

WORKFORCE DEVELOPMENT INITIATIVE

From Consideration to Implementation



CALGARY
ECONOMIC
DEVELOPMENT

CalgaryWorks
BUILDING CALGARY'S TALENT

ABOUT CED

Calgary Economic Development (CED) is the lead economic development agency that markets the Calgary Region's competitive advantages and pro-business climate within Canada and across the world. Through business retention, expansion, and investment attraction activities, and in collaboration with business, community and government, CED plays an integral role in promoting and facilitating sustainable economic growth and prosperity. Economic development efforts are focused on the following four areas:

- Business development and retention;
- Investment and trade development;
- New business start-ups and small business development; and
- Research, marketing and communications.



INTRODUCTION

Integral to business growth and expansion is the availability of labour. Labour shortages are an increasing concern, if not the primary issue for many employers across several industry sectors. Many of these sectors anticipate that labour shortages will become more severe over the next decade. CED expects that labour will be the greatest constraint to business growth and diversification. As such, immediate action is required to mitigate the current and forecasted adverse impacts of an increasingly tight labour market.

The proposal will outline the following:

- Highlight workforce development issues in the Calgary Region;
- Outline actions undertaken to date by Calgary Economic Development and partner agencies;
- Proposed workforce development priorities for the Calgary Region; and
- Required resources and timing for the initiative (project) components.

As a preliminary proposal, this document is intended to support further discussion regarding workforce development priorities and multi-party approaches to address labour shortage concerns.



CONTACT INFORMATION

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EXECUTIVE SUMMARY



The following document has been prepared to outline CED's proposed Workforce Development Initiative: **CalgaryWorks**. This briefing is intended to provide an avenue for discussions with potential partners and key stakeholders regarding the purpose, objectives and scope of the initiative.

Access to skilled labour is an increasing concern for individuals, businesses and industry leaders across Canada, and particularly in Alberta. Alberta Human Resources and Employment estimates that there will be over 90,000 potential new jobs for the Calgary Region over the next five years. At the same time, natural population increases and net migration are not expected to meet these employment demands. While the effects of labour shortages are already being felt in a number of key sectors, economic recovery in British Columbia and retention efforts in other Western provinces are expected to result in greater challenges for the Calgary Region – resulting in increased pressure in an already competitive workforce market.



In early 2005, Calgary Economic Development held several interviews with Calgary business leaders and other stakeholders. The purpose of this informal industry consultation was to further explore the issue of labour and skills shortages in Calgary Region's key sectors and to provide the grounds for developing a coordinated labour strategy.

There is clearly a need to take action. Not only do we need to examine current and future labour force requirements, but also develop tangible actions in order to achieve the best results. However, this cannot be accomplished by CED alone.

Workforce development requires commitment and input from industry, post-secondary education institutions, government and other key stakeholders. As such, integral to the success of the Workforce Development Initiative is the need for collaborative and partnership approaches amongst stakeholders in the Calgary Region.

BACKGROUND



Access to skilled labour is an increasing concern for individuals, businesses and industry leaders across Canada, and particularly in Alberta. Forecasters estimate that over 90,000 potential new jobs will be created over the next five years, and 158,000 over the 2005-2010 period in the Calgary Region. At the same time, natural population increases and net migration are not expected to meet these employment demands. While the effects of labour shortages are already being felt in a number of key sectors, economic recovery in British Columbia and retention efforts in other western provinces are expected to result in greater challenges for the Calgary Region – resulting in increased pressure in an already competitive workforce market.

