SITUATIONAL ANALYSIS & TARGET INDUSTRY STUDY

Whitecourt

McSWEENEY
inspiring economic sustainability®

SITUATIONAL ANALYSIS
AND TARGET INDUSTRY STUDY

October 2019

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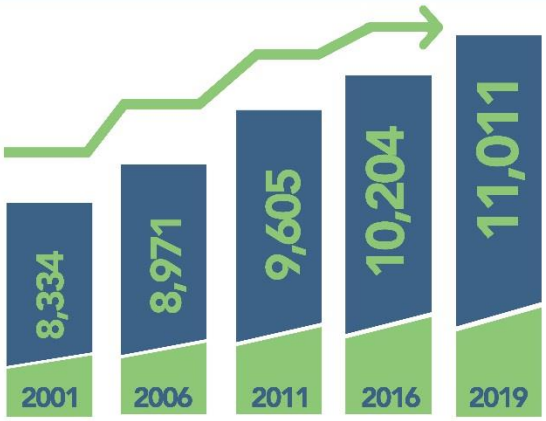
Economic SNAPSHOT of the Town of Whitecourt

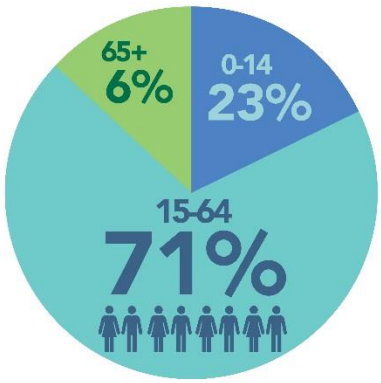
POPULATION

Total Population



Census Population Data, Statistics Canada, 2001-2016.

Age Profile



Educational Attainment

- University diploma/degree - bachelor level or above: 12%
- Apprenticeship/trades certificate/diploma: 14%
- No certificate, diploma/degree: 18%
- College or other non-university certificate: 21%
- High school certificate or equivalent: 32%

For the population aged 24-65.

HOUSING

Dwelling Value

Average Value **$348,900***

Median Value **$348,383****

Total number of households

4,468*

53% Single Detached House

20% Moveable Dwelling

15% Apartment / detached duplex

4% Rowhouse

8% Semi-detached house

Dwelling Income

$144,780
Average Household Total Income

$123,377
Median Household Total Income

16% of Whitecourt's population spends 30% or more of household total income on shelter costs

All data sourced from Manifold SuperDemographics 2019, unless otherwise specified.

**Statistics from the Town of Whitecourt, **Statistics from Statistics Canada Census 2016.*

Economic SNAPSHOT of the Town of Whitecourt

Whitecourt

LABOUR FORCE & LOCAL ECONOMY

Top 5 Employment Industries

- 13% Mining, Quarrying, and Oil & Gas Extraction
- 12% Retail Trade
- 9% Manufacturing
- 9% Construction
- 9% Accomodation & Food Services

Top 5 Employment Occupations

- 23% Sales & Service
- 23% Trades, Transport & Equipment Operators
- 11% Business, Finance & Administration
- 10% Management
- 8% Manufacturing and Utilities

Participation

79.3%

ALBERTA 71.8%

Employment

71.2%

ALBERTA 66.7%

Unemployment

10.2%

ALBERTA 7.1%

$3 Million

2018 Value of Building Permits **

$1.5

billion in exports*

Median Employment Income

$50,536

ALBERTA MEDIAN $48,190

Average Employment Income

$69,126

ALBERTA AVERAGE $69,431

**Statistics from the Government of Alberta
*Statistics from 2019.Q1 EMSI
All data sourced from Manifold SuperDemographics 2019, unless otherwise specified.

EXECUTIVE SUMMARY OF THE SITUATION

Whitecourt had an average population growth rate of 7% between 2006 and 2016 and is poised to grow by 7.9% between 2016 and 2019. Although Whitecourt has a very young population (average age of 34, compared to 38 in the province), the largest population growth, over the last two census periods, came from persons aged 55 to 64 years.

Residents in Whitecourt enjoy a high quality of life; individuals live primarily in single-detached homes; they enjoy lower housing prices than the province and have comparable employment incomes. Unfortunately, the employment income disparity within the community is quite high; males in Whitecourt have a significantly higher median employment income, approximately 131% higher than their female counterparts.

Whitecourt is currently experiencing an unemployment rate of approximately 3 percentage points higher than the province (10.2% vs 7.1% provincially). Key employment statistics identified males and females 15 to 24, who are participating in the labour market, as the most underemployed and underutilized segment of the labour force. An analysis of labour and skills supply available locally showed that the most widely available skills in the town are related to 'Business, management, marketing and related support services'; 'Health professions' and 'Mechanic and repair technologies/technicians '. Gaps and surpluses by industry and occupation are detailed in the document.

An economic base analysis was done to determine which industries have the greatest potential economic impact (in terms of jobs, businesses, and external revenues) as well as competitive advantages in terms of employment concentrations, and labour force availability. Manufacturing, construction, oil and gas extraction, and accommodation and food services are the core employment sectors of the local economy. The industry sectors that added the largest number of businesses to the local economy over the past 5 years were:

- Truck transportation;
- Support activities for mining, and oil and gas extraction; and
- Professional, scientific and technical services (i.e. Management, scientific and technical consulting services; engineering and related services; Accounting, tax preparation, bookkeeping and payroll services; Other financial investment activities).

The industries which provided the largest amount of total external revenues (as measured by exports sales) were related to wood, petroleum product, and basic chemical manufacturing, oil and gas extraction (and support activities), truck transportation, and utility systems construction.

Lastly, supply chain opportunities for the local economy were examined to determine whether there are imported services or niche products that the municipality could substitute with local services or production. The findings indicate that there are some professional services, as well as metal, basic chemical, and machine manufacturing requirements, which the local economy could supply locally, especially given that these are already being produced locally to some degree and the labour force exists to support them.

1. DATA SOURCES

Please note that every effort has been made to use the most current data available. There are four major sources of information for the remainder of this document:

- The 2001 to 2016 Census from Statistics Canada.
- Canadian Business Registry (CBR) – June 2013 and June 2018
- SuperDemographics 2018 from Manifold Data Mining Inc.
- EMSI Analyst 2019

Canadian Business Registry (CBR)

The major sources of information for the business registry are updated from the Statistics Canada survey program and from Canada Revenue Agency's (CRA) Business Number account files. This CRA administrative data source allows for the creation of a complete set of all business entities.

Manifold Projection Method

Production of 2019 Demographic data estimates are partially based on population statistics collected by the Statistics Canada Census Program. Manifold estimates demographic data annually, including population projections for 5 and 10 years in the future. Manifold methodologies are based on the following techniques:

- Enhanced cohort survival methods;
- Nearest neighbourhood and regression techniques; and
- Structural coherence techniques.

Manifold Data Sources include:	
Statistics Canada	Real Estate Boards/Companies
Health Canada	Canadian Bankers Association
Regional Health Ministries	Bank of Canada
Citizenship and Immigration Canada	Canada Post Corporation
Regional School Boards	Consumer and business directories books
Flyer Distribution Association	Proprietary survey and research
Publication of hospitals, CMHC, BBM and partners	

EMSI Analyst

EMSI data brings the various snapshots of the Canadian economy together in a single picture. First, it aligns the geographies of the data from 2001 to the present, which means the Whitecourt of 2001 is the same as the Whitecourt of 2019. This results in geographically detailed data (down to the Census Subdivision level) that is applicable to today's economy.

The data is remarkably detailed, giving you information on 305 industry classifications using the North American International Classification System (NAICS)system and 522 occupations from Statistics Canada's National Occupational Classification (NOCs) classification system in over 4,300 integrated geographical areas. The data is updated twice a year, so users have the most current information possible. And to top it all off, it adds 10-year projections based on the CBR data so that it provides an idea of the future alongside the past and present.

EMSI Data Sources include:
Canadian Business Registry (CBR)
2001, 2006, and 2011 Census data
Survey of Employment, Payroll and Hours (SEPH)
Labour Force Surveys (LFS)
Canadian Occupational Projection System (COPS)
CANSIM Demographics
Postsecondary Student Information System (PSIS) Education Data

2. DEMOGRAPHIC ANALYSIS

2.1. Population and Age Structure Profile

This subsection illustrates population characteristics for Whitecourt. The wider economic landscape relevant to the town is explored by using **Alberta as a benchmark.**

Table 1 illustrates population changes in Whitecourt from 2001 to 2019 compared to Alberta. The census population in Whitecourt grew by 13.7% between 2006 and 2016, meanwhile, Alberta's population grew by 23.6% during the same time period. The town had an average population growth rate of 7% between 2006 and 2016 and is poised to grow by 7.9% between 2016 and 2019.

Table 1: Population Change, Whitecourt vs. Alberta, 1996-2019

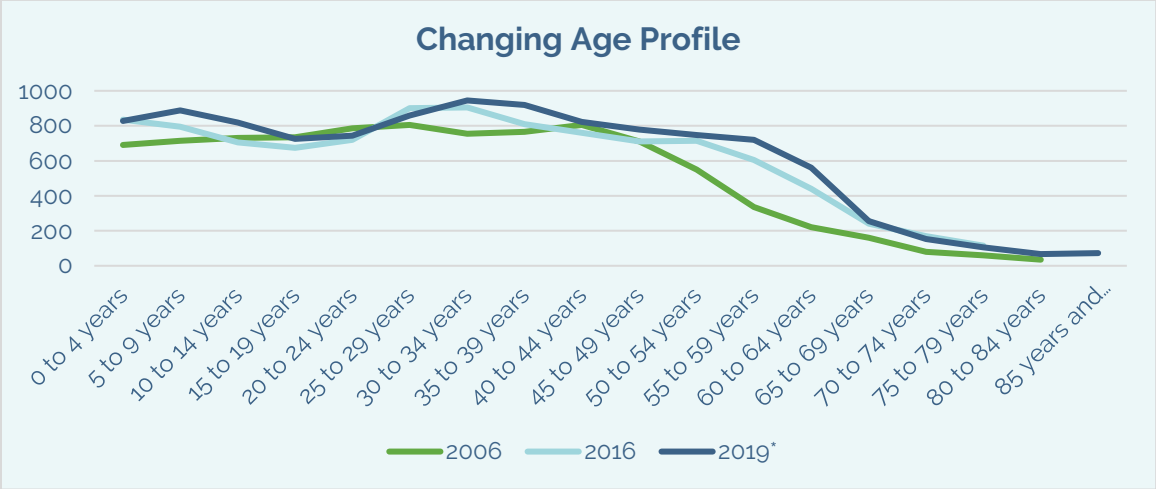
	2001	2006	2011	2016	2019*
Whitecourt Population Count	**8,334**	**8,971**	**9,605**	**10,204**	**11,011**
% Change from Previous Census	7.1%	7.6%	7.1%	6.2%	7.9%
Alberta Population Count	**2,974,807**	**3,290,350**	**3,645,257**	**4,067,175**	**4,522,106**
% Change from Previous Census	10.3%	10.6%	10.8%	11.6%	11.2%

Source: Statistics Canada Census data 1996, 2001, 2006, 2011 2016; Manifold SuperDemographics 2019.
*Manifold population estimates vs. Census data are not directly comparable.

