p>Implementation of a “Trades on Tour” event for Parents showcasing apprenticeship and targeting the career opportunities available in skilled trades.</p> <p>Lead Organization: South Western Ontario Industry Education Council Partners: Boards of Education, MTCU, Employers and Employer Associations.</p>																											
<p>Expected Outcomes:</p>	<ul style="list-style-type: none"> • Implementation of two workplace tours or one Career Expo on a schedule maximizing parental participation and featuring a variety of career opportunities while ensuring firsthand exposure to industry practitioners. • Utilization of evaluators measuring impact of event on shaping or shifting opinion. 	<p>From 1991 to 2001 the share of skilled workers rose by 2% in Chatham-Kent and Essex and 3% in Ontario as a whole.</p>																										
<p>Timeline:</p>	<p>Apr to Aug 08: Identification of event format, dates and project plan Sep to Feb 09: Implementation of project plan</p>	<p>Source: Stats Can Census 2001</p>																										

<p>Trend:</p> <p>Issue # 1:</p> <p>Issue # 2:</p> <p>Action Taken:</p>	<p>Growing Immigrant Population – A priority recognized throughout South Western Ontario</p> <p>Our immigrant workforce is under-utilized due to a lack of recognition of credentials and past work experience resulting in low employment rates of immigrant workers.</p> <p>Our immigrant workforce is under-utilized due to industry's perceived notion about their lack of abilities resulting in low employment rates</p> <ul style="list-style-type: none"> • A variety of ESL programs. • Job search and job development programs available. • Mentorship programs have been initiated. • “Way to Work” for New Canadians workshop in conjunction with employers showcasing job search strategies and Canadian workplace culture for Windsor newcomers. 	<p>Labour Market Information</p> <p>Windsor-Essex</p> <p>38,906 people moved to Essex County between 1995 and 2005, second only to the Waterloo Region in South Western Ontario.</p> <p>International migrants accounted for more than 75% (29,446 people) of all migration to Essex County between 1995 and 2005</p>
<p>Proposed Action# 1:</p> <p>Expected Outcomes:</p>	<p>Windsor service providers to respond to a Request For Proposal to the Maytree Foundation to develop a local immigrant economic council that adapts and implements other successful councils established in Toronto, Kitchener-Waterloo and Niagara.</p> <p>Lead Organization: Municipality Partners: University of Windsor, Windsor-Essex Economic Development Commission, Immigrant serving agencies, employers, South Western Ontario Industry Education Council, government, educators, Chamber of Commerce, United Way</p> <ul style="list-style-type: none"> • Evaluation of agencies' internal capacity and external partnerships • Develop and implement partnership foundation 	<p>(Source: Ministry of Finance 2005)</p> <p>Immigrants now comprise 33.7% of Windsor-Essex's total population (Source: StatsCan Census 2001)</p>
<p>Timelines:</p> <p>Proposed Action # 2</p> <p>Expected Outcomes:</p>	<p>Dec 07 – Request For Proposal (RFP) response Jan to Dec 08 – Undertake RFP deliverables</p> <p>Conduct workshop for unemployed and newcomers to Chatham-Kent focusing on career planning, job search and workplace culture.</p> <p>Lead Organization: Chatham-Kent Workforce Development Council Partners: Chatham-Kent Cultural Coalition, Service Providers Chatham-Kent Ontario Works, employers</p> <ul style="list-style-type: none"> • Conducting three workshops within different Chatham-Kent Communities each with a minimum of 20 participants. • Evaluation instruments demonstrating impact. • Participant follow-up by Chatham-Kent Cultural Coalition. 	<p>Chatham-Kent</p> <p>Immigrant population in Chatham-Kent: 10,085 or 9.2% of the total population</p> <p>Immigrant population age 15 and over: 5,220</p> <p>Migrants from other countries in 2001 totaled 280.</p> <p>(Source: StatsCan Census 2001)</p>

