

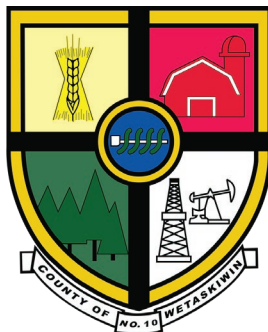


Labour Study for the JEDI Region

**The County of Wetaskiwin, The City of Wetaskiwin
& The Town of Millet**

Alberta, Canada

August 2016



Millet
Proud to be

Acknowledgments

JEDI sincerely appreciates all of the individuals and organizations who contributed their time and expertise to the development of this study.

In particular, JEDI would like to thank the following organizations for providing their valuable insight to this report: Wetaskiwin Co-op, Home Hardware, Manluk Corporation, Supreme International, and Alberta Transportation.

Partial funding for this report was provided by the Government of Alberta through the Labour Market Partnerships program.

Finally, this report would not have been possible without the generous support of those who took their valuable time to complete the survey and take part in interviews. We sincerely appreciate the support from the communities in our JEDI partner regions: the County of Wetaskiwin, the City of Wetaskiwin, and the Town of Millet.



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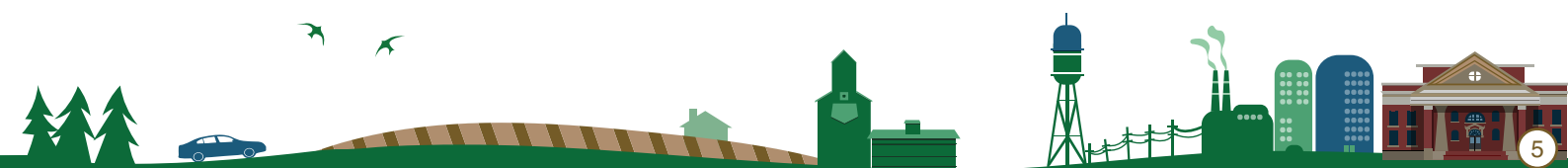


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Executive Summary

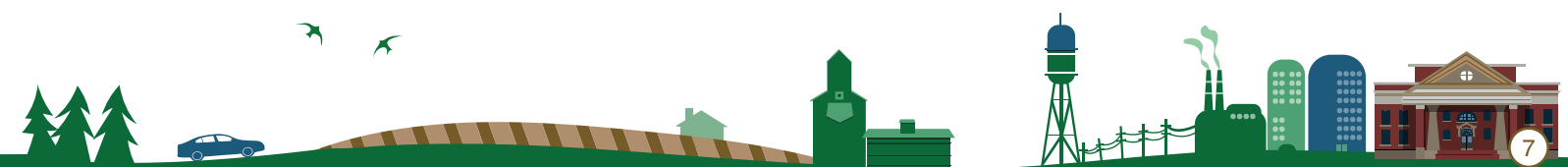
This Regional Labour Study has been commissioned by the JEDI region, which consists of the municipal partnership of the County of Wetaskiwin, the City of Wetaskiwin, and the Town of Millet. It has been written with three stakeholders in mind: regional companies, investors that are interested in the region, and JEDI's three municipal partners. Its purpose is to:

- a) Provide valuable data and information for labour planning.
- b) Provide a key tool for site selectors and investors.
- c) Provide an overview of the labour force to JEDI partner municipalities.

Regional Companies

Challenges for the local employers include adapting to a labour pool that is maturing faster and facing a slightly lower unemployment rate than the Alberta average, as well as a lack of awareness about the regional employment environment. To adapt, employers can consider policies that allow for more flexibility and become more proactive about reaching, educating and keeping employees.

The JEDI region's employers have access to a large and competitive workforce. The region has access to a labour pool with higher levels of apprenticeship, trade certifications, and diplomas than nearby municipalities and access to a labour pool of 334,000 people within a reasonable commuting distance. Many of the region's skilled positions (20-30%) are already being filled by talent living outside the region. The JEDI region has some of the most affordable talent in central Alberta.



Investors in the Region

The JEDI region is ideally positioned for high growth and well suited to the needs of agrifoods, warehousing, and oil and gas related manufacturing. The region has high capacity highways in all directions, including the CANAMEX Corridor (Hwy QE2), and dramatically lower serviced industrial land prices than any of its surrounding communities.

Municipal Partners

The majority of the JEDI region's workforce has lived in the area for more than ten years (78%). The key employment sectors for residents (working either in or outside the region) are retail trade and warehousing, agriculture, health care, and construction. Together these four sectors account for more than half of all employment.

The region sees a tremendous flow through of vehicle traffic; 60% of all workers commuting out of the area are either planning to or could see themselves working in the JEDI region in the future.

Attracting, retaining, training, and diversifying the region's workforce will be important factors for JEDI.

The JEDI region is an emerging hub for economic activity. It is at the centre of a region that has some of the strongest gains in both real GDP and population increases on the North American landscape. JEDI has access to a labour pool of 334,000 with a mix of skilled and unskilled labour.





JEDI Labour Insights

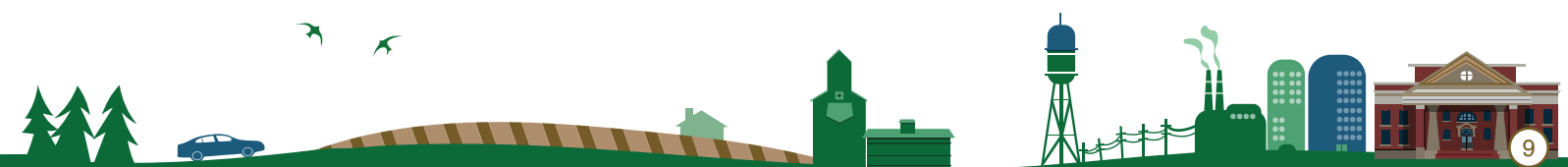
This report provides an overview of the labour pool in the JEDI region (the City of Wetaskiwin, the County of Wetaskiwin, and the Town of Millet) and its competitiveness. Primary research was compiled from surveys and interviews with residents and employers in the area. Secondary data from Statistics Canada, Alberta Transportation, and 200+ provincial and national studies was used to supplement findings.

The labour study focused on the following groups:

1. Residents working in the JEDI region.
2. Residents working outside the JEDI region.
3. Non-residents working in the JEDI region.
4. Potential accessible talent for the region.

The aim was to provide relevant insights to:

1. Regional Companies
2. Investors in the Region
3. Municipal Partners



Key Objectives

The key objective of this study is to help JEDI better understand the labour market of the region it serves so that it can draw more businesses into the region, attract/retain talent, and improve its economic development and strategic planning abilities. The study does this by providing JEDI insight into the current labour situation: who works in the area, where labour comes from, where it is going, what skills are present, and the competitive environment in which JEDI operates.

Ultimately, this study aims to...

- Provide key insights and trends on demographics, labour mobility, labour characteristics, skill sets, and identification of major industries in the region.
- Understand where gaps exist in the labour market and allow JEDI to take appropriate steps to address them.
- Inform the development of a labour strategy which can help JEDI make informed decisions in a competitive and changing labour market.
- Aid planning, attracting investment, and supporting industry/people in the region.

About JEDI

The Joint Economic Development Initiative (JEDI) is an economic development partnership between the County of Wetaskiwin, the City of Wetaskiwin, and the Town of Millet. The JEDI region is uniquely positioned on Highway 2, which is the main provincial corridor, providing convenient access to both the City of Calgary and the City of Edmonton.

JEDI's goal is to encourage the growth of industrial development, foreign direct investment, and business retention and expansion within each of our partner municipalities. This is accomplished by working with public and private partners to:

- Market industrial land developments.
- Conduct long term planning for industrial growth with partner municipalities.
- Act as a one-stop shop for companies looking to invest or build in the region.
- Assist existing industrial regional companies with further growth.
- Provide business growth resources required by public and private stakeholders.







Methodologies

To provide a current snapshot of the labour market in the JEDI region, this study conducted an extensive literature review (consisting of an analysis of 200+ topical strategy/labour studies/white papers from or pertaining to the broader region), a detailed review of Statistics Canada, WAGEINFO, ALIS, traffic data from Alberta Transport, extensive deep interviews with business leaders, phone surveys and on the ground questionnaires.

Research and benchmarking provided additional detail for the study and validated inferences made from the survey research. Multiple sources were used to provide comparison and deeper understanding. Detailed analysis of traffic flows, and regional comparatives added enhanced longitudinal data on the study.

Interviews were conducted with senior business leaders and HR managers in the JEDI region. These conversations were focused around understanding regional workforce needs and priorities using open-ended questions. This data provided key insights into employer's experiences in the JEDI region.

Surveys played a crucial role in understanding the local labour market, employment status, and opportunities for growth in the JEDI region. In-person incentivized¹ surveys focused on people who work and/or live in the JEDI region, and phone interviews targeted rural farmers and those who work outside of the region but live in the JEDI area. Diverse targeting was achieved through community-based calling lists and by visiting key traffic locations.

¹ Survey respondents were incentivized with a \$5 Gift Card.





The Region

Canada

Canada is a stable, democratic nation with abundant resource wealth, a respected/established system for land ownership, a multi-cultural pluralistic society, and navigable immigration and citizenship opportunities. A nation with a population of over 35 million, Canada is the second largest country in the world by land-mass, and one of the world's richest nations by GDP per capita.²

Canada is a member of the British Commonwealth, G8, NAFTA, TPP, and numerous other trade agreements and international associations. It has enjoyed a very strong level of economic stability over the past decade and continues to be a major player in world economics. Although the economic downturn has slowed growth across the globe, Canada has continued to grow over the past 5 years with an average annual GDP growth rate close to 2.15%.³

Western Canada & Alberta

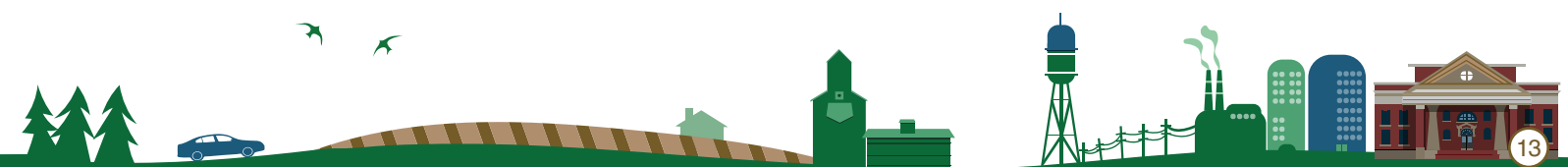
Alberta is an inland province nestled at the base of the Rocky Mountains in the heart of Canada's prairies. Alberta's economy has been built on the foundation of natural resource extraction; energy development has acted as the largest contributor to the province's GDP.⁴ Alberta has the third largest crude oil resource in the entire world.⁵

2 Tasch, Barbara. "25 Richest Countries, Ranked." Business Insider UK. Business Insider, 31 Mar. 2106. Web. 29 July 2016. <http://uk.businessinsider.com/the-richest-countries-in-the-world-2016-3>

3 "Canada - Gross Domestic Product (GDP) Growth Rate 2020." Statista. 2016. Web. 29 July 2016. <http://www.statista.com/statistics/263603/gross-domestic-product-GDP-growth-rate-in-canada>

4 "About the Industry." Alberta Canada. Government of Alberta, 21 July 2016. Web. 29 July 2016.

5 Ibid.



The JEDI area is poised for major future growth.

Resource wealth has allowed Alberta's economy to prosper and outcompete other regions on the continent. Alberta has seen the largest amount of growth in the country over the past decade. GDP based on expenditure has risen by a staggering 39% from 2011 to 2014 alone.⁶

The JEDI Region

Located in the centre of Alberta and in between the major urban cores, the JEDI region is an emerging hub for economic activity. It is positioned on the CANAMEX Corridor (Hwy QE2) which offers connections to both the USA and Mexico. It is also between major high capacity highways including Highway 2A and Highway 13. The 3380 sq. km (835,000 acres) region boasts convenient access to the largest trade school in Canada, the Northern Alberta Institute of Technology (NAIT), several nearby universities, an international airport 25 minutes away, and has intermodal rail access. It has established routes to support warehousing, industrial agriculture, forestry, as well as specialized areas of the oil and gas industry. The JEDI region is poised for major future growth.

Industrial Land

Serviced industrial land in the JEDI region is selling for a fraction of the price of comparable land in Edmonton or Leduc/Nisku areas, making the area a strong choice for industrial development.

JEDI Region (City of Wetaskiwin)	Edmonton	Leduc/Nisku
\$265,000	\$600,000-800,000	\$525,000

Table 1: Price Per Acre Comparison of Serviced Industrial Land

Description: Market price per acre in Q4 2015 for the Wetaskiwin, Edmonton, and Leduc regions.

Source: N.p.: n.p., n.d. WETASKIWIN SOUTH EAST INDUSTRIAL PARK. City of Wetaskiwin. <https://www.wetaskiwin.ca/DocumentCenter/View/1601>

Thomas Ashcroft. Q4 2015 Edmonton Industrial Market Report. N.p.: Thomas Ashcroft, n.d. Avison Young. Avison Young. <http://www.avisonyoung.com/fileDownloader.php?file=files/market-intelligence/2015%20Q4%20Industrial.pdf>

Prices for land in the JEDI region are 50-67% lower than those in nearby regions. Serviced land in the Wetaskiwin Southeast Industrial Park is \$265,000 per acre,⁷ similarly serviced land in Edmonton would cost

6 "Gross Domestic Product, Expenditure-based, by Province and Territory." Statistics Canada. Government of Canada, Oct.-Nov. 2015. Web. 29 July 2016. <http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/econ15-eng.htm>

7 N.p.: n.p., n.d. WETASKIWIN SOUTH EAST INDUSTRIAL PARK. City of Wetaskiwin. Web. 16 Aug. 2016. <https://www.wetaskiwin.ca/DocumentCenter/>



up to \$800,000 per acre,⁸ and land within Leduc/ Nisku would be \$525,000 per acre.⁹

Housing Prices

The average 2016 median housing price for the Town of Millet and the City of Wetaskiwin was \$315,000 compared to \$411,000 for the City of Edmonton and \$659,000 for the City of Calgary.¹⁰

Major Projects

The value of major projects in the JEDI region

is higher than nearby communities. The estimated value of major projects in the JEDI region for 2015 was \$37 million.

“

The Calgary-Edmonton Corridor is in a unique position in Canada. Specifically, it is the only Canadian urban centre to amass a U.S.-level of wealth while preserving a Canadian-style quality of life. At nearly US\$40,000, GDP per capita in the region is about 10 per cent above the average of U.S. metropolitan areas, and a striking 40 per cent above its Canadian colleagues. And, these gaps have widened over the past decade, as the Corridor has chalked up one of the strongest gains in both real GDP and population increases on the North American landscape. It is truly Canada’s western tiger.”

-The Calgary-Edmonton Corridor, TD Economics Special Report ¹¹

Municipality	Population (2011)	Value of Active Major Projects (2015)
City of Wetaskiwin	12,525	\$30.9M
County of Wetaskiwin	10,866	\$6.1M
Town of Millet	2,092	-
City of Camrose	17,286	\$22M
County of Camrose	7,721	\$5.6M
City of Leduc	24,279	\$25.4M

Table 2: Comparison of Population Size and Value of Major Projects in Various Regions

Description: Municipality by value of major projects. Major projects are classified as any private or public project that is valued at \$5 million or greater.