The census population in Whitecourt grew by 14% over the past 2 census periods.

Figure 1 shows changes to Whitecourt's age profile, between 2006 and 2019. **Currently, the largest 5-year cohort is between 30 to 34 years old; however, the largest growth in the town over the past 10 years came from persons aged 55 to 64 years.**

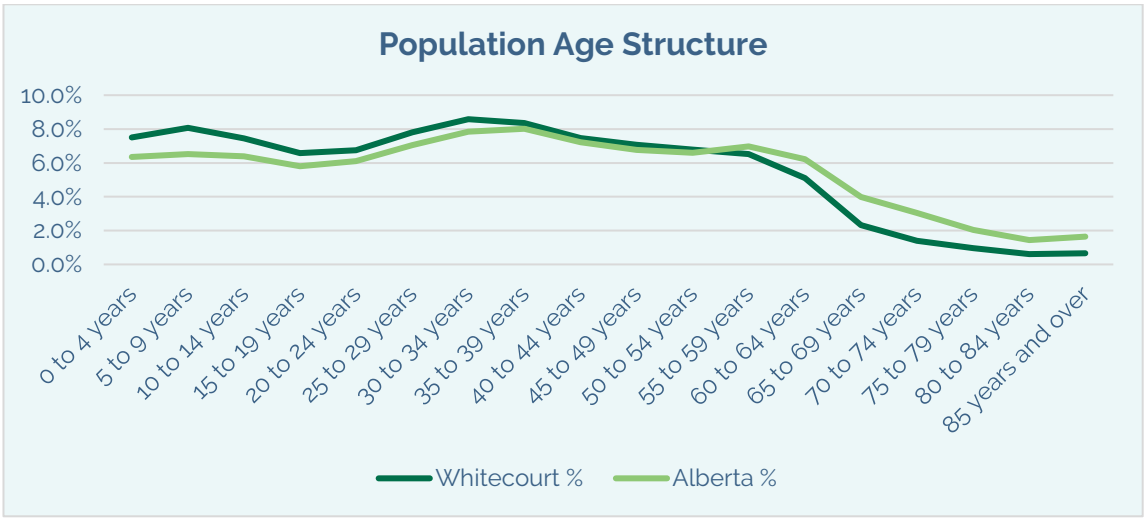
Figure 1: Population by Age, Whitecourt, 2006-2019



Source: McSweeney & Associates from Statistics Canada Census data 2006, 2011 and 2016, and Manifold Data Mining Inc. SuperDemographics 2019*

Figure 2 contrasts the age profile of residents in Whitecourt and Alberta, in 2019. Currently, Whitecourt has a larger percentage of the population below the age of 40, compared to Alberta.

Figure 2: Percent Population by Age, Whitecourt vs. Alberta, 2019



Source: McSweeney & Associates and Manifold Data Mining Inc. SuperDemographics 2019

Compared to Alberta, the town of Whitecourt has a larger percentage of its population within the age range of 35 to 75. and less of its population in the age range of 0 to 25 years of age. **Ultimately, the town has a larger percentage of persons within the working-age groups (15-64), compared with Alberta.**

2019 Age Profile Snapshot		
Age Group	**Whitecourt**	**Alberta**
0-14	23.0%	19.3%
15-64	71.0%	68.6%
65+	5.9%	12.2%

Whitecourt has a younger population compared to Alberta, as measured by the average age and median age.

WHITECOURT MEDIAN AGE

33

37 in Alberta

WHITECOURT AVERAGE AGE

34

38 in Alberta

2.2. Income, Households and Affordability

This subsection describes Whitecourt's income level and housing. Employment income[1] can shed light on important socio-economic issues; economic well-being, labour markets and industrial patterns.

Table 2 illustrates employment incomes for Whitecourt compared to those in Alberta. Whitecourt residents have median and average employment incomes very similar to the provincial figures. Males in Whitecourt have a significantly higher median (and average) employment income; 131% (and 92%) higher than their female counterparts. This would indicate that generally, males work in jobs that pay more than the jobs occupied by females.

Table 2: Employment Income Levels, 2018

Whitecourt				Alberta			Differences		
Employment income **population aged 15+:**	Male	Female	Total	Male	Female	Total	Whitecourt Gender	Alberta Gender	Alberta & Whitecourt Total Disparity
Median	$75,990	$32,796	$50,536	$60,779	$37,355	$48,190	131.7%	62.7%	4.9%
Average	$88,461	$46,034	$69,126	$86,180	$50,383	$69,431	92.2%	71.0%	-0.4%

Source: Manifold Data Mining Inc. 2019 (2018 incomes).

Whitecourt residents earn a median employment income 5% higher than the provincial figure

The residents of Whitecourt enjoy higher **median** employment and household income compared to that of Alberta. Conversely, **average** employment and household incomes are slightly lower in Whitecourt when compared to the province, which would indicate that there are fewer residents at the extremes of the income distribution in Whitecourt than in the province; thus, Alberta has a higher percentage of households that earn below $40,000 and above $200,000.

[1] All income data uses the year previous; therefore 2019 data uses 2018 incomes.

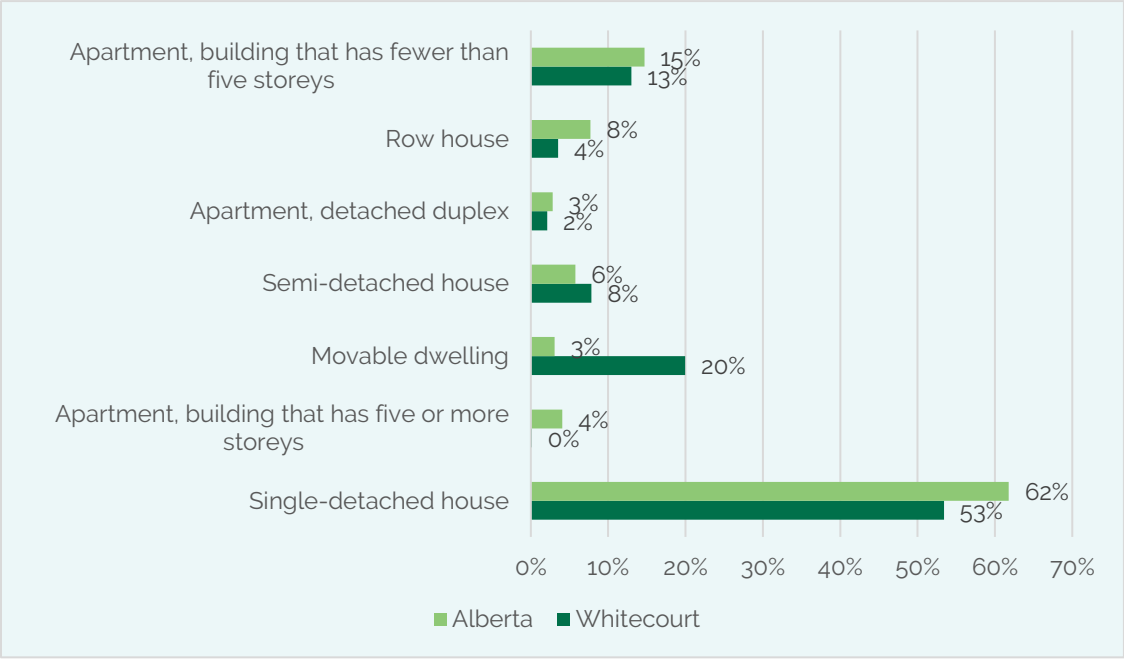
Table 3 and Figure 4 highlight key housing characteristics for Whitecourt compared to Alberta. Whitecourt has a lower cost of living and less diverse housing stock. This could be a challenge in terms of attracting a variety of workers to the region.

Table 3: Households and Dwelling Affordability, 2019

Housing Characteristics	Whitecourt	Alberta
Total Number of Households	**3,967**	**1,680,288**
Average value of dwelling ($)	$420,200	$574,171
Median value of dwellings ($)	$434,971	$502,293
Median monthly shelter costs for owned dwellings ($)	$1,808	$1,599
Average monthly shelter costs for owned dwellings ($)	$1,721	$1,727
% of households owned	70%	72%
% of households rented	30%	28%
Average number of persons in private households	2.73	2.63
Population spending 30% or more of household total income on shelter costs	16%	20%

Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics.2019

Figure 3: Dwellings by Structure Type as a Percentage of Occupied Dwellings, 2019

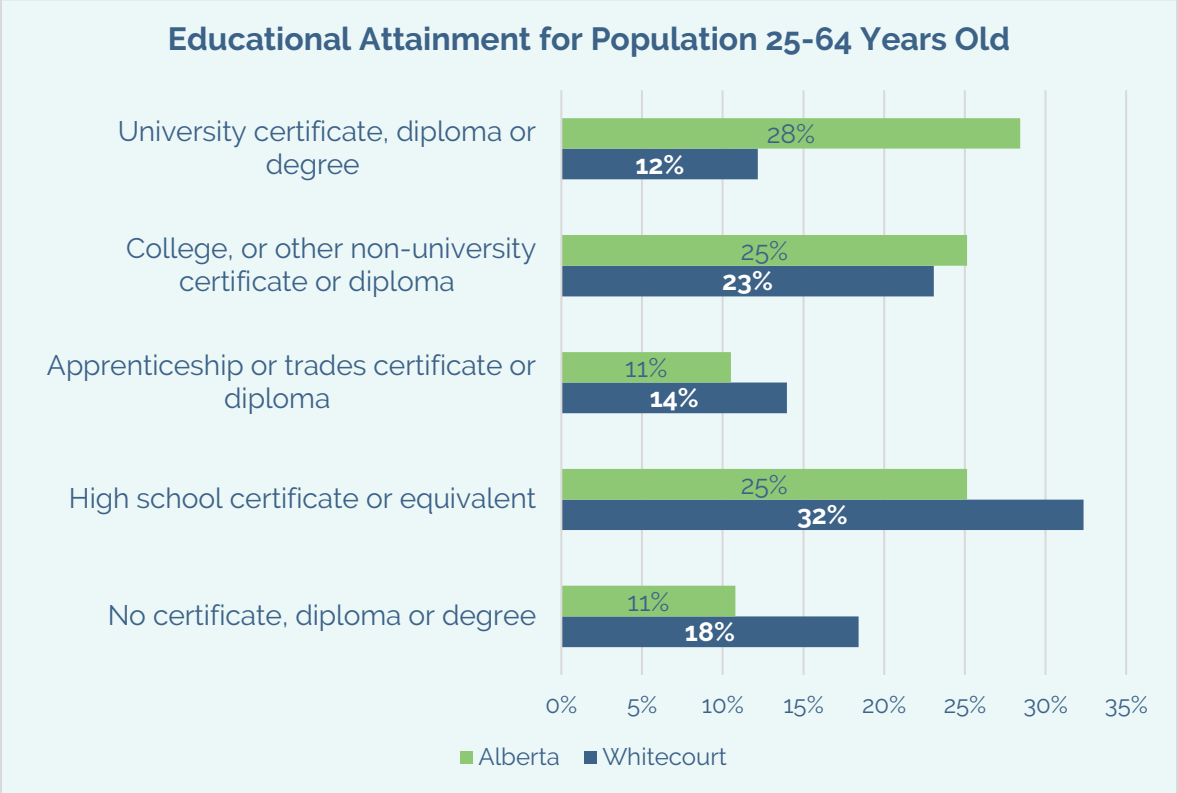


Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics. 2019

2.3. Education, Skills and Training

This subsection reviews the level of education and major fields of study for Whitecourt residents and Alberta. Figures 5 and 6 outline the education levels obtained by Whitecourt residents ages 25-64, as compared to Alberta. Definitions may be found in the footnote. A total of 3,127 (49%) persons aged 25 to 64 attained postsecondary education.