<p>Trend:</p>	<p>Requirement for Higher Levels of Education – A Priority throughout South Western Ontario</p>	<p>Labour Market Information</p>
<p>Issue # 1:</p>	<p>Employees do not recognize the necessity and benefit of lifelong learning to help them advance or adapt to changing technologies resulting in potential job loss.</p>	<p>50% of those working in Windsor-Essex County and Chatham-Kent are skilled workers as compared to 57% in Ontario.</p>
<p>Issue # 2:</p>	<p>The requirement for higher levels of education is preventing workers from entering many fields.</p>	<p>The most significant change in generational educational attainment throughout South-western Ontario has been the reduction in the share of high school dropouts.</p>
<p>Action Taken:</p>	<ul style="list-style-type: none"> • Sweet Success .. Powered by People delivered to employers in Chatham-Kent showcasing the return on investment for employee training. • Career Forum for guidance counselors conducted including representatives from a variety of occupational sectors identifying current and emerging opportunities and skill requirements. • “Cashing-In” employer-student workshop highlighting job-getting and job-keeping strategies. 	<p>The most significant change in generational educational attainment throughout South-western Ontario has been the reduction in the share of high school dropouts.</p>
<p>Proposed Action # 1:</p>	<p>Establishment of a mentor network linking students with leaders in their field.</p> <p>Lead Organization: Leadership Windsor-Essex Partners: South Western Ontario Industry Education Council, School Boards, Employers, University of Windsor, St. Clair College.</p>	<p>Windsor-Essex</p> <p>Residents without a secondary school diploma: 13.4% Age 20 to 34 18.8% Age 35 to 44 30.5% Age 45 to 64</p>
<p>Expected Outcomes:</p>	<ul style="list-style-type: none"> • Identification of employers willing to mentor and/or provide informational interviews to youth considering employment in their field. • Pilot relationships established between youth and mentors. 	<p>Residents with a Trade Certificate, College Diploma or University Degree: 48.8% Age 20 to 34 50.1% Age 35 to 44 42.7% Age 45 to 64</p>
<p>Timelines:</p>	<p>August 2008 to February 2009 ongoing</p>	
<p>Proposed Action # 2</p>	<p>Delivery of Pathways to Success interactive learning to Grade 7 students in Chatham-Kent showcasing a variety of learning pathways to success.</p> <p>Lead Organization: Chatham-Kent Workforce Development Council Partners: South Western Ontario Industry Education Council, School Boards.</p>	<p>Chatham-Kent</p> <p>Residents without a secondary school diploma: 19.2% Age 20 to 34 24.0% Age 35 to 44 34.4% Age 45 to 64</p>
<p>Expected Outcomes:</p>	<ul style="list-style-type: none"> • Workshop is delivered to a minimum of six Grade 7 classes. • Students identify four pathways available at the completion of secondary school and variety of educational choice options. • Students identify career choices based on talents, interests and recognize knowledge and experience acquisition necessary to obtain occupational goal. • Student comprehension is obtained through verbal and written feedback or reports based on teacher preference. 	<p>Residents with a Trade Certificate, College Diploma or University Degree: 45.5 Age 20 to 34 47.4% Age 35 to 44 40.3% Age 45 to 64 (Source: StatsCan Census 2001)</p>
<p>Timelines:</p>	<p>September 2008 to March 2009</p>	

