Tri-Municipal Region Labour Market Strategy & Action Plan

December 2018

APPLICATIONS MANAGEMENT CONSULTING LTD.

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Acknowledgments

This project was undertaken in collaboration with diverse groups and individuals whom we would like to thank for their support and input.

Research Consultants:

Applications Management Consulting Ltd.

We also want to thank the regional stakeholders who participated in the engagement process for their valuable input, experiences, and support for the project.
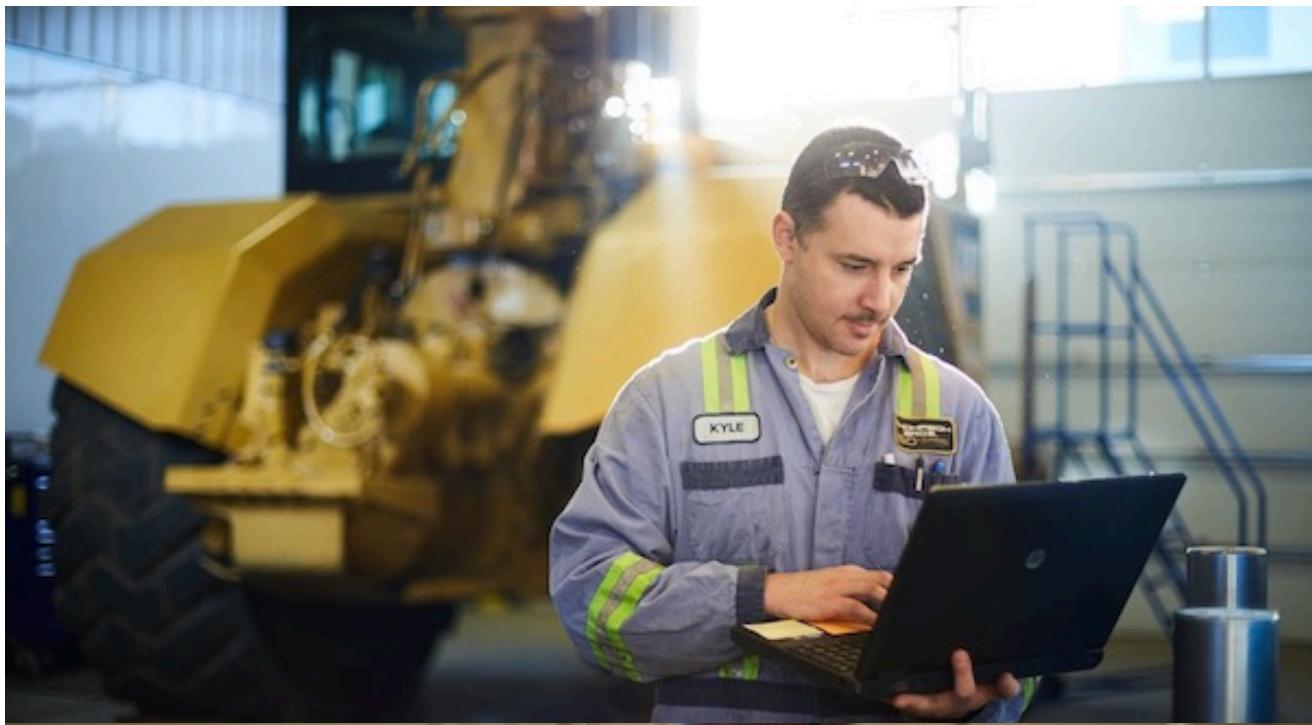
Executive Summary

Labour Market Information emerges as key to helping governments, businesses, non-governmental organizations and individuals respond to the changes that are happening throughout the economy. Understanding labour patterns and trends is essential to remain competitive in an economy and labour market that has changed in terms of demographics, occupation skills required, technological advances and future training demands.

The Tri-Municipal Labour Market Strategy & Action Plan provides strategies and actions that address objectives that emerged during the study. The Labour Market Strategy & Action Plan is intended for use by regional stakeholders that support employers and job seekers to establish a path towards addressing labour market needs of the region.

The study was comprised of two phases. The Phase 1 Labour Market Profiles provided detailed labour market analysis for the Tri-Municipal Region; the three participating municipalities that comprise the Tri-Municipal Region (City of Spruce Grove, Town of Stony Plain and Parkland County) and the two indigenous communities within the Tri-Municipal Region (Paul First Nation and Enoch Cree Nation). The Phase 1 profiles informed the development of the Phase 2 employer survey. The Phase 2 employer survey and employment forecast informed the development of the stakeholder engagement process. All of these project elements provided a more in depth understanding of the Tri-Municipal Region labour force, identified labour market gaps and issues, and highlighted labour market assets. The resulting Labour Market Strategy & Action Plan delivers a way forward for the Tri-Municipal Region to guide regional stakeholders in addressing gaps and issues and capitalizing on opportunities that exist.

Labour Market Strategy & Action Plan

The Strategy provides a comprehensive understanding of the Tri-Municipal Region labour market, including the local and regional challenges and opportunities.

Vision: A Tri-Municipal Region Labour Market Community for the creation, promotion and dissemination of labour market information improves the efficiency of the regional labour market.

Objectives: Objectives define the specific outcomes that would measure progress towards achieving the vision of an efficient regional labour market.

Strategies: Purposeful methods to address labour market gaps and issues, and capitalize on existing opportunities and assets.

Actions: Action items that are effective, practical and achievable in building a connected, impactful and evolving way forward.

The vision for the Tri-Municipal Labour Market Strategy & Action Plan is as follows:

> *"A Tri-Municipal Region Labour Market Community for the creation, promotion, and dissemination of labour market information to improve the efficiency of the regional labour market."*

Objectives define the specific outcomes that would measure progress towards achieving the vision of an efficient regional labour market.

In the Labour Market Strategy & Action Plan there are 7 objectives identified that support the vision to achieve a Tri-Municipal Region Labour Market Community. These objectives have been identified through key findings from the employer survey and stakeholder engagement process.

The 7 objectives are as follows:

- ▶ Objective 1: Strengthen relationships among regional stakeholders
- ▶ Objective 2: Increase awareness of existing resources and information for employers
- ▶ Objective 3: Provide more supports to employers to help with recruitment and retention challenges
- ▶ Objective 4: Develop supports for new entrepreneurs and small businesses in the region
- ▶ Objective 5: Increase awareness of existing and new resources and information for job seekers
- ▶ Objective 6: Assist labour force groups that are experiencing higher rates of unemployment
- ▶ Objective 7: Assist workers affected by Alberta's coal phase out

Strategies provide purposeful methods to address labour market gaps and opportunities, and to build on existing assets and opportunities. The strategies identified in this plan have been developed to support the 7 objectives. Each strategy is considered to be impactful, and is informed by what was heard in the employer survey and during the stakeholder engagement process.

Actions are the action items that are considered to be effective, practical and achievable. The actions listed for each strategy will support addressing each of the strategies and build a way forward towards the overall vision.

Table 1 on the following page outlines the objectives and the key strategies that have emerged towards meeting each objective.

Table 1 - Summary of Labour Market Strategies

Strategy	Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 6	Objective 7
Maintain a regional labour market committee	●	●	●	●	●	●	●
Develop regional labour market information electronic resources for job seekers and employers	●	●	●	●	●	●	●
Promote/host employer workshops on topics such as recruitment, retention, small business operations, entrepreneurial start-up, etc	●	●	●	●			
Educate employers on the benefits of mentorship, apprenticeship, work experience and other workplace practices and programs		●	●			●	
Promote/host industry specific networking sessions to connect small employers with medium and large employers				●			
Help to connect regional educators, training providers and employers to discuss in-demand occupations and labour market issues	●	●					
Gather and share regional success stories of employing a diverse workforce	●	●				●	
Promote/host career fairs for job seekers (e.g. youth)			●			●	
Promote training for job seekers on career planning, resume, interview, pre-employment, life skills training, and on the job expectations					●	●	●

1.   Introduction

Labour Market Information emerges as key to helping governments, businesses, non-governmental organizations and individuals respond to the changes that are happening throughout the economy. Understanding labour patterns and trends is essential to remain competitive in an economy and labour market that has changed in terms of demographics, occupation skills required, technological advances and future training demands.

In August 2017, the City of Spruce Grove, the Town of Stony Plain, and Parkland County (Tri-Municipal Partners) contracted Applications Management Consulting Ltd. for the development of a Tri- Municipal Labour Force Profile. The Tri-Municipal Labour Force Profile was the first phase of a 2-phase Labour Market Strategy & Action Plan.

The Tri-Municipal Labour Force Profile is comprised of four (4) profiles that provide a current snapshot of the labour market for the Tri-Municipal Region as well as for the three individual communities that comprise the region – the City of Spruce Grove, the Town of Stony Plain, and Parkland County. In addition, labour force information pertaining to the two indigenous communities within the region – Paul First Nation and Enoch Cree Nation – form part of the profile.

The Tri-Municipal Labour Force Profile informed the development of Phase 2 – a Tri-Municipal Labour Market Strategy & Action Plan.

1.1. Purpose of the Study

Labour market information covers the principal elements of the labour market and its operations. The principal elements are the demand for labour and the supply of labour. The purpose of the 2-phase comprehensive study is to provide relevant, timely, and accurate labour market information to stakeholders, including job seekers, employers, industry, post secondary institutions, and government agencies.

The key objective of the Labour Market Strategy & Action Plan is to provide a comprehensive understanding of the labour market specific to the Tri-Municipal Region. This plan identifies labour force challenges being experienced by stakeholders in the Tri-Municipal Region, delivers strategies to potentially address the gaps and issues in the regional labour market, and capitalizes on opportunities that may exist.

1.2. Process

The development of the Tri-Municipal Labour Market Strategy & Action Plan is a collaborative effort with a range of regional stakeholders that are interested in the needs of the Tri-Municipal labour market. This work has been developed through a two phase approach.

Phase 1

▶ Tri-Municipal Labour Market Profiles: Provide an overview of the detailed labour market analysis for the Tri-Municipal Region and include summary statistics and analysis of how the Tri-Municipal Region compares to the Edmonton Metropolitan Region and Province of Alberta. This includes reports for City of Spruce Grove, Town of Stony Plain, Parkland County, and the Tri-Municipal Region.

Phase 2

▶ Employer Survey: Survey close to 400 employers in the Tri-Municipal Region to identify employer needs, shortages, and strategies that are being utilized within the existing labour market in the region. This process helps to identify gaps within labour market information, and the need to improve awareness on labour market issues and resources.

▶ Stakeholder Discussion Groups: The employer survey and labour profiles help to inform discussion groups with employers on topics related to Underemployed Groups, Recruitment Strategies, Retention Strategies, and Workplace Resources.

▶ Stakeholder Interviews: Interviews conducted in person and on the phone with selected stakeholders in the region that were unable to attend discussion groups or where it was deemed necessary to follow up to gain further information.

▶ Develop Draft Objectives and Strategies: Draft objectives and strategies were developed that supported the themes, gaps, and issues that emerged from the engagement with regional stakeholders.

▶ Stakeholder Follow-up Discussion Groups: These discussion groups provided an opportunity to present draft objectives and strategies to regional stakeholders and obtain feedback on the effectiveness and practicality. This included discussions on building actions to support the development of strategies.

▶ Finalize Objectives and Strategies: The consulting team worked with the project committee to finalize 9 strategies that support the objectives and are deemed to be achievable through work with regional stakeholders.

▶ Tri-Municipal Labour Market Strategy & Action Plan: This document provides a useful tool for regional stakeholders to use as a guide towards building capacity and labour market information resources for the region. This plan is aimed at stakeholders in the region who support employers and job seekers.
It is the vision for this plan to develop "*A Tri-Municipal Region Labour Market Community for the creation, promotion, and dissemination of labour market information to improve the efficiency of the regional labour market*."

2.   Regional Labour Market Profile

This section of the report provides an update to the Tri-Municipal Region labour market profile provided in some detail in the Phase 1 report. The data provided here is from the employer survey as well as a forecast of employment developed using Applications Management Consulting Ltd.'s Employment Demand Forecasting Model and Labour Redistribution Model.

2.1.   Employment

Employment information about the Tri-Municipal Region has been developed from the employer survey. See Appendix A for details regarding how the survey was conducted. The results presented here represent scaled survey results, thus reflecting an estimate of the total employment in the Tri-Municipal Region. See Appendix for details on survey scaling methodology.

2.1.1.   Employment By Municipality

Based on the employer survey, it is estimated that there are almost 35,000 filled jobs in the Tri-Municipal Region. Of this total, 44% are in Parkland County, 35% in Spruce Grove and 21% in Stony Plain. This is shown in Figure 1.

Figure 1 - Employment by Municipality (2018)[1]

● Parkland County   ● Spruce Grove   ● Stony Plain

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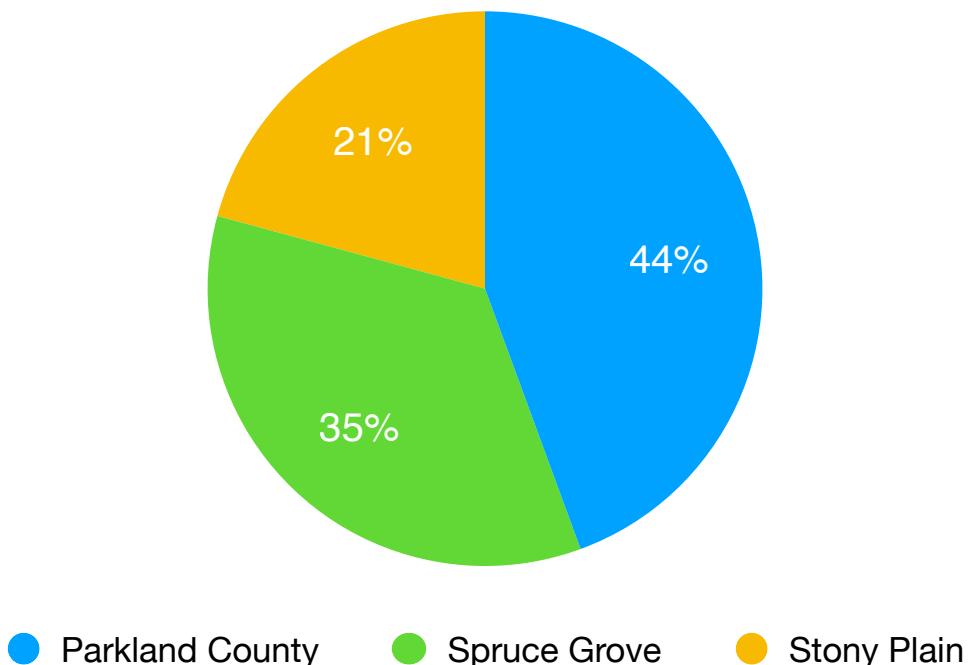
[1] Data has been estimated based on scaled Tri-Municipal Region employer survey results.

2.1.2. Employment By Industry

Table 2 outlines 2018 employment in the Tri-Municipal Region by municipality and major industry group.

Table 2 - Tri-Municipal Region: Employment by Municipality[2]

Industry	Parkland County	Spruce Grove	Stony Plain	Total
11 Agriculture, forestry, fishing and hunting *	578	73	29	680
21 Mining, quarrying, and oil and gas extraction	1,217	46	35	1,298
22 Utilities	827	60	6	893
23 Construction	4,360	2,730	1,446	8,536
31-33 Manufacturing	1,271	548	221	2,040
41 Wholesale trade	1,702	99	175	1,976
44-45 Retail trade	854	1,657	670	3,181
48-49 Transportation and warehousing	2,475	1,140	530	4,145
51 Information and cultural industries	9	88	51	148
52 Finance and insurance *	200	450	260	910
53 Real estate and rental and leasing	375	645	110	1,130
54 Professional, scientific and technical services	243	831	746	1,820
55 Management of companies and enterprises *	38	7	6	51
56 Administrative and support, waste management and remediation services	407	175	168	750
61 Educational services	229	990	790	2,009
62 Health care and social assistance *	750	1,250	1,650	3,650
71 Arts, entertainment and recreation	144	192	66	402
72 Accommodation and food services	112	1,465	519	2,096
81 Other services (except public administration)	580	517	189	1,286
91 Public administration *	350	500	680	1,530
Total	16,721	13,463	8,347	38,531

Source: Data has been estimated based on scaled Tri-Municipal Region employer survey results.

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[2] Industries designated with an * have been adjusted to reflect under sampling in the survey collection phase. For some industries it was difficult to get a representative sample of employers and to be able to scale these results to reflect the total employment at the time of survey. The survey did not include any employers from the Management of companies and enterprises industry.

Overall, the largest employment industry is Construction, which represents almost one-quarter of all filled jobs (24.5%). This is followed by Transportation and Warehousing (11.9%) and Retail Trade (9.1%), as shown in Table 2 on the previous page.

Construction is the largest employer in each municipality. However, the filled jobs by industry as a share of total jobs in the municipality differ for the other categories. For example, Transportation and warehousing, the second most popular industry in the region as a whole, is the second largest industry in Parkland County (16% of the municipal total), but the fourth most popular industry in Spruce Grove (9.4% of the municipal total) and the fifth most popular industry in Stony Plain (7.3% of the municipal total).

Retail trade (13.7% of the municipal total) and Accommodation and food services (12.1% of the municipal total) are second and third most popular in Spruce Grove. In Stony Plain, employment in Health care and social assistance is the second most popular industry (14.4% of the municipal total), followed by Educational services (10.9% of the municipal total) and Professional, scientific and technical services (10.3% of the municipal total).

2.2. Labour Force

The labour force for the Tri-Municipal Region has been developed from the Federal Census and advanced from 2016 to 2018. See Appendix for details on the forecast methodology.

2.2.1. Labour Force By Municipality

It is estimated that the labour force residing in the Tri-Municipal Region is approximately 47,500 workers. Of this total, 39% are in Parkland County, 41% in Spruce Grove and 20% in Stony Plain. This is shown in Figure 2.

Figure 2 - Labour Force by Municipality (2018)[3]
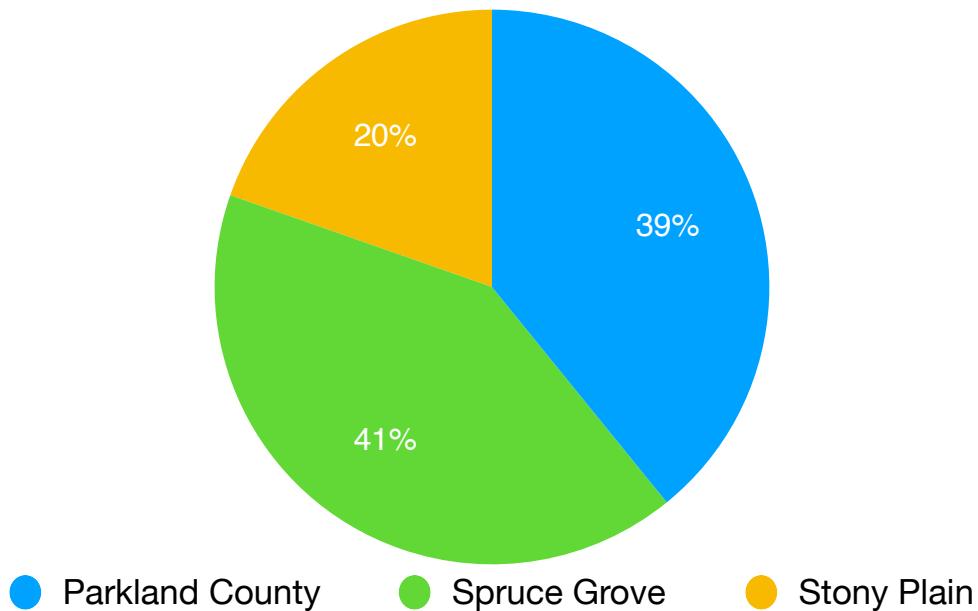
2.2.2. Labour Force By Industry

The largest component of the Tri-Municipal Region labour force is in the Construction industry (16.5%). Construction represents the largest estimated share of each municipality's labour force in 2018, as shown in Table 3 on the following page.

Similarly, Retail Trade represents the second largest share of the Tri-Municipal Region's labour force (11.3%), and is the second largest estimated share of each municipality's labour force.

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[3] Data has been developed from the Federal Census and advanced from 2016 to 2018.

Table 3 - Tri-Municipal Region: Labour Force by Municipality

Industry	Parkland County	Spruce Grove	Stony Plain	Total
11 Agriculture, forestry, fishing and hunting	789	147	120	1,056
21 Mining, quarrying, and oil and gas extraction	1,105	877	596	2,578
22 Utilities	426	325	216	968
23 Construction	3,204	3,091	1,552	7,847
31-33 Manufacturing	1,013	1,091	422	2,527
41 Wholesale trade	883	1,173	506	2,562
44-45 Retail trade	1,752	2,533	1,072	5,357
48-49 Transportation and warehousing	1,033	921	534	2,488
51 Information and cultural industries	133	209	69	410
52 Finance and insurance	483	531	217	1,231
53 Real estate and rental and leasing	317	327	218	862
54 Professional, scientific and technical services	1,299	1,014	419	2,733
55 Management of companies and enterprises	40	30	20	90
56 Administrative and support, waste management and remediation services	729	638	314	1,681
61 Educational services	888	1,205	456	2,550
62 Health care and social assistance	1,466	1,888	884	4,238
71 Arts, entertainment and recreation	368	392	192	951
72 Accommodation and food services	809	1,338	633	2,780
81 Other services (except public administration)	1,022	948	473	2,443
91 Public administration	812	873	399	2,084
Total	**18,571**	**19,552**	**9,313**	**47,436**

Source: Data has been developed from the Federal Census and advanced from 2016 to 2018.

3. Employer Survey

This section provides an overview of selected findings from the survey of employers in the Tri-Municipal Region.

The employer survey consisted of a stratified sample of surveys across municipality, industry group and firm size to give reasonable coverage across all relevant components of the employment base in the Tri-Municipal Region. The survey captured responses from employers across the three municipalities, Parkland County, Spruce Grove and Stony Plain. Nineteen of the 20 industry groups were represented, demonstrating a broad cross section of employers by industry. Employers from a range of firm sizes participated in the survey, including Small employers with 1 - 49 employees, Medium employers with 50 - 199 employees, and Large employers with 200 or more employees.

