

Ensuring a Strong Talent Pipeline to Meet Workforce Demand in Chatham-Kent

March 2023



Prepared for:
Chatham-Kent Workforce Planning Board

Prepared by:
Jupia Consultants Inc.

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of Canada and the Government of Ontario

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Key finding:																																		
Chatham-Kent is facing record low unemployment	According to Statistics Canada, the unemployment rate across the municipality was 4.3% in 2022. The number of persons unemployed in an average month during the year was 2,200 a drop of 58% between 2012-2022.																																	
The number of job vacancies is up sharply in recent years	<p>In the wider Windsor-Sarnia economic region, job vacancies are up 157% since Q3 2015. In health occupations, vacancies are up 4X. Trades-related vacancies are up by more than double and labourer/ assembler vacancies are up 265%.</p> <p>The November 2022 EmployerOne survey reported that over 60 percent of Chatham-Kent employers had trouble recruiting for staff in 2022 (hard to fill positions). The three hardest positions to fill were: general labourer, financial/ administrative positions and health care positions. Top reasons cited:</p> <ul style="list-style-type: none"> • Didn't receive enough applicants (29%) • Applicants lacked the required qualifications (17%) • Lack of technical skills (11%) • Did not receive any applicants at all (10%) <p>In addition, the number of job advertisements has risen substantially in recent years, particularly in sectors such as agriculture, health, food services, retail, construction, manufacturing and transportation.</p> <p style="text-align: center;">Top 10 hard to fill jobs, Chatham-Kent (January 2023)</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Description:</th> <th style="text-align: center;">Postings</th> <th style="text-align: center;">Avg. days</th> </tr> </thead> <tbody> <tr> <td>Food counter attendants, kitchen helpers and related occupations</td> <td style="text-align: center;">68</td> <td style="text-align: center;">25.9</td> </tr> <tr> <td>Home support workers, housekeepers and related occupations</td> <td style="text-align: center;">60</td> <td style="text-align: center;">21.2</td> </tr> <tr> <td>Retail salespersons</td> <td style="text-align: center;">59</td> <td style="text-align: center;">17.1</td> </tr> <tr> <td>Registered nurses and registered psychiatric nurses</td> <td style="text-align: center;">43</td> <td style="text-align: center;">38.2</td> </tr> <tr> <td>Registered practical nurses</td> <td style="text-align: center;">43</td> <td style="text-align: center;">32.9</td> </tr> <tr> <td>Other customer and information services representatives</td> <td style="text-align: center;">37</td> <td style="text-align: center;">20.2</td> </tr> <tr> <td>Social and community service workers</td> <td style="text-align: center;">34</td> <td style="text-align: center;">39.7</td> </tr> <tr> <td>Other labourers in processing, Manufacturing and utilities</td> <td style="text-align: center;">32</td> <td style="text-align: center;">18.7</td> </tr> <tr> <td>Transport truck drivers</td> <td style="text-align: center;">26</td> <td style="text-align: center;">27.9</td> </tr> <tr> <td>General farm workers</td> <td style="text-align: center;">24</td> <td style="text-align: center;">19.0</td> </tr> </tbody> </table> <p style="text-align: center;">Source: Chatham-Kent Monthly Job Demand Report</p>	Description:	Postings	Avg. days	Food counter attendants, kitchen helpers and related occupations	68	25.9	Home support workers, housekeepers and related occupations	60	21.2	Retail salespersons	59	17.1	Registered nurses and registered psychiatric nurses	43	38.2	Registered practical nurses	43	32.9	Other customer and information services representatives	37	20.2	Social and community service workers	34	39.7	Other labourers in processing, Manufacturing and utilities	32	18.7	Transport truck drivers	26	27.9	General farm workers	24	19.0
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There seems to be fairly strong general alignment of education among younger workers to the needs of employers	<p>Breakdown of job postings by skill level and the educational profile of 25-34 year olds in Chatham-Kent:</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th style="text-align: center;">Jobs on offer (Jan 2023)</th> <th style="text-align: center;">Workforce education level (25-34 years)</th> </tr> </thead> <tbody> <tr> <td>NOC Skill Level A</td> <td style="text-align: center;">24%</td> <td style="text-align: center;">23%</td> </tr> <tr style="background-color: #004a87; color: white;"> <td>NOC Skill Level B</td> <td style="text-align: center;">34%</td> <td style="text-align: center;">37%</td> </tr> <tr> <td>NOC Skill Level C & D</td> <td style="text-align: center;">42%</td> <td style="text-align: center;">40%</td> </tr> </tbody> </table> <p>Source: Chatham-Kent Monthly Job Demand Report (January 2023) and the 2021 Census.</p>		Jobs on offer (Jan 2023)	Workforce education level (25-34 years)	NOC Skill Level A	24%	23%	NOC Skill Level B	34%	37%	NOC Skill Level C & D	42%	40%																		
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But young people are not getting educated to the same level as older age cohorts in specific occupational groups	<p>The 25-34 year old workforce is less educated than the 35-54 workforce in the following broad occupational groups:</p> <ul style="list-style-type: none"> • Education • Business, management and public administration • Mathematics and computer sciences • Architecture, engineering and related 																														
35% of all workers are heading towards retirement in the next decade or so	<p>According to the 2021 Census, there were nearly 20,100 residents over the age of 55 who were participating in the workforce. The number share by selected occupational group:</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th style="text-align: left;">NOC Occupations:</th> <th style="text-align: center;">55+</th> <th style="text-align: center;">% 55+</th> </tr> </thead> <tbody> <tr> <td>Business, finance and administration occupations</td> <td style="text-align: center;">2,290</td> <td style="text-align: center;">35%</td> </tr> <tr style="background-color: #004a87; color: white;"> <td>Natural and applied sciences and related</td> <td style="text-align: center;">580</td> <td style="text-align: center;">23%</td> </tr> <tr> <td>Health occupations</td> <td style="text-align: center;">785</td> <td style="text-align: center;">19%</td> </tr> <tr style="background-color: #004a87; color: white;"> <td>Occupations in education, law, social and gov.</td> <td style="text-align: center;">1,185</td> <td style="text-align: center;">23%</td> </tr> <tr> <td>Occupations in art, culture, recreation and sport</td> <td style="text-align: center;">225</td> <td style="text-align: center;">31%</td> </tr> <tr style="background-color: #004a87; color: white;"> <td>Sales and service occupations</td> <td style="text-align: center;">3,525</td> <td style="text-align: center;">28%</td> </tr> <tr> <td>Trades and transportation</td> <td style="text-align: center;">3,545</td> <td style="text-align: center;">34%</td> </tr> <tr style="background-color: #004a87; color: white;"> <td>Natural resources related</td> <td style="text-align: center;">1,420</td> <td style="text-align: center;">41%</td> </tr> <tr> <td>Occupations in manufacturing and utilities</td> <td style="text-align: center;">1,210</td> <td style="text-align: center;">28%</td> </tr> </tbody> </table> <p style="text-align: center;">Source: Statistics Canada 2021 Census.</p> <p>Not all will retire at 65 and one of the recommendations below is to encourage workforce participation after the age of 65.</p>	NOC Occupations:	55+	% 55+	Business, finance and administration occupations	2,290	35%	Natural and applied sciences and related	580	23%	Health occupations	785	19%	Occupations in education, law, social and gov.	1,185	23%	Occupations in art, culture, recreation and sport	225	31%	Sales and service occupations	3,525	28%	Trades and transportation	3,545	34%	Natural resources related	1,420	41%	Occupations in manufacturing and utilities	1,210	28%
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The workforce is expected to continue growing through 2030	<p>Assuming workforce demand can be met, an additional 2,240 net new jobs are expected through 2030 to meet growth demand.</p>																														

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Total workforce demand (replacement and growth) through 2030 will exceed 18,000	<p>Assuming 80% of the 55+ retire and the growth demand of 2,240, there will be total demand for 18,300 jobs between 2021 and 2030. If a larger share of the 55+ stay in the workforce past 65, that will ease the need to attract more workers.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: center;">Replacement demand*</th> <th style="text-align: center;">Expansion demand</th> <th style="text-align: center;">Total demand</th> </tr> </thead> <tbody> <tr> <td>NOC occupation:</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total workforce</td> <td style="text-align: center;">16,080</td> <td style="text-align: center;">2,242</td> <td style="text-align: center;">18,322</td> </tr> <tr> <td>Occupation - not applicable**</td> <td style="text-align: center;">4,164</td> <td style="text-align: center;">n/a</td> <td style="text-align: center;">4,164</td> </tr> <tr> <td>All occupations</td> <td style="text-align: center;">11,916</td> <td style="text-align: center;">2,242</td> <td style="text-align: center;">14,158</td> </tr> <tr> <td>1 Business, finance and administration</td> <td style="text-align: center;">1,832</td> <td style="text-align: center;">-64</td> <td style="text-align: center;">1,768</td> </tr> <tr> <td>2 Natural/applied sciences & related</td> <td style="text-align: center;">464</td> <td style="text-align: center;">209</td> <td style="text-align: center;">673</td> </tr> <tr> <td>3 Health occupations</td> <td style="text-align: center;">628</td> <td style="text-align: center;">715</td> <td style="text-align: center;">1,343</td> </tr> <tr> <td>4 Occupations in education, law***</td> <td style="text-align: center;">948</td> <td style="text-align: center;">63</td> <td style="text-align: center;">1,011</td> </tr> <tr> <td>5 Occupations in art, culture, recreation</td> <td style="text-align: center;">180</td> <td style="text-align: center;">-62</td> <td style="text-align: center;">118</td> </tr> <tr> <td>6 Sales and service occupations</td> <td style="text-align: center;">2,820</td> <td style="text-align: center;">495</td> <td style="text-align: center;">3,315</td> </tr> <tr> <td>7 Trades and transportation</td> <td style="text-align: center;">2,836</td> <td style="text-align: center;">523</td> <td style="text-align: center;">3,359</td> </tr> <tr> <td>8 Natural resources and related</td> <td style="text-align: center;">1,136</td> <td style="text-align: center;">45</td> <td style="text-align: center;">1,181</td> </tr> <tr> <td>9 Occupations in manufacturing/utilities</td> <td style="text-align: center;">968</td> <td style="text-align: center;">211</td> <td style="text-align: center;">1,179</td> </tr> </tbody> </table> <p>*Based on 80% of the 55+ workforce retiring between 2021-2030. **this is explained in Section 2.3. ***and social, community and government services.</p>		Replacement demand*	Expansion demand	Total demand	NOC occupation:				Total workforce	16,080	2,242	18,322	Occupation - not applicable**	4,164	n/a	4,164	All occupations	11,916	2,242	14,158	1 Business, finance and administration	1,832	-64	1,768	2 Natural/applied sciences & related	464	209	673	3 Health occupations	628	715	1,343	4 Occupations in education, law***	948	63	1,011	5 Occupations in art, culture, recreation	180	-62	118	6 Sales and service occupations	2,820	495	3,315	7 Trades and transportation	2,836	523	3,359	8 Natural resources and related	1,136	45	1,181	9 Occupations in manufacturing/utilities	968	211	1,179
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The population is growing again	After a decade of slow population decline, Chatham-Kent has seen a modest uptick in population since 2015. Most of the growth is among young people (developed below).																																																								
The provincial government is projecting only modest population growth in the next two decades	There will likely not be enough to meet workforce demand. Assuming the Ontario Ministry of Finance projections are correct, the working age population in Chatham-Kent is expected to decline by 3,300 between 2021 and 2030. Over the same period, the workforce is expected to grow by 2,240. This means that all things being equal, the municipality will be about 5,500 short in terms of labour demand by 2030.																																																								
What is at risk?	The risk is that Chatham-Kent's important export-focused industries, such as manufacturing and agriculture, will not be able to meet workforce needs. This could lead to downsizing and investment moving elsewhere in Ontario and beyond.																																																								

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<p>Total workforce The sources of population growth are changing</p>	<p>Natural population growth is negative (more deaths than births) and therefore the community is reliant on attracting new residents. Most population attraction comes from the Toronto-Windsor corridor as shown in the following chart.</p> <p>Sources/destinations of recent intraprovincial migrants, Chatham-Kent (three-year annual average, 2020-2022)</p> <table border="1" data-bbox="448 533 1414 873"> <thead> <tr> <th></th> <th>IN</th> <th>OUT</th> <th>NET</th> </tr> </thead> <tbody> <tr> <td>Toronto (CMA)</td> <td>433</td> <td>182</td> <td>251</td> </tr> <tr> <td>Area outside CMA/CA</td> <td>417</td> <td>331</td> <td>86</td> </tr> <tr> <td>Leamington (CA)</td> <td>299</td> <td>227</td> <td>72</td> </tr> <tr> <td>Windsor (CMA)</td> <td>517</td> <td>451</td> <td>66</td> </tr> <tr> <td>Hamilton (CMA)</td> <td>103</td> <td>39</td> <td>64</td> </tr> <tr> <td>Kitchener-Cambridge-Waterloo (CMA)</td> <td>129</td> <td>79</td> <td>50</td> </tr> <tr> <td>London (CMA)</td> <td>394</td> <td>377</td> <td>17</td> </tr> <tr> <td>Sarnia (CA)</td> <td>218</td> <td>243</td> <td>-25</td> </tr> </tbody> </table>		IN	OUT	NET	Toronto (CMA)	433	182	251	Area outside CMA/CA	417	331	86	Leamington (CA)	299	227	72	Windsor (CMA)	517	451	66	Hamilton (CMA)	103	39	64	Kitchener-Cambridge-Waterloo (CMA)	129	79	50	London (CMA)	394	377	17	Sarnia (CA)	218	243	-25
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<p>After a steep relative decline for more than a 20 years, there are now more young people living in the community</p>	<p>In 2001, there were 95 residents under the age of 15 for every 100 residents aged 55-79. By 2022, that ratio had dropped to 47 under 15 for every 100 aged 55-79.</p> <p>In 2022, Chatham-Kent added nearly 400 to the population under the age of 15 through net intraprovincial migration.</p> <p>Net population growth by age group and year, Chatham-Kent*</p> <table border="1" data-bbox="625 1234 1218 1461"> <thead> <tr> <th></th> <th>2012</th> <th>2017</th> <th>2022</th> </tr> </thead> <tbody> <tr> <td>Under 15</td> <td>+9</td> <td>+185</td> <td>+411</td> </tr> <tr> <td>15-24</td> <td>-332</td> <td>-71</td> <td>+128</td> </tr> <tr> <td>25-44</td> <td>-209</td> <td>+225</td> <td>+342</td> </tr> <tr> <td>45-64</td> <td>-4</td> <td>+231</td> <td>+333</td> </tr> <tr> <td>65+</td> <td>+51</td> <td>+107</td> <td>+97</td> </tr> </tbody> </table> <p>*includes all sources of population, domestic and international.</p>		2012	2017	2022	Under 15	+9	+185	+411	15-24	-332	-71	+128	25-44	-209	+225	+342	45-64	-4	+231	+333	65+	+51	+107	+97												
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<p>Young people are not pursuing careers in several important local industries</p>	<p>Looking at the ratio of workers under 30 to those aged 55 and older by occupation reveals a number of significant gaps. Examples:</p> <ul style="list-style-type: none"> • There are 9 transport truck and transit drivers under 30 for every 100 55+ • There are 9 agriculture managers under 30 for every 100 aged 55+ • There are 46 secondary school teachers under 30 for every 100 aged 55+ • There are 33 social and community service professionals under 30 for every 100 aged 55+ 																																				

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Chatham-Kent needs to attract more immigrants	<p>Across Ontario, all net growth in the workforce between 2016 and 2021 came from immigrants and non-permanent residents (NPRs). Chatham-Kent did see an 8% increase in immigrants and NPRs in the workforce (from 4,540 in 2016 to 4,915 in 2021) but London (+38%), Windsor (+34%) and many other urban centres had a much faster increase. As the born-in-Canada workforce continues to decline in the coming years (more retiring than joining), Chatham-Kent will likely need to attract more newcomers to Canada.</p> <p>The table below shows the top 10 occupations with the highest share of immigrants:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: right;">Immigrants and NPRs*</th> <th style="text-align: right;">% of total</th> </tr> </thead> <tbody> <tr> <td>Total workforce</td> <td style="text-align: right;">4,915</td> <td style="text-align: right;">9%</td> </tr> <tr style="background-color: #004a87; color: white;"> <td>65 Sales and service support occupations</td> <td style="text-align: right;">450</td> <td style="text-align: right;">8%</td> </tr> <tr> <td>73 General trades</td> <td style="text-align: right;">450</td> <td style="text-align: right;">14%</td> </tr> <tr style="background-color: #004a87; color: white;"> <td>64 Sales and service reps and other customer service</td> <td style="text-align: right;">355</td> <td style="text-align: right;">10%</td> </tr> <tr> <td>733 Transportation occupations</td> <td style="text-align: right;">310</td> <td style="text-align: right;">17%</td> </tr> <tr style="background-color: #004a87; color: white;"> <td>72 Technical trades and transportation officers</td> <td style="text-align: right;">285</td> <td style="text-align: right;">7%</td> </tr> <tr> <td>85 Harvesting, landscaping and labourers</td> <td style="text-align: right;">245</td> <td style="text-align: right;">16%</td> </tr> <tr style="background-color: #004a87; color: white;"> <td>60 Middle management occupations in trade*</td> <td style="text-align: right;">225</td> <td style="text-align: right;">13%</td> </tr> <tr> <td>95 Labourers in processing, manufacturing and utilities</td> <td style="text-align: right;">190</td> <td style="text-align: right;">14%</td> </tr> <tr style="background-color: #004a87; color: white;"> <td>31 Professional occupations in health</td> <td style="text-align: right;">185</td> <td style="text-align: right;">11%</td> </tr> <tr> <td>80 Middle management: production & agriculture</td> <td style="text-align: right;">165</td> <td style="text-align: right;">10%</td> </tr> </tbody> </table> <p>Although it didn't make the top 10 for absolute employment, the engineering profession has a particularly high share of immigrants as there are 110 in the Chatham-Kent workforce or 33% of the total.</p> <p>In general, immigrants in Chatham-Kent have a lower workforce participation rate compared to the non-immigrant population.</p>		Immigrants and NPRs*	% of total	Total workforce	4,915	9%	65 Sales and service support occupations	450	8%	73 General trades	450	14%	64 Sales and service reps and other customer service	355	10%	733 Transportation occupations	310	17%	72 Technical trades and transportation officers	285	7%	85 Harvesting, landscaping and labourers	245	16%	60 Middle management occupations in trade*	225	13%	95 Labourers in processing, manufacturing and utilities	190	14%	31 Professional occupations in health	185	11%	80 Middle management: production & agriculture	165	10%
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31 Professional occupations in health	185	11%																																			
80 Middle management: production & agriculture	165	10%																																			
There are considerably fewer women aged 25-34 in the workforce	Compared to the province overall.																																				
There is a higher share of 15-19 year olds participating in the workforce	This could be related to the agriculture sector which employs 12% of this age group in Chatham-Kent compared to only 3% across the province.																																				
The indigenous population has a lower workforce participation rate	From the 2021 Census, 61% versus nearly 65% for the non-indigenous population.																																				