(Source: "Alberta Major Projects." Alberta Major Projects. Government of Alberta, 2015. Web. 16 Aug. 2016. <http://majorprojects.alberta.ca/#list>)

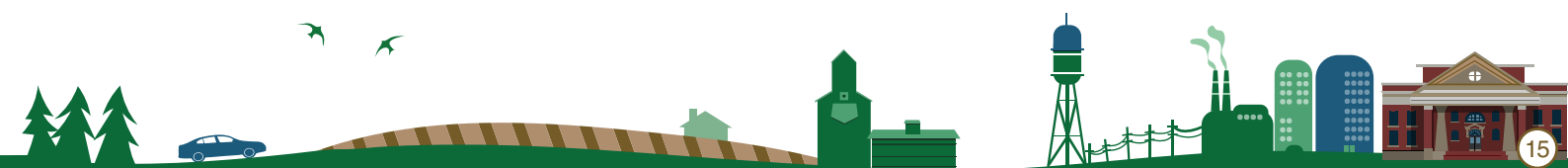
(Source: Statistics Canada. n.d. Census Profile. 2011 Census. Statistics Canada Catalogue no. 98-316-XWE. Ottawa. n.d. <http://www12.statcan.gc.ca/census-recensement/index-eng.cfm>)

8 Thomas Ashcroft. Q4 2015 Edmonton Industrial Market Report. N.p.: Thomas Ashcroft, n.d. Avison Young. Avison Young. Web. <http://www.avisonyoung.com/fileDownloader.php?file=files/market-intelligence/2015%20Q4%20Industrial.pdf>

9 N.p.: n.p., n.d. WETASKIWIN SOUTH EAST INDUSTRIAL PARK. City of Wetaskiwin. Web. <https://www.wetaskiwin.ca/DocumentCenter/View/1601>

10 "Canadian Real Estate Top Neighborhoods." Real Estate Canada, Investment Property, Market Updates, Hot Spots – Canadian Real Estate Wealth Magazine. N.p., n.d. Web. 29 July 2016. <http://www.canadianrealestatemagazine.ca/top-neighbourhoods/>

11 THE CALGARY-EDMONTON CORRIDOR. Rep. TD Bank Financial Group, 22 Apr. 2003. Web. <http://munkschool.utoronto.ca/imfg/uploads/142/alta03.pdf>





The People (Demographics)

Age Distribution of Population

The JEDI labour force skews slightly older (5 years older) & has a greater proportion (7%) of retirees (above the age of 64) compared to the Alberta average.¹² Employers who can cater to a maturing workforce, by increasing flexibility and appealing to this demographic's unique needs, will stand to benefit.

A Mature Workforce

Alberta's working age population is the youngest in Canada and labour force utilization and labour intensity rank at or near the top among provinces.¹³ However, on average, residents of the JEDI region tend to be older (43 vs 38) than other residents of Alberta.¹⁴ The JEDI area has 8% fewer young adults (residents in the 20-49 age range) than the Alberta average.¹⁵ Young people tend to leave in their late teens for work or education, this drop begins to reverse as people hit their late 40s. This finding is in line with expectations.

¹² Statistics Canada. 2012. Census Profile. 2011 Census. Statistics Canada Catalogue no. 98-316-XWE. Ottawa. Released October 24, 2012. <http://www12.statcan.gc.ca/census-recensement/index-eng.cfm>

¹³ Government of Alberta. "Engaging the Mature Worker." <https://work.alberta.ca/documents/engaging-the-mature-worker.pdf>.

¹⁴ Statistics Canada. 2012. Census Profile. 2011 Census. Statistics Canada Catalogue no. 98-316-XWE. Ottawa. Released October 24, 2012. <http://www12.statcan.gc.ca/census-recensement/index-eng.cfm>

¹⁵ Ibid.



POPULATION AGE DISTRIBUTION COMPARISON

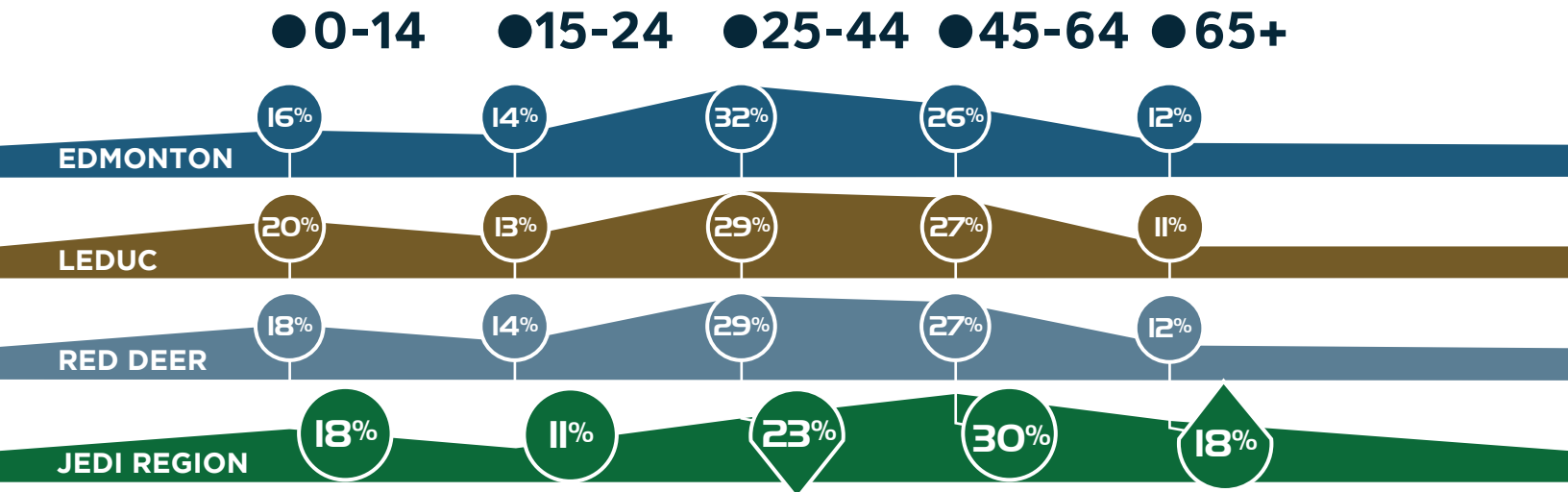


Figure 1: Population Age Distribution Comparison - Infographic

Description: Shows the percent distribution of the various age demographics that make up of the population in the JEDI region, compared to other regions such as Edmonton, Leduc and Red Deer. Each region consists of both city and county.

Across Canada, only a small proportion of young adults live in rural areas. The number of young adults living in the JEDI region is roughly in line with other equivalent small to medium sized centres across Alberta and the country.¹⁶ There are two arguments that explain this: urbanization among young adults, and job opportunities located elsewhere in the province.

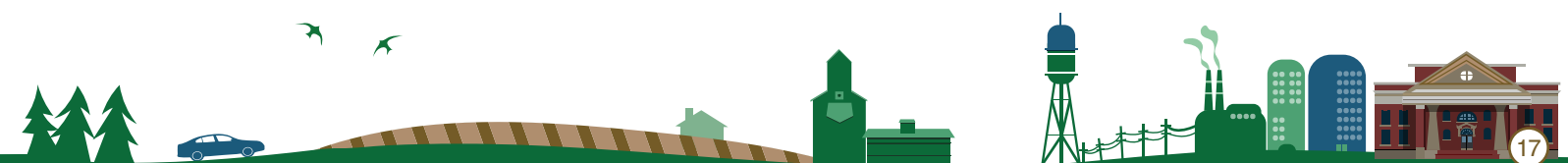
This labour survey found that natural attrition due to retirement is projected to be 20% over the next ten years, which is in line with the provincial average of 22%.¹⁷ Demand for replacement labour is expected to increase by an additional 2%¹⁸ over the same period as the end of the baby boomer generation enters retirement. This will result in approximately 2800 job positions needing to be filled over the next decade by existing employers.¹⁹ Significant effort will need to be put into either retaining or hiring/training workers to fill the senior level positions left vacant by retirees over the same period as the last of the baby boomer generation begins to retire.

16 Statistics Canada. 2014. Canada's rural population declining since 1851. Canadian Demography at a Glance, Catalogue No. 98-003-X. <http://www.statcan.gc.ca/pub/11-630-x/11-630-x2015004-eng.htm>

17 Statistics Canada. n.d. Census Profile. 2011 Census. Statistics Canada Catalogue no. 98-316-XWE. Ottawa. n.d. <http://www12.statcan.gc.ca/census-renewal/index-eng.cfm>

18 Ibid.

19 Ibid



Contributing Factors

Urbanization

Urbanization among young adults seeking educational and employment opportunities is a challenge for the JEDI region. Education is becoming increasingly important for young adults seeking employment. Many of these people are pulled to the province's two largest urban centers, Edmonton and Calgary, for higher education where they often stay after graduation. Together, these two cities represent about half of Alberta's

population. As a result of increased educational and employment opportunities, Edmonton and Calgary hold a disproportionately large share of the province's young workforce.

Outward Migration: Job Opportunities and Oil Price Magnetism

Many of the JEDI region's young people are attracted to other areas of the province for work. From 2006-2011,²¹ the Wood Buffalo region (the heart of Canada's oilsands industry) reported a 22% increase in population, the

largest in Canada.²² Nearby oilsands serving regions, like Grande Prairie, also reported large growth. Some of this growth can be attributed to inter-provincial migration, but a significant share also comes from intra-provincial migration from areas like the JEDI region. Employers surveyed for the JEDI labour study noted that young people leave the region to find work in the oil sector when oil prices rise, and then return when prices are low. Given 2016's historically low oil prices, and the interview evidence (conducted in 2016), it is likely that at least some of the 20-49 year old age bracket has returned to the JEDI area.

“
Research indicates that the imminent retirement of the baby-boom generation heralds profound change in the composition and structure of our national labour force... not enough qualified people will be available to fill all of the positions vacated by departing mature employees. Simply put, there are too few young workers. In addition, immigration at its current levels will not close the gap.”

- Conference Board of Canada ²⁰

20 Parker, Owen. "Too Few People, Too Little Time: The Employer Challenge of an Aging Workforce." Conference Board of Canada. 2006. <http://www.conferenceboard.ca/e-library/abstract.aspx?did=1732>.

21 In 2011, oil prices (a key driver of the Alberta economy) were at an all-time high. 2011 was the first year that the spot price of Brent oil (an international price benchmark) averaged more than \$100 per barrel for an entire year.

22 Statistics Canada. n.d. Census Profile. 2011 Census. Statistics Canada Catalogue no. 98-316-XWE. Ottawa. n.d. <http://www12.statcan.gc.ca/census-re-censement/index-eng.cfm>



JEDI VS ALBERTA POPULATION DISTRIBUTION 2011

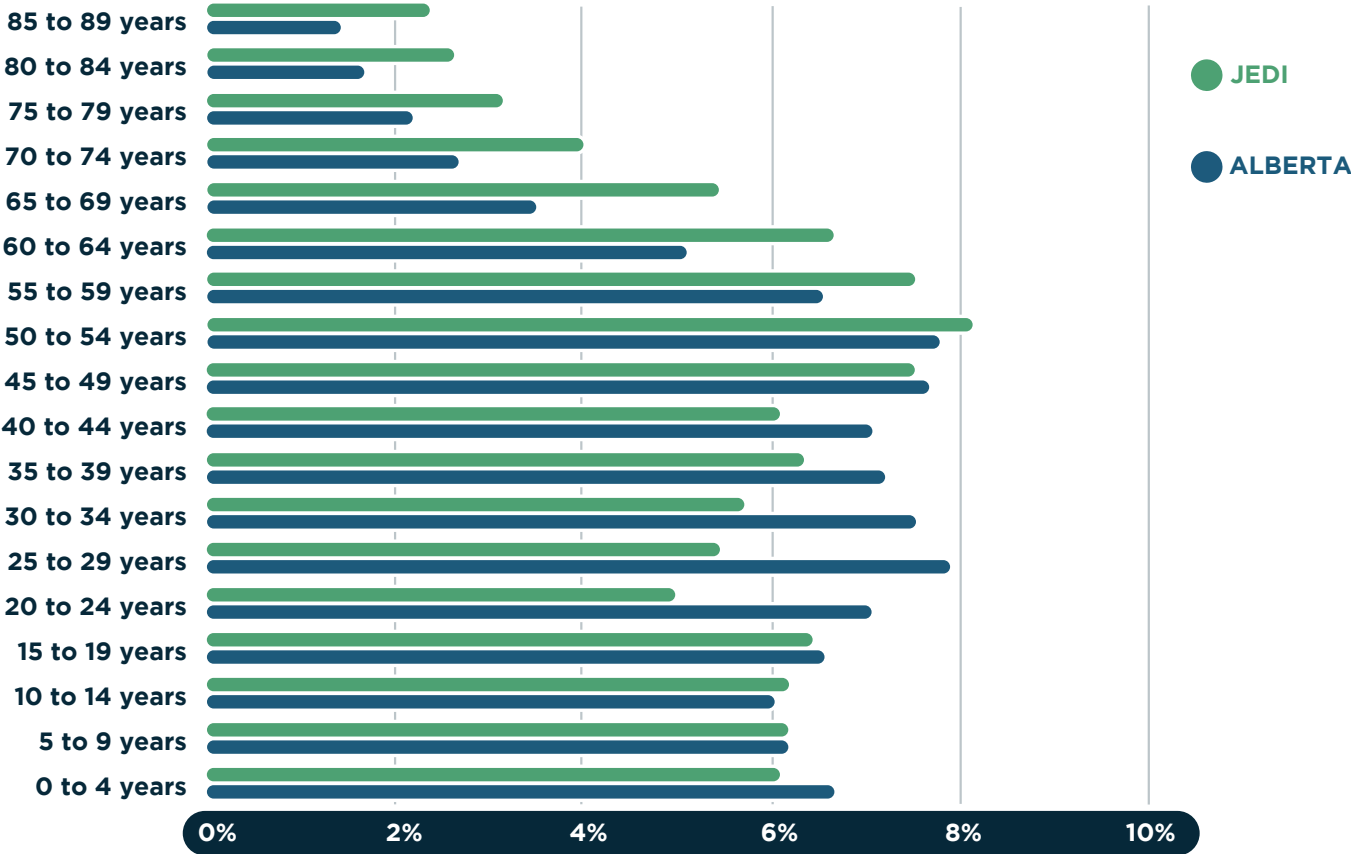
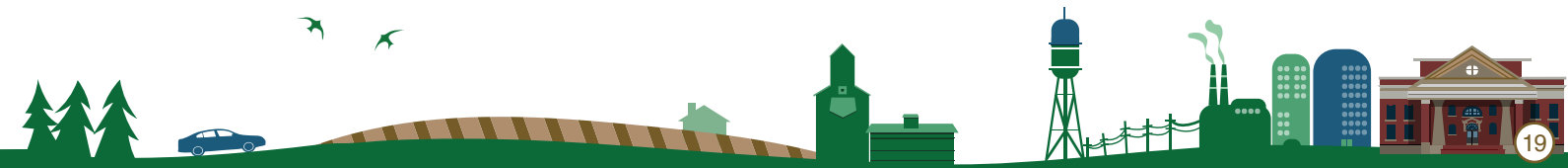


FIGURE 2: JEDI vs Alberta Population Distribution 2011

Description: Shows the population distribution of the JEDI region, compared to the Alberta provincial average. This graph shows that, on average, residents of the JEDI region tend to be older than residents of Alberta. We can also see that the JEDI area has fewer young adults (residents in the 20-49 age range) than the Alberta average.

Source: Statistics Canada. n.d. Census Profile, 2011 Census. Statistics Canada Catalogue no. 98-316-XWE. Ottawa. n.d. <http://www12.statcan.gc.ca/census-recensement/index-eng.cfm>



Insights

Retaining Youth & Leveraging Experience

In Alberta, the participation rate of mature workers has been increasing gradually over the past decade.²³ Because of the baby boomer generation's significant size, even a small increase in their labour force participation would have a significant positive effect on labour supply. There are a number of strategies employers and policy makers could implement to benefit from a maturing workforce.