The methodology and overview of the employer survey process is summarized in Appendix A.

3.1. Voluntary Turnover

Question: Have any employees left your organization in the past 12 months as a result of voluntary turnover?

Answer: Thirty four per cent of Tri-Municipal Region employers reported employees had voluntarily left their company in the prior year.

Overall, 34 per cent of Tri-Municipal Region employers reported employees had left their company in the 12 months prior to their survey as a result of voluntary turnover.[4]

Employees voluntarily leave their jobs for various reasons. Reasons mentioned by employers during the survey included employees leaving for another job, for higher wages, for more work hours, for a more permanent position, to advance their career, to pursue further education, and to move to a different community.

Medium employers experienced the most voluntary turnover with 55 per cent reporting employees had voluntarily left in the prior year, as shown in Table 4 on the following page.

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[4] Voluntary turnover does not include retirement, maternity/paternity leave, disability, layoff or termination.

Table 4 - Percentage of Tri-Municipal Region employers with voluntary turnover in the 12 months prior to the survey

Employer Size (employees)	Experienced Turnover	Total # Employers	%
Small (<50)	936	2,776	34%
Medium (50-199)	53	97	55%
Large (200+)	10	24	42%
Total	999	2,897	34%
Source: Data is from the Tri-Municipal Region employer survey.			

Question: How many employees have left your company as a result of voluntary turnover?

Answer: **Overall, Tri-Municipal Region employers reported the turnover rate was 9 per cent.**

Overall, Tri-Municipal Region employers reported approximately 3,134 employees left their companies in the 12 months prior to the survey as a result of voluntary turnover. This equates to a turnover rate of 9 per cent.[5] The Retail trade industry has the highest voluntary turnover rate at 21 per cent, as shown in Figure 3. This survey result is reflective of trends in the retail sector, which due to the part time or seasonal nature of work tends to have higher turnover.

Other industries with turnover rates above the overall rate of 9 per cent include: Accommodation and food services (19.1 per cent), Information and cultural (15.5 per cent), Finance and insurance (14.8 per cent), Arts, entertainment and recreation (14.7 per cent), Transportation and warehousing (11.9 per cent), and Administrative and support, waste management and remediation services (11.8 per cent).

The Agriculture, forestry, fishing and hunting industry reported no turnover.

Figure 3 - Employee voluntary turnover rates[6]
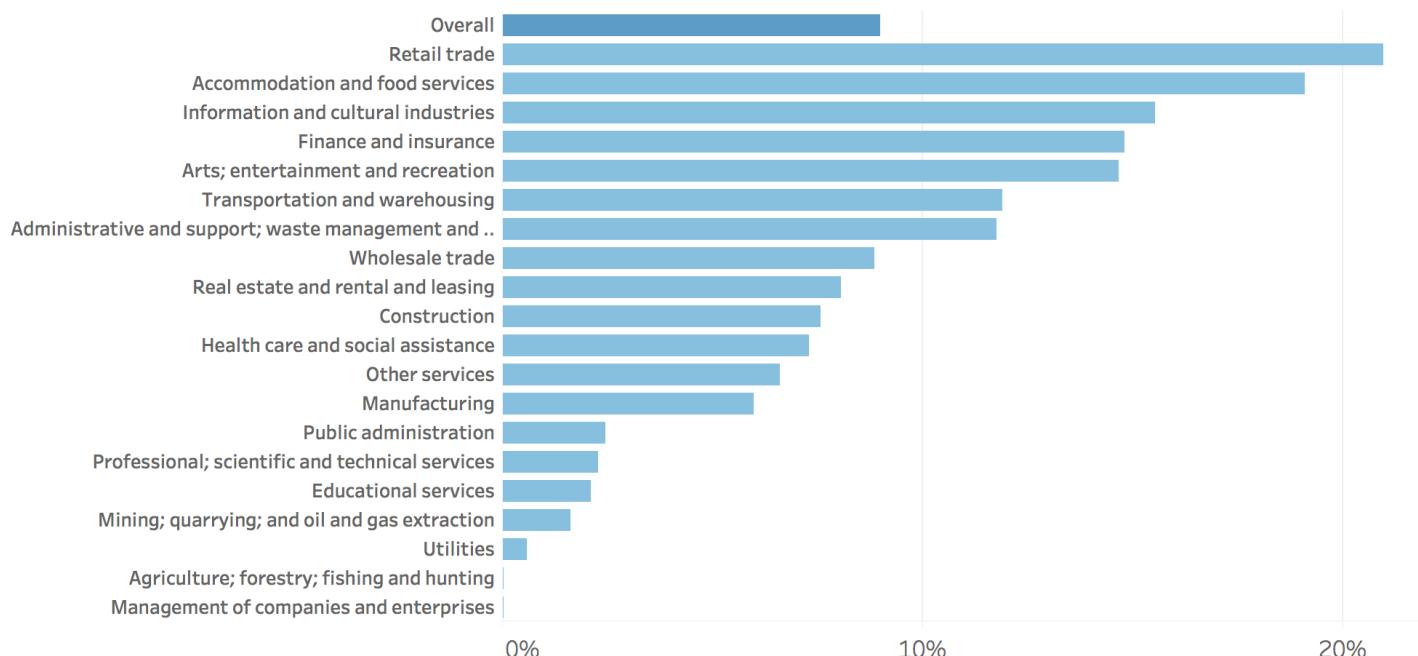
[5] Total turnover divided by total employees.

[6] Data is from the Tri-Municipal Region employer survey.

Overall, **Tri-Municipal Region** employers reported 3,134 employees left as a result of voluntary turnover. This is comprised of 2,082 from Small employers (66 per cent), 621 from Medium employers (20 per cent), and 431 from Large employers (14 per cent). The industries with the most turnover positions include: Retail trade (666 positions), Construction (646 positions) and Transportation and warehousing (493 positions), as shown in Table 5.

Table 5 - Tri-Municipal Region: Number of employees who left as a result of voluntary turnover in the 12 months prior to the survey

Industry (employees)	Small (<50)	Medium (50-199)	Large (200+)	Total (All)
11 Agriculture, forestry, fishing and hunting				0
21 Mining, quarrying, and oil and gas extraction	21			21
22 Utilities	5			5
23 Construction	321	325		646
31-33 Manufacturing	97	25		122
41 Wholesale trade	23	22	130	175
44-45 Retail trade	351	115	200	666
48-49 Transportation and warehousing	477	16		493
51 Information and cultural industries	23			23
52 Finance and insurance	25			25
53 Real estate and rental and leasing	81	10		91
54 Professional, scientific and technical services	42			42
55 Management of companies and enterprises				0
56 Administrative and support, waste management and remediation services	88			88
61 Educational services	7		36	43
62 Health care and social assistance	40	40	46	126
71 Arts, entertainment and recreation	33	26		59
72 Accommodation and food services	362	38		400
81 Other services (except public administration)	85			85
91 Public administration		5	19	24
Total	2,082	621	431	3,134

Source: Data is from the Tri-Municipal Region employer survey.

In **Parkland County**, 1,063 employees left as a result of voluntary turnover. This is comprised of 493 from Small employers (46 per cent), 415 from Medium employers (39 per cent), and 154 from Large employers (15 per cent). The industries with the most turnover positions include: Construction (280 positions), Transportation and warehousing (256 positions) and Wholesale trade (169 positions), as shown in Table 6.

Table 6 - Parkland County: Number of employees who left as a result of voluntary turnover in the 12 months prior to the survey

Industry (employees)	Small (<50)	Medium (50-199)	Large (200+)	Total (All)
11 Agriculture, forestry, fishing and hunting	-	-	-	0
21 Mining, quarrying, and oil and gas extraction	21	-	-	21
22 Utilities	4	-	-	4
23 Construction	-	280	-	280
31-33 Manufacturing	66	25	-	91
41 Wholesale trade	17	22	130	169
44-45 Retail trade	25	50	-	75
48-49 Transportation and warehousing	240	16	-	256
51 Information and cultural industries	-	-	-	0
52 Finance and insurance	14	-	-	14
53 Real estate and rental and leasing	18	10	-	28
54 Professional, scientific and technical services	-	-	-	0
55 Management of companies and enterprises	-	-	-	0
56 Administrative and support, waste management and remediation services	7	-	-	7
61 Educational services	4	-	12	16
62 Health care and social assistance	-	-	-	0
71 Arts, entertainment and recreation	33	12	-	45
72 Accommodation and food services	36	-	-	36
81 Other services (except public administration)	9	-	-	9
91 Public administration	-	-	12	12
Total	493	415	154	1,063

Source: Data is from the Tri-Municipal Region employer survey.

In **Spruce Grove**, 1,552 employees left as a result of voluntary turnover. This is comprised of 1,215 from Small employers (78 per cent), 124 from Medium employers (8 per cent), and 212 from Large employers (14 per cent). The industries with the most turnover positions include: Retail trade (463 positions), Construction (297 positions) and Accommodation and food services (323 positions), as shown in Table 7.

Table 7 - Spruce Grove: Number of employees who left as a result of voluntary turnover in the 12 months prior to the survey

Industry (employees)	Small (<50)	Medium (50-199)	Large (200+)	Total (All)
11 Agriculture, forestry, fishing and hunting	-	-	-	0
21 Mining, quarrying, and oil and gas extraction	-	-	-	0
22 Utilities	2	-	-	2
23 Construction	257	40	-	297
31-33 Manufacturing	25	-	-	25
41 Wholesale trade	-	-	-	0
44-45 Retail trade	253	10	200	463
48-49 Transportation and warehousing	185	-	-	185
51 Information and cultural industries	15	-	-	15
52 Finance and insurance	7	-	-	7
53 Real estate and rental and leasing	58	-	-	58
54 Professional, scientific and technical services	30	-	-	30
55 Management of companies and enterprises	-	-	-	0
56 Administrative and support, waste management and remediation services	7	-	-	7
61 Educational services	3	-	12	15
62 Health care and social assistance	21	40	-	61
71 Arts, entertainment and recreation	-	14	-	14
72 Accommodation and food services	303	20	-	323
81 Other services (except public administration)	50	-	-	50
91 Public administration	-	-	-	0
Total	1,215	124	212	1,552

Source: Data is from the Tri-Municipal Region employer survey.

In **Stony Plain**, 521 employees left as a result of voluntary turnover. This is comprised of 374 from Small employers (72 per cent), 82 from Medium employers (16 per cent), and 65 from Large employers (12 per cent). The industries with the most turnover positions include: Retail trade (128 positions), Construction (69 positions) and Health care and social assistance (65 positions), as shown in Table 8.

Table 8 - Stony Plain: Number of employees who left as a result of voluntary turnover in the 12 months prior to the survey

Industry (employees)	Small (<50)	Medium (50-199)	Large (200+)	Total (All)
11 Agriculture, forestry, fishing and hunting	-	-	-	0
21 Mining, quarrying, and oil and gas extraction	-	-	-	0
22 Utilities	-	-	-	0
23 Construction	64	5	-	69
31-33 Manufacturing	7	-	-	7
41 Wholesale trade	6	-	-	6
44-45 Retail trade	73	55	-	128
48-49 Transportation and warehousing	53	-	-	53
51 Information and cultural industries	8	-	-	8
52 Finance and insurance	5	-	-	5
53 Real estate and rental and leasing	5	-	-	5
54 Professional, scientific and technical services	12	-	-	12
55 Management of companies and enterprises	-	-	-	0
56 Administrative and support, waste management and remediation services	74	-	-	74
61 Educational services	-	-	12	12
62 Health care and social assistance	19	-	46	65
71 Arts, entertainment and recreation	-	-	-	0
72 Accommodation and food services	23	18	-	41
81 Other services (except public administration)	26	-	-	26
91 Public administration	-	5	7	12
Total	374	82	65	523

Source: Data is from the Tri-Municipal Region employer survey.

Question: Which occupations have experienced the most voluntary turnover?

Answer: Heavy equipment operators was the occupation identified by Tri-Municipal Region employers as having the most voluntary turnover.

Tri-Municipal Region employers were asked to specify the occupations that experienced the most voluntary turnover. The top results are shown in Table 9 below.

Heavy equipment operators (12 per cent), Truck drivers (8 per cent) and Construction trades helpers and labourers (6 per cent) were the occupations that employers specified had the most turnover. These occupations were reported most frequently in part because they comprise a large share of employment in the Tri-Municipal Region due to the industry mix of employers.

Employees in these Trades, transport and equipment operators and related occupations voluntarily leave their jobs for various reasons. Reasons mentioned by employers during the survey included that these employees may be seeking higher wages, tend to be more transient, and the work available is often seasonal or variable in nature.

Table 9 - Top 10 Occupations that experienced the most voluntary turnover

NOC Code	Occupation	%
7521	Heavy equipment operators (except crane)	12%
7511	Truck drivers	8%
7611	Construction trades helpers and labourers	6%
6421	Retail salespersons	5%
6711	Food counter attendants, kitchen helpers and related occupations	5%
7312	Heavy-duty equipment mechanics	5%
6513	Food and beverage servers	5%
8612	Landscaping and grounds maintenance labourers	4%
6221	Technical sales specialists - wholesale trade	3%
1522	Storekeepers and parts clerks	3%
Source: Data is from the Tri-Municipal Region employer survey.		

3.2.   Vacant Positions

Question: Do you currently have any vacant positions that you are actively recruiting for?

Answer: Sixteen per cent of Tri-Municipal Region employers reported vacant positions.

Overall, 16 per cent of Tri-Municipal Region employers reported they had vacant positions that needed to be filled at the time of their survey. Fifty four per cent of Large employers reported they had vacant positions they are actively recruiting for, as shown in Table 10. Forty four per cent of Medium employers and fourteen per cent of Small employers reported they had vacant positions they are actively recruiting for.

Employers may have vacant positions for a variety of reasons. Reasons mentioned by employers during the survey included that they are hiring employees due to increase in business, high turnover in certain occupations, difficulty finding workers with specific skills, and a company policy to hire on a temporary or trial basis.

Table 10 - Number of employers with vacant positions they are actively recruiting for

Employer Size (employees)	Reported Vacant Positions	Total # Employees	%
Small (<50)	395	2,776	14%
Medium (50-199)	43	97	44%
Large (200+)	13	24	54%
Total	451	2,897	16%

Source: Data is from the Tri-Municipal Region employer survey.

Question: How many positions are you actively recruiting for?

Answer: Overall, Tri-Municipal Region employers reported the vacancy rate was 3.5 per cent.

Overall, Tri-Municipal Region employers reported approximately 1,202 vacant positions at the time of their survey. This equates to a vacancy rate of 3.5 per cent.[7] The Arts, entertainment and recreation industry has the highest vacancy rate at 11.9 per cent, as shown in Table 11 on the following page. This survey result is partially reflective of the timing of the survey, as employers in this industry tend to be hiring in the summer months.

Other industries with vacancy rates above the overall rate of 3.5 per cent include: Other services (7.4 per cent), Transportation and warehousing (6.4 per cent), Retail trade (5.4 per cent), Information and cultural (5.4 per cent), Real estate and rental and leasing (4.0 per cent), and Accommodation and food services (4.0 per cent).

Four industries reported no vacancies including: Agriculture, forestry, fishing and hunting, Mining, quarrying, and oil and gas extraction, Utilities, and Finance and insurance.

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[7] Total vacant positions divided by all positions (vacant and occupied).

Table 11 - Tri-Municipal Region: Number of vacant positions and vacancy rates

Industry	# Vacant Positions	Total Employees	Vacancy Rate %
11 Agriculture, forestry, fishing and hunting	-	180	0.0%
21 Mining, quarrying, and oil and gas extraction	-	1,297	0.0%
22 Utilities	-	893	0.0%
23 Construction	308	8,536	3.6%
31-33 Manufacturing	44	2,040	2.2%
41 Wholesale trade	34	1,975	1.7%
44-45 Retail trade	171	3,181	5.4%
48-49 Transportation and warehousing	266	4,145	6.4%
51 Information and cultural industries	8	148	5.4%
52 Finance and insurance	-	171	0.0%
53 Real estate and rental and leasing	45	1,130	4.0%
54 Professional, scientific and technical services	12	1,820	0.7%
55 Management of companies and enterprises	-	51	0.0%
56 Administrative and support, waste management and remediation services	17	751	2.3%
61 Educational services	11	2,010	0.5%
62 Health care and social assistance	49	1,728	2.8%
71 Arts, entertainment and recreation	48	402	11.9%
72 Accommodation and food services	83	2,096	4.0%
81 Other services (except public administration)	95	1,286	7.4%
91 Public administration	12	977	1.2%
Total	1,202	34,817	3.5%

Source: Data is from the Tri-Municipal Region employer survey.

Overall, **Tri-Municipal Region** employers reported 1,201 vacant positions. Small employers reported 856 positions, Medium employers reported 228 positions, and Large employers reported 117 positions. The industries with the most vacant positions include: Construction (308 positions), Transportation and warehousing (267 positions), and Retail trade (171 positions), as shown in Table 12.

Table 12 - Tri-Municipal Region: Number of vacant positions

Industry (employees)	Small (<50)	Medium (50-199)	Large (200+)	Total (All)
11 Agriculture, forestry, fishing and hunting	-	-	-	0
21 Mining, quarrying, and oil and gas extraction	-	-	-	0
22 Utilities	-	-	-	0
23 Construction	232	71	5	308
31-33 Manufacturing	36	8	-	44
41 Wholesale trade	14	8	12	34
44-45 Retail trade	82	39	50	171
48-49 Transportation and warehousing	217	50	-	267
51 Information and cultural industries	8	-	-	8
52 Finance and insurance	-	-	-	0
53 Real estate and rental and leasing	45	-	-	45
54 Professional, scientific and technical services	12	-	-	12
55 Management of companies and enterprises	-	-	-	0
56 Administrative and support, waste management and remediation services	17	-	-	17
61 Educational services	-	0	11	11
62 Health care and social assistance	17	32	-	49
71 Arts, entertainment and recreation	3	15	30	48
72 Accommodation and food services	82	1	-	83
81 Other services (except public administration)	94	1	-	95
91 Public administration	-	3	9	12
Total	**856**	**228**	**117**	**1,201**

Source: Data is from the Tri-Municipal Region employer survey.

Parkland County employers reported 556 vacant positions. Small employers reported 388 positions, Medium employers reported 119 positions, and Large employers reported 49 positions. The industries with the most vacant positions include: Transportation and warehousing (178 positions), Construction (107 positions), and Other services (65 positions), as shown in Table 13.

Table 13 - Parkland County: Number of vacant positions

Industry (employees)	Small (<50)	Medium (50-199)	Large (200+)	Total (All)
11 Agriculture, forestry, fishing and hunting	-	-	-	0
21 Mining, quarrying, and oil and gas extraction	-	-	-	0
22 Utilities	-	-	-	0
23 Construction	67	40	-	107
31-33 Manufacturing	29	8	-	37
41 Wholesale trade	14	8	12	34
44-45 Retail trade	56	-	-	56
48-49 Transportation and warehousing	128	50	-	178
51 Information and cultural industries	-	-	-	0
52 Finance and insurance	-	-	-	0
53 Real estate and rental and leasing	-	-	-	0
54 Professional, scientific and technical services	-	-	-	0
55 Management of companies and enterprises	-	-	-	0
56 Administrative and support, waste management and remediation services	-	-	-	0
61 Educational services	-	-	2	2
62 Health care and social assistance	10	-	-	10
71 Arts, entertainment and recreation	3	12	30	45
72 Accommodation and food services	17	-	-	17
81 Other services (except public administration)	64	1	-	65
91 Public administration	-	-	5	5
Total	**388**	**119**	**49**	**556**

Source: Data is from the Tri-Municipal Region employer survey.

Spruce Grove employers reported 454 vacant positions. Small employers reported 319 positions, Medium employers reported 77 positions, and Large employers reported 58 positions. The industries with the most vacant positions include: Construction (145 positions), Retail trade (81 positions), and Transportation and warehousing (71 positions), all shown in Table 14.

Table 14 - Spruce Grove: Number of vacant positions

Industry (employees)	Small (<50)	Medium (50-199)	Large (200+)	Total (All)
11 Agriculture, forestry, fishing and hunting	-	-	-	0
21 Mining, quarrying, and oil and gas extraction	-	-	-	0
22 Utilities	-	-	-	0
23 Construction	117	28	-	145
31-33 Manufacturing	7	-	-	7
41 Wholesale trade	-	-	-	0
44-45 Retail trade	17	14	50	81
48-49 Transportation and warehousing	71	-	-	71
51 Information and cultural industries	2	-	-	2
52 Finance and insurance	-	-	-	0
53 Real estate and rental and leasing	45	-	-	45
54 Professional, scientific and technical services	-	-	-	0
55 Management of companies and enterprises	-	-	-	0
56 Administrative and support, waste management and remediation services	-	-	-	0
61 Educational services	-	-	5	5
62 Health care and social assistance	-	32	-	32
71 Arts, entertainment and recreation	-	3	-	3
72 Accommodation and food services	51	-	-	51
81 Other services (except public administration)	10	-	-	10
91 Public administration	-	-	3	3
Total	319	77	58	454

Source: Data is from the Tri-Municipal Region employer survey.

Stony Plain employers reported 191 vacant positions. Small employers reported 149 positions, Medium employers reported 33 positions, and Large employers reported 9 positions. The industries with the most vacant positions include: Construction (57 positions), Retail trade (34 positions), and Other services (19 positions), as shown in Table 15.

Table 15 - Stony Plain: Number of vacant positions

Industry (employees)	Small (<50)	Medium (50-199)	Large (200+)	Total (All)
11 Agriculture, forestry, fishing and hunting	-	-	-	0
21 Mining, quarrying, and oil and gas extraction	-	-	-	0
22 Utilities	-	-	-	0
23 Construction	48	4	5	57
31-33 Manufacturing	-	-	-	0
41 Wholesale trade	-	-	-	0
44-45 Retail trade	9	25	-	34
48-49 Transportation and warehousing	18	-	-	18
51 Information and cultural industries	6	-	-	6
52 Finance and insurance	-	-	-	0
53 Real estate and rental and leasing	-	-	-	0
54 Professional, scientific and technical services	12	-	-	12
55 Management of companies and enterprises	-	-	-	0
56 Administrative and support, waste management and remediation services	17	-	-	17
61 Educational services	-	0	3	3
62 Health care and social assistance	7	-	-	7
71 Arts, entertainment and recreation	-	-	-	0
72 Accommodation and food services	14	1	-	15
81 Other services (except public administration)	19	-	-	19
91 Public administration	-	3	1	4
Total	**149**	**33**	**9**	**191**

Source: Data is from the Tri-Municipal Region employer survey.