	<p>Trends: Youth Out-Migration – A priority recognized in Chatham-Kent</p> <p>Issue # 1: Youth are leaving our community because of a lack of opportunities for entry level positions resulting in an older workforce.</p> <p>Issue # 2: Youth are leaving our community because of a perceived notion that there are few job opportunities in rural communities resulting in jobs not being filled.</p> <p>Action Taken:</p> <ul style="list-style-type: none"> • Careers on Tour showcased diverse opportunities in Chatham-Kent to students. • Way to Work workshop offered collaboratively with employers showcased job search and job-keeping strategies. • Employer incentive programs offered by Ontario Works in Chatham-Kent <p>Proposed Action: Implementation of a modified “Way to Work” workshop for unemployed, underemployed and newcomers to Chatham-Kent. Workshop will focus on career planning, local labour market information, workplace culture and lifelong learning.</p> <p>Lead Organization: Chatham-Kent Workforce Development Council Partners: Ontario Works, Employers, Tri-County Literacy Network, South Western Ontario Industry Education Council.</p> <p>Expected Outcomes:</p> <ul style="list-style-type: none"> • Identification of a team of employers willing to fulfill a mentorship role during workshop delivery • Securing the participation of a minimum of 30 individuals seeking work and currently collecting income assistance • Utilization of evaluators measuring impact of workshop on those seeking work. • Three month follow-up on participants to identify rate of employment. <hr/> <p>Timeline: Sep 2008 to March 2009</p>	<p>Labour Market Information</p> <p>How we compare provincially:</p> <p>Windsor-Essex</p> <p>Population & Age</p> <p>Age 20 to 34 22% W-E / 19% ON</p> <p>Age 35 – 44 15% W-E / 16% ON</p> <p>Age 45 – 64 24% W-E / 26% ON</p> <p>Age 65+ 14% W-E / 14% ON</p> <p>The median age in W-E is 37.5 or 1.5 years younger than the provincial norm of 39.0</p> <p>Windsor is the fifth youngest community in Canada</p> <p>Chatham-Kent</p> <p>Population & Age</p> <p>Age 20 to 34 17% C-K / 19% ON</p> <p>Age 35 – 44 14% C-K / 16% ON</p> <p>Age 45 – 64 28% C-K / 26% ON</p> <p>Age 65+ 16% C-K / 14% ON</p> <p>Source: StatsCan Census 2006</p>
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Trend:	Rural / Urban Disparities – A priority recognized in Chatham-Kent	Labour Market Information																																																
Issue # 1:	The lack of employment training programs and services in rural areas puts rural residents at a disadvantage when competing for employment.	Communities in Chatham-Kent																																																
Action Taken:	<ul style="list-style-type: none"> Careers on Tour delivered to all regions of Chatham-Kent Compilation and distribution of revised Youth Guide to students throughout Chatham-Kent 	Population Change 2001 to 2006																																																
Proposed Action # 1:	<p>Ensure participation of rural communities in the modified Way to Work workshop for unemployed and underemployed. Market e-learning opportunities to participants as part of this workshop when delivering in rural communities.</p> <p>Lead Organization: Chatham-Kent Workforce Development Council Partners: Service providers, Chatham-Kent Ontario Works, Chatham-Kent Cultural Alliance, Chatham-Kent employers</p>	<table border="1"> <thead> <tr> <th>Community</th> <th>% Chge</th> </tr> </thead> <tbody> <tr><td>Romney</td><td>-9.5%</td></tr> <tr><td>Wheatley</td><td>15.7%</td></tr> <tr><td>Tilbury E.</td><td>-4.1%</td></tr> <tr><td>Tilbury</td><td>4.5%</td></tr> <tr><td>Raleigh</td><td>-2.7%</td></tr> <tr><td>Harwich</td><td>-1.6%</td></tr> <tr><td>Blenheim</td><td>-2.6%</td></tr> <tr><td>Erie Beach</td><td>-13.8%</td></tr> <tr><td>Erieau</td><td>-8.3%</td></tr> <tr><td>Howard</td><td>-5.2%</td></tr> <tr><td>Ridgetown</td><td>-3.0%</td></tr> <tr><td>Orford</td><td>-4.0%</td></tr> <tr><td>Highgate</td><td>7.3%</td></tr> <tr><td>Moravian</td><td>11.4%</td></tr> <tr><td>Zone</td><td>2.0%</td></tr> <tr><td>Bothwell</td><td>-3.7%</td></tr> <tr><td>Camden</td><td>-2.9%</td></tr> <tr><td>Thamesville</td><td>0.0%</td></tr> <tr><td>Dresden</td><td>-2.9%</td></tr> <tr><td>Chatham TP</td><td>1.1%</td></tr> <tr><td>Chatham C</td><td>3.7%</td></tr> <tr><td>Wallaceburg</td><td>-1.9%</td></tr> <tr><td>Dover</td><td>-1.0%</td></tr> </tbody> </table>	Community	% Chge	Romney	-9.5%	Wheatley	15.7%	Tilbury E.	-4.1%	Tilbury	4.5%	Raleigh	-2.7%	Harwich	-1.6%	Blenheim	-2.6%	Erie Beach	-13.8%	Erieau	-8.3%	Howard	-5.2%	Ridgetown	-3.0%	Orford	-4.0%	Highgate	7.3%	Moravian	11.4%	Zone	2.0%	Bothwell	-3.7%	Camden	-2.9%	Thamesville	0.0%	Dresden	-2.9%	Chatham TP	1.1%	Chatham C	3.7%	Wallaceburg	-1.9%	Dover	-1.0%
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Proposed Action # 2:	<p>Market rural work ethic to existing and potential employers.</p> <p>Lead Organization: Economic Development Services, Chatham-Kent Partners: Chatham-Kent Workforce Development Council, municipal government and communities</p>																																																	
Expected Outcomes:	<ul style="list-style-type: none"> Documented and promoted examples of business expansion, retention and attraction 																																																	
Timelines:	Jan 2008 to March 2009 – Ongoing action	(Source: StatsCan Census 2006)																																																

