

Subject: Results of the Corporation of the City of Windsor's 2018 Workforce Census

Recommendation:

THAT the Results of the Corporation of the City of Windsor's 2018 Workforce Census BE RECEIVED for information.

Executive Summary:

As part of the Diversity and Inclusion Initiative, CR361/2018, City Council authorized the distribution of a Workforce Census to Corporate staff after further consultation from local agencies. From June 19, 2018 to September 7, 2018 additional consultation was conducted with community agencies, employees, and stakeholders to refine the Workforce Census that was initially sent to Council as part of C103/2018: Diversity and Inclusion Initiative – Phase One. Recommendations were incorporated into the survey.

The Workforce Census was communicated to staff on September 10, 2018 and closed on November 9, 2018. There was a completion rate of 30.90%, with 1,002 responses to the Workforce Census. The data was provided to a consultant, Analytical People, for review and analysis in comparison to the 2016 Canadian Census for Windsor (CY). All references to the Canadian Census in this report refer to the data for Windsor (CY). This final report and information was received from the consultant on April 18, 2019.

Highlights from the data:

- Over 20% of the workforce will be eligible to retire within the next 5 years
- Almost 75% of the workforce say that they use their professional designation/skills in their current position with the City of Windsor. Among those who say they didn't the most likely reason is that their current role simply doesn't require them
- There is a statistically significant higher proportion of University and College graduates in the City of Windsor workforce as compared to the Windsor community
- There are 52.75% Men and 47.25% Women in Managerial positions at the City of Windsor with approximately 48% men and 51% women total in the Corporation
- Over 20% of the City of Windsor workforce speaks another language (other than English or French) and that is significantly higher than the proportion that speak another language in the Canadian Census (Windsor [CY]) (2.58%)
- Over 10% of the workforce speaks both English and French and that is higher than the 8.77% noted in the Canadian Census (Windsor [CY])

The City of Windsor workforce has a statistically significant higher proportion of respondents from the British Isles, European (including French), and North American Aboriginal ethnic groups in comparison to the Canadian Census (Windsor [CY]) population

- There is a statistically significant difference between the percentage of workforce respondents who consider themselves to be a Visible Minority (10.38% of the workforce self-identified as visible minorities whereas 26.92% of the Windsor community self-identified in the Canadian Census)
 - Despite the overall difference in significance observed, none of the differences in percentage at the ethnic group level are statistically significant
- 52% of staff provide dependent care with 376 respondents providing dependent care for children and 147 respondents providing dependent care for immediate family members
 - 8% of staff members provide dependent care for multiple categories with the highest percentage providing dependent care for children and immediate family members
- Just over 5% of the workforce self-identified as LGBTQ+¹
- 46% of those who identified on the LGBTQ+ spectrum are not “out” at work with only 17% completely “out” at work and the rest at varying degrees of being “out” at work
- The majority of the workforce described themselves as Christian
 - Other faiths make up about 7.6% of the workforce base
 - A significant group of respondents, 21.06% identified as having no religion
- 15.75% of the workforce self-identified as having a disability
 - The top recorded disabilities include:
 1. Chronic Illness
 2. Pain
 3. Mental Health
 4. Reduced Physical Capacity
 5. Hard of Hearing/Deaf/deaf
 6. Mobility Impairment
 7. Learning Difficulties
 8. Progressive Conditions
 9. Visual Impairment
 10. Eating Disorder/Disordered Eating
- 34.83% of the Windsor workforce self-identified as having discussed mental health with a medical professional and just over 11% of the workforce self-identified that they have been diagnosed with a mental health condition
- The open ended questions identified common themes in responses about what could be done in the workplace to make it more welcoming for a variety of contexts

¹ All responses except for Heterosexual/Straight, Prefer Not to Answer, and left blank inclusive

- With the exception of “Age” and “Disabilities,” Education (Training/Awareness) is a top 5 ask and is often most requested

The results from this data and information have been, and will continue to be, beneficial when implementing Action Items from Phase One and in assisting the Corporation’s internal Diversity and Inclusion Committee, the Inclusive Action Network, with their goals and mandate for the future. By understanding what is important to staff and what is necessary for them to excel at the workplace, the Action Item implementation has been tailored to fit the Corporation’s needs.

Background:

The Diversity and Inclusion Initiative was adopted by City Council on June 18, 2018 through CR361/2018. This Council Resolution also authorized Administration to distribute the Workforce Census to staff. The Initial Diversity and Inclusion Framework and Implementation Strategy has been underway since this date, which includes the distribution of the Workforce Census. This data will be used to help planning for policies, procedures, programs, communications, and other events that may take place at the Corporation, whether or not these are directly tied to the Diversity and Inclusion Initiative.

The Workforce Census was created in-house after consultations with staff members and by examining the Canadian Census in addition to other Workforce Census surveys that had been distributed, including:

- City of Hamilton
- Ottawa-Carleton District School Board
- Region of Peel Police Department

City Council approved distribution of the Census and directed Administration to further consult with local agencies to review and provide input on the Workforce Census to ensure all voices were being heard and engaged. The Workforce Census was distributed to all members of Windsor-Essex Local Immigration Partnership (WE LIP) which includes a variety of community stakeholders from:

- Employment & Trade
- Community and Social Services
- Education
- Government
- Service Providers
- Health Care
- Ethno-Cultural Groups
- Economic & Workforce Boards

The groups consulted also included the Multicultural Council of Windsor-Essex County, the United Way of Windsor-Essex County, the Windsor Pride Community, Education, and Resource Centre, and the Indigenous Communities in the Windsor-Essex County.

In addition, it was distributed to a focus group of staff members, including the Human Resources and Employee Relations Departments, and unions and associations. The Diversity and Inclusion Initiative's implementation created an Internal Diversity Committee, entitled the Inclusive Action Network, in addition to Employee Resource Groups, the Corporation's voluntary, employee-led groups that connect staff members from different marginalized groups, and the survey was given to these employees for their expertise and input.

These consultations refined the initial Workforce Census to become the final version that was distributed (**"Appendix A"**). All input was invaluable in ensuring key stakeholders and staff would feel heard and included in the questions asked and options provided.

On September 10, 2018, the Workforce Census was distributed to the City of Windsor staff. This began an eight (8) week long communications campaign to ensure as many staff members as possible were made aware of, and given the opportunity to participate in, the Workforce Census.

Each Manager and department was given the opportunity to sign up to have a workplace visit for the Workforce Census. These department visits allowed employees to ask further questions about the Workforce Census directly to those administering it and give these employees the ability to complete it during working hours. This was imperative as some employees do not have computer or desktop access as part of their regular work routine. Eighteen (18) departments and divisions were visited between September 14th to November 1st.

At the Manager's Meeting on September 19, 2018 and the Supervisor's Meeting on October 17, 2018, each Manager and Supervisor in attendance was given a presentation on the Workforce Census and offered an information package for the Workforce Census that included a briefing kit, an overview of the Initiative as well as materials to help communicate information about the Workforce Census to staff in their area. Additionally, a Workforce Census Calendar was sent to all Managers via Microsoft Outlook that explained each step of the Communications Plan.

Moreover, stickers directing employees to the Workforce Census were placed on their pay stubs through coordination with Payroll Services and Financial Accounting. This sticker had a Quick Response (QR) code on it for employees to scan along with a Bitly link that they were able to enter on their computer, tablet, or smart phone that took them to the Workforce Census. By using a Bitly link, the return on investment in different aspects of communication were examined and this information will be very helpful when conducting future surveys.

The Inclusive Action Network and Employee Resource Group members were given promotional materials to distribute in their workspace. These employees acted as Diversity Leaders and were essential in spreading the word about the Workforce Census to departments and employees that the Workforce Census may not have reached otherwise.

The final date to submit the Workforce Census was November 9, 2018; however, the Workforce Census was officially closed on November 13, 2018 to accommodate receiving paper copies from

outside departments. The consultant, Analytical People, was retained and the data and information was forward to them on or about December 17, 2018.

The final data analysis and reports was received from Analytical People on April 18, 2019.

Discussion:

a) Overall Information

Attached as “**Appendix B**” is the final report and information from the consultant, Analytical People, about the data that was provided to them through the Workforce Census. As demonstrated in the initial proposal, it was requested that the information be compared to the 2016 Canadian Census data for the City of Windsor. The report from the consultant provides an overview of each question in the Workforce Census and comparison to the Statistics Canada data for Windsor, CY, Ontario [Census subdivision] if the following requirements were met:

1. The question had to be the same as the Statistics Canada census question
2. The responses had to be the same as the Statistics Canada responses. In some cases this meant combining response categories.
3. The response category numbers had to be sufficient. This meant using the percentages of response categories as opposed to the actual numbers.

It is important to note average completion rates for surveys. Fryrear (2015) states that internal surveys receive around 30-40% completion rate and external surveys receive around 10-15% completion rate on average.² Lindemann (2018) has a similar number stating, on average, surveys receive a 33% completion rate, with online surveys like the Workforce Census averaging at 29%.³

There was a completion rate of 30.90% with a total of 1,002 response to the Workforce Census, placing us in the average category. The responses are self-identification, with voluntary sharing of information by staff members. There was a good distribution of responses to the survey from across the Corporation. As could be expected, the response rate was higher in Departments with staff that work in office environments with access to a computer as part of their duties.

b) Overview of Data

Department	% of Department that participated in Survey
Office of the CAO, Office of the City Clerk, Office of YQG & WDTC	73.76%
Office of the City Solicitor	67.14%

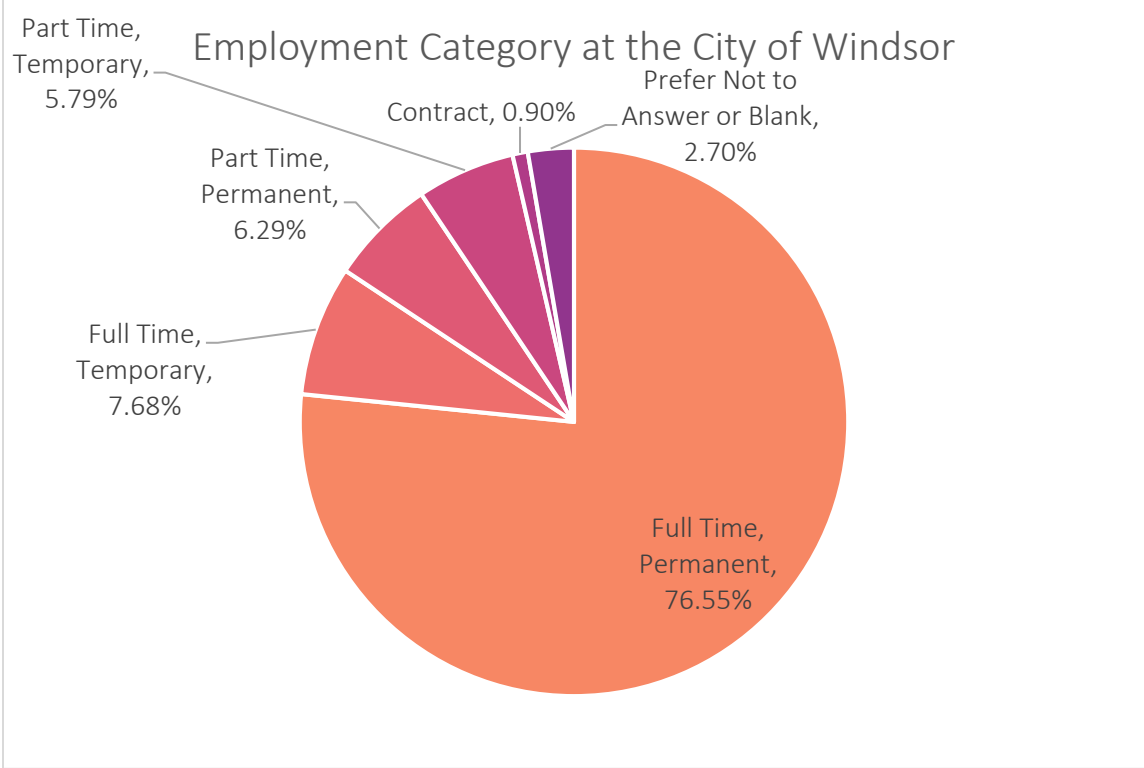
² Fryrear, Andrea. “What’s a Good Survey Response Rate?” Survey Results: Reporting via Pie Charts or Bar Graphs, 27 July 2015, www.surveygizmo.com/resources/blog/survey-response-rates/

³ Lindemann, Nigel. “What’s the Average Survey Response Rate? [2018 Benchmark].” Survey Anyplace, 5 Apr. 2018, www.surveyanyplace.com/average-survey-response-rate/

Department	% of Department that participated in Survey
Community Development & Health Services	50.99%
Office of the City Engineer	49.65%
Office of the City Treasurer	48.02%
Windsor Public Library	39.02%
Facilities	27.17%
Public Works – Operations	23.75%
Fire & Rescue Services	20.25%
Recreation and Culture	19.56%
Parks	19.20%
Huron Lodge	18.36%
Transit Windsor	10.11%

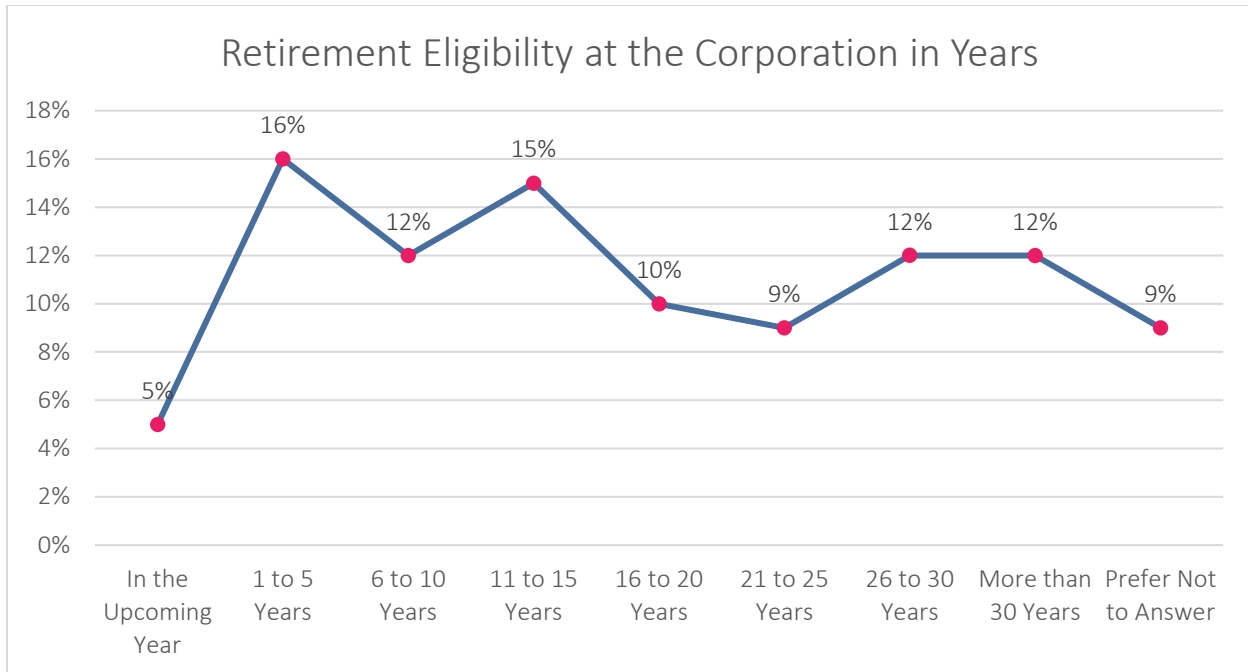
Table 1: Participation in Workforce census by Department

The survey indicates that the breakdown of staff by employment category was as follows:



Data Point 1: Employment Category at the City of Windsor

As is common with the workforce across Canada, the majority of workers will be eligible to retire in the next ten (10) years, with almost 33% of the Workforce Census respondents self-declaring they are eligible to retire in the next ten (10) years.



Data Point 2: Retirement Eligibility at the Corporation (Self declared)

The most current report from OMERS places this number for the Corporation closer to 45% in the next ten (10) years. Human Resources has recognized the need for succession planning and workforce planning tools by incorporating the following resources in the Corporate Succession Planning Toolbox:

- Acting Assignments
- Art of Supervision
- Educational Assistance
- Employee Mentoring Program
- Leadership Windsor-Essex
- Management Windsor Certificate
- Masters Certificate in Municipal Leadership
- Succession Planning Reserve Fund
- Talent Management Program
- Coaching Program

The above initiatives, along with several others, provide the Corporation the opportunity to prepare for impending vacancies and offset the impact of staff turnover.

The following table provides an overview of the make up of the City of Windsor workforce broken down by the number of years employed by the Corporation. This data was compiled from the 2018 Workforce Census data and PeopleSoft data as of September 8, 2018.

Category	Overall	<1 Year	1-5 Years	6-10 Years	11-15 Years	16-20 Years	21-25 Years	26-30 Years	30+ Years
Women	61.28%	67.01%	58.53%	55.68%	66.48%	57.45%	66.67%	62.26%	64.71%
Racialized Persons	10.38%	16.49%	11.06%	14.77%	11.54%	8.51%	6.17%	9.43%	2.94%
People with Disabilities	15.07%	15.46%	7.37%	14.77%	17.03%	17.73%	29.63%	15.09%	13.24%
LGBTQ+	5.19% ⁴	13.40%	6.91%	9.09%	2.75%	2.84%	2.47%	1.89%	4.41%
Indigenous	5.59%	3.09%	3.23%	6.82%	6.59%	4.26%	6.17%	4.72%	14.71%

Table 2: Categories of Marginalization in the Corporation by Years of Service

Table 2, above, demonstrates a variety of factors in the workplace broken into yearly segments. More information about patterns and trends are available in the sections below and further analysis will be able to be completed after the next Workforce Census.

In some areas where people experience marginalization, such as racialization, the term used by the Ontario Human Rights Commission in place of the term “visible minority”, and LGBTQ+ spectrum, it appears as though those who have been hired in the last ten (10) years are self-identifying and voluntarily sharing this information more freely. This could be for a number of factors including comfort level in identifying because of generational differences. In a similar manner, the data demonstrates that as employees age, they are more likely to disclose having a disability.

The data from the Workforce Census allows the Corporation to understand areas of excellence and room for improvement. Below are tables broken into union and non-union employees by length of service.

c) Patterns and Trends Ethnic Origins

The following table provides an overview of the self declared ethnic origins of staff from the Workforce Survey Data. The corresponding Canadian Census data for the Windsor, City Census subdivision from the 2016 Census (most recent Census) is included to allow for comparison.

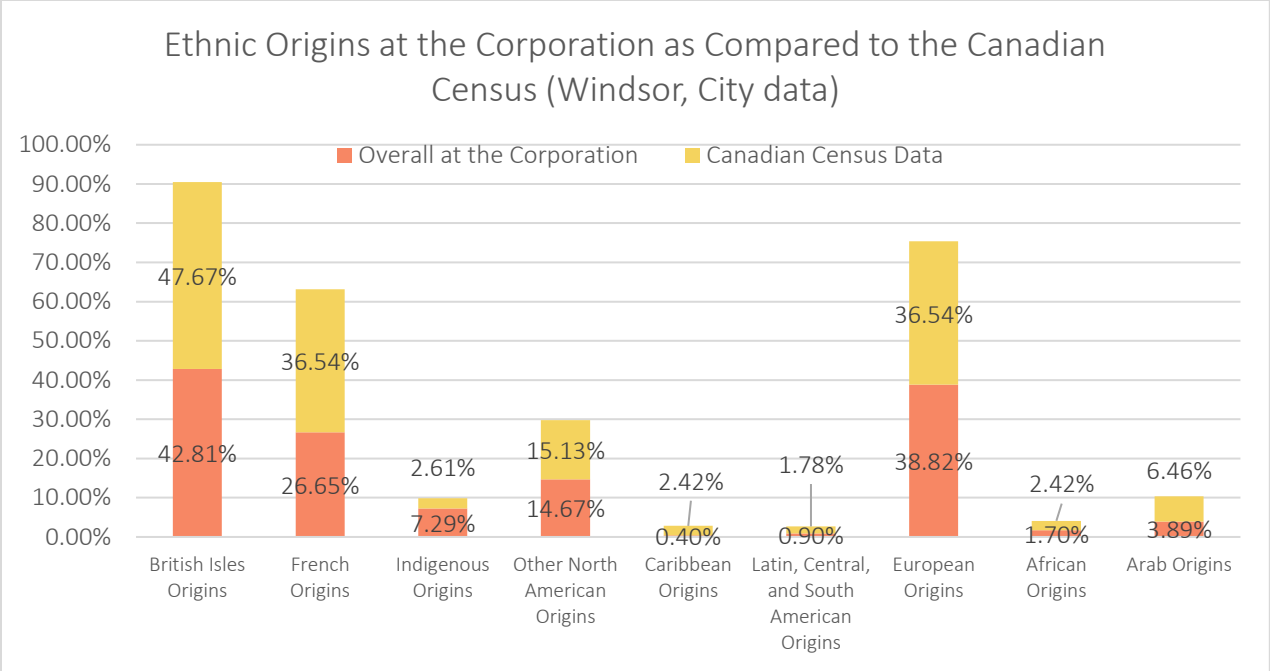
⁴ All answers except for Heterosexual/Straight, Prefer Not to Answer, and left blank included

Ethnic Origins	Overall at the Corporation	Canadian Census Data (Windsor [CY])	5 Years and Less Service	26 Years and More Service
British Isles Origins	42.81%	47.67%	46.18%	43.68%
French Origins	26.65%	36.54% ⁵	36.43%	30.46%
Indigenous Origins	7.29%	2.61%	6.37%	9.20%
Other North American Origins	14.67%	15.13%	19.11%	5.75%
Caribbean Origins	0.40%	2.42%	0.32%	0.00%
Latin, Central, and South American Origins	0.90%	1.78%	0.96%	0.57%
European Origins	38.82%	36.54% ⁶	44.27%	32.18%
African Origins	1.70%	2.42%	2.23%	2.30%
Arab Origins	3.89%	6.46%	5.73%	2.30%
West Asian Origins	0.50%	6.46%	0.00%	0.57%
South Asian Origins	1.40%	2.64%	2.55%	0.00%
East and Southeast Asian Origins	3.69%	13.18%	4.78%	2.30%
Oceania Origins	0.20%	0.22%	0.00%	0.57%

Table 3: Ethnic Origins of Staff

⁵ French is included in European in the Canadian Census data but was used as a separate category on the Workforce Census

⁶ French is included in European in the Canadian Census data but was used as a separate category on the Workforce Census



Data Point 3: Ethnic Origins at the Corporation as Compared to the Canadian Census

d) Patterns and Trends Racialization (Visible Minority)

In the Workforce Census the term ‘visible minority’ is used due to the fact that the Canadian Census used this term and this allowed a direct comparison between the Corporation to that data. Consistent with the terminology used by the Ontario Human Rights Commission, the term “racialized” is used in the remainder of this document instead of the more outdated term “visible minority”.