3.3.   Recruitment Challenges

Question: Have you had difficulty recruiting qualified employees in the last 12 months?

Answer: Overall, 21% of Tri-Municipal Region employers reported having difficulty recruiting qualified employees in the prior year.

Overall, 21 per cent of Tri-Municipal Region employers reported having difficulty recruiting qualified employees. Medium employers reported having the most difficulty recruiting qualified employees (42 per cent), as shown in Table 16. Thirty six per cent of Large employers reported having difficulty recruiting qualified employees, followed by 18 per cent of Small employers.

Employers have difficulty recruiting for numerous reasons. Reasons mentioned by employers during the survey included that they cannot find employees with the desired skillsets, the positions open are specialized, it is hard to find people in the area, the work available is seasonal, and the applicants applying are not qualified.

Table 16 - Number of employers reporting difficulty recruiting in the 12 months prior to the survey

Recruitment Challenges (employees)	Small (<50)	Medium (50-199)	Large (200+)	Total (All)
Yes, had difficulty recruiting qualified employees	18%	42%	36%	21%
No, did not have difficulty recruiting qualified employee	82%	58%	64%	79%
Source: Data is from the Tri-Municipal Region employer survey.				

Question: What occupations have been the most difficult to fill?

Answer: Truck drivers was the occupation identified by Tri-Municipal Region employers as the most difficult to fill.

Tri-Municipal Region employers were asked to specify the occupations that were the most difficult to fill. The top results are shown in Table 17 below.

Truck drivers (15 per cent), Heavy-duty equipment mechanics (9 per cent), and Community and social service workers, Retail salespersons and Welders and related machine operations (4 per cent each) were the top 5 reported occupations.

Employers had difficulty filling these positions for various reasons. Reasons mentioned by employers during the survey include the work locations, the seasonality of the work, the skills or certifications required for the position, and the lack of suitable applicants.

Table 17 - Top 10 Occupations that have been the most difficult to fill

NOC Code	Occupation	%
7511	Truck drivers	15%
7312	Heavy-duty equipment mechanics	9%
4212	Community and social service workers	4%
6421	Retail salespersons	4%
7237	Welders and related machine operators	4%
7321	Automotive service technicians, truck and bus mechanics and mechanical repairers	3%
7611	Construction trades helpers and labourers	3%
8612	Landscaping and grounds maintenance labourers	3%
1522	Storekeepers and parts clerks	2%
2242	Electronic service technicians (household and business equipment)	2%
Source: Data is from the Tri-Municipal Region employer survey.		

3.4.   Wages

Selected employers reported wage information for occupations within the Tri-Municipal Region. Reported wages provide a comparison to similar occupations within the Edmonton Region.

It is important to note that this data has been gathered from employers for selected occupations and does not necessarily represent the starting wages for all employers within the Tri-Municipal Region.

Table 18 - Selected occupations with reported Tri-Municipal Region wages above Edmonton Region wages[8]

NOC Code	Occupation	Starting Wage $		% Difference
		Tri-Municipal	Edmonton Region	
9619	Other labourers in processing, manufacturing and utilities	$23.90	$16.80	42%
7522	Public works maintenance equipment operators and related workers	$28.80	$22.60	27%
7237	Welders and related machine operators	$35.40	$30.20	17%
7511	Truck drivers	$27.50	$24.80	11%
7371	Crane operators	$29.40	$28.20	4%
Source: Data is from the Tri-Municipal Region employer survey.				

Table 19 - Selected occupations with reported Tri-Municipal Region wages below Edmonton Region wages

NOC Code	Occupation	Starting Wage $		% Difference
		Tri-Municipal	Edmonton Region	
6221	Technical sales specialists – wholesale trade	$15.50	$26.30	-69%
2242	Electronic service technicians	$19.30	$28.90	-50%
7293	Insulators	$15.00	$21.80	-45%
9411	Machine operators, mineral and metal processing	$28.00	$32.60	-16%
4212	Social and community service workers	$16.60	$18.20	-10%
Source: Data is from the Tri-Municipal Region employer survey.				

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[8] Edmonton Region wages are based on Government of Alberta Wage Info data by NOC, 2017.

3.5.   Future Outlook for Tri-Municipal Region

An analysis of the growth potential for the Tri-Municipal Region has been conducted using Applications Management Consulting Ltd.'s Employment Demand Forecasting Model. This model projects economic growth by industry on a regional basis. It also estimates employment growth by industry and occupation. An overview of the forecast methodology is provided in Appendix C. The forecasts resulting from this analysis are summarized in the sections below.

3.5.1. Regional Industry Growth

Economic activity as measured by Gross Domestic Product (GDP)[9] in the Tri-Municipal Region is estimated at approximately $4.286 billion (Chained 2007 Dollars)[10] in 2017. Through the five-year forecast period, economic growth (as measured by the change in real GDP) in the region is expected to increase at an average annual rate of 1.0%, reaching $4.512 billion by 2022.

Industries expected to post the highest rates of economic growth over the forecast period (2018-2022) include: Professional, scientific and technical services (+2.4% average growth per year), Construction (+2.1% average growth per year) and Transportation and warehousing (+2.1% average growth per year). This is shown in Table 20 on the following page.

Due to the phase of our coal fired power generation in the province scheduled for 2023, the Mining, quarrying and oil and gas extraction and Utilities industries are expected to experience decline over the forecast period. Mining, quarrying and oil and gas extraction is expected to decline -2.4% (average decline per year) and Utilities -1.1% (average decline per year), as shown in Table 20. It is expected that electric power generation in the region will continue, but use an alternate fuel source that requires fewer employees and may result in a reduction in total power generated. The decline expected for electric power generation will overwhelm some modest growth in the other components of the Mining, quarrying and oil and gas extraction sector. It should be noted that the decline in economic activity associated with coal fired power generation is expected to have an 'income' impact on growth of other sectors in the Tri-Municipal Region.

Overall, economic growth in the Tri-Municipal Region is lower than expected for the Edmonton CMA as a whole. This is largely due to the impact of the elimination of coal fired power generation in Parkland County.

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[9] Gross Domestic Product (GDP) is a monetary measure of the market value of all the final goods and services produced in a period of time, often annually or quarterly. Real GDP estimates are commonly used to determine the economic performance of a whole country or region, that accounts for changes in prices.

[10] Chained dollars is a method of adjusting real dollar amounts for inflation over time, so as to allow comparison of figures from different years. Here, chained dollars reflect dollar figures computed with 2007 as the base year.

Table 20 - Tri-Municipal Region: Economic Growth Forecast (GDP - Millions of Chained 2007 Dollars)

Industry	2017	2018	2019	2020	2021	2022	Average Annual Growth
11 Agriculture, forestry, fishing and hunting	249	254	257	260	264	267	1.4%
21 Mining, quarrying, and oil and gas extraction	471	460	449	438	427	416	-2.4%
22 Utilities	355	352	348	344	339	335	-1.1%
23 Construction	545	556	568	579	591	604	2.1%
31-33 Manufacturing	267	272	277	282	287	292	1.8%
41 Wholesale trade	227	232	235	239	242	246	1.6%
44-45 Retail trade	205	209	212	215	219	222	1.6%
48-49 Transportation and warehousing	161	164	167	171	175	178	2.1%
51 Information and cultural industries	120	122	124	125	127	129	1.4%
52 Finance and insurance	285	290	294	297	301	305	1.3%
53 Real estate and rental and leasing	184	187	189	192	194	197	1.4%
54 Professional, scientific and technical services	171	174	178	183	187	192	2.4%
55 Management of companies and enterprises	13	13	13	14	14	14	1.2%
56 Administrative and support, waste management and remediation services	267	272	277	281	286	291	1.8%
61 Educational services	152	154	156	158	160	162	1.3%
62 Health care and social assistance	208	211	214	217	220	223	1.5%
71 Arts, entertainment and recreation	17	17	18	18	18	19	1.8%
72 Accommodation and food services	75	76	77	78	80	81	1.7%
81 Other services (except public administration)	82	83	85	86	87	89	1.6%
91 Public administration	232	236	240	243	245	249	1.4%
Total	4,286	4,334	4,378	4,420	4,463	4,511	1.0%

Source: Data has been projected using Applications Management Consulting Ltd.'s Employment Demand Forecasting Model.

3.5.2. Regional Employment Forecast

Through the five-year forecast period 2018-2022, job growth in the Tri-Municipal Region is projected to increase at an average annual rate of 1.0%, representing a total of 1,758 additional jobs by 2022. This will increase total employment in the region from just under 35,000 in 2017 to 36,700 by 2022.

Industries expected to add the greatest number of new positions through 2022 include: Construction (+403 jobs), Retail trade (+227 jobs), Professional, scientific and technical services (+210 jobs) and Health care and social assistance (+185 jobs). Industries where layoffs are anticipated include Mining, quarrying, and oil and gas extraction (-185 jobs) and Utilities (-79 jobs). This is shown in Table 21 on the following page.

The phase out of coal fired power generation in the province is expected to have a significant and direct impact on employment in the Mining, quarrying and oil and gas extraction and Utilities industries in Parkland County. Overall, it is expected that up to 600 positions will be eliminated over the five-year forecast period in several economic sectors associated with coal phase out. Most of these impacts are expected to occur in the Mining, quarrying and oil and gas extraction and Utilities sectors. Other activities in these sectors are expected to result in an increase in some employment that will help offset the job losses. On a net basis, the job loss in Mining, quarrying and oil and gas extraction and Utilities industries is projected to be 185 jobs and 79 jobs respectively.

It should be noted that the decline in employment activity associated with coal fired power generation is expected to have an 'income' impact on growth of other sectors in the Tri-Municipal Region.

Overall, employment growth in the Tri-Municipal Region is lower than expected for the Edmonton CMA as a whole. This is largely due to the impact of the elimination of coal fired power generation in Parkland County.

Table 21 - Tri-Municipal Region: Employment by NAICS Forecast

Industry	2017	2018	2019	2020	2021	2022	Net
11 Agriculture, forestry, fishing and hunting	706	715	720	726	732	737	31
21 Mining, quarrying, and oil and gas extraction	1,335	1,298	1,260	1,223	1,187	1,150	-185
22 Utilities	1,006	992	977	959	941	927	-79
23 Construction	4,998	5,076	5,158	5,236	5,314	5,401	403
31-33 Manufacturing	1,790	1,814	1,838	1,862	1,886	1,911	121
41 Wholesale trade	1,682	1,703	1,723	1,739	1,756	1,777	95
44-45 Retail trade	3,981	4,035	4,081	4,120	4,159	4,208	227
48-49 Transportation and warehousing	1,763	1,791	1,820	1,849	1,878	1,909	146
51 Information and cultural industries	425	429	433	437	441	445	20
52 Finance and insurance	1,108	1,120	1,130	1,137	1,145	1,156	48
53 Real estate and rental and leasing	714	722	728	733	738	745	31
54 Professional, scientific and technical services	2,167	2,197	2,242	2,285	2,330	2,377	210
55 Management of companies and enterprises	51	51	52	52	52	53	2
56 Administrative and support, waste management and remediation services	1,036	1,051	1,064	1,076	1,088	1,102	66
61 Educational services	2,207	2,230	2,249	2,263	2,278	2,298	91
62 Health care and social assistance	3,793	3,832	3,868	3,903	3,939	3,978	185
71 Arts, entertainment and recreation	616	624	632	640	648	657	41
72 Accommodation and food services	2,019	2,046	2,071	2,092	2,113	2,140	121
81 Other services (except public administration)	1,816	1,839	1,861	1,879	1,897	1,920	104
91 Public administration	1,762	1,782	1,799	1,812	1,824	1,842	80
Total	34,975	35,347	35,706	36,023	36,346	36,733	1,758

Source: Data has been projected using Applications Management Consulting Ltd.'s Employment Demand Forecasting Model.

3.5.3. Occupation Demands

The top 20 occupations according to the number of new positions added through 2017 to the 2022 forecast period in the Tri-Municipal Region are listed in Table 22 on the following page. These occupations have also been ranked according to the number of jobs located in the Tri-Municipal Region in 2017 and 2022, respectively.

While no major ranking shifts are expected to occur by 2022, jobs including **Construction trades helpers and labourers** (NOC 7611), **Carpenters** (NOC 7271), **Electricians (except industrial and power system)** (NOC 7241) and **Material handlers** (NOC 7452) are projected to become relatively more dominant in the Tri-Municipal Region.

Conversely, jobs including **Registered nurses and registered psychiatric nurses** (NOC 3012), **Nurse aides, orderlies and patient service associates** (NOC 3413), and **Janitors, caretakers and building superintendents** (NOC 6733) are expected to contribute to job growth through the forecast, but should represent a lower proportion of total jobs in the region by 2022 (relative to 2017).

- The number one occupation in the Tri-Municipal Region, **Retail salespersons** (NOC 6421), is expected to post an increase of 79 new positions by 2022, and remain the top occupation in the Region.

- The second largest projected increase in employment was for **Retail and wholesale trade managers** (NOC 0621), followed closely by **Construction trades helpers and labourers** (NOC 7611), with increases of 47 and 43 jobs respectively.

Table 22 - Tri-Municipal Region Top 20 Growth Occupations 2017-22 (4 digit NOC)

| Rank | | | | | | |
2017	2022	+/-	Occupation	2017	2022	Change
1	1		6421 Retail salespersons	1,388	1,466	79
2	2		0621 Retail and wholesale trade managers	834	882	47
6	5	+1	7611 Construction trades helpers and labourers	597	640	43
3	3		7511 Transport truck drivers	641	683	42
4	4		6711 Food counter attendants, kitchen helpers and related support occupations	630	667	36
7	7		6611 Cashiers	555	587	32
5	6	-1	3012 Registered nurses and registered psychiatric nurses	610	639	30
14	13	+1	7271 Carpenters	387	416	30
18	17	+1	7241 Electricians (except industrial and power system)	371	400	29
19	19		0711 Construction managers	364	391	26
8	8		1221 Administrative officers	548	574	26
9	9		1411 General office support workers	506	530	24
15	15		6513 Food and beverage servers	380	403	23
17	16	+1	7452 Material handlers	379	401	22
12	12		1111 Financial auditors and accountants	395	417	21
10	10		1241 Administrative assistants	433	454	21
23	23		6731 Light duty cleaners	327	346	19
13	14	-1	3413 Nurse aides, orderlies and patient service associates	389	408	19
22	22		6322 Cooks	330	349	19
16	18	-2	6733 Janitors, caretakers and building superintendents	380	399	19

Source: Data has been projected using Applications Management Consulting Ltd.'s Employment Demand Forecasting Model.

3.6.   Recruitment Strategies

Question: What has been your most successful recruitment strategy to find applicants over the last 12 months?

Answer: Career and classified websites and Word of mouth/ employee referral were the most reported recruitment strategies by Tri-Municipal Region employers.

The most successful recruitment strategies to find applicants according to Tri-Municipal Region employers include: Career and classified websites (33 per cent), Word of mouth/employee referral (33 per cent), Walk-ins/unsolicited resumes (7 per cent) and Company website/internal postings (6 per cent). This demonstrates that job seekers benefit from having technological literacy and networking skills, in order to connect with employers looking for workers in the Tri-Municipal Region.

The Other category includes strategies such as: hiring from students, hiring through a union, and rehiring previous employees. Of the employers surveyed, 32 per cent did not report a recruitment strategy because they did not hire over the last 12 months.

Figure 4 - Percentage of recruitment strategies identified by employers
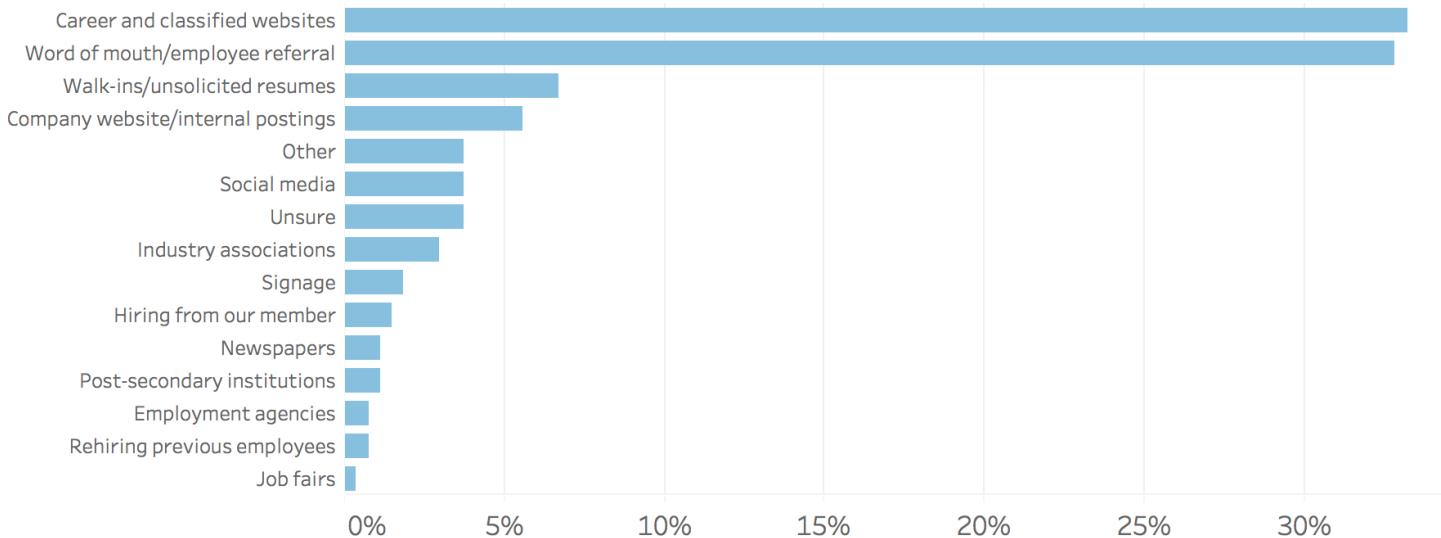
Question: How have or will you respond to the difficulty recruiting qualified employees?

Answer: 14% of employers in the Tri-Municipal Region reported Increased recruiting efforts as the top way to respond to the difficulty recruiting qualified employees.

Medium employers in the Tri-Municipal Region reported Increased recruiting efforts (33 per cent), Increased workload for current workers (23 per cent), and Increased investment in training (23 per cent) as ways to respond to the difficulty recruiting qualified employees. Large employers reported Increased recruiting efforts and Hired a less qualified applicant (47 per cent each). Small employers reported Increased recruiting efforts and Increased workload for current workers (10 per cent each). These results are shown in Table 23.

Table 23 - Percentage of employers that reported responding to difficulty recruiting

Response to difficulty recruiting (employees)	Small (<50)	Medium (50-199)	Large (200+)	Total (All)
Increased recruiting efforts	10%	33%	47%	14%
Increased wages/benefits to attract more applicants	4%	16%	20%	6%
Redesigned job to change the required skills	1%	9%	27%	3%
Did not fill job opening	0	0	33%	9%
Hired a less qualified applicant	4%	21%	47%	7%
Outsourced the work	3%	12%	27%	5%
Hired contingent workers, such as temps, contractors, freelancers, etc.	4%	12%	33%	6%
Applied for/hired temporary foreign workers	0	14%	20%	3%
Increased workload for current workers	10%	23%	33%	12%
Redeployed employees to new roles where their skills were more needed	2%	9%	27%	4%
Increased investment in training	4%	23%	27%	7%
Partnered with educational institutions to ensure programs develop candidates with the required skills	2%	12%	33%	4%
Targeted underutilized or new talent pools, such as youth, mature workers, persons with disabilities, Indigenous Peoples, new immigrants, etc.	2%	12%	33%	4%
Source: Data is from the Tri-Municipal Region employer survey.				

3.7. Retention Strategies

Question: What has been your most successful employee retention strategy over the last 12 months?

Answer: Excellent management/supervision and Positive work environment were the most successful retention strategies identified by Tri-Municipal Region employers.

Overall, Small, Medium and Large employers in the Tri-Municipal Region all reported that Excellent management/supervision (13 per cent) was the top employee retention strategy.

Small employers reported Positive work environment was the second most successful retention strategy. Medium employers reported Competitive salary was the second most successful, while Large employers reported Positive work environment and Competitive benefits package. These results are shown in Table 24.

Table 24 - Percentage of employers that reported retention strategies

Retention Strategy (employees)	Small (<50)	Medium (50-199)	Large (200+)	Total (All)
Excellent management/supervision	8%	44%	27%	13%
Positive work environment	7%	37%	20%	11%
Competitive salary	6%	40%	7%	9%
Provide worker with a job in this economy	3%	14%	7%	5%
Competitive benefits package	3%	7%	20%	4%
Flexible work measures	3%	12%	0%	4%
Interesting/challenging work	0	19%	0%	4%
Company culture	2%	9%	7%	3%
Learning/growth opportunities	1%	14%	7%	3%
Work/life balance	1%	0%	13%	1%
Source: Data is from the Tri-Municipal Region employer survey.				

3.8. Underemployed Groups

Question: Does your organization have plans (formal or informal) to recruit people from the following groups in the next 12 months? (Youth, Mature Workers, Persons with Disabilities, Indigenous Peoples, New Immigrants)

Answer: 19 per cent of Tri-Municipal Region employers identified they did have plans to recruit people from at least one of these groups in the next 12 months.

Less than one-fifth (19 per cent) of Tri-Municipal Region employers reported plans to recruit people from at least one of these groups. While some employers reported they were not hiring at all in the next 12 months, the low number of employers planning to recruit from underemployed labour force groups represents a labour market issue.

Of Tri-Municipal Region employers who identified they have plans to recruit people from at least one underemployed labour force group, youth (74 per cent) was the group that Small, Medium and Large employers were most likely to report.