Key Indicators reflecting the tightness of the labour market in the Calgary Region include:

EMPLOYMENT

- Calgary's employment and participation rates continue to be significantly higher than national and provincial rates
- Highest labor force participation rate in Canada at 75.5% (2004)
- Highest total employment growth rate at 40.7% over the past 10 years (2004)

UNEMPLOYMENT

- Lowest 5-year average annual unemployment rate at 5.0% of major Canadian cities (2004)
- In the last 6 months unemployment rates had fallen to 3.0% - 3.8%. (Oct 2005)
- Unemployment forecasted to steadily decline over the next 5-years to 3.8 (2004)



FORECASTED NEW JOBS

- Forecasted to be the location for well over one third of all new jobs in Alberta (2004-2010)
- Forecasted to require approximately 90,000 new jobs – highest of any economic region in Canada (2004-2009) and by 158,000 in 2010

POPULATION INCREASE

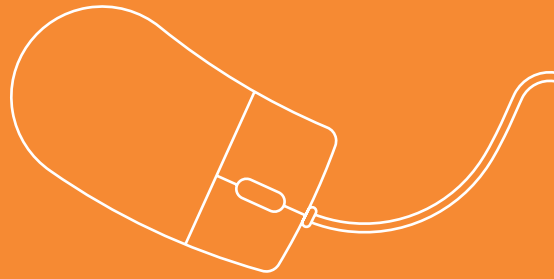
- During the same time period, the total population for Calgary is only expected to increase at a rate of 1.2% (2005-2010)
- By 2026, 20% of Alberta's population will be over 65 years of age

TRAINING & EDUCATION

- 43% of Albertans complete Post-Secondary Education (PSE), while 61% of the Calgary population has completed PSE indicating high reliance on in-migration (2004)
- In-migration is forecasted to decrease steadily during the next ten years (2004)

Among the three pillars of economic development – land, labour & capital – labour is a key concern for the Calgary Region. Based on this information and data, action is required to mitigate the labour shortage circumstances. CED recognizes that solutions need to be developed in collaboration with industry and other levels of government. Many issues impacting the ability to attract and develop our workforce relate to policy within the provincial and federal governments. In order to address these concerns, it is suggested that all three levels of government work together to mitigate the issues identified.

OTHER ACTIONS UNDERTAKEN



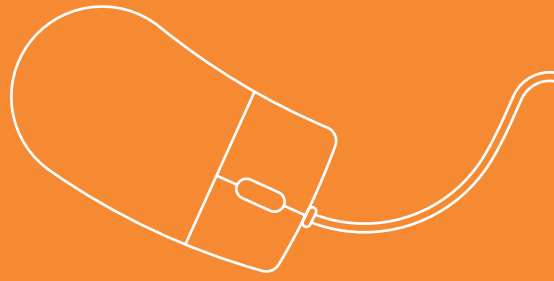
All levels of government, post-secondary/training institutions and industry leaders have identified that labour is a critical issue – if not the most critical facing the continued growth and diversification of the region.

In response to this a number of actions have ready been undertaken, and only a few are outlined below.

CED REPORT: MAKING THE GRADE

Due to labour concerns, Calgary Economic Development undertook an assessment of the adult learning sector and released a report entitled Making the Grade: A Preliminary Review of Post Secondary Education in the Calgary Region in October 2004. The focus of the report was to identify core issues affecting adult education including accessibility, affordability, funding and demand projections, particularly in the publicly funded institutions. The report also identified three key priorities to address labour force development needs, including:

1. Promote growth of the post secondary education system by working in partnership with stakeholders in the Calgary Region to increase access to higher learning within all institutions;
2. Profile the capacity and capabilities of the post secondary education sector in the Calgary Region; and
3. Conduct a labour force readiness study of the Calgary Region to identify specific current and future industry needs to promote economic development.

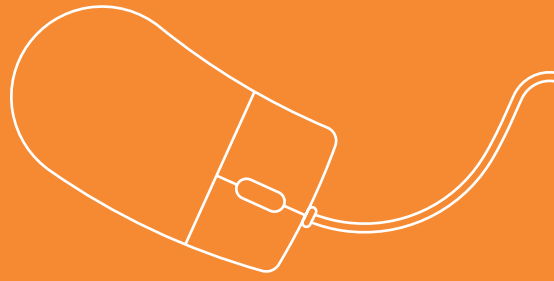


CAMPUS CALGARY

Along with the priorities identified by CED are strategies and partnership approaches being undertaken by Post-Secondary Education stakeholders to support expansion of the adult education sector. In January 2005, the five largest post secondary institutions in the Calgary Region formalized a pro-active approach to address adult learning capacity issues individually and collectively through the Campus Calgary initiative. Campus Calgary is an agreement to make space for 19,000 more students by 2010, and a commitment to work together to help all students get a better education.