The following tables provide an overview of the staff who self declared as being racialized persons broken down by union and non union workforce.

Union Employees

Category	Overall	<1 Year	1-5 Years	6-10 Years	11-15 Years	16-20 Years	21-25 Years	26-30 Years	30+ Years
Racialized Persons	10.10%	13.46%	10.40%	6.12%	10.74%	8.70%	7.55%	10.29%	4.26%

Table 4: Racialized Union Employees by Years of Service

Non-Union Employees

Category	Overall	<1 Year	1-5 Years	6-10 Years	11-15 Years	16-20 Years	21-25 Years	26-30 Years	30+ Years
Racialized Persons	10.66%	3.13%	12.86%	13.51%	10.71%	9.52%	4.35%	8.33%	0.00%

Table 5: Racialized Non Union Employees by Years of Service

The following table demonstrates an overall analysis of the Corporation’s employees who experience marginalization based upon race. This is compared to the Canadian Census (Windsor [CY]) data and further understood through years of service. The information from the Workforce Census is based upon those who first identified as a visible minority in Question #23, then further identified their group(s) in Question #24.

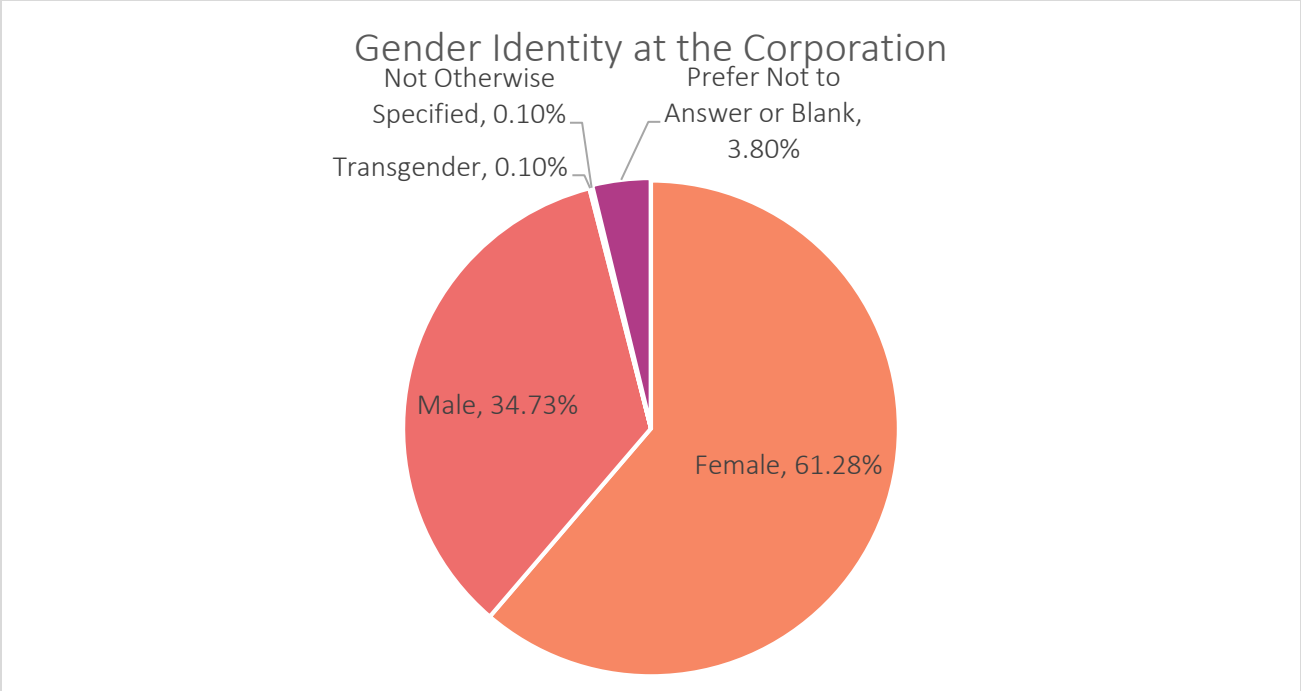
Category	Overall	Can. Census (Windsor [CY])	<1 Year	1-5 Years	6-10 Years	11-15 Years	16-20 Years	21-25 Years	26-30 Years	30+ Years
Arab	1.67%	7.53%	6.19%	1.38%	1.14%	2.20%	0.71%	1.23%	0.00%	0.00%
Black/African Canadian Caribbean	2.71%	4.99%	3.09%	2.30%	3.41%	1.65%	2.84%	2.47%	4.72%	1.47%
East Asian	1.98%	5.01%	1.03%	3.23%	3.41%	2.75%	0.71%	0.00%	2.83%	0.00%
Indigenous	0.80%	2.60%	1.03%	0.46%	1.14%	0.55%	0.71%	1.23%	0.94%	1.47%
Latin American	0.42%	1.25%	1.03%	0.92%	0.00%	0.55%	0.00%	0.00%	0.00%	0.00%
North American Aboriginal	0.50%	N/A	0.00%	0.46%	1.14%	0.55%	0.00%	1.23%	0.00%	0.00%
South Asian	1.25%	4.50%	0.00%	1.84%	4.55%	0.00%	1.42%	1.23%	0.00%	0.00%
Southeast Asian	0.73%	1.57%	2.06%	0.46%	0.00%	1.65%	0.00%	0.00%	0.94%	0.00%
West Asian	0.10%	0.60%	0.00%	0.00%	0.00%	0.00%	0.71%	0.00%	0.00%	0.00%

Table 6: Racial Identity in the Corporation by Years of Service

While some areas of racial identity are not as well represented as others in the Corporation, further review and additional data will be needed to identify potential barriers and emerging trends. The Corporation has room for improvement and the review of hiring practices will be a key focus as internal followed by external consultations are conducted in anticipation of the roll out of Phase Two of the Diversity and Inclusion Initiative.

e) Patterns and Trends: Gender and Gender Identity (Workforce Census)

Data Point 4, below, shows the self-declared gender identity of staff who completed the Workforce Census. It appears as though a higher percentage of females chose to participate in the Workforce Census as compared to their male counterparts. This could partly be due to the fact that more of the female staff at the Corporation have the typical “office” jobs as compared to their male counterparts. The Corporate PeopleSoft data indicates that the percentages at 49% Male, 50% Female.



Data Point 4: Gender Identity at the Corporation

The Workforce Census data can be further broken down to show the distribution of Union and Non-Union positions throughout the Corporation.

Union

Category	Overall	<1 Year	1-5 Years	6-10 Years	11-15 Years	16-20 Years	21-25 Years	26-30 Years	30+ Years
Women	64.82%	65.38%	56.80%	59.18%	70.25%	59.78%	69.81%	67.65%	76.60%

Table 7: Union Staff Who Self-Identified as Female by Years of Service

Non-Union

Category	Overall	<1 Year	1-5 Years	6-10 Years	11-15 Years	16-20 Years	21-25 Years	26-30 Years	30+ Years
Women	58.31%	71.88%	62.86%	51.35%	60.71%	54.76%	60.87%	55.56%	40.00%

Table 8: Non-Union Staff Who Self-Identified as Female by Years of Service

Additionally, data from PeopleSoft was analyzed to determine the amount of women and men in the Corporation as of January 1st, 2019. This was to determine if there is a gender discrepancy in the Corporation.

2019

Total Regular: 44% Men versus 48% Women

Total Temporary: 4% Men versus 3% Women

Total: 48% Men versus 51% Women [1885 Total Employees]

Job Category	Men	Women
Regular, Full Time	42% (758)	39% (717)
Regular, Part Time	2% (37)	9% (158)
Temporary, Full Time	3% (56)	2% (37)
Temporary, Part Time	1% (27)	1% (27)

Table 9: Amount of Women and Men in the Corporation in 2019

Further, it was analyzed to see if the leadership at the City of Windsor had any differences between gender ratios in specific categories and roles. Table 10, below, breaks down individuals in the Corporation by their grade and gender. Grade 13 and above were chosen as these positions are more likely to be managerial or leadership positions within the Corporation. This information is current as of January 1, 2019. Gender in Non-Union Positions, Grade 13 and Higher

Grand Total of Non-Union and Non-Union Exempt: 52.75% Men versus 47.25% Women

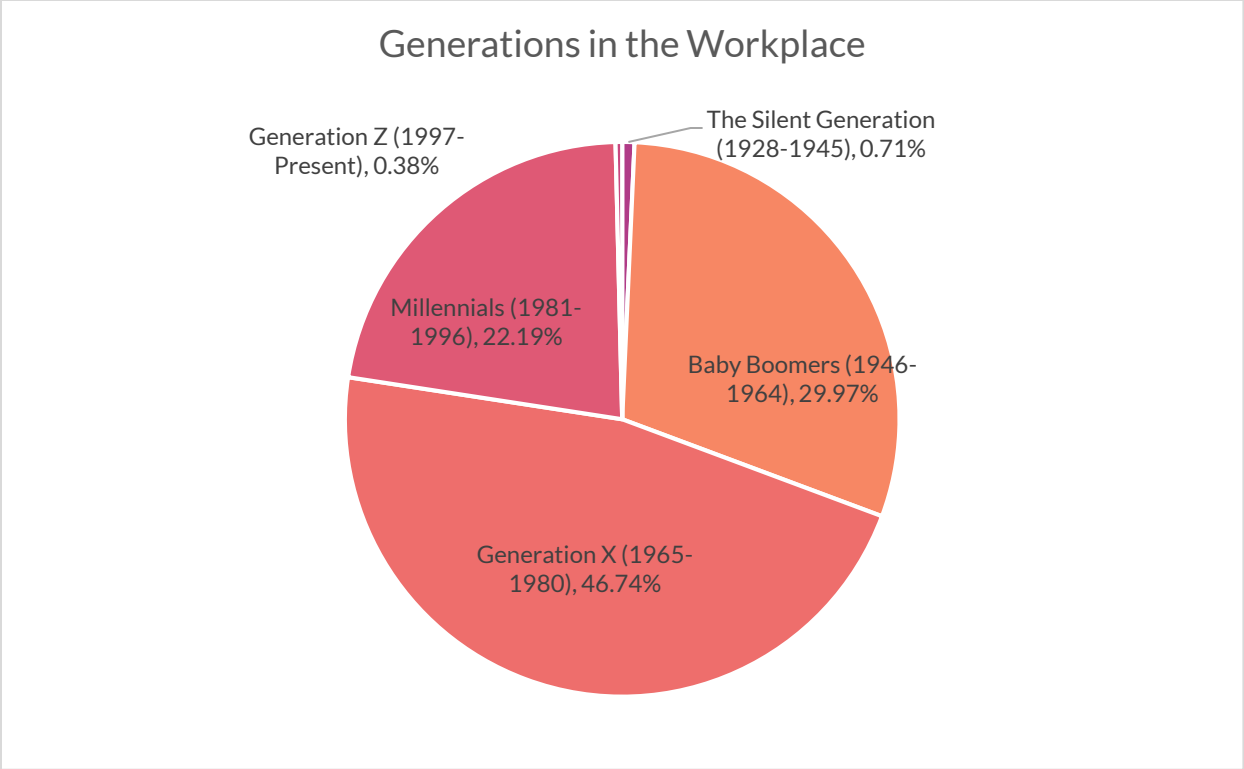
Grade	Men	Women
13	56.67%	43.33%
14	48.28%	51.72%
15	62.50%	37.50%
16	50.00%	50.00%
17	0.00%	100.00% ^[1]
CAO & CLT	42.86%	57.14%
Total	52.75%	47.25%

Table 10: Non-Union Employees, Grade 13 and Higher Based on Gender from 2019

f) Patterns and trends: Age

The following table provides an overview of the generations in the Corporation's workplace compiled from PeopleSoft data. As can be seen, the Corporation has 5 different generations represented in the workforce. Almost 47% of the workforce is from Generation X.

^[1] This category only has one individual within



Data Point 5: Generations at the Corporation

g) Patterns and Trends: Indigenous Ancestry

The following table provides an overview of the staff who self declared as being of Indigenous ancestry broken down by union and non union workforce.

Union

Category	Overall	<1 Year	1-5 Years	6-10 Years	11-15 Years	16-20 Years	21-25 Years	26-30 Years	30+ Years
Indigenous	5.86%	3.85%	3.20%	14.29%	5.79%	5.43%	3.77%	7.35%	14.89%

Table 11: Indigenous Ancestry in Union Staff by Years of Service

Non-Union

Category	Overall	<1 Year	1-5 Years	6-10 Years	11-15 Years	16-20 Years	21-25 Years	26-30 Years	30+ Years
Indigenous	4.08%	18.75%	1.43%	8.11%	7.14%	2.38%	0.00%	0.00%	15.00%

Table 12: Indigenous Ancestry in Non-Union staff by Years of Service

The Indigenous Peoples population at the Corporation is around 5%. Table 13, below, demonstrates that this is significantly lower than the overall Indigenous Peoples population in Windsor (CY) as demonstrated by the Census data.

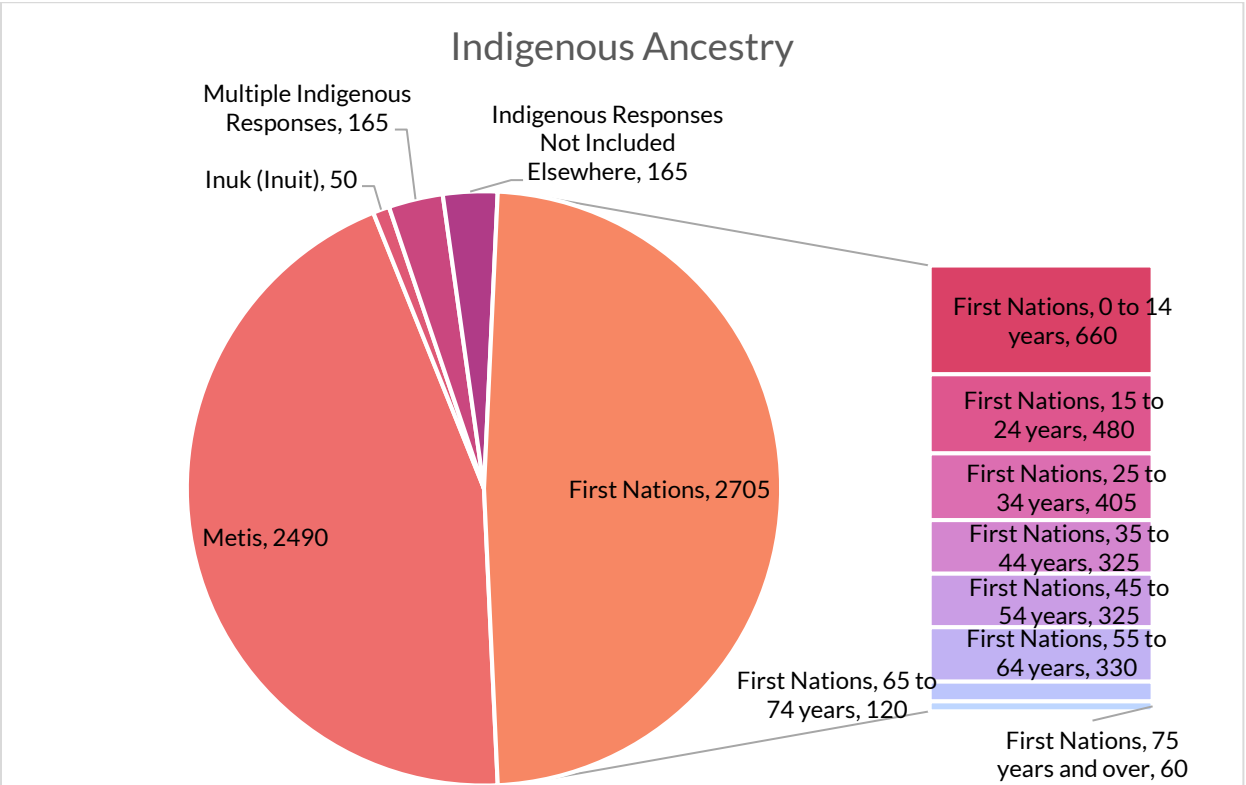
Comparison with Statistics Canada Information

Response	Workforce Census	Canadian Census
Yes, Inuit	0.21%	0.04%
Yes, Metis	3.59%	1.16%
Yes, First Nations (Status or Non-Status)	2.01%	7.81%
No	94.19%	90.99%

Table 13: Indigenous Ancestry at the Corporation as Compared to the Canadian Census

The Workforce Census data as compared to the Canadian Census data (Windsor, CY) for the local area does not demonstrate any statistically significant differences between the specific Indigenous groups. However, Windsor workforce has a significantly higher percentage of respondents who say they are not of Indigenous ancestry.

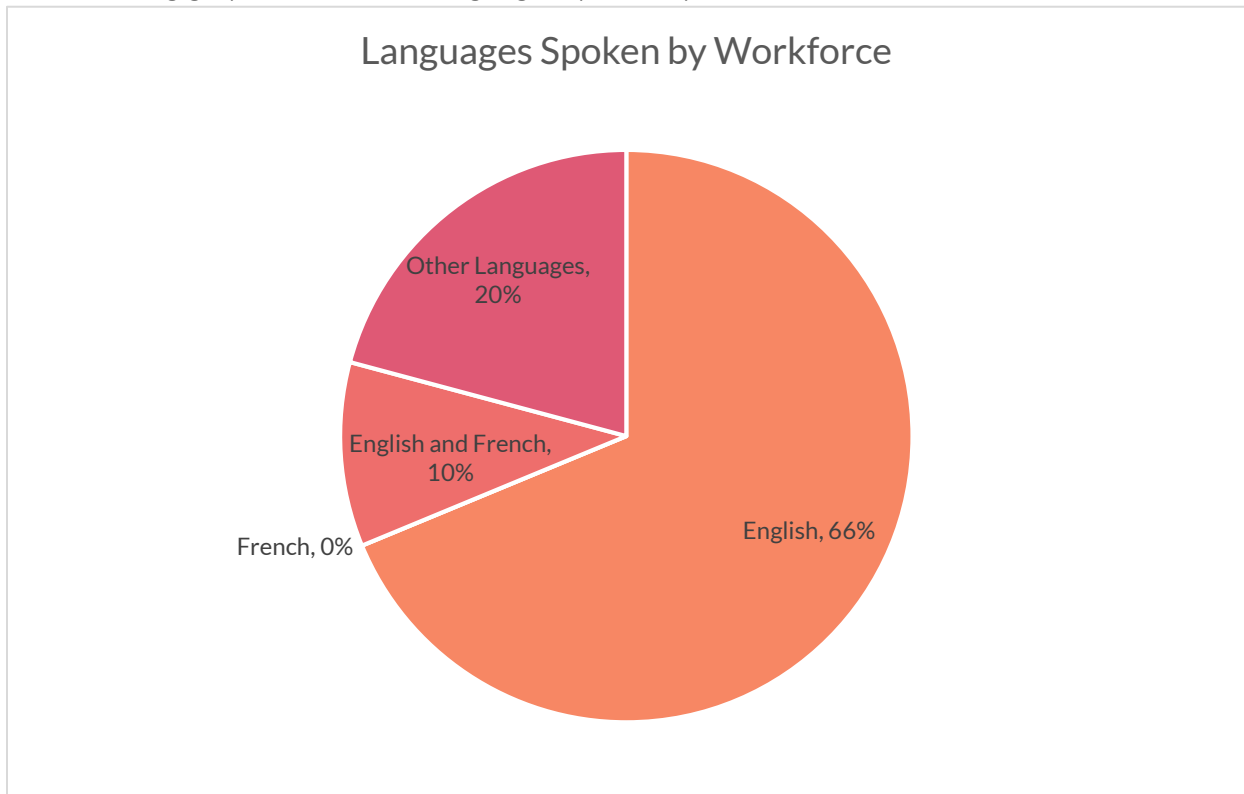
Further, the Canadian Census data, as outlined below, demonstrates that the population of First Nations persons is growing, which could mean an increase in applicants in the future years as the First Nations, and other Indigenous populations, become eligible to enter the workforce based on their age.



Data Point 6: Indigenous Ancestry from Canadian Census (Windsor [CY]) 2016

h) Patterns and Trends: Language

The following graph outlines the languages spoken by the workforce.



Data Point 7: Languages Spoken by Workforce

Comparison with Statistics Canada Information

Response	Workforce Census	Canadian Census
No, just English	68.75%	88.50%
No, just French	0.10%	0.15%
No, both English and French	10.42%	8.77%
Yes, I speak more languages	20.73%	2.58%

Table 14: Language Comparison to Statistics Canada

When comparing the Workforce Census respondents with the local population, there is a higher, and statistically significant, percentage of that workforce that speak both English and French. The proportion speaking more languages is markedly higher at 20.73% compared with only 2.58% in the population at large.

Top Languages that would Assist on the Job

16.77% of the workforce say that speaking a language other than English or French would help them complete their jobs. The following lists demonstrates those languages identified by participants.

1. Arabic
2. French
3. Mandarin
4. Italian
5. Spanish
6. Cantonese
7. American Sign Language
8. Panjabi (Punjabi)
9. Hindi
10. Japanese
11. Serbian

i) Patterns and Trends: LGBTQ+ in the Workplace

The following tables provide an overview of the staff who self declared as being LGBTQ+, broken down by union and non union workforce.

Union

Category	Overall	<1 Year	1-5 Years	6-10 Years	11-15 Years	16-20 Years	21-25 Years	26-30 Years	30+ Years
LGBTQ+	4.89%	11.54%	5.60%	10.20%	2.48%	4.35%	3.77%	2.94%	2.13%

Table 15: LGBTQ+ Union Employees at the Corporation by Years of Service

Non-Union

Category	Overall	<1 Year	1-5 Years	6-10 Years	11-15 Years	16-20 Years	21-25 Years	26-30 Years	30+ Years
LGBTQ+	4.39%	9.38%	5.71%	8.11%	1.79%	0.00%	0.00%	0.00%	10.00%

Table 16: LGBTQ+ Non-Union Employees at the Corporation by Years of Service

Overall in the Corporation, 5.19% of staff felt comfortable to self-identify as being on the LGBTQ+ spectrum. The data below is based on those who self-identified on the LGBTQ+ spectrum and chose to answer Question #31. Of those...