Overall, Tri-Municipal Region employers were least likely to report plans to recruit persons with disabilities (17 per cent).

Small employers also reported plans to recruit mature workers (30 per cent). Medium employers also reported plans to recruit indigenous peoples (67 per cent) and new immigrants (58 per cent). Large employers also reported plans to recruit indigenous peoples (56 per cent) and other groups (56 per cent) such as women. These results are shown in Table 25.

Table 25 - Percentage of employers with plans to recruit people from the following groups

Labour Force Group (employees)	Small (<50)	Medium (50-199)	Large (200+)	Total (All)
Youth (15-24)	68%	92%	89%	74%
Mature workers (55+)	30%	50%	33%	34%
Indigenous peoples	14%	67%	56%	27%
New immigrants	16%	58%	33%	25%
Other groups	16%	25%	56%	22%
Persons with disabilities	7%	42%	44%	17%
Source: Data is from the Tri-Municipal Region employer survey.				

3.9. Workplace Resources

Question: Has your company ever applied for, or does your company have plans to apply for, any of the following workplace resources?

Answer: 19 per cent of Tri-Municipal Region employers reported applying for or having plans to apply for a workplace resource.

Less than one-fifth (19 per cent) of Tri-Municipal Region employers reported applying for or having plans to apply for any workplace resources.

Of Tri-Municipal Region employers who applied for or have plans to apply for any workplace resources, the Summer Temporary Employment Program (69 per cent) was the program most reported by Small, Medium and Large employers.

In addition to STEP, Small employers also reported that they applied for or have to plans to apply for CAJG (42 per cent). Medium employers reported that they applied for or have plans to apply for AJCTC (63 per cent). Large employers reported that they applied for or have plans to apply for CAJG (91 per cent). These results are shown in Table 26.

Thirty-five per cent of employers who reported they have applied or have plans to apply for a workplace resource program identified other workplace resources including: Apprenticeship programs, Labour Market Impact Assessment (LMIA) and Work experience programs.

Table 26 - Percentage of employers who have applied for or have plans to apply for the following workplace resources

Workplace Resource (employees)	Small (<50)	Medium (50-199)	Large (200+)	Total (All)
Summer Temporary Employment Program (STEP)	63%	75%	91%	69%
Canada-Alberta Job Grant (CAJG)	42%	50%	91%	51%
Apprenticeship Job Creation Tax Credit (AJCTC)	33%	63%	45%	41%
Canada Summer Jobs (CSJ)	35%	38%	64%	40%
Workplace Training Program	23%	19%	55%	27%
Workplace Essential Skills Training Program	15%	25%	27%	19%
Labour Market Partnership (LMP)	15%	19%	36%	19%
Workforce Adjustment Services	10%	19%	27%	15%
Source: Data is from the Tri-Municipal Region employer survey.				

Question: What are the reasons your company has never applied for, or does not have plans to apply for, any workplace resources?

Answer: 54 per cent of Tri-Municipal Region employers who identified a reason for not accessing workplace resources reported they don't need them. However, 58 per cent of employers identified reasons related to not being aware of them/understanding how they apply to their situation.

Overall, 81 per cent of Tri-Municipal Region employers reported they had never applied for and do not have plans to apply for any workplace resources. The low uptake of workplace resource amongst employers who participated in the survey represents a labour market issue.

While 54 per cent of Tri-Municipal Region employers who identified a reason for not accessing workplace resources reported they Don't need them, 17 per cent of employers each said it was because they had Never heard of them or Don't know enough about them. In addition, another 12 per cent identified that they are Not applicable to their situation and 11 per cent said they Don't think they qualify for them. These results are shown in Table 27.

Table 27 - Percentage of employers who reported reasons they have never applied for or do not have plans to apply for workplace resources

Reason (employees)	Small (<50)	Medium (50-199)	Large (200+)	Total (All)
Don't need them	58%	24%	0%	54%
Never heard of them	17%	24%	0%	17%
Don't know enough about them	19%	0%	0%	17%
Not applicable to our situation	11%	18%	0%	12%
Don't think we qualify for them	12%	0%	0%	11%
Head office/management decision	7%	29%	50%	9%
Unsure	5%	29%	0%	7%
Administrative burden	4%	6%	0%	4%
Not employing anyone who requires them	4%	0%	0%	3%
Don't have the budget to apply/too costly	3%	0%	0%	2%
Business just opened	2%	0%	0%	1%
Utilize First Nations program	0%	0%	50%	0%

Source: Data is from the Tri-Municipal Region employer survey.
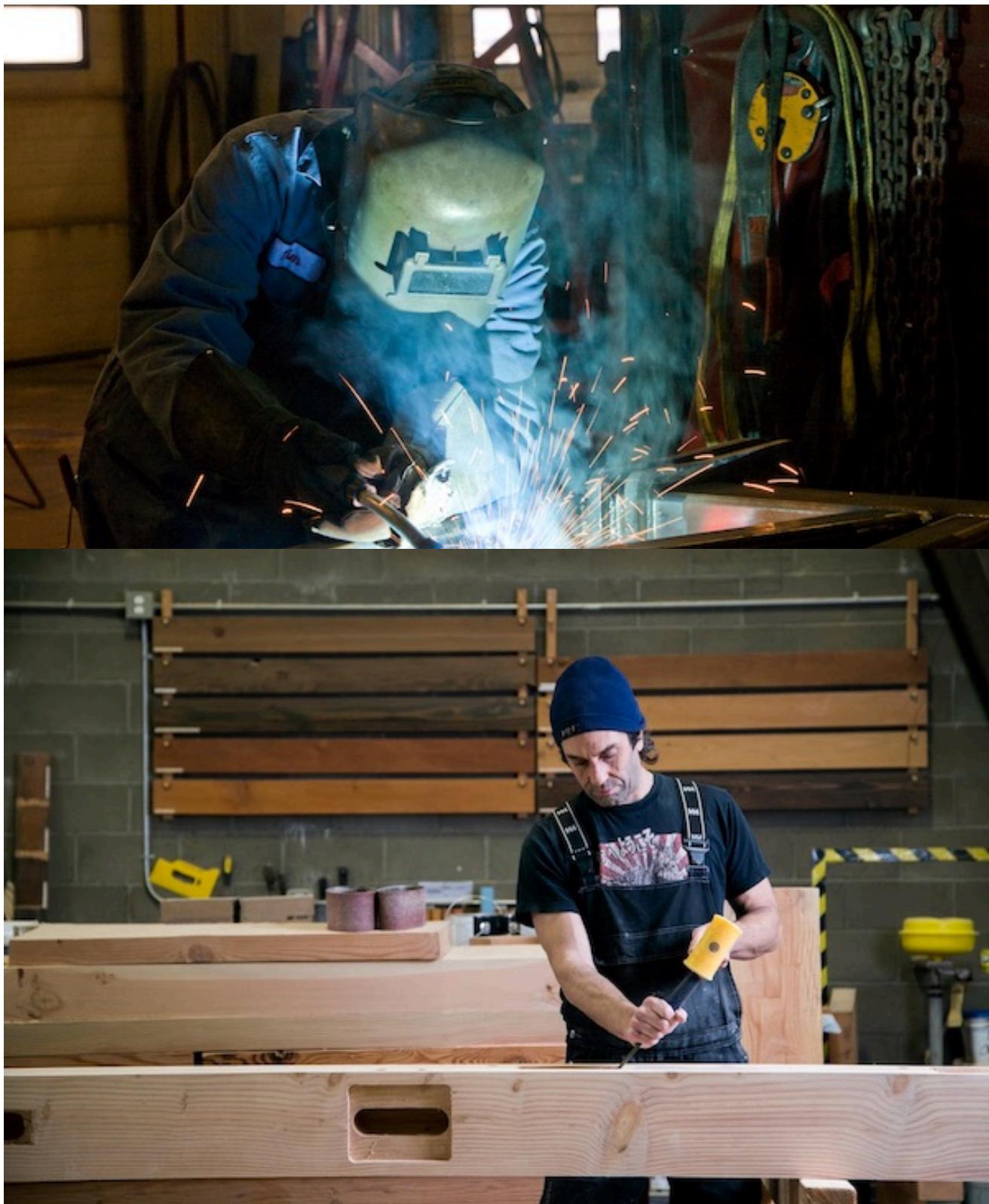
4. Stakeholder Engagement

The engagement process captured the perspectives of various key stakeholders throughout the Tri-Municipal Region, across industry, municipality and firm size.

Stakeholder consultation included the following engagement activities:

▶ Four stakeholder discussion groups,

▶ Nine stakeholder interviews, and

▶ Two follow-up stakeholder discussion groups.

For more details on the stakeholder engagement process, see Appendix B.

4.1. Stakeholder Discussion Groups

The discussion groups focused on exploring the labour force challenges and opportunities in the Tri-Municipal Region from the perspective of employers, across industry, municipality and firm size.

The employer survey highlighted a need for more qualitative detail about certain labour market topics. These topics informed the areas for the discussion groups, which were as follows:

▶ Underemployed groups,

▶ Recruitment,

▶ Worker retention, and

▶ Workplace resources.

The discussion groups were highly informative, with participating employers very engaged in the discussion.

4.1.1. Underemployed Groups

The discussion group on underemployed groups had 4 attendees. These attendees included:

▶ Employers from all three municipalities.

▶ Employers across two different industries.

▶ Employers representing two firm sizes.

Employers discussed their experiences with employees from across all of the underemployed groups identified in the employer survey:

▶ Youth (ages 15-24),

▶ Mature workers (ages 55+),

▶ Indigenous peoples (First Nation, Métis and Inuit),

▶ Persons with disabilities, and

▶ New immigrants (in Canada 5 years or less).

The stakeholders in attendance at the session were asked the following key questions:

- ▶ Who has employed workers in one or more of these underemployed groups?
- ▶ Who has actively recruited workers from underemployed groups?
- ▶ How do you recruit workers in underemployed groups?
- ▶ What have been your experiences employing workers in underemployed groups?
- ▶ What would help you to try to recruit from underemployed groups in the future?

For more details on the stakeholder engagement process, see Appendix B.

Key Findings

Tri-Municipal Region employers reported that they are actively recruiting underemployed groups in the region. However, employers did identify barriers to hiring from these groups and some strategies to help address those barriers.

Generally, employers expressed interest in hiring from these groups, however were unaware of what resources to contact to find workers.

At the discussion group, youth and mature workers were identified as the most commonly actively recruited underemployed groups.

Some employers also mentioned a desire to actively recruit Indigenous peoples. While some reported successful efforts to do so, others reported they were unable to attract Indigenous workers.

While no employers at the discussion group reported actively recruiting persons with disabilities, some indicated that they do have persons with disabilities on staff.

Employers are accessing employees through the Labour Market Impact Assessment (LMIA) program and are having some success in bringing newcomers to Canada. Some employers also mentioned they actively recruit women.

Further details are in Table 28 on the following page.

Table 28 - Issues and ideas to employ underemployed groups in the region

Underemployed Groups	Barriers/Issues	Solutions/Ideas
Youth	• Lack of experience. • Lack communication/inter-personal skills. • Lack commitment.	• Hire summer work experience students and then bring on full time if good candidates. Use the STEP and CSJ programs. • Provide workshops for job seekers to build skills. • Prepare job seekers with an understanding of employer job expectations. • Connections for Learning could connect job seekers with employers.
Mature workers	• Technology gaps. • Workers impacted by layoffs.	• Provide on the job technology training. Could apply for Workplace Program funding. • Provide career transition supports.
Indigenous people	• Employers are unaware of the best ways to connect with Indigenous job seekers.	• Workplace cultural training would be beneficial. • Connect with regional organizations such as Oteenow Employment & Training Society.
Persons with disabilities	• Employers are unaware of positions within their organizations that can be filled by persons with disabilities. • Employers are unaware of the abilities of persons with disabilities. • Transportation is a barrier for persons with disabilities to get to work.	• Promote employers successfully employing from this group. • Connect with regional organizations such as EmployAbilities and Community Aim.
New immigrants	• Language barriers can be an issue, especially with safety related positions.	• Workplace language training would be beneficial. • Connect with regional organizations such as Bredin Centre for Learning.

Source: Information is from the Tri-Municipal Region underemployed groups stakeholder discussion group.

4.1.2. Recruitment

The recruitment strategies discussion group had 5 attendees. These attendees included:

- ▶ Employers from all three municipalities.
- ▶ Employers across four different industries.
- ▶ Employers representing two firm sizes.

Employers discussed their detailed recruitment experiences. The stakeholders in attendance at the session were asked the following key questions:

- ▶ What occupation is the most difficult to recruit?
- ▶ What have you tried to find/recruit employees?
    - ▶ What was successful? Why was it successful?
    - ▶ What was not successful? Why not?
- ▶ Did you experience difficulties with the recruitment process?
- ▶ Do you have different strategies to recruit different occupations?
- ▶ Do wages make it difficult for you to recruit?

For more details on the stakeholder engagement process, see Appendix B.

Key Findings

Tri-Municipal Region employers mentioned utilizing creative ways to recruit employees locally. Throughout the session, employers detailed the recruitment methods they are using successfully and those that are not successful. During the session, employers were guided through the recruitment process to facilitate discussion of the challenges and opportunities that exist for both employers and job seekers.

The most successful recruitment strategy reported at the session was networking and employee referral. Social media was identified by some employers as a tool to promote the company culture.

Numerous employers reported that while job sites such as Indeed are well utilized, and often the most commonly used recruitment method, they can be inefficient and time consuming for employers. Some employers said that they can solicit a high volume of resumes using these online resources, but the resumes they receive lack quality or the candidates are not a fit for the position advertised.

Employers had mixed opinions on the effectiveness of utilizing employment agencies. While some said this strategy works well, others said they have not had success hiring people through these means.

Employers highlighted the importance of the orientation and onboarding process as a part of their recruitment. Employers also identified a need to provide a detailed picture of their of total compensation package to employees, in order to attract and retain the top talent.

Tri-Municipal Region employers agreed that there is a need for job seekers of all education and skill levels to improve the quality of their resumes and cover letters to more effectively market their value as potential employees. Further details are in Table 29.

Table 29 - Issues and ideas to improve the recruitment process for employers

Recruitment Process	Barriers/Issues	Solutions/Ideas
1. Let job seekers know that you are hiring	• Employers are most frequently using job sites such as Indeeds to post job ads. However, they find the volumes of resumes they receive to be inefficient and time consuming.	• Networking and employee referrals are successful recruitment methods. • Using social media is effective for promoting the organization. • Develop employer skills in preparing job ads/job descriptions that reflect what you need.
2. Review resumes	• Poor quality of resumes. • Lack of cover letters.	• Teach job seekers to market themselves and their value to the organization. • Teach job seekers to market their soft/transferrable skills.
3. Contact candidates	• Some candidates fail to return a call to set up an interview.	• Pre-screen candidates with some key questions on the phone. • Take time to find the right fit, not just any available worker.
4. Interview process	• Lack interview/inter-personal skills.	• Teach job seekers interview skills and proper attire.
5. Orientation/onboarding	• Employees need to better understand on the job expectations.	• Be honest with applicants during the hiring process. • Develop a formal orientation/onboarding process that is consistent among all new hires.
6. Retention	• Employees need to better understand their total compensation package. • Employers need more information on why employees stay or leave their organization.	• Manage expectations about wage rates and career advancement. • Establish system for regular check ins and performance reviews. • Explore creative compensation options. • Offer training opportunities.
Source: Information is from the Tri-Municipal Region recruitment stakeholder discussion group.		

4.1.3. Worker Retention

The retention strategies discussion group had 7 attendees. These attendees included:

- ▶ Employers from all three municipalities.
- ▶ Employers across four different industries.
- ▶ Employers representing three firm sizes.

Employers discussed their detailed retention strategies. The stakeholders in attendance at the session were asked the following key questions:

- ▶ Do you experience a lot of voluntary turnover?
- ▶ Which occupations have the most voluntary turnover?
- ▶ What do you do to retain good employees?
    - ▶ What works?
    - ▶ What does not work?
- ▶ Do you perform employee evaluations and exit interviews?
    - ▶ .Do you think they are valuable? Why or why not?

For more details on the stakeholder engagement process, see Appendix B.

Key Findings

Tri-Municipal Region employers identified a broad range of strategies that help improve employee retention within their organizations.

All employers agreed that fostering a great place to work and offering training opportunities are successful retention strategies.

Creative compensation items employers mentioned included staff incentive programs, birthday holidays, onsite perks, and employee supports. Some employers reported that offering some benefits to part time staff can be an effective retention strategy.

Employers discussed that establishing and maintaining a good process for onboarding and on going training is very effective in retaining staff. Effective training methods mentioned included mentorship programs, the buddy system, regular check in points, a consistent onboarding process, and longer training processes.

Employers in attendance did not find the need to post any information on non-wage compensation items in the job advertisements. However, they discussed the importance of providing a fulsome picture of their total compensation package to keep their existing employees.

Further details are in Table 30 on the following page.

Table 30 - Issues and ideas to improve employee retention

Barriers/Issues	Solutions/Ideas
1. Aspiration to create a positive work culture	• Staff incentive programs • Employee supports (e.g.: counselling, child-care) • On-site perks • Employee surveys with a follow-up action plan
2. Need to meet training needs	• Providing training at all levels within the organization • Mentorship programs • Buddy systems among employees • Informal evaluations/check in points
3. Desire to provide career advancement opportunities	• Managing expectations about advancement • Provide a path within the organization that they can follow to advance
4. Demand for creative compensation packages	• Benefits for part-time staff • Paid birthday day off
Source: Information is from the Tri-Municipal Region worker retention stakeholder discussion group.	

4.1.4. Workplace Resources

The workplace resources discussion group had 3 attendees. These attendees included:

- ▶ Employers from all three municipalities.
- ▶ Employers across three different industries.
- ▶ Employers representing two firm sizes.

Employers discussed their experience applying for and utilizing various workplace resources. The session included discussion of the following workplace resources, which were also identified in the employer survey:

- ▶ Canada-Alberta Job Grant (CAJG),
- ▶ Summer Temporary Employment Program (STEP),
- ▶ Apprenticeship Job Creation Tax Credit (AJCTC),
- ▶ Canada Summer Jobs (CSJ),
- ▶ Workplace Training Program,
- ▶ Workplace Essential Skills Training Program, and
- ▶ Labour Market Partnership (LMP).

The stakeholders in attendance at the session were asked the following key questions:

- ▶ Have you used these workplace programs?
- ▶ For those that have used the program:
    - ▶ How did you hear about it?
    - ▶ Why did you use it?
    - ▶ What was your experience?
    - ▶ How could the program be improved?
- ▶ For those that have not used the program:
    - ▶ How would you want to find out about programs?
    - ▶ Would you access a program if it could help you address an employment issue?

For more details on the stakeholder engagement process, see Appendix B.

Key Findings

Tri-Municipal Region employers shared their knowledge of workplace programs and their experiences. Employers reported that they are most frequently accessing the STEP, CSJ and AJCTC programs. However, employers did identify barriers to accessing some of those programs and some strategies to help address those barriers.

Awareness at the session was low on the CAJG, Workplace Essential Skills and Workplace Training programs.

All employers in attendance expressed interest in learning more about the workplace resources that might be available to them, however some were unaware of which programs could apply to them. Employers mentioned greater awareness of programs could be facilitated by receiving information about them directly, such as via emails or subscriber lists, and through their local business associations or municipal business licensing process.

For those programs that employers reported experience accessing, they generally had positive experiences. For the most part, any negative feedback employers had about programs was related to the length and time involved in the application process. This was identified as a deterrent for some employers to accessing programs.

For those programs that employers did not have experience accessing, they generally reported the reason to be that they were unaware of those specific programs. Employers agreed that information available on workplace programs for employers can sometimes be lengthy and technical, making it difficult to understand if and how programs may apply to their organizations.

Stakeholder discussion group attendees also identified some programs for employers that were not mentioned in the employer survey.

Further details are in Table 31 on the following page.

Table 31 - Issues and ideas to improve awareness and access to workplace resources

Barriers/Issues	Solutions/Ideas

1. Lack of awareness of programs and how they would provide value to an organization	• Improve awareness of the following programs:
	  • Canada-Alberta Job Grant (CAJG) program
	  • Workplace Essential Skills Training program
	  • Workplace Training program
	• Continue to promote programs that are accessed more:
	  • Summer Temporary Employment Program (STEP)
	  • Canada Summer Jobs (CSJ)
	  • Apprenticeship Job Creation Tax Credit (AJCTC)
	• How to promote these programs:
	  • Through local chambers/associations
	  • Send out information through social media, email and newsletters.
	  • Need to emphasize how accessing these programs will provide value to organizations.
	  • Send out information to previous applicants for programs to notify them of program changes and recommend complementary programs.

2. Barriers to accessing programs • Difficult to navigate through the amount of information on these programs. • Difficult to understand what is applicable to their organization and when program changes are made. • Time allocations/resources to register in programs. • Summer student programs: The timing for program qualification does not comply with best timing to recruit qualified candidates in the region.	• Create 1 page FAQ sheets for programs. • Simplify the application process. • Send out information/updates to organizations that have previously applied for program or similar programs.

Source: Information is from the Tri-Municipal Region workplace resources stakeholder discussion group.

4.2.   Stakeholder Interviews

The interviews focused on exploring the labour force challenges and opportunities in Tri-Municipal Region from the perspective of employers, across industry, municipality and firm size.

The stakeholder interviews had 9 participants. Of those, 6 were interviewed in person and 3 were interviewed over the telephone. These participants included:

▶ Employers from all three municipalities.

▶ Employers across five different industries.

▶ Employers representing three firm sizes.

The employer survey and discussion groups identified labour market issues that warranted further qualitative examination. These informed the topics for the interviews, which included the following:

▶ Job seeker supports,

▶ Employer supports,

▶ Barriers to employment,

▶ Skills shortages,

▶ Workplace resources, and

▶ Regional networking.

For more details on the stakeholder engagement process, see Appendix B.

Key Findings

Tri-Municipal Region stakeholders were very engaged in the interview discussions, with a keen interest in addressing labour market issues and a desire to share their insights from their experiences.