See *Consolidated Recommendations* section for additional information.

The Education, Qualifications and Future Development of the Workforce

The JEDI region is a magnet for talent: 25% of the JEDI region's workforce are over-qualified for their positions and the JEDI region has access to a substantial pool of unskilled labour.

A Magnet for Skilled Talent

The JEDI region has a stronger blue collar base than its neighbours, and comparable levels of post-secondary education (Figure 3). In 2011, 56%²⁴ of the population of the JEDI region stated that their highest education attainment level was a high school diploma or equivalent, 15% stated that they had an apprenticeship or trades certification, and 16% had a college diploma of some kind.²⁵ The remaining 13% held a University level diploma, degree, or higher.²⁶

These skill levels have stayed consistent into 2016. Survey data indicated that 62% of employed people had mostly on-job training or minor secondary schooling.²⁷ 20% had some college education or a trade certification, and 18% had a university level education or a management position.²⁸

The skills level of the JEDI region's workforce complements warehousing/distribution, manufacturing, and agrifoods.

23 "Engaging The Mature Worker: An Action Plan For Alberta." N.p.: n.p., n.d. Mature Workers in Alberta. Government of Alberta, 2011. Web. <http://work.alberta.ca/documents/engaging-the-mature-worker.pdf>

24 Statistics Canada. n.d. National Household Survey (NHS) Profile. 2011 National Household Survey. Statistics Canada Catalogue no. 99-004-XWE. Ottawa. n.d. <http://www12.statcan.gc.ca/census-recensement/index-eng.cfm>

25 Ibid.

26 Ibid.

27 JEDI Labour Survey. 1 Apr. 2016. Edmonton, Alberta.

28 JEDI Labour Survey. 1 Apr. 2016. Edmonton, Alberta.



Good Access to Skilled Talent in the City of Wetaskiwin

The City of Wetaskiwin has access to a labour pool with higher levels of apprenticeship, trade certifications, and diplomas than its nearest municipal neighbour, the Leduc-Nisku region, (the largest petroleum industrial park in Canada) (Figure 3). Of importance to the JEDI region is that many of the high-skilled positions (requiring college or university education) are being filled by people from outside the region (Figure 5).

Most people coming to the City of Wetaskiwin for work have qualifications in the trades or other areas relevant to their current position.

City of Wetaskiwin residents working in non-management positions that require university degrees are primarily employed in the public sector in specialized positions such as teaching, health, or engineering.

EDUCATION LEVELS OF JEDI RESIDENTS VS RED DEER, LEDUC AND CAMROSE

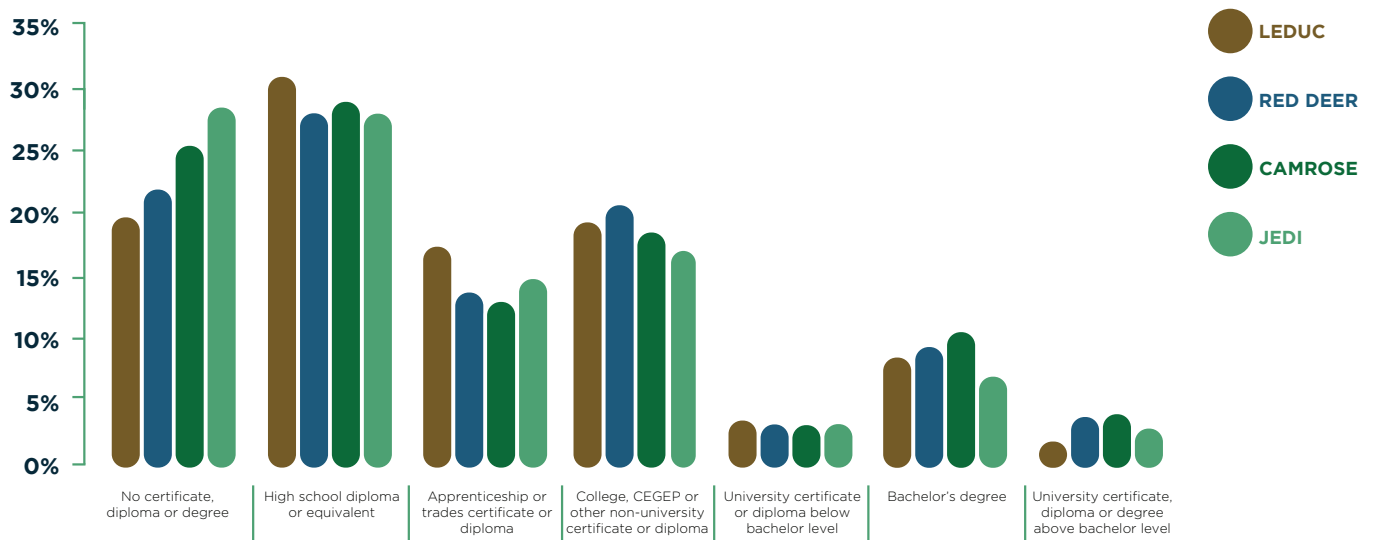
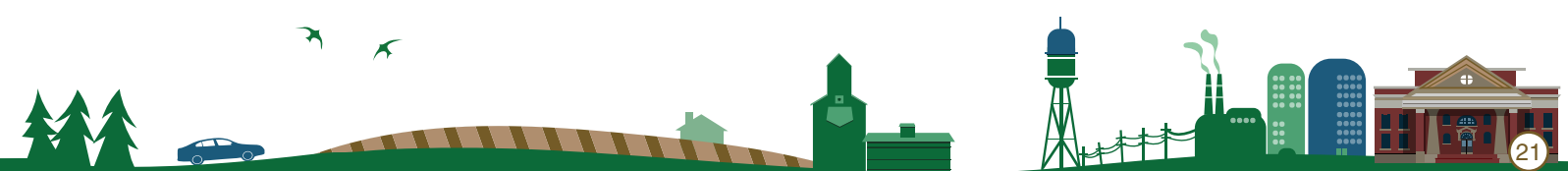


Figure 3: Education Levels of JEDI Residents vs Red Deer, Leduc and Camrose

Description: Shows the percent distribution of highest education attainment levels for JEDI and other similar municipalities. Red Deer, Camrose and Leduc figures include both the City and County for each region.

Source: Statistics Canada. n.d. National Household Survey (NHS) Profile. 2011 National Household Survey. Statistics Canada Catalogue no. 99-004 XWE. Ottawa. n.d. <http://www12.statcan.gc.ca/census-recensement/index-eng.cfm>



EDUCATION LEVELS WITHIN THE JEDI REGION

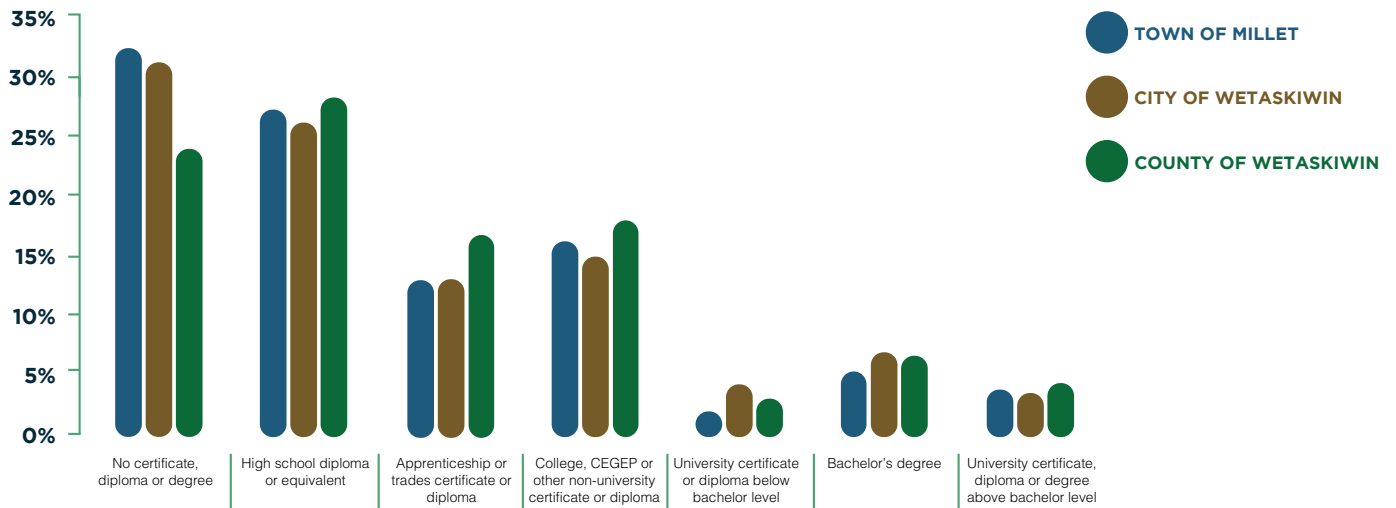


Figure 4: Education Levels within the JEDI Region

Description: Shows the percent distribution of highest education attainment levels for municipalities within the JEDI region.

Source: Statistics Canada. n.d. National Household Survey (NHS) Profile. 2011 National Household Survey. Statistics Canada Catalogue no. 99-004-XWE. Ottawa. n.d. <http://www12.statcan.gc.ca/census-recensement/index-eng.cfm>

COMPARISON OF OCCUPATIONAL SKILL LEVELS OF COMMUTERS TO CITY OF WETASKIWIN VS RESIDENTS

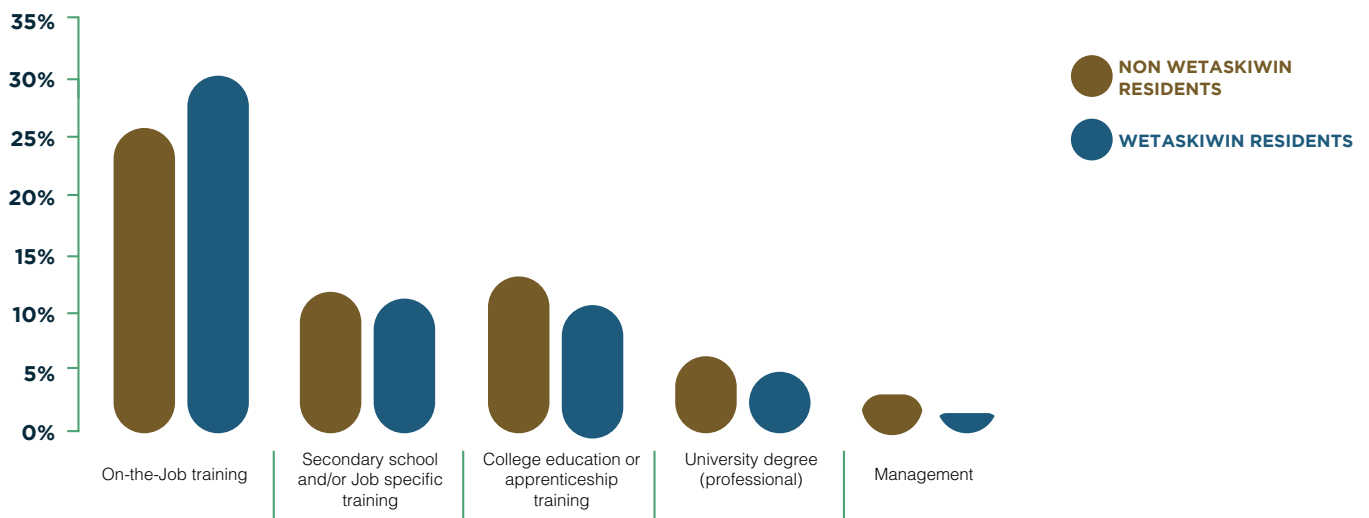


Figure 5: Comparison of Occupational Skill Levels of Commuters to City of Wetaskiwin vs Residents

Description: Shows the percent distribution of highest education attainment levels for those living and working in JEDI and those who enter the JEDI region for work.

Source: JEDI Labour Survey. 1 Apr. 2016. Edmonton, Alberta.



Level of Education	City of Wetaskiwin	Town of Millet	County of Wetaskiwin	Leduc County	Strathcona County	Red Deer County	Edmonton
No Certificate, Diploma or Degree	21.3	27.9	16.8	6.2	7.2	14.4	11.4
High School Diploma or Equivalent	27.1	25	29	18.4	23.1	25.7	24.2
Apprenticeship or Trades Certificate or Diploma	15.5	15.6	19.3	9.4	15.3	15.4	12.6
College, CEGEP or Other Non-University Certificate or Diploma	18.8	19.2	20.4	20.2	24.8	23.7	22.2
University Certificate or Diploma Below Bachelor Level	4.1	2	2.4	6.4	4.8	3.8	5.2
University Certificate or Diploma Bachelor Level or Higher	13.3	9.8	12.2	39.4	25.8	16.9	27.2

Table 3: Education Levels of JEDI Residents vs the Regions of Leduc, Strathcona, Red Deer, and Edmonton.

Description: Education levels among the working population who are between the ages of 25 to 64. County's include the cities within their boundaries, except the County of Wetaskiwin.

Source: Statistics Canada (2011). National Household survey: Total population aged 25 to 64 years by highest certificate, diploma or degree) Statistics Canada. n.d. National Household Survey (NHS) Profile. 2011 National Household Survey. Statistics Canada Catalogue no. 99-004-XWE. Ottawa. n.d., <http://www12.statcan.gc.ca/census-recensement/index-eng.cfm>

An Overqualified Workforce

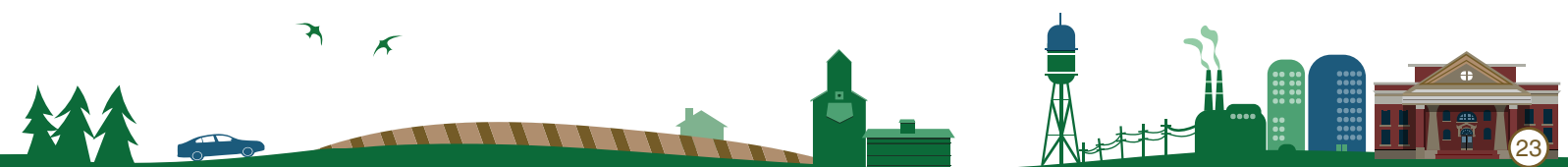
A significant share of those who were surveyed are overqualified for their position. 25% of survey respondents identified themselves as overqualified for the job they were currently holding, slightly above the Alberta average of 21%. Overqualified respondents mostly had qualifications in the trades or a degree in the humanities. They also tended to either commute into the JEDI region, (almost half of overqualified respondents came from outside JEDI) or had moved to the City of Wetaskiwin within the last 10 years.

Insights

Developing & Upskilling the Labour Pool

Industry has the lead role in developing and upskilling the labour pool. The province's current and projected future workforce will require a greater investment in training and education through post-secondary institutions, continuous on-the-job related learning, and the development of high performance work environments.

See *Consolidated Recommendations* section for additional information.