- 46% are not out at work (with any colleagues or clients)
- 17% are out at work
- 0.04% are out with the majority of their colleagues and/or clients
- 27% are out with some of their colleagues and/or clients

This data demonstrates that many employees, no matter their length of service, do not feel comfortable disclosing that they identify on the LGBTQ+ spectrum. This could be a personal choice, age/generation of the individual, the working environment, or a number of other factors. More data will need to be collected to fully understand this trend.

“Out” in the Workplace: 5 Years or Less Service Trends

48% of those who self-identified as LGBTQ+ have five years or less of service; however, according to the data they provided in the survey, they are more likely to be “in the closet” than the other LGBTQ+ employees. This data shows the percentage of LGBTQ+ employees that are out, partially out, or not out in the workplace.

Status of “Out” in the Workplace	Less than 5 Years of Service	All Other Lengths of Service
I am “out” at work	6.25%	10.42%
“Out” with Some	14.58%	12.50%
“Out” with Majority	2.08%	2.08%
I am not “out” at work	29.17%	16.67%

Table 17: Status of “Out” in the Workplace

No questions were asked regarding why an employee was or was not out at work.

j) Patterns and Trends: Disabilities in the Workplace

The following tables provide an overview of the staff who self declared as having a disability broken down by union and non union workforce.

Union

Category	Overall	<1 Year	1-5 Years	6-10 Years	11-15 Years	16-20 Years	21-25 Years	26-30 Years	30+ Years
Persons with Disabilities	17.43%	9.62%	8.00%	20.41%	20.66%	20.65%	32.08%	17.65%	12.77%

Table 18: Union Employees with Disabilities by Years of Service

Non-Union

Category	Overall	<1 Year	1-5 Years	6-10 Years	11-15 Years	16-20 Years	21-25 Years	26-30 Years	30+ Years
Persons with Disabilities	9.72%	9.38%	5.71%	8.11%	7.14%	14.29%	21.74%	11.11%	10.00%

Table 19: Non-Union Employees with Disabilities by Years of Service

Comparison with Statistics Canada Information

Response	Workforce Census	Canadian Census
Yes	15.75%	22.30%
No	84.25%	77.70%

Table 20: Disability Self-Identification Canadian Census Comparison

This statistical comparison shows that the Windsor Workforce has a smaller proportion than the Canadian Census of members who consider themselves to have a disability or disabilities.

Highlight of Responses

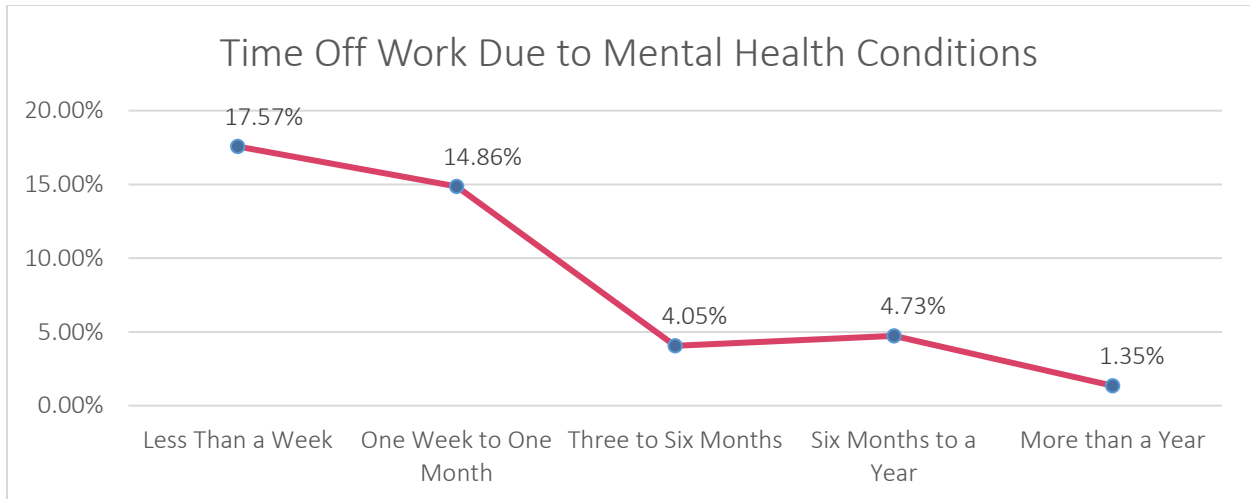
- Over 15% of employees self-identified as having a disability; however, when asked about the specific disability or disabilities that affected their lives, 24% of respondents self-identified
- 16.7% of the workforce stated they had invisible disabilities, such as mental health conditions, abuse, addictions, pain, etc.
- 2.0% stated they had visible disabilities
- 4.2% stated they had both visible and invisible disabilities

Top Ten Disabilities in the Workplace

1. Chronic Illness, an illness lasting for 3 months or more including asthma, diabetes, and depression
2. Pain, physical suffering or discomfort caused by illness or injury
3. Mental Health, conditions and disorders that affect a person's emotional, psychological, and social well-being, including stress, anxiety, agoraphobia, etc.
4. Reduced Physical Capacity, a restriction on what your body is able to do without completely stressing it out or injuring it
5. Hard of Hearing/Deaf/deaf, a range of hearing loss from mild-to-moderate hearing to very little or no functioning hearing
6. Mobility Impairment, the inability of a person to use one or more of his/her extremities, or a lack of strength to walk, grasp, or lift objects while not necessarily using an assistive device
7. Learning Difficulties, a condition giving rise to difficulties in acquiring knowledge and skills including dyslexia and ADD
8. Progressive Conditions, a disease or physical ailment whose course in most cases is the worsening, growth, or spread of the disease.
9. Visual Impairment, a decreased ability to see to a degree that causes problems not fixable by usual means, such as glasses.
10. Eating Disorder/Disordered Eating, a wide range of abnormal eating behaviours including anorexia, bulimia, and others

k) Patterns and Trends: Mental Health in the Workplace

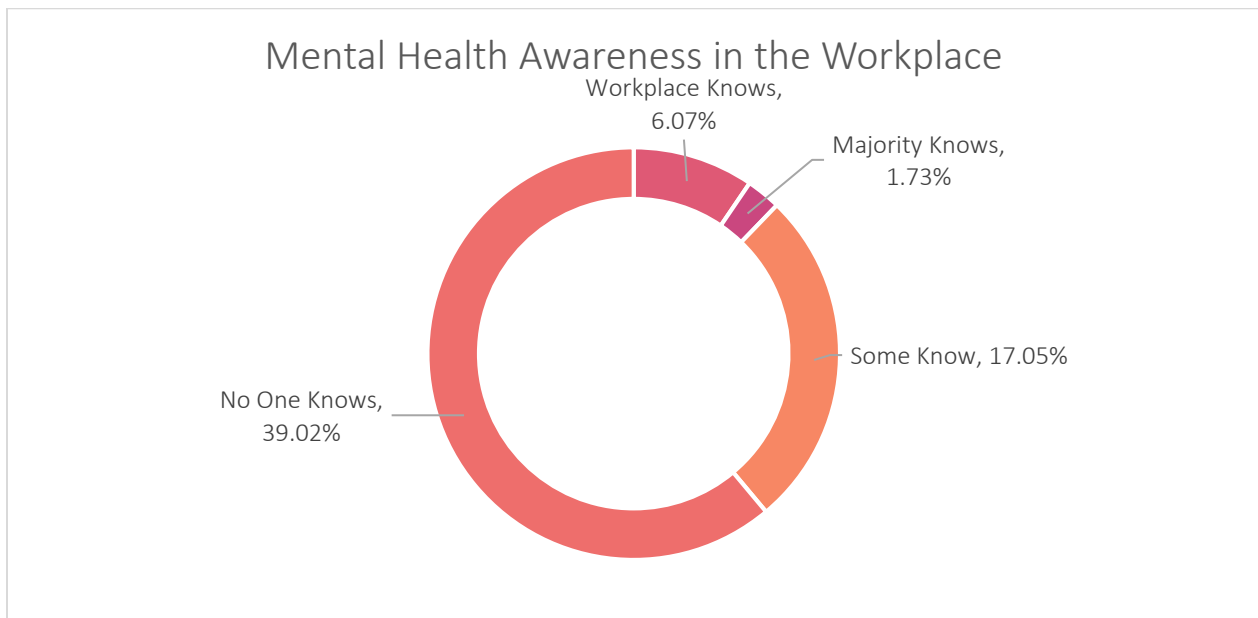
55% of the employees who self-identified as having a mental health condition(s) have been prevented from working in the last three (3) years. The graph below depicts the amount of time that employees were off.



Data Point 8: Time Off Work due to Mental Health Conditions

Mental Health Stigma

More staff members (39.02%) said that their colleagues and/or clients are unaware of their mental health condition(s) than those who stated that their colleagues and/or clients are aware to some degree (24.85%) by almost 15%.



Data Point 9: Mental Health Awareness in the Workplace

I) Patterns and Trends: Dependent Care

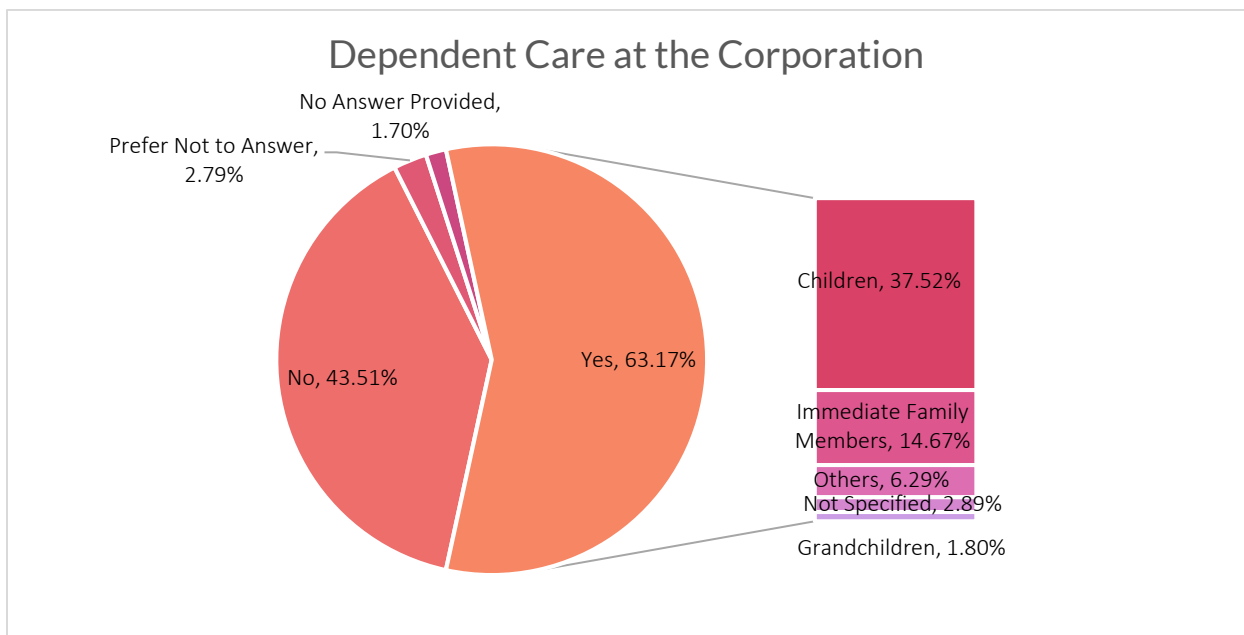
The majority of the workplace (52%) that completed the Workforce Census have dependent care responsibilities. The question surrounding dependent care responsibilities allowed for multiple choices of categories.

- 37.52% provide dependent care for children
- 14.67% provide dependent care for immediate family members
- 8% provide dependent care for multiple categories with children and immediate family members as the highest portion of responsibility

Type of Dependent Care Provided

Response	Workforce Census Percentage
Yes, Children (including children that are not biologically or legally your own)	37.52%
Yes, Immediate family members (including spouses, brothers, sisters, mother, father, grandparent, etc.)	14.67%
Yes, Others (friends, elders, dependents with disabilities, and others)	6.29%
Yes, Grandchildren	1.80%
Yes, but I prefer not to specify	2.89%

Table 21: Dependent Care Responsibilities at the Corporation



Data Point 10: Dependent Care at the Corporation

Suggested Actions to Assist with Dependent Care Responsibilities

One of the open-ended questions in the Workforce Census asked participants to provide suggested actions, programs, or supports that could be brought into the workplace that would assist with managing dependent care responsibilities.

Top Response Themes

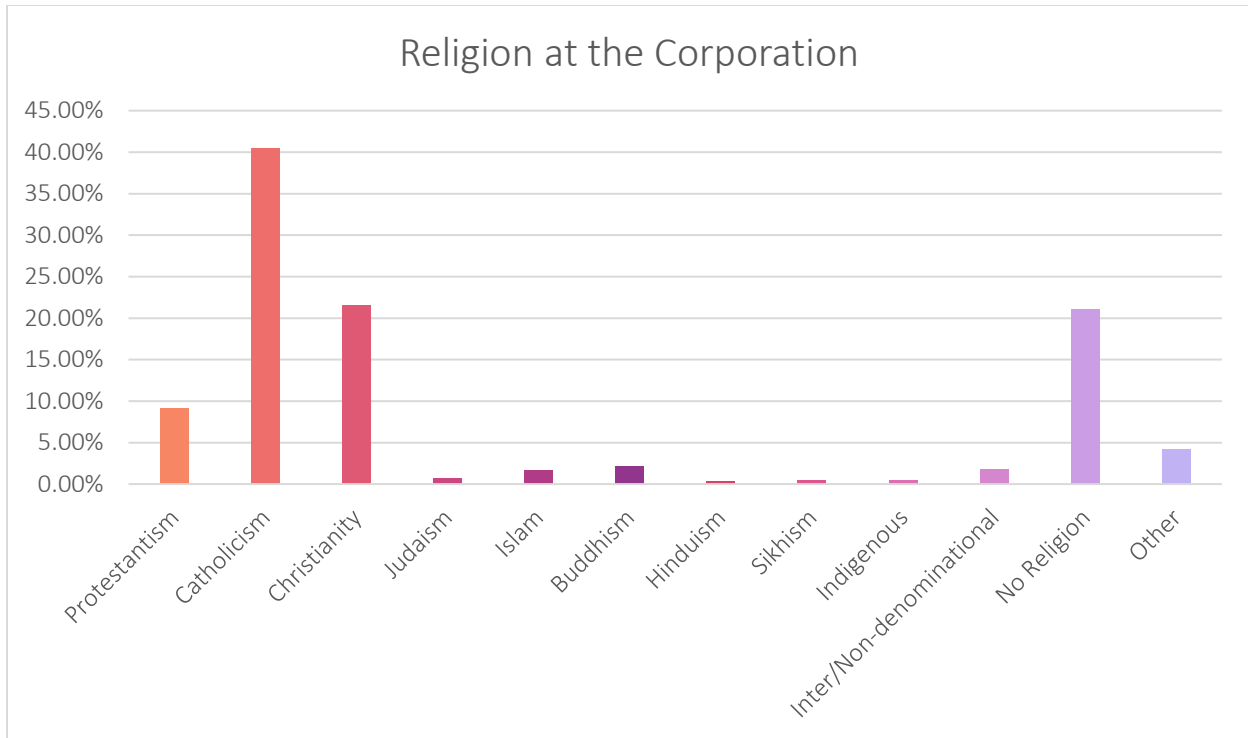
Response Theme	Count	Example Responses
More Flexibility	150	<ul style="list-style-type: none"> • More flexible work hours; the ability to work from home on occasion • Flex time, flex hours, compressed work week, working remotely, alternate start times to accommodate pickup/drop off/school bus times
Policies/Benefits/Accommodations	41	<ul style="list-style-type: none"> • Corporate provided and staffed daycare/before and after school care • Changes to flex time policy and more user friendly procedure; changes to attendance policy (i.e. personal days or ability to use sick days to look after sick child) • Better pay, discount rate for City memberships (i.e. reduced rate or group plan for gym membership at City owned facilities) • Group rates for daycare • Increased benefit coverage for orthodontics
Education (Training/Awareness)	12	<ul style="list-style-type: none"> • CPR and First Aid for all Transit Windsor drivers • More workshops on Dementia or Elder Care • More parenting seminars/workshops (mental health, stress, cyber safety, technology and kids)
Staff and Co-workers	6	<ul style="list-style-type: none"> • More staffing

Table 22: Suggested Actions to Assist with Dependent Care Responsibilities

By far the most requested action was for more flexibility in working hours and locations as approximately 15% of staff made this request.

m) Patterns and Trends: Religion, Faith, and Spirituality

The majority of the workforce described themselves as Christian with Catholicism as the largest denomination represented at 40.42%. Other faiths make up the about 7.6% of the workforce base. A significant group of respondents, 21.06%, say they have no religion.



Data Point 11: Religion at the Corporation

n) Patterns and Trends: Multiple Marginalizations

The information housed in the report to this point demonstrates a variety of factors in the workplace broken down by areas that individuals can experience marginalization. As people do not just fit into one box, it is important to consider an individual’s combination of group memberships and identities to more thoroughly understand the individual’s unique social experiences. By considering multiple factors that can influence a person, it will help us to have a better overall understanding of potential barriers to employment, advancement, retention and inclusion in the Corporation.

Intersectionality has evolved to capture any given intersection between multiple stigmatized and marginalized identities. It is important to recognize that employees’ multiple identities define their experiences in and outside of work. Membership in multiple marginalized groups places individuals at risk for negative experiences, whereas membership in multiple privileged groups increases the likelihood of positive experiences. Many studies have been conducted that indicate that multiple intersecting stigmatized identities is a risk factor for experiencing greater job insecurity. This is important to consider because even if the Corporation hires diverse, talented individuals if there is no understanding and addressing of systemic issues, along with placing value on the inclusion of diverse individuals and viewpoints, the Corporation will have difficulty retaining or benefitting from the full range of skills and talent these individuals bring to the workplace.

To better understand the people working at the Corporation, it is important to analyze patterns and trends in multiple marginalizations within the employee group.

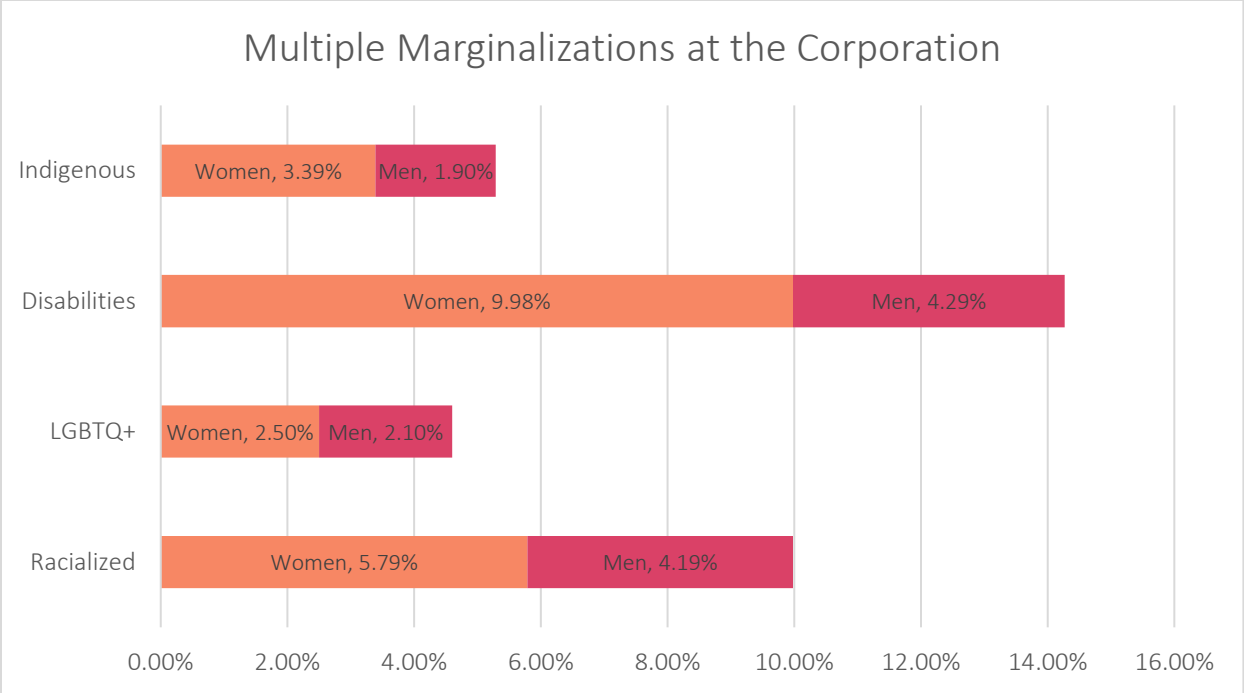
Multiple Marginalizations at the Corporation

To understand and identify barriers to inclusion at the Corporation, the marginalizations that have been analyzed were examined through a lens of gender compounded with Temporary and Permanent job status.

Marginalizations	% of group that are Permanent Employees	% of group that are Temporary Employees	This group as % of Overall Corporation
Racialized Women	79.31%	17.24%	5.79%
Racialized Men	78.57%	21.43%	4.19%
LGBTQ+ Women	32.00%	52.00%	2.50%
LGBTQ+ Men	71.43%	28.57%	2.10%
Women with Disabilities	78.00%	15.00%	9.98%
Men with Disabilities	88.37%	9.30%	4.29%
Indigenous Women	79.41%	8.82%	3.39%
Indigenous Men	89.47%	10.53%	1.90%

Table 23: Multiple Marginalizations at the Corporation

Table 23 looks at several factors that could impact a person’s experiences. This table, and the graph to follow, are provided to show that the data collected in the Workforce Census can be broken down in a number of different ways for more detailed review. Further analysis can, and should, be done on how increasing the amount of marginalizations a person experiences can impact their personal and professional lives.