Key finding:																													
One in three aged 65+ is participating in the workforce	Higher than the provincial workforce overall. Encouraging workforce participation of older workers is one way to address demand in the years ahead.																												
There are 30% more adults receiving social assistance benefits	Compared to the province overall. Providing appropriate training and supports can help those on social assistance with better participation in the workforce.																												
Fewer Chatham-Kent residents are enrolled in post-secondary education	<p>Among the 20-24 age cohort, the share in Chatham-Kent enrolled in any kind of post-secondary education is one-third less compared to Ontario overall. Among the population aged 25-64, nearly twice as many across the province are attending school of some kind compared to the population in Chatham-Kent.</p> <p>Attracting more PSE and encouraging more online learning are two recommendations developed further below.</p>																												
Only 6% of the workforce has an apprenticeship or trades certificate or diploma	Among young workers (25-34) the share is 5% compared to over 8% among the 55+ workforce.																												
The self-employment rate is similar to the provincial level	Approximately 15% of all workforce participants are self-employed in Chatham-Kent. Among immigrants the rate jumps to nearly one-in-four (24%).																												
In general, wages on offer in Chatham-Kent are competitive, but there are negative wage gaps in certain key occupations	<p>Particularly in agriculture, manufacturing, food services, transportation and accommodation services. Certain health occupations as well.</p> <p>Occupations with the largest negative wage gap, Chatham-Kent compared to Ontario (occupations with a minimum 10 job advertisements)</p> <table border="1"> <thead> <tr> <th style="background-color: #004a87; color: white;">Occupational group:</th> <th style="background-color: #004a87; color: white;">Chatham-Kent</th> <th style="background-color: #004a87; color: white;">ONT</th> <th style="background-color: #004a87; color: white;">ONT=1.00</th> </tr> </thead> <tbody> <tr> <td>063 Managers in food service and accommodation</td> <td>\$37,259</td> <td>\$42,567</td> <td>0.88</td> </tr> <tr> <td>131 Finance, insurance and related business administrative occupations</td> <td>\$47,950</td> <td>\$55,487</td> <td>0.86</td> </tr> <tr> <td>513 Creative and performing artists</td> <td>\$52,435</td> <td>\$62,431</td> <td>0.84</td> </tr> <tr> <td>524 Creative designers and craftspersons</td> <td>\$48,906</td> <td>\$56,203</td> <td>0.87</td> </tr> <tr> <td>633 Butchers and bakers</td> <td>\$31,054</td> <td>\$35,421</td> <td>0.88</td> </tr> <tr> <td>941 Machine operators and related workers in mineral and metal products processing and manufacturing</td> <td>\$45,811</td> <td>\$55,598</td> <td>0.82</td> </tr> </tbody> </table> <p>Based on data between January 2018 and Q3 2022. Sources: EMSI and Statistics Canada Table 14-10-0356-01.</p>	Occupational group:	Chatham-Kent	ONT	ONT=1.00	063 Managers in food service and accommodation	\$37,259	\$42,567	0.88	131 Finance, insurance and related business administrative occupations	\$47,950	\$55,487	0.86	513 Creative and performing artists	\$52,435	\$62,431	0.84	524 Creative designers and craftspersons	\$48,906	\$56,203	0.87	633 Butchers and bakers	\$31,054	\$35,421	0.88	941 Machine operators and related workers in mineral and metal products processing and manufacturing	\$45,811	\$55,598	0.82
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Theme:	Recommendation:
Addressing workforce demand through 2030	<ul style="list-style-type: none"> • Continue to encourage older workers to stay in the workforce longer (but on their own terms) • Educate young people on the broad range of career opportunities in the community • Better target immigrants (including international students) to meet occupational demand and entrepreneurship opportunities. • Address temporary workforce demand through a variety of initiatives • Encourage self-employment and an entrepreneurial mindset
Addressing education and skills gaps	<ul style="list-style-type: none"> • Target specific skills gaps • Align post-secondary education to workforce demand • Focus on experiential learning • Attract more post-secondary education • Encouraging more online learning • Target other barriers to workforce participation
Ensuring competitive wages	<ul style="list-style-type: none"> • Encourage wage growth for those occupations where there is a structural gap

The Case for Investing in Workforce Development:

The case for government investment in economic development is fairly straightforward. Municipal, provincial and federal government investment that boosts entrepreneurship and the level of business investment in a community increases the tax base that is needed to pay for high quality public services. Based on standard tax multipliers in Ontario, every \$1 million in new direct payroll in the local community boosts government tax coffers by over \$300,000 (all levels of government). The average household in Ontario pays nearly \$3,000 in property taxes.

Workforce development historically was less targeted based on specific communities. Governments invested in the education sector and developed targeted training programs for specific groups that were struggling to attach to the workforce. Now, workforce development needs to be treated the same as economic development. Investment by all three levels of government on community-level initiatives is required to ensure there are enough workers to meet the demand of employers.

Every 100 jobs that are filled in Chatham-Kent as a result of workforce development efforts boosts municipal tax coffers by nearly \$800,000 over five years - not including any taxes from commercial and industrial activity¹.

¹Assuming the median employment income in the community and the average household income allocated to property taxes in Ontario.

Chatham-Kent is an important regional economy in southwestern Ontario. The municipality has a strong agricultural base supported by an urban hub. Chatham-Kent has relatively strong manufacturing, energy and tourism sectors. As a regional services centre, Chatham has above average employment in a number of service industries including retail trade, administrative support services, health care and accommodations and food services².

The future success of the Chatham-Kent economy will be based in large part on the workforce talent pipeline. If there are not enough workers to meet industry demand, over time, economic activity will migrate out of the municipality negatively impacting the community's tax base and ability to offer high quality public services. However, if Chatham-Kent is able to meet workforce demand, the future is bright.

This report profiles the current state of the Chatham-Kent workforce, emerging trends and issues facing the workforce. It identifies potential causes of workforce shortages (labour shortage, skills shortage, or wage differences compared to surrounding communities, etc.) and provides recommendations for local workforce development efforts.

It was commissioned to address a recommendation in the 2021/2022 Local Labour Market Planning Document (LLMPD).

²The Chatham population centre which is home to 43% of the Chatham-Kent population.



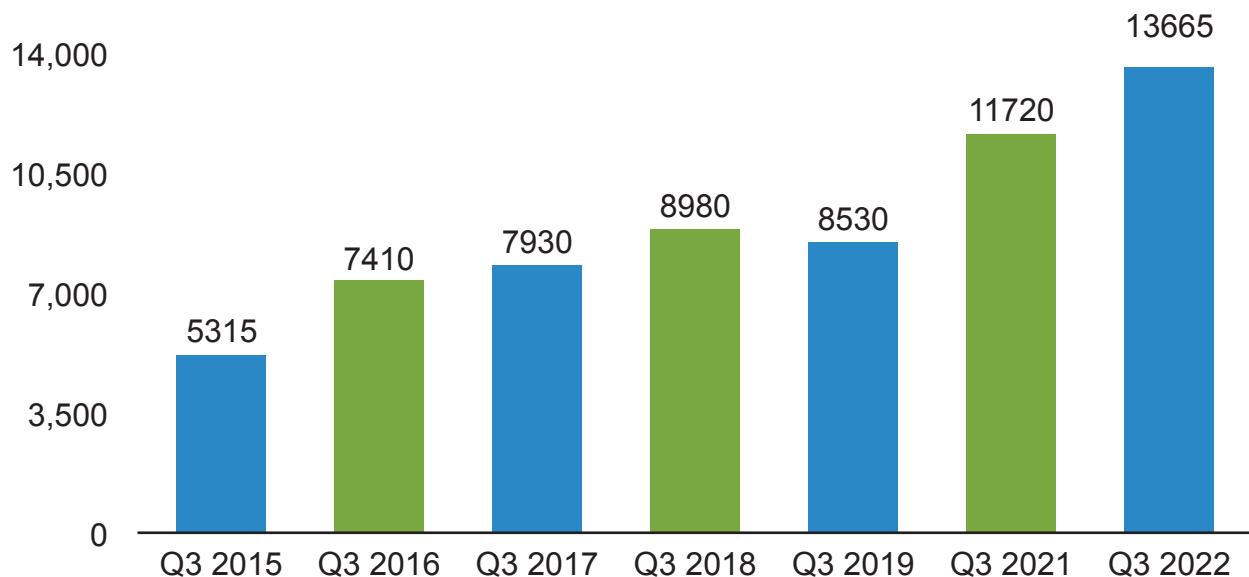
2.1 Current gaps in the workforce

Chatham-Kent has very little formal unemployment. According to Statistics Canada, the unemployment rate across the municipality was 4.3 percent in an average month during 2022 (lowest rate on record). There were only 2,200 people looking for work in an average month during the year. In addition, total employment is up. In 2022, average monthly employment across the municipality rose by 1,500. The average monthly employment of 50,200 was the highest in the municipality since 2008 (using Statistics Canada’s Labour Force Survey).

Chatham-Kent and the wider region are already facing increasing labour shortages. Statistics Canada tracks job vacancies for the economic region (which includes Chatham-Kent, Essex and Lambton counties) and reported in Q3 2022 that total job vacancies were up 60 percent since before the pandemic and up 157 percent since Q3 2015.

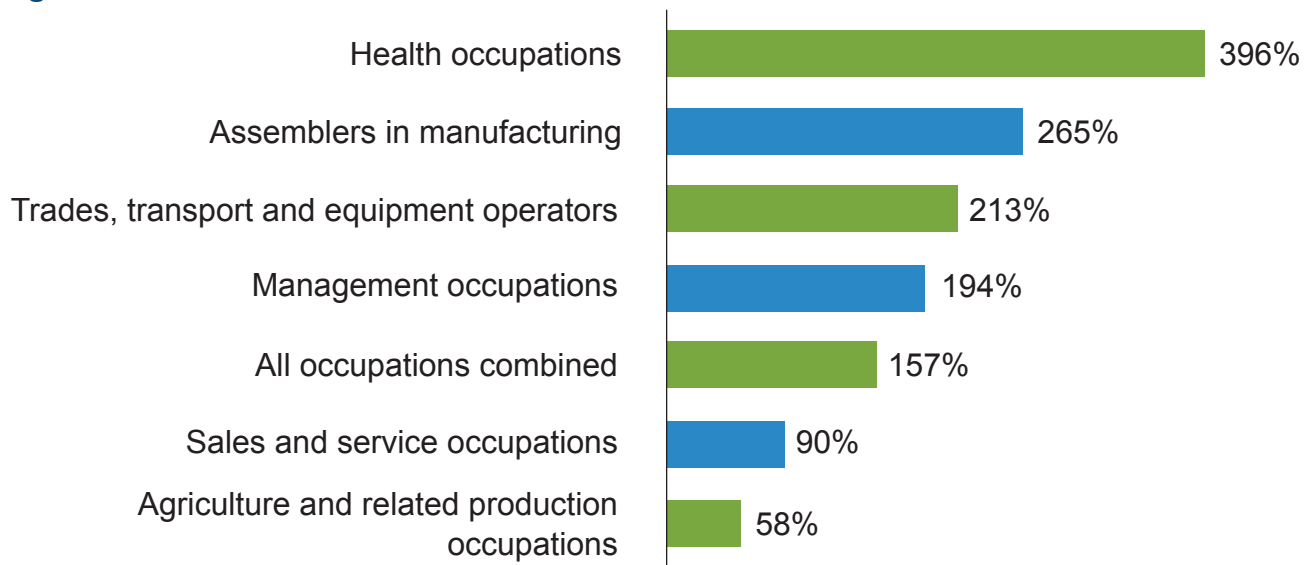
Job vacancies in health occupations have increased four fold since 2015. Trades-related vacancies are up by more than double and labourer/assembler vacancies are up 265%.

Figure 1: Job vacancies, third quarter each year, Windsor-Sarnia economic region*



*there was no report in Q3 2020. Source: Statistics Canada Table: 14-10-0356-01.

Figure 2: Percentage change in job vacancies Q3 2015 to Q3 2022, Windsor-Sarnia economic region



Source: Statistics Canada Table: 14-10-0356-01.

2.1.1 EmployerOne survey findings

The November 2022 EmployerOne survey reported that over 60 percent of Chatham-Kent employers had trouble recruiting for staff between January and October 2022 (hard to fill positions). The main reason cited was ‘Didn’t receive enough applicants’ at 29 percent followed by ‘Applicants lacked the required qualifications (education level/credentials)’ at 17 percent. Eleven percent said the lack of technical skills in the workforce was the main reason why they had hard to fill position sand 10 percent said they didn’t receive any applicants at all for the open position (s). Another one out of every ten employers said ‘lack of motivation, attitude, or interpersonal skills’ was the problem.

The three hardest positions to fill were: general labourer, financial/administrative positions and health care positions.

2.1.2 Chatham-Kent Job Demand Report

An indication of the current challenge in Chatham-Kent has been the rise in job advertisements. According to the Chatham-Kent Job Demand Report for January 2023, there were 1,462 job postings of which 939 were new during the month. A total of 559 different companies were advertising for positions and the average number of days posted was 29.3.

Going back to 2021, there have been as many as 2,000 job postings in a specific month. The difference is that the average number of days has been increasing. In January 2022, the average posting had been active for 21.3 days and a year later the number of days had risen to 29.3.

In January 2023, health care continues to be the top sector for job advertisements in Chatham-Kent with 310 different jobs posted. Retail trade, manufacturing and accommodation and food services companies are also heavily promoting active jobs. In terms of occupations, sales and service occupations are the most in-demand with 382 job postings in January 2023 followed by business, finance and administrative occupations (207) and health care occupations (183). Trades, transportation and equipment operators were the subject of 176 different job postings.

While there is some variation from month to month, the occupations in-demand have remained fairly consistent. The Job Demand Report publishes the top in-demand/hard to fill jobs. They can be grouped into themes:

- Food services – waiters, cooks, supervisors, etc.
- Retail – salespersons, shelf stockers, managers, cashiers, etc.
- Health care – nurses, RPNs, home support workers
- Construction – electricians, millwrights
- Manufacturing – labourers, shippers, etc.
- Transportation – truckers
- Agriculture – labourers, farm workers, other specialists

Some of the job advertisements have an average days posted of 30 days or more. Section 4 below explores the relationship between in-demand jobs and wage levels.

Appendix A has a complete list of the top 30 in-demand/hard to fill occupations by occupation and skill level.

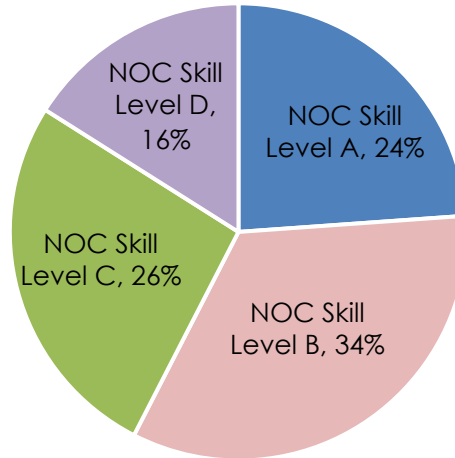
2.2 Skills in-demand

One of the important focuses of workforce development must be alignment between the workforce and the jobs in-demand. The monthly Chatham-Kent Job Demand Report provides good insight into the skills that are in-demand by employers in the region. The report summarizes the jobs on offer by occupational skill level. The four main levels are:

- Skill Level A usually requires university education
- Skill Level B usually requires college education or apprenticeship training
- Skill Level C requires secondary education or occupation-specific training
- Skill Level D usually requires only on-the-job training.

As shown in Figure 3, only less than one in four jobs on offer require Skill Level A. Most jobs are in Skill Level B (34%) while another 42 percent of jobs require only secondary education along with some specific training. The economy is diverse and requires a diverse workforce.

Figure 3: Breakdown of job postings by skill level, January 2023, Chatham-Kent



Source: Chatham-Kent Monthly Job Demand Report (January 2023).

In general, the education profile of younger residents of Chatham-Kent looks similar to the breakdown of job postings by skill level. Just under one out of every four aged 25-34 has a university degree and 24 percent of jobs are in NOC Skill Level A. Thirty-seven percent have a college or apprenticeship education and 34 percent of jobs available require NOC Skill Level B.

Table 1: Breakdown of job postings by skill level and educational profile of 25-34 year olds, Chatham-Kent

	Jobs on offer (Jan 2023)	Workforce education level (25-34 years)
NOC Skill Level A	24%	23%
NOC Skill Level B	34%	37%
NOC Skill Level C & D	42%	40%

Source: Chatham-Kent Monthly Job Demand Report (January 2023) and the 2021 Census.

Young people are getting educated in different fields than previous generations. Table 2 shows the comparison of post-secondary education received by major field of study and age group in Chatham-Kent with the overall education breakdown set at 1.00. For example, among 25-34 year olds, there are 19 percent fewer with no post-secondary education compared to the overall population.

The young cohort aged 25-34 has fewer with post-secondary qualifications in education, and business and public administration, and far more educated in visual and performing arts, and communications technologies, health and related fields and personal, protective and transportation services. They also have a higher post-secondary education rate in agriculture, natural resources and conservation occupations, a key occupational group for the Chatham-Kent economy.

Compared to the 25-34 year olds, the 35-44 year olds have a higher share with post-secondary qualifications in education, business and public administration, math and computer science, and architecture, engineering and related trades, but a lesser share educated in agriculture, natural resources and conservation, physical and life sciences and visual and performing arts, and communications technologies.

Table 2: Comparison of education by major field of study, by age group, Chatham-Kent overall levels = 1.00

Major field of study - Classification of Instructional Programs	25 to 34 years	35 to 44 years	45 to 54 years	55 to 64 years
No postsecondary certificate, diploma or degree	0.81	0.74	0.79	0.97
Education	0.92	1.12	1.18	0.82
Visual and performing arts, and communications technologies	1.84	1.30	0.90	0.75
Humanities	1.31	1.10	1.10	0.96
Social and behavioural sciences and law	1.31	1.50	1.53	0.90
Business, management and public administration	0.93	1.27	1.37	1.28
Physical and life sciences and technologies	1.37	1.26	1.03	0.62
Mathematics, computer and information sciences	1.02	1.35	1.39	1.22
Architecture, engineering, and related trades	1.06	1.20	1.12	1.10
Agriculture, natural resources and conservation	1.24	1.05	1.21	1.26
Health and related fields	1.48	1.43	1.15	0.91
Personal, protective and transportation services	1.55	1.36	1.17	0.92

Source: Statistics Canada 2021 Census.

2.3 The accelerating workforce exits

In addition to the short-term challenges faced by employers, in the next few years they can expect to see a significant loss of workers through retirement. According the 2021 Census, there were nearly 20,100 residents over the age of 55 who were participating in the workforce (35% of total). The expected retirements within the next 10 years or so by one-digit NOC occupational groups are shown in Table 3³. The top occupational group for retirements is expected to be:

- NOC 7 Trades, transport and equipment operators and related occupations (3,545 aged 55+).
- NOC 6 Sales and service occupations (3,525).
- NOC 1 Business, finance and administration occupations(2,290).
- NOC 8 Natural resources, agriculture and related production occupations (1,420).
- NOC 9 Occupations in manufacturing and utilities (1,210).

Health occupations have fewer upcoming retirements, but as is shown below, far more will be required from growth demand.

³Encouraging workforce participation beyond 55 is one of the recommendations below.

Table 3: One-Digit NOC occupational groups by share 55 and older, Chatham-Kent

NOC occupations:	Workforce	55+	% 55+
Total workforce	57,655	20,100	35%
Occupation - not applicable	7,300	5,205	71%
All occupations	50,355	14,895	30%
0 Legislative and senior management occupations	295	130	44%
1 Business, finance and administration occupations	6,480	2,290	35%
2 Natural and applied sciences and related occupations	2,525	580	23%
3 Health occupations	4,200	785	19%
4 Occupations in education, law and social, community and government services	5,170	1,185	23%
5 Occupations in art, culture, recreation and sport	735	225	31%
6 Sales and service occupations	12,660	3,525	28%
7 Trades, transport and equipment operators and related occupations	10,515	3,545	34%
8 Natural resources, agriculture and related production occupations	3,485	1,420	41%
9 Occupations in manufacturing and utilities	4,300	1,210	28%

Source: Statistics Canada 2021 Census.

Drilling down a little more, Table 4 shows the top two-digit NOC groups with the highest expected number of retirees in the next decade or so.

Table 3: One-Digit NOC occupational groups by share 55 and older, Chatham-Kent

NOC occupations:	Workforce	55+	% 55+
73 General trades	3,125	1,325	42%
65 Sales and service support occupations	5,380	1,285	24%
72 Technical trades and transportation officers and controllers	4,155	1,170	28%
64 Sales and service representatives and other customer and personal services occupations	3,415	1,040	30%
80 Middle management occupations in production and agriculture	1,480	990	67%
14 Administrative and financial support and supply chain logistics occupations	2,150	755	35%
13 Administrative occupations and transportation logistics occupations	1,625	660	41%
75 Helpers, labourers and other transport drivers, operators/labourers	2,050	635	31%
94 Machine operators, assemblers and inspectors in processing, manufacturing and printing	2,265	595	26%

Source: Statistics Canada 2021 Census.

A full breakdown of occupations and the share aged 55 and older for three-digit NOC codes can be found in Appendix D.