EDUCATION LEVELS IN THE JEDI REGION

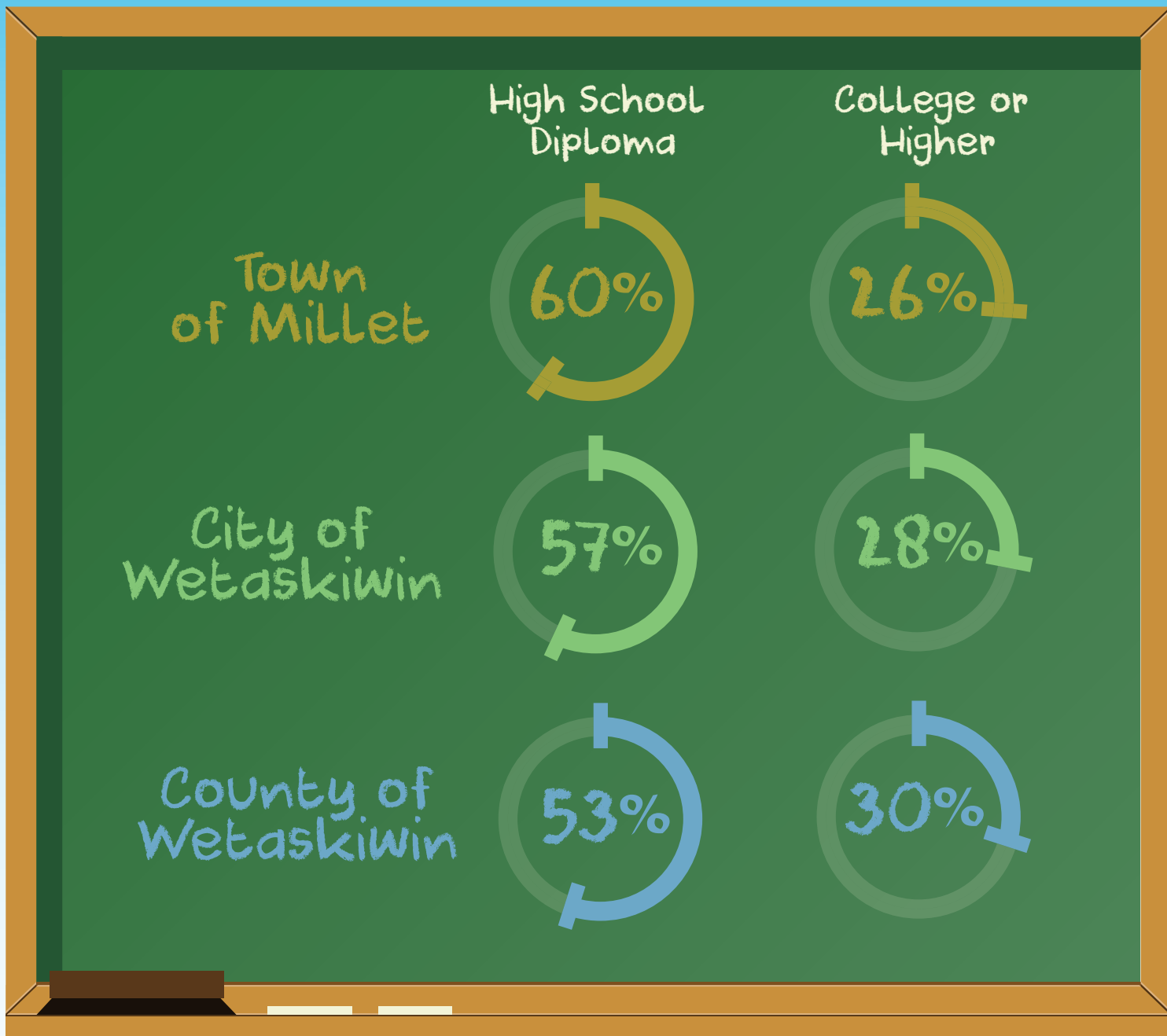


Figure 6: Education Levels in the JEDI Region

Description: Displays the percentages of the population that have a high school diploma or lower, and those who have achieved a college education or higher for each of the municipalities within the JEDI region.



1 OUT OF 4

PEOPLE HAVE COLLEGE
EDUCATION OR HIGHER



Employment Status

Labour Participation

The JEDI region has a significantly higher labour participation rate than the provincial average, 72%²⁹ vs 65.5%.³⁰ Also, noteworthy is a relatively high percentage of people working fulltime (37%), and a low percentage of part-time workers (9%).

Unemployment

- The 2016 aggregate unemployment rate for the JEDI region is 6.5%³¹, and the provincial rate is 7.8%.³²

The JEDI region has a lower unemployment rate (6.5%) than the rest of Alberta (7.8%)³³

- In 2011, the unemployment level in the JEDI region was 7.1% (weighted for population), compared to the provincial average of 5.4% before 2011.
- This breaks down to 9.2% for the City of Wetaskiwin, 4.5% for the County of Wetaskiwin, and 8.6% for the Town of Millet.
- Before 2011, the unemployment level in the region was historically higher than the provincial average.

A Bias Against Hiring Oil Workers

83% of unemployed respondents had either job specific training or a post-secondary degree; almost all had a background in the oil and gas industry. Employers in the region disclosed they were reluctant to hire workers from this sector because of a perceived flight risk, but noted that their ability to retain talent has increased due to oil market volatility and relative employment stability within the JEDI region.

29 Alberta Regional Dashboard. Alberta Government, n.d. Web. 29 July 2016. <http://economicdashboard.alberta.ca/>

30 JEDI Labour Survey. 1 Apr. 2016. Edmonton, Alberta.

31 Ibid.

32 Alberta Regional Dashboard. Alberta Government, n.d. Web. 29 July 2016. <http://economicdashboard.alberta.ca/>

33 Ibid.



Insights

Encourage Participation & Training

Based on demographics, the existing skill level and the participation rate of the JEDI region's workforce will require an increase in talent and size.

See Consolidated Recommendations section for additional information.

JEDI REGION VS INDIVIDUAL MUNICIPALITIES

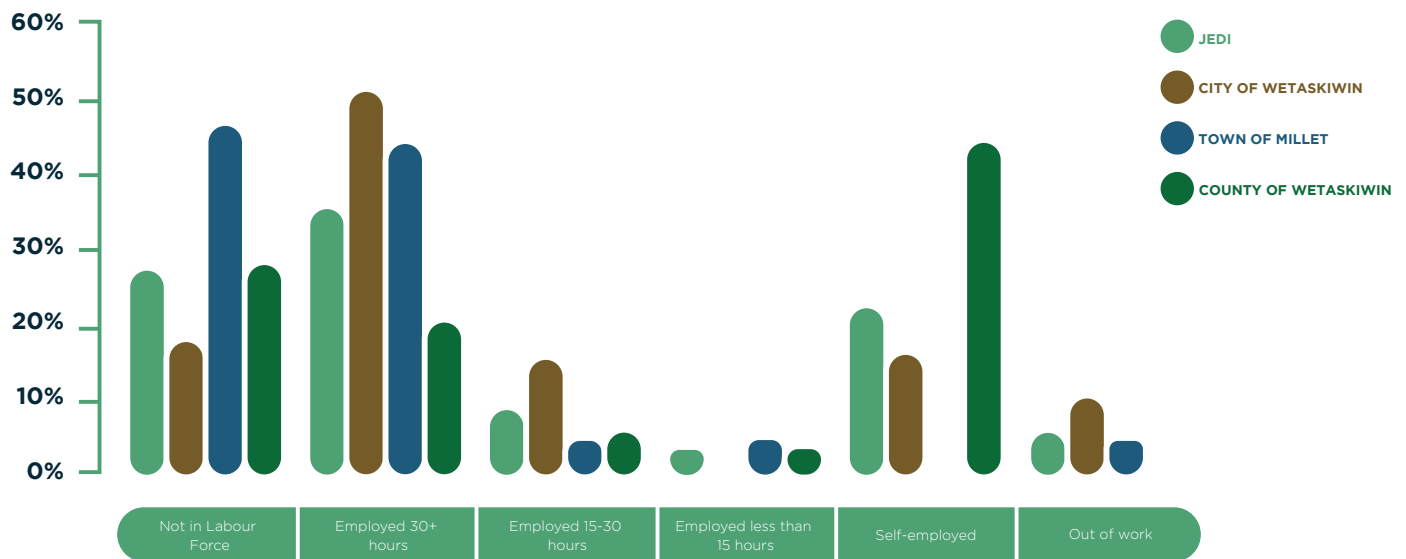
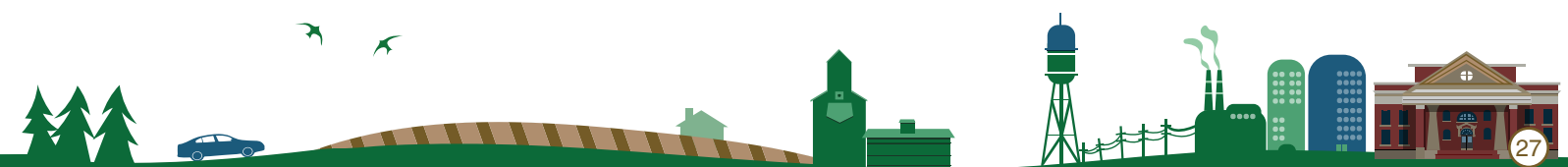


Figure 7: Comparison of employment status for residents in the City of Wetaskiwin, Town of Millet, and County of Wetaskiwin vs the JEDI region aggregate.

Description: Shows the breakdown of resident employment statuses for respondents from the different municipalities of the JEDI region.

Source: JEDI Labour Survey, 1 Apr. 2016. Edmonton, Alberta.





Farm Labour

Farmers are increasingly working off the farm to supplement their income.

36% of farmers have a secondary job.

Farming in the JEDI Region

In 2011, the JEDI region had 956 farms operating over 3,380 square kilometers (835,000 acres) of farmland (slightly larger than the country of Luxemburg or double the size of the city of London, England).

Between 2001 and 2006, the total number of farms in the County of Wetaskiwin has decreased from 1,317 to 1,207. This accounts for an 8.3% decrease, over 5 years. Most of this decline is due to a 19% decrease in the number of medium sized farms (240 to 1,119 acres). The number of small farms (0 to 239 acres) decreased by 4.5%.^{34 35}

34 The County of Wetaskiwin No. 10 - 2001 Agriculture Profile - 1. Farms and the Land. Rep. Alberta Agriculture and Forestry, n.d. Web. [http://www1.agric.gov.ab.ca/\\$department/deptdocs.nsf/all/sdd9533/\\$FILE/wetaskiwin.pdf](http://www1.agric.gov.ab.ca/$department/deptdocs.nsf/all/sdd9533/$FILE/wetaskiwin.pdf)

35 The County of Wetaskiwin No. 10 - 2006 Agriculture Profile - 1. Farms and the Land. Rep. Alberta Agriculture and Forestry, n.d. Web. [http://www1.agric.gov.ab.ca/\\$Department/deptdocs.nsf/all/sdd13104/\\$FILE/wetaskiwin.pdf](http://www1.agric.gov.ab.ca/$Department/deptdocs.nsf/all/sdd13104/$FILE/wetaskiwin.pdf)



Farmers with Secondary Jobs

Part-time farmers work a variety of jobs, ranging from retail to financial services. Their qualifications also range from on-the-job training to university degrees. Farmers manage their own farms and have experience and training in various areas, therefore many of them have transferable skills. The survey could not find a relationship between the level of education and employment status.

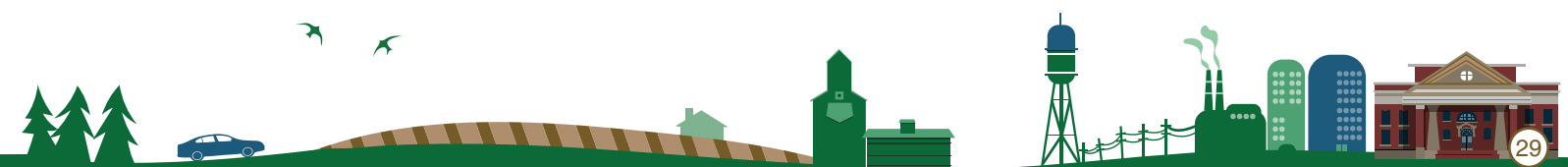
- 64% of farmers in the region use farming as their primary income source; generally, these are larger farms over 160 acres in size.
- 36% of farmers in the region rely on other sources of primary income to supplement their farming income; typically these are farms less than 160 acres in size. 79% of these smaller farmers who supplement their income tend to work 30 hours or more off their farms.

Insights

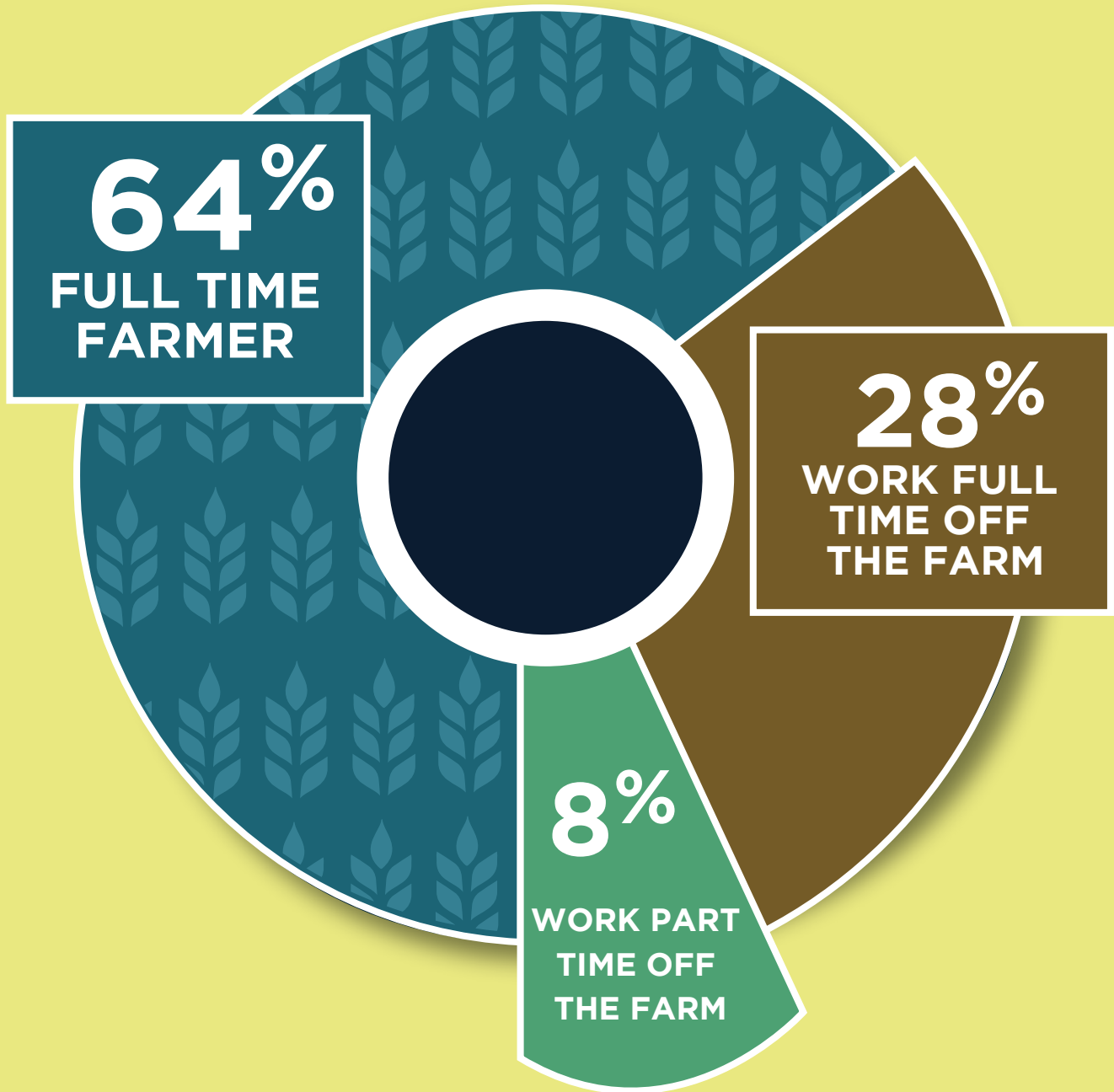
Small Farmers are interested in Job Opportunities

Smaller farmers are a growing part of the work force available to the region.