Data Point 12: Multiple Marginalizations at the Corporation

o) How This Information Has Impacted the Diversity and Inclusion Initiative

The results from this data and information have been and will continue to be beneficial when implementing Action Items from Phase One and in assisting the Inclusive Action Network with their goals and mandate for the future. By understanding any potential barriers to hiring as well as inclusion of current staff it helps to ensure that Action Item implementation can be tailored to fit the Corporation’s needs. The Diversity Initiative is first focusing inward to review various aspects of the Corporation’s workplace to determine changes in practices, policies, procedures and training that will assist us in being a more inclusive employer that is not only sensitive to the needs of the diverse staff, but also the needs of the City of Windsor’s diverse community. These initial steps will help us put the building blocks in place that the Corporation needs to move forward with Phase Two of the Diversity and Inclusion Initiative with a focus on community needs.

This data has assisted with the Corporation’s internal Employee Resource Groups as well as the inclusive programming that has taken place over the last year including:

- **Blind Date with a Book**, that matches people with a diverse book based on plot;
- Lunch and Learn events for **Black History Month** and **Women’s History Month** through the Cultural Celebration Committee;
- Lunch and Learn events to bring awareness around **LGBTQ+ persons**;
- A social media campaign for **International Day for the Elimination of Racial Discrimination** sponsored by UNESCO’s Coalition of Inclusive Municipalities of which Windsor is a signatory city;

- A celebration for the beginning of **Ramadan** with a presentation by a Muslim employee about the history of Ramadan and etiquette during the month;
- A training panel discussion surrounding **“Invisible Disabilities”** during Mental Health Awareness Month featuring Councillor Ed Sleiman and staff members from the Persons with Disabilities Employee Resource Group;
- Lunch and Learn event for **Brain Injury Awareness Month** through the Persons with Disabilities Employee Resource Group;
- Lunch time **Intergenerational Trivia Event** hosted by the Bridging the Gap – Intergenerational Employee Resource Group;
- Lunch and Learn events for **National Indigenous Heritage Month** through the Cultural Celebration Committee and Indigenous Persons Employee Resource Group, and;
- **Employee Resource Group Summits** in conjunction with the **Inclusive Action Network**.

By understanding the languages that would assist on the job, Action Item 2.2.3: Build upon the success of the Corporation’s current interpreting efforts and explore possibilities for implementing video remote interpreting systems at primary Customer Service areas across the Corporation has been customized to ensure that as many of the languages requested by employees as possible are included while selecting the service that can provide this to the Corporation. Six (6) “Interpreters on Wheels” have been purchased with the aim to pilot LanguageLine Video Remote Interpreting Services at a number of customer facing areas in the Corporation. The Interpreter on Wheels is a moveable stand that has built-in speakers and a space for an iPad that can be easily transported from area to area. They allow for immediate interpretation in a variety of languages, including American Sign Language. These devices will enable employees to have immediate one-touch access to a video or audio interpreter. The devices are secure, offering video and audio privacy features as well as full end-to-end encryption, and will greatly enhance the Corporation’s ability to meet the language needs of the customers that engage with programs and services at the Corporation.

The first and second floor Customer Service Areas in the New City Hall, Social Services, Huron Lodge, and Human Resources are currently included in the pilot project with one final Interpreter on Wheels to be placed within a department to be determined in the coming weeks. These areas will be receiving the devices as well as training on how to use the devices in June. This will assist with bringing more information to the Community in a language they speak and understand.

The information gathered in the Workforce Census will assist with the planning process for Phase Two of the Diversity and Inclusion Initiative, which focuses on the Community and their relationship with the City of Windsor. This includes consultations, program evaluations, and outreach to assist with allowing the public to utilize the City of Windsor in an effective manner for their needs based on the services provided.

Risk Analysis

The risks associated with the Workforce Census were around the credibility of the data, storage of the data, and ensuring confidentiality of the respondents. The information is housed on two (2) computers, including the outside consultant, and on an electronic cloud storage operating system, Google Drive, to which only two (2) employees have access. The data was sent over email to the Consultant through the City of Windsor's email servers.

Google uses encryption for all their servers when data is being transmitted, as stated in their privacy policy. Google Forms is a screen reader, accessible survey tool, is free to use, and provides the ease of mind to staff that only the Project Leads of the Diversity and Inclusion Initiative, and an outside consultant, had access to the information. Google Forms, Google's survey tool, was deemed most appropriate as all other reviewed options would not provide the employees as much confidentiality. For example, handing in a physical survey would provide less confidentiality and anonymity than what is provided online. More employees would have had access to the data if the Workforce Census had been conducted through a paper version as the employee would have had to return the survey to their Supervisor and Human Resources, adding in additional persons who would have access to the data.

Furthermore, no identifying information, email addresses, passwords, or verification aspects were asked to provide anonymity and a layer of security to the data. Additionally, all the questions had the option not to answer or to select "Prefer Not to Answer" so the employees could choose not to provide any information on certain questions. There was a risk of multiple or fraudulent submissions. Google Forms provides the option to "hide" the link to submit another response, which was done for the Workforce Census to attempt to mitigate this duplicate response immediately after completion. It was recommended that some departments may require a paper copy of the Workforce Census as some employees do not have computer access as part of their day-to-day requirements. A total of 225 paper copies were distributed across these departments within the Corporation to meet the needs of all employees. This provided the opportunity for the Workforce Census to be completed by more employees than it may have potentially reached.

By using a third party consultant, Analytical People, it added another level of anonymity and confidentiality as the analysis was conducted by a third party not affiliated with the Corporation.

Financial Matters

The costs associated with the Workforce Census were a total of \$6,201.64 from the allocated budget provided to the Diversity and Inclusion Initiative through CR361/2018. This provided an extensive in house created communications plan, randomly award three (3) staff members a prize for completion of the Workforce Census, and receive detailed analysis on the data from an outside consultant.

Consultations

Consultations were done in stages and throughout the entire process of the Workforce Census.

- Unions and associations and hosting meetings in which they could attend to discuss the Workforce Census and the Diversity and Inclusion Initiative in general.
- Senior Management and Corporate Leadership Teams were given an overview of the Diversity and Inclusion Initiative, including the Workforce Census and the Communications Plan,
- Staff focus groups that had been conducted on an ongoing basis were consulted for type of questions, focus of questions, and the length of the Workforce Census.
- The Diversity Advisory Committee.
- Human Resources and Employee Relations departments. In addition, as the Diversity and Inclusion Initiative had called for the formation of the Inclusive Action Network and Employee Resource Groups
- Information Technology- Prior to the release of the Workforce Census, members of the Information Technology department provided insight and advice as to how to securely distribute the Workforce Census, collect the data, and informing employees about their privacy throughout the completion of the Workforce Census.
- Windsor Essex Local Immigration Partnership members (WE LIP members), Windsor Pride Centre, and the Indigenous Communities of Windsor-Essex were given a revised draft of the Workforce Census to provide input on questions, wording, and options, with the caveat of understanding that some of the questions were directly taken from the Canadian Census and the options could not be changed in order for proper data analysis and comparison. The full list of WE LIP members that the Workforce Census was distributed to is attached as **“Appendix C”**. This draft was sent to the members and a roundtable discussion took place on August 22, 2018. The members in attendance went over the Workforce Census question by question to provide input. Their knowledge and advice was essential to creating a version of the Census that benefits all employees, including those who will choose to work here in the future, in feeling included.

The Workforce Census provided in **“Appendix A”** is the result of these consultations.

After the distribution and collection of data for the Workforce Census, data analysis consultation was given by Analytical People. They provided insight and understanding to the raw data in the form of spreadsheets, charts, and graphs in comparison to itself and the 2016 Census data for the City of Windsor.

Conclusion:

The information gathered by the Workforce Census will be used for further planning for policies, programs, services, communications, and other events at the City of Windsor. This data will be

used in comparison to conducting future surveys, for creating Phase Two of the Diversity and Inclusion Initiative that has a Community based focus, and for assisting with implementing the Action Items from Phase One of the Diversity and Inclusion Initiative. A full update report on the past year’s work on implementation of Phase One is attached as “Appendix D”.

As it specifies ongoing demographic surveys in Action Item 1.2.3, it is the aim to conduct another Workforce Census in 2020 in preparation for implementing Phase Two of the Diversity and Inclusion Initiative and using this as a metric for return on investment of Phase One. This will assist in demonstrating how the first Action Items implemented have impacted the workforce demographics and areas for improvement through updated or new policy, programs, and procedures.

Obtaining input and feedback through the Workforce Census is critical to the success of the Diversity and Inclusion Initiative. It will allow the Corporation to provide a baseline for analysis of workforce demographics while planning for the future. In addition, it assists with implementing the Action Items that were approved as part of CR361/2018 through the Diversity and Inclusion Initiative. This information will maximize the effectiveness and attempt to achieve greater diversity and inclusion at the City of Windsor.

Approvals:

Name	Title
Gayle Jones	Diversity & Accessibility Officer
Vincenza Mihalo	Executive Director, Human Resources
Katherine Pham	Financial Planning Administrator
Joe Mancina	Chief Financial Officer & City Treasurer - Corporate Leader of Finance & Technology
Valerie Critchley	City Clerk & Licence Commissioner - Corporate Leader of Public Engagement & Human Services
Onorio Colucci	Chief Administrative Officer

Appendix A: City of Windsor Workforce Census¹

As part of the Diversity and Inclusion Initiative, the City of Windsor is undertaking a Workforce Census to better understand its entire population. We want to know how every individual employee interacts with the services provided by the Corporation and use this information to plan policies and procedures for the future that meet the needs of everyone.

There are 5 sections of questions and each is gathering information about different aspects about you, your job, and how you use your diverse skill set to perform your job to the best of your abilities. It should take you approximately 8 minutes to complete this Workforce Census. Every question is optional, with a "Prefer Not to Answer" option included, or the ability to skip a question, a section, or the entire Workforce Census. We appreciate honesty as every opinion matters in how we shape and create policies and procedures here at the City of Windsor.

At the end of the survey, you will be asked if you want to complete an additional form to place your name into a giveaway for one of three Samsung Tab E LITE tablets. This additional form can only be found on the "Thank you for your submission" page so you must complete the survey to gain access to it. This does not mean you have to fill out every question - just that you have to hit the final "Submit" button on the last page.

Please note that the survey must be completed in one sitting, as there is no save and return option. In addition, if you hit the "backspace" button or option on your browser, you will lose all your answers and be required to start again. Use the "Back" and "Next" buttons on the bottom of the survey page to move forward or backward in the survey.

We would appreciate it if you answered every question, but if you do not feel comfortable answering a question you can select "Prefer Not to Answer" or skip it entirely. The choice is yours.

The sections are broken down into:

- **Section 1:** Introduction to the Workforce Census (You are currently here)
- **Section 2:** Organizational Demographics (Your job at the City)
- **Section 3:** Educational Questions (Your educational background and how you use it at the City)
- **Section 4:** Children and Other Dependents (You tell us about your caregiving responsibilities and if it impacts your job)
- **Section 5:** Individual Demographics (You tell us more about you)
- **Section 6:** Additional Information (You have a chance to give us more information about how we can fit your needs)

All responses will remain confidential and review of the raw data will be limited to Gayle Jones, Diversity and Accessibility Officer, Jamie Kramer, Human Resources Assistant (T), and a data

¹ If you would like to see a live preview of the Workforce Census, please click on the following link: <http://bit.ly/workforcecensus2018preview>

analysis consultant from outside the Corporation. The information collected will be used only for the purposes of this survey, to analyze employee experiences, and to help us develop policies and procedures in the future for the Corporation. The information on this form is collected under the authority of Section 10, Municipal Act.

The information will only be used to improve the City of Windsor's commitment to customer service and is subject to the provisions of the Municipal Freedom of Information and Protection of Privacy Act, 1990.

This survey is powered by Google Forms which is not affiliated with the Corporation of the City of Windsor in any way. When information is transmitted over the internet, privacy cannot be guaranteed. There is always a risk your responses may be intercepted by a third party (e.g., government agencies, hackers). Google has a privacy statement that you can read to understand their data collection and use by clicking on the following link:
<https://policies.google.com/privacy>.

It is important to us to know how every individual employee feels and interacts with the Corporation, so please remind your colleagues and coworkers to fill out the survey at their convenience.

We look forward to, and appreciate, your participation in this Workforce Census!

If you have any questions, comments, or concerns while taking this survey, please email or call Gayle Jones, Diversity and Accessibility Officer, at gajones@citywindsor.ca, 519-255-6515 ext 6601 or Jamie Kramer, Human Resources Assistant (T), at jkramer@citywindsor.ca, 519-255-6515 ext 6602.

Thank you!

By checking this box, you agree that you understand the data collected is confidential and will be used only for the purposes of creating policies and procedures for future planning at the City of Windsor.

Yes

Organizational Demographics

This section asks you questions about your current employment with the City of Windsor. As a reminder, you are free to not answer any question by selecting “Prefer Not to Answer” or skipping the question entirely.

1. What is your current department/area?

If you are in an “Acting” role, you may choose to select your “home” department or your “current” department. If you have anything additional to add about one department or the other, please feel free to do so on the final page in the “Additional Information” boxes.

- Parks (Horticulture; Forestry and Natural Areas; Parks Development; Parks Operational)
- Recreation and Culture (Administration; Aquatic Services; Community Centres and Programming; Community Development; Cultural Affairs; Recreational Facilities)
- Facilities
- Office of the CAO, Office of the City Clerk (Communications and Customer Services; Council Services; Policy, Gaming, Licensing, and By-Law Enforcement; Human Resources; Employee Relations), Office of YQG and WDTC
- Windsor Public Library
- Office of the City Engineer (Development, Projects & Right of Way; Infrastructure & Geomatics; Pollution Control)
- Public Works – Operations
- Transit Windsor
- Office of the City Solicitor (Legal Services; Real Estate & Risk Management; Planning & Building Services; Provincial Offences; Purchasing)
- Fire & Rescue Services
- Office of the City Treasurer (Asset Planning; Financial Accounting; Financial Planning; Taxation and Financial Projects; Information Technology)
- Community Development & Health Services (Administration; Housing and Homelessness; Children’s Services; Employment & Social Services; Social Policy & Planning)
- Huron Lodge
- Prefer Not to Answer

2. What is your union/association?

- CUPE Local 543
- CUPE Local 82
- ONA 8
- WPPFA
- Non Union (CANUE)
- Non Union (non-CANUE)
- ATU Local 616
- CUPE Local 2067.1
- Prefer Not to Answer

3. What is your employment status?

- Full Time, Permanent
- Full Time, Temporary
- Part Time, Permanent
- Part Time, Temporary
- Contract
- Prefer Not to Answer

4. How long have you worked for the City of Windsor?

- Less than 1 year
- 1 to 5 years
- 6 to 10 years
- 11 to 15 years
- 16 to 20 years
- 21 to 25 years
- 26 to 30 years
- More than 30 years
- Prefer Not to Answer

5. When are you eligible to retire?

- In the upcoming year
- 1 to 5 years
- 6 to 10 years
- 11 to 15 years
- 16 to 20 years
- 21 to 25 years
- 26 to 30 years
- More than 30 years
- Prefer Not to Answer

Educational Questions

This section asks you questions about your educational background and how it impacts the work you do for the City of Windsor. As a reminder, you are free to not answer any question by selection "Prefer Not to Answer" or skipping the question entirely.

6. What is the highest level of school you have completed or the highest degree you have received?

- Secondary school (high school) diploma
- Secondary school (high school) equivalency certificate
- Registered apprenticeship certificate
- Other trades certificate or diploma
- College, CEGEP, or other non-university certificate or diploma (Program less than 3 months)
- College, CEGEP, or other non-university certificate or diploma (Program 3 months to less than 1 year)
- College, CEGEP, or other non-university certificate or diploma (Program 1 to 2 years)
- College, CEGEP, or other non-university certificate or diploma (Program more than 2 years)
- Certificate or diploma below bachelor level

- Bachelor's degree (including LL.B.)
- Certificate or diploma above bachelor level
- Master's degree
- Degree in medicine, dentistry, veterinary medicine, or optometry
- Earned doctorate
- I did not complete any of the above
- Prefer Not to Answer

7. In what province, territory, or country did you complete your highest degree, certificate, or diploma?

- Ontario
- In Canada, but in a province or territory outside Ontario
- Outside Canada, in another country
- Prefer Not to Answer

8. What was the major field of study of the highest diploma, certificate, or degree that you have completed?

- Education
- Visual and Performing Arts and Communication Technologies
- Humanities
- Social and Behavioural Sciences and Law
- Business, Management, and Public Administration
- Physical and Life Sciences and Technologies
- Mathematics, Computer, and Information Sciences
- Architecture, Engineering, and related Technologies
- Agriculture, Natural Resources, and Conservation
- Health, Nursing, Parks, Recreation, and Fitness
- Personal, Protective, and Transportation Services
- Not Applicable
- Other field of study
- Prefer Not to Answer

9. Have you attended a school, college, CEGEP, or university at any time in the past 12 months (including online programs)?

- Yes, attended elementary or high school
- Yes, attended trade school, college, CEGEP, or other non-university institution
- Yes, attended university
- No, did not attend school at any time in the past 12 months
- Prefer Not to Answer

10. What additional certifications/skills do you bring to the workplace? Select as many as apply.

- Professional (e.g. CMA, CHRP, Lawyer, Doctor)
- Health and Safety (e.g. CPR, First Aid, Emergency Preparedness)
- Instructional (e.g. ESL Instructor, Piano Instructor, Swimming Instructor)
- Language Skills Certificate
- Skills Mastery (e.g. Chef, Martial Arts)
- Technical (e.g. Coding, App Design, UX Design)
- Prefer Not to Answer
- Other (with option to explain)

11. Are you using your educational background or professional designation/skills in your current position with the City of Windsor?

- Yes
- No
- Prefer Not to Answer

12. If you responded “No” to Question #11, please indicate the reason why your credentials are not being used in your current position. Please select as many as apply.

- My current position does not require them
- My credentials are not recognized in Ontario
- My credentials are not recognized as being from an accredited institution
- My credentials are recognized in Ontario but I could not find a position that uses them
- Personal choice to go into a position that does not use my credentials
- Prefer Not to Answer

Children and Other Dependents

This section asks you questions about your caregiving responsibilities and how it coincides with your current employment with the City of Windsor. As a reminder, you are free to not answer any question by selecting “Prefer Not to Answer” or skipping the question entirely.

13. Do you provide dependent care for any of the following? Please select all that apply.

Dependent care is defined as providing necessary ongoing care or support to certain persons with whom you have a caregiving responsibility to.

- No
- Yes, but I prefer not to specify
- Yes, Children (including children that are not biologically or legally your own)
- Yes, Grandchildren
- Yes, Dependents with disabilities

- Yes, Friends (other than child or elder indicated above)
- Yes, Immediate family members (including spouses, brothers, sisters, mother, father, grandparent, etc.)
- Yes, Elders (others not included above)
- Prefer Not to Answer
- Other (with option to explain)

14. Please provide any suggested actions, programs, or supports in the workplace that would be effective in helping you manage your dependent care responsibilities while you are working. (Optional)

Individual Demographics

This section asks you questions about you so we can understand the diverse aspects of each individual employee who is working for the City of Windsor. As a reminder, you are free to not answer any question by selecting “Prefer Not to Answer” or skipping the question entirely.

15. What best describes your marital status?

- Never legally married (single)
- Legally married (and not separated)
- Separated, but still legally married
- Divorced
- Widow/Widower
- Common-law
- Prefer Not to Answer

16. What is your gender identity?

- Female
- Male
- Transgender, a person whose sense of personal identity and gender does not correspond with their birth sex.
- Intersex, a person who was born with a combination of male and female biological characteristics, such as chromosomes or genitals, that can make doctors unable to assign their sex as distinctly male or female.
- Non-binary/Genderqueer, a person who does not identify as exclusively male or female.
- Genderfluid, a person who does not identify themselves as having a fixed gender.
- Agender, a person who does not identify themselves as having a particular gender.
- Not Otherwise Specified
- Prefer Not to Answer

17. Where were you born?

- In Ontario
- In Canada, in a province or territory outside Ontario
- Australia

- Brazil
- Chile
- China
- France
- Germany
- Greece
- Iran
- Iraq
- Ireland
- India
- Israel
- Italy
- Jamaica
- Japan
- Lebanon
- Netherlands
- New Zealand
- Mexico
- Philippines
- Poland
- Portugal
- Russia
- Somalia
- Spain
- Syria
- Ukraine
- United Kingdom
- United States
- Vietnam
- Yemen
- Other
- Prefer Not to Answer

18. If you answered "Other" in Question #17, please specify where you were born. (Optional)

19. What is your current immigration status?

- Canadian Citizen
- Permanent Resident
- Temporary Resident
- Other
- Prefer Not to Answer

20. If you answered “Other” to Question #19, please provide more information (Optional)

21. How long have you lived in Canada? (If you were born in Canada and have not resided elsewhere, please use your age to determine the number of years)

- Less than a year
- 1 to 4 years
- 5 to 9 years
- 10 to 14 years
- 15 to 19 years
- 20 to 29 years
- More than 30 years
- Prefer Not to Answer

22. Which ethnic group(s) did your ancestors belong to and/or which ethnic group(s) do you identify with?

- British Isles origins (e.g. English, Irish, Scottish, Welsh)
- French origins (e.g. French, Acadian)
- Indigenous origins (e.g. Inuit, Métis, First Nations Status or Non-Status)
- Other North American origins (e.g. American, Canadian)
- Caribbean origins (e.g. Haitian, Jamaican, Guyanese, West Indian)
- Latin, Central, and South American origins (e.g. Argentinean, Colombian, Mexican, Salvadorian)
- European origins (e.g. German, Norwegian, Latvian, Italian, Czech, Jewish)
- African origins (e.g. Congolese, Ehtioipian, Ghanaian, Somali)
- Arab origins (e.g. Egyptian, Iraqi, Lebanese, Palestinian)
- West Asian origins (e.g. Afghan, Iranian, Israeli, Turk)
- South Asian origins (e.g. Bangladeshi, Gujarati, Pakistani, Punjabi)
- East and Southeast Asian origins (e.g. Chines, Filipino, Japanese, Vietnamese)
- Oceania origins (e.g. Australian, New Zealander, Maori, Polynesian)
- Unknown
- Prefer Not to Answer
- Other (with option to explain)

23. Do you consider yourself to be of Indigenous ancestry?

- Yes, Inuit
- Yes, Métis
- Yes, First Nations (Status or Non-Status)
- No
- Prefer Not to Answer

24. Do you consider yourself to be a visible minority? (Visible disabilities will be acknowledged in a different question)