The analysis can also be taken to a more granular data as the 2021 Census provides employment by occupation and age group for over 800 different occupational groups. Table 5 shows a few in Chatham-Kent that have a very large share of the workforce over the age of 55.

⁴Not applicable are workforce participants that have not been assigned to a specific occupational code by Statistics Canada. They may or may not have earned employment income during the year but are still considered in the workforce.

The agriculture sector has a large share of workers heading towards retirement. Also, nearly half of the trucker and transit driver workforce is 55 and older.

Table 5: Selected occupations with a high share of 55+ workers, Chatham-Kent

Detailed NOC occupation:	#55+	# of total
8002 Managers in agriculture and horticulture	925	66%
7330 Transport truck and transit drivers	815	49%
1220 Accounting, insurance and related business administrative occupations	260	53%
7520 Taxi, personal service and delivery service drivers	245	53%
65312 Janitors, caretakers and heavy-duty cleaners	190	45%
73201 General building maintenance workers and building superintendents	130	46%
72101 Tool and die makers	125	49%
00018 Senior managers - public and private sector	120	44%

Source: Statistics Canada 2021 Census.

2.4 Adding together replacement and growth demand

In addition to the 20,100 persons aged 55 and older participating in the Chatham-Kent workforce, it is expected the economy will grow in the coming years and require an increase in the size of the workforce from this new activity. It is difficult to project with precision future workforce demand, but the EMSI research group does provide a forecast by detailed occupational group for Chatham-Kent through 2028.

Projecting out the same growth rate through 2030, Table 6 shows the estimated replacement and growth demand by top level NOC occupational groups. Replacement demand was set at 80 percent of the total workforce aged 55 and older as increasingly some people are deciding to stay in the workforce past 65. As of 2021, seven percent of the workforce was aged 65 and above.

Including both replacement and growth demand:

- NOC 7 Trades, transport and equipment operators and related occupations comes in with the highest demand at 3,359 net job openings between 2021 and 2030. There is potential for technology to disrupt this occupational group (e.g. driverless vehicles), but the latest forecast for this new technology indicates it will not be widely adopted until at least the early 2030s.
- The occupational group with the second highest demand through 2030 is expected to be NOC 6 Sales and service occupations (3,315 jobs). Again, there is some potential for productivity gains to reduce the number of workers required, but that will take time.
- The third by total demand is NOC 1 Business, finance and administration occupations (1,768) and the fourth is NOC 3 Health occupations (1,343). While the health workforce is younger overall than many other NOC groups, it also has the highest growth demand.
- NOC 8 Natural resources, agriculture and related production occupations comes in next with 1,181 jobs needing to be filled by 2030 and NOC 9 Occupations in manufacturing and utilities another 1,179 jobs.

Table 6: Forecasted demand by top level NOC occupational groups (2021-2030), Chatham-Kent

NOC occupation:	55+	Replacement demand (80%)	Expansion demand	Total demand
Total workforce	20,100	16,080	2,242	18,322
Occupation - not applicable ⁵	5,205	4,164	n/a	4,164
All occupations	14,895	11,916	2,242	14,158
0 Legislative and senior management occupations	130	104	107	211
1 Business, finance and administration occupations	2,290	1,832	-64	1,768
2 Natural and applied sciences and related occupations	580	464	209	673
3 Health occupations	785	628	715	1,343
4 Occupations in education, law and social, community and government services	1,185	948	63	1,011
5 Occupations in art, culture, recreation and sport	225	180	-62	118
6 Sales and service occupations	3,525	2,820	495	3,315
7 Trades, transport and equipment operators and related occupations	3,545	2,836	523	3,359
8 Natural resources, agriculture and related production occupations	1,420	1,136	45	1,181
9 Occupations in manufacturing and utilities	1,210	968	211	1,179

Sources: Derived by Jupia Consultants Inc. using Statistics Canada 2021 Census and EMSI occupational data and forecasts.

Table 7 looks at the total workforce demand for selected two-digit NOC occupational groups.

- NOC 73 General trades has the highest demand among the two-digit NOCs requiring 1,259 jobs to be filled through 2030. This includes industrial, electrical and construction trades;
- NOC 72 Technical trades and transportation officers and controllers will require 1,135 jobs filled in occupations such as automotive service technicians;
- NOC 65 Sales and service support occupations will have 1,071 job openings between 2021 and 2030 including cashiers, food and beverage workers, etc;
- NOC 64 Sales and service representatives and other customer and personal services occupations will have 845 jobs needing to be filled including retail sales workers and customer service clerks;
- NOC 80 Middle management occupations in production and agriculture is expected to have 763 openings from replacement demand (growth demand is negative); and
- NOC 31 Professional occupations in health will need to fill 670 positions including 220 nurses.

⁵Not applicable are workforce participants that have not been assigned to a specific occupational code by Statistics Canada. They may or may not have earned employment income during the year but are still considered in the workforce.

Table 7: Forecasted demand by selected high demand NOC occupational groups (2021-2030), Chatham-Kent

NOC occupation:	Replacement demand	Expansion demand	Total demand
73 General trades	1,060	199	1,259
72 Technical trades and transportation officers and controllers	936	199	1,135
65 Sales and service support occupations	1,028	43	1,071
64 Sales and service representatives and other customer and personal services occupations	832	13	845
80 Middle management occupations in production and agriculture	792	-29	763
31 Professional occupations in health	330	340	670
33 Assisting occupations in support of health services	345	307	652
75 Helpers and labourers and other transport drivers, operators and labourers	508	133	641
94 Machine operators, assemblers and inspectors in processing, manufacturing and printing	476	153	629
60 Middle management occupations in retail and wholesale trade and customer services	452	131	583
13 Administrative occupations and transportation logistics occupations	528	17	545
41 Professional occupations in law, education, social, community and government services	468	75	543
14 Administrative and financial support and supply chain logistics occupations	604	-96	508

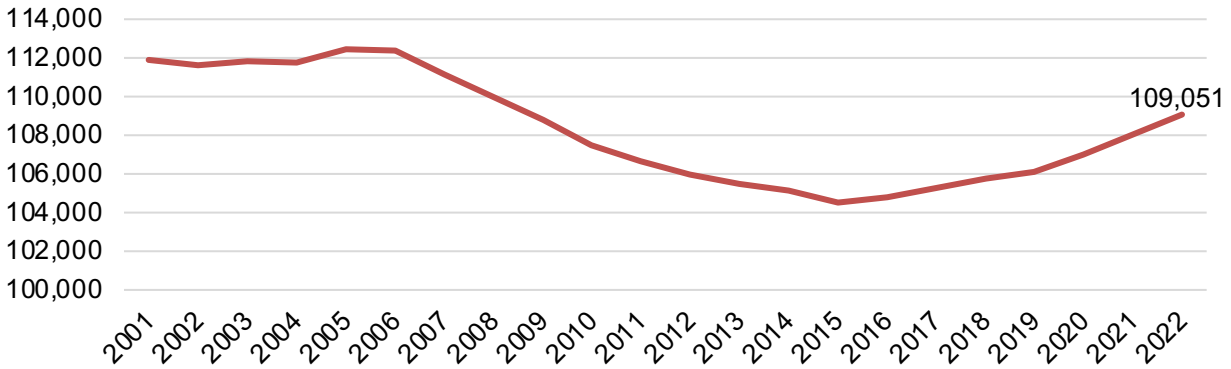
Sources: Derived by Jupia Consultants Inc. using Statistics Canada 2021 Census and EMSI occupational data and forecasts.



3.1 The population is growing again

After a decade of slow population decline, Chatham-Kent has seen a modest uptick in population since 2015. The Statistics Canada population estimate as of July 1, 2022 stood at 109,051. Population growth is key to workforce renewal and growth.

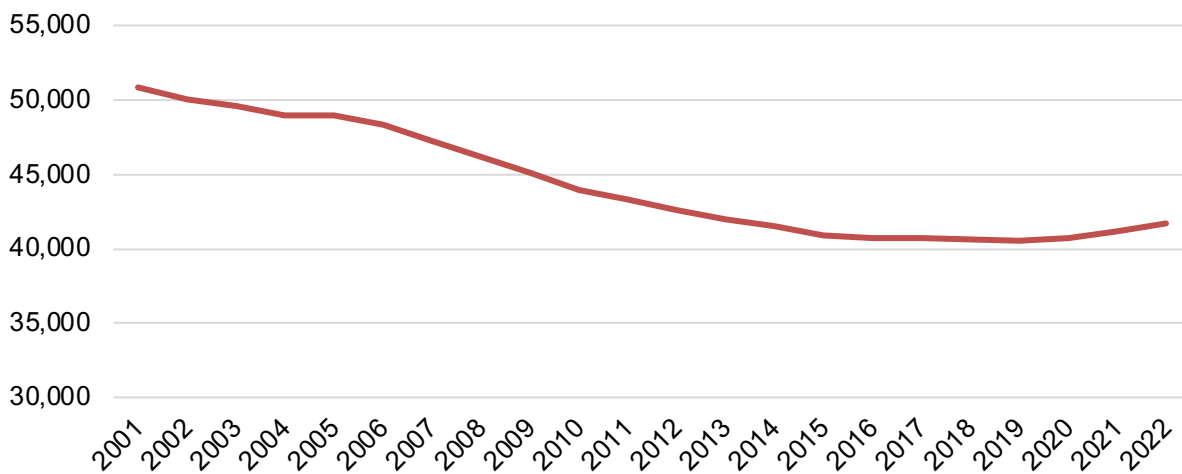
Figure 4: Population by year, Chatham-Kent



Source: Statistics Canada Table: 17-10-0135-01.

It is important that much of the population moving to Chatham-Kent is workforce age or younger. After losing 20 percent of the population under the age of 35 between 2000 and 2019, the municipality is seeing growth in that age group again. According to Statistics Canada the population aged 0-34 has risen by three percent since 2019, or a total of 1,171. This is not enough to support long term workforce demand, but an important step in the right direction.

Figure 5: Population by year, aged <35, Chatham-Kent



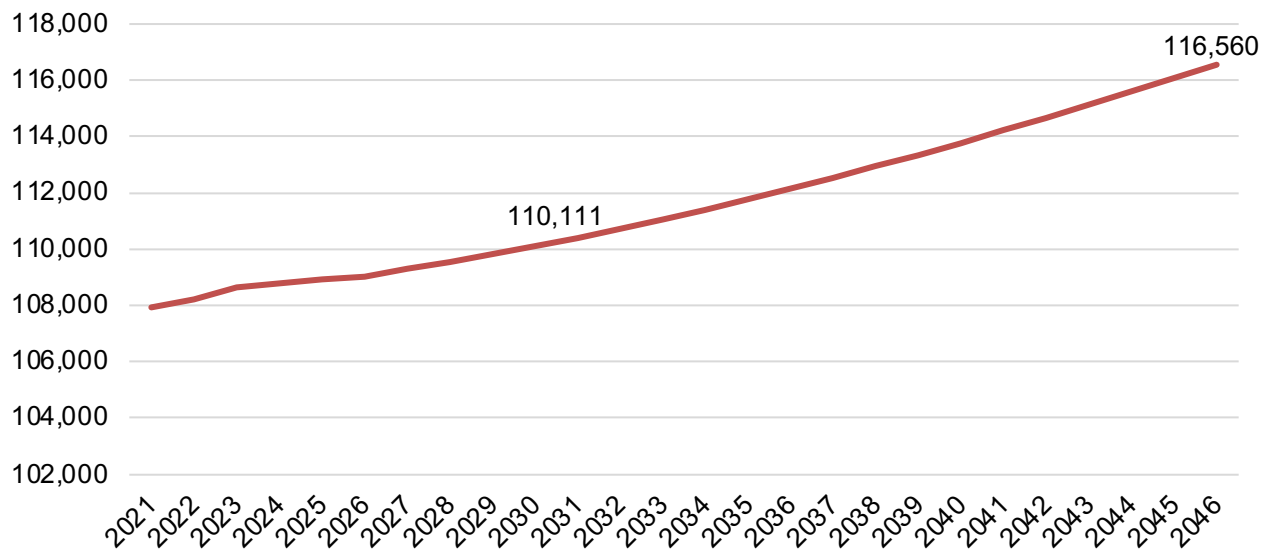
Source: Statistics Canada Table: 17-10-0135-01.

3.2 Projected population growth through 2040

In 2021, the Ontario Ministry of Finance projected Chatham-Kent will only see a very modest increase in its population through 2040. The community was expected to grow its population by an estimated 0.2 percent per year until then.

Because of the growth in just the past year, the Ministry has revised its forecast upward to an average of 0.3 percent per year through 2040. This is likely still below the potential based on the growth the community has seen since the pandemic started in early 2020. Statistics Canada estimated the municipality’s population at 109,051 in July 2022. It is very conceivable that Chatham-Kent’s population will surpass 110,000 by July 2023. The Ontario Ministry of Finance projections only have the population surpassing 110,000 by 2030.

Figure 6: Population growth projection, Chatham-Kent



Sources: Derived using Statistics Canada population data and Ontario Ministry of Finance projections (Spring 2022).

3.3 The supply/demand gap through 2030

Assuming the Ontario Ministry of Finance projections are correct, the working age population in Chatham-Kent is expected to decline by 3,300 between 2021 and 2030. Over the same period, the workforce is expected to grow by 2,240. This means that all things being equal, the municipality will be about 5,500 short in terms of labour demand by 2030.

This gap will need to be filled by either:

- boosting the working age population, or
- by increasing the participation of the existing workforce (including enticing people to stay in the workforce past 65).

The Ontario Ministry of Finance projections are not inevitable. Chatham-Kent is part of the Welcoming Communities initiative meant to attract more immigrants. It has a fairly large number of non-permanent residents that can become permanent residents at some point. However, it will require an effort to boost the annual intake of workers.

The risk is that Chatham-Kent’s important export-focused industries, such as manufacturing and agriculture, will not be able to meet workforce needs and that could lead to downsizing and investment moving elsewhere in Ontario and beyond.

3.4 The sources of population growth are changing

Like most municipalities of a similar size or larger in Ontario, historically Chatham-Kent relied on natural population growth (births minus deaths) and some intraprovincial migration for population growth. As those sources started to dwindle, the overall population started to decline. In the past few years, net intraprovincial migration has ticked up again supporting the recent population growth. Table 8 shows how Chatham-Kent compares to the rest of urban centres across the country. As the table shows, the municipality is much more reliant on net intraprovincial migration than other urban centres and attracts much less direct immigration (some immigrants settle elsewhere and move to Chatham-Kent through intraprovincial migration).

Looking to the future, the region will need to attract more immigrants as is discussed in detail in Section 3.7 below.

Table 8: Population change by source, 2021/2022, per 10,000 population

	Chatham-Kent	All urban centres*
Natural growth	-23	-17
Immigrants	25	61
Emigrants	6	8
Returning emigrants	5	5
Net temporary emigration	4	4
Net interprovincial migration	-21	9
Net intraprovincial migration	103	61
Net non-permanent residents	15	34

3.5 Where are migrants coming from?

Chatham-Kent attracts a lot of migrants from Windsor, Toronto, London and rural areas in the wider southwestern Ontario region (this includes immigrants as part of secondary migration). As shown in Table 9, these are also the areas that attract most outward migrants. In the last three years, Chatham-Kent had net positive migration from all these locations except Sarnia. The top source for migrants (net) has been the Toronto CMA, averaging 251 per year.

**Table 9: Sources/destinations of recent intraprovincial migrants, Chatham-Kent
Three year average 2020-2022**

	IN	OUT	NET
Toronto (CMA)	433	182	251
Area outside CMA/CA	417	331	86
Leamington (CA)	299	227	72
Windsor (CMA)	517	451	66
Hamilton (CMA)	103	39	64
Kitchener-Cambridge-Waterloo (CMA)	129	79	50
London (CMA)	394	377	17
Sarnia (CA)	218	243	-25

Source: Statistics Canada Table: 17-10-0136-01.

3.6 Youth in the workforce

The ratio of young to older residents in Chatham-Kent has been getting worse in recent years. In 2001, there were 95 residents under the age of 15 for every 100 residents aged 55-79 (theoretical workforce replacement ratio). By 2022, that ratio had dropped to 47 under 15 for every 100 aged 55-79. As shown in Table 10, every year the community lost more young people to outward migration than it gained from inward migration. That changed after the onset of the pandemic. In the 2021-2022 year (ending June 30), there was a huge increase in the number of young people moving into the region from other parts of Ontario (net interprovincial migration).

Table 10: Net intraprovincial migration by age group and selected year, Chatham-Kent

Age group	2002 / 2003	2011 / 2012	2021 / 2022
0 to 14 years	-33	+15	+367
15-24	-391	-285	+26
25-44	-116	-244	+223
45-64	-40	+22	+346
65+	22	+52	+144

Source: Statistics Canada Table: 17-10-0136-01.

Adding in other sources of migration including immigrants and non-permanent residents, Table 10a shows the total net inflow by age group. The community has seen a substantial increase in net inflow in all age groups but particularly pronounced in the younger age cohorts.

Table 10a: Net inward population movement by selected year and age group, Chatham-Kent*

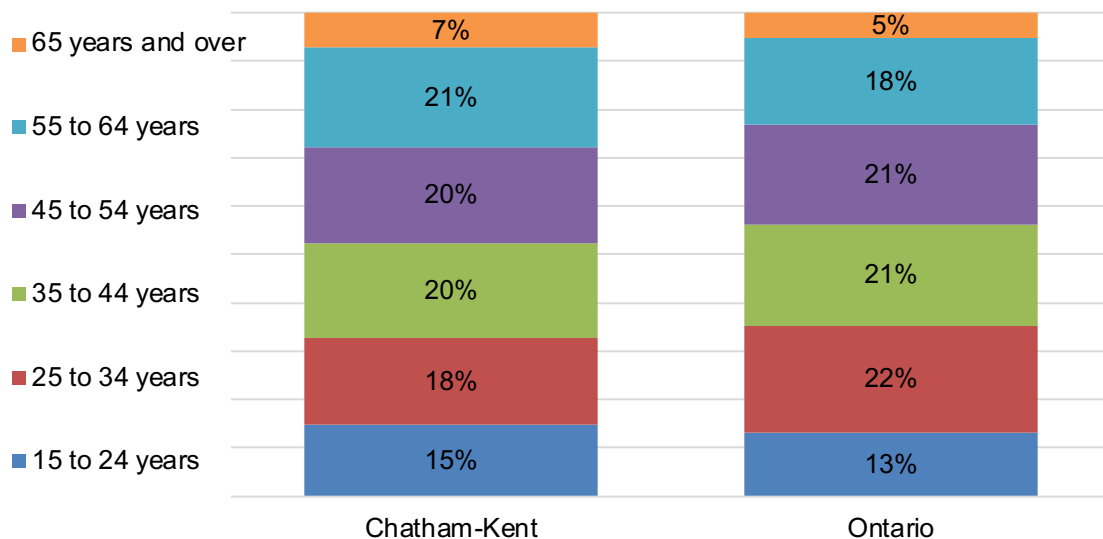
Age group	2011-2012	2016-2017	2021-2022
to 0 to 14 years	+9	+185	+411
15-24	-332	-71	+128
25-44	-209	+225	+342
45-64	-4	+231	+333
65+	+51	+107	+97

*includes immigrants, net interprovincial migration, net intraprovincial migration and net non-permanent residents.

Source: Statistics Canada Table: 17-10-0136-01

As of now, Chatham-Kent has a larger share of its workforce made up of persons under the age of 25 compared to the province overall (15% versus 13%). The municipality has a larger share at the older end of the spectrum, with 28 percent of the total 55 or older compared to only 23 percent across the province.

Figure 7: Workforce by age group, % of total, 2021



Source: Statistics Canada 2021 Census.

The Census also shows the share of young people by occupational group. One way to analyze the data is to compare the number of young workers (under 30) to the number aged 55 and older. This analysis shows whether or not there are enough young people joining the occupation to meet the replacement demand as people 55 and older retire in the next decade or so.

Appendix C shows the ratio of young to older workers for all occupations with at least 300 workers. There are some that have a much higher number of young workers relative to older workers, but most are the opposite. Table 11 shows the occupations where there are at least twice as many older as younger workers (minimum 300 workers overall). The ratio across Ontario is included to show how Chatham-Kent compares to the province overall.