Figure 4: Educational Attainment Breakdown for Whitecourt, 2019[2]



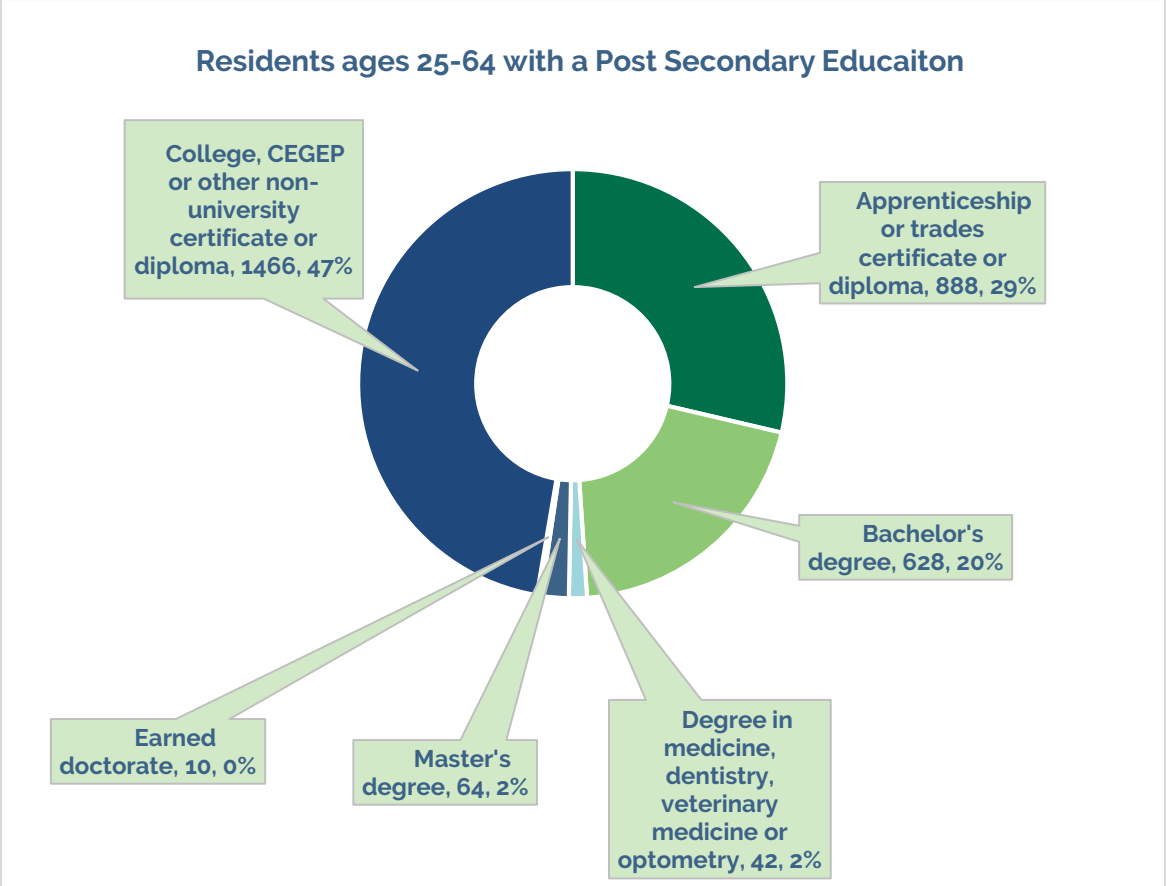
Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2019

[2] 'High school diploma or equivalent' includes persons who have graduated from a secondary school or equivalent. It excludes persons with a postsecondary certificate diploma or degree.
'Postsecondary certificate diploma or degree' includes 'apprenticeship or trades certificates or diplomas' 'college CEGEP or other non-university certificates or diplomas' and 'university certificates diplomas and degrees'.
'Apprenticeship or trades certificate or diploma' includes Registered Apprenticeship certificates (including .
'University certificate diploma or degree' includes the categories 'University certificate or diploma at the bachelor level' 'Degree in medicine dentistry veterinary medicine or optometry' 'Master's degree' and 'Earned doctorate.'

Figure 5 illustrates the postsecondary educational attainment in Whitecourt. Based on Figure 5, it can be concluded that:

- College, CEGEP or other non-university certificate or diploma **is the most common type of postsecondary education,** attained by 47% of residents with postsecondary education, ages 25 to 64 (attained by 1,466 residents).

Figure 5: Residents aged 25 to 64 with Postsecondary Attainment, Whitecourt, 2019



Source: McSweeney & Associates from Manifold SuperDemographics 2019

Figure 6 illustrates the major fields of study[3] for all residents 15 years and older, from most prominent to least. Whitecourt has a large supply of skills related to business, health and mechanic and repair technologies.

Figure 6: Postsecondary Major Field of Study, Whitecourt, 2019

Description	Total	Male	Female
Total - population aged 15 years and over in private households with a post secondary degree/certificate/diploma	8,476	4,085	4,391
No postsecondary certificate, diploma or degree	4,815	2,288	2,527
Population with a postsecondary certificate, diploma or degree	**3,661**	**1,797**	**1,864**
52. Business, management, marketing and related support services	592	468	124
51. Health professions and related programs	464	398	66
47. Mechanic and repair technologies/technicians	449	10	439
13. Education	350	275	75
46. Construction trades	326	8	319
15. Engineering technologies and engineering-related fields	201	28	172
12. Personal and culinary services	180	122	58
03. Natural resources and conservation	147	31	115
49. Transportation and materials moving	107	11	96
48. Precision production	98	3	94
14. Engineering	79	17	62
42. Psychology	69	54	16
50. Visual and performing arts	66	61	5
43. Security and protective services	58	11	46
45. Social sciences	56	47	9
11. Computer and information sciences and support services	54	8	46
01. Agriculture, agriculture operations and related sciences	42	17	25
44. Public administration and social service professions	39	37	3
19. Family and consumer sciences/human sciences	29	28	1
26. Biological and biomedical sciences	24	8	17
39. Theology and religious vocations	22	5	17
09. Communication, journalism and related programs	22	15	6
41. Science technologies/technicians	19	17	2
31. Parks, recreation, leisure and fitness studies	19	19	0
40. Physical sciences	17	6	11

Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2019.

[3] 'Major Field of study' is defined by Classification of Instructional Programs (CIP) 2016 for the population aged 15 years and over in private households. It is collected for the highest certificate, diploma or degree above the high school or secondary school level: www.statcan.gc.ca/concepts/classification-eng.htm.

3. LABOUR FORCE PROFILING & ANALYSIS

3.1. Key Indicators

Whitecourt has a labour force of 6,719 persons. The town has a higher unemployment rate and higher employment and participation rates compared to Alberta.

Both male and female participation rates are notably higher compared to those in Alberta. Males 15 and older in Whitecourt have a notably high participation rate, approximately 7.7 percentage points higher than males 15 and older in Alberta. See Table 4.

Table 4: Key Labour Force Statistics by Gender, Whitecourt, 2019

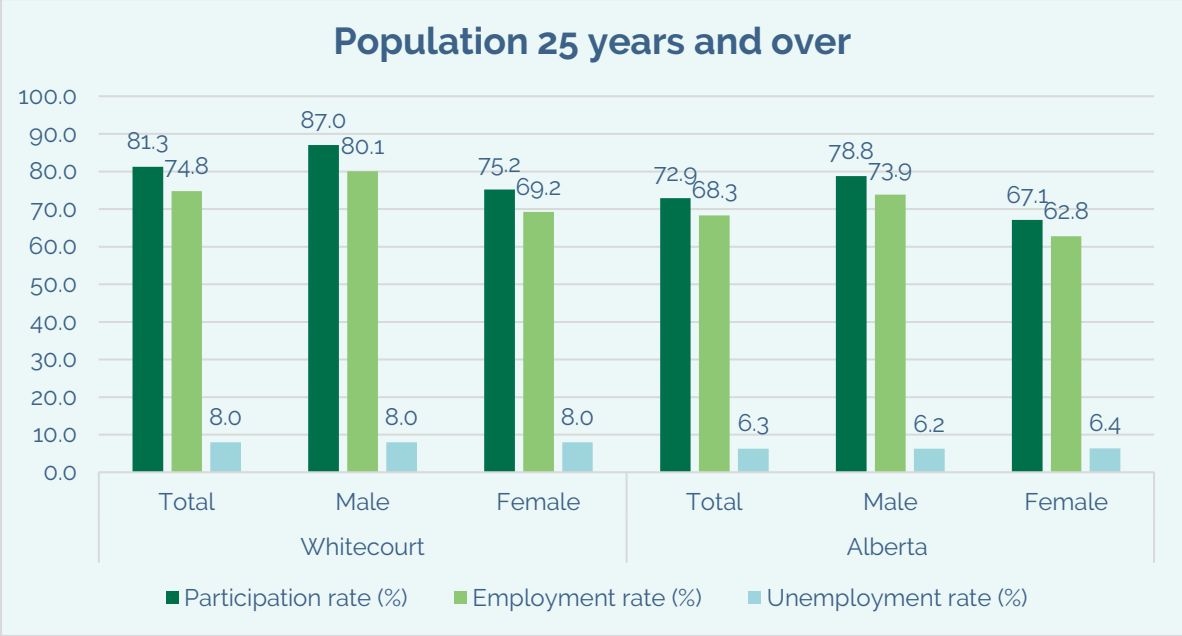
Labour Force Activity	Whitecourt			Alberta		
	Total	Male	Female	Total	Male	Female
Total population 15 years and over	8,476	4,391	4,085	3,650,941	1,818,078	1,832,863
In the labour force	6,719	3,712	3,007	2,621,208	1,395,648	1,225,560
Employed	6,034	3,315	2,719	2,435,085	1,294,776	1,140,309
Unemployed:	685	397	289	186,123	100,872	85,251
Not in the labour force	1,757	679	1,078	1,029,732	422,429	607,303
Participation rate	**79.27**	84.53	73.62	**71.8**	76.8	66.9
Employment rate	**71.19**	75.5	66.55	**66.7**	71.2	62.2
Unemployment rate	**10.2**	10.68	9.6	**7.1**	7.2	6.9

Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2019

A further breakdown of key labour force indicators is used to highlight the underemployed/underutilized labour groups locally. In what follows, the key employment statistics by age and gender are used to better understand the dynamics of the local labour force.