Numerous stakeholders identified gaps in job seeker knowledge related to job readiness, essential skills, and how to find a job. Some stakeholders also reported that employers lacked education and awareness around recruitment, retention, small business operations and entrepreneurship.

Throughout the interviews, stakeholders identified regional skills shortages, including trades and technical skills shortages as well as leadership and soft skills shortages.

Barriers to employment came up, with some employers citing an employee's lack of reliable transportation as a barrier to offering employment. Stakeholders also identified a lack of basic skills amongst some job seekers. Some employers identified specific barriers underemployed groups, including youth, mature workers, Indigenous peoples, persons with disabilities and new immigrants, face in the regional labour market.

Many stakeholders reported that employers want to access workplace resources, but struggle with issues related to awareness, time and cost. Some stakeholders identified a desire for more regional networking opportunities for employers, and for more career, trades, resource and job fairs for job seekers.

Further details are in Table 32 on the following pages.

Table 32 - Issues and ideas to address labour market issues in the region

Barriers/Issues	Solutions/Ideas
1. Need for more job seeker supports in the region.	• Focus job seeker supports on long-term career planning, rather than finding any available job. • Provide resources to improve resume and cover letter skills. • Inform job seekers about how to market their soft or transferable skills. • Provide resources to improve telephone and interview skills, especially amongst youth. • Address technological literacy gaps, especially amongst mature workers. • Raise awareness of local and regional programs, services and funding available to job seekers by demographic.
2. Need for more employer supports in the region. • Employers require information about effective recruitment strategies. • Employers require information about effective retention strategies, for new and existing employees.	• Focus recruitment and retention resources for employers on looking for the right fit, rather than finding any available worker. • Many employers lack time, money and resources to invest in best practices related to recruitment and retention. • Educate employers about effective recruitment strategies, such as job advertisements, pre-screening, interviewing, and onboarding/ongoing training. • Educate employers about effective retention strategies, such as defining/fostering company culture, communicating total/ creative compensation, and providing learning/growth opportunities. • Educate employers about employment standards. • Educate employers about how to use online/social media tools. • Create more regional networking opportunities for employers, including opportunities by industry sector and firm size.
3. Address barriers to employment in the region.	• Raise awareness of workplace resources for employers with workers with essential skills barriers. • Address transportation as a barrier to employment. • Create awareness of the benefits of employing underemployed groups in the region. • Address barriers to employment for underemployed groups in the region. • Provide job seekers with access to career planning, basic life skills, technological literacy skills and pre-employment skills training. • Provide job seekers with assistance in upgrading high school or getting a post secondary education so they can enter the workforce.

Table 32 (continued) - Issues and ideas to address labour market issues in the region

Barriers/Issues	Solutions/Ideas
4.. Address skills shortages in the region.	• Address shortages of skilled trades workers by supporting apprenticeship training or further education. • Work with local post-secondary institutions to develop and recruit new talent. • Work with relevant organizations to proactively recruit underemployed groups. • Develop leadership skills within the organization by encouraging mentorship of top talent.
5. Foster greater awareness of workplace resources available to employers.	• Inform employers directly about opportunities via email, websites, social media, newsletters, and business licensing. • Address administrative, time and cost barriers to applying for resources by making the information more accessible to employers. • Inform employers about the business case for accessing workplace resources to reduce costs of training employees. • Address difficulty in getting information about what is applicable to their needs, especially when changes to the programs are made.
6. Provide more networking opportunities for employers.	• Provide more informal and formal regional and industry-specific networking opportunities. • Encourage joint events between various groups at larger locations, to boost attendance and reduce costs. • Offer employer, job seeker, small business and entrepreneurial workshops, seminars and events through chambers, associations, municipalities or other regional stakeholders. • Support community oriented events with promotional opportunities and shop local initiatives. • Work on building relationships between employers and regional First Nations. • Work on building relationships between employers and organizations that serve underemployed groups in the region.
Source: Information is from the Tri-Municipal Region stakeholder interviews.	

4.3.   Stakeholder Follow-up Discussion Groups

The follow-up discussion groups focused on testing draft objectives and strategies for the Labour Market Strategy & Action Plan. All of the information analyzed in the Phase 1 Labour Market Profiles and throughout the Phase 2 employer survey, employment forecast, stakeholder discussion groups and stakeholder interviews informed the development of potential objectives and strategies that were tested at these sessions.

The follow-up discussion groups had 14 attendees. These attendees included:

▶ Stakeholders from all three municipalities.

▶ Stakeholders across multiple different industries.

▶ Stakeholders representing three firm sizes.

The objectives discussed included the following:

▶ Strengthen relationships among regional stakeholders,

▶ Increase awareness of existing resources and information for employers,

▶ Increase awareness of existing and new resources and information for job seekers,

▶ Assist labour force groups that are experiencing higher rates of unemployment, and

▶ Assist workers affected by Alberta's coal phase out.

For more details on the stakeholder engagement process, see Appendix B.

Key Findings

Tri-Municipal Region stakeholders in attendance at the follow-up discussion groups expressed strong interest in supporting the Labour Market Strategy, and in helping with implementation of the Action Plan.

Stakeholders identified a desire to focus first on building on the existing assets and resources in the community. People also saw immense value in building relationships between stakeholders across the region.

At the sessions, some stakeholders pointed to the importance of reporting back to the community and monitoring the Labour Market Strategy & Action Plan.

1. Strengthen relationships among regional stakeholders.

▶ Support for maintaining a regional labour market committee.

▶ Interest in inviting other regional stakeholders to the table, where appropriate.

▶ Mixed opinions surrounding the conduction of annual stakeholder surveys.

2. Increase awareness of existing resources and information for employers.

▶ Support for a regional distribution list of stakeholders to send out labour market information and to promote events.

▶ Need to leverage the existing contact lists and connect to the existing resources of stakeholders in the region.

▶ Information in the region is not currently available in a concise or coordinated manner.

▶ Recognition of the value of having labour market information all in one place, but concerns raised about who would compile and maintain that information.

3. Increase awareness of existing and new resources and information for job seekers.

▶ Identified a lack of knowledge among job seekers about what is available in the region, including what occupations are in demand and what career paths would apply to them.

▶ There seems to be some opportunity to build on existing platforms to connect job seekers looking for work and employers looking to hire.

▶ Build relationships with organizations that serve job seekers in the region.

4. Assist labour force groups that are experiencing higher rates of unemployment.

▶ Support for the idea of gathering and promoting success stories of employers hiring underemployed groups.

▶ Desire to find ways to showcase regional employers who are demonstrating best practices, such as employing a diverse workforce.

▶ Identified a gap among youth transitioning out of high school and regional employers. At both sessions, stakeholders saw a need to support youth in the labour force.

▶ There was support for the idea of hosting events at the schools, where the youth already are.

▶ Build partnerships with organizations that serve underemployed groups in the region.

5. Assist workers affected by Alberta's coal phase out.

▶ Raise awareness about government supports and other resources available to these workers.

▶ Potential for career fair, trade fair and resource fair events in the region.
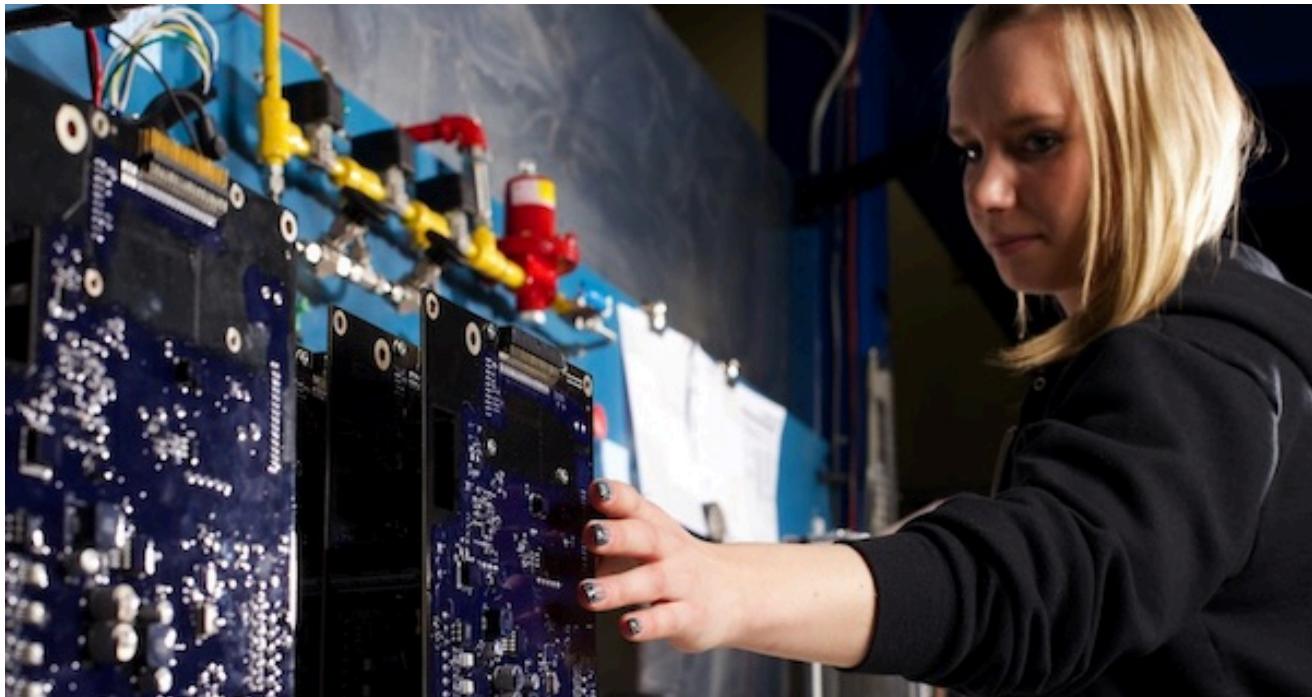
5. Labour Market Strategy & Action Plan

The Tri-Municipal Labour Market Action & Strategy Plan provides strategies and actions that address objectives that emerged during the employer survey and stakeholder engagement process. The Labour Market Strategy & Action Plan is intended for use by regional stakeholders that support employers and job seekers to establish a path towards addressing labour market needs of the region.

Labour Market Strategy & Action Plan

The Strategy provides a comprehensive understanding of the Tri-Municipal Region labour market, including the local and regional challenges and opportunities.

Vision: A Tri-Municipal Region Labour Market Community for the creation, promotion and dissemination of labour market information improves the efficiency of the regional labour market.

Objectives: Objectives define the specific outcomes that would measure progress towards achieving the vision of an efficient regional labour market.

Strategies: Purposeful methods to address labour market gaps and issues, and capitalize on existing opportunities and assets.

Actions: Action items that are effective, practical and achievable in building a connected, impactful and evolving way forward.

5.1. Vision

A vision is intended to be a target for what an organization would like to achieve or accomplish. It is intended to serve as a clear guide for choosing current and future courses of action.

The vision for the Tri-Municipal Labour Market Strategy & Action Plan is as follows:

"A Tri-Municipal Region Labour Market Community for the creation, promotion, and dissemination of labour market information to improve the efficiency of the regional labour market."

5.2. Objectives

Objectives define the specific outcomes that would measure progress towards achieving the vision of an efficient regional labour market.

In the Labour Market Strategy & Action Plan there have been 7 objectives identified that support the vision to achieve a Tri-Municipal Region Labour Market Community. These objectives have been identified through key findings from the employer survey and stakeholder engagement process.

The 7 objectives are as follows:

▶ Objective 1: Strengthen relationships among regional stakeholders

▶ Objective 2: Increase awareness of existing resources and information for employers

▶ Objective 3: Provide more supports to employers to help with recruitment and retention challenges

▶ Objective 4: Develop supports for new entrepreneurs and small businesses in the region

▶ Objective 5: Increase awareness of existing and new resources and information for job seekers

▶ Objective 6: Assist labour force groups that are experiencing higher rates of unemployment

▶ Objective 7: Assist workers affected by Alberta's coal phase out

5.3. Strategies

Strategies provide purposeful methods to address labour market gaps and opportunities, and to build on existing assets and opportunities. The strategies identified in this plan have been developed to support the 7 objectives. Each strategy has been considered to be impactful, practical, and effective.

This section outlines the key strategies that have emerged and the actions that will support addressing each of the strategies. The section is organized to include the following information for each strategy:

- **Strategy**: This includes a description of the strategy and any context related to the need.
- **Objectives**: For each strategy the objectives that are being supported are identified with a description of how the strategy supports the objective.
- **Actions**: Actions for implementation have been developed to provide a feasible, impactful path towards addressing strategies and objectives identified during the engagement process. Collaboration between regional stakeholders, and advocacy from the labour market committee will aide in the successful implementation of these actions to support the labour market.

- **Committee Role:** It is proposed that a Regional Labour Market Committee be established to implement the Tri-Municipal Region Labour Market Strategy. The role of this committee has been defined for each strategy.

- **Stakeholder Role:** This plan has been developed to build on existing labour market resources and services in the Tri-Municipal Region. The actions defined in the strategy are expected to encourage participation from regional stakeholders, some of whom may be on the Regional Labour Market Committee. Each strategy outlines the role stakeholders, whether they be committee members or other stakeholders, could take to help support implementation of the strategy. A list of potential stakeholders has been provided to provide the Regional Labour Market Committee with ideas as to who might be good candidates to help with the defined actions. It is not intended that this list be exhaustive of potential stakeholders, but rather provide examples to help guide the committee.

- **Monitoring Indicators:** These indicators would allow the committee to evaluate the success of implementing strategies and actions, and also continue to monitor gaps and make changes to the Labour Market Strategy & Action Plan to reflect the needs of the labour market.

Appendix D provides a listing of all strategies that have been identified during the process and could be reviewed for implementation in the future, subject to the availability of resources.

Strategy 1: Maintain a Regional Labour Market Committee.

Establish and maintain a committee to guide and advocate for the needs of regional stakeholders in support of the Tri-Municipal Region Labour Market Community. This committee will be responsible for the implementation and monitoring of the Labour Market Strategy. This oversight responsibility should not preclude members of the Committee from taking on active roles in implementation of the strategies, but it is expected that the majority of this work will fall to other regional stakeholders.

This strategy addresses all 7 Labour Market Objectives .

Objectives

Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 6	Objective 7
Strengthen relationships among regional stakeholders	Increase awareness of existing resources and information for employers	Provide more supports to employers to help with recruitment and retention challenges	Develop supports for new entrepreneurs and small businesses in the region	Increase awareness of existing and new resources and information for job seekers	Assist labour force groups that are experiencing higher rates of unemployment	Assist workers affected by Alberta's coal phase out
●	●	●	●	●	●	●

1. <u>Strengthen relationships among regional stakeholders:</u> Establishing an ongoing labour market committee will create a focal point for encouraging and promoting regional partnerships and collaborations among stakeholders in addressing labour market issues and building a labour market community in the region.

2. <u>Increase awareness of existing resources and information for employers:</u> The committee will be responsible for the implementation of the plan which includes strategies to promote existing programs and services for employers in the region.

3. <u>Provide more supports to employers to help with recruitment and retention challenges:</u> The committee will be responsible for the implementation of the plan which includes strategies to promote and encourage employer workshops on topics such as recruitment and retention.

4. <u>Develop supports for new entrepreneurs and small businesses in the region:</u> The committee will be responsible for the implementation of the plan which includes strategies to promote and encourage employer workshops on topics for small business owners.

5. <u>Increase awareness of existing and new resources and information for job seekers:</u> The committee will be responsible for the implementation of the plan which includes strategies to promote existing programs and services for job seekers in the region.

6. Assist labour force groups that are experiencing higher rates of unemployment: The committee will encourage and promote regional partnerships and collaborations among stakeholders that serve underrepresented groups and promote employers that exhibit diversity in the workplace.

7. Assist workers affected by Alberta's coal phase out: The committee will promote existing programs and services to support job seekers in the region.

Actions

- It is expected that the purpose of the Committee will be overseeing and monitoring the vision, strategies and actions outlined in this Labour Market Strategy. Once formulated, the Committee would need to revisit and revise this mission. As a starting point, it is recommended that the purpose of the Committee include:

  a) Maintain and expand the connections with regional stakeholders in support of a Tri-Municipal Region Labour Market Community.

  b) Work towards implementation of the Labour Market Strategy & Action Plan

  c) Monitor the success of the Labour Market Strategy & Action Plan

- The existing members of the project committee should identify other regional stakeholders to invite to the committee that would add value to the implementation of the plan and the Tri-Municipal Region Labour Market Community. Suggested regional stakeholders that could be invited to participate as members of the Regional Labour Market Committee are provided below.

- Designate a member to act as Chairperson of the Committee for the upcoming year.

- Assign committee member(s) to take a lead role in overseeing each strategy within the plan.

- Establish a frequency for Committee meetings. Early in the implementation plan meetings may need to be monthly but could be quarterly later in the process.

- As a Committee, develop a communications plan that could include: information sharing processes, a process and timing for providing updates on strategy implementations, branding for the Tri-Municipal Region Labour Market Community, and a process for developing content and approvals.

- Establish a timeline for the Committee's work, perhaps a 12 month period, following which the work of the Committee would be reviewed and a plan of action be developed for the next 12 months.

Committee Role

- Be responsible for the implementation of the Labour Market Strategy & Action Plan.

- Maintain and expand the Tri-Municipal Region Labour Market Community through partnerships and connecting stakeholders in the region.

- Be responsible for monitoring the success of the Labour Market Strategy & Action Plan.

The existing committee members include:

- Acheson Business Association
- City of Spruce Grove
- Community Futures Capital Region
- Government of Alberta
- NorQuest College
- Parkland County
- Spruce Grove & District Chamber of Commerce
- Stony Plain & District Chamber of Commerce
- Town of Stony Plain

Stakeholder Role

It is expected that the work of implementing the plan would largely be delegated to non-Committee members. However, Committee members should not be excluded from being able to actively participate in strategies and actions. It would be desirable to balance the workload of the Committee with other regional stakeholders. This would also help to build on the labour market community, thus reinforcing the Vision for the Plan.

Other stakeholders to expand the existing labour market committee could include:

- Regional education and training providers
- Bredin WorkSource
- Employers (small/medium/large organizations)
- Organizations that serve underemployed groups
- Community Compass

Monitoring Indicators

- Number of strategies and actions that have been implemented.
- Number of organizations represented on the committee.
- The diversity of organizations on the committee to support the needs of employers and job seekers.

Strategy 2: Develop regional labour market information electronic resources for job seekers and employers.

Building Tri-Municipal Region labour market information electronic resources that connect the labour market community. This strategy includes two phases. Phase 1 is to develop a regional labour market information website. Phase 2 is to develop regional labour market information social media.

This strategy addresses all 7 Labour Market Objectives .

Objectives

Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 6	Objective 7
Strengthen relationships among regional stakeholders	Increase awareness of existing resources and information for employers	Provide more supports to employers to help with recruitment and retention challenges	Develop supports for new entrepreneurs and small businesses in the region	Increase awareness of existing and new resources and information for job seekers	Assist labour force groups that are experiencing higher rates of unemployment	Assist workers affected by Alberta's coal phase out
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1. Strengthen relationships among regional stakeholders: Building a central resource for labour market information and resources in the region will help to inform organizations of existing programs and services and who they can connect with in addressing labour market issues.

2. Increase awareness of existing resources and information for employers: The website/social media will promote existing programs and services for employers offered in the region.

3. Provide more supports to employers to help with recruitment and retention challenges: The website/social media will promote existing resources for employers, as well as events being held in the region.

4. Develop supports for new entrepreneurs and small businesses in the region: The website/ social media will promote existing stakeholders and resources for new entrepreneurs and small businesses in the region.

5. Increase awareness of existing and new resources and information for job seekers: The website/social media will promote existing programs and services for job seekers offered in the region.

6. Assist labour force groups that are experiencing higher rates of unemployment: The website/ social media will promote labour market information and resources specific to underemployed groups in the region.

7. Assist workers affected by Alberta's coal phase out: The website/social media will provide resources for job seekers in the region.

Phase 1: Develop a regional labour market information website

Develop a Tri-Municipal Region labour market information website that connects the labour market community. The website will provide a platform to increase awareness on existing and new labour market information and resources.

Actions

- The committee will establish a purpose and vision for the website.
- The committee will identify funding options for development of the website.
- The committee will assign/hire a stakeholder(s) to be responsible for hosting/developing/updating the website.
- The committee will need to establish brand policies for the website.
- The committee will work with the stakeholder(s) to discuss content ideas for the website.
- The stakeholder(s) will design a website sitemap.
- The stakeholder(s) will work with the committee and regional stakeholders to develop the content for the website, including existing labour market information resources in the region.
- The committee/lead stakeholder will establish a frequency for updating the website.
- The committee will discuss options to promote the website to the Tri-Municipal Region Labour Market Community (stakeholder websites, community signage, stakeholder newsletters, emails to stakeholders, existing social media).

Committee Role

- Support the development of the website. This would involve making decisions related to the funding for the website, generating content ideas for the website, and ideas to promote and support the website in the region.

Stakeholder Role

- Primary role of developing and maintaining a labour market information website.
- Work with the committee in establishing direction for the website and supporting the promotion of the website in the region.

Stakeholders could include:

- City of Spruce Grove/Town of Stony Plain/Parkland County
- Bredin WorkSource
- Government of Alberta
- Third party organization

Monitoring Indicators

- Monitor website traffic statistics.

- Monitor website downloads of resources.

Phase 2: Develop regional labour market information social media to promote/share resources/events (Facebook, Twitter, LinkedIn)

Expand the Tri-Municipal Region Labour Market Community by establishing social media specific to labour market information.

Actions

- The committee will need to identify the appropriate social media accounts to create for the region (Facebook, Twitter, LinkedIn). Working with the stakeholder(s) for the website may provide efficiencies.

- The committee will need to define the purpose and vision for the social media accounts. This may include brand standards similar to the website.

- Committee members will delegate a stakeholder to manage the social media accounts and post content. This could be the stakeholder(s) for the website, as this allows for cross promotion.

- The committee members can discuss opportunities to promote the social media accounts. This could include existing stakeholder websites, labour market information website, emails, community signage, and events.