CHAMBER OF COMMERCE: TALENT POOL PROJECT

The Talent Pool Project is a collaborative effort of the Calgary Chamber of Commerce, Industry and the Provincial and Federal Governments working to increase the pool of skilled workers for Calgary business. The strategy focuses on the economic integration of Aboriginal people, immigrants, youth, older workers, and people with disabilities.



AHRE: ECONOMIC AND LABOUR MARKET INFORMATION INDUSTRY NETWORK

Bringing together stakeholders and sharing best practices not only increases collaboration but also promotes economic development and improves labour practices. The Economic and Labour Market Information Industry Network, initiated by AHRE, allows key players in Calgary industries and Community members to share information and proactively address labour market issues through open discussion. The goals of the Network are to inform and enable members to have more accurate and current information on the economic climate impacting the labour market in the Calgary Region.



CALGARYWORKS

CalgaryWorks is an innovative, outcome-focused response to increasing labour and skill shortages in the Calgary Region. This initiative is led by Calgary Economic Development in collaboration with business, government and community stakeholders.



GOAL

CalgaryWorks seeks to maintain sustained economic growth and prosperity in the Calgary Economic Region through workforce development and human capital attraction efforts.

VISION

CalgaryWorks envisions a future where Calgary has a productive and economically effective workforce with the appropriate mix of skills and abilities, and one that is prepared for continuous changes in our environment.

MISSION

To enhance economic development in the Calgary Region by increasing the supply of competent employees and improving the quality of life for Calgarians.



OBJECTIVES

Within a two year period, Calgary Economic Development will develop and complete a series of strategies as part of a Workforce Development Initiative in the Calgary Region with the following objectives:

- **INFORM:** Deliver new and existing regional workforce information to community members and support human capital attraction efforts to the Calgary Region
- **ASSESS:** Complete an assessment of labour market trends, occupational projections and shortages for key sectors in the Calgary Economic Region and establish goals, objectives and actions to address each of the shortage areas identified
- **SHARE:** Promote sharing of best practices between employers, and capitalize on unique strengths of the region to help build new and expanded partnerships responding to current and future labour and skill shortages

BENEFITS

- **INFORM:** Timely and current labour market information helps community members make better career planning decisions, encourages career development and ensures workers have the skills and knowledge to support our ever-changing economy
- **ASSESS:** Occupational forecasting encourages the development of strategies to ensure there is more job-ready talent to fill current and future workforce needs improving Canada's competitive position in the globe
- **SHARE:** Communication of best practices and interactions within sectors will result in enthusiasm to develop and implement more effective practices for better workplaces



CORE FUNCTIONS

CED is poised to act as the catalyst, participating in partnership with businesses, post-secondary education, government and industry stakeholders in the implementation of this initiative.

All Workforce Development activities, services and products fall within four core functions:

1. Effective Public/Private Partnerships

Create and develop effective public/private partnerships to establish a premier workforce for Calgary businesses while enhancing quality of life for those in the community.

2. Public Awareness

Communicate the urgency of addressing current and future skill and labour shortages.

3. Diverse Workforce

Encourage, support and educate community and business leaders as they seek to value and strengthen diversity in the workplace. This includes diversity of skills and different ethnic backgrounds.

4. Promoting Careers

Support industry in an outreach strategy for Calgary's high schools, post-secondary institutions and the community in general in an effort to diversify the career choices of students, educators, parents, adults and other stakeholders to meet industry needs; and development of strategies to ease the in-migration and immigration process for companies facing labour and skill shortages.