The unemployment rates for persons 25 and over in Whitecourt are higher than the provincial and national rates (5.0%)[4]. Moreover, men's and women's participation rates are significantly higher than the provincial and national figures. Thus, this segment of the population (25 and over) is not underutilized.. See Figure 7.

Figure 7: Labour Force Statistics by Gender, Population 25 and over, 2019



Source: Manifold SuperDemographics 2019

Examining the labour force 15 to 24 years old by gender (Figure 8), shows that this age group, particularly males, have the highest unemployment rate. Youth unemployment amongst women (15 -24 years old) is less prevalent than for males but still higher than for the same age group at the provincial level. See Figure 8.

[4] According to Statistics Canada's Labour Force Survey of Canadians 25 and over, April 2019:
Female participation and unemployment rates are 61.1% and 4.7%, respectively.
Male participation and unemployment rates are 71.3% and 5.2%, respectively.

Figure 8: Labour Force Statistics by Gender, Population 15 to 24, 2019

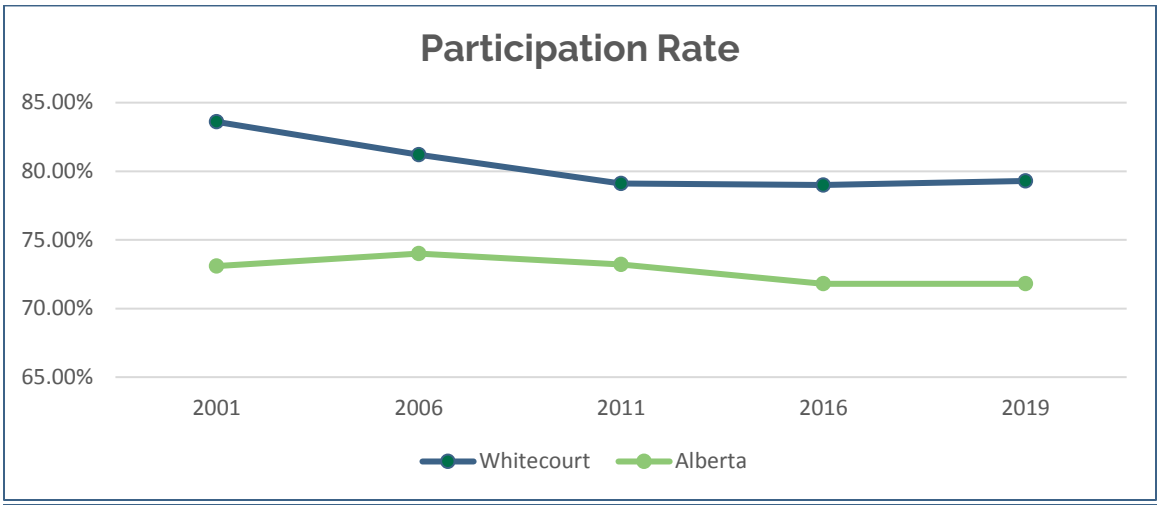
Source: Manifold SuperDemographics 2019

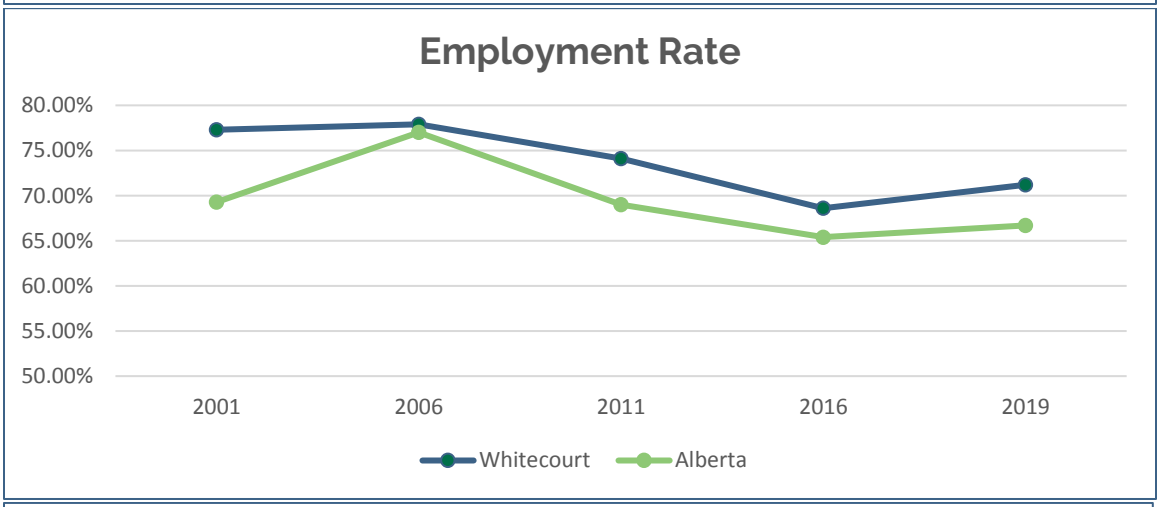
The following three graphs in Figure 9 provide a time-series view of labour force participation, employment and unemployment rates (from 2001 to 2019). Participation rates declined between 2001 and 2011 in Whitecourt, partly due to an ageing population but have stabilized since.

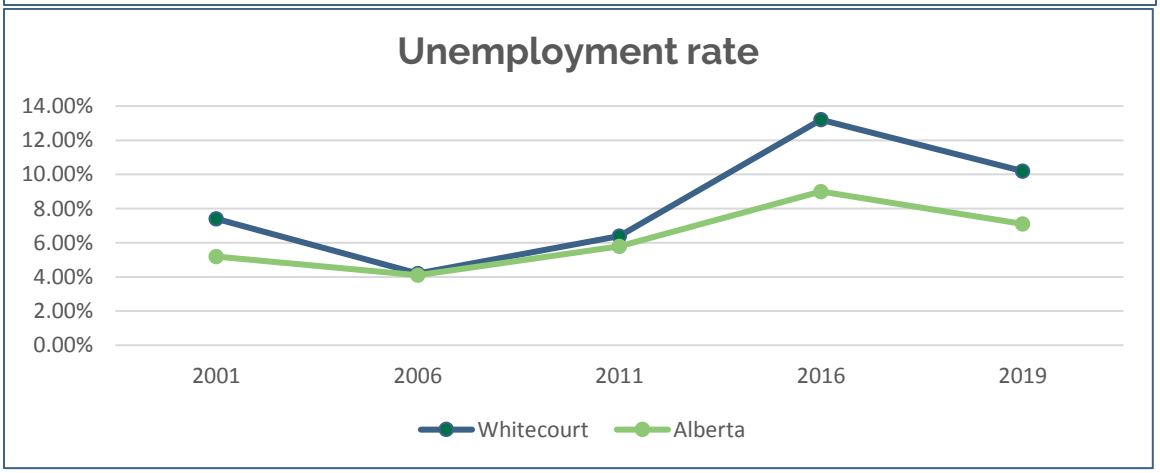
The employment rate in Whitecourt decreased notably after 2006, but the decline has slowed, and growth is on the horizon for employment rates in 2019 for Whitecourt.

The unemployment rate has been increasing in Whitecourt since 2006. The pace of unemployment growth increased sharply after 2011 but as Alberta moves out of a recessionary period, unemployment is expected to decrease, both in Whitecourt and Alberta.

Figure 9: Key Labour Force Trends, 2001-2019







Source: McSweeney & Associates from Statistics Canada Census data 2006, 2011 and 2016, and Manifold Data Mining Inc. SuperDemographics 2019.

3.2. Labour Force Supply in Whitecourt

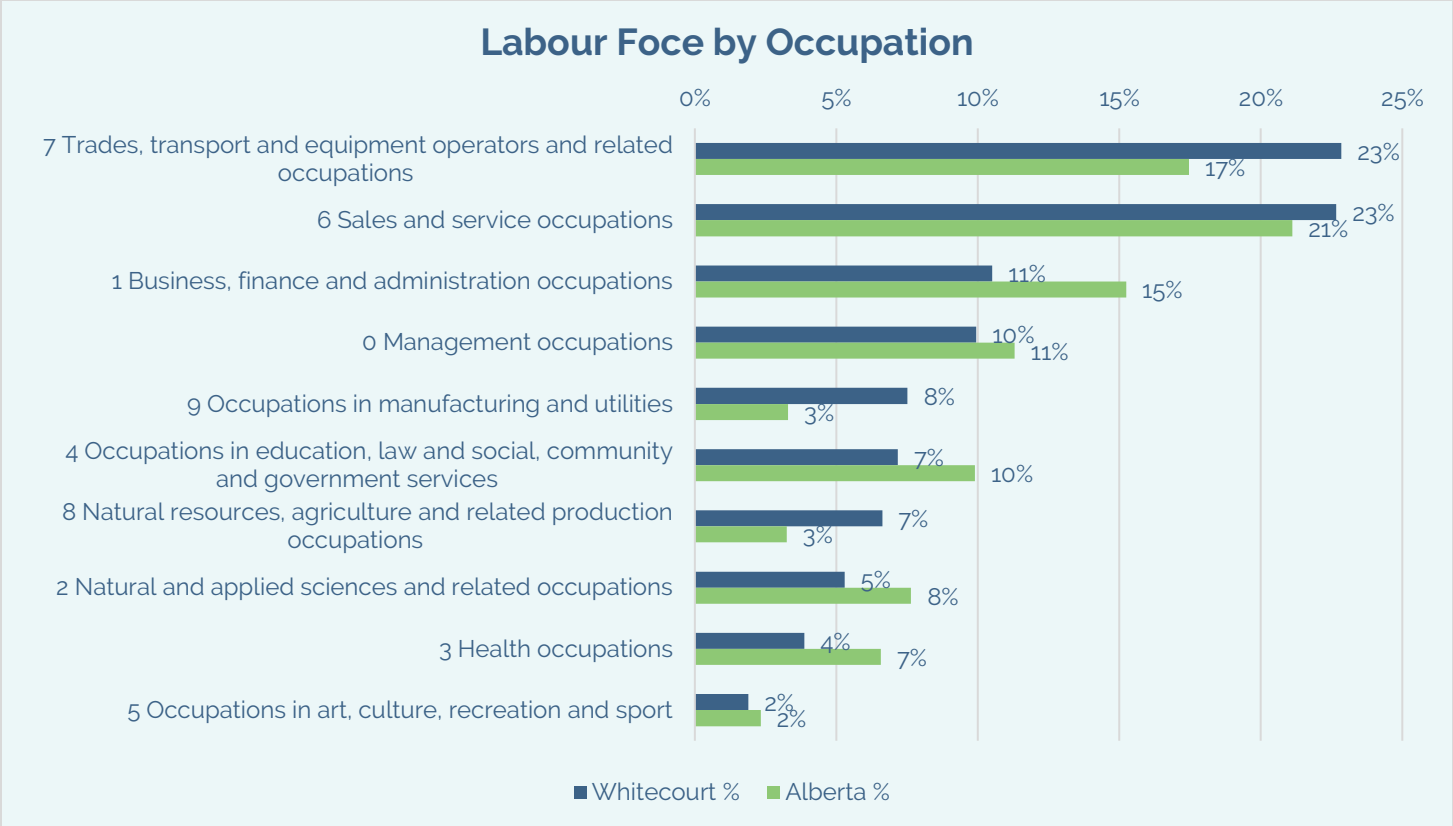
Labour force supply by occupation estimates the number of Whitecourt residents that will work in an occupation for at least one week of the reference period, 2019. Employed persons can be classified using the National Occupational Classification (NOCs) codes; a four-tiered hierarchical arrangement of occupational groups with successive levels of disaggregation. It contains broad occupational categories (1-digit), major (2-digit code), minor (3-digit code) and unit groups (4-digit code).