Committee Role

- Support the development of the social media accounts. This would involve assisting with decision making related to the content for social media, and ideas to promote and support social media in the region.

Stakeholder Role

- Develop/maintain the social media accounts.

- Work with the committee to establish direction for the social media and supporting the promotion of it in the region.

Stakeholders could include:

- City of Spruce Grove/Town of Stony Plain/Parkland County

- Bredin WorkSource

- Government of Alberta

- Third party organization

Monitoring Indicators

- Monitor social media account followers.

- Monitor social media visits (impressions, tweets, likes, reposts).

- Monitor comments on social media accounts.

Strategy 3: Promote/host employer workshops on topics such as recruitment, retention, small business operations, entrepreneurial start-up, etc.

Encourage workshops that disseminate labour market information to support employers in the region. This will also serve to strengthen and build connections among regional stakeholders.

This strategy addresses 4 Labour Market Objectives .

Objectives

Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 6	Objective 7
Strengthen relationships among regional stakeholders	Increase awareness of existing resources and information for employers	Provide more supports to employers to help with recruitment and retention challenges	Develop supports for new entrepreneurs and small businesses in the region	Increase awareness of existing and new resources and information for job seekers	Assist labour force groups that are experiencing higher rates of unemployment	Assist workers affected by Alberta's coal phase out
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1. Strengthen relationships among regional stakeholders: Workshops will bring together regional employers and service providers to discuss labour market topics.

2. Increase awareness of existing resources and information for employers: Workshops will promote existing programs and services for employers in the region.

3. Provide more supports to employers to help with recruitment and retention challenges: Workshop topics will include best practices and existing programs and services related to recruitment and retention.

4. Develop supports for new entrepreneurs and small businesses in the region: Workshop topics will include promotion of existing resources for new entrepreneurs and small businesses and best practices from regional small businesses.

Actions

- The committee can develop ideas to promote existing employer workshops in the region.
- The committee can encourage gathering information from workshops such as attendance, and exit surveys from participants on the value of information presented and future workshop topic ideas.
- The committee can utilize the Labour Market Strategy & Action Plan to identify new workshop topics that address employer needs. This can include topics such as recruitment, retention, small business operations, entrepreneurial start-up, etc.

- Committee members that currently provide employer workshops can help to assess which organization(s) would be best to facilitate new workshops on specific topics.
- Contact organizations to facilitate the timing and content for workshops.
- Develop content ideas for workshops including: presenting existing resources in the region, guest speakers, best practices information.

Committee Role

- Find new opportunities to promote existing workshops (websites, social media, community signage, newsletters, word of mouth).
- Connect with organizations that provide workshops in the region and inform them of relevant labour market topics for new employer workshops.
- Utilize the committee to identify guest speakers for workshop topics, as well as best practices among regional employers.

Stakeholder Role

- Facilitate employer workshops in the region.
- Continue to promote employer workshops.

Stakeholders could include:

- Acheson Business Association
- ATB Entrepreneurs Center
- Bredin WorkSource
- Community Futures Capital Region
- Government of Alberta
- Spruce Grove & District Chamber of Commerce
- Stony Plain & District Chamber of Commerce
- Third party organization

Monitoring Indicators

- Number of employer workshops on proposed topics.
- Number of workshop attendees.

Strategy 4: Educate employers on the benefits of mentorship, apprenticeship, work experience and other workplace practices and programs.

Encourage opportunities to share labour market resources, and success stories from employers effectively utilizing workplace programs and practices.

This strategy addresses 3 Labour Market Objectives .

Objectives

Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 6	Objective 7
Strengthen relationships among regional stakeholders	Increase awareness of existing resources and information for employers	Provide more supports to employers to help with recruitment and retention challenges	Develop supports for new entrepreneurs and small businesses in the region	Increase awareness of existing and new resources and information for job seekers	Assist labour force groups that are experiencing higher rates of unemployment	Assist workers affected by Alberta's coal phase out
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2. <u>Increase awareness of existing resources and information for employers:</u> Promote existing workplace programs and practices to employers in the region and the value they can bring to their business.

3. <u>Provide more supports to employers to help with recruitment and retention challenges:</u> Increase awareness of workplace programs and practices that can support employers with recruitment and retention.

6. <u>Assist labour force groups that are experiencing higher rates of unemployment:</u> Promote existing workplace programs and practices that can lead to greater success in hiring underemployed and unemployed labour force groups in the region.

Actions

- Identify existing regional stakeholders that provide workshops for employers on these topics.
- Committee members can identify opportunities to promote existing employer workshops (newsletter, email, labour market information website, stakeholder websites, community signage).
- Utilize the committee and their networks to identify regional employers/employees that have had success in workplace program and practices such as: mentorship programs, apprenticeships, work experience, summer job programs, job training programs, and scholarship/bursary opportunities.

- Work with stakeholders that provide workshops to identify opportunities to further educate employers on the benefits of utilizing these programs/practices.
- Work with existing workshop providers on developing content for new workshops.
- In addition to workshops, regional stakeholders could identify other ways to promote resources that educate employers on the value of these programs/practices to their organization (websites, newsletters, events, email).

Committee Role

- Find opportunities to promote existing workshops (websites, social media, community signage, newsletters, word of mouth).
- Connect with organizations that provide workshops in the region and encourage them to educate employers on these topics.
- Utilize the committee to identify employers/employees that have found value in these programs/practices.
- Utilize committee members that have knowledge of programs and resources to assist with the content development for workshops (Government of Alberta).
- Gather feedback on workshops including attendees and value of information presented.

Stakeholder Role

- Facilitate employer workshops.
- Promote existing and new employer workshops.

Stakeholders could include:

- Acheson Business Association
- Bredin WorkSource
- Government of Alberta
- Regional Post Secondary Institutions
- Regional School Divisions
- Regional Training Providers
- Spruce Grove & District Chamber of Commerce
- Stony Plain & District Chamber of Commerce
- Third party organization

Monitoring Indicators

- Number of employer workshops on proposed topics.
- Number of workshop attendees.

Strategy 5: Promote/host industry specific networking sessions to connect small employers with medium and large employers.

Encourage opportunities for small employers to connect with medium and large employers in their industry sector.

This strategy addresses 1 Labour Market Objective.

Objectives

Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 6	Objective 7
Strengthen relationships among regional stakeholders	Increase awareness of existing resources and information for employers	Provide more supports to employers to help with recruitment and retention challenges	Develop supports for new entrepreneurs and small businesses in the region	Increase awareness of existing and new resources and information for job seekers	Assist labour force groups that are experiencing higher rates of unemployment	Assist workers affected by Alberta's coal phase out
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4. <u>Develop supports for new entrepreneurs and small businesses in the region:</u> Sessions will share best practices and existing resources for small businesses in the region.

Phase 1: Promote industry specific networking sessions to connect small employers with medium and large employers.

Actions

- Utilize the committee and their networks to identify existing networking/industry sessions or similar events in the Tri-Municipal Region and surrounding areas. Establish connections with the organizations involved in hosting/funding them.

- Share/promote the information about the existing networking/industry session or similar events available to employers of all sizes in the region.

- In addition to sessions, regional stakeholders could promote resources that educate employers on the value of networking with other organizations.

Committee Role

- Committee members can support the promotion of existing employer networking sessions (newsletter, email, labour market information website, stakeholder websites, community signage).

- The committee would play a role in connecting with organizations that provide workshops in the region and encouraging them to create opportunities for small employers to network with medium and large employers.
- Utilize committee members and their networks to solicit employer and stakeholder involvement at the networking sessions.

Stakeholder Role

- Support development of content for new workshops.
- Identify new methods to promote existing workshops.

Stakeholders could include:

- Acheson Business Association
- Bredin WorkSource
- Government of Alberta
- Spruce Grove & District Chamber of Commerce
- Stony Plain & District Chamber of Commerce
- Third party organization

Monitoring Indicators

- Number of employer networking sessions on proposed topics.
- Number of session attendees.
- Feedback/surveys from session attendees.

Phase 2: Host industry specific networking sessions to connect small employers with medium and large employers.

Actions

- Determine gaps in available networking/industry sessions or similar events for small employers to connect with medium and large employers.
- Work with stakeholders that provide workshops to identify which industries to focus on and what opportunities exist to educate employers on the benefits of networking.
- Identify the type of networking sessions employers are interested in for a specific industry. Determine the best time(s) and place(s) for sessions targeting that industry.
- Identify the content at the sessions, such as guest speakers, presentations and activities.
- Find opportunities to cross promote the workshops using existing platforms (websites, social media, community signage, newsletters, word of mouth).

Committee Role

- Connect with organizations that provide workshops or host events in the region and encourage them to create opportunities for small employers to network with medium and large employers.
- Utilize committee members that have knowledge of programs and resources to assist with the content development for workshops.
- Committee members can support the promotion of employer networking sessions (newsletter, email, labour market information website, stakeholder websites, community signage).

Stakeholder Role

- Develop content for new workshops.
- Host and facilitate employer workshops.

Stakeholders could include:

- Acheson Business Association
- Bredin WorkSource
- Government of Alberta
- Spruce Grove & District Chamber of Commerce
- Stony Plain & District Chamber of Commerce
- Third party organization

Monitoring Indicators

- Number of employer networking sessions on proposed topics.
- Number of session attendees.
- Feedback/surveys from session attendees.

Strategy 6: Help to connect regional educators, training providers and employers to discuss in-demand occupations and labour market issues.

Facilitate ways for regional educators, training providers and employers to connect to share information, resources and experiences related to in-demand occupations and labour market issues.

This strategy addresses 2 Labour Market Objectives .

Objectives

Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 6	Objective 7
Strengthen relationships among regional stakeholders	Increase awareness of existing resources and information for employers	Provide more supports to employers to help with recruitment and retention challenges	Develop supports for new entrepreneurs and small businesses in the region	Increase awareness of existing and new resources and information for job seekers	Assist labour force groups that are experiencing higher rates of unemployment	Assist workers affected by Alberta's coal phase out
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1. <u>Strengthen relationships among regional stakeholders:</u> Find opportunities to develop partnerships and build connections among regional educators, training providers and employers.

2. <u>Increase awareness of existing resources and information for employers:</u> Develop a process for sharing existing labour market information among regional stakeholders.

Actions

- The committee can utilize the Labour Market Strategy & Action Plan to determine which occupations are in-demand and what associated labour market issues have been identified. Committee members can continue to have discussion with regional stakeholders on relevant occupations and topics as the labour market evolves.

- Utilize the committee and their networks to establish contacts with regional educators and training providers in the Tri-Municipal Region and surrounding areas.

- Establish contacts with employers in the Tri-Municipal Region employing people in in-demand occupations.

- Work with stakeholders to decide on the best ways to connect these groups (examples: invite them to attend networking sessions, special Committee Meetings, working groups, specific events, etc.).

- Determine a process for these groups to share information with each other and to document what has been and could be discussed.
- Develop employer workshops to showcase the value of businesses building connections with regional educators and training providers.
- In addition to networking sessions, regional stakeholders could promote existing resources that educate regional educators, training providers and employers about in-demand occupations and labour market issues.

Committee Role

- Use the Labour Market Strategy & Action Plan to review in-demand occupations and labour market issues to focus on.
- The committee would play a role in establishing contacts with regional educators, training providers and employers.
- Utilize the committee to identify the best ways to facilitate connections between the relevant stakeholders.
- Utilize committee members that have knowledge of programs and resources to assist with the content development for networking sessions.
- Committee members can support the promotion of networking sessions for employers, regional educators and training providers (newsletter, email, labour market information website, stakeholder websites, community signage).

Stakeholder Role

- Host and facilitate networking opportunities for regional educators, training providers and employers.

Stakeholders could include:

- Acheson Business Association
- Bredin WorkSource
- Government of Alberta
- Regional Post Secondary Institutions
- Regional School Divisions
- Regional Training Providers
- Spruce Grove & District Chamber of Commerce
- Stony Plain & District Chamber of Commerce
- Third party organization

Monitoring Indicators

- Establishment and maintenance of a contact list of regional educators, training providers and employers.

- Number of networking session attendees.

Strategy 7: Gather and share regional success stories of employing a diverse workforce.

Encourage opportunities to share labour market resources, and success stories from employers who are employing a diverse workforce.

This strategy addresses 3 Labour Market Objectives .

Objectives

Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 6	Objective 7
Strengthen relationships among regional stakeholders	Increase awareness of existing resources and information for employers	Provide more supports to employers to help with recruitment and retention challenges	Develop supports for new entrepreneurs and small businesses in the region	Increase awareness of existing and new resources and information for job seekers	Assist labour force groups that are experiencing higher rates of unemployment	Assist workers affected by Alberta's coal phase out
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1. <u>Strengthen relationships among regional stakeholders:</u> Develop connections with regional employers, employees and organizations that serve underemployed labour force groups within the region.

2. <u>Increase awareness of existing resources and information for employers:</u> Share employer best practices and diverse workforce practices with regional employers.

6. <u>Assist labour force groups that are experiencing higher rates of unemployment</u>: Promote information on the value of employing underemployed labour force groups in the region to encourage employers to access these labour force pools.

Actions

- Utilize the committee and their networks to solicit nominations for employers successfully employing a diverse workforce and/or employees from a diverse group who are successful in their occupation.

- The lead stakeholder can select the employers/employees demonstrating best practices to contact for an interview. The committee could have a role in reviewing nominations.

- Solicit the employer's/employee's participation in the interview.

- Work with the interviewer to formulate a list of questions to ask in the interview. This could include topics such as recruitment, retention, onboarding, and ongoing training. The committee can help decide on the mediums to share the success story.

- Conduct the interview with the employer/employee.

- Have the employer/employee sign a release form to have pictures/videos taken.
- The interviewer writes the content for the success story. The committee can help review content if necessary.
- Have the employer/employee review the success story and give their formal approval of the content.
- Regional stakeholders could share and promote the success story. A lead stakeholder could establish an annual award for employers employing a diverse workforce, chosen from the nominations received and success stories produced.
- Find opportunities to cross promote the success stories using existing platforms (websites, social media, community signage, newsletters, word of mouth).

Committee Role

- The committee would play a role in soliciting nominations of employers/employees and reviewing the nominations received.
- Committee members can support the promotion of success stories (newsletter, email, labour market information website, stakeholder websites, community signage).

Stakeholder Role

- Lead the process of gathering information and preparing the employer success stories.

Stakeholders could include:

- Acheson Business Association
- Bredin WorkSource
- Government of Alberta
- Spruce Grove & District Chamber of Commerce
- Stony Plain & District Chamber of Commerce
- Third party organization

Monitoring Indicators

- Number of nominations received.
- Number of success stories featured.
- Number of people who viewed the success story online.

Strategy 8: Promote/host career fairs for job seekers (e.g. youth).

Encourage opportunities for job to attend career fairs. Career fairs should focus on growing industries and in-demand occupations in the region.

This strategy addresses 2 Labour Market Objectives.

Objectives

Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 6	Objective 7
Strengthen relationships among regional stakeholders	Increase awareness of existing resources and information for employers	Provide more supports to employers to help with recruitment and retention challenges	Develop supports for new entrepreneurs and small businesses in the region	Increase awareness of existing and new resources and information for job seekers	Assist labour force groups that are experiencing higher rates of unemployment	Assist workers affected by Alberta's coal phase out
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3. <u>Provide more supports to employers to help with recruitment and retention challenges:</u> Use career fairs as a recruitment tool for employers in the region.

6. <u>Assist labour force groups that are experiencing higher rates of unemployment:</u> Some labour force groups are experiencing higher rates of unemployment. For example, youth are an underemployed labour force group in the region. Hosting youth career fairs in the region should increase youth employment opportunities.

Phase 1: Promote career fairs for job seekers (e.g. youth).

Actions

- Utilize the committee and their networks to identify existing career fairs or similar events in the Tri-Municipal Region and surrounding areas.
- The committee can establish contacts with regional educators and training providers in the Tri-Municipal Region and surrounding areas, as well as other organizations organizing career fairs or similar events.
- Share/promote the information about career fairs available to regional job seekers.
- In addition to career fairs, regional stakeholders could promote resources that educate job seekers on career opportunities in the region.
- Find opportunities to cross promote the career fairs using existing platforms (websites, social media, community signage, newsletters, word of mouth).

Committee Role

- The committee would play a role in connecting with organizations that provide career fairs in the region and encouraging them to create opportunities for job seekers.
- Utilize committee members and their networks to solicit employer and stakeholder involvement at the career fairs.
- Committee members can support the promotion of career fairs (newsletter, email, labour market information website, stakeholder websites, community signage).

Stakeholder Role

- Support the development/preparation of material for career fairs.
- Support the promotion of career fairs.

Stakeholders could include:

- Acheson Business Association
- Bredin WorkSource
- Government of Alberta
- Regional Post Secondary Institutions
- Regional School Divisions
- Regional Training Providers
- Spruce Grove & District Chamber of Commerce
- Stony Plain & District Chamber of Commerce
- Third party organization

Monitoring Indicators

- Number of career fairs.
- Number of attendees.
- Number of attendees by underemployed labour force group (e.g. youth).
- Feedback/surveys from attendees.

Phase 2: Host career fairs for youth.

Actions

- Determine gaps in available career fairs or similar events, such as trades, health care or professional services career fairs.

- Work with stakeholders that provide career fairs to identify opportunities for new career fairs for job seekers. Determine the best time(s) and place(s) for events targeting job seeker groups (e.g. youth).
- Identify the content at the career fairs, such as booths, speakers, presentations and activities.
- Find opportunities to cross promote the career fairs using existing platforms (websites, social media, community signage, newsletters, word of mouth).

Committee Role

- The committee would play a role in connecting with organizations that host career fairs or similar events in the region and encouraging them to create opportunities for job seekers.
- Utilize committee members that have knowledge of programs and resources to assist with the content development for career fairs.
- Committee members can support the promotion of career fairs (newsletter, email, labour market information website, stakeholder websites, community signage).

Stakeholder Role

- Host career fairs in the region.

Stakeholders could include:

- Acheson Business Association
- Bredin WorkSource
- Government of Alberta
- Regional Post Secondary Institutions
- Regional School Divisions
- Regional Training Providers
- Spruce Grove & District Chamber of Commerce
- Stony Plain & District Chamber of Commerce
- Third party organization

Monitoring Indicators

- Number of career fairs.
- Number of attendees.
- Number of attendees by underemployed labour force group (e.g. youth).
- Feedback/surveys from attendees.

Strategy 9: Promote training for job seekers on career planning, resume, interview, pre-employment, life skills, and on the job expectations.

Raise awareness with job seekers about training available in the region related to career planning, resume, interview, pre-employment, life skills, and on the job expectations.

This strategy addresses 3 Labour Market Objectives.

Objectives

Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 6	Objective 7
Strengthen relationships among regional stakeholders	Increase awareness of existing resources and information for employers	Provide more supports to employers to help with recruitment and retention challenges	Develop supports for new entrepreneurs and small businesses in the region	Increase awareness of existing and new resources and information for job seekers	Assist labour force groups that are experiencing higher rates of unemployment	Assist workers affected by Alberta's coal phase out
				🟢	🟢	🟢

5. <u>Increase awareness of existing and new resources and information for job seekers:</u> Encourage promotion of labour market information and resources to support job seekers.

6. <u>Assist labour force groups that are experiencing higher rates of unemployment:</u> Find opportunities to increase promotion of labour market information for job seekers who belong to underemployed labour force groups in the region.

7. <u>Assist workers affected by Alberta's coal phase out:</u> Encourage promotion of labour market information and resources to support job seekers and those transitioning.

Actions

- The committee and their networks can identify existing resources in the Tri-Municipal Region for each training topic. Establish contacts with stakeholders who provide programs and services to job seekers in each area.

- Gather content about each training topic as it relates to target job seeker demographics. Formulate resource lists of training currently available in each area.

- Share/promote the information with job seekers in the region.

- In addition to promotion of training, regional stakeholders could formulate new programs and services for job seekers to fill in any gaps that exist.

Committee Role

- The committee would play a role in connecting with organizations that provide job seeker training in the region and encouraging them to create opportunities for job seekers to improve their skills and knowledge.
- Find opportunities to cross promote the training using existing platforms (websites, social media, community signage, newsletters, word of mouth).
- In addition to training, regional stakeholders could promote resources that educate job seekers on these topics.

Stakeholder Role

- Promote training resources to job seekers in the region.
- Provide training to job seekers in the region.

Stakeholders could include:

- Bredin Work Source
- Government of Alberta
- Acheson Business Association
- Spruce Grove & District Chamber of Commerce
- Stony Plain & District Chamber of Commerce
- Third party organization

Monitoring Indicators

- Number of training resources available to job seekers.
- Number of job seekers attending training.

Appendix A: Employer Survey Process

The purpose of the survey was to gain a better understanding of issues and opportunities facing the Tri-Municipal Region labour market from the perspective of employers. The survey gathered relevant, timely regional labour market information from various organizations in the Tri-Municipal Region regarding their employment practices. It is critical to gain insight from the employer perspective about worker needs and shortages in order to ensure that the Labour Market Strategy addresses the specific challenges organizations are currently facing within the Tri-Municipal Region.

Survey Methodology

The survey was designed to provide a more in depth picture of the Tri-Municipal Region labour market. The development of the survey questionnaire was informed by the gaps identified through the background research and analysis contained in the four Labour Market Profiles. The Labour Market Committee worked collaboratively to review and refine the survey questionnaire to ensure the questions aligned with the overall project purpose and collected information related to limitations in the availability of Phase 1 data and information.

The employer survey was conducted in July, August and September 2018 to collect information from organizations that have workers in the Tri-Municipal Region. All employers were contacted by telephone to solicit their participation. The majority of employers chose to complete the survey by telephone, with a small number of employers opting to complete the survey electronically.

Employers were selected to participate at random from a master contact list of organizations. Consideration was also given to the industry, municipality and firm size of the employers, to ensure a representative sample of organizations in the Tri-Municipal Region were contacted. This contact list was comprised of various contact lists obtained from the Labour Market Committee, including the Parkland Business Directory, the Spruce Grove Business Directory, the Stony Plain Business Directory, the Acheson Business Directory, and the Tri-Region Tourism Business Listing. The master contact list was then supplemented by online searching of organizations in the Tri-Municipal Region where required.