ACTIONS TO ADDRESS THE ISSUES



Results from the industry consultation process identified this list of priorities and actions to be led by CED over the next two years:

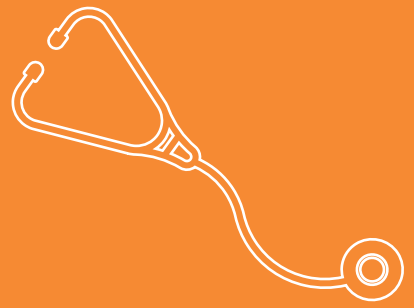
- **Action #1:** Communication Tools
- **Action #2:** Labour Force Profile & Forecast
- **Action #3:** Best Practices Forum

ACTION # 1: COMMUNICATION TOOLS

Definition: Develop a comprehensive communication plan to deliver regional workforce information and support human capital attraction efforts (government products/services, labour market trends, industry needs, relocation tools, career opportunities, training programs, best practices, recruitment fairs).

OBJECTIVES

- To provide customers with an online single access point to timely workforce information resources, including career and labour market products and services developed by stakeholders
- To design and build the communication tools required to attract and retain talent in the Calgary Region (career booth display, relocation information brochures, immigration guides, video, education sector profile, etc.).
- To provide ongoing assistance at recruitment fairs focused on attracting and retaining talent in our region. This objective recognizes and will incorporate a message directed to parents, students and educators displaying the “jobs of the future” and “non-traditional” career paths.



OUTCOMES

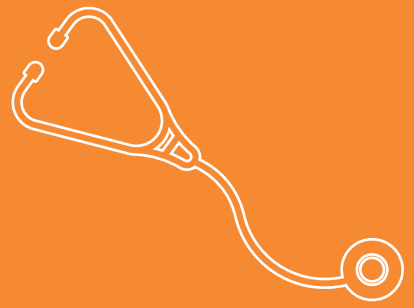
- An online single access-point point to timely workforce information and all labour market and career information products and services developed by governments and stakeholders.
- Communication collaterals to inform, attract and retain talent in the Calgary Region:
- Participation at local and national recruitment fairs
- An international human capital recruitment strategy

ACTION # 2: LABOUR FORCE PROFILE & FORECAST

Definition: An assessment of labour market trends, occupational projections and shortages for key clusters/sectors in the Calgary Economic Region. This project will provide an analysis of Calgary's occupational mix a decade from now. The forecasting study is to include a number of components intended to provide long term industry workforce needs and shortages on a sectoral basis. Information will be accessible by recruiters and candidates, parents, students, and other interested parties.

OBJECTIVES

- To collect existing data regarding short and long-term workforce needs in the Calgary Economic Region and define a five to ten-year human capital need (labour & skills) for the region.
- Identify information gaps to determine additional research needs and stakeholder input.
- Establish goals, objectives and actions to address each of the shortage areas identified.



OUTCOMES

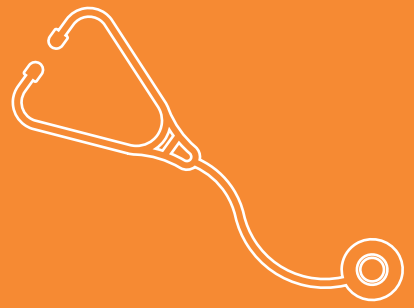
- A database of existing information completed by governments and industry stakeholders regarding: occupational projections and labour shortages.
- An occupation forecast report; a five to ten year human capital need for the Calgary Region.
- Goals, objectives and actions to address each of the shortage areas identified.

ACTION # 3: BEST PRACTICES FORUM

Definition: An industry best practices forum to enhance communication between local business leaders, government, professional associations, educational institutions and accrediting agencies. This forum will help organizations develop successful employment practices and provide a venue for stakeholders to identify gaps in current practices, such as, but not limited to, labour shortages, skills deficits, immigration policy, workforce planning and productivity issues.