- Yes
- No
- Prefer Not to Answer

25. If you responded “Yes” to Question #24, please identify your group(s). (Optional)

- Arab
- Black/African-Canadian/Carribbean
- East Asian (e.g. Chinese, Korean, Japanese, etc.)
- Indigenous
- Latin American
- North American Aboriginal (First Nations Non Status or Status, Métis, Inuit)
- South Asian (e.g. East Indian, Pakistani, Sri Lankan, etc.)
- Southeast Asian (e.g. Cambodian, Indonesian, Vietnamese, etc.)
- West Asian (e.g. Afghan, Iranian, etc.)
- Prefer Not to Answer

26. Do you speak any languages other than English and/or French?

- No, just English
- No, just French
- No, both English and French
- Yes, selecting this will allow you to identify the language(s)
- Prefer Not to Answer

27. What languages can you speak well enough to have a conversation? Please select as many as apply.

- English
- French
- Mohawk
- Ojibway
- Akan (Twi)
- Arabic
- Aremnian
- Bengali
- Bosnian
- Bulgarian
- Cantonese
- Croatian
- Czech

- Danish
- Dutch
- Estonian
- Finnish
- German
- Greek
- Gujarati
- Hebrew
- Hindi
- Hungarian
- Italian
- Japanese
- Khmer (Cambodian)
- Korean
- Kurdish
- Lao
- Latvian
- Lithuanian
- Macdonian
- Malay
- Malayalam
- Maltese
- Mandarin
- Panjabi (Punjabi)
- Pashto
- Persian (Farsi)
- Polish
- Portuguese
- Romanian
- Russian
- Serbian
- Sinhala (Sinhalese)
- Slovak
- Slovenian
- Somali
- Spanish
- Swahili
- Swedish
- Tagalog (Filipino)
- Tamil
- Thai

- Turkish
- Ukrainian
- Urdu
- Vietnamese
- American Sign Language
- Quebec Sign Language
- Creoles
- Prefer Not to Answer
- Other (with option to explain)

28. Do you use a language outside of English and/or French on a regular basis in your job at the City?

- No, just English
- No, just French
- No, both English and French
- Yes, selecting this will allow you to identify the language(s)
- Prefer Not to Answer

29. What languages do you use on a regular basis in your job at the City of Windsor? Please select as many as apply.

- English
- French
- Mohawk
- Ojibway
- Akan (Twi)
- Arabic
- Armenian
- Bengali
- Bosnian
- Bulgarian
- Cantonese
- Croatian
- Czech
- Danish
- Dutch
- Estonian
- Finnish
- German
- Greek
- Gujarati
- Hebrew

- Hindi
- Hungarian
- Italian
- Japanese
- Khmer (Cambodian)
- Korean
- Kurdish
- Lao
- Latvian
- Lithuanian
- Macdonian
- Malay
- Malayalam
- Maltese
- Mandarin
- Panjabi (Punjabi)
- Pashto
- Persian (Farsi)
- Polish
- Portuguese
- Romanian
- Russian
- Serbian
- Sinhala (Sinhalese)
- Slovak
- Slovenian
- Somali
- Spanish
- Swahili
- Swedish
- Tagalog (Filipino)
- Tamil
- Thai
- Turkish
- Ukrainian
- Urdu
- Vietnamese
- American Sign Language
- Quebec Sign Language
- Creoles
- Prefer Not to Answer

Other (with option to explain)

30. Are there any languages, outside of English and/or French, that would be helpful for you to complete your job?

Yes, selecting this will allow you to identify the language(s)

No, selecting this will take you to the next section

Prefer Not to Answer, selecting this will take you to the next section

31. Please identify the languages that would assist you in your work. Please select as many as apply.

English

French

Mohawk

Ojibway

Akan (Twi)

Arabic

Aremnian

Bengali

Bosnian

Bulgarian

Cantonese

Croatian

Czech

Danish

Dutch

Estonian

Finnish

German

Greek

Gujarati

Hebrew

Hindi

Hungarian

Italian

Japanese

Khmer (Cambodian)

Korean

Kurdish

Lao

Latvian

Lithuanian

- Macdonian
- Malay
- Malayalam
- Maltese
- Mandarin
- Panjabi (Punjabi)
- Pashto
- Persian (Farsi)
- Polish
- Portuguese
- Romanian
- Russian
- Serbian
- Sinhala (Sinhalese)
- Slovak
- Slovenian
- Somali
- Spanish
- Swahili
- Swedish
- Tagalog (Filipino)
- Tamil
- Thai
- Turkish
- Ukrainian
- Urdu
- Vietnamese
- American Sign Language
- Quebec Sign Language
- Creoles
- Prefer Not to Answer
- Other (with option to explain)

32. Do you identify with any of the following religions? Please choose all that apply.

- Protestantism
- Catholicism
- Christianity
- Judaism
- Islam
- Buddhism

- Hinduism
- Sikhism
- Indigenous
- Inter-Non-denominational
- No religions
- Prefer Not to Answer
- Other (with option to explain)

33. What is your sexual orientation?

- Asexual, a person who has no sexual feelings or desires.
- Bisexual, a person who is sexually attracted to both men and women.
- Demisexual, a person who does not experience sexual attraction unless they form a emotional connection.
- Gay, a person, especially those who identify as a male, attracted to other men.
- Heterosexual/Straight, a person who is sexually attracted to people of the opposite sex.
- Lesbian, a person, especially those who identify as a female, attracted to other women.
- Pansexual, a person who does not limit themselves in sexual choice with regard to biological sex, gender, or gender identity
- Questioning, a person who is in the process of exploration because they are unsure, still exploring, and/or concerned about a applying a social label to themselves for various reasons.
- Two-Spirited, a modern, pan-Indian, umbrella term used by some indigenous North Americans to describe certain people in their communities who fulfill a traditional third-gender (or other gender-variant) ceremonial role in their cultures.
- Not Otherwise Specified
- Prefer Not to Answer

34. If you did not identify as “Heterosexual/Straight” in Question 30, are you “out” in the workplace?

- I am “out” at work
- I am “out” with the majority of my colleagues and/or clients
- I am “out” with some of my colleagues and/or clients
- I am not “out” at work
- Prefer Not to Answer

35. Do you consider yourself a person with a disability?

“Disability” should be interpreted in broad terms. It includes both present and past conditions, as well as a subjective component, namely, one based on perception of disability.

- Yes
- No
- Prefer Not to Answer

36. Which disability/disabilities apply to you? Please select as many as apply.

- Addictions and Substance Abuse, overindulgence in or dependence on an addictive substance, especially alcohol or drugs
- Chronic Illness, an illness lasting for 3 months or more including asthma, diabetes, and depression
- Eating Disorder/Disordered Eating, a wide range of abnormal eating behaviours including anorexia, bulimia, and others
- Hard of Hearing/Deaf/deaf, a range of hearing loss from mild-to-moderate hearing to very little or no functioning hearing
- Intellectual or Developmental, characterized by significant limitations in both intellectual functioning and in adaptive behavior, which covers many everyday social and practical skills including Fragile X Syndrome and Down Syndrome
- Learning Difficulties, a condition giving rise to difficulties in acquiring knowledge and skills including dyslexia and ADD
- Mental Health, conditions and disorders that affect a person's emotional, psychological, and social well-being, including stress, anxiety, agoraphobia, etc.
- Mobility Impairment, the inability of a person to use one or more of his/her extremities, or a lack of strength to walk, grasp, or lift objects while not necessarily using an assistive device
- Pain, physical suffering or discomfort caused by illness or injury
- Physical Co-ordination Difficulties, difficulty with the combination of body movements created with the kinematic (such as spatial direction) and kinetic (force) parameters that result in intended actions.
- Progressive Conditions, a disease or physical ailment whose course in most cases is the worsening, growth, or spread of the disease.
- Reduced Physical Capacity, a restriction on what your body is able to do without completely stressing it out or injuring it
- Severe Disfigurement, the state of having one's appearance deeply and persistently harmed medically, such as from a disease, birth defect, or wound.
- Speech Impairment, a communication disorder such as stuttering, impaired articulation, a language impairment, or a voice impairment that adversely affects a child's educational performance
- Visual Impairment, a decreased ability to see to a degree that causes problems not fixable by usual means, such as glasses.
- Prefer Not to Answer
- Other (with option to explain)

37. Is/are your disability/disabilities:

- Visible
- Invisible
- Both, visible and invisible

Prefer Not to Answer

38. Do you require a workplace accommodation based on the disability/disabilities you have selected?

- Yes
- No
- Don't Know
- Prefer Not to Answer

39. Are you currently or have you previously been in receipt of a workplace accommodation?

- Currently
- Previously
- No
- Prefer Not to Answer

40. Have you ever discussed mental health with a medical professional?

- Yes
- No
- Prefer Not to Answer

41. Have you ever been diagnosed with a mental health condition, including substance abuse and/or an eating disorder/disordered eating?

- Yes
- No
- I believe I may have a mental health condition but have not been diagnosed
- Prefer Not to Answer

42. Are you being accommodated for your diagnosed mental health condition at work?

- Yes
- No
- Prefer Not to Answer

43. If you answered "Yes" to the previous question, how long did this last?

- Less than a week
- One week to one month
- Three to six months
- Six months to a year
- More than a year
- Not applicable
- Prefer Not to Answer

44. Did/do your colleagues and/or clients know about your mental illness?

- Yes, the workplace knows
- Yes, the majority of my colleagues and/or clients
- Yes, some of my colleagues and/or clients
- No, none of my colleagues or clients are aware
- Prefer Not to Answer

45. Is there something that could be done in the workplace to make it more welcoming and accommodating to your mental health condition?

Additional Information

This section asks you to identify any other information that you wish to share that may not have been collected during the rest of the Workforce Census. As a reminder, you are free to not answer any question by selecting “Prefer Not to Answer” or skipping the question entirely.

46. Is there something that could be done in the workplace to make it more welcoming to your racial identity or ethnic origins?

47. Is there something that could be done in the workplace to make it more welcoming or accommodating to your religion or faith?

48. Is there something that could be done in the workplace to make the process of coming out more safe and welcoming?

49. Is there something that could be done in the workplace to make it more welcoming or accommodating to your disability/disabilities?

50. Is there something that could be done in the workplace to make it more welcoming to your age?

51. Is there something that could be done in the workplace to make it more welcoming or accommodating to your gender and/or gender identity?

52. Is there something that could be done in the workplace to make your diverse needs met in a more welcoming manner or any additional information that you wish to share?

If you are in an “Acting” role, and you have anything additional to add about one department or the other, please feel free to do so in this section. You do not have to specify the department you’re discussing unless you choose to do so.

City of Windsor Workforce Census

Introduction

The following summary has been created for the City of Windsor, based on their workforce survey. The data for this summary and ancillary materials were provided by the City of Windsor.

Overview

Survey Details and Statistics

The workforce survey was conducted with 1,002 respondents from the City of Windsor's approximately 3,300 employees. The highest number of responses to a single question is 995. These numbers are approximate as:

- Not all respondents answered all of the questions
- The workforce contained regular full-time, regular part-time, temporary full-time, temporary part-time, and contract workers. Due to workers being hired and leaving during the survey period, the number of employees responding to the survey, or with the opportunity to respond may not have been constant

The margin of error associated with the workforce survey can be estimated as +/- 2.6% at 95% confidence. This means that 95% of the time, the 'true' category values will be within 2.6% of the values derived from the survey. Generally speaking, this is an adequate sample size. We should keep it in mind when we review the results and it is built in to the assessment of statistical difference when we compare with the Statistics Canada Data. In some specific cases the sample response to a specific value e.g. "Arab Origins" in Q22, may not be large enough to indicate a statistically significant difference between the Windsor Workforce % and the Statistics Canada Census % (discussed later in document)

Statistics Canada Data

With regard to the Statistics Canada census data, the Windsor, CY Ontario [Census subdivision] was used for comparative tables. The census data represents a 25% sample data. The global non-response rate (GNR), short-form census questionnaire: 3.8%. The global non-response rate (GNR), long-form census questionnaire: 5.5%.

Data Tables

The following is a summary of the data collected in the workforce survey. In this section percentages are the percent of the total (1,002) respondents.

Statistical Testing with Census Data

Statistical testing was done on selected questions within the survey. The testing involved using the Statistics Canada data for Windsor, CY, Ontario [Census subdivision]. The [2016 Canadian Census data](https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=3537039&Geo2=CMACA&Code2=559&Data=Coun t&SearchText=windsor&SearchType=Begins&SearchPR=01&B1=Labour&TABID=1) can be found at the following hyperlink unless otherwise noted: <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=3537039&Geo2=CMACA&Code2=559&Data=Coun t&SearchText=windsor&SearchType=Begins&SearchPR=01&B1=Labour&TABID=1>.

In order for the testing to be done, the following requirements were met:

1. The question had to be the same as the Statistics Canada census question.
2. The responses had to be the same as the Statistics Canada responses. In some cases this meant combining response categories.
3. The response category numbers had to be sufficient. This meant using the percentages of response categories as opposed to the actual numbers.

In all cases, the statistical significance test used was

1. Comparison of percentages from different sub-samples (Z-test).

Collapsing Categories and Small Numbers

In some cases, response categories may be sparse or non-existent. In such circumstances, responses may have been combined. In all cases the following guidelines were used.

- Removal of empty categories. Empty categories are typically removed, illustrated with a notation for missing, or indicated with a 0. In this survey, empty categories have been removed.
- Sparse categories are, in the case of this survey those categories with 2 or less responses.
- Sparse categories are never removed in text responses (written responses).
- Sparse categories are never combined where any chance of ambiguity exists. For example, in language questions categories stand separately, even though responses may be sparse.

Example of Statistical Comparison

The following table shows a statistical comparison of Windsor CY with the City of Windsor workforce survey.

Response	Census Windsor (CY) %	Windsor Workforce %
No, just English	88.50%	68.75%
No, just French	0.15%	0.10%
No, both English and French	8.77%	10.42%
Yes	2.58%	20.73%

Example 1: Statistical Comparisons

Example 1 is taken from the body of the report (Table 31) and shows the responses to question **26a. Do you speak any languages other than English and/or French?**

In the Windsor survey 10.42% speak both English and French, 68.75% speak just English, 0.1% speak French, and 20.73% speak another language.

NB. For the Statistical Comparison tables we exclude any missing responses from the survey. Typically, these are Prefer Not to Answer and No Answer Provided.

By contrast, in the Canadian Census data, 8.77% speak both English and French, 88.5% speak English, 0.15% speak French, and 2.58% speak another language.

Highlighting statistical significance

In the following table we take the above percentages (from Example 1) and highlight those that are significantly different at the 95% level.

Response	Census Windsor (CY) %	Windsor Workforce %
No, just English	88.50%	68.75%
No, just French	0.15%	0.10%
No, both English and French	8.77%	10.42%
Yes	2.58%	20.73%

Example 2: Statistical Comparisons

In the column for the census, within the category **No, Just English**, we colour code the Windsor cell red (see the example table from above overlaid below).

68.75%

This means, in this example, that the proportion that speak **English only** in the census data for the local areas is significantly higher than the proportion that speak **just English** in the City of Windsor workforce.

In the column for the (City of) Windsor, within the category **Yes**, we colour code the Windsor cell green.

20.73%

This means, in this example, that the proportion that speak another language in the City of Windsor workforce is significantly higher than the proportion that speak another language in the census.

Statistical Tables

Where possible the following tables were tested against Statistics Canada data for the Windsor CY. The comparison tables are included. All statistical tests were performed at the 95% (0.05) level.

- Immigration
- Citizenship
- Marital Status
- Indigenous
- Visible minority
- Language
- Work language
- Ethnicity
- Disability

Difference in Percentages

The reader will note that there are differences in the percentages between:

- The summary tables reporting results directly from the survey
- The tables comparing %s in the survey with census %s

This is because we adjust the survey percentages to be more directly comparable with the census percentages. For example, there are no **Prefer Not to Answer** responses in the Canadian Census data.

Summary

Participation

The survey drew responses from across many departments in the City of Windsor. In total 1,002 people responded to the survey. Figure 1 illustrates the responses by department or functional area.

1. What is your department?

Response	Count	Windsor Workforce %
Parks (Horticulture; Forestry and Natural Areas; Parks Development; Parks Operational)	48	4.79%
Recreation and Culture (Administration; Aquatic Services; Community Centres and Programming; Community Development; Cultural Affairs; Recreational Facilities)	134	13.37%
Facilities	25	2.50%
Office of the CAO, Office of the City Clerk (Communications and Customer Services; Council Services; Policy, Gaming, Licensing, and By-Law Enforcement; Human Resources; Employee Relations), Office of YQG and WDTC	104	10.38%
Windsor Public Library	48	4.79%
Office of the City Engineer (Development, Projects & Right of Way; Infrastructure & Geomatics; Pollution Control)	71	7.09%
Public Works - Operations	62	6.19%
Transit Windsor	28	2.79%
Office of the City Solicitor (Legal Services; Real Estate & Risk Management; Planning & Building Services; Provincial Offences; Purchasing)	94	9.38%
Fire & Rescue Services	64	6.39%
Office of the City Treasurer (Asset Planning; Financial Accounting; Financial Planning; Taxation and Financial Projects; Information Technology)	85	8.48%
Community Development & Health Services (Administration; Housing and Homelessness; Children's Services; Employment & Social Services; Social Policy & Planning)	155	15.47%
Huron Lodge	47	4.69%

Response	Count	Windsor Workforce %
Prefer Not to Answer	17	1.70%
No Answer Provided	20	2.00%
Total	1002	100.00%

Table 1: Departments Responding to the Workforce Census

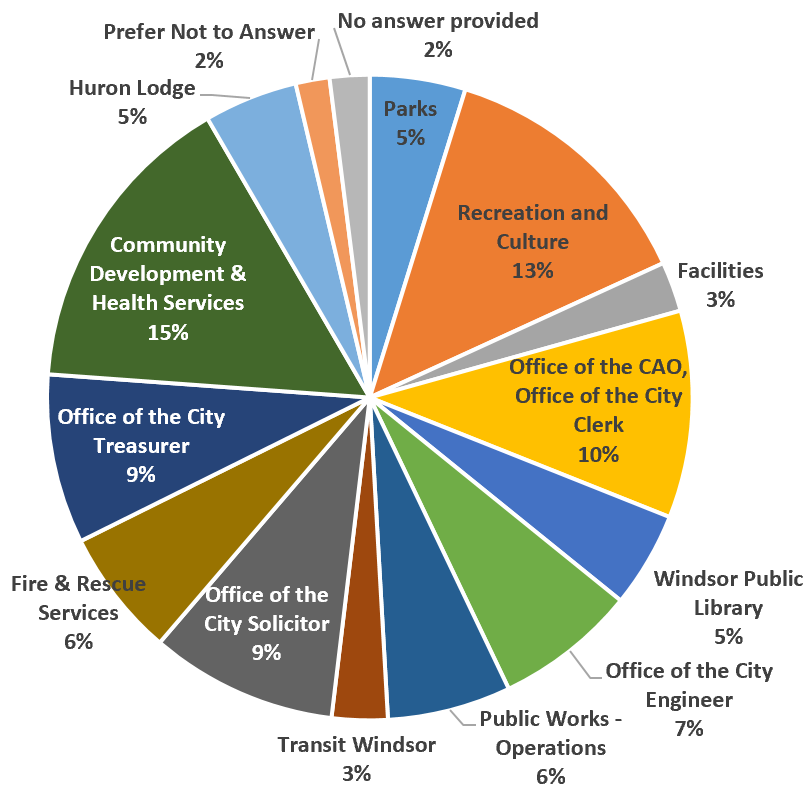


Figure 1: Departments Responding to the Workforce Census

2. What is your job category?

Response	Count	Windsor Workforce %
CUPE Local 543	441	44.01%
CUPE Local 82	61	6.09%
ONA 8	7	0.70%
WPFPA	61	6.09%
Non Union (CANUE)	286	28.54%
Non Union (non-CANUE)	33	3.29%
ATU Local 616	22	2.20%
CUPE Local 2067.1	22	2.20%
Prefer Not to Answer	50	4.99%
No Answer Provided	19	1.90%
Total	1002	100.00%

Table 2: Job Categories

3. What is your employment status?

Response	Count	Windsor Workforce %
Full Time, Permanent	767	76.55%
Full Time, Temporary	77	7.68%
Part Time, Permanent	63	6.29%
Part Time, Temporary	58	5.79%
Contract	10	1.00%
Prefer Not to Answer	15	1.50%
No Answer Provided	12	1.20%
Total	1002	100.00%

Table 3: Employment Status

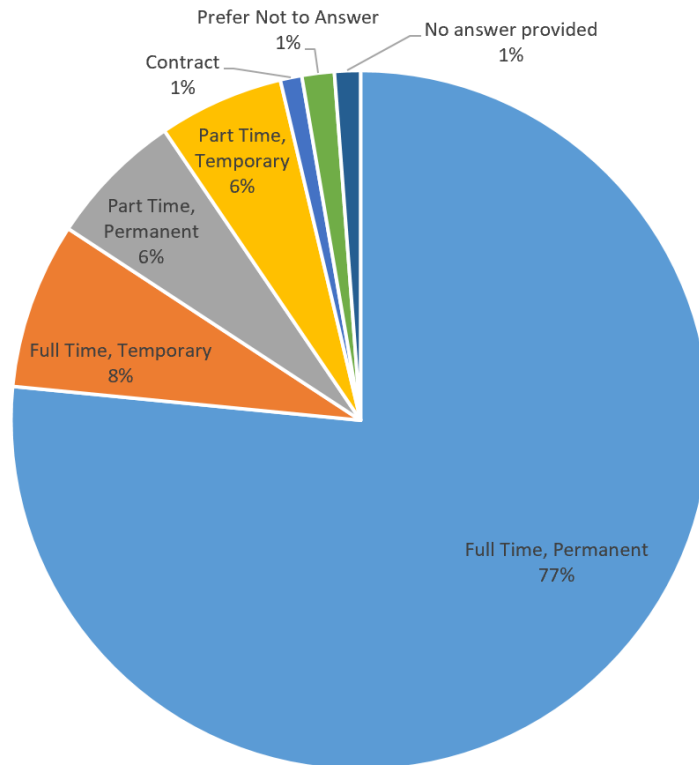


Figure 2: Breakdown of Workforce by Employment Status

As illustrated in Table 3, the survey involved a range of worker types. Primarily full time, there were also responses received from:

- Contract
- Full Time, Temporary
- Part Time, Permanent
- Part Time, Temporary
- Prefer Not to Answer

While full time, permanent workers comprised over 76% of the survey respondents, approximately one quarter of the survey respondents were in another category.