For every 100 auditors, accountants and investment professionals over the age of 55 in the Chatham-Kent workforce there are only 48 under the age of 30. Across Ontario, there are 83 young professionals in this occupational group for every 100 over 55.

The gap is considerable for a number of other professional occupations, including secondary school teachers (46 under 30 for every 100 aged 55 and older), and only 33 under 30 years old working as social and community service professionals for every 100 aged 55+. There are similar gaps for service and trades occupations including transport truck and transit drivers (nine under 30 for every 100 55+) and agriculture managers (nine under 30 for every 100 aged 55 and older).

It is important to expose young people to a broad range of careers.

**Table 11: Ratio of young workers (under 30) to older workers (55+)
Occupations where there are at least twice as many older as younger workers**

Occupational group:	Chatham-Kent	ONT
Total workforce	0.84	1.04
100 Specialized middle management occupations in administrative services, financial and business services and communication (except broadcasting)	0.25	0.54
1110 Auditors, accountants and investment professionals	0.48	0.83
1120 Human resources and business service professionals	0.48	1.35
1220 Accounting, insurance and related business administrative occupations	0.21	0.34
1310 Administrative, property and payroll officers	0.18	0.41
1311 Office administrative assistants - general, legal and medical	0.35	0.64
1420 Financial, insurance and related administrative support workers	0.37	0.56
41220 Secondary school teachers	0.46	0.54
4130 Social and community service professionals	0.33	0.57
6002 Retail and wholesale trade managers	0.23	0.42
6310 Insurance, real estate and financial sales occupations	0.32	0.47
6321 Hairstylists and estheticians	0.35	1.10
7001 Managers in construction and facility operation and maintenance	0.30	0.37
7201 Contractors and supervisors, industrial, electrical and construction trades	0.32	0.31
7330 Transport truck and transit drivers	0.09	0.27
741 Mail and message distribution occupations	0.21	0.58
7520 Taxi, personal service and delivery service drivers	0.31	0.64
80020 Managers in agriculture	0.09	0.18
92 Processing, manufacturing and utilities supervisors and utilities operators	0.42	0.43

Source: Statistics Canada 2021 Census.

There are some careers that young people are flocking to in Chatham-Kent (relative to the amount heading towards retirement). While most professional occupations in health-related fields are skewed towards older workers, the technical occupations in health have a relatively high share of young workers. For every 100 workers in technical occupations in health over the age of 55, there are 336 under the age of 30. There are eight times as many young registered practical nurses compared to those aged 55 and older.

Those working in food support occupations, construction trades helpers and labourers and harvesting, landscaping and natural resources labourers tend to be much younger than most other occupational groups.

Table 12: Ratio of young workers (under 30) to older workers (55+)

Occupations where there are at least twice as many young as older workers

Occupational group:	Chatham-Kent	ONT
Total workforce	0.84	1.04
32 Technical occupations in health	3.36	1.35
3210 Technical occupations in therapy and assessment	4.56	2.22
32101 Registered practical nurses	8.50	1.59
42202 Early childhood educators and assistants	3.00	1.88
651 Sales support occupations	2.23	3.92
6510 Cashiers and other sales support occupations	2.23	3.92
652 Support occupations in food, accommodation and tourism	3.93	4.48
6520 Food support occupations	4.51	4.80
7511 Trades helpers and labourers	3.14	2.28
75110 Construction trades helpers and labourers	3.15	2.25
85 Harvesting, landscaping and natural resources labourers	2.40	2.77
851 Harvesting, landscaping and natural resources labourers	2.40	2.77

Source: Statistics Canada 2021 Census.

3.7 Immigrants in the workforce

Across Ontario, the number of people born in Canada and participating in the workforce declined between 2016 and 2021. All net growth in the size of the provincial workforce was the result of immigration and non-permanent residents (NPRs). Many other municipalities in Ontario used immigration to grow the size of the workforce between Census periods. The London CMA, for example, had a decline in the Canadian-born workforce but a significant influx of immigrants led to an eight percent overall workforce growth rate.

Chatham-Kent did see an increase in immigrants in the workforce (there was an increase of 375 immigrants and NPRs in the workforce between 2016 and 2021). This was similar to the increase between 2011 and 2016 of 400 net growth in the immigrant and NPR workforce.

Sarnia also only had a modest increase in the immigrant workforce and that held back its workforce growth as well. If Chatham-Kent had attracted as many immigrants (relative to the size of the workforce) as did London, the workforce would have been 1,350 larger than it was in 2022.

Table 13: Immigrants and non-permanent residents in the workforce

	Chatham-Kent (CA)	London (CMA)	Sarnia (CA)	Windsor (CMA)	Ontario
2016					
Total workforce	53,870	274,785	50,340	170,430	7,579,085
Non-immigrant	49,330	219,520	45,215	131,300	5,127,980
Immigrant & NPR*	4,540	55,260	5,125	39,130	2,451,100
2021					
Total workforce	53,275	295,470	48,995	217,790	7,885,710
Non-immigrant	48,365	218,980	43,470	161,425	5,057,680
Immigrant & NPR	4,915	76,495	5,520	56,360	2,828,035
# change					
Total workforce	-595	+20,685	-1,345	+47,360	+306,625
Non-immigrant	-965	-540	-1,745	+30,125	-70,300
Immigrant & NPR	+375	+21,235	+395	+17,230	+376,935
% change					
Total workforce	-1%	+8%	-3%	+28%	+4%
Non-immigrant	-2%	0%	-4%	+23%	-1%
Immigrant & NPR	+8%	+38%	+8%	+44%	+15%

*Non-permanent residents. Source: Statistics Canada 2016, 2021 Census.

Overall, immigrants living in Chatham-Kent have much lower workforce participation rate (45% versus 59% among non-immigrants, according to the 2021 Census). However, recent immigrants (those arriving since 2016) have higher workforce participation (70.6%).

Table 14 shows some of the industries in which immigrants and non-permanent residents are already playing an important role in Chatham-Kent. A few key highlights:

- One out of every three engineers in the workforce is an immigrant.
- Seventeen percent of everyone working in transportation occupations was not born in Canada.
- Over 1,300 immigrants work in sales and service occupations, or 10 percent of the total workforce.
- Sixteen percent of all harvesting, landscaping and natural resources labourers were not born in Canada as were 14 percent of labourers in processing, manufacturing and utilities living in Chatham-Kent.

Appendix B includes a list of all occupational groups with a minimum of 100 immigrants.

	Immigrants and NPRs*	% of total
Total workforce	4,915	9%
1 Business, finance and administration occupations	505	7%
131 Administrative occupations	155	10%
2 Natural and applied sciences and related occupations	400	15%
213 Professional occupations in engineering	110	33%
22 Technical occupations related to natural and applied sciences	155	10%
3 Health occupations	385	9%
31 Professional occupations in health	185	11%
33 Assisting occupations in support of health services	135	8%
4 Occupations in education, law and social, community/government	340	6%
412 Professional occupations in education services	115	7%
6 Sales and service occupations	1,305	10%
60 Middle management occupations in trade and customer services	225	13%
62 Retail sales and service supervisors and specialized occupations	110	14%
63 Occupations in sales and services	160	10%
64 Sales and service reps and other customer and personal services	355	10%
65 Sales and service support occupations	450	8%
7 Trades, transport and equipment operators and related occupations	980	9%
72 Technical trades and transportation officers and controllers	285	7%
73 General trades	450	14%
733 Transportation occupations	310	17%
75 Helpers and labourers and other transport drivers, operators	155	7%
8 Natural resources, agriculture and related production occupations	465	12%
80 Middle management occupations in production and agriculture	165	10%
85 Harvesting, landscaping and natural resources labourers	245	16%
9 Occupations in manufacturing and utilities	470	10%
95 Labourers in processing, manufacturing and utilities	190	14%

Table 15: Immigrants and self-employment

	Total workforce	Employee	Self-employed	% self-employed	Ontario
Total workforce	53,275	45,515	7,765	15%	15%
Non-immigrants	48,365	41,680	6,690	14%	14%
Immigrants	4,500	3,435	1,065	24%	20%
Non-permanent residents	415	405	15	4%	8%

Source: Statistics Canada 2016, 2021 Census.

Looking to the future, immigrants and NPRs will be an important source of workers for many Chatham-Kent industries and also a source of entrepreneurs.

3.8 Visible minorities/racialized population in the workforce

Across Ontario, 34 percent of all workers are from a visible minority/racialized population (as of the 2021 Census). In Chatham-Kent, only six percent are, one of the lowest percentages among Census Agglomerations and Census Metropolitan Areas across the province. In total, there were 3,400 visible minorities in the workforce in 2021. In terms of concentration:

- Nearly one-in-three engineers is a visible minority, the top occupational group by far.
- Nine percent of workers in sales and service occupations are visible minorities.
- Eight percent in health occupations are visible minorities.

Table 16: Top employment sectors for visible minorities/racialized population, Chatham-Kent

	#	% of total
Total visible minority workforce	3,400	6%
1 Business, finance and administration occupations	300	4%
2 Natural and applied sciences and related occupations	285	11%
213 Professional occupations in engineering	105	32%
3 Health occupations	340	8%
4 Occupations in education, law and social, community and gov. services	305	6%
6 Sales and service occupations	1,135	8%
64 Sales and service representatives and other customer and personal services occupations	275	8%
65 Sales and service support occupations	500	9%
7 Trades, transport and equipment operators and related occupations	405	4%
8 Natural resources, agriculture and related production occupations	240	6%
9 Occupations in manufacturing and utilities	340	8%

Source: Statistics Canada 2021 Census.

3.9 Indigenous population in the workforce

As of 2021, there were 2,050 Indigenous workers in the Chatham-Kent workforce, or 3.8 percent of the total workforce (compared to 2.6 percent across the province). This represented a workforce participation rate of nearly 61 percent, below the overall adult participation rate of over 64 percent.

Indigenous workers accounted for:

- Nearly 10 percent of the workforce in front-line public protection services and related occupations.
- 5.5 percent of persons working in sales support organizations.
- 5.3 percent of persons working in support occupations in food, accommodation and tourism.

Table 17: Top employment sectors for Indigenous workers, Chatham-Kent

	#	% of total
Total Indigenous workforce	2,050	3.8%
1 Business, finance and administration occupations	165	2.4%
3 Health occupations	135	3.1%
4 Occupations in education, law and social, community and gov. services	355	6.6%
41 Professional occupations in law, education, social, community and government services	125	4.9%
42 Front-line public protection services and paraprofessional occupations in legal, social, community, education services	160	9.5%
6 Sales and service occupations	610	4.5%
64 Sales and service representatives and other customer and personal services occupations	155	4.3%
65 Sales and service support occupations	285	4.9%
651 Sales support occupations	110	5.5%
652 Support occupations in food, accommodation and tourism	120	5.3%
7 Trades, transport and equipment operators and related occupations	375	3.4%
72 Technical trades and transportation officers and controllers	155	3.6%
9 Occupations in manufacturing and utilities	195	4.4%

Source: Statistics Canada 2021 Census.

3.10 Workforce participation by age and gender

According to the annual Labour Force Survey conducted by Statistics Canada, Chatham-Kent is in record low unemployment territory. The unemployment rate of 4.3 percent in 2022 is the lowest since Statistics Canada started publishing the data over 20 years ago. There were only 2,200 unemployed persons in an average month during 2022.



However, due to the large share of workers aged 55 and older, the workforce participation rate overall has been ticking down year-over-year.

In 2006, it was 63 percent (in an average month during the year) and by 2022 it was down to 59.3 percent in an average month. Employment overall has been rising modestly in recent years.

Looking at workforce participation by age group, older residents have a much higher participation rate in Chatham-Kent compared to the province overall. In 2020, one out of every three persons 65 and older participated in the workforce compared to only 28.7 percent across the province.

Chatham-Kent also has a considerably higher workforce participation rate among those aged 15-19, with a 9.0 percentage point differential, it is likely much of this is due to the higher share of workers in this age group employed in the farming sector. There are also relatively more employed in the 20-24 age group, but after that, for the entire workforce aged 25 to 64, the participation is lower than the province overall – modestly in most age cohorts. There is a considerable difference in the 25-34 age group.

On a gender basis, females have a considerably lower workforce participation rate overall according to the Census, but the differences are more pronounced among older age cohorts. As shown in Table 18, females have a much lower participation rate among those aged 25-44 with the gap narrowing somewhat among the 45-59 age group and then widening again among those aged 60 and older. The lower participation among 25-44 aged females could be related to shift work, wages, and/or access to childcare and transportation.

This is consistent with the trend across Ontario, with some exceptions. In Chatham-Kent, young females (aged 25-34) have a considerably lower workforce participation rate compared to those across Ontario. The 5.9 percentage point difference in the 25-29 age group is significant, but could be the result of family decisions made earlier compared to larger cities.

Finding ways to boost workforce participation of women will be an important tool to help address workforce demand in the years ahead.

Table 18: Workforce participation rate by age group (%), Chatham-Kent (2020)

	Chatham-Kent			Percentage point difference with Ontario		
	All	Male	Female	All	Male	Female
All age groups	64.6	70.3	59.2	-2.7	-1.8	-3.7
15 to 19 years	44.2	44.7	44.0	+9.0	+10.1	+8.2
20 to 24 years	84.4	85.7	83.2	+1.8	+2.9	+0.7
25 to 29 years	83.0	87.1	78.6	-3.7	-1.8	-5.9
30 to 34 years	82.5	87.6	77.2	-2.6	-2.0	-3.7
35 to 39 years	83.6	88.0	79.2	-1.1	-1.7	-0.9
40 to 44 years	83.5	87.3	79.9	-1.3	-1.9	-1.0
45 to 49 years	84.8	87.9	82.0	-0.4	-0.6	-0.1
50 to 54 years	82.5	84.6	81.0	-1.4	-2.2	-0.2
55 to 59 years	77.5	80.2	74.9	-1.9	-2.9	-1.1
60 to 64 years	66.4	72.0	61.0	-1.5	-2	-1.3
65 years and over	33.1	44.3	23.3	+4.4	+6.6	+2.2

Source: Statistics Canada 2021 Census.

One of the reasons why the participation rate is higher among the 15-19 year olds is the relatively large share employed in the farming sector. As shown in Table 19, 12 percent were employed in the farming sector compared only three percent among this age group across the province.

Table 19: Workforce participation by sector, population aged 15-19, Chatham-Kent (2020)

NAICS industry:	Chatham-Kent	Ontario
722 Food services and drinking places	29%	24%
44-45 Retail trade	27%	36%
111-112 Farms	12%	3%
23 Construction	5%	5%
31-33 Manufacturing	4%	4%
71 Arts, entertainment and recreation	3%	4%
623 Nursing and residential care facilities	3%	2%
713 Amusement, gambling and recreation industries	3%	3%
81 Other services (except public administration)	3%	3%
561 Administrative and support services	3%	4%
Other	8%	13%

Source: Statistics Canada 2021 Census.

3.11 Persons on social assistance

As of 2020, there were 7,080 adults claiming social assistance on their annual tax forms, or 8.2 percent of all tax filers. This was a level 30 percent higher than the province overall. This higher rate compared to the province was not pandemic induced as the number actually dropped from 7,560 in 2019.

There is limited data on the skills, education and profile of these individuals, but there could be potential to engage more in the workforce in the years ahead.

3.12 Persons with disabilities

Statistics Canada has not reported on the share of the adult population in Chatham-Kent with some form of disability that impedes their ability to participate in the workforce. Across Canada, 20 percent of working age adults (15-64) had some form of disability. If that share holds in Chatham-Kent, it would mean nearly 13,000 persons with a disability in the community. There is data on the number accessing Employment Ontario services. Among the 799 who accessed Employment Services in 2020-2021 (which includes a variety of resources, supports and services to help Ontario residents find sustainable employment), just over 26 percent were persons with a disability.

It is important to support those persons who would like to participate in the workforce but are facing disability-related barriers.

3.13 Workforce participation by family status

According to the Census, 57 percent of all families are dual-earner couple families, modestly lower than the average across Ontario (61 percent). Chatham-Kent has a larger share of lone parent families (14% compared to 12% across the province) and similar levels of single-earner male (20%) and single-earner female (9%) families.

Interestingly, families with more children tend to have higher rates of dual-earners (66% of couples with two children and 59% with three or more).

3.14 Educational profile of the workforce

Table 19 shows the educational profile of the population aged 15 and older living in Chatham-Kent at the time of the 2021 Census. Of the 85,485 living in the municipality, 21 percent did not finish high school. Among younger age cohorts, the share is reduced but still 14 percent of those aged 25-34 did not finish high school.

The population aged 25-34 has the highest share with a university degree (20%) and the highest share with a master's degree or higher (3.1%). The population aged 35-44 has a higher share with non-university post-secondary education compared to the 25-34 year olds (43% versus 37%). The 45-54 age cohort has the smallest share without high school education (11%).

Table 19: Workforce participation by sector, population aged 15-19, Chatham-Kent (2020)

	Total	25 to 34	35 to 44	45 to 54	55 to 64	65+
Total aged 15+	85,485	10,995	11,530	12,060	16,560	23,070
No certificate, diploma or degree	21%	14%	12%	11%	18%	27%
High (secondary) school diploma or equivalency certificate	32%	29%	27%	32%	34%	33%
Postsecondary certificate, diploma or degree	46%	57%	60%	57%	48%	40%
Postsecondary certificate or diploma below bachelor level	33%	37%	43%	41%	37%	29%
Apprenticeship or trades certificate or diploma	6%	5%	7%	6%	8%	9%
Non-apprenticeship trades certificate or diploma	3%	2%	3%	2%	3%	4%
Apprenticeship certificate	4%	3%	4%	3%	4%	4%
College, CEGEP or other non-university certificate or diploma	26%	31%	34%	33%	28%	20%
University certificate or diploma below bachelor level	1%	1%	2%	2%	1%	1%
Bachelor's degree or higher	13%	20%	18%	17%	10%	11%
Bachelor's degree	10%	16%	13%	12%	8%	8%
University certificate or diploma above bachelor level	1.0%	1.2%	1.3%	1.7%	0.7%	0.8%
Degree in medicine, dentistry, veterinary medicine or optometry	0.3%	0.1%	0.5%	0.4%	0.1%	0.3%
Master's degree	1.9%	2.8%	2.6%	2.1%	1.6%	1.9%
Earned doctorate	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%

Source: Statistics Canada 2021 Census.

Table 20 shows how the education levels in Chatham-Kent compare to the Ontario levels. Chatham-Kent has 2.4 times as many aged 25-34 without a high school diploma compared to the province overall.

The 25-34 year olds are 36 percent more likely to have an apprenticeship or trades certificate or diploma compared to the rest of Ontario and 38 percent more likely to have a college or other non-university certificate or diploma. There are relatively few with university degrees (56% less) in this age group and 76 percent less with a master's degree.

Among those aged 35-44, the breakdown is similar, with 35 percent more having an apprenticeship or trades certificate or diploma and 44 percent more with a college or other non-university certificate or diploma.

Among all age cohorts, Chatham-Kent has relatively few with university degrees and post-graduate degrees.

Table 20: Population 15+ by education level and age group, Chatham-Kent compared to Ontario (Ontario level = 1.00)

	Total	25 to 34	35 to 44	45 to 54	55 to 64	65+
No certificate, diploma or degree	1.40	2.42	1.68	1.26	1.41	1.15
High (secondary) school diploma or equivalency certificate	1.19	1.40	1.33	1.36	1.19	1.15
Postsecondary certificate, diploma or degree	0.81	0.77	0.84	0.84	0.82	0.84
Postsecondary certificate or diploma below bachelor level	1.21	1.31	1.37	1.26	1.14	1.08
Apprenticeship or trades certificate or diploma	1.28	1.36	1.35	1.13	1.20	1.16
Non-apprenticeship trades certificate or diploma	1.16	1.05	1.09	0.94	1.08	1.20
Apprenticeship certificate	1.39	1.64	1.58	1.31	1.33	1.14
College, CEGEP or other non-university certificate or diploma	1.26	1.38	1.44	1.35	1.18	1.13
University certificate or diploma below bachelor level	0.62	0.52	0.70	0.66	0.61	0.52
Bachelor's degree or higher	0.43	0.44	0.43	0.47	0.40	0.51
Bachelor's degree	0.49	0.50	0.52	0.54	0.46	0.60
University certificate or diploma above bachelor level	0.50	0.47	0.52	0.74	0.42	0.45
Degree in medicine, dentistry, veterinary medicine or optometry	0.34	0.13	0.53	0.45	0.15	0.44
Master's degree	0.28	0.28	0.24	0.25	0.29	0.40
Earned doctorate	0.17	0.24	0.14	0.16	0.19	0.15

Source: Statistics Canada 2021 Census.