APPENDIX A

Workforce Development Trends and Issues Results as of October 28, 2007

No. of respondents to date: 130

222 surveys were distributed from our office. This represents a response rate of 58.56%. However survey recipients circulated were encouraged to circulate the survey amongst their own networks. It is difficult, therefore, to get a true percent of return, but it is safe to say the response has been significant given typical rates of response at less than 25%. This further demonstrates the criticality in which the survey is viewed.

Key Responses – Workforce Development Trends

Results to Question # 1 asking people to identify their top priority related to workforce development:

Ranked in order of Response:

Option	Number	Per Cent
Shift in Key Employment Sector	60	46.15%
Skilled Trades Shortages	14	10.77%
Workforce Shortages	13	10.00%
Growing Number of Immigrants	11	8.46%
Lack of Essential Skills	10	6.67%
Aging Workforce	7	7.69%
Requirement for higher levels of education	6	4.62%
Other	4	3.08%
Youth Out-Migration	3	2.31%
Rural/Urban Disparities	2	1.54%
Shift in Demographics	0	0

Results to Question # 3 asking people to identify their 2nd greatest priority related to workforce development:

Ranked in order of Response:

Option	Number	Per Cent
Requirement for Higher Level Education	21	16.15%
Lack of Essential Skills	20	15.38%
Growing Number of Immigrants	17	13.08%
Shift in Key Employment Sector	15	11.54%
Skilled Trades Shortages	15	11.54%
Aging Workforce	13	10.00%
Shift in Demographics	10	7.69%
Workforce Shortages	7	5.38%
Youth Out-Migration	7	5.38%
Rural/Urban Disparities	3	2.31%
Other	2	1.54%

**Key Responses – Workforce Development Trends
As of October 28, 2007**

Results to Question # 5 asking people to identify their 3rd greatest priority related to workforce development:

Ranked in order of Response:

Option	Number	Per Cent
Shift in Key Employment Sector	24	18.46%
Lack of Essential Skills	23	17.69%
Aging Workforce	16	12.31%
Requirement for Higher Levels of Education	14	10.77%
Growing Number of Immigrants	11	8.46%
Youth Out-Migration	11	8.46%
Shift in Demographics	9	6.92%
Skilled Trades Shortages	7	5.38%
Workforce Shortages	7	5.38%
Other	6	4.62%
Rural/Urban Disparity	2	1.54%

To factor these 2nd and 3rd priorities into the overall ranking and to produce a summarized list of priorities, I have assigned a weighting to the responses as follows:

Responses to Question # 1, Priority # 1 will be assigned a weighting of 5 points (number of responses x 5)

Responses to Question # 2, Priority # 2 will be assigned a weighting of 3 points (number of responses x 3)

Responses to Question # 3, Priority # 3 will be assigned a weighting of 1 (number of responses x 1)

Ranked in order of Weighted Response:

Option	Weighted Rank	# Re-sponses	Per Cent
Shift in Key Employment Sector	369	99	76.15%
Lack of Essential Skills	133	53	40.77%
Skilled Trades Shortages	122	36	27.69%
Growing Number Immigrants	117	39	30.00%
Requirement for Higher Levels of Education	107	41	31.54%
Workforce Shortages	93	27	20.77%
Aging Workforce	90	36	27.70%
Youth Out-Migration	47	21	16.15%
Shift in Demographics	39	19	14.62%
Other	32	12	9.23%
Rural/Urban Disparities	21	7	5.38%