OBJECTIVES

- To develop an annual “Best Practices Forum” targeting employers and the HR community to discuss strategies dealing with workforce issues in their industries: skill shortages, immigration, workforce planning, productivity, diversity, health and safety and global competition for talent.
- To manage an on-going facilitation of meetings and event bringing together employers, government, educators and policy-makers, to find solutions to address immediate needs of the labour market. This objective will be in alignment with CED’s Workforce Development core functions.



OUTCOMES

- Annual Best Practices Forum to share best practices and strategies dealing with workforce issues in specific industries.
- Hosting events that directly impact Human Resources Practices regarding skill shortages, immigration, workforce planning, productivity, health and safety, etc.
- On-going facilitation of meetings bringing together employers, government, educators and policy-makers to address immediate needs of the labour market. This objective will be in alignment with CED's Workforce Development core functions.

Consistent with the priorities identified in this report are strategies and partnership approaches that are being undertaken by CED supporting the expansion of the adult education sector. In March 2005 CED launched The Regional Post Secondary Education (PSE) Sector Profile and Economic Impact Assessment of PSE. The objectives of such studies are to assess the capacity, capabilities and the economic impact of the education sector in the Calgary Region.

PROJECT MILESTONES



ACTION # 1: COMMUNICATION TOOLS

The following are a list of major milestone tasks in the creation of Action #1.

Definition	Actions Required	Timelines
Communication Tools An effective communication plan to deliver regional workforce information (government products/services, labour market trends, industry needs, relocation tools, career opportunities, training programs, best practices, recruitment fairs)	Project Formulation: Work Plan	September 05
	Establish an Advisory Subcommittee	October 05
	Staffing requirements	October 05
	Establish a visual identity for the Workforce Development Initiative	October 05
	Design and build the communication tools required to attract and retain talent in the Calgary Region <ul style="list-style-type: none"> • Career booth display: “Jobs of the Future” • Career information collaterals: Occupational Profiles • Recruitment fair tools and career information collaterals • Relocation brochure: Move to Calgary Guide • Community brochure: • Post-Secondary Education Profile • Web Portal: One Stop access point to workforce information resources • Video “10 Reasons why to move to Calgary” 	January 06
	Develop a framework for facilitation & support at recruitment fairs in Canada and outside of the country	November 05
	Participation at local career fairs, including The Career Show	Immediate – December 06
	Develop a strategy for international recruitment and relocation fairs	December 05
	Participation at 3 international relocation and recruitment fairs	December 06
	Establish and implement a communication strategy to raise awareness about existing tools	January 06
	Establish a protocol to receive updates of the information contained in the website	December 05



ACTION # 2: LABOUR FORCE PROFILE & FORECAST

The following are a list of major milestone tasks in the creation of Action #2.

Definition	Actions Required	Timelines
Best Practices Forum An industry best practices forum to enhance communication between local business leaders, governments, professional associations, educational institutions and accrediting agencies.	Arrange meeting with government and industry stakeholders to share resources and discuss feasibility of the model	September 05
	Establish an Advisory Committee	October 05
	Negotiate criteria, work plan & timelines	November 05
	Issue RFP for labour marketing assessment and forecast consulting services	December 05
	Engage consultant	January 06
	Review and confirmation of criteria, work plan, timelines, stakeholders and resources etc in conjunction with consultant	February 06
	Undertake focus groups and industry interviews to identify specific skill shortages and training needs. Focus group is to identify shortages, but also potential strategies to solving the shortages and key players involved	April 06
	Collect existing information completed by governments and industry stakeholders regarding: occupational projections and labour shortages	April 06
	Develop a 5 to 10 year occupational forecast for the Calgary Region	May 06
	Creation of a strategy to address the skills shortages now and forecasted shortages	July 06
	Develop a framework regarding advocacy actions in matters related to labour force	July 06
	Update website	July 06
	Establish and implement a communication plan	July 06 (as information becomes available)



ACTION # 3: BEST PRACTICES FORUM

The following are a list of major milestone tasks in the creation of Action #3.