According to the Census, 91 percent of the Chatham-Kent workforce with post-secondary education received that education in Ontario. This could be a reflection of the limited migration from outside the province and country to Chatham-Kent.

School attendance

The Census provided data on the local population by school attendance. As shown in Table 21, among the 20-24 age group only about half of those living in Chatham-Kent are enrolled in any kind of post-secondary education compared to the province overall. Even among the population aged 25-64, nearly twice as many across the province are attending school of some kind compared to the population in Chatham-Kent.

Table 18: Workforce participation rate by age group (%), Chatham-Kent (2020)

	Chatham-Kent			Ontario		
	15-19	20-24	25-64	15-19	20-24	25-64
Total population	5,745	5,530	51,140			
Did not attend school	17%	64%	97%	12%	47%	94%
Attended school	83%	36%	3%	88%	53%	6%
Attended elementary or secondary school only	71%	2%	0%	67%	2%	0%
Attended postsecondary school only	12%	34%	3%	21%	51%	5%
Attended college, trade school or other non-university institution	6%	17%	2%	6%	17%	3%
Attended university	5%	17%	1%	14%	34%	2%

Source: Statistics Canada 2021 Census.



4. Are Wages a Barrier to Workforce Development?

The most robust source of average wages on offer is the Job Vacancy Survey conducted quarterly by Statistics Canada. In its most recent survey in the third quarter of 2022, there were over 200 occupations with an average offered hourly wage for the Windsor-Sarnia economic region (of which Chatham-Kent is part). Overall, the Windsor-Sarnia region ranked 6th for average wages on offer out of Ontario's nine economic regions.

However, the region had the highest or second highest wages on offer for 43 different occupational groups including trades, such as industrial electricians, construction millwrights and industrial mechanics and tool and die makers. Other professional occupations for which the region leads or is 2nd among the nine regions for average wages on offer include: advertising, marketing and public relations managers, purchasing agents and officers, human resources professionals, administrative assistants, customer and information services representatives and service representatives and other customer and personal services occupations.

The region is 1st or 2nd for multiple health care occupational groups, medical administrative assistants and assisting occupations in support of health services.

The Windsor-Sarnia region only ranks 8th or 9th among the nine Ontario economic regions for 27 occupational groups including a number of management occupations and health care professionals, including:

- Human resources managers
- Managers in engineering, architecture, science and information systems
- Managers in health care
- Middle management occupations in retail and wholesale trade
- Middle management occupations in trades, transportation, production and utilities
- Other financial officers
- General office workers
- Civil, mechanical, electrical and chemical engineers
- Optometrists, chiropractors and other health diagnosing and treating professionals
- Therapy and assessment professionals
- Sales and account representatives - wholesale trade (non-technical)
- Retail salespersons
- Occupations in food and beverage service
- Light duty cleaners

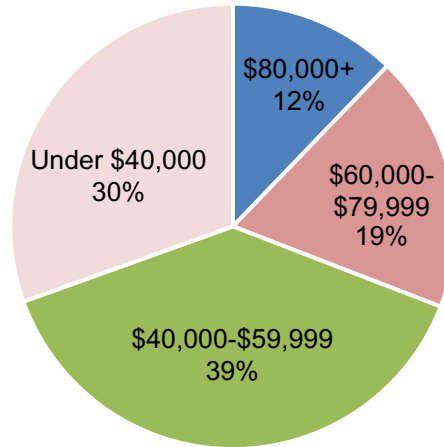
Table 22: Occupations for which the Windsor-Sarnia region has the highest or 2nd highest average wage on offer among Ontario's 9 economic regions (Q3 2022)

Highest wage on offer among 9 regions		2nd highest wage on offer among 9 regions	
Occupation:	Wage:	Occupation:	Wage:
Advertising, marketing and public relations managers [0124]	\$35.95	Plumbers, pipefitters and gas fitters [725]	\$41.15
Industrial electricians [7242]	\$35.50	Industrial and manufacturing engineers [2141]	\$33.80
Contractors and supervisors, heavy equipment operator crews [7302]	\$34.95	Mechanical engineering technologists and technicians [2232]	\$33.70
Supervisors, food and beverage processing [9213]	\$33.60	Human resources and business service professionals [112]	\$32.90
Construction millwrights and industrial mechanics [7311]	\$31.95	Electrical trades and electrical power line and telecommunications workers [724]	\$32.10
Purchasing agents and officers [1225]	\$31.85	Electricians (except industrial and power system) [7241]	\$29.60
Human resources professionals [1121]	\$31.30	Storekeepers and partspersons [1522]	\$27.15
Machinery and transportation equipment mechanics (except motor vehicles) [731]	\$30.80	Medical technologists and technicians (except dental health) [321]	\$26.85
Education policy researchers, consultants and program officers [4166]	\$29.95	Registered practical nurses [3233]	\$26.25
Administrative and regulatory occupations [122]	\$28.25	User support technicians [2282]	\$24.80
Technical occupations in civil, mechanical and industrial engineering [223]	\$27.10	Industrial engineering and manufacturing technologists and technicians [2233]	\$23.55
Tool and die makers [7232]	\$24.75	Medical administrative assistants [1243]	\$23.30
Administrative and financial supervisors and administrative occupations [12]	\$24.15	Technical occupations in physical sciences [221]	\$23.10
Chemical technologists and technicians [2211]	\$23.10	Other assembly and related occupations [953]	\$21.90
Administrative assistants [1241]	\$20.85	Assisting occupations in support of health services [341]	\$21.20
Industrial painters, coaters and metal finishing process operators [9536]	\$20.25	Insurance, real estate and financial sales occupations [623]	\$20.95
Customer and information services representatives [655]	\$19.20	Material handlers [7452]	\$17.65
Other customer and information services representatives [6552]	\$19.20	Labourers in food and beverage processing [9617]	\$15.95
Care providers and educational, legal and public protection support occupations [44]	\$19.00	Other sales support and related occupations [662]	\$15.40
Purchasing and inventory control workers [1524]	\$18.45		
Service representatives and other customer and personal services occupations [65]	\$17.25		
Motor vehicle assemblers, inspectors [9522]	\$17.05		
Specialized cleaners [6732]	\$16.30		
Store shelf stockers, clerks and order fillers [6622]	\$15.40		

Source: EMSI.

EMSI provides data on job advertisements and median wages on offer going back several years, specifically for Chatham-Kent. Of the more than 14,000 unique job postings with an identified wage level issued between January 2018 and December 2022, 30 percent offered a median wage less than \$40,000, 29 percent offered a median wage between \$40,000 and \$59,999, 19 percent between \$60,000 and \$79,999 and 12 percent above \$80,000.

Figure 8: Job advertisements by median wage level, Chatham-Kent
 January 2018-December 2022



Source: EMSI.

Comparable EMSI data was not available for Ontario overall, but using the Statistics Canada Job Vacancy survey as a proxy provides an indication of the difference between median wages on offer by occupational group in Chatham-Kent compared to Ontario overall. Using the time period January 2018 to December 2022, the median wage for all jobs on offer in Chatham-Kent was \$52,943 compared to \$48,128 for all jobs across Ontario (using the Job Vacancy Survey) during the same period (a 10% wage premium for Chatham-Kent jobs).

For the 102 occupations for which there was comparable median wage data, Chatham-Kent employers were offering a higher wage in 76 (75% of the total) compared to the province overall. Some of the occupations with the highest wage premium in Chatham-Kent included college instructors (+30%), elementary and secondary school teachers (+43%) and utilities equipment operators (+37%).

Table 23 shows the occupational groups with the largest negative wage gap in Chatham-Kent compared to the province overall.

Table 23: Occupations with the largest negative wage gap, Chatham-Kent compared to Ontario (occupations with a minimum 10 job advertisements in Chatham-Kent)

Occupational group:	Chatham-Kent	ONT	ONT=1.00
063 Managers in food service and accommodation	\$37,259	\$42,567	0.88
131 Finance, insurance and related business administrative occupations	\$47,950	\$55,487	0.86
513 Creative and performing artists	\$52,435	\$62,431	0.84
524 Creative designers and craftspersons	\$48,906	\$56,203	0.87
633 Butchers and bakers	\$31,054	\$35,421	0.88
941 Machine operators and related workers in mineral and metal products processing and manufacturing	\$45,811	\$55,598	0.82

Based on data between January 2018 and Q3 2022.
Sources: EMSI and Statistics Canada Table 14-10-0356-01.

It is important to reiterate these are two separate sources and therefore should be used with caution. An apples-to-apples comparison of Census data is developed further below. Using this approach, Appendix E shows the detailed comparison between Chatham-Kent and Ontario for over 100 occupational groups.

Table 24 shows the top jobs by number of job advertisements in Chatham-Kent in the past four years. Among this group, there are seven with a median salary below \$40,000, nine with a median salary between \$40,000 and \$49,999 and seven above \$50,000.

A strong and dynamic workforce meets demand across the wide spectrum of industries in the community.



Table 24: Top unique job advertisements by occupation and wage, Chatham-Kent
January 2018-December 2022

Occupational group:	# job advertisements	Median listed wage
745 Longshore workers and material handlers	567	\$42,698
642 Retail salespersons	557	\$31,754
861 Harvesting, landscaping and natural resources labourers	515	\$34,889
655 Customer and information services representatives	506	\$39,861
751 Motor vehicle and transit drivers	503	\$48,325
012 Managers in financial and business services	447	\$92,591
641 Sales and account representatives - wholesale trade (non-technical)	425	\$53,925
111 Auditors, accountants and investment professionals	400	\$77,968
673 Cleaners	368	\$39,063
651 Occupations in food and beverage service	320	\$29,743
441 Home care providers and educational support occupations	311	\$43,713
621 Retail sales supervisors	307	\$37,384
112 Human resources and business service professionals	276	\$68,125
124 Office administrative assistants - general, legal and medical	250	\$47,832
152 Supply chain logistics, tracking and scheduling co-ordination occupations	249	\$47,085
632 Chefs and cooks	243	\$31,405
323 Other technical occupations in health care	233	\$66,523
341 Assisting occupations in support of health services	229	\$43,485
623 Insurance, real estate and financial sales occupations	225	\$50,091
122 Administrative and regulatory occupations	222	\$56,030
421 Paraprofessional occupations in legal, social, community and education services	218	\$46,750
141 General office workers	212	\$41,145
961 Labourers in processing, manufacturing and utilities	202	\$40,428

Source: EMSI.

Comparing wage levels using Census data

The 2021 Census provides a detailed analysis of employment income in Chatham-Kent based on a variety of workforce factors such as industry, occupation, education level and job permanency. Table 25 compares median employment income in Chatham-Kent to London, Sarnia, Windsor and Ontario across a number of factors. The table is based on an employment income index, with Canada set at 1.00. Across the entire workforce there is a 16 percent negative wage gap between Chatham-Kent and the country overall (Index = 0.84) which is slightly less when compared to Windsor and Sarnia.

London is closer to the national level and Ontario’s median employment income from the Census is two percent above average.

By work activity during the year, the wage spread narrows. Full-year full-time workers in Chatham-Kent earn 14 percent less and part-year or part-time workers earn about the same in Chatham-Kent as in the rest of the country.

Among those with no certificate, diploma or degree (less than high school), workforce participants in Chatham-Kent earn the most compared to the other jurisdictions (Index = 0.92). For those with a high (secondary) school diploma or equivalency certificate only, they earn slightly above the national level. College educated residents earn about eight percent less and those with a university degree earn about the same as the median Canadian.

Those in permanent jobs earn about 15 percent less and those in temporary positions earn 17 percent less, when compared to the country overall. It is important to point out the cost of living is lower in Chatham-Kent, particularly in the area of shelter costs.

Table 25: Median employment income index (Canada = 1.00)

	Chatham-Kent	London	Sarnia	Windsor	ONT
Total workforce	0.84	0.96	0.89	0.88	1.02
By work activity during the year:					
Full-year full-time workers	0.86	0.96	1.08	0.98	1.05
Part-year or part-time workers	0.99	0.95	1.05	1.03	0.95
By education level:					
No certificate, diploma or degree	0.92	0.80	0.60	0.74	0.87
High (secondary) school diploma or equivalency certificate	1.01	0.95	0.85	0.93	0.96
Apprenticeship or trades certificate or diploma	0.99	0.99	1.00	0.96	0.98
College, CEGEP or other non-university certificate or diploma	0.92	1.01	0.99	0.96	1.02
Bachelor's degree or higher	1.00	0.88	1.01	0.92	1.01
By job permanency:					
Permanent position	0.85	0.94	0.96	0.91	1.05
Temporary position	0.83	0.94	1.08	0.88	0.92

Source: Statistics Canada 2021 Census.

A similar analysis can be done using occupations. Among the two-digit NOC occupational groups, about a third have a higher median employment income in Chatham-Kent compared to the country overall.

This includes technical occupations in health care (Index =1.00), sales and service support occupations (1.02), and front-line public protection services and paraprofessional occupations in legal, social, community, education services (1.08).

The occupational group with the highest wage premium in Chatham-Kent middle management occupations in production and agriculture. Workers in this occupational group earn a 42 percent wage premium over the workers in the rest of the country (Index = 1.42).

Table 26 shows the two-digit NOC occupational codes with the largest negative wage gap. A large wage gap could be a barrier to recruiting staff into occupations such as agriculture harvesting, sales and service jobs, workers in natural resources, agriculture and related production and care providers and legal and public protection support occupations.

Table 26: Occupational groups with the largest wage deficit, Chatham-Kent
(Canada = 1.00)

Two-digit NOC occupational group:	Chatham-Kent	London	Sarnia	Windsor	ONT
51 Professional occupations in art and culture	0.51	0.77	0.45	0.39	0.97
85 Harvesting, landscaping and natural resources labourers	0.68	1.00	1.01	1.34	0.93
54 Support occupations in sport	0.76	1.07	0.70	1.19	0.89
10 Specialized middle management occupations in administrative services, financial and business services and communication (except broadcasting)	0.78	0.94	0.83	0.92	1.05
70 Middle management occupations in trades and transportation	0.81	0.83	1.19	0.83	0.93
00 Legislative and senior managers	0.81	1.03	1.02	1.05	1.22
63 Occupations in sales and services	0.82	0.94	0.82	0.73	0.98
92 Processing, manufacturing and utilities supervisors and utilities operators and controllers	0.83	0.95	1.70	1.01	1.01
40 Managers in public administration, in education and social and community services and in public protection services	0.85	0.96	1.00	0.98	1.05
84 Workers in natural resources, agriculture and related production	0.87	1.30	0.45	1.22	1.06
44 Care providers and legal and public protection support occupations	0.87	0.70	0.74	0.78	0.76
52 Technical occupations in art, culture and sport	0.87	1.04	0.78	1.03	1.01
33 Assisting occupations in support of health services	0.88	1.00	0.85	0.93	0.98
31 Professional occupations in health	0.90	1.01	0.92	1.01	0.98

*based on median employment income. Source: Statistics Canada 2021 Census.

Workforce development is key to supporting Chatham-Kent’s top industries now and into the future. EMSI provides estimates of the ‘export’ value associated with specific industries for the municipality. This is money that flows into the community as revenue for firms and industries and that revenue is then spent on wages, suppliers, taxes and other operating costs in the community. The transportation equipment manufacturing sector in Chatham-Kent generated \$866 million in export revenue in 2020. This was down from \$1.5 billion in 2015, but some of that decline was likely due to pandemic impacts. The farming sector is the second most important private sector industry generating \$786 million in revenue. The utilities sector, anchored by Enbridge, was the third most important sector in 2020 by export revenue, bringing in nearly \$611 million. Manufacturing is key to the economy. Machinery, chemicals, textile products and fabricated metal products all bring in at least \$150 million in export revenue. The truck transportation sector, facing considerable challenges attracting workers, was worth \$132 million to the municipality’s economy in 2020.

If firms and organizations are unable to find staff, there is a distinct possibility they will slowly (or rapidly) move operations elsewhere. Companies that provide local services might consolidate services in one of the larger urban centres and expect residents to commute.

Table 27: Top private sector industries by export value, Chatham-Kent (2020)

NAICS industry:	Export value (\$M)
336 Transportation equipment manufacturing	\$866.1
111-112 Farms	\$786.4
221 Utilities	\$610.8
333 Machinery manufacturing	\$205.7
325 Chemical manufacturing	\$200.5
314 Textile product mills	\$153.1
332 Fabricated metal product manufacturing	\$150.8
484 Truck transportation	\$132.0
331 Primary metal manufacturing	\$129.0
517 Telecommunications	\$122.8
623 Nursing and residential care facilities	\$110.7
561 Administrative and support services	\$107.7
541 Professional, scientific and technical services	\$87.8

Source: EMSI.

6.1 Population trends

Based on the Statistics Canada definition, Chatham-Kent has seven population centres. Seventy percent of the population lives in these seven centres with the remaining amount living in rural areas within the municipality. As shown in Table 28, three of the population centres registered population decline between 2016 and 2021. Ridgetown is a particular case facing significant depopulation and the oldest population in the municipality (46% are 55 and older). Tilbury is the youngest municipality, but it also experienced population decline between 2016 and 2021.

Table 28: Demographic summary, Chatham-Kent, by population centre (2021)

	Pop. (2021)	% change since 2016	%55+	Median age
Chatham-Kent	104,316	+2.2%	40%	46.4
Chatham	45,171	+3.7%	38%	44.8
Wallaceburg	10,323	+2.2%	41%	46.8
Tilbury	4,687	-1.7%	33%	40.4
Blenheim	4,487	+3.3%	44%	50.4
Ridgetown	2,797	-6.8%	46%	50.8
Wheatley	3,060	+6.7%	36%	41.6
Dresden	2,401	-2.0%	41%	48
Rest of Chatham-Kent	31,390	+1.4%	41%	n/a
Ontario		+5.8%	33%	41.6
Canada		+5.2%	33%	41.6

Source: Statistics Canada 2021 Census.

NOTE: Some of the data below needs to be considered in the context of the COVID-19 pandemic.

6.2 Income trends

Table 29 provides a summary income profile for the population centres. Ridgetown, Blenheim and Wallaceburg have the lowest average employment income. All population centres and the municipality overall have a lower average household income compared to the country overall (21% less). Ontario overall has a nine percent higher average household income compared to Canada.

In general, Chatham-Kent households are less exposed to shelter costs (e.g. mortgage, rent, property insurance, etc.) with 16 percent spending 30 percent or more compared to 24 percent across the province. The percentage below the poverty line is slightly higher (12.1% compared to 11.1% across the country), but within specific population centres, poverty is a greater challenge. The low income rate in Wallaceburg is 53 percent higher than the national rate. Wheatley has a much lower share below the poverty line.

Table 29: Income profile, Chatham-Kent, by population centre (2021)

	Avg. employment income		Avg. household income		Spending 30%+ on shelter		Prevalence of low income**	
	Index*	Index*	Index*	Index*	Index*	Index*	Index*	
Chatham-Kent	\$39,880	0.79	\$87,900	0.83	16%	0.75	12.1%	1.09
Chatham	\$39,600	0.79	\$83,800	0.79	18%	0.85	13.0%	1.17
Wallaceburg	\$36,760	0.73	\$72,700	0.68	17%	0.83	17.0%	1.53
Tilbury	\$37,560	0.75	\$84,000	0.79	13%	0.60	10.2%	0.92
Blenheim	\$36,520	0.73	\$78,400	0.74	17%	0.80	12.2%	1.10
Ridgetown	\$36,400	0.72	\$76,800	0.72	15%	0.70	13.9%	1.25
Wheatley	\$43,280	0.86	\$106,600	1.00	9%	0.43	7.8%	0.70
Dresden	\$40,480	0.81	\$84,600	0.80	16%	0.75	12.0%	1.08
Ontario	\$52,600	1.05	\$116,000	1.09	24%	1.16	10.1%	0.91
Canada	\$50,280		\$106,300		21%		11.1%	

*Canadian level = 1.00.