4. How long have you worked for the City of Windsor?

Response	Count	Windsor Workforce %
Less than 1 year	97	9.68%
1 to 5 years	217	21.66%
6 to 10 years	88	8.78%
11 to 15 years	182	18.16%
16 to 20 years	141	14.07%
21 to 25 years	81	8.08%
26 to 30 years	106	10.58%
More than 30 years	68	6.79%
Prefer Not to Answer	13	1.30%
No Answer Provided	9	0.90%
Total	1,002	100.00%

Table 4: Working Tenure

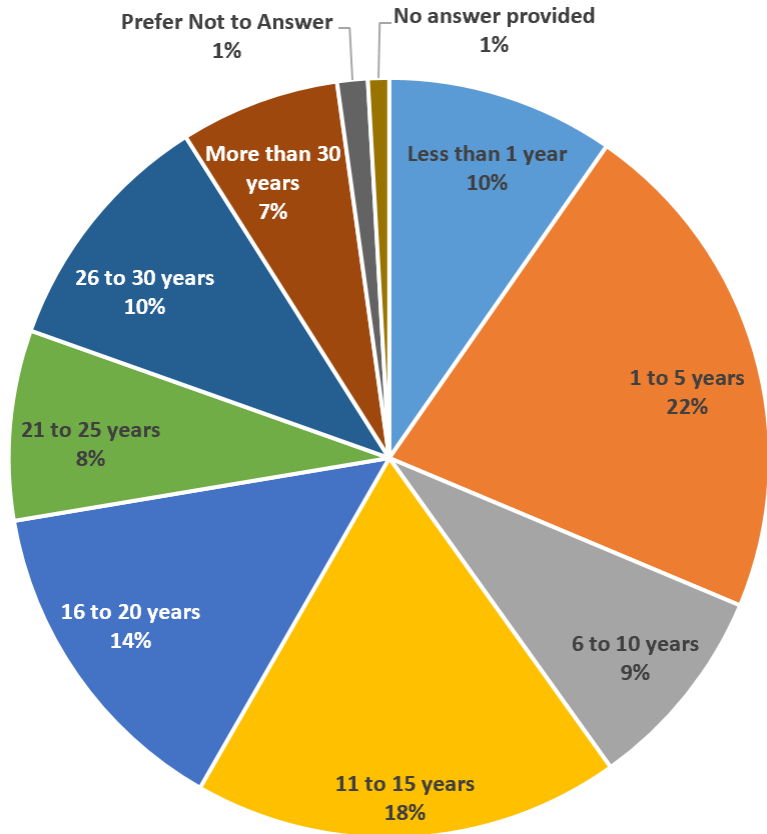


Figure 3: Working Tenure

An Aging Workforce

As is common at all levels of government throughout the country, over 20% of the workforce will be eligible to retire within the next 5 years. This is illustrated in Table 5, below.

5. When are you eligible to retire?

Response	Count	Windsor Workforce %
In the upcoming year	50	4.99%
1 to 5 years	162	16.17%
6 to 10 years	114	11.38%
11 to 15 years	148	14.77%
16 to 20 years	99	9.88%
21 to 25 years	93	9.28%
26 to 30 years	113	11.28%

Response	Count	Windsor Workforce %
More than 30 years	122	12.18%
Prefer Not to Answer	84	8.38%
No Answer Provided	7	0.70%
Total	1,002	100.00%

Table 5: Workforce Retirement by Year Band

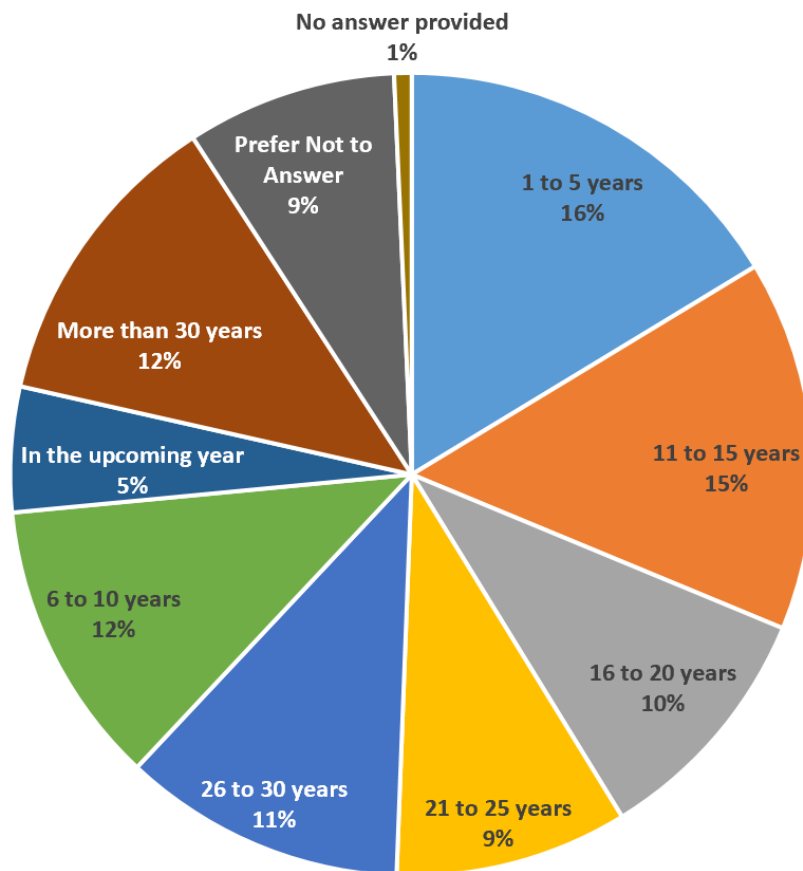


Figure 4: Workforce Retirement by Year Band

While not uncommon in many cities and at all three levels of government, the potential for “mass retirement” may pose a staffing issue if no advance planning is undertaken.

Educational Questions

6. What is the highest level of school you have completed or the highest degree you have received?

Response	Count	Windsor Workforce %
Secondary school (high school) diploma	79	7.88%
Secondary school (high school) equivalency certificate	4	0.40%
Registered apprenticeship certificate	8	0.80%
Other trades certificate or diploma	25	2.50%
College, CEGEP, or other non-university certificate or diploma (Program less than 3 months)	11	1.10%
College, CEGEP, or other non-university certificate or diploma (Program 3 months to less than 1 year)	20	2.00%
College, CEGEP, or other non-university certificate or diploma (Program 1 to 2 years)	156	15.57%
College, CEGEP, or other non-university certificate or diploma (Program more than 2 years)	126	12.57%
Certificate or diploma below bachelor level	51	5.09%
Bachelor's degree (including LL.B.)	331	33.03%
Certificate or diploma above bachelor level	42	4.19%
Master's degree	112	11.18%
Degree in medicine, dentistry, veterinary medicine, or optometry	2	0.20%
Earned doctorate	2	0.20%
I did not complete any of the above	4	0.40%
Prefer Not to Answer	21	2.10%
No Answer Provided	8	0.80%
Total	1002	100.00%

Table 6: Highest level of school completed or highest degree

Comparison with Statistics Canada Information

Response	Census Windsor (CY) % ¹	Windsor Workforce %
Secondary (high) school diploma or equivalency certificate	23.75%	8.53% ²
Apprenticeship or trades certificate or diploma	4.72%	0.82%
Trades certificate or diploma other than Certificate of Apprenticeship or Certificate of Q	2.26%	2.57%
College, CEGEP or other non-university certificate or diploma	19.22%	32.17% ³
University certificate or diploma below bachelor level	1.52%	5.24%
Bachelor's degree	12.75%	34.02%
University certificate or diploma above bachelor level	20.99%	4.32%
Master's degree	4.14%	11.51%
Degree in medicine, dentistry, veterinary medicine or optometry	0.63%	0.21%
Earned doctorate	0.85%	0.21%
No certificate, diploma or degree	9.17%	0.41%

Table 7: Highest level of school completed or highest degree (Canadian Census Comparison)

The green highlighted percentages tell us that graduates are over-represented in the Windsor workforce. Conversely the percentages highlighted in red – diploma/certificate holders – tend to be under-represented in the workforce.

Differences in percentages in the statistical comparison tables

As discussed in the introduction the Windsor Workforce % in the Comparison with Statistics Canada tables will usually be higher than the % you see in the main table.

If we take the above table as an example.

¹ Windsor, CY, Ontario, Census subdivision

² Red cells indicate that the differences in the percentages in a given row is statistically significant (at the 95% level of confidence). And that the Windsor Workforce % is **lower**.

³ Green cells indicate that the differences in the percentages in a given row is statistically significant (at the 95% level of confidence). And that the Windsor Workforce % is **higher**.

In the main table we see:

Response	Count	Windsor Workforce %
Secondary school (high school) diploma	79	7.88%

Example 3: Differences in Percentages

But in the Statistical Comparison table we seen the Windsor Workforce % is higher (8.53% versus 7.88% previously):

Response	Census Windsor (CY) % ⁴	Windsor Workforce %
Secondary (high) school diploma or equivalency certificate	23.75%	8.53% ⁵

Example 4: Differences in Percentages Statistical Comparison

This is because, in order to make a direct comparison between the Windsor % and the Census % we need to exclude all the “missing” responses in the Windsor survey. The missing responses are usually “Prefer Not to Answer” or “No Answer Provided”.

⁴ Windsor, CY, Ontario, Census subdivision

⁵ Red cells indicate that the differences in the percentages in a given row is statistically significant (at the 95% level of confidence). And that the Windsor Workforce % is **lower**.

7. In what province, territory, or country did you complete your highest degree, certificate, or diploma?

Response	Count	Windsor Workforce %
Ontario	891	88.92%
In Canada, but in a province or territory outside Ontario	26	2.59%
Outside Canada, in another country	65	6.49%
Prefer Not to Answer	10	1.00%
No Answer Provided	10	1.00%
Total	1002	100.00%

Table 8: Where completed highest diploma, certificate, or degree

Most respondents, 88.92%, completed their highest qualification in Ontario. But 6.49% completed theirs outside of Canada.

8. What was the major field of study of the highest diploma, certificate, or degree that you have completed?

Response	Count	Windsor Workforce %
Education	68	6.79%
Visual and Performing Arts and Communications Technologies	30	2.99%
Humanities	43	4.29%
Social and Behavioural Sciences and Law	143	14.27%
Business, Management, and Public Administration	196	19.56%
Physical and Life Sciences and Technologies	21	2.10%
Mathematics, Computer, and Information Sciences	39	3.89%
Architecture, Engineering, and related Technologies	124	12.38%
Agriculture, Natural Resources, and Conservation	14	1.40%

Response	Count	Windsor Workforce %
Health, Nursing, Parks, Recreation, and Fitness	81	8.08%
Personal, Protective, and Transportation Services	5	0.50%
Not Applicable	55	5.49%
Other field of study	136	13.57%
Prefer Not to Answer	32	3.19%
No Answer Provided	15	1.50%
Total	1002	100.00%

Table 9: Major Field of Study for Highest Level of Education

Business, Management, and Public Administration is the field of study with the highest number of respondents in our survey.

9. Have you attended a school, college, CEGEP, or university at any time in the past 12 months (including online programs)?

Response	Count	Windsor Workforce %
Yes, attended elementary or high school	10	1.00%
Yes, attended trade school, college, CEGEP, or other non-university institution	94	9.38%
Yes, attended university	84	8.38%
No, did not attend school at any time in the past 12 months	767	76.55%
Prefer Not to Answer	19	1.90%
No Answer Provided	28	2.79%
Total	1002	100.00%

Table 10: Attended a school, college, CEGEP, or university in past 12 months

Approximately 19% of the workforce have attended a school, college, CEGEP, or university in the past 12 months.

Additional skills

10. What additional certifications/skills do you bring to the workplace?

Response	Count	Windsor Workforce %
Professional (e.g. CMA, CHRP, Lawyer, Doctor)	154	15.37%
Health and Safety (e.g. CPR, First Aid, Emergency Preparedness)	538	53.69%
Instructional (e.g. ESL Instructor, Piano Instructor, Swimming Instructor)	166	16.57%
Language Skills Certificate	36	3.59%
Skills Mastery (e.g. Chef, Martial Arts)	47	4.69%
Technical (e.g. Coding, App Design, UX Design) Prefer Not to Answer	126	12.57%
Prefer Not to Answer	131	13.07%
No Answer Provided	177	17.66%
Total	1002	100.00%

Table 11: Top 5 Additional Certifications/Skills

Health & Safety certification/skills is the stand-out among the additional skills that workforce respondents bring to the business. Over half of those surveyed reported having trained/studied in this area.

11. Are you using your educational background or professional designation/skills in your current position with the City of Windsor?

Response	Count	Windsor Workforce %
Yes	744	74.25%
No	214	21.36%
Prefer Not to Answer	32	3.19%
No Answer Provided	12	1.20%
Total	1002	100.00%

Table 12: Use of Educational Background or Professional Designation/Skills at the City of Windsor

Almost 75% of the workforce say that they use their professional designation/skills in their current position with the City of Windsor. Among those who say they didn't the most likely reason is that their current role simply doesn't require them (Table 13).

12. If you responded "No" to Question #11, please indicate the reason why your credentials are not being used in your current position

Response	Count	Windsor Workforce %
My current position does not require them	169	16.87%
My credentials are not recognized in Ontario	6	0.60%
My credentials are not recognized as being from an accredited institution	7	0.70%
My credentials are recognized in Ontario but I could not find a position that uses them	21	2.10%
Personal choice to go into a position that does not use my credentials	39	3.89%
Prefer Not to Answer	57	5.69%
No Answer Provided	736	73.45%
Total	1002	100.00%

Table 13: If not, why are your credentials not being used?

Children and Other Dependents

13. Do you provide dependent care for any of the following?

Response	Count	Windsor Workforce %
No	436	43.51%
Yes, but I prefer not to specify	29	2.89%
Yes, Children (including children that are not biologically or legally your own)	376	37.52%
Yes, Grandchildren	18	1.80%
Yes, Immediate family members (including spouses, brothers, sisters, mother, father, grandparent, etc.)	147	14.67%
Yes, Others (friends, elders, dependents with disabilities and others)	63	6.29%
Prefer Not to Answer	28	2.79%
No Answer Provided	17	1.70%
Total	1002	100.00%

Table 14: Dependent Care

The largest single group of dependents for who Windsor staffers (37.52%) provide care is, perhaps unsurprisingly, children. After that 14.67% of respondents provided dependent care to immediate family members.

14. Please provide any suggested actions, programs, or supports in the workplace that would be effective in helping you manage your dependent care responsibilities while you are working.

Top Response themes shown

Response Theme	Count	Example Responses
More Flexibility	150	<ul style="list-style-type: none"> • More flexible work hours; the ability to work from home on occasion • Flex time, flex hours, compressed work week, working remotely, alternate start times to accommodate pickup/drop off/ school bus times
Policies /Benefits/Accommodations	41	<ul style="list-style-type: none"> • Corporate provided and staffed daycare/before and after school care • Changes to flex time policy and more user friendly procedure; changes to attendance policy (i.e.: personal days or ability to use sick days to look after sick child) • Better pay, Discount rate for City memberships (ie: reduced rate or group plan for gym membership at City owned facilities)group rates for daycare, increased benefit coverage for orthodontics
Education (Training/Awareness)	12	<ul style="list-style-type: none"> • CPR and first aid for all Transit Windsor drivers • More workshops on Dementia or Elder Care. • More parenting seminars/workshops (mental health, stress, cyber safety, technology and kids)
Staff and Co-workers	6	<ul style="list-style-type: none"> • More staffing

Table 15: Actions to help manage dependent care responsibilities

Question 14 was an open-ended question. By far the most requested action was for more flexibility in working hours and locations.

Individual Demographics

15. What best describes your marital status?

Response	Count	Windsor Workforce %
Never legally married (single)	193	19.26%
Legally married (and not separated)	561	55.99%
Separated, but still legally married	26	2.59%
Divorced	71	7.09%
Widow/Widower	14	1.40%
Common-law	90	8.98%
Prefer Not to Answer	37	3.69%
No Answer Provided	10	1.00%
Total	1002	100.00%

Table 16: Marital Status

Comparison with Statistics Canada Information.

Response	Census Windsor (CY) % ⁶	Windsor Workforce %
Never married	31.23%	20.21%
Legally married (and not separated)	43.08%	58.74%
Separated, but still legally married	3.55%	2.72%
Divorced	7.86%	7.43%
Widow/Widower	6.68%	1.47%
Common-law	7.61%	9.42%

Table 17: Marital Status (Canadian Census Comparison)

⁶ Windsor, CY, Ontario, Census subdivision

Members of the Windsor Workforce are more likely to be married, and less likely to be never married, than the local population (as revealed through the census).

16. What is your gender identity?

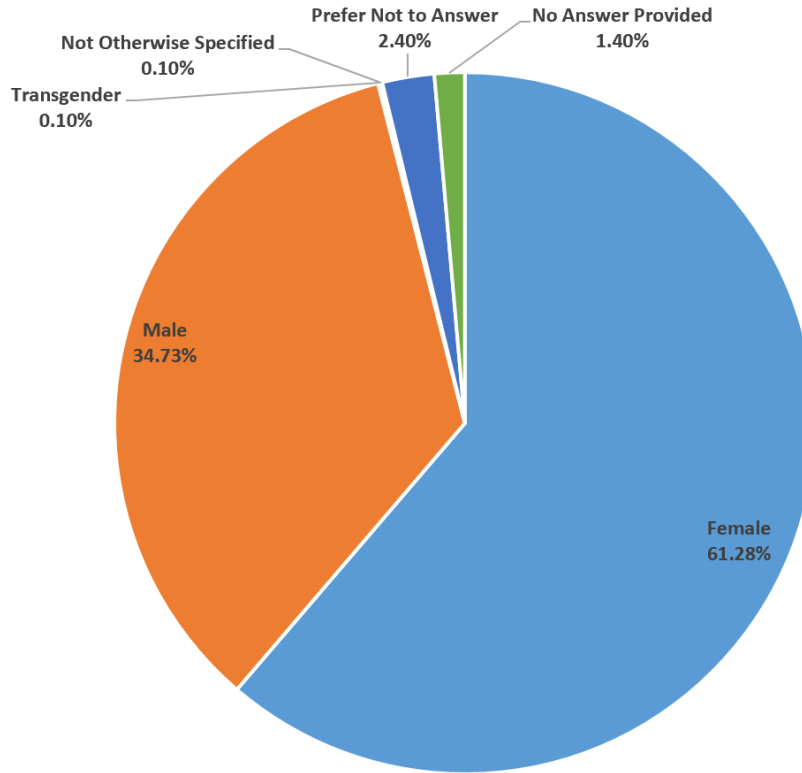


Figure 5: Gender Identity

While most of the workforce describe themselves as Female or Male there is a Transgender representation which is at least 0.1% overall.

17. Where were you born? (Top 10)⁷

Response	Count	Windsor Workforce %
In Ontario	812	81.04%
In Canada, in a province or territory outside Ontario	41	4.09%
United States	11	1.10%

⁷ Excluding “Other” and “Prefer Not to Answer”

Response	Count	Windsor Workforce %
Italy	9	0.90%
China	8	0.80%
Iraq	8	0.80%
Lebanon	7	0.70%
Philippines	7	0.70%
United Kingdom	7	0.70%
India	4	0.40%

Table 18: Place of Birth (Top 10 Locations)

With regard to the makeup of the workforce, Tables 18 and 19 illustrate the workforce composition. While the majority of the workforce was born in Canada, there is strong representation from around the world in the City of Windsor workforce.

18. Top countries of birth noted in Other

Response	Count
Romania	8
Albania	2
Guatemala	2
Jordan	2
Pakistan	2
Serbia	2

Table 19: Place of Birth - Top 6 Responses for "Other"

19. What is your current immigration status?

Response	Count	Windsor Workforce %
Canadian Citizen	941	93.91%
Permanent Resident	10	1.00%

Response	Count	Windsor Workforce %
Prefer Not to Answer	10	1.00%
No Answer Provided	41	4.09%
Total	1002	100.00%

Table 20: Current Immigration Status

Comparison with Statistics Canada Information.

Response	Census Windsor (CY) % ⁸	Windsor Workforce %
Canadian citizens	91.91%	98.95%
Not Canadian citizens	8.09%	1.05%

Table 21: Place of Birth (Canadian Census Comparison)

The majority, 93.91%, of respondents to the Workforce Census are Canadian Citizens. Table 21 shows us that this is statistically higher than in the local area as whole.

21. How long have you lived in Canada?

Response	Count	Windsor Workforce %
1 to 4 years	1	0.10%
5 to 9 years	8	0.80%
10 to 14 years	18	1.80%
15 to 19 years	35	3.49%
20 to 29 years	137	13.67%
More than 30 years	737	73.55%
Prefer Not to Answer	21	2.10%
No Answer Provided	45	4.49%
Total	1002	100.00%

⁸ Windsor, CY, Ontario, Census subdivision

Table 22: Lived in Canada (In Years)

The majority of the workforce – and we would expect to see this given the high proportion of Canadian citizens - have lived in Canada for over 30 years.

22. Which ethnic group(s) did your ancestors belong to and/or which ethnic group(s) do you identify with?

Response	Count	Windsor Workforce %
British Isles origins (e.g. English, Irish, Scottish, Welsh)	429	42.81%
French origins (e.g. French, Acadian)	267	26.65%
Indigenous origins (e.g. Inuit, Métis, First Nations Status or Non-Status)	73	7.29%
Other North American origins (e.g. American, Canadian)	147	14.67%
Caribbean origins (e.g. Haitian, Jamaican, Guyanese, West Indian)	4	0.40%
Latin, Central, and South American origins (e.g. Argentinean, Colombian, Mexican, Salvadorian)	9	0.90%
European origins (e.g. German, Norwegian, Latvian, Italian, Czech, Jewish)	389	38.82%
African origins (e.g. Congolese, Ethiopian, Ghanaian, Somali)	17	1.70%
Arab origins (e.g. Egyptian, Iraqi, Lebanese, Palestinian)	39	3.89%
West Asian origins (e.g. Afghan, Iranian, Israeli, Turk)	5	0.50%
South Asian origins (e.g. Bangladeshi, Gujarati, Pakistani, Punjabi)	14	1.40%
East and Southeast Asian origins (e.g. Chines, Filipino, Japanese, Vietnamese)	37	3.69%
Oceania origins (e.g. Australian, New Zealander, Maori, Polynesian)	2	0.20%
Unknown	39	3.89%
Prefer Not to Answer	45	4.49%
No Answer Provided	18	1.80%
Total	1002	100.00%

Table 23: Ethnic Group(s) Identification

Table 24 (below) shows that, compared with the local census, the Windsor workforce has a, statistically significant, higher proportion of respondents in the first 3 ethnic groups; British Isles, European (including French) and North American Aboriginal.