See Consolidated Recommendations section for additional information.



FARMING AS PRIMARY INCOME FOR FARMERS



MOST PEOPLE WITH FARMLAND USE IT AS THEIR PRIMARY SOURCE OF INCOME

Figure 8: Farming as a primary source of income for farmers.

Description: Displays the percentage of farmers that are full time farmers, part time farmers or work full time off the farm.





Accessible Labour Pool

The JEDI Region has access to a labour pool of over 334,000 people.

60% of all workers commuting out of the JEDI region are either planning to or could see themselves working in the JEDI region in the future.

Nearly 25% of the region's labour pool are people commuting into the region for work. The commuters come from Leduc, Ponoka, Camrose and the Edmonton metropolitan area.

The population of the JEDI region and its nearest neighbours is 1.5 million, with an estimated workforce of over 780,000³⁶. The JEDI region sits at the heart of a high volume traffic corridor; nearly a quarter of those presently working in the region commute to work from outside. The average commuting distance for workers is over 25 minutes and 92% of respondents were willing to travel up to 60 minutes each way for work every day. Businesses in the region have access to a pool of 334,000³⁷ people within a reasonable commuting distance.

³⁶ Statistics Canada. n.d. Census Profile. 2011 Census. Statistics Canada Catalogue no. 98-316-XWE. Ottawa. n.d. <http://www12.statcan.gc.ca/census-re-censement/index-eng.cfm>

³⁷ Ibid.



Current Labour Sources

A thorough traffic analysis based on Alberta Transport highway traffic data revealed the JEDI region was able to attract labour from the Edmonton metropolitan area and the adjacent regions of the County of Leduc, Ponoka, and Camrose.

Accessible Labour Pool

The accessible labour pool for the region, 334,000, was determined from respondents by overlaying the median maximum commuting distance (Figure 9) with a population map (Figure 11).

Commuters out of the JEDI Region

Traffic data shows that a significant number of people are commuting out of the JEDI region at peak times. These commuters are potential additional labour that could be motivated to stay in the region. Survey results showed that 60% of those driving out for work were planning to or could see themselves working in the JEDI region in the future.

City of Wetaskiwin

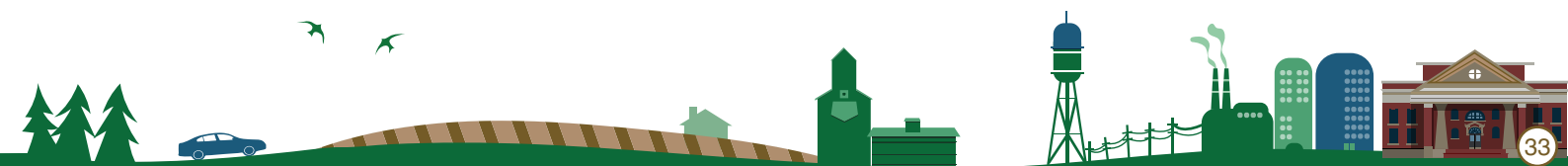
Traffic

- For the City of Wetaskiwin, there is a net inflow of traffic each morning. This means that there are more people entering the city than leaving. There is about 11% more traffic that is moving into rather than out of the city. In the evenings this reverses, and there is approximately 9% more outgoing traffic. These percentages are relatively consistent and reinforces the idea that the City of Wetaskiwin is the central hub in the region and many people are entering the area for work, and then leaving at the end of the day.
- According to the JEDI Labour Survey, 18% of respondents leave the City of Wetaskiwin for work. This would equate to 960³⁸ people in the labour force that are leaving the City of Wetaskiwin for work.
- 1400+ vehicles travel into the City of Wetaskiwin each day for work.

Residents

- 82% of employed residents work in the City of Wetaskiwin.
- 8% of employed residents work in the JEDI region.
- 10% of employed residents work outside of the JEDI region.

38 Statistics Canada. n.d. Census Profile. 2011 Census. Statistics Canada Catalogue no. 98-316-XWE. Ottawa. n.d. <http://www12.statcan.gc.ca/census-re-censement/index-eng.cfm>



Workers

- 63% of the people employed in the city also reside in the City of Wetaskiwin.
- 7% of the people employed in the city are from other parts of the JEDI region.
- 30% of the people employed in the city are from outside of the JEDI region.

County of Wetaskiwin

Traffic

- For the County of Wetaskiwin, traffic patterns were not captured due to the scale and size of the entire area. Insights could not be reached and stated with certainty.

Non – farmer Residents

- 59% of non-farmers work in the City of Wetaskiwin.
- 20% of non-farmers work elsewhere in the County of Wetaskiwin.
- 19% of non-farmers work in the Town of Millet.
- 2% work outside the JEDI region.

Farmer Residents

- About 1200 people responded that they are farmers according to the Statistics Canada National Household Survey in 2011.

Workers

- 13% of people employed in the County of Wetaskiwin are from the County of Wetaskiwin itself.
- 68% of people employed in the County of Wetaskiwin are from other parts of the JEDI region.
- 29% of people employed in the County of Wetaskiwin are from outside of the JEDI region.



Town of Millet

Traffic

- The Town of Millet primarily acts as a residential centre. There is a concentrated outflow of morning traffic from 7:00am to 9:00am, followed by a significant inflow of traffic in the evening from 3:00pm to 7:00pm.
- According to the JEDI Labour Survey, about 40% of respondents or 535 people leave the Town of Millet for work.
- 1100 vehicles drive into the Town of Millet each morning. However, 90% of vehicles continue driving through the town because of its location on Highway 2A. The resulting 10% results to about 100 vehicles that come into the Town of Millet for work each day.

Residents

- 20% of employed residents work in the Town of Millet.
- 40 % of employed residents work in the JEDI region.
- 40% of employed residents work outside of the JEDI region.

Workers

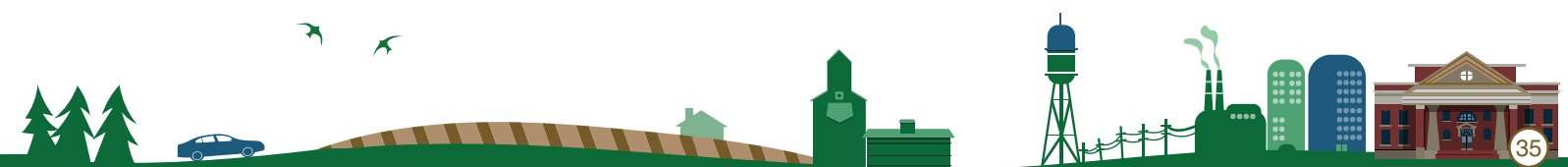
- 43% of the people employed in the town also reside in the Town of Millet.
- 28% of the people employed in the town are from other parts of the JEDI region.
- 29% of the people employed in the town are from the Leduc region.

Insights

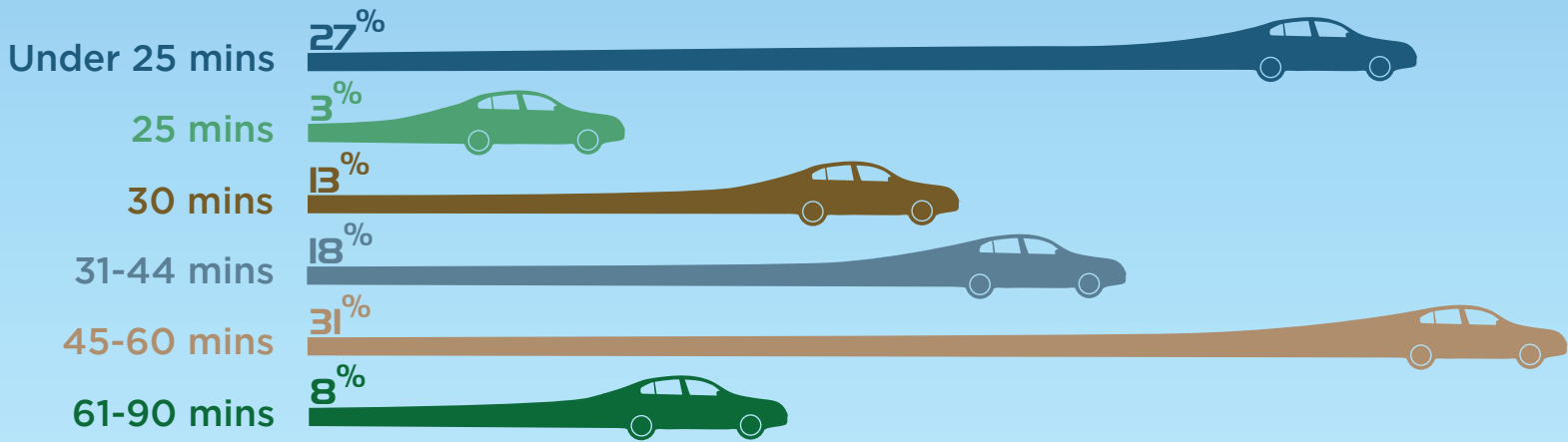
Raise Awareness

The amount of commuting out of and through the JEDI region may be an indication that job seekers are unaware of opportunities within the region. Commuters may be a potential source of talent for existing and incoming employers.

See Consolidated Recommendations section for additional information.



MAXIMUM TIME WILLING TO COMMUTE EACH WAY FOR WORK



92%

OF PEOPLE ARE WILLING
TO COMMUTE UP TO
60 MINUTES



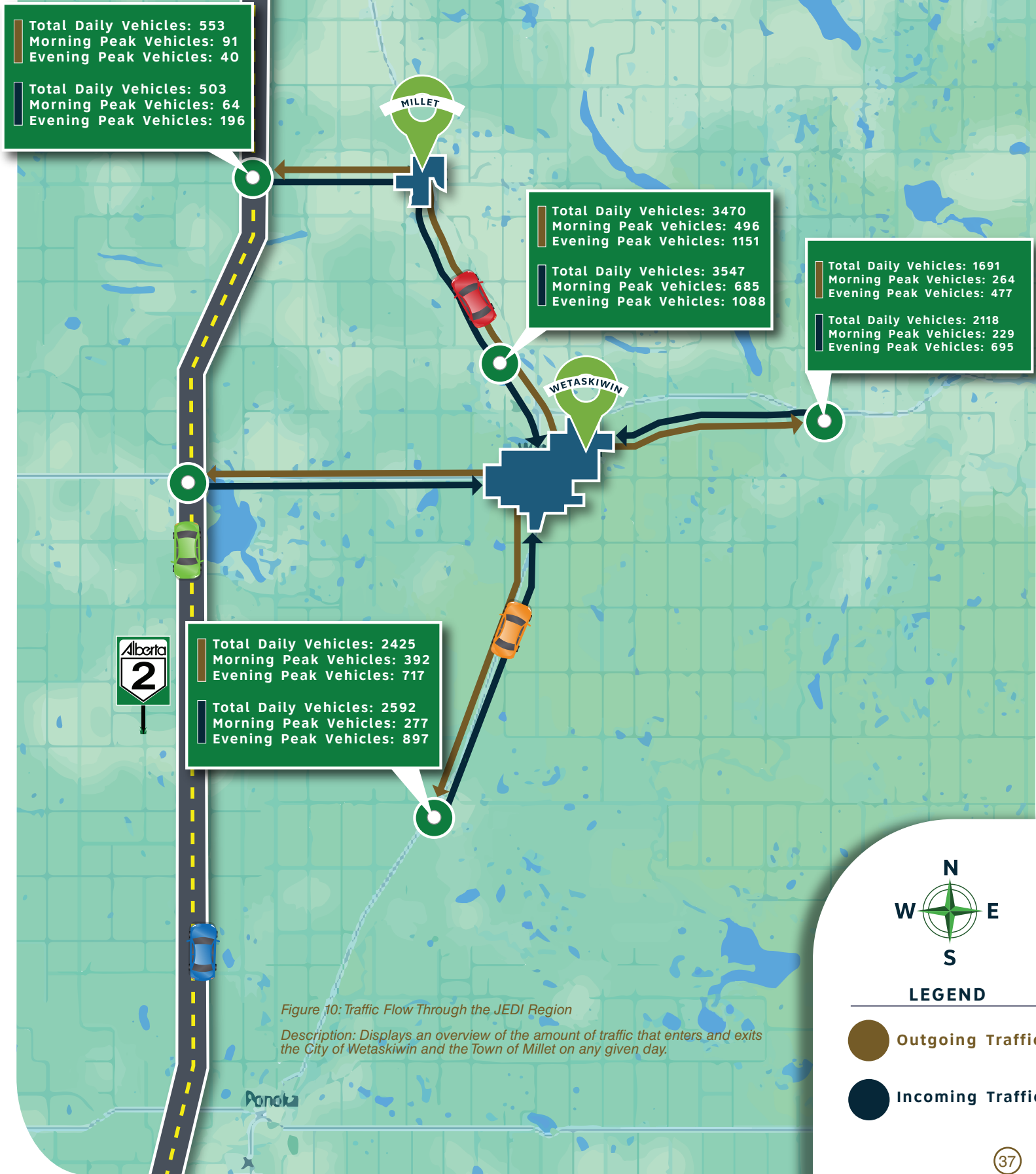
Figure 9: Maximum Time Willing to Commute

Description: Shows the percent distribution of the longest commute time of people who are coming to the JEDI region or live in the area.

Source: JEDI Labour Survey. 1 Apr. 2016. Edmonton, Alberta.