Employers were asked questions specific to their organization's operations and employment in the Tri-Municipal Region. Consequently, to qualify to participate in the survey, employers must have employed at least one paid worker in Spruce Grove, Stony Plain, Parkland County, Enoch Cree Nation or Paul First Nation at the time of their survey. Employers were asked to identify the industry or industries their organization belongs to, the locations their organization operates in the Tri-Municipal Region by municipality, and the number of people their organization employs in the Tri-Municipal Region by municipality. Employers were then asked questions about starting and upper end wage rates of top occupations, future business activity, current hiring, plans to hire, recruitment practices, voluntary turnover, retention practices, future recruitment of underemployed groups, current worker programs, accommodations and supports, and applications for workplace resources.

Survey Response Rate

When contacting employers in the Tri-Municipal Region, surveyors found that for the most part respondents were interested in participating. Overall, the response rate for completed surveys was 42%. Of the 902 organizations contacted, 383 respondents completed the survey, 23 respondents were disqualified from completing the survey because they did not have at least one paid worker in the Tri-Municipal Region, 25 employers declined to complete the survey, 98 contacts did not have a working phone number found, and 373 contacts did not answer or return calls. This was generally because the correct person could not be reached.

Limitations of the Survey

When reviewing the survey results, there are some limitations that should be considered. The survey represents the views of employers. No attempt was made to contact employees and as a result their perspectives are not captured by the survey. The survey results are based on a sample of employers, therefore the results do not necessarily reflect all employers in the Tri-Municipal Region.

Profile of Survey Respondents

During the process, 383 employers completed the survey from throughout the Tri-Municipal Region. These employers successfully completed 397 surveys.

In 11 instances a single employer had multiple locations with paid workers in different municipalities and completed the survey individually for each municipality within the Tri-Municipal Region.

The employer survey consisted of a stratified sample of surveys across municipality, industry group and firm size to give reasonable coverage across all relevant components of the employment base in the Tri-Municipal Region. The survey captured responses from employers across the three municipalities, Parkland County, Spruce Grove and Stony Plain. Nineteen of the 20 industry groups were represented, demonstrating a broad cross section of employers by industry. Employers from a range of firm sizes participated in the survey, including Small employers with 1 - 49 employees, Medium employers with 50 - 199 employees, and Large employers with 200 or more employees.

The survey responses by municipality, industry group and firm size are represented in Tables A1, A1 and A3 on the following pages.

Table A1 - Survey Respondents[11]

Industry	Parkland County			Spruce Grove			Stony Plain			Total		
	S	M	L	S	M	L	S	M	L	S	M	L
11 Agriculture, forestry, fishing and hunting	8	0	0	0	0	0	0	0	0	8	0	0
21 Mining, quarrying, and oil and gas extraction	4	0	0	2	0	0	0	0	0	6	0	0
22 Utilities	1	0	0	1	0	0	0	0	0	2	0	0
23 Construction	17	7	1	12	2	0	11	1	1	40	10	2
31-33 Manufacturing	10	3	1	10	0	0	7	0	0	27	3	1
41 Wholesale trade	11	2	1	5	0	0	4	0	0	20	2	1
44-45 Retail trade	8	1	0	8	4	1	6	2	0	22	7	1
48-49 Transportation and warehousing	6	5	0	5	0	0	5	0	0	16	5	0
51 Information and cultural industries	1	0	0	5	0	0	3	0	0	9	0	0
52 Finance and insurance	2	0	0	4	0	0	5	0	0	11	0	0
53 Real estate and rental and leasing	7	1	0	7	0	0	6	0	0	20	1	0
54 Professional, scientific and technical services	7	0	0	10	0	0	8	0	0	25	0	0
55 Management of companies and enterprises	0	0	0	0	0	0	0	0	0	0	0	0
56 Administrative and support, waste management and remediation services	7	0	0	7	0	0	4	0	0	18	0	0
61 Educational services	6	0	1	7	0	2	5	1	1	18	1	4
62 Health care and social assistance	7	0	0	8	1	0	11	0	1	26	1	1
71 Arts, entertainment and recreation	4	1	2	4	2	0	3	1	0	11	4	2
72 Accommodation and food services	8	0	0	7	2	0	7	5	0	22	7	0
81 Other services (except public administration)	10	1	0	14	0	0	13	0	0	37	1	0
91 Public administration	0	0	1	1	0	1	0	1	1	1	1	3
Total	124	21	7	117	11	4	98	11	4	339	43	15

Source: Data is from the Tri-Municipal Region employer survey.

[11] In this table: S - Small (>50 employees), M - Medium (50-199 employees), L - Large (200+ employees).

Table A2 - Survey Respondents (%)[12]

Industry	Parkland County			Spruce Grove			Stony Plain			Total		
	S	M	L	S	M	L	S	M	L	S	M	L
11 Agriculture, forestry, fishing and hunting	5.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.0%	0.0%	0.0%
21 Mining, quarrying, and oil and gas extraction	2.6%	0.0%	0.0%	1.5%	0.0%	0.0%	0.0%	0.0%	0.0%	1.5%	0.0%	0.0%
22 Utilities	0.7%	0.0%	0.0%	0.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.5%	0.0%	0.0%
23 Construction	11.2%	4.6%	0.7%	9.1%	1.5%	0.0%	9.7%	0.9%	0.9%	10.1%	2.5%	0.5%
31-33 Manufacturing	6.6%	2.0%	0.7%	7.6%	0.0%	0.0%	6.2%	0.0%	0.0%	6.8%	0.8%	0.3%
41 Wholesale trade	7.2%	1.3%	0.7%	3.8%	0.0%	0.0%	3.5%	0.0%	0.0%	5.0%	0.5%	0.3%
44-45 Retail trade	5.3%	0.7%	0.0%	6.1%	3.0%	0.8%	5.3%	1.8%	0.0%	5.5%	1.8%	0.3%
48-49 Transportation and warehousing	3.9%	3.3%	0.0%	3.8%	0.0%	0.0%	4.4%	0.0%	0.0%	4.0%	1.3%	0.0%
51 Information and cultural industries	0.7%	0.0%	0.0%	3.8%	0.0%	0.0%	2.7%	0.0%	0.0%	2.3%	0.0%	0.0%
52 Finance and insurance	1.3%	0.0%	0.0%	3.0%	0.0%	0.0%	4.4%	0.0%	0.0%	2.8%	0.0%	0.0%
53 Real estate and rental and leasing	4.6%	0.7%	0.0%	5.3%	0.0%	0.0%	5.3%	0.0%	0.0%	5.0%	0.3%	0.0%
54 Professional, scientific and technical services	4.6%	0.0%	0.0%	7.6%	0.0%	0.0%	7.1%	0.0%	0.0%	6.3%	0.0%	0.0%
55 Management of companies and enterprises	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
56 Administrative and support, waste management and remediation services	4.6%	0.0%	0.0%	5.3%	0.0%	0.0%	3.5%	0.0%	0.0%	4.5%	0.0%	0.0%
61 Educational services	3.9%	0.0%	0.7%	5.3%	0.0%	1.5%	4.4%	0.9%	0.9%	4.5%	0.3%	1.0%
62 Health care and social assistance	4.6%	0.0%	0.0%	6.1%	0.8%	0.0%	9.7%	0.0%	0.9%	6.5%	0.3%	0.3%
71 Arts, entertainment and recreation	2.6%	0.7%	1.3%	3.0%	1.5%	0.0%	2.7%	0.9%	0.0%	2.8%	1.0%	0.5%
72 Accommodation and food services	5.3%	0.0%	0.0%	5.3%	1.5%	0.0%	6.2%	4.4%	0.0%	5.5%	1.8%	0.0%
81 Other services (except public administration)	6.6%	0.7%	0.0%	10.6%	0.0%	0.0%	11.5%	0.0%	0.0%	9.3%	0.3%	0.0%
91 Public administration	0.0%	0.0%	0.7%	0.8%	0.0%	0.8%	0.0%	0.9%	0.9%	0.3%	0.3%	0.8%
Total	81.6%	13.8%	4.6%	88.6%	8.3%	3.0%	86.7%	9.7%	3.5%	85.4%	10.8%	3.8%

Source: Data is from the Tri-Municipal Region employer survey.

[12] In this table: S - Small (>50 employees), M - Medium (50-199 employees), L - Large (200+ employees).

Table A3 - Tri-Municipal Survey Respondents

Industry (employees)	Small (>50)		Medium (50-199)		Large (200+)		Total (All)	
	#	%	#	%	#	%	#	%
11 Agriculture, forestry, fishing and hunting	8	2.0%	0	0.0%	0	0.0%	8	2.0%
21 Mining, quarrying, and oil and gas extraction	6	1.5%	0	0.0%	0	0.0%	6	1.5%
22 Utilities	2	0.5%	0	0.0%	0	0.0%	2	0.5%
23 Construction	40	10.1%	10	2.5%	2	0.5%	52	13.1%
31-33 Manufacturing	27	6.8%	3	0.8%	1	0.3%	31	7.8%
41 Wholesale trade	20	5.0%	2	0.5%	1	0.3%	23	5.8%
44-45 Retail trade	22	5.5%	7	1.8%	1	0.3%	30	7.6%
48-49 Transportation and warehousing	16	4.0%	5	1.3%	0	0.0%	21	5.3%
51 Information and cultural industries	9	2.3%	0	0.0%	0	0.0%	9	2.3%
52 Finance and insurance	11	2.8%	0	0.0%	0	0.0%	11	2.8%
53 Real estate and rental and leasing	20	5.0%	1	0.3%	0	0.0%	21	5.3%
54 Professional, scientific and technical services	25	6.3%	0	0.0%	0	0.0%	25	6.3%
55 Management of companies and enterprises	0	0.0%	0	0.0%	0	0.0%	0	0.0%
56 Administrative and support, waste management and remediation services	18	4.5%	0	0.0%	0	0.0%	18	4.5%
61 Educational services	18	4.5%	1	0.3%	4	1.0%	23	5.8%
62 Health care and social assistance	26	6.5%	1	0.3%	1	0.3%	28	7.1%
71 Arts, entertainment and recreation	11	2.8%	4	1.0%	2	0.5%	17	4.3%
72 Accommodation and food services	22	5.5%	7	1.8%	0	0.0%	29	7.3%
81 Other services (except public administration)	37	9.3%	1	0.3%	0	0.0%	38	9.6%
91 Public administration	1	0.3%	1	0.3%	3	0.8%	5	1.3%
Total	**339**	**85.4%**	**43**	**10.8%**	**15**	**3.8%**	**397**	**100.0%**

Source: Data is from the Tri-Municipal Region employer survey.

By Municipality

Of the 397 completed surveys, Parkland County employers completed 152 surveys (38.3%), Spruce Grove employers completed 132 surveys (33.2%), and Stony Plain employers completed 113 surveys (28.5%). This is shown in Figure A1.

Figure A1 - Surveys by Municipality[13]

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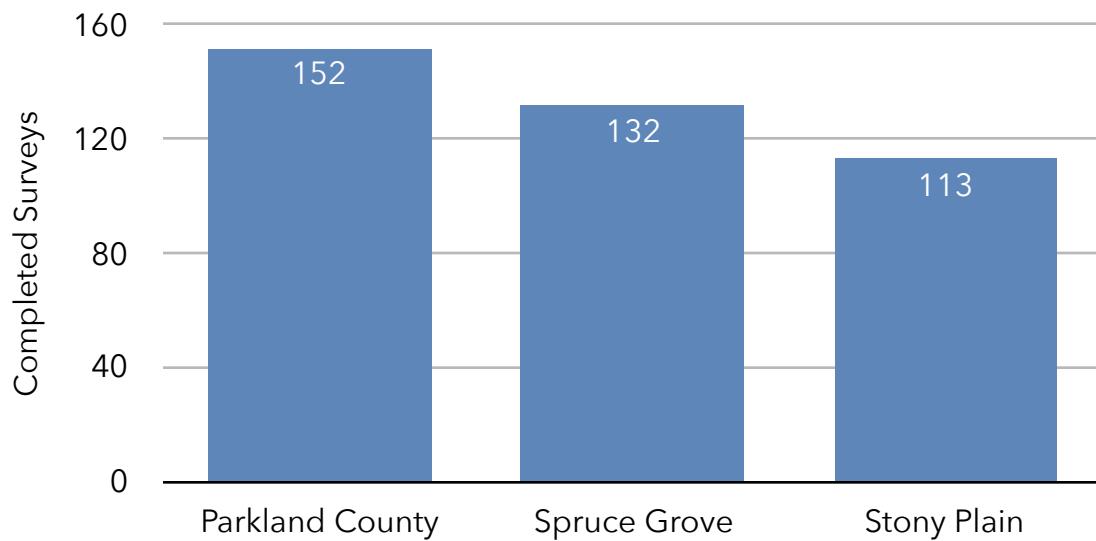
[13] Data is from the Tri-Municipal Region employer survey.

By Employer Size

Of the total 397 completed surveys, Small employers with 1 - 49 employees comprised the largest group. Overall, there were 339 (85.3%) Small employers that completed the survey, 43 (10.8%) Medium employers, and 15 (3.8%) Large employers. This is shown in Figure A2.

Figure A2 - Surveys by Employer Size [14]

Small Employers:
1-49 Employees — 339 Employers

Medium Size Employers:
50-199 Employees — 43 Employers

Large Size Employers:
200+ Employees — 15 Employers

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[14] Data is from the Tri-Municipal Region employer survey.

By Industry

More employer surveys were completed in the Construction industry than any other, with 52 (13.1%) of the 397 total surveys. This is followed by Other Services at 38 (9.9%), Manufacturing at 31 (8.1%), Retail Trade at 30 (7.6%) and Accommodation and Food Services at 29 (7.0%). This is shown in Figure A3.

Figure A3 - Surveys by Industry[15]

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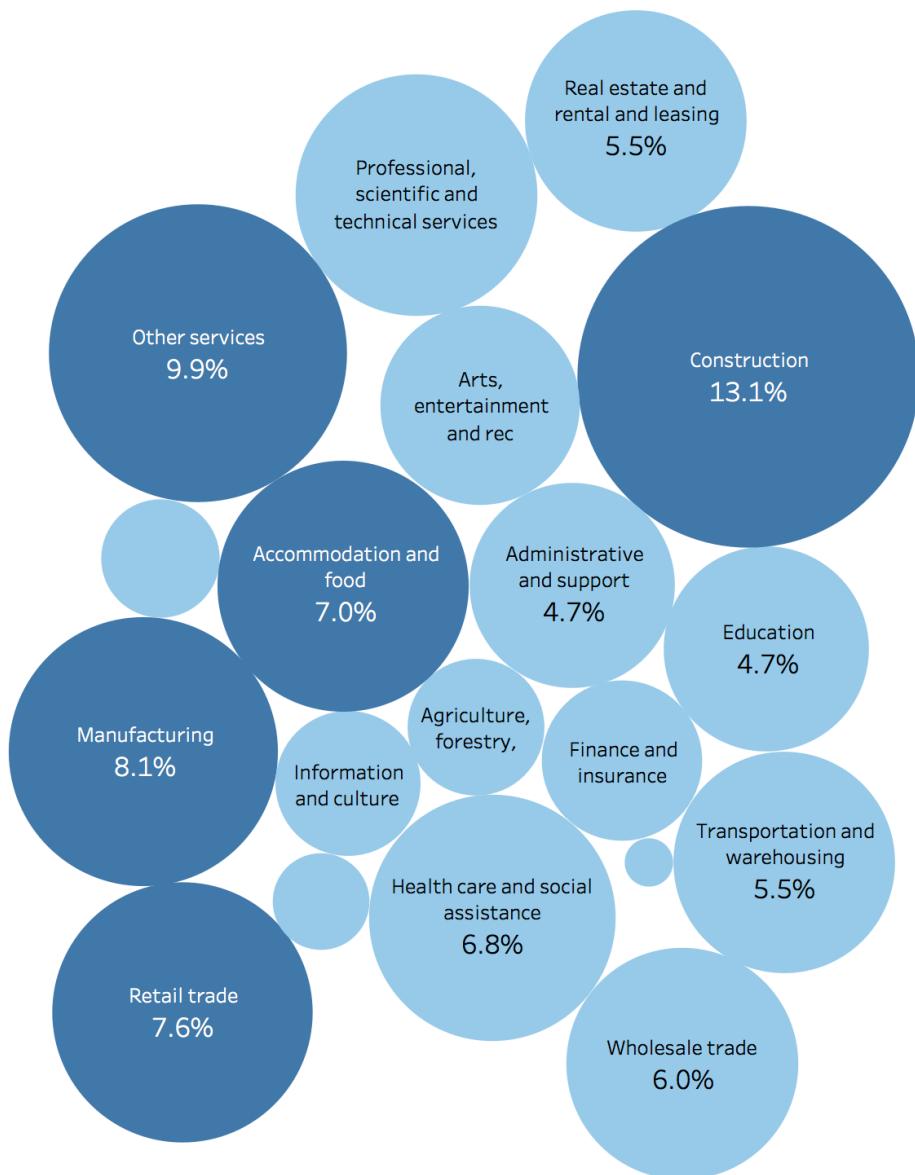
[15] Data is from the Tri-Municipal Region employer survey.

Profile of Parkland County Survey Respondents

Of the 152 completed Parkland County surveys, there were 124 (81.6%) Small employers that completed the survey, 21 (13.8%) Medium employers, and 7 (4.6%) Large employers. More Parkland County surveys were completed in Construction, with 25 (16.4%) of total surveys, followed by Manufacturing and Wholesale Trade at 14 (9.2%) surveys each, as shown in Table A4.

Table A4 - Parkland County Survey Respondents

Industry (employees)	Small (>50)		Medium (50-199)		Large (200+)		Total (All)	
	#	%	#	%	#	%	#	%
11 Agriculture, forestry, fishing and hunting	8	5.3%	0	0.0%	0	0.0%	8	5.3%
21 Mining, quarrying, and oil and gas extraction	4	2.6%	0	0.0%	0	0.0%	4	2.6%
22 Utilities	1	0.7%	0	0.0%	0	0.0%	1	0.7%
23 Construction	17	11.2%	7	4.6%	1	0.7%	25	16.4%
31-33 Manufacturing	10	6.6%	3	2.0%	1	0.7%	14	9.2%
41 Wholesale trade	11	7.2%	2	1.3%	1	0.7%	14	9.2%
44-45 Retail trade	8	5.3%	1	0.7%	0	0.0%	9	5.9%
48-49 Transportation and warehousing	6	3.9%	5	3.3%	0	0.0%	11	7.2%
51 Information and cultural industries	1	0.7%	0	0.0%	0	0.0%	1	0.7%
52 Finance and insurance	2	1.3%	0	0.0%	0	0.0%	2	1.3%
53 Real estate and rental and leasing	7	4.6%	1	0.7%	0	0.0%	8	5.3%
54 Professional, scientific and technical services	7	4.6%	0	0.0%	0	0.0%	7	4.6%
55 Management of companies and enterprises	0	0.0%	0	0.0%	0	0.0%	0	0.0%
56 Administrative and support, waste management and remediation services	7	4.6%	0	0.0%	0	0.0%	7	4.6%
61 Educational services	6	3.9%	0	0.0%	1	0.7%	7	4.6%
62 Health care and social assistance	7	4.6%	0	0.0%	0	0.0%	7	4.6%
71 Arts, entertainment and recreation	4	2.6%	1	0.7%	2	1.3%	7	4.6%
72 Accommodation and food services	8	5.3%	0	0.0%	0	0.0%	8	5.3%
81 Other services (except public administration)	10	6.6%	1	0.7%	0	0.0%	11	7.2%
91 Public administration	0	0.0%	0	0.0%	1	0.7%	1	0.7%
Total	124	81.6%	21	13.8%	7	4.6%	152	100.0%

Source: Data is from the Tri-Municipal Region employer survey.

Profile of Spruce Grove Survey Respondents

Of the 132 completed Spruce Grove surveys, there were 117 (88.6%) Small employers that completed the survey, 21 (8.3%) Medium employers, and 4 (3.0%) Large employers. More Spruce Grove surveys were completed in the Construction and Other Services industries, with 14 (10.6%) surveys each. The was followed by Retail Trade at 13 (9.8%) surveys. This is shown in Table A5.

Table A5 - Spruce Grove Survey Respondents

Industry (employees)	Small (>50) #	%	Medium (50-199) #	%	Large (200+) #	%	Total (All) #	%
11 Agriculture, forestry, fishing and hunting	0	0.0%	0	0.0%	0	0.0%	0	0.0%
21 Mining, quarrying, and oil and gas extraction	2	1.5%	0	0.0%	0	0.0%	2	1.5%
22 Utilities	1	0.8%	0	0.0%	0	0.0%	1	0.8%
23 Construction	12	9.1%	2	1.5%	0	0.0%	14	10.6%
31-33 Manufacturing	10	7.6%	0	0.0%	0	0.0%	10	7.6%
41 Wholesale trade	5	3.8%	0	0.0%	0	0.0%	5	3.8%
44-45 Retail trade	8	6.1%	4	3.0%	1	0.8%	13	9.8%
48-49 Transportation and warehousing	5	3.8%	0	0.0%	0	0.0%	5	3.8%
51 Information and cultural industries	5	3.8%	0	0.0%	0	0.0%	5	3.8%
52 Finance and insurance	4	3.0%	0	0.0%	0	0.0%	4	3.0%
53 Real estate and rental and leasing	7	5.3%	0	0.0%	0	0.0%	7	5.3%
54 Professional, scientific and technical services	10	7.6%	0	0.0%	0	0.0%	10	7.6%
55 Management of companies and enterprises	0	0.0%	0	0.0%	0	0.0%	0	0.0%
56 Administrative and support, waste management and remediation services	7	5.3%	0	0.0%	0	0.0%	7	5.3%
61 Educational services	7	5.3%	0	0.0%	2	1.5%	9	6.8%
62 Health care and social assistance	8	6.1%	1	0.8%	0	0.0%	9	6.8%
71 Arts, entertainment and recreation	4	3.0%	2	1.5%	0	0.0%	6	4.5%
72 Accommodation and food services	7	5.3%	2	1.5%	0	0.0%	9	6.8%
81 Other services (except public administration)	14	10.6%	0	0.0%	0	0.0%	14	10.6%
91 Public administration	1	0.8%	0	0.0%	1	0.8%	2	1.5%
Total	117	88.6%	11	8.3%	4	3.0%	132	100.0%

Source: Data is from the Tri-Municipal Region employer survey.