Comparison with Statistics Canada Information

Response	Census Windsor (CY) ⁹ %	Windsor Workforce %
British Isles origins	19.20%	47.67%
European origins	36.54%	72.89%
North American Aboriginal origins	2.61%	8.11%
Other North American origins	15.13%	16.33%
Latin, Central and South American origins	1.78%	1.44%
African origins	2.42%	1.89%
Asian origins	13.18%	4.11%
West Central Asian and Middle Eastern origins	6.46%	4.89%
South Asian origins	2.64%	1.56%
Oceania origins	0.04%	0.22%

Table 24: Ethnic Group(s) Identification (Canadian Census Comparison)

23. Do you consider yourself to be of Indigenous ancestry?

Response	Count	Windsor Workforce %
Yes, Inuit	2	0.20%
Yes, Métis	34	3.39%
Yes, First Nations (Status or Non-Status)	19	1.90%
No	892	89.02%
Prefer Not to Answer	34	3.39%

⁹ Windsor, CY, Ontario, Census subdivision

Response	Count	Windsor Workforce %
No Answer Provided	21	2.10%
Total	1002	100.00%

Table 25: Indigenous Ancestry

5.49% of the workforce say they are of indigenous ancestry.

Comparison with Statistics Canada Information

Response	Census Windsor (CY) % ¹⁰	Windsor workforce %
Yes, Inuit	0.04%	0.21%
Yes, Métis	1.16%	3.59%
Yes, First Nations (Status or Non-Status)	7.81%	2.01%
No	90.99%	94.19%

Table 26: Indigenous Ancestry (Canadian Census Comparison)

When we compare the responses to this question the workforce survey data to the census data for the local area, we do not see any statistically significant differences between the **specific** indigenous groups. However we do see that Windsor has a significantly higher % of respondents who say they are not of indigenous ancestry.

24. Do you consider yourself to be a visible minority?

Response	Count	Windsor Workforce %
Yes	104	10.38%
No	831	82.93%
Prefer Not to Answer	51	5.09%
No Answer Provided	16	1.60%
Total	1002	100.00%

Table 27: Visible Minority Identification

¹⁰ Windsor, CY, Ontario, Census subdivision

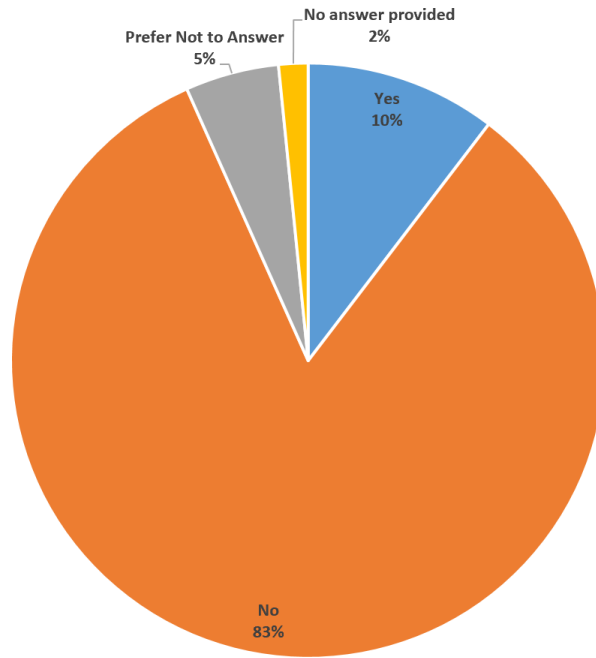


Figure 6: Visible Minority Identification

Associated with the question of a multi-cultural workforce, Table 27 illustrates the degree to which visible minorities are represented within the survey.

Comparison with Statistics Canada Information

Response	Census Windsor (CY) % ¹¹	Windsor Workforce %
Yes	26.92%	11.12%
No	73.08%	88.88%

Table 28: Visible Minority Identification (Canadian Census Comparison)

When we compare the responses to this question the workforce survey data to the census data for the local areas, we see that there is a (statistically) significant difference between the percentage of workforce respondents who consider themselves to be a **Visible Minority**. The workforce number of 11.12%¹² is less than the 26.92% in the census data.

¹¹ Windsor, CY, Ontario, Census subdivision

¹² Removing the Prefer not to Answer and Blanks from the previous number to create this one, as per all the statistical testing in this report

25. If you responded "Yes" to Question #24, please identify your group(s)

Response	Count	Windsor Workforce %
Arab	16	1.60%
Black/African-Canadian/Caribbean	27	2.69%
East Asian (e.g. Chinese, Korean, Japanese, etc.) Indigenous	20	2.00%
Indigenous	8	0.80%
Latin American	4	0.40%
North American Aboriginal (First Nations Non Status or Status, Métis, Inuit) South Asian (e.g. East Indian, Pakistani, Sri Lankan, etc.)	5	0.50%
South Asian (e.g. East Indian, Pakistani, Sri Lankan, etc.)	12	1.20%
Southeast Asian (e.g. Cambodian, Indonesian, Vietnamese, etc.)	7	0.70%
West Asian (e.g. Afghan, Iranian, etc.)	1	0.10%
Prefer Not to Answer	38	3.79%
Total	1002	100.00%

Table 29: Visible Minority Group(s)

Comparison with Statistics Canada Information

Response	Census Windsor (CY) ¹³ %	Windsor Workforce %
Arab	7.53%	1.67%
Black	4.99%	2.71%
East Asian	5.01%	1.98%
Latin American	1.25%	0.42%
Multiple visible minorities	0.86%	0.00%

¹³ Windsor, CY, Ontario, Census subdivision

Response	Census Windsor (CY) ¹³ %	Windsor Workforce %
South Asian	4.50%	1.25%
Southeast Asian	1.57%	0.73%
West Asian	0.60%	0.10%
Visible minority, n.i.e.	0.61%	0.00%
Not a visible minority	73.08%	91.14%

Table 30: Visible Minority Group(s) (Canadian Census Comparison)

Despite the overall difference in significance observed in Table 28, Table 30 shows us that none of the differences in % at the specific ethnic group level are statistically significant. Though we see marked differences in the percentages the bases are relatively small, so we don't see any statistical significance. However, the Windsor Workforce does have significantly more respondents who do not describe themselves as being a visible minority.

Language and the Workplace

Table 31 and Figure 7 illustrate the language(s) spoken by the workforce.

26a. Do you speak any languages other than English and/or French?

Response	Count	Windsor Workforce %
No, just English	660	65.87%
No, just French	1	0.10%
No, both English and French	100	9.98%
Yes	199	19.86%
Prefer Not to Answer	29	2.89%
No Answer Provided	13	1.30%
Total	1002	100.00%

Table 31: Language(s) Spoken by Workforce

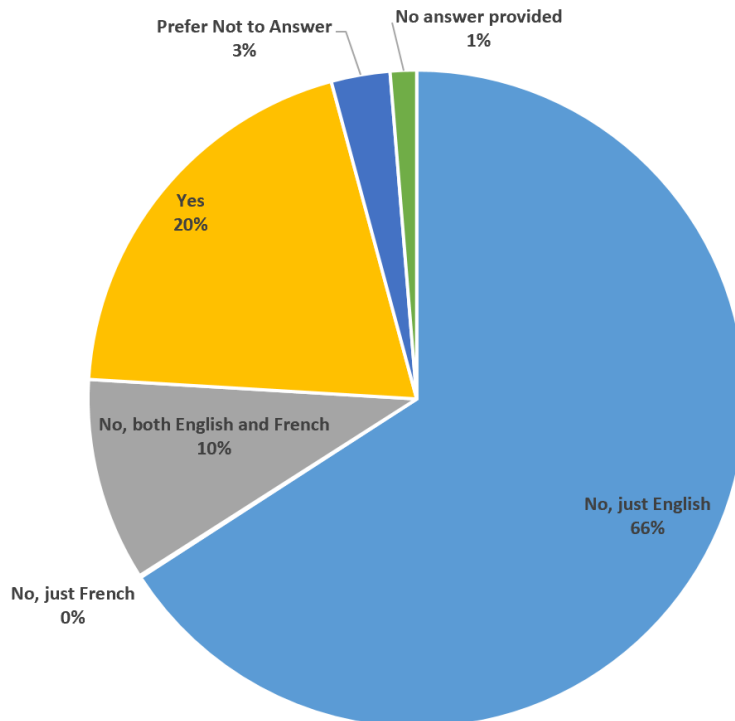


Figure 7: Language(s) Spoken by Workforce

Comparison with Statistics Canada Information

Response	Census Windsor (CY) % ¹⁴	Windsor Workforce %
No, just English	88.50%	68.75%
No, just French	0.15%	0.10%
No, both English and French	8.77%	10.42%
Yes	2.58%	20.73%

Table 32: Language(s) Spoken by Workforce – Census Comparison

When we compare the workforce respondents with the local population, we see that a higher, and statistically significant, percentage of that workforce speak both English and French. The amount speaking more languages is higher at 20.73% compared with only 2.58% in the population at large.

26b. What languages can you speak well enough to have a conversation? (Top 10)

Response	Count	Windsor Workforce %
Italian	47	4.69%
Arabic	29	2.89%
Spanish	17	1.70%
Serbian	11	1.10%
Croatian	10	1.00%
Macedonian	10	1.00%
Mandarin	10	1.00%
German	9	0.90%
Polish	9	0.90%
Tagalog(Filipino)	8	0.80%

Table 33: Top 10 Languages Spoken Well Enough to Have a Conversation (Other than English and French)

¹⁴ Windsor, CY, Ontario, Census subdivision

27b. What languages do you use on a regular basis in your job at the City of Windsor?
(Top 10¹⁵)

Response	Count	Windsor Workforce %
Arabic	12	1.20%
Mandarin	7	0.70%
Spanish	7	0.70%
Italian	5	0.50%
Cantonese	3	0.30%
Hindi	3	0.30%
Croatian	2	0.20%
German	2	0.20%
Polish	2	0.20%
Romanian	2	0.20%

Table 34: Top 10 Languages Used on a Regular Basis On the Job at the City of Windsor

28a. Are there any languages, outside of English and/or French, that would be helpful for you to complete your job?

Response	Count	Windsor Workforce %
Yes	168	16.77%
No	762	76.05%
Prefer Not to Answer	53	5.29%
No Answer Provided	19	1.90%
Total	1002	100.00%

Table 35: Useful Languages for the Job at the City of Windsor

¹⁵ Excluding English and French

16.77% of the workforce say that speaking a language other than English or French would help them complete their jobs. Table 36 shows us that this covers a range of languages with Arabic at the top.

28b. Please identify the languages that would assist you in your work. (Top 11)

Response	Count	Windsor Workforce %
Arabic	111	11.08%
French	78	7.78%
Mandarin	34	3.39%
Italian	33	3.29%
Spanish	33	3.29%
Cantonese	24	2.40%
American Sign Language	24	2.40%
Panjabi (Punjabi)	12	1.20%
Hindi	9	0.90%
Japanese	8	0.80%
Serbian	8	0.80%

Table 36: Top 11 Useful Languages for the Job at the City of Windsor

Religion

29. Do you identify with any of the following religions?

Response	Count	Windsor Workforce %
Protestantism	91	9.08%
Catholicism	405	40.42%
Christianity	216	21.56%
Judaism	7	0.70%
Islam	17	1.70%
Buddhism	21	2.10%
Hinduism	3	0.30%
Sikhism	5	0.50%
Indigenous	5	0.50%
Inter/Non-denominational	18	1.80%
No religion	211	21.06%
Other	42	4.19%
Prefer Not to Answer	89	8.88%
No Answer Provided	16	1.60%
Total	1002	100.00%

Table 37: Religious Identification

The majority of the workforce described themselves as Christian. With Catholicism the largest denomination represented at 40.42%. Other faiths make up the about 7.6% of the workforce base. A significant group of respondents, 21.06%, say they have no religion.

Sexual Orientation

30. What is your sexual orientation?

Response	Count	Windsor Workforce %
Asexual, a person who has no sexual feelings or desires.	4	0.40%
Bisexual, a person who is sexually attracted to both men and women.	20	2.00%
Demisexual, a person who does not experience sexual attraction unless they form a emotional connection.	1	0.10%
Gay, a person, especially those who identify as a male, attracted to other men.	10	1.00%
Heterosexual/Straight, a person who is sexually attracted to people of the opposite sex.	847	84.53%
Lesbian, a person, especially those who identify as a female, attracted to other women.	5	0.50%
Pansexual, a person who does not limit themselves in sexual choice with regard to biological sex, gender, or gender identity	5	0.50%
Questioning, a person who is in the process of exploration because they are unsure, still exploring, and/or concerned ab	3	0.30%
Not Otherwise Specified	4	0.40%
Prefer Not to Answer	68	6.79%
No Answer Provided	35	3.49%
Total	1002	100.00%

Table 38: Sexual Orientation

Table 38 clearly illustrates the breadth of sexual orientation across the Windsor workforce.

These categories may be reduced to the simplified table:

30. What is your sexual orientation? (summarized)

Response	Count	Windsor Workforce %
LGBTQ+	48	4.79%
Heterosexual	847	84.53%
Not Otherwise Specified	4	0.40%
Prefer Not to Answer	68	6.79%
No Answer provided	35	3.49%
Total	1002	100.00%

Table 39: Sexual Orientation (Summarized)

Table 39 tells us that approximately 5% of the workforce are LGBTQ+.

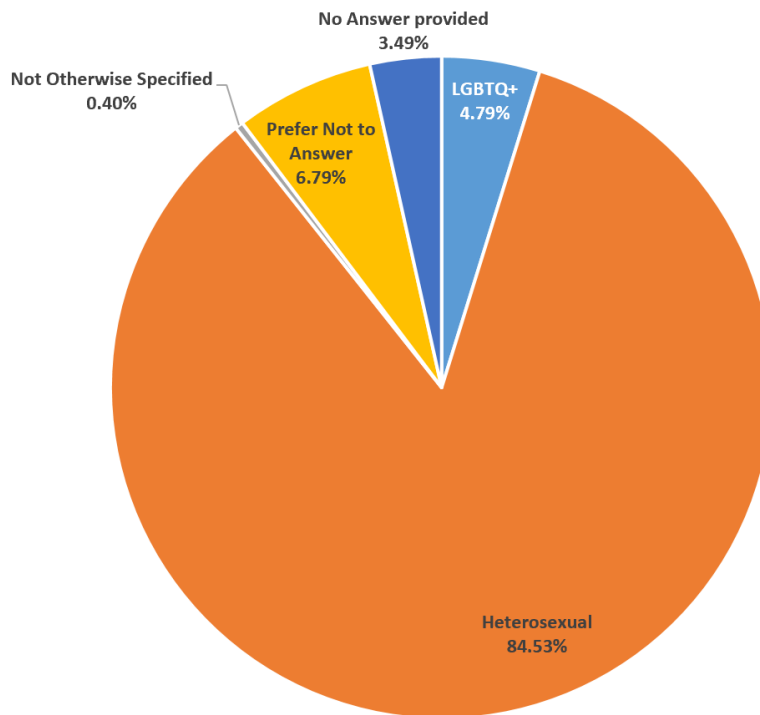


Figure 7: Sexual Orientation (Summarized)

Of those who did not identify as "Heterosexual/Straight" in Question 30, are you "out" in the workplace was identified in question 31. The results are illustrated in the following table and graph

31. If you did not identify as "Heterosexual/Straight" in Question 30, are you "out" in the workplace?

Response	Count	Windsor Workforce %
I am "out" at work	13	9.70%
I am "out" with some of my colleagues and/or clients	13	9.70%
I am "out" with the majority of my colleagues and/or clients	3	2.20%
I am not "out" at work	26	19.40%
Prefer Not to Answer	79	59.00%
Total	134 ¹⁶	100.00%

Table 40: "Out" in the Workplace

This has been illustrated in the following chart (Figure 8).

¹⁶ Total number of respondents to this follow up question. Note that we had more respondents than those who previously self-identified as LGBTQ+, Not Otherwise Specified, and Prefer Not to Answer combined

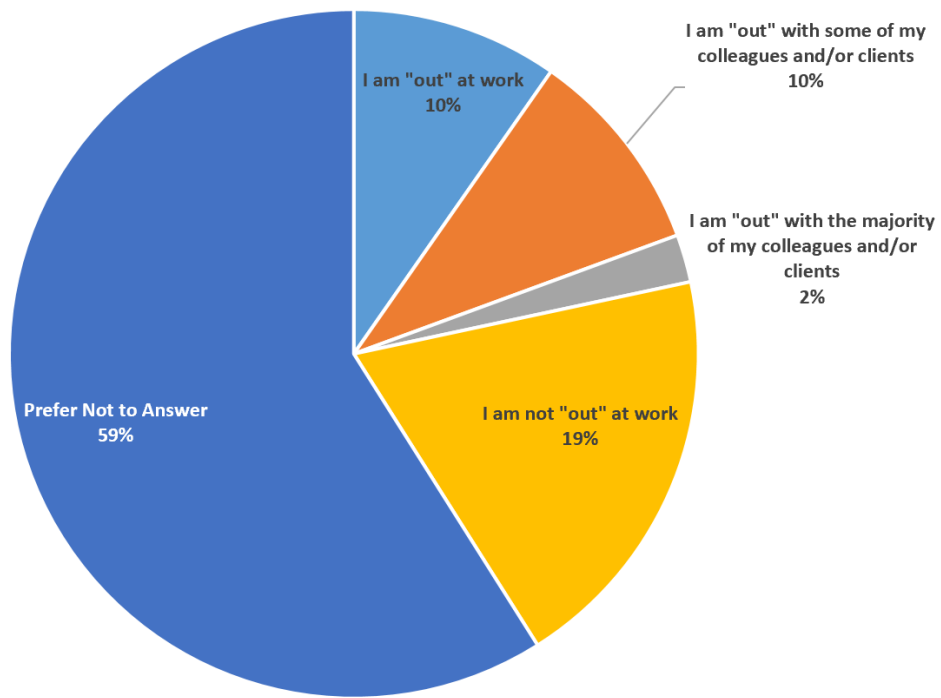


Figure 8: "Out" in the Workplace

Disabilities and Mental Health

For questions regarding disabilities, comparisons and statistical testing was done using [A demographic, employment and income profile of Canadians with disabilities aged 15 years and over, 2017](#). The study for comparison can be found at the following link <https://www150.statcan.gc.ca/n1/pub/89-654-x/89-654-x2018002-eng.htm>.

For people with disabilities the survey results are shown in the following table.

32. Do you consider yourself a person with a disability?

Response	Count	Windsor Workforce %
Yes	151	15.20%
No	808	81.40%
Prefer Not to Answer	34	3.40%
No Answer Provided	9	0.90%
Total	1002	100.00%

Table 41: Disability Self-Identification

When compared to the Census Canada results, *A demographic, employment and income profile of Canadians with disabilities aged 15 years and over, 2017*, the results are shown in Table 42.

Comparison with Statistics Canada Information

Response	Census Windsor (CY) ¹⁷ %	Windsor Workforce %
Yes	22.30%	15.75%
No	77.70%	84.25%

Table 42: Disability Self-Identification (Canadian Census Comparison)

This statistical comparison shows that the Windsor Workforce has a smaller proportion (than the local census) of members who consider themselves to have a disability, or disabilities.

¹⁷ Windsor, CY, Ontario, Census subdivision

33. Which disability/disabilities apply to you? (Top 10)

Response	Count	Windsor Workforce %
Chronic Illness, an illness lasting for 3 months or more including asthma, diabetes, and depression	77	7.68%
Pain, physical suffering or discomfort caused by illness or injury	77	7.68%
Mental Health, conditions and disorders that affect a person's emotional, psychological, and social well-being, including stress, anxiety, agoraphobia, etc.	74	7.39%
Reduced Physical Capacity, a restriction on what your body is able to do without completely stressing it out or injuring it	47	4.69%
Hard of Hearing/Deaf/deaf, a range of hearing loss from mild-to-moderate hearing to very little or no functioning hearing	26	2.59%
Mobility Impairment, the inability of a person to use one or more of his/her extremities, or a lack of strength to walk, grasp, or lift objects while not necessarily using an assistive device	26	2.59%
Learning Difficulties, a condition giving rise to difficulties in acquiring knowledge and skills including dyslexia and ADD	21	2.10%
Progressive Conditions, a disease or physical ailment whose course in most cases is the worsening, growth, or spread of the disease.	21	2.10%
Visual Impairment, a decreased ability to see to a degree that causes problems not fixable by usual means, such as glasses.	12	1.20%
Eating Disorder/Disordered Eating, a wide range of abnormal eating behaviours including anorexia, bulimia, and others	11	1.10%

Table 43: Top 10 Disabilities in the Workplace

Table 43 describes a broad range of disabilities.

34. Is/are your disability/disabilities:

Response	Count	Windsor Workforce %
Visible	20	2.00%
Invisible	167	16.67%
Both, visible and invisible	42	4.19%
Prefer Not to Answer	119	11.88%
No Answer Provided	654	65.27%
Total	1002	100.00%

Table 44: Visibility of Disability

35. Do you require a workplace accommodation based on the disability/disabilities you have selected?¹⁸

Response	Count	Windsor Workforce % ¹⁹
Yes	76	7.58%
No	444	44.31%
Don't Know	36	3.59%
Prefer Not to Answer	40	3.99%
Total	596	100.00%

Table 45: Workplace Accommodation Requirement

¹⁸ It should be noted that there were more respondents answering this question than had indicated they had a disability/disabilities at Q34

¹⁹ Percentage based on total responses to the Workforce Census (1,002)

36. Are you currently or have you previously been in receipt of a workplace accommodation?

Response	Count	Windsor Workforce %
Currently	72	7.19%
No	581	57.98%
Prefer Not to Answer	46	4.59%
Previously	59	5.89%
No Answer Provided	244	24.35%
Total	1002	100.00%

Table 46: Currently or Previously in Receipt of a Workplace Accommodation

Questions 37-43 look at various aspects of Mental Health experienced by the Windsor Workforce.