Figure 10 shows that Whitecourt residents most commonly work in:

- Trades, transport and equipment operators and related occupations
- Sales and service occupations
- Business, finance and administration

Relative to the province, Whitecourt has significantly higher concentrations in occupations related to manufacturing, utilities, natural resources, and agriculture and production.

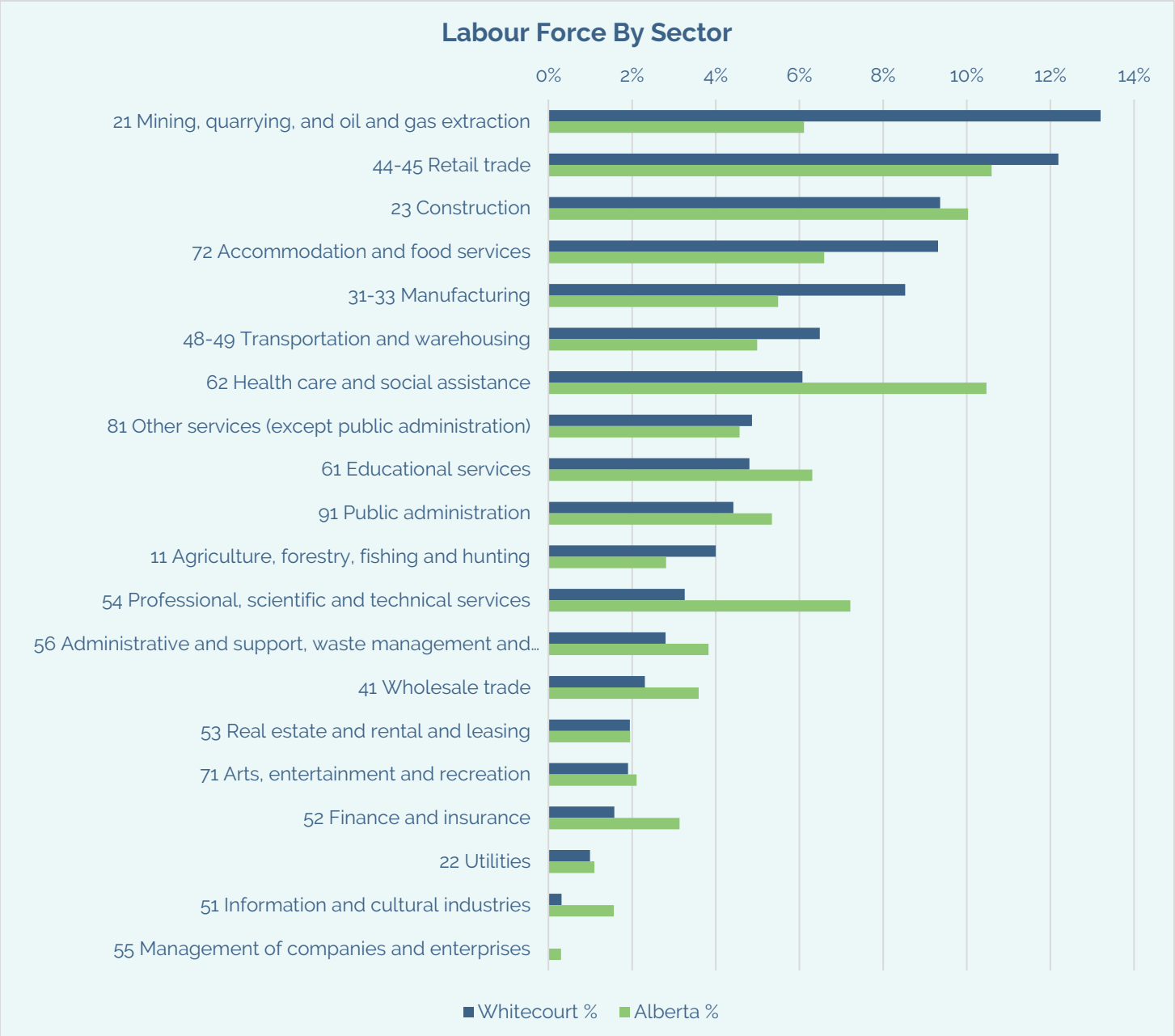
Figure 10: Resident Labour Force by Occupation (1-Digit NOC), 2019



Source: Manifold SuperDemographics 2019. Note that the numbers beside the bars represent the total number of Town of Whitecourt residents, and percentage working in that occupation.

The following figure illustrates the supply of labour that Whitecourt residents provide for specific sectors. Whitecourt has concentrations relative to Alberta in several sectors, but most prominently in 'Mining, quarrying, and oil and gas extraction'. Concentrations are explored in-depth in section 5.3.

Figure 11: Resident Labour Force by Sector, 2019



Source: Manifold SuperDemographics 2019. Note that the numbers beside the bars represent the total number of Town of Whitecourt residents, and percentage working in that industry.

3.3. Labour Market Gaps/Surpluses

Labour market gaps/surpluses are a measure of how well labour supply meets local demand. Total occupational demand is difficult to map, as businesses change demand based on a variety of factors (i.e. season, economic/financial outlook, technology, resource availability, etc.). A total number of jobs is used as a proxy for current occupational demand. Similarly, labour supply for a given occupation can be difficult to calculate since skills could be considered adaptable and could supply several occupations. Here, the resident labour force that has worked in an occupation (it is their current position or the position of the longest duration in the past year), is used as a proxy for local occupational supply.

The labour market gap/surplus is defined as the difference between the number of jobs (i.e. demand by occupation) in Whitecourt and the number of workers living in Whitecourt that worked/work in that occupation (i.e. local supply). There are more jobs than workers in Whitecourt, making the town a net importer of labour. **Whitecourt has a net gap of approximately 1,385 workers, and thus, is a labour importer.**

In Whitecourt, **the following occupations have the largest gaps**, where occupations have more jobs available than skilled workers to fill them;

- Underground miners, oil and gas drillers and related occupations
- Motor vehicle and transit drivers
- Machinery and transportation equipment mechanics (except motor vehicles)
- Contractors and supervisors, maintenance trades and heavy equipment and transport operators
- Machining, metal forming, shaping and erecting trades
- Retail sales supervisors

In Whitecourt, **the following occupations have the largest market surpluses** –where occupations have more available workers than jobs in Whitecourt;

- Machine operators and related workers in pulp and paper production and wood processing and manufacturing
- Plumbers, pipefitters and gas fitters
- Central control and process operators in processing and manufacturing
- Office administrative assistants - General, legal and medical
- Harvesting, landscaping and natural resources labourers
- Occupations in front-line public protection services

The following table shows partial demand (# of jobs locally) and partial supply (residents that work or have worked in a given occupation in the last year), as well as the local gaps/surpluses of labour by occupation. These gaps/surpluses are only an approximation since local demand could be higher than the total number of jobs (i.e. there may be unfilled positions), and supply could be higher if we account for persons who have transferable skills and could potentially fill other occupations. Nevertheless, the results on the table below give an indication of the direction and magnitude of the local labour market imbalances.

Table 5: Labour Market Gaps/Surpluses by Occupation (3-Digit NOCS)

Occupation Group	Live in Whitecourt	Jobs in Whitecourt	Gap (-)/ Surplus
Total - National Occupational Classification (NOC) 2016	**6,719**	**8102**	**-1,383**
Occupation – undetermined	110	108	2
All occupations	**6609**	**7,994**	**-1,385**
Machine operators and related workers in pulp and paper production and wood processing and manufacturing	123	34	89
Plumbers, pipefitters and gas fitters	138	67	71
Central control and process operators in processing and manufacturing	118	63	55
Office administrative assistants - General, legal and medical	132	80	52
Harvesting, landscaping and natural resources labourers	149	98	51
Occupations in front-line public protection services	84	36	48
Trades helpers and labourers	119	75	44
Logging machinery operators	52	13	39
Occupations in food and beverage service	164	125	39
Other occupations in personal service	77	41	36
Other sales support and related occupations	164	134	30
Cleaners	234	205	29
Creative designers and craftspersons	38	12	26
Underground miners, oil and gas drillers and related occupations	58	236	-178
Motor vehicle and transit drivers	388	563	-175
Machinery and transportation equipment mechanics (except motor vehicles)	145	308	-163
Contractors and supervisors, maintenance trades and heavy equipment and transport operators	37	194	-157
Machining, metal forming, shaping and erecting trades	58	156	-98
Retail sales supervisors	10	106	-96
Supply chain logistics, tracking and scheduling coordination	38	121	-83
Finance, insurance and related business administrative	83	164	-81
Contractors and supervisors, industrial, electrical and construction trades and related workers	45	120	-75
Service supervisors	41	110	-69
Contractors and supervisors, mining, oil and gas	106	168	-62
Food counter attendants, kitchen helpers and related support	103	161	-58
Administrative services supervisors	2	59	-57
Sales and account representatives	33	87	-54
Cashiers	155	206	-51

Financial, insurance and related administrative support workers	58	108	-50
Carpenters and cabinetmakers	16	62	-46
Mine service workers and operators in oil and gas drilling	40	86	-46
Tourism and amusement services occupations	0	46	-46
Secondary and elementary teachers and educational counsellors	138	183	-45

Source: EMSI Analyst 2019.Q1 and Manifold SuperDemographics 2019

The same type of analysis can be done for labour supply and demand by employment sector. The sector with the largest surplus (Table 6) is **'Mining, quarrying, and oil and gas extraction'.** This sector could be further attracted to the local economy, as it can be well supported by the local workforce. Conversely, where the municipality has labour gaps it could present a challenge in terms of developing these industries further. There may be a need to assess the diversity of housing, access to public transportation and other liveability factors, which could attract different types of labour to the area and can support the growth of different sectors.