Definition	Actions Required	Timelines
Best Practices Forum An industry best practices forum to enhance communication between local business leaders, governments, professional associations, educational institutions and accrediting agencies.	Identify the desired scope & objectives through review of the stakeholder consultation	September 05
	Establish an Advisory Subcommittee	October 05
	Identify gaps & opportunities for better communication between governments, industry leaders, educators and policy-makers	November 05
	Develop the terms of reference for on-going communication and feedback between CED's industry groups (Manufacturing Advisory Committee, Calgary Logistics Council, Business Investment Advisory Committee, Trade Development Advisory Committee, etc.) all relevant labour regulatory bodies	November 05
	Develop the terms of reference for facilitation of meetings bringing together employers, governments, educators and policy-makers, to find solutions to address immediate needs of the labour market Communicate terms of reference to relevant parties	December 05
	Engage an event planner to help with the logistics of the "Best Practices Forum"	January 06
	Negotiate criteria, work plan & timelines	January 06
	Event planning: <ul style="list-style-type: none"> • Identify areas of discussion • Identify industry stakeholders • Identify sponsors • Identify speakers 	October 06
	Establish and implement a marketing & communication plan	February –
	Event completion	October 06
	Evaluation of results	October 06
	Develop and formalize an annual event program	October 06 October 06

BUDGET REQUIREMENTS



It is understood that given the labour challenges that the Calgary Region faces, **this is not a short-term initiative – rather a constant line of business that requires on-going attention. As such, substantial resources and commitment is required to mitigate the adverse impact of impending labour shortages.** Budget requirements are based on the three projects identified.

Project # 1	
Communication Tools	\$355,000
Project # 2	
Labour Force Profile and Forecast	\$250,000
Project # 3	
Best Practices Forum	\$160,000

Total Program funding required: \$765, 000 / two years
CED In-kind Contribution (Overhead costs): \$17,750

POTENTIAL PROGRAM FUNDING SOURCE:

- Calgary Economic Development: \$165,000
- Government Partners: \$400,000
- Industry: \$ 200,000

PROJECT MANAGEMENT TEAM



The Project Team will oversee the day to day management of the project plan and will monitor the achievement of milestones

SPONSOR

Bruce Graham - President & CEO

- Chair Steering Committee Meetings
- Liason with Calgary Economic Development's Board of Directors

REVIEW AND APPROVAL TEAM

Michael Brown – VP Business Development & Retention

- Guidance and direction
- Budget & expenditure approvals

CORE IMPLEMENTATION TEAM

Yolanda Bilger, Project Manager

- Oversee completion of milestones
- Completion of Action #1
- Communications
- Key resource to Steering Committee
- Government Fundraising

Carolyn Craig, Business Development Manager

- Completion of Actions #2 and #3
- Corporate Relationships
- Communications
- Key resource to Steering Committee



SUPPORT AND GUIDANCE

Marketing & Communications Team

- Guidance and support in the development and implementation of a
- communication strategy

Research & Business Information Team

- Guidance and support in the development of Action #2: Labour Force Profile and Forecast

SPECIFIC BENEFITS



BENEFICIARIES

1. The Calgary Region
2. Calgary businesses
3. The education system
4. Government
5. Other levels of government
6. Other economic development agencies

RESULTS & IMPACTS

The Calgary Region

- Workforce planning supports economic development. Developing a vision and strategy to attract, retain and develop the talent required in Calgary Region will result in continued growth and expansion of existing business and the attraction of new business investment. This will result in better labour conditions, more employment and a better quality of life for Calgarians.
- Timely and current labour market information helps community members make better career planning decisions, encourages career development and promotes employment.

Calgary businesses

- Occupational forecasting encourages the development of strategies to ensure there is more job-ready talent to fill current workforce needs.
- Communication of best practices and interactions within sectors will result in enthusiasm to develop and implement more effective practices for better workplaces.



Education system

- Improving communication between industry sectors and relevant educational institutions will result in a better alignment of workforce training and skills needs.
- A one-stop workforce resource centre will offer relevant labour market information assisting educators in course planning and curriculum development.