Profile of Stony Plain Survey Respondents

Of the 113 completed Stony Plain surveys, there were 98 (86.7%) Small employers that completed the survey, 11 (9.7%) Medium employers, and 4 (3.5%) Large employers. More Stony Plain surveys were completed in the Construction and Other Services industries, with 13 (11.5%) surveys each, followed by Accommodation and food services with 12 (10.6%). This is shown in Table A6.

Table A6 - Stony Plain Survey Respondents

Industry (employees)	Small (>50)		Medium (50-199)		Large (200+)		Total (All)	
	#	%	#	%	#	%	#	%
11 Agriculture, forestry, fishing and hunting	0	0.0%	0	0.0%	0	0.0%	0	0.0%
21 Mining, quarrying, and oil and gas extraction	0	0.0%	0	0.0%	0	0.0%	0	0.0%
22 Utilities	0	0.0%	0	0.0%	0	0.0%	0	0.0%
23 Construction	11	9.7%	1	0.9%	1	0.9%	13	11.5%
31-33 Manufacturing	7	6.2%	0	0.0%	0	0.0%	7	6.2%
41 Wholesale trade	4	3.5%	0	0.0%	0	0.0%	4	3.5%
44-45 Retail trade	6	5.3%	2	1.8%	0	0.0%	8	7.1%
48-49 Transportation and warehousing	5	4.4%	0	0.0%	0	0.0%	5	4.4%
51 Information and cultural industries	3	2.7%	0	0.0%	0	0.0%	3	2.7%
52 Finance and insurance	5	4.4%	0	0.0%	0	0.0%	5	4.4%
53 Real estate and rental and leasing	6	5.3%	0	0.0%	0	0.0%	6	5.3%
54 Professional, scientific and technical services	8	7.1%	0	0.0%	0	0.0%	8	7.1%
55 Management of companies and enterprises	0	0.0%	0	0.0%	0	0.0%	0	0.0%
56 Administrative and support, waste management and remediation services	4	3.5%	0	0.0%	0	0.0%	4	3.5%
61 Educational services	5	4.4%	1	0.9%	1	0.9%	7	6.2%
62 Health care and social assistance	11	9.7%	0	0.0%	1	0.9%	12	10.6%
71 Arts, entertainment and recreation	3	2.7%	1	0.9%	0	0.0%	4	3.5%
72 Accommodation and food services	7	6.2%	5	4.4%	0	0.0%	12	10.6%
81 Other services (except public administration)	13	11.5%	0	0.0%	0	0.0%	13	11.5%
91 Public administration	0	0.0%	1	0.9%	1	0.9%	2	1.8%
Total	98	86.7%	11	9.7%	4	3.5%	113	100.0%

Source: Data is from the Tri-Municipal Region employer survey.

Appendix B: Stakeholder Engagement Process

The stakeholder engagement process was intended to facilitate further exploration of key challenges in the Tri-Municipal Region labour market. It is vital to consider the perspectives of a broad range of stakeholders in order to ensure that the Labour Market Strategy has participation and buy in from the local community, and that the Action Plan can be implemented effectively, practically and feasibly in the Tri-Municipal Region.

The stakeholder engagement was designed to dig deeper on issues and opportunities in the Tri-Municipal Region labour market. The development of the engagement activities focused on gathering more details from the perspectives of stakeholders on key labour market topic areas. The Labour Market Committee worked collaboratively to ensure each engagement tactic collected feedback and information relevant to the formulation of the Labour Market Strategy & Action Plan.

The consultation captured the perspectives of various stakeholders and included the following engagement activities:

- ▶ Four stakeholder discussion groups,
- ▶ Nine stakeholder interviews, and
- ▶ Two follow-up stakeholder discussion groups.

Stakeholder Discussion Groups

The purpose of the discussion groups was to focus on specific labour market issues and consider practical strategic options to address employer needs. There were four discussion groups held in October and November 2018 at Acheson Fire Hall in Parkland County and Pioneer Centre in Spruce Grove. Each session involved an in depth discussion on a key labour market topic with a small, selected group of Tri-Municipal Region employers.

The topics of exploration at the stakeholder discussion groups were:

- ▶ Underemployed groups, including: youth (ages 15-24), mature workers (ages 55+), Indigenous peoples, persons with disabilities, and new immigrants,
- ▶ Recruitment,
- ▶ Worker retention, and
- ▶ Workplace resources, including: Canada-Alberta Job Grant, Workplace Training Program, Workplace Essential Skills Training Program, Summer Temporary Employment Program, Canada Summer Jobs, and Apprenticeship Job Creation Tax Credit.

Employers were selected to participate in the discussion groups if they had previously completed the employer survey. Details employers reported in their surveys helped to determine which employers could provide insights on particular topics. Consideration was also given to the industry, municipality and firm size of the employers, to ensure a diverse group of organizations in the Tri-Municipal Region were contacted for their participation.

Employers discussed their organization's experiences in the Tri-Municipal Region at each session, in the context of the specific discussion group topic. The topics of discussion were selected because information gaps were identified through the Phase 1 research and analysis and the Phase 2 employer survey and employment forecasts.

Employers at the underemployed groups session were asked to discuss their experiences employing and actively recruiting workers in each group. The recruitment session involved discussions around hard to fill occupations, successful and unsuccessful recruitment strategies, and wages. The worker retention session involved discussions around voluntary turnover, effective and ineffective retention strategies, and exit interviews. At the workplace resources session, employers were asked to provide details about which workplace programs they have used and what their experiences were, and which they have not used and why.

Profile of Stakeholder Discussion Group Participants

During the stakeholder discussion group process, there were a total of 19 session attendees from throughout the Tri-Municipal Region.

There was representation from each municipality at every discussion group session, with some employers from organizations with staff in more than one municipality. Overall, there were 8 Spruce Grove employers, 8 Stony Plain employers, and 7 Parkland County employers. At every session there was also representation from two or more business sizes and from two or more industries. In total, there were 10 Small employers, 7 Medium employers and 2 Large employers. These participants were from a total of 9 industries, including 4 employers from Health Care and Social Assistance, 3 each from Arts, Entertainment and Recreation and Transportation and Warehousing, 2 each from Information and Culture, Retail Trade, and Utilities, and 1 each from Construction, Educational Services, and Manufacturing.

Stakeholder Interviews

The purpose of the stakeholder interviews was to discuss how labour market issues could be addressed and how opportunities could be leveraged. The interviews were conducted in October and November 2018. Of the 9 interviews, 6 were conducted in person and 3 were conducted over the telephone. Each interview involved an in depth discussion on a range of labour market opportunities with a selected Tri-Municipal Region stakeholder.

The interviews focused around finding out more about the challenges employers and job seekers are facing, learning more about innovative approaches and successes, and hearing thoughts about how to address labour market gaps where they may exist. Key topics of discussion included:

- ▶ Job seeker supports,
- ▶ Employer supports,
- ▶ Barriers to employment,
- ▶ Skills shortages,

> ▶ Workplace resources, and

> ▶ Regional networking.

Stakeholders were selected to participate in the interviews if they had expertise regarding particular topics. Consideration was also given to the industry, municipality and firm size of the stakeholders, to ensure a diverse group of organizations in the Tri-Municipal Region were contacted for their participation. The stakeholder interviews dove deeper into the labour market topics that emerged as important through the Phase 1 research and analysis and the Phase 2 employer survey, employment forecasts, and stakeholder discussion groups.

Profile of Stakeholder Interview Participants

A total of 9 stakeholders from throughout the Tri-Municipal Region agreed to be interviewed.

There was representation from all three municipalities in the interviews, with some stakeholders from organizations with staff in more than one municipality. Overall, there were 5 Parkland County participants, 4 Spruce Grove participants, and 2 Stony Plain participants. The interviews had representation from all three firm sizes, with 5 Small employers, 3 Large employers and 1 Medium employer. These stakeholders were from a total of 5 industries, including 3 from Health Care and Social Assistance,2 each from Construction and Accommodation and Food Services, and 1 each from Public Administration and Wholesale Trade.

Stakeholder Follow-up Discussion Groups

The purpose of the follow-up discussion groups was to work with the Labour Market Committee and other stakeholders to test objectives and strategies for the Labour Market Strategy & Action Plan. There were two follow-up discussion groups held in December 2018 at the Stony Plain Heritage Pavilion. Each session involved in depth discussions on key labour market objectives and strategies with a small, selected group of Tri-Municipal Region stakeholders and employers.

The objectives discussed included the following:

> ▶ Strengthen relationships among regional stakeholders,

> ▶ Increase awareness of existing resources and information for employers,

> ▶ Increase awareness of existing and new resources and information for job seekers,

> ▶ Assisting labour force groups that are experiencing higher rates of unemployment, and

> ▶ Assist workers affected by Alberta's coal phase out.

All Labour Market Committee members were invited to attend the follow-up discussion groups. Employers were selected to participate in the follow-up discussion groups if they had expertise regarding the proposed objectives and strategies. Consideration was given to the industry, municipality and firm size of all the stakeholders, to ensure a diverse group of organizations in the Tri-Municipal Region were contacted for their participation.

The follow-up discussion groups were used to discuss and confirm strategic and policy directions for the Labour Market Strategy & Action Plan. For the first session, participants broke out into groups to discuss potential strategies to support the objectives. At the second session, participants were led in a round table discussion of potential strategies to support the objectives.

Profile of Stakeholder Follow-up Discussion Group Participants

During the follow-up stakeholder discussion group process, there were a total of 14 session attendees from throughout the Tri-Municipal Region, with some organizations having multiple people in attendance. There was representation from all three municipalities, with some organizations with staff in more than one municipality. At the sessions there was also representation from all three business sizes and from multiple industries. The discussion group participants are listed in Table B1.

Table B1 - Stakeholder Follow-up Discussion Group Participants

Organization	Stakeholder Type
Government of Alberta	Committee Member
City of Spruce Grove	Committee Member
Parkland County	Committee Member
Town of Stony Plain	Committee Member
Acheson Business Association	Committee Member
Community Futures Capital Region	Committee Member
Spruce Grove & District Chamber of Commerce	Committee Member
Stony Plain & District Chamber of Commerce	Committee Member
Connections for Learning	Employer
Fortis Alberta	Employer
Pankratz Enterprises	Employer
Stony Plain Public Library	Employer
Source: Information is from the Tri-Municipal Region stakeholder follow-up discussion groups.	

Appendix C: Forecast Methodology

An analysis of the growth potential for the Tri-Municipal Region has been conducted using Applications' Employment Demand Forecasting Model. This model projects economic growth by industry on a regional basis. It also estimates employment growth by industry and occupation.

Analytical Framework

The forecasts of growth in both the Tri-Municipal Region and Edmonton CMA are based on a projection of economic activity and employment by industry group. The key assumptions used in these forecasts are provided below.

Employment Growth Forecasts

Employment growth in each municipality has been estimated based on an analysis of the economic factors that will propel growth over the forecast period. This includes consideration of 'driver' industries that are expected to lead growth. It also includes growth in 'support' industries that provide goods and services to local population and business base.

Driver Industries

Economic growth in the Tri-Municipal Region and Edmonton CMA have been estimated based on a determination of major industry groups that will lead, or drive growth, and those sectors that support growth. Each of the driver industries included in the analysis has been determined to have a particular level of influence on employment in the Tri-Municipal Region. Growth of these industries has been determined to have an affect on the net migration of workers and their families to the region. Driver employment in the Tri-Municipal Region was estimated at a total of 3,925 in 2017. A summary of the driver industries used in the analysis are shown in the table below.

Based on an analysis of historical industry growth projections in each municipality, estimates of growth in each of the driver industries has been projected over the 5-year forecast period. Table C1 on the following page provides the average annual growth rates used for driver industries in this analysis.

Table C1 - Driver Industries in the Tri-Municipal Region

Industry (2 Digit NAICS)	Driver Proportion	Driver Employment (2017)	Average Annual Employment Growth
Mining, quarrying, and oil and gas extraction	50%	668	3.5%
Construction	20%	1,000	3.5%
Manufacturing	30%	537	3.5%
Transportation and warehousing	20%	353	3.5%
Professional, scientific and technical services	50%	1,083	3.5%
Administrative and support, waste management and remediation	10%	104	3.5%
Other services (except public administration)	10%	182	3.5%
Total	-	3,927	-
Source: Data has been projected using Applications Management Consulting Ltd.'s Employment Demand Forecasting Model.			

Note that in some cases, municipality-specific rates of driver industry growth through the forecast period were modified due to specific information regarding area employers and their hiring practices. For example, the federal and provincial governments' decision to phase out coal-fired power plants by 2023 is expected to result in a loss of approximately 600 jobs in Parkland County. These jobs were manually removed from Parkland County's employment forecast according to industry, with 400 of the job losses assumed to be in the Mining, quarrying, and oil and gas industry, 150 in Utilities, and another 50 removed from the Manufacturing sector.

Support Industries

In this analysis, employment in those industries not classified as drivers was assumed to be related to support. Employment in these support industries is assumed to change in proportion with the Tri-Municipal Region's population, which is affected by migration (related to driver industry growth) and natural increase considerations. Total support industry employment in the Tri-Municipal Region was estimated at 31,049 in 2017. Table C2 on the following page shows the top industries comprising support employment in the Tri-Municipal Region, and the estimated employment per capita in these industries. Note that some of the industries listed as being support are also designated as drivers. This is due to some share of the industry being designated as a driver, while the remaining share is considered to act in support of the local population.

Table C2 - Support Industries in the Tri-Municipal Region

Industry	Support Employment (2017)	Employment per Capita (2017)
Construction	3,998	0.114
Retail trade	3,981	0.114
Health care and social assistance	3,793	0.108
Educational services	2,207	0.063
Accommodation and food services	2,019	0.058
Public administration	1,762	0.050
Wholesale trade	1,682	0.048
Other services (except public administration)	1,634	0.047
Transportation and warehousing	1,411	0.040
Manufacturing	1,253	0.036
Finance and insurance	1,108	0.032
Professional, scientific and technical services	1,083	0.031
All other industries	5,118	0.146
Total	**31,049**	**0.887**
Source: Data has been projected using Applications Management Consulting Ltd.'s Employment Demand Forecasting Model.		

Forecast Assumptions

A number of assumptions related to the Tri-Municipal Region's population and economic conditions are necessary to perform the analysis described in this report. These assumptions are described below.

Fertility

Fertility rates represent the estimated likelihood of a birth per female in a particular age group. The age-specific fertility rates used in this forecast were calculated based on the five-year averages (2013 to 2017) of those reported in Alberta's Census Division 11.

Mortality

Mortality rates represent the estimated likelihood of death in a particular demographic group. The age- and gender-specific mortality rates used in this forecast were calculated based on the five-year averages (2013 to 2017) of those reported in Alberta's Census Division 11.

Migration

In this analysis, migration is primarily assumed to occur based on projected levels of job availability and general economic conditions in the Tri-Municipal Region. Job vacancies that remain unfilled by the local labour force attract employment-based migrants, who are also expected to bring their families with them. The average household size of incoming migrants was assumed to be equal to the Tri-Municipal average of about 2.6 people, as reported in the 2016 Federal Census profile.

The age- and gender-specific profile of migrating workers and their families was calculated based on the five-year average (2013 to 2017) net migration profile of the Edmonton CMA.

The net migration profile is calculated according to: International Migrants - Emigration + Net Interprovincial Migrants + Net Intraprovincial Migrants.

Labour Force Participation

Labour force participation are used in the analysis to estimate the proportion of each age group in the Tri-Municipal Region's propensity to actively engage in employment, or employment seeking. The labour force is comprised of employed workers as well as the unemployed. According to the 2016 Federal Census, the 15+ population of the Tri-Municipal Region exhibited an overall labour force participation rate of 71.3% - slightly below the provincial average of 71.8%.

Participation rates specific to age categories (15 to 24, 25 to 64, 65+) were calculated according to provincial averages, and were then downwardly adjusted to reflect both the lower observed rates in the Tri-Municipal Region, and the actual labour force figures in the base year of this analysis.

Regional Economic Outlook

It is assumed that the Tri-Municipal Region's growth outlook is generally reflective of the prevailing economic conditions throughout the Edmonton CMA, and the province as a whole. For example, it is assumed that other municipalities in proximity to the Tri-Municipal Region experience similar rates of economic output, job growth, and competition for labour resources. That is, the Tri-Municipal Region's economy does not exist in a vacuum, and its performance is highly correlated with, and dependent upon factors that are often external to the municipality itself (i.e. oil prices).

Appendix D: Strategies

Through the key findings from the employer survey and the stakeholder engagement process several strategies were identified. The Labour Market Strategy & Action Plan includes 7 objectives and 38 strategies. These strategies were then reviewed during the final stakeholder discussion groups and the committee meetings to identify the strategies that would best fit the following criteria:

- Impactful

- Practical

- Build on existing assets and resources in the community

Based on this criteria, the committee decided to include 9 strategies within the Labour Market Strategy & Action Plan that provide the most potential opportunities in the near term. Table D1 on the following pages includes all 38 strategies that have been identified through the process, with an emphasis on the strategies that have been committee approved (peach shading). For each of the strategies, the objectives that the strategy supports have been identified.

The Labour Market Strategy & Action Plan includes 7 objectives as follows:

- ▶ Objective 1: Strengthen relationships among regional stakeholders

- ▶ Objective 2: Increase awareness of existing resources and information for employers

- ▶ Objective 3: Provide more supports to employers to help with recruitment and retention challenges

- ▶ Objective 4: Develop supports for new entrepreneurs and small businesses in the region

- ▶ Objective 5: Increase awareness of existing and new resources and information for job seekers

- ▶ Objective 6: Assist labour force groups that are experiencing higher rates of unemployment

- ▶ Objective 7: Assist workers affected by Alberta's coal phase out

Table D1 - Summary of All Labour Market Strategies

Committee Approved	#	Strategy	Objectives						
			1	2	3	4	5	6	7
1	S1	Maintain a Regional Labour Market Committee.	●	●	●	●	●	●	●
	S2	Launch a regional subscriber list for sharing labour market information to employers and other stakeholders.	●	●	●		●		
	S3	Conduct an annual employer survey to keep employers engaged and to check effectiveness of the Labour Market Strategy.	●	●	●	●	●	●	●
	S4	Distribute information package to employers during business license renewal.		●	●				
2	S5	Develop regional labour market information electronic resources for job seekers and employers.	●	●	●	●	●	●	●
2	S6	Phase 1: Develop a regional labour market information website.	●	●	●	●	●	●	●
2	S7	Phase 2: Develop regional labour market social media to promote/ share resources/events (Facebook, Twitter, LinkedIn).	●	●	●	●	●	●	●
	S8	Promote/support ongoing sessions to promote regional labour market information to regional stakeholders.	●	●	●	●	●	●	
3	S9	Promote/host employer workshops on topics such as recruitment, retention, small business operations, entrepreneurial start-up, etc.		●	●				
4	S10	Educate employers on the benefits of mentorship, apprenticeship, work experience and other workplace practices and programs.		●	●				
	S11	Promote/develop resources for employers to prepare formal training plan for onboarding/ongoing training of employees.		●	●				

Committee Approved	#	Strategy	Objectives						
			1	2	3	4	5	6	7
	S12	Educate employers on benefits of quarterly/annual employee surveys, ongoing employee evaluations, and exit interviews (internal/third party).		●	●				
	S13	Educate employers on staying competitive with regards to retention in the regional labour market (wages, creative compensation).		●	●				
	S14	Promote business planning and succession planning resources.		●		●			
	S15	Promote financial planning resources and grants available.		●		●			
5	S16	Promote/host industry specific networking sessions to connect small employers with medium and large employers.				●			
	S17	Organize networking sessions to connect local entrepreneurs and small businesses.				●	●		
6	S18	Help to connect regional educators, training providers and employers to discuss in-demand occupations and labour market issues.	●	●					
	S19	Build connections among regional stakeholders and organizations that serve underemployed groups and job seekers in the region.	●	●					
	S20	Develop labour market information materials/products for employers and job seekers.		●	●	●	●	●	●
	S21	Develop profiles/bulletins to promote local employers/industries/ occupations.			●	●			
	S22	Develop 1 page FAQ sheets on workplace programs and resources.		●	●				
	S23	Develop videos to increase awareness of existing programs and resources for employers.		●			●		

Committee Approved	#	Strategy	Objectives						
			1	2	3	4	5	6	7
	S24	Promote/develop recruitment resources for employers (placing job ads, filtering through resumes, learning social media as a tool for recruitment, etc.).			●				
	S25	Inform employers of available grants that can help them hire workers and provide them on the job training that is subsidized.		●	●				
	S26	Create short employer profiles that showcase local employers who utilize effective human resources practices.		●	●				
7	S27	Gather and share regional success stories of employing a diverse workforce.	●	●					
	S28	Inform residents of the available grants/training available to transition workers.		●					
	S29	Promote/develop resources for skilled workers who want to transition to self-employment.		●					
	S30	Create a local contact/information line to direct employers and job seekers to existing resources.		●		●	●		
	S31	Promote regional career/trade/ resource fairs for regional stakeholders.	●	●			●	●	●
	S32	Assist in the organization of virtual online recruitment fairs to promote organization and connect with qualified candidates.			●		●		●
	S33	Assist in organizing Career Fairs: industry specific to promote in-demand occupations (Trades, Healthcare, Professional Services). Include speakers from in-demand occupations.			●		●		●
	S34	Host a resource fair to support the transition of laid off employees into new careers.					●		●

Committee Approved	#	Strategy	Objectives						
			1	2	3	4	5	6	7
8	S35	Promote/host career fairs for job seekers (e.g. youth).					●	●	
	S36	Celebrate employers who are employing a diverse workforce. Encourage through "Nominate an Employer/Employee" program.	●	●					
	S37	Host an annual day to celebrate employees and provide topic based training to managers in the region.			●		●		
9	S38	Promote training for job seekers on career planning, resume, interview, pre-employment life skills, and on the job expectations.					●	●	●

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