Table 6: Labour Market Surplus by Sector (2-digit NAICS), 2018

Sectors	Live in Whitecourt	Jobs in Whitecourt	Gaps (-)/ Surpluses (+)
Total labour force 15 years and over	**6719**	**8,102**	**-1,383**
Industry - undetermined	110	108	2
All industries	**6609**	**7,994**	**-1,385**
21 Mining, quarrying, and oil and gas extraction	887	658	229
22 Utilities	67	50	17
23 Construction	629	621	8
71 Arts, entertainment and recreation	128	125	3
55 Management of companies and enterprises	0	0	0
62 Health care and social assistance	408	414	-6
51 Information and cultural industries	21	28	-7
31-33 Manufacturing	573	581	-8
52 Finance and insurance	106	116	-10
11 Agriculture, forestry, fishing and hunting	269	289	-20
54 Professional, scientific and technical services	219	257	-38
91 Public administration	297	346	-49
41 Wholesale trade	155	251	-96
61 Educational services	323	451	-128
53 Real estate and rental and leasing	131	270	-139
72 Accommodation and food services	626	779	-153
56 Administrative and support, waste management and remediation services	188	359	-171
48-49 Transportation and warehousing	436	679	-243
81 Other services (except public administration)	327	589	-262
44-45 Retail trade	819	1130	-311

Source: EMSI Analyst 2019.Q1 and Manifold SuperDemographics 2019

3.4. Workforce Commuting Flow

This subsection describes commuting patterns for persons that live and/or work in Whitecourt. Tables 7 and 8 show commuting flows that provide information on persons reporting a **"usual place of work other than in their home or outside of Canada"**. This means not every single worker commuting is captures but only those that work at the same location/site/office every single day. The commuting flows reveals the following trends regarding labour force commuting:

- Whitecourt's resident labour commutes primarily to Woodlands County and Fox Creek
- Whitecourt primarily attracts workers from Woodlands County and Lac Ste. Anne
- The percentage of the **resident labour force working outside Whitecourt is 9%**, while the percentage of **non-residents working in Whitecourt is 29%.**
- Commuting flow patterns further support the finding that Whitecourt is a net importer of labour

Table 7: Where Whitecourt Residents Labour Force Works, 2016

Place of Work for Whitecourt Residents	Total	Male	Female
Whitecourt, T	3,760	1,840	1,920
Woodlands County, MD	115	90	25
Fox Creek, T	95	80	20
Swan Hills, T	75	75	0
Edmonton, CY	55	30	25
Mayerthorpe, T	35	10	30
Total Whitecourt residents with a usual place of work	**4,135**	**2,125**	**2,020**
# of residents working outside of Whitecourt	375	285	100
% of residents working outside of Whitecourt	9%	13%	5%

Source: Statistics Canada, 2016. Please note that Statistics Canada uses estimates and therefore, not all numbers will add up to nor will all percentages add to 100%.

Table 8: Place of Residence for Persons Working in Whitecourt, 2016

Place of Residence for Workers in Whitecourt	Total	Male	Female
Whitecourt, T	3,760	1,840	1,920
Woodlands County, MD	965	430	540
Lac Ste. Anne County, MD	195	85	105
Edmonton, CY	120	85	40
Mayerthorpe, T	115	70	50
Yellowhead County, MD	90	35	55
Barrhead County No. 11, MD	45	35	15
Total persons with usual place of work in Whitecourt	**5,290**	**2,580**	**2,725**
# of non-residents working in Whitecourt	1,530	740	805
% of non-residents working in Whitecourt	29%	29%	30%

Source: Statistics Canada, 2016 Please note that Statistics Canada uses estimates and therefore, not all numbers will add up to nor will all percentages add to 100%.

The Labour Shed Area

Based on the commuting flows, a distinct area has been identified as the labour shed for Whitecourt`s economy. The labour shed area encompasses municipalities where labour flows naturally to Whitecourt. Thus, the following municipalities – including Whitecourt – reflect the communities in which the workforce is available to support existing business and new investments attracted into the town:

Woodlands County, MD
Lac Ste. Anne County, MD
Mayerthorpe, T
Yellowhead County, MD
Barrhead County No. 11, MD
Fox Creek, T

3.5. The Labour Shed: Emerging and in-Demand Occupations

This subsection outlines the occupations employed within the labour shed for the town of Whitecourt, regardless of where workers live. The aim is to understand which occupations are present, growing, and emerging, and could possibly be leveraged to drive economic growth in Whitecourt. Examining occupation by location will help discern where there is a concentration of talent/skills, and that in turn, will help identify the industries that are potentially likely to flourish as a result of those skills being available. The occupations are analyzed at the four-digit National Occupation Classification[5]. The following tables and charts illustrate the following:

- Occupations with a large number of jobs in 2018.
- Occupations with a large percentage of job growth between 2013-2018.
- Occupations with a large projected job growth between 2018-2023.
- Occupations that are concentrated in labour shed relative to the rest of Canada.

The objective is to understand which occupations are present, growing and emerging in the labour shed

[5] National Occupation Classification: https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/express-entry/eligibility/find-national-occupation-code.html

The labour shed area, which includes Woodlands County, Lac Ste. Anne County, Town of Mayerthorpe, Yellowhead County, Barrhead County No. 11, and Town of Fox Creek, had approximately 15,090 jobs in 2018, a total that declined by 4% since 2013. The following table shows the occupations (at the 4-digit NOCs) which account for the largest number of jobs within the labour shed area.

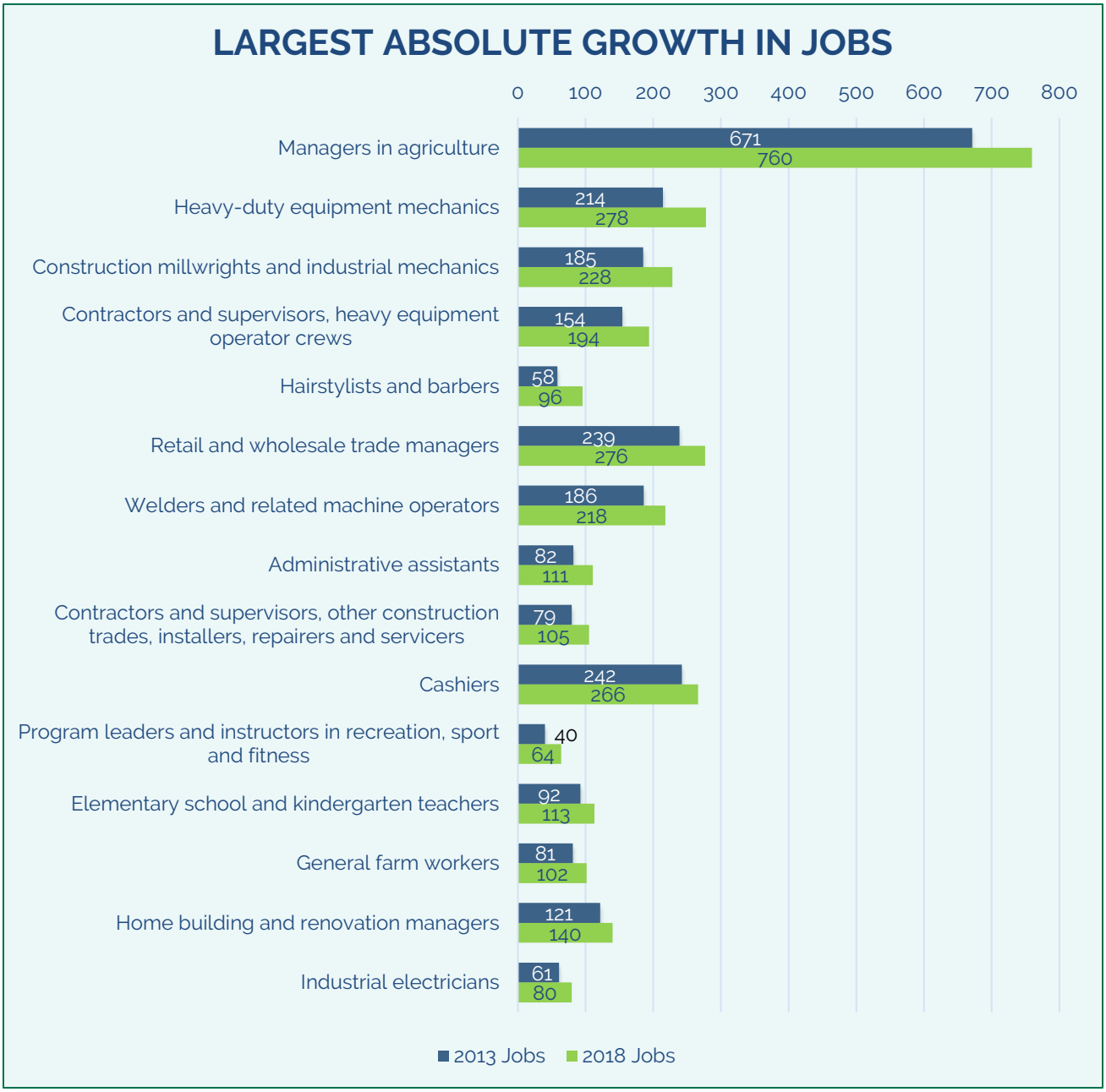
Table 9: Occupations with the Highest Level of Employment in the Labour Shed, 2013-2018

Occupations	2013 Jobs	2018 Jobs	2013 - 2018 Change	2013 - 2018 % Change
Transport truck drivers	902	864	-38	-4%
Managers in agriculture	671	760	89	13%
Oil and gas well drillers, servicers, testers and related workers	487	488	1	0%
Contractors and supervisors, oil and gas drilling and services	368	360	-8	-2%
Accounting technicians and bookkeepers	384	313	-71	-18%
Heavy equipment operators (except crane)	321	303	-18	-6%
Heavy-duty equipment mechanics	214	278	64	30%
Retail and wholesale trade managers	239	276	37	15%
Cashiers	242	266	24	10%
Retail salespersons	321	260	-61	-19%
Construction millwrights and industrial mechanics	185	228	43	23%
Welders and related machine operators	186	218	32	17%
Food counter attendants, kitchen helpers and related support occupations	193	207	14	7%
Administrative officers	213	198	-15	-7%
Contractors and supervisors, heavy equipment operator crews	154	194	40	26%
Light duty cleaners	238	187	-51	-21%
Oil and gas well drilling and related workers and services operators	224	164	-60	-27%
Janitors, caretakers and building superintendents	176	155	-21	-12%
Store shelf stockers, clerks and order fillers	164	150	-14	-9%
Cooks	161	149	-12	-7%
Automotive service technicians, truck and bus mechanics and mechanical repairers	143	148	5	3%
Supervisors, motor transport and other ground transit operators	138	145	7	5%

Source: EMSI Analyst 2019.Q1

Figure 12 illustrates occupations that added the largest total number of new jobs to the labour shed's economy.