Government

- A best practices forum will elicit information from Calgary businesses regarding best practices in managing their human capital; it will also contribute to the creation of better, healthier and welcoming workplaces.
- An effective communication plan will promote the governments' provision of services and information resources in the region. It will help Calgarians obtain the career and labour market information they need to “prepare for, train for and find employment”; and it will provide industry with information on labour market trends required to succeed in the marketplace.

Other economic development agencies

- A one-stop workforce resource centre will result in better access to information. Sister agencies and departments will be able to utilize the occupational projections and the content and information contained in the website to further understand their sectors and begin to develop more focused business development and attraction activities.
- A common platform of workforce information will promote collaboration between partners, ensuring communication and avoiding duplication of efforts

KEY STAKEHOLDERS



There will be continuous feedback and collaboration from stakeholders through our Advisory Sub-Committees to ensure that the Workforce Development Initiative supports economic prosperity through human capital development, and that there is no duplication of efforts.

The list includes all stakeholders or stakeholders groups that may act as partners or who will be affected by the initiative.

Stakeholder	Actions Required
Alberta Human Resources and Employment	<ul style="list-style-type: none"> • People Investments: Providing the foundations for people in need • Skills Investment: Providing people with the skills to be their best at work • Workplace Investments: Supporting workplaces to make Alberta prosperous
Human Resources and Skills Development Canada	<ul style="list-style-type: none"> • Support human capital development, labour market development and are dedicated to establishing a culture of lifelong learning for Canadians
Industry	<ul style="list-style-type: none"> • Progressive and innovative world-class products and services • Pillars: Customers, Employees, Innovation, Technology and Capital
Calgary Chamber of Commerce	<ul style="list-style-type: none"> • Policy resolutions that allows Chamber members to grow and increase its scope of influence on a provincial and national scale • Host of the Talent Pool Society
HR Practitioners	<ul style="list-style-type: none"> • Develop recruitment programs and assist in the selection of job candidates • Facilitate employee professional development and administer a wide variety of human resource programs in their organizations
Industry Canada	<ul style="list-style-type: none"> • Helping to build a dynamic and innovative economy where all Canadians have the opportunity to benefit from more and better-paying jobs, stronger business growth, and a marketplace that is fair, efficient and competitive
Western Economic Diversification	<ul style="list-style-type: none"> • Strengthen Western Canada’s economy and advance the interests of the West in national economic policy • Three strategic directions: Innovation, Entrepreneurship and Sustainable Communities



Stakeholder	Actions Required
Alberta Economic Development Authority	<ul style="list-style-type: none"> • Provide a voice for large and small business to ensure industry needs are addressed when policy is developed • Pillars: attract investment, promote the Alberta Advantage and help generate more wealth and employment for Alberta
Alberta Economic Development	<ul style="list-style-type: none"> • Works in partnership with business, industry associations, other provincial ministries and governments to: • provide quality information and competitive intelligence • diversify industry products and services • expand export and trade • attract investment • promote tourism • Create a positive economic planning framework for the citizens of Alberta and to promote the “Alberta Advantage
Education Institutes	<ul style="list-style-type: none"> • Provide quality learning opportunities and options for the benefit of Calgary, Alberta, Canada and the world
Research Institutes	<ul style="list-style-type: none"> • Build knowledge capacity for a better economy by creating and sharing insights on economic trends, public policy and organizational performance

CONCLUSION & SUMMARY



The most powerful outcome of this Workforce Development Initiative is the importance and capacity for Calgary Economic Development to establish links with industry, post-secondary education and government to build Calgary's future talent.

URGENT ACTION

Remarking on the urgent need to act on this increasing concern, industry stated that action plans are not enough. Interconnections with business and governments must be in place to help ensure positive results.

PROACTIVE VS. REACTIVE

By being proactive, the Calgary Region, and ultimately Alberta, will be well positioned to continue as a growth leader in the next decade and beyond.