**based on the Low-income measure, after tax (LIM-AT) (%).

Source: Statistics Canada 2021 Census.

6.3 Migration trends

Most population centres in Chatham-Kent have relied on intraprovincial migration for population growth. As shown in Table 30, 18.4 percent of Wheatley’s population in 2021 moved in from other parts of Ontario in the previous five years. The Chatham population had the lowest intraprovincial migration rate, but likely relied more on movement within the municipality (24% of Chatham’s population in 2021 had moved within the municipality within the past five years).

The biggest difference between Chatham-Kent and Ontario as well as the country overall is the limited number of immigrants. With the exception of Chatham, the other population centres attracted relatively few immigrants.

Table 30: Migration trends, Chatham-Kent, by population centre (2021)
Population moving in between 2016-2021 by source

	Intra-provincial migrants	Inter-provincial migrants	Immigrants	NPRs	Intra-provincial migrants	Inter-provincial migrants	Immigrants	NPRs
Chatham-Kent	10,315	1,085	845	530	10.1%	1.1%	0.8%	0.5%
Chatham	3,900	505	505	280	8.8%	1.1%	1.1%	0.6%
Wallaceburg	1,390	135	35	30	13.7%	1.3%	0.3%	0.3%
Tilbury	615	40	40	25	13.4%	0.9%	0.9%	0.5%
Blenheim	490	60	30	-	11.1%	1.4%	0.7%	0.0%
Ridgetown	315	55	20	10	11.5%	2.0%	0.7%	0.4%
Wheatley	520	50	15	50	18.4%	1.8%	0.5%	1.8%
Dresden	230	25	10	-	9.9%	1.1%	0.4%	0.0%
Ontario					13.8%	1.6%	4.2%	2.8%
Canada					13.9%	2.5%	3.7%	2.5%

Migration within Canada based on the population 5+.
Source: Statistics Canada 2021 Census.

6.4 Workforce trends

Compared to the country overall, the unemployment rate in Chatham-Kent was similar in 2021 (10.7% compared to 10.3%). However, there is considerable variation between population centres with Wheatley facing a 6.5 percent unemployment rate in 2021 while Chatham's workforce had a 12.8 percent unemployment rate. The annual Labour Force Survey indicated the unemployment rate was only 4.3 in 2022. It is clear that post pandemic the unemployment situation has significantly improved in Chatham-Kent but the Census and the Labour Force Survey are not directly comparable because the data collection methodologies are significantly different.

Table 31: Workforce status, population 15+, by population centre (2021)

	Total	In the labour force	Employed	Unemployed	Not in the labour force	Participation rate %	Employment rate %	Unemployment rate %
Chatham-Kent	85,485	49,015	43,770	5,250	36,465	57.3	51.2	10.7
Chatham	37,135	21,015	18,335	2,680	16,125	56.6	49.4	12.8
Wallaceburg	8,470	4,440	3,905	535	4,030	52.4	46.1	12.0
Tilbury	3,785	2,255	2,050	205	1,525	59.6	54.2	9.1
Blenheim	3,745	1,930	1,760	175	1,805	51.5	47.0	9.1
Ridgetown	2,355	1,240	1,140	100	1,115	52.7	48.4	8.1
Wheatley	2,235	1,390	1,295	90	850	62.2	57.9	6.5
Dresden	1,985	1,180	1,050	130	805	59.4	52.9	11.0
Ontario						62.8	55.1	12.2
Canada						63.7	57.1	10.3

Source: Statistics Canada 2021 Census.

The larger variation is in the workforce participation rate. The participation rate ranges from a low of 51.5 percent in Blenheim to a high of 59.6 percent in Tilbury – all still well below the Ontario and Canada participation rates. Table 32 shows how many could be added to the workforce if the Chatham-Kent population centres had the same participation rate as the country overall. For example, Wallaceburg could boost its total workforce participation by over 950 (or 22%) if it had the national participation rate.

Table 32: Workforce participation by population centre assuming the national participation rate

	Current	@ the CDN participation rate (63.7%)	# difference	% difference
Chatham-Kent	49,015	54,454	5,439	+11%
Chatham	21,015	23,655	2,640	+13%
Wallaceburg	4,440	5,395	955	+22%
Tilbury	2,255	2,411	156	+7%
Blenheim	1,930	2,386	456	+24%
Ridgetown	1,240	1,500	260	+21%
Wheatley	1,390	1,424	34	+2%
Dresden	1,180	1,264	84	+7%

Source: Derived using Statistics Canada 2021 Census.

Table 33 shows how the Chatham-Kent workforce was employed by activity in 2021 and Table 34 shows the comparison on a percentage basis. On average, the population centres in Chatham-Kent have a slightly lower rate of full-time/full-year employment compared to the country overall. This varies by population centre. Wheatley and Tilbury have a slightly higher share employed full-time/full-year.

Table 33: Work activity during the year, Chatham-Kent population centres (2021)

	Total	Did not work	Worked	Worked full-year full-time	Worked part-year and/or part-time	Average weeks worked in reference year
Chatham-Kent	85,485	35,825	49,660	25,485	24,180	41.4
Chatham	37,140	16,005	21,135	10,540	10,600	40.8
Wallaceburg	8,470	3,975	4,495	2,175	2,320	41.1
Tilbury	3,785	1,515	2,270	1,230	1,035	43.2
Blenheim	3,740	1,705	2,035	1,040	995	41.2
Ridgetown	2,355	1,120	1,230	625	610	41.5
Wheatley	2,235	845	1,395	750	645	42.4
Dresden	1,985	795	1,190	625	560	42.8
Ontario						41.1
Canada						41.0

Source: Derived using Statistics Canada 2021 Census.

Table 28: Demographic summary, Chatham-Kent, by population centre (2021)

	Did not work	Worked	Among workers	
			Worked full-year full-time	Worked part-year and/or part-time
Chatham-Kent	42%	58%	51%	49%
Chatham	43%	57%	50%	50%
Wallaceburg	47%	53%	48%	52%
Tilbury	40%	60%	54%	46%
Blenheim	46%	54%	51%	49%
Ridgetown	48%	52%	51%	50%
Wheatley	38%	62%	54%	46%
Dresden	40%	60%	53%	47%
Ontario	38%	62%	54%	46%
Canada	37%	63%	53%	47%

Source: Statistics Canada 2021 Census.

Table 35 breaks down the workforce by class of worker. With the exception of rural Chatham-Kent, all population centres have a high share of workers as employees compared to the country overall. Most are in a permanent position. Ridgetown is the outlier with 16 percent on temporary positions. All of the population centres have a lower self-employment rate than the national or provincial level. The rural part of the municipality has a higher share of self-employment likely due to the predominance of agriculture.

Table 35: Class of worker, % of total, Chatham-Kent population centres (2021)

	Employee	Permanent position	Temporary position	Fixed term*	Casual seasonal or short-term position**	Self-employed
Chatham-Kent	86%	75%	11%	3%	8%	14%
Chatham	89%	78%	11%	3%	8%	11%
Wallaceburg	92%	82%	10%	3%	7%	8%
Tilbury	91%	83%	7%	2%	6%	9%
Blenheim	88%	77%	12%	3%	9%	11%
Ridgetown	90%	75%	16%	5%	11%	10%
Wheatley	90%	77%	12%	2%	10%	11%
Dresden	90%	77%	13%	3%	10%	11%
Ontario	85%	72%	13%	5%	9%	15%
Canada	86%	71%	14%	5%	10%	14%

*1 year or more. **less than 1 year. Source: Statistics Canada 2021 Census.

Tables 36, 37 and 38 show the population centre workforce by occupational breakdown. The top three occupational groups for total employment are NOC 6 Sales and service occupations (12,025), NOC 7 Trades, transport and equipment operators and related occupations (10,110) and NOC 1 Business, finance and administration occupations (6,235).

There is considerable variation between the population centres, but it is important to note there is considerable migration within the municipality for work. This data is based on where people live and not where they work. In Wheatley, for example, 28 percent work in trades and transportation-related occupations. Chatham has the largest share working in health care (10%). Wheatley has the highest share working in agriculture and related production occupations. Tilbury has the highest share employed in manufacturing occupations.

Compared to the country overall, the municipality has well above average Location Quotient (LQ) values for NOC 8 Natural resources, agriculture and related production occupations, NOC 9 Occupations in manufacturing and utilities, NOC 7 Trades, transport and equipment operators and related occupations and NOC 3 Health occupations. Tilbury has the highest LQ for manufacturing occupations (3.15), Wheatley for natural resources occupations (3.57) and for trades and transport occupations (1.62). Blenheim has the highest LQ for health occupations (1.25).

Table 36: Employment by occupation, Chatham-Kent population centres (2021)

	Chatham-Kent	Chatham	Wallaceburg	Tilbury
Total	49,020	21,015	4,440	2,255
N/A	970	530	135	25
All occupations	48,050	20,490	4,305	2,230
0 Legislative and senior management	285	105	10	-
1 Business, finance and administration	6,235	2,890	440	255
2 Natural and applied sciences and related	2,465	1,195	165	90
3 Health	4,175	2,050	370	180
4 Education, law and social, community and government services	4,940	2,380	300	155
5 in art, culture, recreation and sport	655	340	50	20
6 Sales and service	12,025	5,935	1,220	565
7 Trades, transport and equipment operators and related	10,110	3,615	1,065	540
8 Natural resources, agriculture and related production	3,110	430	135	105
9 Occupations in manufacturing and utilities	4,050	1,545	560	320

Source: Statistics Canada 2021 Census..

Table 36: Employment by occupation, Chatham-Kent population centres (cont.)

	Blenheim	Ridgetown	Wheatley	Dresden
N/A	25	20	20	20
All occupations	1,905	1,220	1,365	1,160
0 Legislative and senior management	-	-	15	-
1 Business, finance and administration	245	145	175	165
2 Natural and applied sciences and related	120	90	20	70
3 Health	190	85	90	105
4 Education, law and social, community and government services	210	145	140	90
5 in art, culture, recreation and sport	35	15	15	15
6 Sales and service	450	300	275	300
7 Trades, transport and equipment operators and related	390	235	380	315
8 Natural resources, agriculture and related production	90	70	140	25
9 Occupations in manufacturing and utilities	190	135	115	85

Source: Statistics Canada 2021 Census.

Table 37: Employment by occupation, % of total, Chatham-Kent population centres (2021)

	Chatham-Kent	Chatham	Wallaceburg	Tilbury
Total	49,020	21,015	4,440	2,255
N/A	970	530	135	25
All occupations	48,050	20,490	4,305	2,230
0 Legislative and senior management	1%	1%	0%	0%
1 Business, finance and administration	13%	14%	10%	11%
2 Natural and applied sciences and related	5%	6%	4%	4%
3 Health	9%	10%	9%	8%
4 Education, law and social, community and government services	10%	12%	7%	7%
5 in art, culture, recreation and sport	1%	2%	1%	1%
6 Sales and service	25%	29%	28%	25%
7 Trades, transport and equipment operators and related	21%	18%	25%	24%
8 Natural resources, agriculture and related production	6%	2%	3%	5%
9 Occupations in manufacturing and utilities	8%	8%	13%	14%

Source: Statistics Canada 2021 Census.

Table 37: Employment by occupation, % of total, Chatham-Kent population centres (cont.)

	Blenheim	Ridgetown	Wheatley	Dresden
Total	1,935	1,245	1,385	1,185
N/A	25	20	20	20
All occupations	1,905	1,220	1,365	1,160
0 Legislative and senior management	0%	0%	1%	0%
1 Business, finance and administration	13%	12%	13%	14%
2 Natural and applied sciences and related	6%	7%	1%	6%
3 Health	10%	7%	7%	9%
4 Education, law and social, community and government services	11%	12%	10%	8%
5 in art, culture, recreation and sport	2%	1%	1%	1%
6 Sales and service	24%	25%	20%	26%
7 Trades, transport and equipment operators and related	20%	19%	28%	27%
8 Natural resources, agriculture and related production	5%	6%	10%	2%
9 Occupations in manufacturing and utilities	10%	11%	8%	7%

Source: Statistics Canada 2021 Census.

Table 38: Employment by occupation, LQ values, Chatham-Kent population centres (2021)

	Chatham-Kent	Chatham	Wallaceburg	Tilbury
0 Legislative and senior management	0.44	0.38	0.17	-
1 Business, finance and administration	0.74	0.80	0.58	0.65
2 Natural and applied sciences and related	0.61	0.69	0.45	0.48
3 Health	1.09	1.25	1.08	1.01
4 Education, law and social, community and government services	0.83	0.94	0.56	0.56
5 in art, culture, recreation and sport	0.43	0.52	0.37	0.28
6 Sales and service	1.02	1.18	1.16	1.03
7 Trades, transport and equipment operators and related	1.22	1.03	1.44	1.41
8 Natural resources, agriculture and related production	2.25	0.73	1.09	1.64
9 Occupations in manufacturing and utilities	1.85	1.66	2.86	3.15

Location quotient index. Canada = 1.00

Source: Statistics Canada 2021 Census.

Table 38: Employment by occupation, LQ values, Chatham-Kent population centres (cont.)

	Blenheim	Ridgetown	Wheatley	Dresden
0 Legislative and senior management	-	-	0.81	-
1 Business, finance and administration	0.73	0.68	0.73	0.81
2 Natural and applied sciences and related	0.75	0.87	0.17	0.72
3 Health	1.25	0.87	0.83	1.13
4 Education, law and social, community and government services	0.89	0.96	0.83	0.63
5 in art, culture, recreation and sport	0.58	0.39	0.35	0.41
6 Sales and service	0.96	1.00	0.82	1.05
7 Trades, transport and equipment operators and related	1.19	1.12	1.62	1.58
8 Natural resources, agriculture and related production	1.64	2.00	3.57	0.75
9 Occupations in manufacturing and utilities	2.19	2.43	1.85	1.61

Source: Statistics Canada 2021 Census.

Tables 39, 40 and 41 show the employment by industry breakdown and Location Quotient analysis. The top employment sectors across Chatham-Kent are NAICS 62 Health care and social assistance (6,670), NAICS 31-33 Manufacturing (6,250), NAICS 44-45 Retail trade (5,965), NAICS 23 Construction (3,920) and NAICS 11 Agriculture, forestry, fishing and hunting (3,595). There are some differences within the population centres. Chatham's top employment sectors are more services oriented (food services, health care, retail) along with construction and manufacturing. Wallaceburg's top employment sectors are the same. Wheatley has more employed in agriculture. Again, it is important to note the Census data is based on where people live and not where they work.



Chatham-Kent has high LQ values for NAICS 11 Agriculture, forestry, fishing and hunting (LQ=3.24), NAICS 22 Utilities (LQ=2.36), NAICS 31-33 Manufacturing (LQ=1.59), NAICS 44-45 Retail trade (LQ= 1.09), NAICS 62 Health care and social assistance (LQ=1.07) and NAICS 56 Administrative and support, waste management and remediation services (LQ=1.05).

Wheatley has the highest LQ in agriculture and related (LQ=6.82) while Wallaceburg has the highest in manufacturing (LQ=2.53). Chatham has a very high LQ in utilities (LQ=3.26). Chatham has the highest LQ in health care (LQ=1.21). Dresden has the highest LQ in public administration (LQ=1.16) while Tilbury has the highest in accommodation and food services (1.52).

Table 39: Employment by industry, Chatham-Kent population centres (2021)

	Chatham-Kent	Chatham	Wallaceburg	Tilbury
All industries	1,905	1,220	1,365	1,160
11 Agriculture, forestry*	115	75	215	45
21 Mining, quarrying	-	-	-	15
22 Utilities	35	10	-	25
23 Construction	150	60	135	140
31-33 Manufacturing	280	220	245	115
41 Wholesale trade	60	30	40	25
44-45 Retail trade	280	175	120	135
48-49 Transportation and warehousing	85	50	65	65
51 Information and cultural industries	10	25	20	15
52 Finance and insurance	45	45	15	50
53 Real estate and rental and leasing	25	-	-	-
54 Professional, services	85	25	50	60
56 Administrative and support**	85	35	30	45
61 Educational services	145	100	75	55
62 Health care and social assistance	260	150	165	165
71 Arts/ entertainment/ recreation	20	25	-	20
72 Accommodation and food services	70	80	85	80
81 Other services	80	35	35	35
91 Public administration	70	75	45	85

	Blenheim	Ridgetown	Wheatley	Dresden
All industries	48,050	20,490	4,305	2,230
11 Agriculture, forestry*	3,595	480	120	130
21 Mining, quarrying	180	40	40	-
22 Utilities	890	525	45	25
23 Construction	3,920	1,425	375	165
31-33 Manufacturing	6,250	2,260	890	490
41 Wholesale trade	1,570	625	125	80
44-45 Retail trade	5,965	2,990	585	285
48-49 Transportation and warehousing	2,265	810	175	105
51 Information and cultural industries	805	515	65	10
52 Finance and insurance	1,080	490	100	65
53 Real estate and rental and leasing	460	245	30	10
54 Professional, services	1,655	740	120	65
56 Administrative and support**	2,125	1,090	165	65
61 Educational services	2,990	1,360	210	115
62 Health care and social assistance	6,670	3,230	575	280
71 Arts/ entertainment/ recreation	690	340	60	35
72 Accommodation and food services	2,815	1,390	315	195
81 Other services	2,005	870	225	60
91 Public administration	2,115	1,060	90	60

includes fishing. **includes waste management and remediation services.

Source: Statistics Canada 2021 Census.

Table 40: Employment by industry, % of total, Chatham-Kent population centres (2021)

	Chatham-Kent	Chatham	Wallaceburg	Tilbury
All industries	1,905	1,220	1,365	1,160
11 Agriculture, forestry*	6%	6%	16%	4%
21 Mining, quarrying	0%	0%	0%	1%
22 Utilities	2%	1%	0%	2%
23 Construction	8%	5%	10%	12%
31-33 Manufacturing	15%	18%	18%	10%
41 Wholesale trade	3%	2%	3%	2%
44-45 Retail trade	15%	14%	9%	12%
48-49 Transportation and warehousing	4%	4%	5%	6%
51 Information and cultural industries	1%	2%	1%	1%
52 Finance and insurance	2%	4%	1%	4%
53 Real estate and rental and leasing	1%	0%	0%	0%
54 Professional, services	4%	2%	4%	5%
56 Administrative and support**	4%	3%	2%	4%
61 Educational services	8%	8%	5%	5%
62 Health care and social assistance	14%	12%	12%	14%
71 Arts/ entertainment/ recreation	1%	2%	0%	2%
72 Accommodation and food services	4%	7%	6%	7%
81 Other services	4%	3%	3%	3%
91 Public administration	4%	6%	3%	7%

	Blenheim	Ridgetown	Wheatley	Dresden
All industries	48,050	20,490	4,305	2,230
11 Agriculture, forestry*	7%	2%	3%	6%
21 Mining, quarrying	0%	0%	1%	0%
22 Utilities	2%	3%	1%	1%
23 Construction	8%	7%	9%	7%
31-33 Manufacturing	13%	11%	21%	22%
41 Wholesale trade	3%	3%	3%	4%
44-45 Retail trade	12%	15%	14%	13%
48-49 Transportation and warehousing	5%	4%	4%	5%
51 Information and cultural industries	2%	3%	2%	0%
52 Finance and insurance	2%	2%	2%	3%
53 Real estate and rental and leasing	1%	1%	1%	0%
54 Professional, services	3%	4%	3%	3%
56 Administrative and support**	4%	5%	4%	3%
61 Educational services	6%	7%	5%	5%
62 Health care and social assistance	14%	16%	13%	13%
71 Arts/ entertainment/ recreation	1%	2%	1%	2%
72 Accommodation and food services	6%	7%	7%	9%
81 Other services	4%	4%	5%	3%
91 Public administration	4%	5%	2%	3%

Source: Statistics Canada 2021 Census.