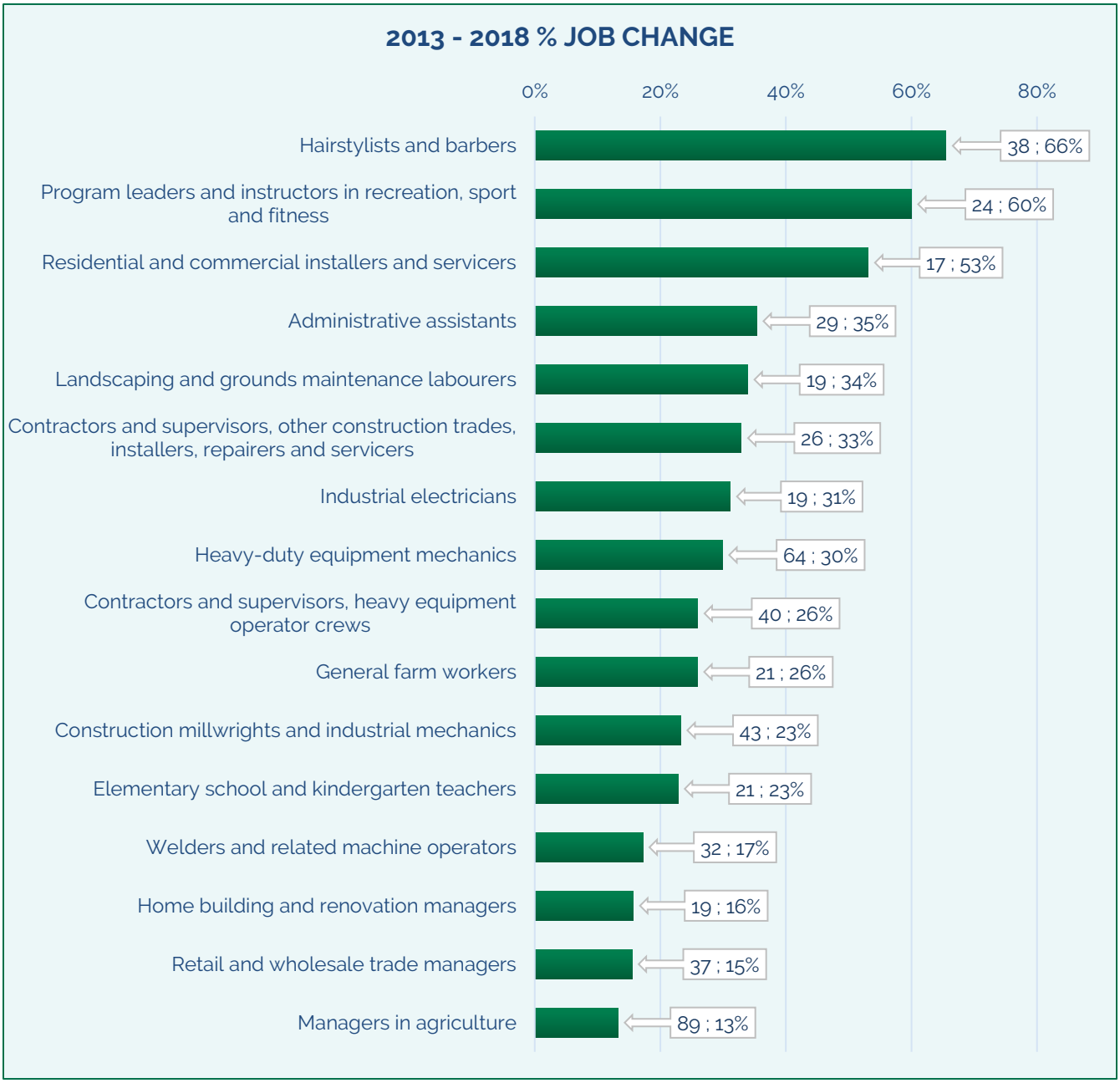
Figure 12: Occupations with the Largest Absolute Job Growth in the Labour Shed, 2013-2018



Source: EMSI Analyst 2019.Q1

Using percentage jobs growth in the labour shed highlights the pace of growth. The following figure illustrates occupations that had the most intense growth in demand, but also had a relevant impact on the economy as they added a minimum of 15 jobs to the labour shed (0.01% of total jobs) between 2013 and 2018.

Figure 13: Occupations with the Fastest Growth in the Labour Shed, 2013-2018



Source: EMSI Analyst 2019.Q1

Location quotient analysis can be used to measure the relative concentration of an occupation, that is, it compares the percentage of jobs by occupation in the labour shed, relative to the total percentage of jobs in the same occupation in Canada. A location quotient of 2 means the labour shed employs twice as many jobs in that occupation than is typical in the nation.

Table 10 illustrates the occupations that are concentrated in the labour shed relative to Canada using a location quotient measure. **Occupations are considered to be concentrated if they have a location quotient greater than 1.25, which would indicate that the area employs 25% more of that occupation than the benchmark.**

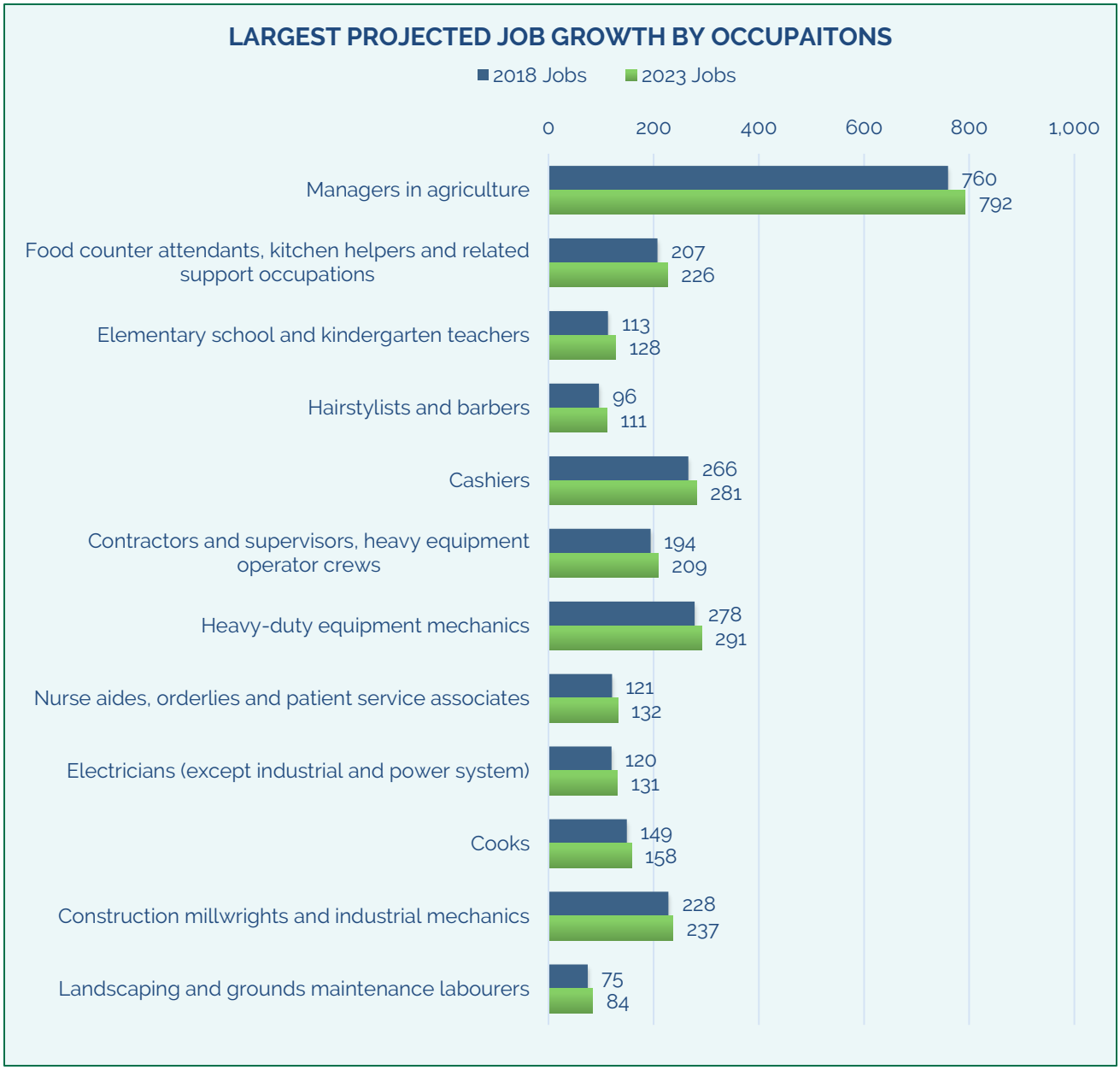
Table 10: Concentrated Occupations, 2018

Occupations	2018 Jobs	2018 Location Quotient
Oil and gas well drillers, servicers, testers and related workers	488	21.38
Contractors and supervisors, oil and gas drilling and services	360	20.71
Oil and gas well drilling and related workers and services operators	164	19.37
Oil and gas drilling, servicing and related labourers	111	16.20
Central control and process operators, petroleum, gas and chemical processing	141	11.61
Managers in agriculture	760	6.37
Contractors and supervisors, heavy equipment operator crews	194	5.89
Heavy-duty equipment mechanics	278	5.45
Heavy equipment operators (except crane)	303	4.61
Supervisors, motor transport and other ground transit operators	145	4.58
Transport truck drivers	864	3.53
Power engineers and power systems operators	77	3.39
Construction millwrights and industrial mechanics	228	3.29
Industrial electricians	80	3.26
Welders and related machine operators	218	2.78
Contractors and supervisors, mechanic trades	135	2.68
Accounting technicians and bookkeepers	313	2.49
Contractors and supervisors, other construction trades, installers, repairers and servicers	105	1.92
General farmworkers	102	1.75
Electricians (except industrial and power system)	120	1.59

Source: EMSI Analyst 2019.Q1

Lastly, we investigate which occupations have strong projected growth over the next five years in Whitecourt's labour shed.

Figure 14: Large Projected Job Growth in the Labour Shed by Occupations, 2018-2023



Source: EMSI Analyst 2019.Q1

3.6. Key Occupations for Labour-Based Investment Attraction

Some key occupations stand out in the labour shed area, as they are growing, projected to grow and/or are concentrated. The following list represents occupations that are widely available to Whitecourt for labour-based investment attraction.

Key Occupations	High Demand	Significant Growth	Fast Growth	Concentrated	Significant Projected Growth
Managers in agriculture	✓	✓	✓	✓	✓
Heavy-duty equipment mechanics	✓	✓	✓	✓	✓
Construction millwrights and industrial mechanics	✓	✓	✓	✓	✓
Contractors and supervisors, heavy equipment operator crews	✓	✓	✓	✓	✓
Welders and related machine operators	✓	✓	✓	✓	
Retail and wholesale trade managers	✓	✓	✓	✓	
Cashiers	✓	✓	✓		✓
Contractors and supervisors, other construction trades, installers, repairers and servicers		✓	✓		✓
Homebuilding and renovation managers		✓	✓		✓
Industrial electricians		✓	✓	✓	

Note: The top 15 occupations based on the largest number of jobs in the commuter shed. Significant growth indicates a top 15 occupation with the largest absolute growth between 2013-2018 in the labour shed. Fast Growth means that the occupation grew by a minimum of 0.1% of jobs and was within the top 15 percentage rates of growth between 2013 and 2018. Concentrated means the occupation had a Location Quotient higher than 1.25. Significant projected growth means the occupation is poised to be one of the top 15 to add new jobs to the labour shed between 2018 and 2023.