TRAFFIC FLOW THROUGH THE JEDI REGION



POTENTIAL LABOUR FORCE AVAILABLE TO THE JEDI REGION

13,336

PEOPLE AVAILABLE AS A POTENTIAL LABOUR FORCE WITHIN THE JEDI REGION

31,303

PEOPLE AVAILABLE AS A POTENTIAL LABOUR FORCE WITHIN A 30 MINUTE RADIUS OF THE JEDI REGION

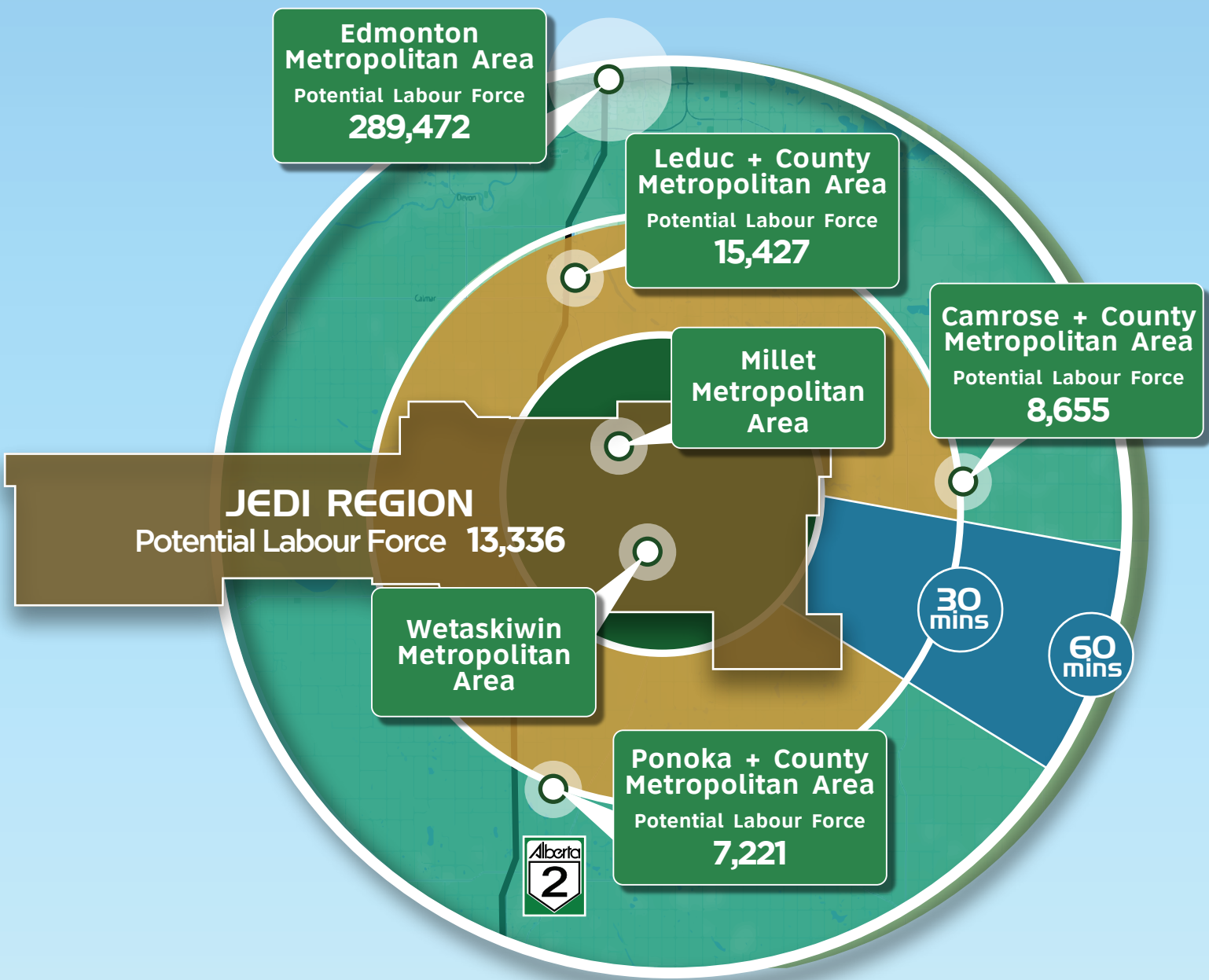
289,472

PEOPLE AVAILABLE AS A POTENTIAL LABOUR FORCE WITHIN A 60 MINUTE RADIUS OF THE JEDI REGION

Figure 11: Potential Labour Force Available to the JEDI Region

Description: Shows the potential accessible labour based on commuting distance from the JEDI region.

(Source: Potential labour force supply: own estimation; commuting distance: Google maps, 2016)



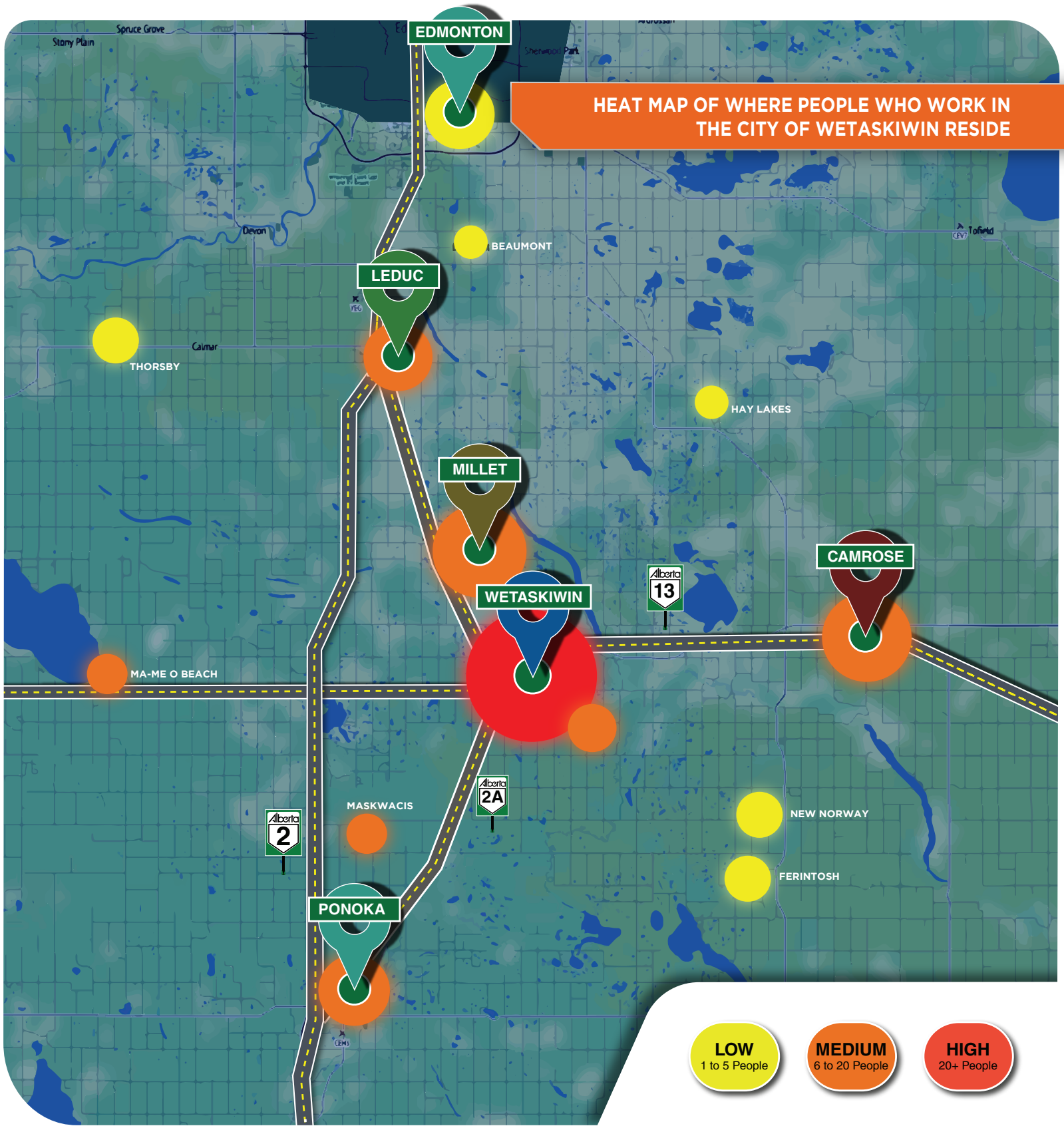


Figure 12: Areas Where People Who Work in the City of Wetaskiwin Reside

Description: Shows where different employees working in the City of Wetaskiwin live. Large dots represent more significant numbers of residents. Based on 1200 data points from current active employers and surveys.

Source: JEDI Labour Survey. 1 Apr. 2016. Edmonton, Alberta.





Projected Growth

The JEDI region's population growth was double the provincial average.

The JEDI region is expected to show strong population growth over the next five years. The 2011 Census showed that rural areas with access to cities had stronger growth than those areas with low access to urban centres. From 2006-2011, the population of the JEDI region grew almost 5%, compared to an approximate 2% growth in similar regions across Canada.³⁹ Of all provinces, Alberta showed the second-largest population growth (measured as a percentage) in Canada over those five years.⁴⁰

The positive growth effects associated with proximity to cities is good news for the JEDI region. The region enjoys easy accessibility to three of Alberta's major urban centres: Edmonton, Calgary and Red Deer. It is expected that this growth will largely be driven by migrant workers and young families. Research shows that location was the second most important factor (behind job opportunities) for respondents when choosing to move.

Insights Support Inward Migration

Businesses in the JEDI region and those thinking of entering the area should consider how to best support relocation.

See Consolidated Recommendations section for additional information.

39 Glen, Barb. "The Western Producer." The Western Producer. N.p., 8 May 2012. Web. 16 Aug. 2016. <http://www.producer.com/2012/05/albertas-rural-population-grows/>

40 Statistics Canada. Table 051-0001 - Estimates of population, by age group and sex for July 1, Canada, provinces and territories, annual (persons unless otherwise noted), CANSIM (database). (accessed: August 16th, 2016) <http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/demo02a-eng.htm>





Workforce Community Entrenchment

78% of people working in the region want to stay.

More than half of the JEDI region's residents have lived in the area for more than a decade.

A Stable Workforce

78% of the people currently working in the JEDI region intend to continue working in the area; this includes both residents and commuters into the region for work. Of the 22% wanting to leave, half were leaving for reasons ranging from retirement to travel, the other half were seeking opportunities elsewhere in the province.

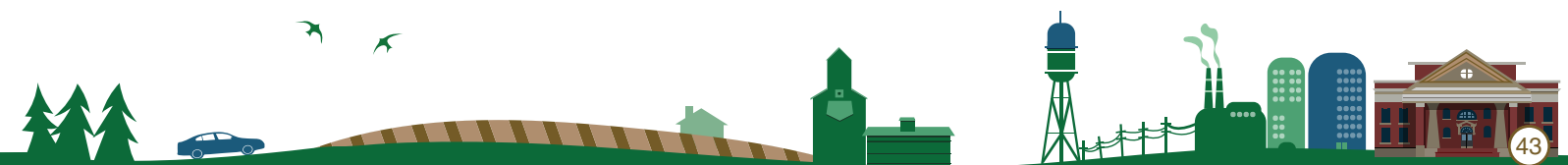
More than half of the JEDI region's residents have lived in the area for more than a decade and have family in the area, less than 5% have moved to the region in the past year (Figure 14). According to the survey, the majority of new migrants came because of work, followed by lower housing prices and proximity to Leduc. Respondents' top reasons for living in the region were the community, ease of raising children, and work.

Insights

Encourage Diversity

The JEDI region has a stable, entrenched workforce, as well as competitive wages and home prices that make it an attractive place for new businesses but could do more work to encourage diversity and ensure sustainability.

See Consolidated Recommendations section for additional information.



WHAT ATTRACTS PEOPLE TO THE JEDI REGION



Figure 13: What Attracts People to the JEDI Region

Description: Displays the top reasons people are attracted to the JEDI region.

Source: JEDI Labour Survey, 1 Apr. 2016, Edmonton, Alberta.

RESPONDENTS BY LENGTH OF TIME LIVING IN THEIR MUNICIPALITY



81%

COUNTY OF WETASKIWIN



62%

CITY OF WETASKIWIN



53%

TOWN OF MILLET

MAJORITY OF
JEDI RESIDENTS
HAVE LIVED IN
THEIR AREA FOR
10+ YEARS

Figure 14: Time Living in the JEDI Region

Description: Shows the percentage of time people have been living in each municipality.

Source: JEDI Labour Survey, 1 Apr. 2016, Edmonton, Alberta.

DO YOU HAVE FAMILY LIVING NEARBY?

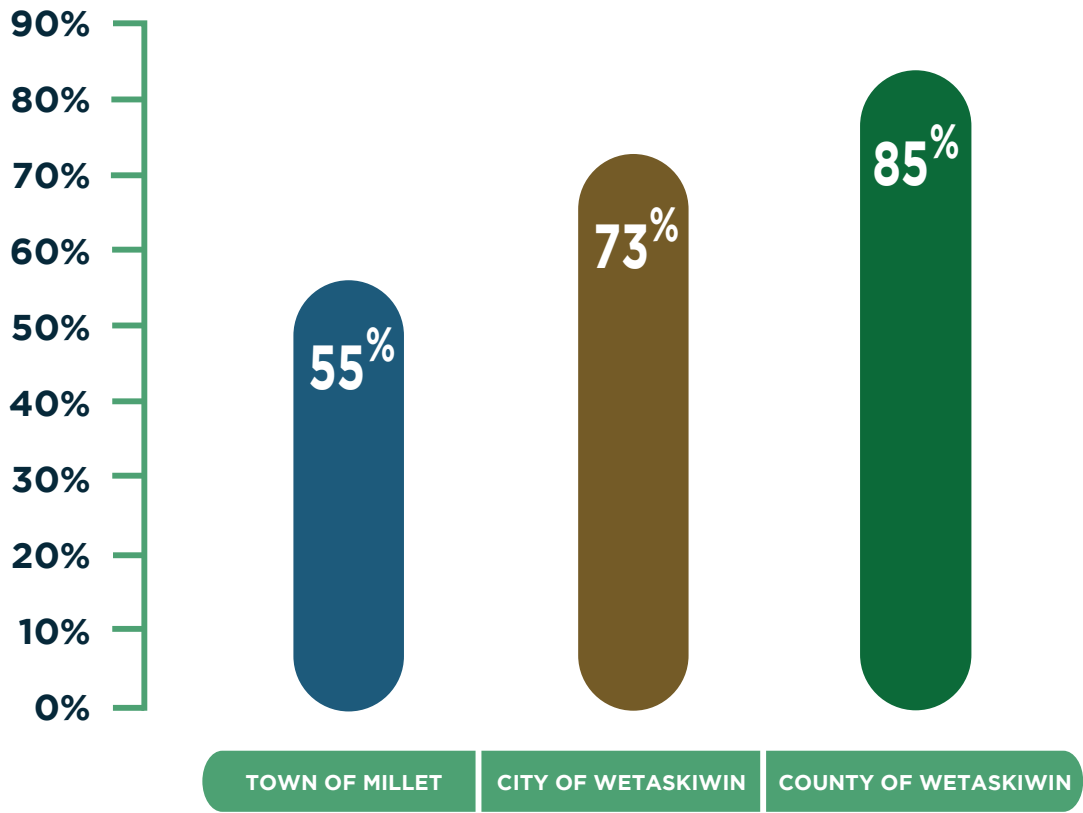


Figure 15: Family in the JEDI Region

Description: Represents the percent of people living in the JEDI region who responded “yes” to the question of whether they have family living near them.

Source: JEDI Labour Survey. 1 Apr. 2016. Edmonton, Alberta.





Employment by Sector

The primary sectors for employment of residents in the JEDI region are in retail trade (includes warehousing), agriculture, health care, and construction; together these four industries make up half of all employment.

The Key Sectors Employing Residents

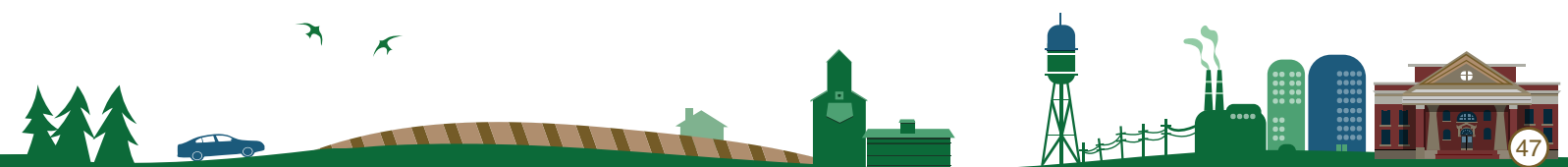
Retail trade (including warehousing) (22%), agriculture (10%), health care (10%), construction (9%), and oil and gas (7%) make up the key sectors of the JEDI region's employment. The JEDI region's agricultural workforce is bigger than its nearest neighbours. Figure 15 breaks down employment by sector and offers a comparison of the JEDI region with its neighbours.⁴¹

Employment within the JEDI Region

There are significant differences between the communities that make up the JEDI region. A fifth of the workforce in the City of Wetaskiwin is employed in retail trade and warehousing, in the County of Wetaskiwin a fifth is in agriculture, and in the Town of Millet the second biggest employer after retail (34%) is oil and gas (15%).⁴² See Table 5.

⁴¹ Statistics Canada. n.d. National Household Survey (NHS) Profile. 2011 National Household Survey. Statistics Canada Catalogue no. 99-004-XWE. Ottawa. n.d. <http://www12.statcan.gc.ca/census-recensement/index-eng.cfm>

⁴² Ibid.