Table 41: Employment by industry, LQ values, Chatham-Kent population centres (2021)

	Chatham-Kent	Chatham	Wallaceburg	Tilbury
All industries	1,905	1,220	1,365	1,160
11 Agriculture, forestry*	2.61	2.66	6.82	1.68
21 Mining, quarrying	-	-	-	1.02
22 Utilities	2.34	1.04	-	2.75
23 Construction	1.01	0.63	1.27	1.55
31-33 Manufacturing	1.80	2.20	2.19	1.21
41 Wholesale trade	0.97	0.76	0.90	0.66
44-45 Retail trade	1.29	1.26	0.77	1.02
48-49 Transportation and warehousing	0.86	0.79	0.91	1.08
51 Information and cultural industries	0.25	0.96	0.69	0.61
52 Finance and insurance	0.55	0.85	0.25	1.00
53 Real estate and rental and leasing	0.72	-	-	-
54 Professional, services	0.53	0.25	0.44	0.62
56 Administrative and support**	1.06	0.68	0.52	0.92
61 Educational services	1.01	1.09	0.73	0.63
62 Health care and social assistance	1.05	0.95	0.93	1.09
71 Arts/ entertainment/ recreation	0.56	1.10	-	0.93
72 Accommodation and food services	0.64	1.14	1.08	1.20
81 Other services	0.99	0.68	0.60	0.71
91 Public administration	0.58	0.97	0.52	1.16

	Blenheim	Ridgetown	Wheatley	Dresden
All industries	48,050	20,490	4,305	2,230
11 Agriculture, forestry*	3.24	1.01	1.21	2.52
21 Mining, quarrying	0.30	0.15	0.73	-
22 Utilities	2.36	3.26	1.33	1.43
23 Construction	1.05	0.89	1.12	0.95
31-33 Manufacturing	1.59	1.35	2.53	2.68
41 Wholesale trade	1.01	0.94	0.90	1.11
44-45 Retail trade	1.09	1.28	1.19	1.12
48-49 Transportation and warehousing	0.90	0.76	0.78	0.90
51 Information and cultural industries	0.79	1.18	0.71	0.21
52 Finance and insurance	0.52	0.55	0.54	0.67
53 Real estate and rental and leasing	0.52	0.65	0.38	0.25
54 Professional, services	0.41	0.43	0.33	0.35
56 Administrative and support**	1.05	1.26	0.91	0.69
61 Educational services	0.83	0.88	0.65	0.69
62 Health care and social assistance	1.07	1.21	1.03	0.97
71 Arts/ entertainment/ recreation	0.77	0.89	0.75	0.84
72 Accommodation and food services	1.02	1.18	1.27	1.52
81 Other services	0.98	1.00	1.23	0.63
91 Public administration	0.70	0.82	0.33	0.43

Location quotient index. Canada = 1.00
Source: Statistics Canada 2021 Census.

6.5 Place of work and commuting to work

Table 42 shows the place of work status in 2021 for the workforce in Chatham-Kent and its population centres. Again, some of this data could be influenced by the COVID-19 pandemic. For example, across Ontario, 30 percent were working at home in 2021 compared to only 16 percent across Chatham-Kent. Even in Chatham, only 17 percent were working from home. Only 9 percent in Wheatley and Wallaceburg were working from home in 2021.

Table 42: Place of work status, Chatham-Kent population centres (2021)

	Worked home	Worked outside Canada	No fixed workplace address	Usual place of work
Chatham-Kent	16%	0.3%	11%	72%
Chatham	17%	0.2%	10%	73%
Wallaceburg	9%	0.5%	10%	81%
Tilbury	10%	1.0%	11%	78%
Blenheim	14%	0.0%	9%	76%
Ridgetown	12%	0.0%	11%	78%
Wheatley	9%	0.0%	12%	79%
Dresden	11%	0.0%	10%	79%
Ontario	30%	0.5%	12%	58%
Canada	24%	0.3%	13%	63%

Source: Statistics Canada 2021 Census.

Among those with a usual place of work in 2021 (i.e. they don't work from home or have a job that doesn't have a fixed location), 82 percent worked within Chatham-Kent and 18 percent commuted outside the municipality for work. Among those living in Tilbury with a fixed place of work, 39 percent left Chatham-Kent each day. Wallaceburg and Dresden also had relatively high rates of commuting outside the municipality.



Table 43: Commuting destination, Chatham-Kent population centres (2021)

	Commute within census subdivision (CSD) of residence	Commute to a different census subdivision (CSD) within census division (CD) of Canada	Commute to a different census subdivision (CSD) and census division (CD) within Ontario	Commute to a different province or territory
Chatham-Kent	82%	0.2%	18%	0.1%
Chatham	89%	0.0%	11%	0.1%
Wallaceburg	76%	0.0%	24%	0.0%
Tilbury	61%	0.0%	39%	0.0%
Blenheim	93%	0.0%	7%	0.0%
Ridgetown	89%	1.7%	10%	0.0%
Wheatley	30%	0.0%	70%	0.0%
Dresden	76%	0.0%	23%	0.0%
Ontario	59%	17%	23%	0.5%
Canada	59%	22%	19%	0.9%

Source: Statistics Canada 2021 Census.

In general, those commuting to work face less of a commute than the typical workers in Ontario or Canada. One in four spend at least 30 minutes one-way commuting to work compared to 38 percent across Ontario and 33 percent across Canada.

Only 17 percent of those living in Blenheim faced a 30 minute or more one-way commute compared to 38 percent of those living in Dresden.

Table 44: Commuting duration, Chatham-Kent population centres (2021)

	Less than 15 minutes	15 to 29 minutes	30 to 44 minutes	45 to 59 minutes	60 minutes and over	30+ minutes
Chatham-Kent	49%	27%	14%	5%	5%	25%
Chatham	62%	21%	9%	4%	5%	17%
Wallaceburg	50%	16%	21%	8%	5%	34%
Tilbury	44%	24%	24%	5%	2%	32%
Blenheim	43%	41%	8%	3%	6%	17%
Ridgetown	45%	26%	18%	4%	6%	28%
Wheatley	29%	45%	12%	10%	3%	26%
Dresden	33%	29%	24%	9%	4%	38%
Ontario	28%	34%	21%	8%	9%	38%
Canada	32%	35%	19%	7%	7%	33%

Source: Statistics Canada 2021 Census.

7.1 Recommended workforce development initiatives

Based on the profile of the workforce developed above, there are a number of potential initiatives that stakeholders in Chatham-Kent can pursue to strengthen and deepen the talent pipeline. These are presented in no particular order.

Recommendation:	Rationale/Approach:
Encouraging older-workers to stay in the workforce longer (but on their own terms)	<p>There are some occupations for which a larger share of workers stay beyond the age of 65. There is an opportunity to encourage more to stay in the workforce and/or fill gaps in demand in sectors such as tourism. An older worker might consider 3-4 months employment in tourism to earn extra money to invest in travel or other pursuits.</p> <p>Employers need to be encouraged to modify jobs and offer appropriate training to tap into this potential pool of workers. Offering seasonal or part time jobs, for example, or offering benefits that would be attractive to older workers.</p>
Targeting specific skills gaps	<p>Although not analyzed in detail in this report, the Chatham-Kent Job Demand Report does provide a summary of specific skills that are in-demand such as interpersonal skills, customer service, communications, leadership and planning. Specific seminars could be offered by employers or workforce development groups to address any specific skills gaps.</p> <p>The other issue is the relatively large share of the workforce with below Grade 12 education (even among younger age cohorts). Boosting the education level of this</p>
Targeting other barriers to workforce participation	<p>The participation rate among younger women is significantly below young men. This could be related to access to childcare or elder care. Transportation could be another barrier as the municipality is large and has limited public transportation. Addressing some of these barriers could expand the size of the local workforce.</p> <p>The immigrant and indigenous workforce participation rates are lower than the overall participation rate and that could be the result of barriers. While the participation rate among those with disabilities in the community is unknown if similar to the national level it could be 20 percent or higher.</p>
Encouraging wage growth when needed	<p>As shown in this report, there are a number of occupational groups with a fairly sizeable negative wage gap particularly in occupations related to agriculture, care and sales. Employers should be encouraged to pay competitive wages to attract people into these roles.</p>

Recommendation:	Rationale/Approach:
<p>Educating young people on the broad range of career opportunities</p>	<p>As developed in this report, Chatham-Kent needs workers across a broad spectrum, and this will only become more pronounced with the retirement of the 55+ workforce. One of the community’s strengths is the diversity of the economy, from agriculture to manufacturing to service industries and tourism.</p> <p>Many guidance counsellors and parents steer young people into university or a narrow list of occupations requiring university education when a large share of the jobs on offer now and the future workforce demand will not require a university education.</p> <p>A mismatch between the education levels and workforce demand can be a significant barrier to economic growth.</p> <p>Young people should be exposed to careers across the spectrum and specific career paths. Almost every industry offers ways for young people to advance in their careers. For example, a worker in housekeeping can be promoted to a supervisory role or another role in the hotel. If they work hard, they can be promoted into a management role and, one day, could even end up managing a hotel or buying a motel and becoming an entrepreneur.</p> <p>Young people are not interested in 40-year careers in one occupation. They need to be shown how jobs in agriculture, manufacturing, tourism, health care and all sectors can offer career paths.</p>
<p>More focus on experiential learning</p>	<p>Related to the previous recommendation, there should be an emphasis on experiential learning at a young age. In high school, college and university, there should be experiential learning opportunities in all sectors of the economy in Chatham-Kent. Some sectors are better at this than others.</p> <p>This can range from a day at the factory to agriculture harvesting jobs to six-month career placement jobs. A specific focus should be put on those occupations experiencing the greatest demand and those with a relatively small younger workforce (as developed above).</p> <p>Even for those studying at PSE elsewhere in Ontario and beyond, a push should be made to attract them back to Chatham-Kent for their experiential learning (co-ops, work terms, internships, etc.).</p>
<p>Encouraging more online learning</p>	<p>As mentioned, Chatham-Kent is at a disadvantage compared to communities with more PSE capacity. Online learning could be an important tool to provide education and training without people leaving the community.</p>

Recommendation:	Rationale/Approach:
<p>Attracting more post-secondary education</p>	<p>One of the important talent pipeline advantages is the presence of post-secondary education (PSE) in the community. Those communities with a large share of students enrolled in post-secondary education are better positioned than communities without PSE infrastructure. These colleges are becoming conduits for immigration as they are attracting international students who graduate and want to stay in the local community. St. Clair College has a campus in Chatham-Kent offering a range of programs including Business Accounting, Office Administration, Early Childhood Education, Occupational Therapist Assistant, Personal Support Worker, Collaborative Nursing and Practical Nursing. The college should be a key partner expanding programming into areas of higher demand in the area. Further, the college has the opportunity to work with local industries to develop customized training and firm-specific programs to meet local demand.</p> <p>The University of Guelph, Ridgetown Campus is also an important part of the PSE ecosystem in the community.</p> <p>As shown in this report, young people in Chatham-Kent are considerably less likely to be in PSE and even among those aged 25-64, the share enrolled in education is about half compared to the province overall. Life-long learning should be encouraged.</p>
<p>Aligning post-secondary education to workforce demand</p>	<p>Workforce development stakeholders in Chatham-Kent should continue to focus on aligning PSE education in the community to workforce demand. Because St. Clair College and the University of Guelph, Ridgetown Campus do not provided education for all in-demand occupations, the approach should expand to other regional colleges and universities (Windsor, Western, etc.).</p> <p>Students should be made aware of the opportunities just down the road in Chatham-Kent. This could include experiential learning opportunities, bursaries or other ways to expose students to opportunities in Chatham-Kent.</p>
<p>Increased targeting of immigrants (including international students)</p>	<p>As discussed herein, immigrants and non-permanent residents are now accounting for all net growth in the provincial workforce (between 2016-2021). If Chatham-Kent had attracted its 'share' of immigrants (based on population), it would have added an estimated 1,350 to the workforce in 2021. Moving forward immigrants will be a key target for workforce demand ranging from temporary foreign workers to highly skilled professionals. Initiatives such as the OINP Regional Pilot have helped Chatham-Kent attract skilled workers to fulltime permanent jobs and opportunities to embrace similar initiatives should be pursued.</p> <p>An increasing share of Canada's immigrants start as international students.</p> <p>Many of the students are getting post-graduate work permits and staying in the community. Further, they are playing a significant role meeting the demand for part-time and seasonal jobs while they are in school.</p>

Recommendation:	Rationale/Approach:
Addressing temporary workforce demand	<p>A large share of Chatham-Kent jobs require part-time or seasonal workers. In the past when there was a much larger pool of young people, many of these jobs were filled by high school or college students or by second household income earners. A strong and dynamic workforce will meet the needs of employers across all industries and occupations. As discussed in this report, if there isn't a workforce for industries requiring part-time or seasonal employment, those industries may stop investing in the community.</p> <p>There are many ways that communities across Canada are addressing demand for part-time, seasonal or related jobs, including:</p> <ul style="list-style-type: none"> • Attracting/retaining older workers. • Boosting the number of working young people. • Attracting temporary foreign workers. • Attracting more PSE students and helping them find jobs while in school. • Providing supports (e.g. child care, training) to grow the pool of second household income earners. • Fostering more occupational pluralism (OP) where people work two or more seasonal or part-time jobs. • Encouraging more self-employment (see below). <p>Chatham-Kent should have a plan to address demand in part-time and seasonal roles</p>
Encouraging self-employment	<p>Self-employment can be an important way to address workforce gaps in a community. This applies to professional occupations and can also apply to other occupational groups. For example, a group of housekeepers could band together to start a small business cleaning rooms for multiple clients in the accommodations sector. Self-employment could help address gaps in health care, transportation and many other sectors.</p> <p>Not everyone has the interest or aptitude for self-employment, but for some this could be a way for them to raise their income and have more flexibility in their careers thus potentially supporting greater labour market participation among underrepresented groups (e.g. women).</p>

7.2 Building capacity to support workforce development

The case for government investment in economic development is fairly straightforward. Municipal, provincial and federal government investment that boosts entrepreneurship and the level of business investment in a community increases the tax base that is needed to pay for high quality public services. Every \$1million in new direct payroll in the local community boosts government tax coffers by over \$300,000 (all levels of government).

The average household in Ontario spends nearly \$3,000 in property taxes to support municipal government spending.

Workforce development historically was less targeted based on specific communities. Governments invested in the education sector and developed targeted training programs for specific groups that were struggling to attach to the workforce.

Now, workforce development needs to be treated the same as economic development. Investment by all three levels of government on community-level initiatives to ensure there are enough workers to meet the demand of employers.

Every 100 jobs that are filled in Chatham-Kent as a result of workforce development efforts boosts municipal tax coffers by nearly \$800,000 over five years - not including any taxes from commercial and industrial activity⁶.



⁶Assuming the median employment in the community and the average household income allocated to property taxes in Ontario.

Appendix A: Top 30 Hard to Fill Jobs, Chatham-Kent January 2023

	NOC	Description:	Skill level:	Postings	Avg. days
1	6711	Food counter attendants, kitchen helpers and related occupations	NOC Skill Level D	68	25.9
2	4412	Home support workers, housekeepers and related occupations	NOC Skill Level C	60	21.2
3	6421	Retail salespersons	NOC Skill Level C	59	17.1
4	3012	Registered nurses and registered psychiatric nurses	NOC Skill Level A	43	38.2
5	3233	Registered practical nurses	NOC Skill Level B	43	32.9
6	6552	Other customer and information services representatives	NOC Skill Level C	37	20.2
7	4212	Social and community service workers	NOC Skill Level B	34	39.7
8	9619	Other labourers in processing, manufacturing and utilities	NOC Skill Level D	32	18.7
9	7511	Transport truck drivers	NOC Skill Level C	26	27.9
10	8431	General farm workers	NOC Skill Level C	24	19.0
11	6311	Food service supervisors	NOC Skill Level B	23	20.1
12	6322	Cooks	NOC Skill Level B	22	29.0
13	1241	Administrative assistants	NOC Skill Level B	21	29.5
14	6611	Cashiers	NOC Skill Level D	19	16.9
15	125	Other business services managers	NOC Skill Level A	17	19.5
16	1111	Financial auditors and accountants	NOC Skill Level A	16	33.1
17	6733	Janitors, caretakers and building superintendents	NOC Skill Level D	16	19.6
18	1114	Other financial officers	NOC Skill Level A	16	19.2
19	7241	Electricians (except industrial and power system)	NOC Skill Level B	15	19.1
20	6731	Light duty cleaners	NOC Skill Level D	15	21.0
21	621	Retail and wholesale trade managers	NOC Skill Level A	14	11.1
22	1431	Accounting and related clerks	NOC Skill Level C	14	20.7
23	7311	Construction millwrights and industrial mechanics	NOC Skill Level B	14	20.5
24	6623	Other sales related occupations	NOC Skill Level D	14	16.8
25	5254	Program leaders and instructors in recreation, sport and fitness	NOC Skill Level B	14	31.5
26	6622	Store shelf stockers, clerks and order fillers	NOC Skill Level D	14	20.0
27	311	Managers in health care	NOC Skill Level A	14	22.6
28	2123	Agricultural representatives, consultants and specialists	NOC Skill Level A	13	19.1
29	1521	Shippers and receivers	NOC Skill Level C	12	20.8
30	1414	Receptionists	NOC Skill Level C	12	35.0

Appendix B: Immigrants and Non-Permanent Residents in the Workforce

By occupational group, minimum 100 immigrants

	Immigrants and NPRs	% of total
Total workforce	4,915	9%
1 Business, finance and administration occupations	505	7%
131 Administrative occupations	155	10%
14 Administrative and financial support and supply chain logistics	145	6%
2 Natural and applied sciences and related occupations	400	15%
21 Professional occupations in natural and applied sciences	220	24%
213 Professional occupations in engineering	110	33%
22 Technical occupations related to natural and applied sciences	155	10%
3 Health occupations	385	9%
31 Professional occupations in health	185	11%
33 Assisting occupations in support of health services	135	8%
331 Assisting occupations in support of health services	135	8%
4 Occupations in education, law and social, community/government	340	6%
41 Professional occupations in law, education, social, community/gov.	210	8%
412 Professional occupations in education services	115	7%
6 Sales and service occupations	1,305	10%
60 Middle management occupations in trade and customer services	225	13%
600 Middle management occupations in trade and customer services	225	13%
62 Retail sales and service supervisors and specialized occupations	110	14%
63 Occupations in sales and services	160	10%
632 Occupations in services	140	12%
64 Sales and service reps and other customer and personal services	355	10%
641 Retail salespersons and non-technical wholesale trade sales reps	190	9%
644 Occupations in customer, information and protective services	130	10%
65 Sales and service support occupations	450	8%
7 Trades, transport and equipment operators and related occupations	980	9%
72 Technical trades and transportation officers and controllers	285	7%
73 General trades	450	14%
733 Transportation occupations	310	17%
75 Helpers and labourers and other transport drivers, operators	155	7%
8 Natural resources, agriculture and related production occupations	465	12%
80 Middle management occupations in production and agriculture	165	10%
800 Middle management occupations in production and agriculture	165	10%
85 Harvesting, landscaping and natural resources labourers	245	16%
851 Harvesting, landscaping and natural resources labourers	245	16%
9 Occupations in manufacturing and utilities	470	10%
94 Machine operators, assemblers and inspectors in processing, manufacturing and printing	215	9%
95 Labourers in processing, manufacturing and utilities	190	14%

Appendix C: Ratio of Young to Older Workers (Ratio <30 to>55)