37. Have you ever discussed mental health with a medical professional?

Response	Count	Windsor Workforce %
Yes	349	34.83%
No	583	58.18%
Prefer Not to Answer	42	4.19%
No Answer Provided	28	2.79%
Total	1002	100.00%

Table 47: Discussion of Mental Health with a Medical Professional

38. Have you ever been diagnosed with a mental health condition, including substance abuse and/or an eating disorder/disordered eating?

Response	Count	Windsor Workforce %
Yes	111	11.08%
No	789	78.74%
I believe I may have a mental health condition but have not been diagnosed	14	1.40%

Response	Count	Windsor Workforce %
Prefer Not to Answer	48	4.79%
No Answer Provided	40	3.99%
Total	1002	100.00%

Table 48: Diagnosis of Mental Health Condition

39. Are you being accommodated for your diagnosed mental health condition at work?

Response	Count	Windsor Workforce %
Yes	10	1.00%
No	589	58.78%
Prefer Not to Answer	73	7.29%
No Answer Provided	330	32.93%
Total	1002	100.00%

Table 49: Mental Health Condition Workplace Accommodations

40. Has your mental health condition prevented you from working in the last three years?

Response	Count	Windsor Workforce %
Yes	67	6.69%
No	592	59.08%
Prefer Not to Answer	49	4.89%
No Answer Provided	294	29.34%
Total	1002	100.00%

Table 50: Prevention of Work due to Mental Health Condition

41. If you answered "Yes" to Question #40, how long did this last?²⁰

Response	Count	Windsor Workforce %
Less than a week	26	17.57%
One week to one month	22	14.86%
Three to six months	6	4.05%
Six months to a year	7	4.73%
More than a year	2	1.35%
Not Applicable	50	33.78%
Prefer Not to Answer	35	23.65%
Total	148	100.00%

Table 51: Length of Prevention of Work due to Mental Health Condition

42. Did/do your colleagues and/or clients know about your mental illness?

Response	Count	Windsor Workforce %
Yes, the workplace knows	21	6.07%
Yes, the majority of my colleagues and/or clients	6	1.73%
Yes, some of my colleagues and/or clients	59	17.05%
No, none of my colleagues or clients are aware	135	39.02%
Prefer Not to Answer	125	36.13%
Total	346	100.00%

Table 52: Workplace Awareness of Mental Health Condition

²⁰ As we have seen in other follow up questions, it appears that more respondents answered this question than responded Yes at Q40

43. *Is there something that could be done in the workplace to make it more welcoming and accommodating to your mental health condition?*

Showing top 5 response themes.

Response Theme	Count	Example Response
Education (Training/Awareness)	16	<ul style="list-style-type: none"> ● Awareness of past issues that people having them don't necessarily want to talk about ● Committees, Awareness, Bring in people to speak about health/mental health
Managers	14	<ul style="list-style-type: none"> ● Training for managers to provide understanding and less judgement and criticism ● Executive Director-level, CLT, CAO or political leadership coming out about a mental health condition and championing the cause for the Corporation.
More Flexibility	14	<ul style="list-style-type: none"> ● Flexibility with unscheduled absences, Flex time, flexibility with respect to work environment
Acknowledgement/Respect	12	<ul style="list-style-type: none"> ● More understanding and compassion
Accommodations/Ergonomics	11	<ul style="list-style-type: none"> ● A quiet room that is free to use privately.

Table 53: What could be done in the workplace to make it more welcoming and accommodating to your mental health condition?

Q43 was another open-ended question specifically asking respondents who had previously indicated that they had mental health conditions what could be done to make the workplace more welcoming and accommodation. Raising awareness, most often through training, was the top response. Other key themes were around flexibility (most often time related) from the City and a desire for more acknowledgment/respect among managers and peers. Many respondents also see the latter theme as a potential training requirement.

Additional Information

The remaining questions in the additional information were also open ended. Each one asked what could be done in the workplace to make it more welcoming for a variety of contexts.

With the exception of Age and Disabilities, Education (Training/Awareness) is a top 5 ask. Often it is the most requested.

In our analysis of this data we identified common themes and counted responses against those themes. Here we show the top 5 responses for each question. Where more than one theme is tied for 5th we show more than 5 top themes.

Racial Identity or Ethnic Origins

Is there something that could be done in the workplace to make it more welcoming to your racial identity or ethnic origins?

Showing top 7 response themes. Three themes are tied 5th.

Response Theme	Count	Example Response
Education (Training/Awareness)	20	<ul style="list-style-type: none"> ● Mandatory staff sensitivity training on the topic ● Cultural sensitivity training ● Communication and training. ● One size does not fit all, can't use just one blanket solution Explore varying cultural solutions to help people work together.
Managers	10	<ul style="list-style-type: none"> ● Would love to see more racial and ethnic diversity in the management team.
Good Experiences	8	<ul style="list-style-type: none"> ● Continue to have days where we have celebrations and/or share our ethnic foods
Bad Experiences	8	<ul style="list-style-type: none"> ● Just as people are sensitive about race, colour, ethnicity etc., so also people in the workplace should be sensitive about accents and attempted humour about accents. ● Get rid of the negativity and focus more on team building. Build on good communication, hire competent supervisors and treat the employees with respect and build trust.
Negative Atmosphere	6	<ul style="list-style-type: none"> ● Some employees have very narrow views and bias'. Changing behavior may change attitudes ● Address systemic issues, use 3rd party investigators

Response Theme	Count	Example Response
Hiring/Development/Promotion	6	<ul style="list-style-type: none"> ● Hire more people from different backgrounds ● Hire more minorities within management. ● Allowing/opening opportunities for individuals with ethnic backgrounds to participate in leadership roles which in turns shows the diversity of the department and the city.
Events/Celebrations	6	Celebrate the ethnic diversity- highlight a different culture each month

Table 54: What could be done in the workplace to make it more welcoming to your racial identity or ethnic origins?

Religion or Faith

Is there something that could be done in the workplace to make it more welcoming or accommodating to your religion or faith?

Showing top 5 response themes.

Response Theme	Count	Example Response
Accommodations/Ergonomics	11	<ul style="list-style-type: none"> ● A prayer/meditation room or area would be nice
Education (Training/Awareness)	9	<ul style="list-style-type: none"> ● More public awareness and respect towards religious beliefs and cultural differences ● Education on the difference between faith and radicals ● Educate people on religion, people are scared or intimidated by things they don't know. There are a lot of people in the work force that have preconceived notions of religions and other cultures.
Staff/Co-workers/ Management	7	<ul style="list-style-type: none"> ● Staff should never blaspheme ● Those in leadership roles need to better demonstrate acceptance and tolerance of people of different identities ● Religion should be separate from work
Policies/Procedures	6	<ul style="list-style-type: none"> ● Allow me to say, Merry Christmas ● Allow me to participate or not participate in events or celebrations as per beliefs ● Room or small section for Muslim prayers, If there is a shuttle to take us to and from a near by mosque for Friday prayers.
Acknowledgement/Respect	6	<ul style="list-style-type: none"> ● Acknowledge all faiths and par with each other without mixing within the public spare.

Table 55: What could be done in the workplace to make it more welcoming or accommodating to your religion or faith?

Sexual Orientation and the “Coming Out” Process

Is there something that could be done in the workplace to make the process of coming out more safe and welcoming?

Showing top 6 response themes. Two themes are tied for 5th

Response Theme	Count	Example Response
Education (Training/Awareness)	12	<ul style="list-style-type: none"> ● I think there needs to be more openness and discussions on this topic. It is 2018- too many things are left in the dark. Training needs to occur on all these topics.
Staff/Co-workers/Management	8	<ul style="list-style-type: none"> ● I don't think HR can monitor the 'jokes' that Co-workers make, like saying something is gay" when they mean bad, or acting like being gay is a bad thing." ● “Jokes” or off handed comments by management or co-workers can have a very negative effect on LGBTQ+ colleagues feeling welcome in the Corporation.
Acknowledgement/Respect	6	<ul style="list-style-type: none"> ● I don't know. Bringing awareness to the work environment. Encouraging supports and resources
Policies/Procedures	5	<ul style="list-style-type: none"> ● I think the LGBTQ+ resource group is a good start. I think back to high school and if there had been a GSA I might have felt comfortable to come out sooner.
Good Experiences	4	<ul style="list-style-type: none"> ● I don't have a big issue with ways to improve. If I want to let my Co-workers know then I will do it when the topic arises. I think the workplace environment is already good for this, no improvements needed.

Table 56: What could be done in the workplace to make the process of coming out more safe and welcoming?

Disabilities

Is there something that could be done in the workplace to make it more welcoming or accommodating to your disability/disabilities?

Showing top 5 response themes.

Response Theme	Count	Example Response
Accommodations/Ergonomics	28	<ul style="list-style-type: none"> ● Install accessible push buttons, adjust the force of the doors on all floors and change the type of door handles as the ones at the new City Hall are not ergonomic. ● Relocate the toilet tissue holders closer in the handicapped washrooms or stall. Too far to reach out to the toilet paper.
Staff and Co-workers	14	<ul style="list-style-type: none"> ● Continually having to ask supervisors and co-workers to speak to you so that you can see them, speak clearer, or speak up is a constant reminder to me of my disabilities more than my abilities.
Education (Training/Awareness)	12	<ul style="list-style-type: none"> ● Staff awareness and education as many are not treated kindly and talked about in a negative way regarding accommodations
Policies/Procedures	12	<ul style="list-style-type: none"> ● Consistency of how all employees are treated - you cannot see all disabilities - less judgment and more understanding. Make processes easier not stressful. ● Less bureaucracy and more user friendly processes to receive accommodations
Bad Experiences	11	<ul style="list-style-type: none"> ● Difficult process for parking accommodations due to injury. ● Lack of understanding about autoimmune disabilities ● Too much red tape. Work with employees to find suitable solutions and reduce overwhelming paperwork

Table 57: What could be done in the workplace to make it more welcoming or accommodating to your disability/disabilities?

Age

Is there something that could be done in the workplace to make it more welcoming to your age?

Showing top 5 response themes.

Response Theme	Count	Example Response
Hiring/Development/Promotion	13	<ul style="list-style-type: none"> ● All levels of age need to be allowed opportunities for training, development and career advancement ● Corporation appears to be promoting/hiring more younger rather than older workers
Policies/Procedures	12	<ul style="list-style-type: none"> ● Provide affordable childcare to city staff, in close proximity to their workplace.
Staff and Co-workers	10	<ul style="list-style-type: none"> ● I find that the younger employees seem to tease or make comments on my age. ● Often not taken seriously due to younger age/younger looking ● Many older workers in the corporation have also made negative comments about my age group to me and around me. ● Too often being asked when “I am going to retire”
More Flexibility	10	<ul style="list-style-type: none"> ● Staff within the last 3 years of retirement should have a reduced work load
Bad Experiences	10	<ul style="list-style-type: none"> ● Older workers in my workplace have actually been told you are against change" or "you just don't want to learn new ways of doing things" both of which is not true in most cases" ● As a millennial I often hear co-workers openly complain about other young workers in the work place and put them down or outright blame them for issues in society for some odd reason, while not hostile it certainly isn't welcome.

Table 58: What could be done in the workplace to make it more welcoming to your age?

Gender and/or Gender Identity

Is there something that could be done in the workplace to make it more welcoming or accommodating to your gender and/or gender identity?

Showing top 6 response themes. Four themes ranked third.

Response Theme	Count	Example Response
Education (Training/Awareness)	10	<ul style="list-style-type: none"> I think we have a lot of "old school" staff that are set in their ways and they need to be more educated on these ideas. Different is okay!
Hiring/Development/Promotion	7	<ul style="list-style-type: none"> Potentially hire more females. All permanent full time employees are male. There is not one permanent full time female Rink Attendant at any community arena.
Bad Experiences	5	<ul style="list-style-type: none"> I know I'm a woman, I don't need to be reminded every time I enter a room that I look a certain way.
Accommodations/Ergonomics	5	<ul style="list-style-type: none"> Changing stalls in bathroom, lockers available if needed private washrooms for staff
Policies/Procedures	5	<ul style="list-style-type: none"> City can have a support group which can be supportive and informative
Acknowledgement/Respect	5	<ul style="list-style-type: none"> Be neutral and respect each other.

Table 59: What could be done in the workplace to make it more welcoming or accommodating to your gender and/or gender identity?

Diverse Needs in a Welcoming Way Not Captured Elsewhere

Is there something that could be done in the workplace to make your diverse needs met in a more welcoming manner or any additional information that you wish to share?

Showing top 5 response themes.

Response Theme	Count	Example Response
Education (Training/Awareness)	17	<ul style="list-style-type: none"> • Understanding and more compassion training of disabilities or any topic mentioned for all employees • More diversity and inclusion training and events • Address underlying anger which is generally rooted in ignorance and lack of education
Staff and Co-workers	9	<ul style="list-style-type: none"> • Appreciate survey. I hope this survey is used effectively to open people's eyes to what they say around their co-workers and it stops "unintended" hate
Bad Experiences	8	<ul style="list-style-type: none"> • I would like for everyone to acknowledge me and not ignore me. As a <redacted>, I do not feel that other co-workers in different departments see me as a co-worker. This happens only with a few people. Most are very kind.
Managers	7	<ul style="list-style-type: none"> • Put people in positions of management that have a social conscious and strength to make changes.
Good Experiences	6	<ul style="list-style-type: none"> • Overall, I am very pleased. There is less bullying now than was in the 1980's and 1990's. The workplace has become more acceptable to people's difference than in the past.
Accommodations/Ergonomics	6	<ul style="list-style-type: none"> • What is with gender identified toilets? Other countries and cities have found economies of scale for gender neutral toilet and showering facilities. Having people waiting for their gender-assigned toilet when there are other toilets available is a waste.
Policies/Procedures	6	<ul style="list-style-type: none"> • HR needs to be more people friendly and place less emphasis on process • The city has policies in place however the city does not seem to follow them too well. Management says they will investigate things but never do anything about it • Need for revised flex time policy that allows for more flexibility and is more consistent across Corporation.

Table 60: What could be done in the workplace to make your diverse needs met in a more welcoming manner or any additional information that you wish to share?

Building a culturally vibrant and welcoming community together

The goal of the Windsor Essex Local Immigration Partnership is to create a community where newcomers and citizens can achieve a higher quality of life and reach their full potential. We strive to do this by fostering communication, which contributes to our mutual goal - that every member of our community feels like they truly belong and can successfully contribute to the social and economic fabric of Windsor-Essex.

Voting eligible council members

EMPLOYER RELATED	
Bank of Montreal	Remo Di Paolo Charlene Drouillard
Bonduelle	Art Williams
Highline Mushroom	Jamey Freeland
Human Resources Professionals Association of Windsor-Essex	Denise Ghanam
Leamington Chamber of Commerce	Wendy Parsons
Municipality of Leamington, Economic Development	TBD
Réseau de développement économique et d'employabilité (RDÉE) de l'Ontario	TBD *FLS
Thrive Benefits Group	Rachelle Booth
WEtech Alliance	Yvonne Pilon Irek Kusmierczyk
Windsor-Essex Regional Chamber of Commerce	Janice Forsyth
Windsor Essex Economic Development Corporation	Sabrina DeMarco Rakesh Nadu

PUBLIC SAFETY	
Essex County Emergency Management Coordinator	TDB
Ontario Provincial Police – Leamington/Kingsville Essex County Detachment	Stuart Bertram Pat Lenehan
Windsor Fire and Rescue	Nancy Christ
Windsor Police Service	Wren Dosant Neil McEachrane

EDUCATION	
Collège Boréal	Frédéric Boulanger *FLS
Conseil scolaire catholique Providence	Frédéric Rivière *FLS Carole Papineau *FLS
Conseil scolaire Viamonde	Hani Fadel *FLS Yasmine Joheir
St. Clair College	Tina Papac Sandy de la Penotiere
Greater Essex County District School Board	Jan Foy
University of Windsor Sociology/Women's Studies Law Social Work	Jane Ku Glynis George Anneke Smit Gemma Smyth Wansoo Park Jayashree Mohanty
Windsor Essex Catholic District School Board	Emelda Byrne

COMMUNITY SUPPORTS	
Assisted Living Southwestern Ontario	Michele Legere
Canada by Choice Immigration & Canada by Choice Immigration & Project Syria – University of Windsor	Hussein Zarif
Clinique juridique bilingue Windsor-Essex Bilingual Legal Clinic	Kevin Pinsonneault *FLS
Community Living Essex County	Lynne Shepley Nancy Wallace-Gero
Connections Early Years Family Centre	Barb Brown
Dads Matter Steering Committee of Windsor-Essex	Toni Travo
Downtown Mission of Windsor	TBD
Essex County Library System	TBD
John McGivney Children's Centre	Wendy Tavares
Legal Assistance of Windsor	Shelley Gilbert
Life After Fifty Our West End Neighbourhood Renewal	Tahira Khanum Joyce Nixon Meghan Hillier Leonardo Gil
New Beginnings	Mary Kay Morand Myles Soulliere
Nisa Homes	Mahwish Ayub
Réseau des femmes du sud-ouest de l'Ontario	TBD *FLS
Windsor-Essex Children's Aid Society	Charlotte LeFrank Tina Gatt



SETTLEMENT & LANGUAGE	
Angela Rose House	Ilda Demir
Association canadienne-française de l'Ontario (ACFO) Windsor Essex Chatham-Kent	Gisèle Dionne *FLS
Centre Communautaire Francophone Windsor-Essex-Kent Inc. Centre d'orientation des adolescents (Centre Ado)	Didier Marotte *FLS Valerie Hodgins
Collège Boréal	Julie Edwards *FLS
Greater Essex County District School Board Language Assessment Resource Centre	Debra DiDomenico Dave Palin
Matthew House Windsor	Mike Morency
Multicultural Council of Windsor and Essex County	Marcela Diaz Nick Beluli
New Canadians' Centre of Excellence Inc.	Reza Shahbazi
Réseau de soutien à l'immigration francophone du Centre-Sud-Ouest de l'Ontario / Francophone Immigration Network	Alain Dobi *FLS Nabila Sissaoui Christelle Desforges
South Essex Community Council	Carolyn Warkentin Mark Wybenga
The Refugee Ministries of the Diocese of London in Windsor	Claire Roque
The Windsor Women Working With Immigrant Women	Sudip Minhas Philippine Ishak
Unemployed Help Centre Inc.	June Muir Maxine Deleersnyder Marianne Moore
Women's Enterprise Skills Training of Windsor Inc.	Rose Anguiano Hurst Gurpreet Chana Stephanie Lyanga
YMCA of Western Ontario - Windsor Learning Centre	Jacque Rumiel Hugo Vega

HOUSING	
Central Housing Registry & Homeless Coalition	Josephine Heuton
Windsor Homes Coalition Inc.	Rebecca Arseneau

HEALTH	
AIDS Committee of Windsor/AIDS Support Chatham Kent	TBD
Canadian Mental Health Association Windsor-Essex Association canadienne pour la santé mentale Windsor-Essex	Patricia Thomas Karen Gignac
Care 4 Nurses	Joanne Roth
Entité de planification des services de santé en français Érié St. Clair/Sud-Ouest	Yvan Poulin *FLS
Erie St. Clair Local Health Integration Network (LHIN)	Sarah May Garcia
Erie St. Clair Local Health Integration Network (LHIN) – Home and Community Care	Nadine Manroe-Wakerell
Family Services Windsor-Essex	Joyce Zuk Beth Ann Ternovan
Hôtel-Dieu Grace Healthcare	Mary Benson-Albers
Hôtel-Dieu Grace Healthcare - Lead Agency for Children & Youth Mental Health-Windsor Essex	Mary Broga Tammy Drazilov
Leamington District Memorial Hospital	TBD
Midwifery Collective of Essex County	Andrea Cassidy Erica Schives
Registered Nurses' Association of Ontario	Jennifer Johnston
University of Windsor, Faculty of Nursing	Kathryn Edmunds
VON Erie St. Clair VON Immigrant Health Clinic	Jon Jewell Andrew Ward Antoinette Nasr
Windsor Essex Community Health Centre	Susan Ellis
Windsor Regional Hospital	Melissa Simas
Windsor-Essex County Health Unit	Kim Casier Nicole Dupuis

ETHNO CULTURAL GROUPS	
Essex County Chinese Canadian Association	Ron Lamb
Islamic Social Welfare & Assistance	Tahira Khanum Abduallahi Cisman
Licensed Paralegal & a member of the El Salvador Association of Windsor	Angela Ventura
South Asian Centre of Windsor	Dr. Sushil Jain
Windsor Islamic Association & Syrian Canadian Council of Canada	Lina Chaker
Windsor Jewish Federation and Community Centre	Jay Katz Sandi Malowitz
Essex County Chinese Canadian Association	Ron Lamb

Non-voting council members

RESOURCE MEMBERS *see note below	
2013 WE LIP Jean Foster Welcoming Community Award Recipient	Padmini Raju
2016 WE LIP Compassionate Community Award Recipient	Dr. Ahmed Chaker
2016 WE LIP Jean Foster Welcoming Community Award Recipient	Ronnie Haidar
Canada Mortgage and Housing Corporation	Judith Binder
Chatham-Kent Local Immigration Partnership	Cari Meloche
City of Windsor Housing Children's Services Recreation Ontario Works Transit Windsor	Jelena Payne Jolayne Susko Sabrina Losier Scott Bisson Janet Gerace Rachaelle Duval
Community Member	Nesreen Elkord Saadia Pirzada Jennifer Franklin-McInnis Erwin Selimos
County of Essex	Jeanie Diamond-Francis
Immigration, Refugees and Citizenship Canada	Susanne Schulthies Cliff Fast Rob Bruce Diane Holden Michael Calder Murray Nosanchuk Kristyn O'Gorman
Le Rempart	Daniel Richard *FLS
Ministry of Advanced Education and Skills Development	Alicia Sliepenbeek
Ontario Ministry of Citizenship and Immigration	Darren Winger
Ontario Trillium Foundation	Natalie Normand
Service Canada	Stéphanie Sfalcin Vivian Whaley
United Way Centraide Windsor-Essex County	Leslie Frattaroli Lorraine Goddard
WindsorEssex Community Foundation	Lisa Kolody
Workforce WindsorEssex	Michelle Karr Dany Zakharia

*Note: Resource members are not voting eligible members. The WE LIP welcomes and values the participation of resource members such as funders or representatives of other agencies. The participation of the resource members provides opportunities to increase the awareness of the initiatives undertaken by the WE LIP and leverage these opportunities throughout Windsor and Essex County.

*FLS = French Language Services/Services en français