Insights

Grow Agriculture

The Agriculture industry has a relatively large and competitive workforce to draw upon in the JEDI region. There are opportunities for the region to further investigate value-added opportunities related to the agricultural sector.

See *Consolidated Recommendations* section for additional information.

Leading Occupations in the JEDI Region and its Neighbours

	JEDI Region		Camrose Region		Red Deer Region		Leduc Region		Edmonton		Alberta	
Agriculture/Forestry	1,355	10%	185	2%	340	1%	390	0%	5,505	1%	61,165	3%
Oil & Gas	935	7%	550	6%	4,680	9%	3,225	4%	19,150	3%	136,500	6%
Construction	1,325	9%	710	8%	4,600	9%	6,800	8%	67,370	10%	195,905	9%
Manufacturing	795	6%	605	6%	4,010	8%	5,625	6%	44,620	7%	123,465	6%
Retail/Wholesale & Warehousing	3,080	22%	2,405	26%	11,070	21%	17,330	20%	141,840	21%	422,995	20%
Professional Services	480	3%	300	3%	2,665	5%	7,950	9%	47,565	7%	162,490	8%
Education Services	980	7%	660	7%	3,145	6%	7,795	9%	51,235	7%	141,550	7%
Health Care	1,435	10%	1,390	15%	6,400	12%	10,490	12%	72,585	11%	206,695	10%
Hospitality	610	4%	635	7%	3,955	7%	4,930	6%	41,675	6%	125,810	6%
Public Admin	805	6%	375	4%	2,800	5%	6,485	7%	56,275	8%	128,720	6%
Total Workforce:	13,970		9,350		53,095		88,590		684,335		2,115,640	

Table 4: Leading Occupations in the JEDI Region and its Neighbours

Description: Shows the number of employees and percentage of the workforce in four central Alberta regions.

(Source: Statistics Canada. n.d. National Household Survey (NHS) Profile. 2011 National Household Survey. Statistics Canada Catalogue no. 99-004-XWE. Ottawa. n.d. <http://www12.statcan.gc.ca/census-recensement/index-eng.cfm>: Total labour force population by North American Industry Classification System (NAICS))

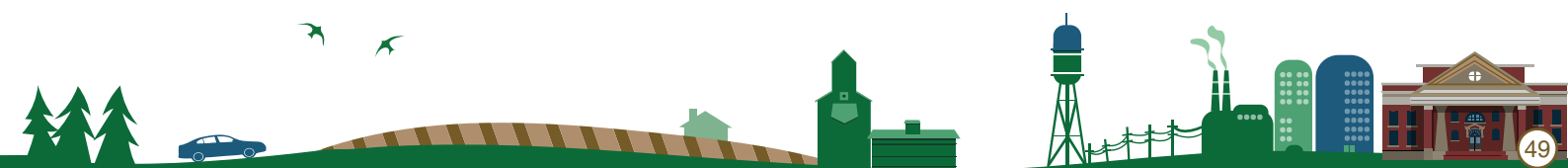
Leading Occupations within the JEDI Region

	City of Wetaskiwin		County of Wetaskiwin		Town of Millet	
Agriculture/ Forestry	80	1%	1,275	20%	0	0%
Oil & Gas	345	6%	385	6%	205	15%
Construction	470	8%	705	11%	150	11%
Manufacturing	430	7%	265	4%	100	8%
Retail/Wholesale & Warehousing	1,245	20%	1,355	21%	455	34%
Professional Services	130	2%	260	4%	90	7%
Education Services	415	7%	480	7%	85	6%
Health Care	740	12%	625	10%	70	5%
Hospitality	350	6%	200	3%	60	5%
Public Admin	435	7%	305	5%	65	5%
<i>Total Workforce:</i>	4,640		5,855		1,280	

Table 5: Leading Occupations within the JEDI Region

Description: Shows the number of employees and percentage of the workforce within the JEDI region.

(Source: Statistics Canada. n.d. National Household Survey (NHS) Profile. 2011 National Household Survey. Statistics Canada Catalogue no. 99-004-XWE. Ottawa. n.d. <http://www12.statcan.gc.ca/census-recensement/index-eng.cfm>: Total labour force population by North American Industry Classification System (NAICS))



EMPLOYMENT IN THE JEDI REGION



Figure 16: Employment in the JEDI Region

**68% OF PEOPLE IN THE
JEDI REGION HAVE JOBS**

TOP 6 SKILL SETS IN THE JEDI REGION

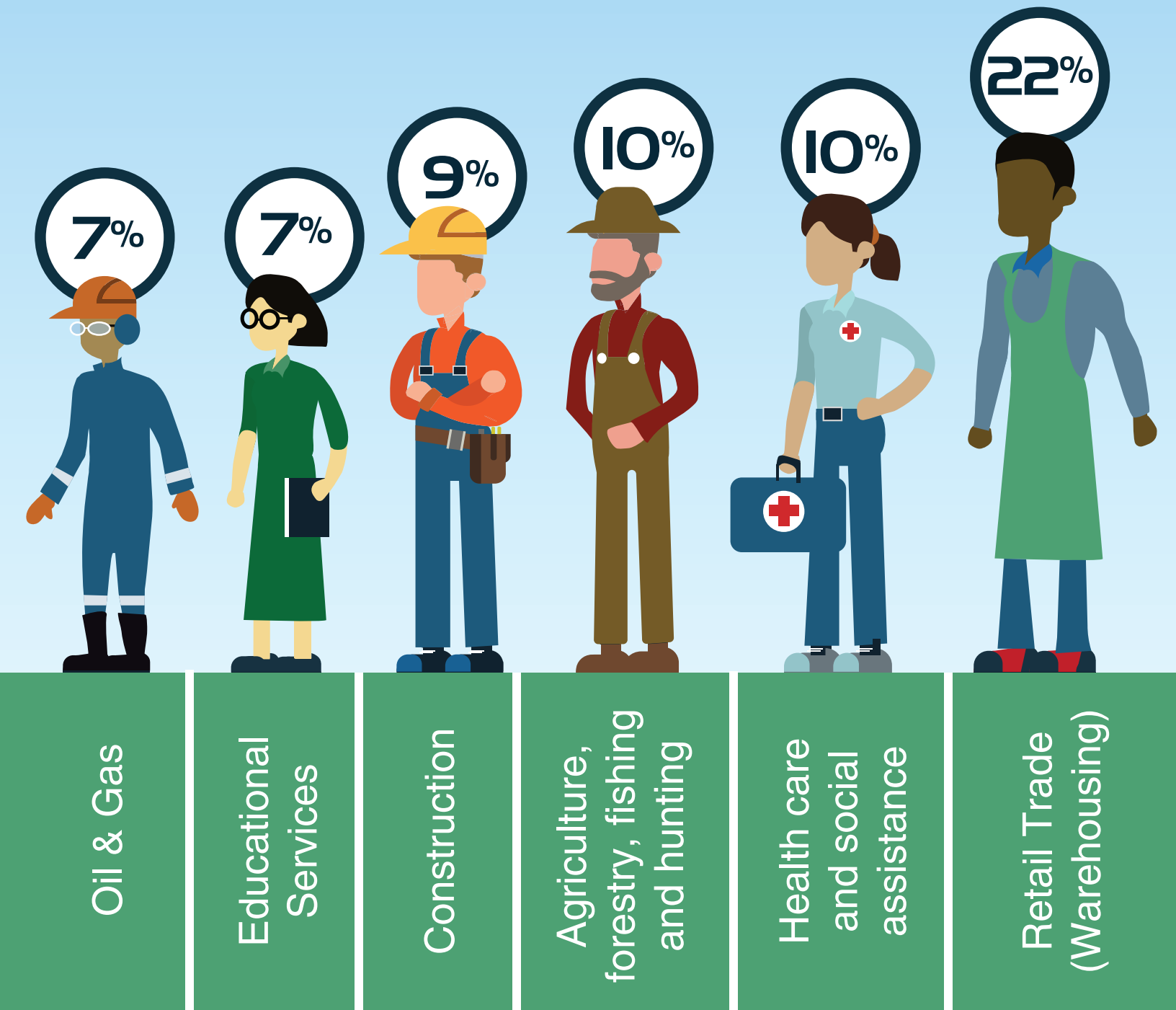


Figure 17: Top 6 Skill Sets in the JEDI Region

1 IN 7

**PEOPLE IN THE JEDI REGION
WORK IN RETAIL TRADES
AND WAREHOUSING**

Income Levels in the Region

Income levels in the City and County of Wetaskiwin are more than 20% lower than the provincial average while the Town of Millet's income levels are 1% higher.

The purchasing power of the JEDI region feels higher because of lower housing prices.

In the City and County of Wetaskiwin median family incomes are respectively 20% and 25% lower than Alberta's median family income – which is commiserate with skill levels and expected earnings. The Town of Millet's average household income is 1% higher than the provincial average and is only lower than the Leduc region within Central Alberta.

Cost of living in the JEDI region is offset by lower housing prices. Someone earning \$78,000 in the City of Wetaskiwin would have similar purchasing power to someone earning \$83,000 in the City of Edmonton or 7% more purchasing power.⁴³ See Table 6 for a more comprehensive comparison of median family income and adjusted cost of living.

⁴³ Adjusted cost of living was calculated by taking into consideration housing prices and property tax. Note: StatsCan does not calculate the Consumer Pricing Index for smaller municipalities.

Insights

Promote the Cost of Living Advantage

There is an opportunity for employers and prospective businesses coming into the area to promote the cost of living advantage in the JEDI region.

See Consolidated Recommendations section for additional information.

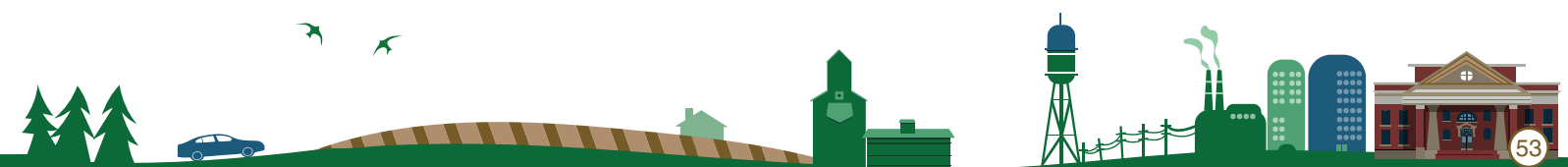
Comparative Median Family Income

	City of Wetaskiwin	Town of Millet	Camrose Region	Leduc Region	Edmonton Region
Average Median Household Income	\$ 78,280	\$ 97,950	\$ 88,520	\$ 105,450	\$ 90,300
Median House Price	\$ 239,000	\$ 274,000	\$ 259,000	\$ 329,900	\$ 340,000
% Of Income Paid To Mortgage	18%	16%	17%	18%	21%
Rural Savings Advantage	3.3%	5.7%	4.7%	3.6%	-
Cost of Living Adjusted Income	\$ 83,392	\$ 101,934	\$ 93,068	\$ 106,026	\$ 90,300

Table 6: Comparative Median Family Income

Description: Shows municipality by median family income.

Source: Alberta Regional Dashboard. Alberta Government, n.d. Web. 29 July 2016. <http://economicdashboard.alberta.ca/>
 "Canadian Real Estate Top Neighbourhoods". Real Estate Canada, Investment Property, Market Updates, Hot Spots – Canadian Real Estate Wealth Magazine. N.p., n.d. Web. 29 July 2016. <http://www.canadianrealestatemagazine.ca/top-neighbourhoods/>





Ideal Industries for the JEDI Region's Workforce

This study identified three sectors ideally suited to the JEDI region's workforce, geographical location, and resource strength. These areas require further research.

AgriFoods

The Agriculture industry represents 1.8%⁴⁴ of Alberta's GDP. In the Government of Alberta's 2016-19 Business Plan, the Agriculture sector is identified as a key area with priorities being: a) positioning the industry for growth, b) creating assurance systems that increase confidence in the industry, c) building environmentally responsible systems, and d) creating thriving rural communities.⁴⁵ These focus areas can be leveraged by the JEDI region to expand opportunities and encourage development in the Agriculture industry.

The convenient access to major population centres, affordable price of land, and agriculture tradition make the JEDI region a strong choice for growth in the AgriFoods industry. JEDI's positioning in the Edmonton-Calgary corridor could be an important opportunity for creating sustainable food security for the surrounding municipalities as their populations boom. The Alberta government's workforce partnerships can help provide workforce development tailored to the JEDI region.⁴⁶ JEDI should also consider leveraging the sustainability component of the Agriculture and Forestry Business Plan, by adopting programs like the Green Certificate

44 Agriculture Industry Profile. Rural Alberta Business Centre, 2013. Web. 16 Aug. 2016. <http://www.rockymtnhouse.com/DocumentCenter/View/325>

45 Agriculture and Forestry Business Plan. Government of Alberta, 17 Mar. 2016. Web. 16 Aug. 2016. <http://www.finance.alberta.ca/publications/budget/budget2016/agriculture-and-forestry.pdf>

46 "Workforce Attraction and Retention Partnerships." Employment and Training Programs and Services. Alberta Human Services, 1 Aug. 2011. Web. 16 Aug. 2016. <http://www.humanservices.alberta.ca/AWonline/ETS/4329.html>



Agricultural Training⁴⁷ and other associated grants. Through these programs, JEDI may be able to create a green AgriFoods niche in the Edmonton-Calgary corridor, creating growth and sustainability for the sector.

Warehousing

Positioned between two major cities, with high capacity highways in all directions, including the CANAMEX Corridor (QE2 highway), the JEDI region is in a prime position to develop a rich warehousing industry. The region has affordable serviced industrial land, which is suitable to growing the transportation and warehousing industry. The JEDI region is able to offer competitive land pricing; average pricing is \$265,000⁴⁸ per acre, compared to similar land in Edmonton at \$600,000-800,000 per acre, or Leduc/Nisku at \$525,000.⁴⁹ The County of Wetaskiwin presents a much more affordable opportunity for the Warehousing sector, with the strategic advantage of better access to both Edmonton and Calgary markets.

Energy Sector

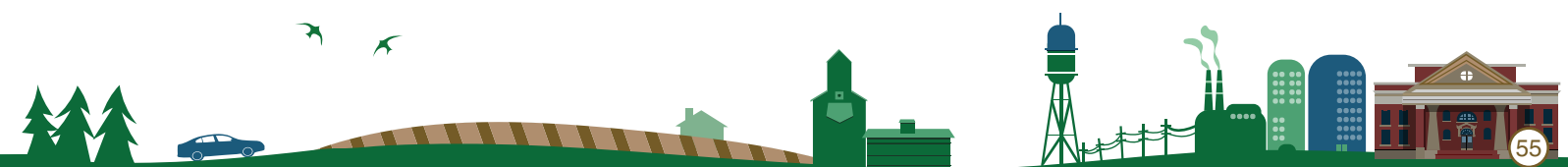
The energy market has been a mainstay of the Albertan economy for generations. The JEDI region is well positioned to attract oil and gas manufacturing firms that are looking to enter the Alberta market or expand out of the Leduc/Nisku region. Salient points for the industry are the low price of serviced industrial land, and access to a large labour pool.

Given the region's position on the tailing edge of the Rocky Mountains, further research into geothermal energy is warranted. Geothermal energy technology could be a good fit for the region and the transferable skills contained in its labour force. This may lead to substantial benefit in job creation and economic growth.