Occupations with more under 30 than 55 and older are bolded

Occupational group:	Chatham-Kent	ONT
Total workforce	0.84	1.04
1 Business, finance and administration occupations	0.40	0.75
10 Specialized middle management occupations in administrative services, financial and business services and communication (except broadcasting)	0.25	0.54
11 Professional occupations in finance and business	0.49	1.04
111 Professional occupations in finance	0.48	0.83
1110 Auditors, accountants and investment professionals	0.48	0.83
112 Professional occupations in business	0.48	1.35
1120 Human resources and business service professionals	0.48	1.35
12 Administrative and financial supervisors and specialized administrative occupations	0.33	0.55
121 Specialized administrative occupations	0.57	0.85
1210 Administrative and regulatory occupations	0.61	0.82
122 Accounting, insurance and related business administrative occupations	0.21	0.34
13 Administrative occupations and transportation logistics occupations	0.28	0.53
131 Administrative occupations	0.25	0.51
1310 Administrative, property and payroll officers	0.18	0.41
1311 Office administrative assistants - general, legal and medical	0.35	0.64
14 Administrative and financial support and supply chain logistics occupations	0.54	0.94
141 Office, court, and data support occupations	0.65	1.18
1410 Office support and court services occupations	0.62	1.14
142 Financial, insurance and related administrative support workers	0.37	0.56
1420 Financial, insurance and related administrative support workers	0.37	0.56
144 Supply chain logistics, tracking and scheduling coordination occupations	0.51	0.97
2 Natural and applied sciences and related occupations	0.84	1.08
21 Professional occupations in natural and applied sciences	0.88	1.25
212 Professional occupations in applied sciences (except engineering)	0.83	1.54
213 Professional occupations in engineering	0.87	0.86
22 Technical occupations related to natural and applied sciences	0.89	1.02
222 Technical occupations related to applied sciences (except engineering)	0.79	1.16
223 Technical occupations related to engineering	0.79	0.80
3 Health occupations	1.26	0.92
31 Professional occupations in health	0.61	0.76
313 Nursing and allied health professionals	0.68	1.02
3130 Nursing and allied health professionals	0.68	1.02
31301 Registered nurses and registered psychiatric nurses	0.70	1.07
32 Technical occupations in health	3.36	1.35
321 Technical occupations in health (except practitioners of natural healing)	3.54	1.53
3210 Technical occupations in therapy and assessment	4.56	2.22

Occupational group:	Chatham-Kent	ONT
32101 Registered practical nurses	8.50	1.59
33 Assisting occupations in support of health services	1.64	0.96
331 Assisting occupations in support of health services	1.64	0.96
3310 Assisting occupations in support of health services	1.64	0.96
33102 Nurse aides, orderlies and patient service associates	1.28	0.74
4 Occupations in education, law and social, community and government services	0.85	0.95
41 Professional occupations in law, education, social, community and government services	0.76	0.89
412 Professional occupations in education services	1.09	0.98
4122 Secondary, elementary and kindergarten school teachers	0.87	0.76
41220 Secondary school teachers	0.46	0.54
41221 Elementary school and kindergarten teachers	1.24	0.90
413 Professional occupations in social and community services	0.32	0.62
4130 Social and community service professionals	0.33	0.57
42 Front-line public protection services and paraprofessional occupations in legal, social, community, education services	1.19	1.36
422 Paraprofessional occupations in legal, social, community and education services	1.25	1.40
4220 Paraprofessional occupations in legal, social, community and education services	1.25	1.40
42201 Social and community service workers	0.83	1.23
42202 Early childhood educators and assistants	3.00	1.88
43 Assisting occupations in education and in legal and public protection	0.89	1.23
431 Assisting occupations in educational	0.85	1.08
4310 Assisting occupations in education	0.85	1.08
5 Occupations in art, culture, recreation and sport	0.83	1.31
6 Sales and service occupations	1.24	1.61
60 Middle management occupations in retail and wholesale trade and customer services	0.32	0.51
600 Middle management occupations in retail and wholesale trade and customer services	0.32	0.51
6002 Retail and wholesale trade managers	0.23	0.42
6003 Managers in food service and accommodation	0.74	0.81
62 Retail sales and service supervisors and specialized occupations in sales and services	1.31	1.34
620 Retail sales and service supervisors	1.76	2.24
63 Occupations in sales and services	0.84	1.00
631 Occupations in sales	0.32	0.47
6310 Insurance, real estate and financial sales occupations	0.32	0.47
632 Occupations in services	1.06	1.75
6320 Cooks, butchers and bakers	1.66	2.27
6321 Hairstylists and estheticians	0.35	1.10
64 Sales and service representatives and other customer and personal services occupations	1.06	1.73

Occupational group:	Chatham-Kent	ONT
641 Retail salespersons and non-technical wholesale trade sales and account representatives	1.04	1.75
644 Occupations in customer, information and protective services	1.24	1.85
6440 Customer and information services representatives	1.32	1.88
65 Sales and service support occupations	1.95	2.50
651 Sales support occupations	2.23	3.92
6510 Cashiers and other sales support occupations	2.23	3.92
652 Support occupations in food, accommodation and tourism	3.93	4.48
6520 Food support occupations	4.51	4.80
65201 Food counter attendants, kitchen helpers and related support occupations	4.78	5.04
653 Support occupations in cleaning and related services	0.59	0.58
6531 Cleaners	0.57	0.54
7 Trades, transport and equipment operators and related occupations	0.67	0.75
70 Middle management occupations in trades and transportation	0.29	0.36
700 Middle management occupations in trades and transportation	0.29	0.36
7001 Managers in construction and facility operation and maintenance	0.30	0.37
72 Technical trades and transportation officers and controllers	0.91	0.85
720 Technical trades contractors and supervisors	0.28	0.33
7201 Contractors and supervisors, technical industrial, electrical and construction trades and related workers	0.32	0.31
721 Technical industrial trades	0.91	0.77
7210 Machining, metal forming, shaping and erecting trades	0.91	0.77
72106 Welders and related machine operators	1.64	0.99
722 Technical electrical trades	1.53	1.38
7220 Technical electrical trades and electrical power line and telecommunications workers	1.53	
723 Technical construction trades	1.39	1.15
7231 Carpenters and cabinetmakers	1.94	1.00
724 Technical maintenance trades	0.95	0.88
7240 Machinery and transportation equipment mechanics (except motor vehicles)	0.73	0.75
7241 Automotive service technicians	1.15	1.06
73 General trades	0.37	0.46
731 General construction trades	2.00	0.98
732 Building maintenance installers, servicers and repairers	0.69	0.63
733 Transportation occupations	0.10	0.28
7330 Transport truck and transit drivers	0.09	0.27
73300 Transport truck drivers	0.12	0.35
734 Operators, drillers and blasters	0.71	0.65
7340 Operators, drillers and blasters	0.71	0.65

Occupational group:	Chatham-Kent	ONT
74 Mail and message distribution, other transport equipment operators and related maintenance workers	0.39	0.81
741 Mail and message distribution occupations	0.21	0.58
75 Helpers and labourers and other transport drivers, operators and labourers	1.06	1.26
751 Helpers and labourers	1.59	1.67
75101 Material handlers	0.68	1.29
7511 Trades helpers and labourers	3.14	2.28
75110 Construction trades helpers and labourers	3.15	2.25
752 Transport drivers, operators and labourers	0.45	0.71
7520 Taxi, personal service and delivery service drivers	0.31	0.64
8 Natural resources, agriculture and related production occupations	0.61	1.12
80 Middle management occupations in production and agriculture	0.09	0.18
800 Middle management occupations in production and agriculture	0.09	0.18
80020 Managers in agriculture	0.09	0.18
84 Workers in natural resources, agriculture and related production	1.30	1.78
841 Workers in natural resources and fisheries	1.30	1.78
8412 Workers in agriculture and fishing occupations	1.43	1.78
85 Harvesting, landscaping and natural resources labourers	2.40	2.77
851 Harvesting, landscaping and natural resources labourers	2.40	2.77
8510 Agriculture, horticulture and harvesting labourers and related occupations	4.40	2.61
85121 Landscaping and grounds maintenance labourers	1.29	2.70
9 Occupations in manufacturing and utilities	0.78	0.67
92 Processing, manufacturing and utilities supervisors and utilities operators and controllers	0.42	0.43
94 Machine operators, assemblers and inspectors in processing, manufacturing and printing	0.83	0.63
941 Processing and manufacturing machine operators and related production workers	0.97	0.57
942 Assemblers and inspectors in manufacturing	0.74	0.68
9420 Mechanical, electrical and electronics assemblers and inspectors	0.80	0.69
94200 Motor vehicle assemblers, inspectors and testers	0.76	0.75
95 Labourers in processing, manufacturing and utilities	0.93	1.04

Appendix D: Two-Digit NOC Occupational Groups by Share 55 and Older, Chatham-Kent (Min. 200 Workers)

Occupational group:	Workforce	55+	% 55+
Total workforce	57,655	20,100	35%
Occupation - not applicable	7,300	5,205	71%
All occupations	50,355	14,895	30%
0 Legislative and senior management occupations	295	130	44%
00 Legislative and senior managers	295	130	44%
1 Business, finance and administration occupations	6,480	2,290	35%
10 Specialized middle management occupations in administrative services, financial and business services and communication (except broadcasting)	590	155	26%
11 Professional occupations in finance and business	975	270	28%
12 Administrative and financial supervisors and specialized administrative occupations	1,135	455	40%
13 Administrative occupations and transportation logistics occupations	1,625	660	41%
14 Administrative and financial support and supply chain logistics occupations	2,150	755	35%
2 Natural and applied sciences and related occupations	2,525	580	23%
20 Specialized middle management occupations in engineering, architecture, science and information systems	200	45	23%
21 Professional occupations in natural and applied sciences	890	220	25%
22 Technical occupations related to natural and applied sciences	1,440	305	21%
3 Health occupations	4,200	785	19%
30 Specialized middle management occupations in health care	80	30	38%
31 Professional occupations in health	1,515	330	22%
32 Technical occupations in health	960	85	9%
33 Assisting occupations in support of health services	1,645	345	21%
4 Occupations in education, law and social, community and government services	5,170	1,185	23%
40 Managers in public administration, in education and social and community services and in public protection services	255	60	24%
41 Professional occupations in law, education, social, community and government services	2,455	585	24%
42 Front-line public protection services and paraprofessional occupations in legal, social, community, education services	1,625	285	18%
43 Assisting occupations in education and in legal and public protection	530	130	25%
44 Care providers and legal and public protection support occupations	270	105	39%
45 Student monitors, crossing guards and related occupations	35	20	57%

Occupational group:	Workforce	55+	% 55+
5 Occupations in art, culture, recreation and sport	735	225	31%
50 Specialized middle management occupations in art, culture, recreation and sport	50	15	30%
51 Professional occupations in art and culture	165	75	45%
52 Technical occupations in art, culture and sport	205	45	22%
53 Occupations in art, culture and sport	135	50	37%
54 Support occupations in sport	170	0	0%
55 Support occupations in art and culture	0	0	0%
6 Sales and service occupations	12,660	3,525	28%
60 Middle management occupations in retail and wholesale trade and customer services	1,655	565	34%
62 Retail sales and service supervisors and specialized occupations in sales and services	740	155	21%
63 Occupations in sales and services	1,465	480	33%
64 Sales and service representatives and other customer and personal services occupations	3,415	1,040	30%
65 Sales and service support occupations	5,380	1,285	24%
7 Trades, transport and equipment operators and related	10,515	3,545	34%
70 Middle management occupations in trades & transportation	625	225	36%
72 Technical trades and transportation officers and controllers	4,155	1,170	28%
73 General trades	3,125	1,325	42%
74 Mail and message distribution, other transport equipment operators and related maintenance workers	565	190	34%
75 Helpers and labourers and other transport drivers, operators and labourers	2,050	635	31%
8 Natural resources, agriculture and related production occs	3,485	1,420	41%
80 Middle management occupations in production and agriculture	1,480	990	67%
82 Supervisors in natural resources, agriculture and related production	150	40	27%
83 Occupations in natural resources and related production	55	0	0%
84 Workers in natural resources, agriculture and related	465	120	26%
85 Harvesting, landscaping and natural resources labourers	1,340	250	19%
9 Occupations in manufacturing and utilities	4,300	1,210	28%
90 Middle management occupations in manufacturing and utilities	280	85	30%
92 Processing, manufacturing and utilities supervisors and utilities operators and controllers	400	85	21%
93 Central control and process operators and aircraft assembly assemblers and inspectors	60	0	0%
94 Machine operators, assemblers and inspectors in processing, manufacturing and printing	2,265	595	26%
95 Labourers in processing, manufacturing and utilities	1,305	415	32%

Appendix E: Median Wage on Offer by Three-Digit NOC Occupations

Occupational group:	Chatham-Kent	ONT	ONT=1.00
All occupations:	\$52,943	\$48,128	1.10
011 Administrative services managers	\$100,101	\$94,946	1.05
012 Managers in financial and business services	\$92,591	\$91,905	1.01
031 Managers in health care	\$88,476	\$94,744	0.93
042 Managers in education, social and community services	\$87,013	\$85,757	1.01
043 Managers in public protection services	\$123,337	\$116,539	1.06
060 Corporate sales managers	\$90,737	\$87,819	1.03
063 Managers in food service and accommodation	\$37,259	\$42,567	0.88
071 Managers in construction and facility operation and maintenance	\$77,032	\$77,578	0.99
073 Managers in transportation	\$92,914	\$92,359	1.01
082 Managers in agriculture, horticulture and aquaculture	\$53,474	\$56,167	0.95
091 Managers in manufacturing and utilities	\$104,818	\$87,641	1.20
111 Auditors, accountants and investment professionals	\$77,968	\$65,055	1.20
112 Human resources and business service professionals	\$68,125	\$62,755	1.09
121 Administrative services supervisors	\$52,928	\$54,673	0.97
122 Administrative and regulatory occupations	\$56,030	\$52,361	1.07
124 Office administrative assistants - general, legal and medical	\$47,832	\$45,350	1.05
125 Court reporters, transcriptionists, records management technicians and statistical officers	\$50,031	\$51,688	0.97
131 Finance, Insurance and related business administrative occupations	\$47,950	\$55,487	0.86
141 General office workers	\$41,145	\$38,664	1.06
142 Office equipment operators	\$40,502	\$37,966	1.07
143 Financial, insurance and related administrative support workers	\$46,747	\$44,384	1.05
145 Library, correspondence and other clerks	\$42,560	\$39,165	1.09
151 Mail and message distribution occupations	\$45,871	\$36,400	1.26
152 Supply chain logistics, tracking and scheduling co-ordination occupations	\$47,085	\$40,248	1.17
212 Life science professionals	\$83,072	\$67,119	1.24
213 Civil, mechanical, electrical and chemical engineers	\$89,893	\$80,796	1.11
214 Other engineers	\$90,648	\$80,435	1.13
216 Mathematicians, statisticians and actuaries	\$107,756	\$82,209	1.31
217 Computer and information systems professionals	\$77,489	\$81,634	0.95
222 Technical occupations in life sciences	\$55,693	\$45,087	1.24
223 Technical occupations in civil, mechanical and industrial engineering	\$66,277	\$58,466	1.13

Occupational group:	Chatham-Kent	ONT	ONT=1.00
224 Technical occupations in electronics and electrical engineering	\$61,833	\$53,120	1.16
225 Technical occupations in architecture, drafting, surveying, geomatics and meteorology	\$65,322	\$53,205	1.23
226 Other technical Inspectors and regulatory officers	\$76,230	\$64,027	1.19
227 Transportation officers and controllers	\$92,021	\$69,833	1.32
228 Technical occupations in computer and info systems	\$58,826	\$55,310	1.06
301 Professional occupations in nursing	\$81,762	\$69,295	1.18
311 Physicians, dentists and veterinarians	\$73,582	\$137,867	0.53
312 Optometrists, chiropractors and other health diagnosing and treating professionals	\$99,550	\$95,735	1.04
313 Pharmacists, dietitians and nutritionists	\$93,337	\$86,577	1.08
314 Therapy and assessment professionals	\$75,125	\$72,971	1.03
321 Medical technologists and technicians (except dental)	\$64,291	\$53,199	1.21
322 Technical occupations in dental health care	\$74,573	\$73,240	1.02
323 Other technical occupations in health care	\$66,523	\$57,977	1.15
341 Assisting occupations in support of health services	\$43,485	\$41,735	1.04
402 College and other vocational Instructors	\$82,624	\$63,330	1.30
403 Secondary and elementary school teachers and educational counsellors	\$89,094	\$62,431	1.43
411 Judges, lawyers and Quebec notaries	\$92,440	\$99,210	0.93
415 Social and community service professionals	\$66,067	\$64,566	1.02
416 Policy and program researchers, consultants and officers	\$66,783	\$67,153	0.99
421 Paraprofessional occupations in legal, social, community and education services	\$46,750	\$42,866	1.09
441 Home care providers and educational support	\$43,713	\$38,339	1.14
442 Legal and public protection support occupations	\$62,985	\$60,088	1.05
512 Writing, translating and related communications professionals	\$56,275	\$57,904	0.97
513 Creative and performing artists	\$52,435	\$62,431	0.84
524 Creative designers and craftspersons	\$48,906	\$56,203	0.87
525 Athletes, coaches, referees and related occupations	\$32,245	\$35,745	0.90
621 Retail sales supervisors	\$37,384	\$34,418	1.09
622 Technical sales specialists in wholesale trade and retail and wholesale buyers	\$54,956	\$60,803	0.90
623 Insurance, real estate and financial sales occupations	\$50,091	\$49,418	1.01
631 Service supervisors	\$37,919	\$39,196	0.97
632 Chefs and cooks	\$31,405	\$34,240	0.92
633 Butchers and bakers	\$31,054	\$35,421	0.88
634 Specialized occupations in personal and customer services	\$37,641	\$33,672	1.12

Occupational group:	Chatham-Kent	ONT	ONT=1.00
641 Sales and account representatives - wholesale trade	\$53,925	\$50,067	1.08
642 Retail salespersons	\$31,754	\$31,396	1.01
651 Occupations in food and beverage service	\$29,743	\$28,533	1.04
652 Occupations in travel and accommodation	\$39,702	\$35,686	1.11
653 Tourism and amusement services occupations	\$40,332	\$32,802	1.23
654 Security guards and related security services	\$35,443	\$35,293	1.00
655 Customer and information services representatives	\$39,861	\$36,792	1.08
656 Other occupations in personal service	\$34,200	\$33,561	1.02
661 Cashiers	\$29,009	\$29,946	0.97
662 Other sales support and related occupations	\$29,645	\$30,802	0.96
671 Food counter attendants, kitchen helpers and related	\$29,257	\$30,613	0.96
672 Support occupations in accommodation, travel and amusement services	\$31,928	\$31,993	1.00
673 Cleaners	\$39,063	\$35,745	1.09
674 Other service support and related occupations, n.e.c.	\$31,854	\$31,506	1.01
723 Machining, metal forming, shaping/erecting trades	\$58,877	\$49,021	1.20
724 Electrical trades and electrical power line and telecommunications workers	\$66,013	\$56,105	1.18
725 Plumbers, pipefitters and gas fitters	\$62,029	\$59,464	1.04
727 Carpenters and cabinetmakers	\$55,066	\$49,571	1.11
728 Masonry and plastering trades	\$61,774	\$60,601	1.02
729 Other construction trades	\$47,167	\$45,277	1.04
730 Contractors and supervisors, maintenance trades and heavy equipment and transport operators	\$70,578	\$67,992	1.04
731 Machinery and transportation equipment mechanics	\$68,701	\$60,112	1.14
732 Automotive service technicians	\$47,439	\$49,932	0.95
733 Other mechanics and related repairers	\$56,992	\$47,847	1.19
744 Other Installers, repairers and servicers	\$51,935	\$41,949	1.24
745 Longshore workers and material handlers	\$42,698	\$35,470	1.20
751 Motor vehicle and transit drivers	\$48,325	\$44,322	1.09
752 Heavy equipment operators	\$60,352	\$50,287	1.20
761 Trades helpers and labourers	\$47,922	\$41,239	1.16
762 Public works and other labourers, n.e.c.	\$54,830	\$39,459	1.39
843 Agriculture and horticulture workers	\$37,593	\$31,384	1.20
861 Harvesting, landscaping, natural resources labourers	\$34,889	\$35,941	0.97
923 Central control and process operators manufacturing	\$72,964	\$53,217	1.37
924 Utilities equipment operators and controllers	\$83,873	\$61,062	1.37
941 Machine operators and related workers in mineral and metal products processing and manufacturing	\$45,811	\$55,598	0.82
942 Machine operators and related workers in chemical, plastic and rubber processing	\$48,097	\$47,346	1.02
953 Other assembly and related occupations	\$45,031	\$36,216	1.24
961 Labourers in processing, manufacturing and utilities	\$40,428	\$34,797	1.16