47 "The Green Certificate Program." Welcome to the Green Certificate Program. Government of Alberta, 2003. Web. 16 Aug. 2016. [http://www1.agric.gov.ab.ca/\\$department/deptdocs.nsf/all/grc6643](http://www1.agric.gov.ab.ca/$department/deptdocs.nsf/all/grc6643)

48 Pattie Ganske. N.p.: Pattie Ganske, n.d. Wetaskiwin Southeast Industrial Park. City of Wetaskiwin. Web. 29 July 2016 <https://www.wetaskiwin.ca/DocumentCenter/View/1601>

49 Thomas Ashcroft. Q4 2015 Edmonton Industrial Market Report. N.p.: Thomas Ashcroft, n.d. Avison Young. Avison Young. <http://www.avisonyoung.com/fileDownloader.php?file=files/market-intelligence/2015%20Q4%20Industrial.pdf>





Consolidated Recommendations

The recommendations in this report fall under three primary categories: Training and Retention, Attraction, and Diversification and Maintenance.

Training and Retention

Retaining Youth & Leveraging Experience

In Alberta, the participation rate of mature workers has been increasing gradually over the past decade.⁵⁰ Because of the baby boomer generation's significant size, even a small increase in their labour force participation would have a significant positive effect on labour supply.

Additional Information

There are a number of strategies employers and policy makers could implement to benefit from a maturing workforce. The Government of Alberta's Engaging the Mature Worker⁵¹ study makes the following three recommendations...

1. With the aging population, increasing mature worker labour force participation may be important for improving productivity and encouraging economic growth.
2. Mature workers have identifiable work-related needs, such as the need for increased flexibility, which are not being fully addressed.

⁵⁰ Engaging the Mature Worker - Alberta Labour - Government of Alberta <https://work.alberta.ca/documents/engaging-the-mature-worker.pdf>

⁵¹ Ibid.

3. Market forces and employer practices will have a positive influence on increasing the workforce participation of mature workers; however, policy changes may be necessary to remove some barriers and to sustain strong labour market participation.

Furthermore...

- If local work and educational opportunities were provided that fit the skills and expectations of the 20-49 age group demographic, the JEDI region could hold on to more of its young labour force. While high wages offered in the oil and gas industry may continue to draw away talent, changes in the energy industry (both economic and regulatory) mean that less workers are drawn away every year.
- The JEDI region can continue to expect high growth in the health care sector as it responds to the increasing needs of an older population; building capacity in this sector would help to increase the labour participation rate of mature workers.

Developing & Upskilling the Labour Pool

Industry has the lead role in developing and upskilling the labour pool. The province's current and projected future workforce will require a greater investment in training and education through post-secondary institutions, continuous on-the-job related learning and the development of high performance work environments.

Encourage Participation & Training

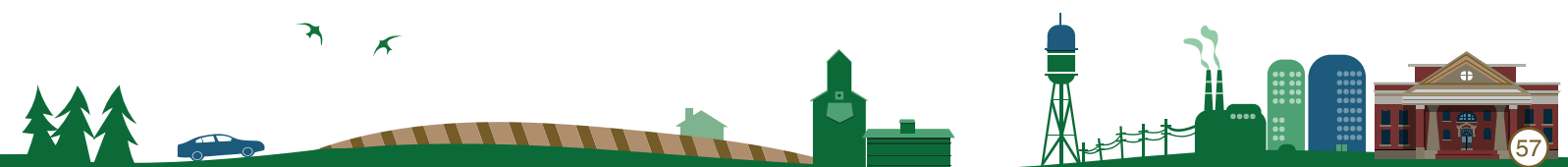
Based on demographics, the existing skill level and the participation rate of the JEDI region's workforce will require an increase in talent and size.

Additional Information

There are opportunities for employers & JEDI to cooperate on...

1. Attracting skilled labour from the oil sector back into the workforce during the economic downturn.
2. Help employers shift to more flex-time and part-time schedules; thereby allowing the region to retain more retirees and giving homemakers and others more pathways into the workforce.

JEDI could support these efforts by working with AlbertaWorks and facilitating training opportunities that could be funded in part through the Canada Alberta Job Grant and other programs.



Attraction

Small Farmers are Interested in Job Opportunities

Smaller farmers are a growing part of the work force available to the region. Employers could potentially attract farmers by offering schedules around the growing season and by accommodating other constraints small farmers may have.

Raise Awareness

The amount of commuting out of and through the JEDI region may be an indication that job seekers are unaware of opportunities within the region. Commuters may be a potential source of talent for existing and incoming employers.

Additional Information

The JEDI region's "Wetaskiwin" brand has high name recognition across Central Alberta and could be extended to support labour attraction efforts on behalf of businesses. The creation of a regional job board could help employers access another audience and make it easier for residents and those living near the region to find out about opportunities. The following Alberta communities already offer regional employment job boards: Barrhead and Westlock, Bowen, Edson, Fort McMurray, La Crete, Lloydminster, Olds, Provost, Slave Lake, Vermilion, Wainwright, and Whitecourt. Funding for many of these job boards came from corporate sponsorships/fees and the Government of Alberta's Labour Market Partnership Program.

Support Inward Migration

Businesses in the JEDI region and those thinking of entering the area should consider how to best support relocation. JEDI could support new and existing businesses in the region by developing a relocation tool for those planning to move to the area.

Additional Information

The relocation tool would help smooth transitions for people moving into the region and answer questions about the cost of living, schooling, and things to do. The tool could be invaluable for site selectors. Funding for the relocation tool could come through corporate sponsorships, the Government of Canada's Invest Canada - Community Initiatives (ICCI) program and the Government of Alberta's Labour Market Partnership Program.

Encourage Diversity

The JEDI region has a stable, entrenched workforce, as well as competitive wages and home prices that make it an attractive place for new businesses but could do more work to encourage diversity and ensure sustainability.



Additional Information

An aging population, youth out-migration, and few newcomers are issues facing most rural communities. To respond to these challenges, the JEDI region will need tools, strategies, and practices that can help welcome and retain immigrants and migrants into its communities and workforce. The Government of Alberta's "Attracting and Retaining People to Rural Alberta"⁵² whitepaper outlines a number of strategies pertinent to the JEDI region.

The Innisfail Model is a useful best practice that the JEDI region could adopt to attract and retain newcomers.

"Innisfail, Alberta (population 7,691) has experienced significant increases in the numbers of newcomers each year. Immigrants are attracted by employment opportunities at the meat processing plant. The region also employs between 100 and 200 temporary foreign workers for six-month periods in its agricultural industry. In addition, Olds College hosts 40 Mexican students each year in the college's agriculture program. Issues of integration and welcoming have become increasingly pressing for the town of Innisfail. Therefore, Innisfail initiated the "Welcoming Communities" project...the project offers services specific to life in Innisfail... [such as a] "Winter Preparedness Session" for newcomers who have not experienced the Alberta winter."

The Innisfail model resulted in a free employer oriented toolkit: "Attracting & Retaining Newcomers: Employer Guide".⁵³

Promote the Cost of Living Advantage

There is an opportunity for employers and prospective businesses coming into the area to promote the cost of living advantage in the JEDI region. Employers and prospective businesses could educate their employees on the cost advantages of living in the region thereby entrenching their workforce and reducing flight risk.

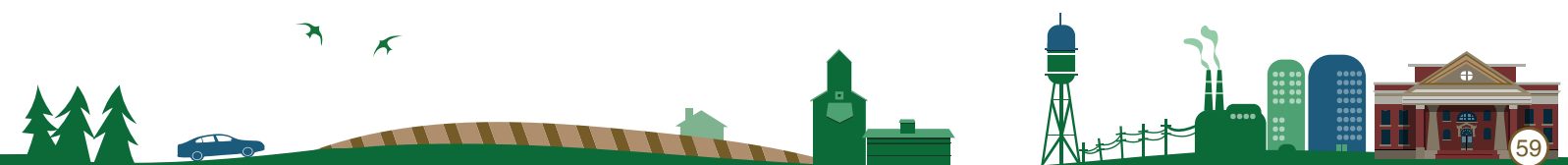
Additional Information

There is an opportunity for the region to assist with the development of materials and build-out existing resources that complement the Government of Alberta's Rural Economic Development Action Plan.⁵⁴ There is a substantial amount of existing resources that could be built upon to promote the rural Alberta Advantage.

52 Attracting and Retaining People to Rural Alberta. Government of Alberta, Jan. 2013. Web. 16 Aug. 2016. [http://www1.agric.gov.ab.ca/\\$Department/deptdocs.nsf/all/csi14329/\\$FILE/Attracting-and-Retaining-people.pdf](http://www1.agric.gov.ab.ca/$Department/deptdocs.nsf/all/csi14329/$FILE/Attracting-and-Retaining-people.pdf)

53 Attracting & Retaining Newcomers Employer Guide. Central Alberta Economic Partnership, 2012. Web. 16 Aug. 2016. http://www.centralalberta.ab.ca/wp-content/uploads/2015/06/CAEP_EmGuide2012-final.pdf

54 Rural Economic Development Action Plan. Government of Alberta, 24 Nov. 2014. Web. 16 Aug. 2016. [http://www1.agric.gov.ab.ca/\\$Department/deptdocs.nsf/all/csi15118/\\$FILE/rural-economic-development-action-plan.pdf](http://www1.agric.gov.ab.ca/$Department/deptdocs.nsf/all/csi15118/$FILE/rural-economic-development-action-plan.pdf)



Diversification and Maintenance

Grow Agriculture

The Agriculture industry has a relatively large and competitive workforce to draw upon in the JEDI region. There are opportunities for the region to further investigate value-added opportunities related to the agricultural sector.

Additional Information

This type of focused Foreign Direct Investment (FDI) or business development could potentially be funded by the Government of Canada through ICCI or through the Agriculture Opportunity Fund⁵⁵ or the new Government of Alberta Ministry for Economic Development and Trade (under its diversification focus).

Farm Development Assistance

JEDI could help career farmers in the region by offering the same assistance presently offered to small and medium businesses to large farms; specifically help with capital expansion, technology adoption, and accessing seasonal unskilled labour. Smaller farmers in the region could also benefit from greater awareness of the opportunities available to them.

Future Infrastructure

For the JEDI region, the CANAMEX Corridor (QE2 highway), highways 2A and 13 are the major arteries that connect people to their jobs, and bring activity into the region. Almost all of the labour force must use these centrally located highways. As the region continues to grow, the larger labour pool will require increased mobility.

Continued maintenance and potential expansion of these roadworks should be of note for decision makers in the area. Government infrastructure grants would not only provide new opportunities for the JEDI region to employ people, but also ensure easy accessibility for new entrants who would like to access the region.

55 "Agriculture Opportunity Fund." Agriculture Opportunity Fund. N.p., n.d. Web. 16 Aug. 2016. [http://www1.agric.gov.ab.ca/\\$department/deptdocs.nsf/all/webdoc7493](http://www1.agric.gov.ab.ca/$department/deptdocs.nsf/all/webdoc7493)



Appendices

Appendix A – Glossary

Distance to Center: Distances are estimated by Google maps from the center of the City of Wetaskiwin and the center of the destination.

Entrenchment: The effect of why people choose to stay in a certain area.

Full Time Farmer: A person living in the County of Wetaskiwin on a farm and farming is their main source of income.

NAIC Codes: The North American Industry Classification system is a standard used by government agencies to classify business types.

Part Time Farmer: A person living in the County of Wetaskiwin on a farm but seeks other employment opportunities as their main source of income.

Potential Labour Force Supply: Part of the workforce that might be willing to commute to the JEDI region. It is assumed that the distribution of 'willingness to commute' is the same for every region and total distance is assumed as 'distance to center'. For the JEDI region, 100% of the region is assumed.

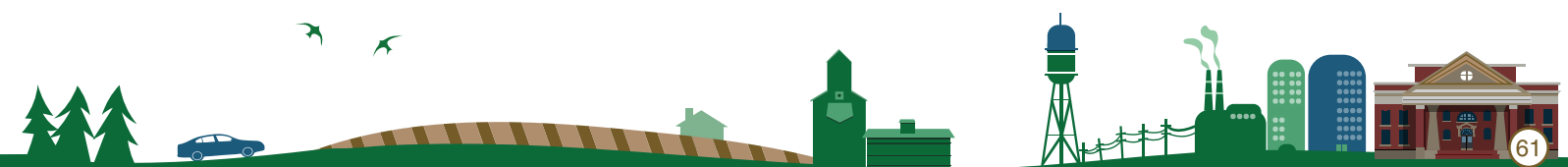
Workforce: Available labour is defined as the number of people who are of working age (15-64) and participating (based on participation rate) in the workforce.

Working Population: The number of people living within a given area that are of working age (15-64).

Labour Force: The source of qualified people from which workers are hired. Also known as the Labour Pool.

Labour Pool: The source of qualified people from which workers are hired. Also known as the Labour Force.

Respondent: An individual who participated in the survey.



JEDI Region: The area contained within the municipal boundaries of the County of Wetaskiwin, the City of Wetaskiwin, and the Town of Millet.

JEDI: The Joint Economic Development Initiative, an economic partnership between the County of Wetaskiwin, the City of Wetaskiwin, and the Town of Millet.

Appendix B – Methodology

Data Collection

Primary and secondary data were both collected for this report. The secondary data was used to contextualize the JEDI region and its partner municipalities, while the primary data's purpose was to explore the relationship between variables and understand the current labour picture in the area.

Primary Data Collection

To collect primary data for this report, three different surveys were used. The first was a spot survey conducted in different locations in the City of Wetaskiwin and the Town of Millet. The survey questions were aimed at understanding the employment status and skill level of people living, working, and visiting the City of Wetaskiwin and the Town of Millet. It also aimed to understand why people live in these communities. People were approached in various public locations and asked to complete the survey.

The second survey was a phone survey which was mainly targeted at people living in the County of Wetaskiwin. This survey collected responses about farming in the County of Wetaskiwin, employment status, and skills of respondents. Answers to both of the surveys were captured electronically with the help of survey software.

The third survey was conducted with employers in the JEDI region and was held in the form of an interview. Employers were asked about their experiences in the area and the challenges they face recruiting and retaining employees. Also, it explored how employers find staff and their future plans in the JEDI region.



Secondary Data

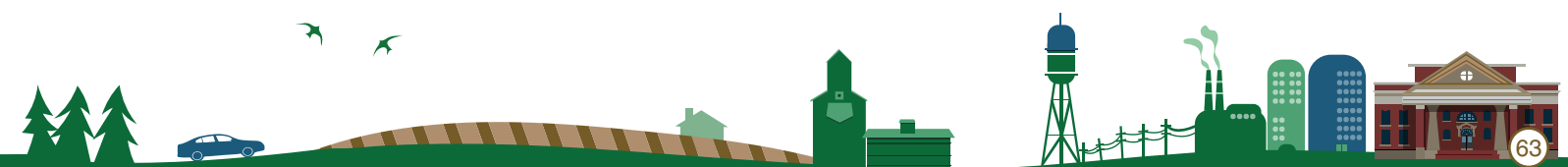
Secondary data was extracted from different sources to understand certain issues, such as migration patterns, in a wider context and to be able to compare to other regions in Alberta.

The data was collected from Statistics Canada and Alberta sources such as the Municipal Survey and Transport Alberta. Transport Alberta was the main data source from which conclusions were drawn for analyzing traffic patterns in the JEDI region.

Data Analysis

In order to understand the labour market in the JEDI region and its partner municipalities, information from the different data sets was either combined or used to contextualize when it offered information on the same topic or in the case that survey data was compatible.

Data sets were combined that gathered similar information from different surveys. Responses from interviews were used to guide the data analysis as well as to contextualize the outcomes of the survey data analysis. Comparative data was used to understand how the JEDI region differs from other regions as well as to develop an understanding of factors that make the area unique. With the data set from Transport Alberta, the region's traffic patterns could be understood and information resulting from this was used to analyze the labour pool.





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AUGUST 2016