The above occupations form a group of what will be referred to as **"key occupations"**, which are widely employed and increasingly in demand within the region. They represent the best opportunity in terms of attracting industry to the town of Whitecourt based on labour availability. In what follows, the industries that most commonly hire these key occupations are revealed using inverse staffing patterns.

Table 11 shows which industries, in Division No. 13[6], most commonly employ (by largest number of jobs) all of the identified key occupations. The last column shows the percentage of the industry's jobs found within the key occupations. **The industries that employ the key occupations, which are expected to have the largest job growth in the next five years, are highlighted in green.**

Table 11: Key Staffing Patterns, 2018-2023

Industry	Occupation Group Jobs in Industry (2018)	Occupation Group Jobs in Industry (2023)	% Change (2018-2023)	% of Total Jobs in Industry (2018)
Residential building construction	280	305	9%	56.1%
Rail transportation	129	173	34%	26.7%
Personal care services	118	121	3%	49.8%
Foundation, structure, and building exterior contractors	105	124	18%	26.1%
Traveller accommodation	64	95	48%	1.4%
Commercial and industrial machinery and equipment repair and maintenance	57	62	9%	54.9%
Farms	53	59	11%	50.0%
Cement and concrete product manufacturing	47	62	32%	9.8%
Local, municipal and regional public administration	33	41	24%	5.4%
Building equipment contractors	31	34	10%	4.9%
Other specialty trade contractors	28	34	21%	17.6%
Postal service	23	24	4%	39.7%
Automotive repair and maintenance	18	20	11%	11.3%
Consumer goods rental	15	15	0%	45.7%
Commercial and industrial machinery and equipment rental and leasing	17	22	29%	24.6%

Source: EMSI Analyst 2019.Q1

[6] The census division of Division No. 13 includes the following areas:
Alberta Beach (Village), Alexis 133 (Indian reserve), Athabasca (Town), Athabasca County (Municipal district), Barrhead (Town), Barrhead County No. 11 (Municipal district), Birch Cove (Summer village), Bondiss (Summer village), Boyle (Village), Castle Island (Summer village), Clyde (Village), Island Lake (Summer village), Island Lake South (Summer village), Lac Ste. Anne County (Municipal district), Larkspur (Summer village), Mayerthorpe (Town), Mewatha Beach (Summer village), Nakamun Park (Summer village), Onoway (Town), Ross Haven (Summer village), Sandy Beach (Summer village), Silver Sands (Summer village), South Baptiste (Summer village), South View (Summer village), Sunrise Beach (Summer village), Sunset Beach (Summer village), Sunset Point (Summer village), Thorhild County (Municipal district), Val Quentin (Summer village), West Baptiste (Summer village), West Cove (Summer village), Westlock (Town), Westlock County (Municipal district), Whispering Hills (Summer village), Whitecourt (Town), Woodlands County (Municipal district), Yellowstone (Summer village)

4. JOB POSTINGS ANALYTICS

The previous two sections of this report looked at population estimates (local supply) and labour market data on jobs in the region (a proxy for occupational demand), which captured a wide understanding of the economy of the region. However, this approach lacked detail about the decisions being made by businesses regarding hiring and demand for specific skills and talent. **This section identifies the skills and talent that are currently in-demand by businesses** in the region by analyzing the jobs posted within the labour shed, between November 2017 and January 2019.

There were 5,309 total job postings from November 2017 to January 2019, of which 2,334 were unique. The majority of the jobs posted in the labour shed, between November 2017 and January 2019, where within Whitecourt. The table below shows a breakdown for unique job postings.

Job Postings Regional Breakdown	Unique Postings (Nov 2017 - Jan 2019)
Whitecourt	1,518
Fox Creek	440
Mayerthorpe	194
Lac Ste. Anne County	149
Woodlands County	33

Source: EMSI Analyst 2019.Q1

The following table shows the companies which posted the largest amount of jobs between November 2017 to January 2019.

Company	Total Postings	Unique Postings	Median Posting Duration
Alberta Health Services	543	142	20 days
Eagle River Enterprise	123	101	5 days
Wal-Mart Stores, Inc.	186	78	28 days
Canadian Consumer Supply Corp	262	77	7 days
Apply to Education	91	66	13 days
Eagle River Casino Ltd	101	56	21 days
Ledcor Construction Limited	111	49	37 days
Diversified Transportation Ltd	111	48	61 days
Recrutement Maxeor Inc	200	48	27 days
Pilot Flying J	146	33	52 days
Scotiabank Centre	107	25	37 days
Ledcor Holdings Inc	88	23	31 days
Exxon Mobil Corporation	54	21	26 days
GoEasy Ltd	39	20	33 days
Pembina	50	20	10 days

Source: EMSI Analyst 2019.Q1

In terms of occupations being sought after, the labour shed has seen a large number of jobs posted for truck drivers, trades workers, manufacturers, retail workers, computer and information systems managers, and administrative personnel. The table below shows the occupations with the highest posting rates between November 2017 and January 2019.

Occupation (NOC)	Total Postings	Unique Postings	Median Posting Duration
Transport truck drivers	195	112	29 days
Other products assemblers, finishers and inspectors	303	104	8 days
Other customer and information services representatives	185	75	18 days
Other labourers in processing, manufacturing and utilities	138	74	25 days
Other repairers and servicers	181	71	31 days
Computer and information systems managers	212	70	32 days
Taxi and limousine drivers and chauffeurs	154	66	44 days
Retail salespersons	170	64	24 days
Home support workers, housekeepers and related occupations	95	59	21 days
Other administrative services managers	165	58	22 days
Automotive service technicians, truck and bus mechanics and mechanical repairers	141	54	32 days
Administrative assistants	78	45	12 days
Retail and wholesale trade managers	129	44	34 days
Secondary school teachers	150	42	9 days
General office support workers	65	40	29 days
Registered nurses and registered psychiatric nurses	198	39	30 days

Source: EMSI Analyst 2019.Q1

Analyzing job postings for information on the labour market has yielded interesting details, such as skills that employers are requesting, and greater specificity on qualifications that businesses are seeking. The skills that employers demanded over the past year are broken down into hard and soft skills.

Hard skills include specific knowledge and abilities required for success in a job, and usually can be taught, evaluated and measured. Soft skills, on the other hand, are attributes and personality traits that affect interpersonal interactions and while different, are as important as hard skills in the workforce. As the workplace evolves, firms will look for candidates with hybrid skills (a blend of soft and hard skills)

because they have the flexibility that enables them to add value to the organization and to keep up with change.

In terms of hard/soft skills and specific qualifications, the following three tables show the top in-demand skills and qualifications in the labour shed. The top 10 industries demanding these include;

- Offices of Physicians (except Mental Health Specialists)
- Site Preparation Contractors
- Other Automotive Mechanical and Electrical Repair and Maintenance
- Full-Service Restaurants
- Hotels (except Casino Hotels) and Motels
- Administrative Management and General Management Consulting Services
- Commercial Banking
- Commercial and Institutional Building Construction
- Petroleum Refineries
- Other Management Consulting Services

Top Hard Skill	Postings with Skill
Valid Driver's License	574
Oil & Gas Knowledge	249
Written Communication	153
Microsoft Excel	138
Warehousing	130
Food Services	121
Restaurant Operation	116
Packaging & Labeling	110
Marketing Management	107
Merchandising	102
New Product Development	100
Market Research	99
Product Testing	94
Computer Literacy	92
Financial Services	92
Microsoft Outlook	91
Enhanced Data GSM Environment	88
Nursing	73
Continuous Improvement Process	71
Standard Operating Procedure	69
Microsoft Office	66
Active Directory (Microsoft)	64

Source: EMSI Analyst 2019.Q1

Top Soft Skills	Postings with Skill
Management	518
Sales	437
Customer Service	423
Communications	395
Operations	335
Leadership	226
Interpersonal Skills	218
Clerical Works	156
Innovation	150
Problem Solving	138
Troubleshooting (Problem Solving)	124
Time Management	110
Decision Making	88
Mentorship	79
Hospitality	74
Training & Development	71
Verbal Communication Skills	70
Microsoft Office	66
Teaching	65
Critical Thinking	60
Career Development	53
Coordinating	48

Source: EMSI Analyst 2019.Q1

Top Qualifications	Postings with Qualification
Valid Driver's License	574
Hydrogen Sulfide (H2S) Training	142
Cardiopulmonary Resuscitation (CPR)	62
Workplace Hazardous Materials Information Systems	46
Licensed Practical Nurse	36
Online Certificate Status Protocol	8
Certified Sales Associate	5
Registered Practical Nurse	5
Operator Certification	4
Certified Safety Auditor	3
Certified Social Workers Credential	3
CompTIA Security+	3
Professional Engineer	3
Certified Engineering Technologist	2
Certified Professional Soil Scientist	2

Source: EMSI Analyst 2019.Q1

5. ECONOMIC BASE ANALYSIS

This section investigates Whitecourt's local economy through the industries that drive the local economy by examining jobs, external revenues and businesses. As such, the central focus of this section **will be Whitecourt, benchmarked to Division No. 13[7] and, Alberta.**

This section reports industry statistics related to exports, employment concentrations, and business growth for the local economy with the aim of uncovering key industries that either exist or are emerging in the region today.

The Statistics Canada "North American Industry Classification System" (NAICS) of classifying industries is used for this report. The largest groupings or aggregations of industries categories are called Sectors, which are broken down into Subsectors, which are then further broken down into Industries. An example of this breakdown follows:

[7] The census division of Division No. 13 includes the following areas:
Alberta Beach (Village), Alexis 133 (Indian reserve), Athabasca (Town), Athabasca County (Municipal district), Barrhead (Town), Barrhead County No. 11 (Municipal district), Birch Cove (Summer village), Bondiss (Summer village), Boyle (Village), Castle Island (Summer village), Clyde (Village), Island Lake (Summer village), Island Lake South (Summer village), Lac Ste. Anne County (Municipal district), Larkspur (Summer village), Mayerthorpe (Town), Mewatha Beach (Summer village), Nakamun Park (Summer village), Onoway (Town), Ross Haven (Summer village), Sandy Beach (Summer village), Silver Sands (Summer village), South Baptiste (Summer village), South View (Summer village), Sunrise Beach (Summer village), Sunset Beach (Summer village), Sunset Point (Summer village), Thorhild County (Municipal district), Val Quentin (Summer village), West Baptiste (Summer village), West Cove (Summer village), Westlock (Town), Westlock County (Municipal district), Whispering Hills (Summer village), Whitecourt (Town), Woodlands County (Municipal district), Yellowstone (Summer village)

5.1. Employment Profile

Between 2013 and 2018, the local economy of Whitecourt decreased by a total number of **666 jobs (-8%) to a total of 8,102**. This decline in employment is similar to that of the region, Division No. 13 (-10%), but unlike the province, which grew by 1%. Table 12 indicates the percentage of job growth, between 2013 and 2018, by sector for each of these economies. Note that negative numbers are indicated by red text in parenthesis.

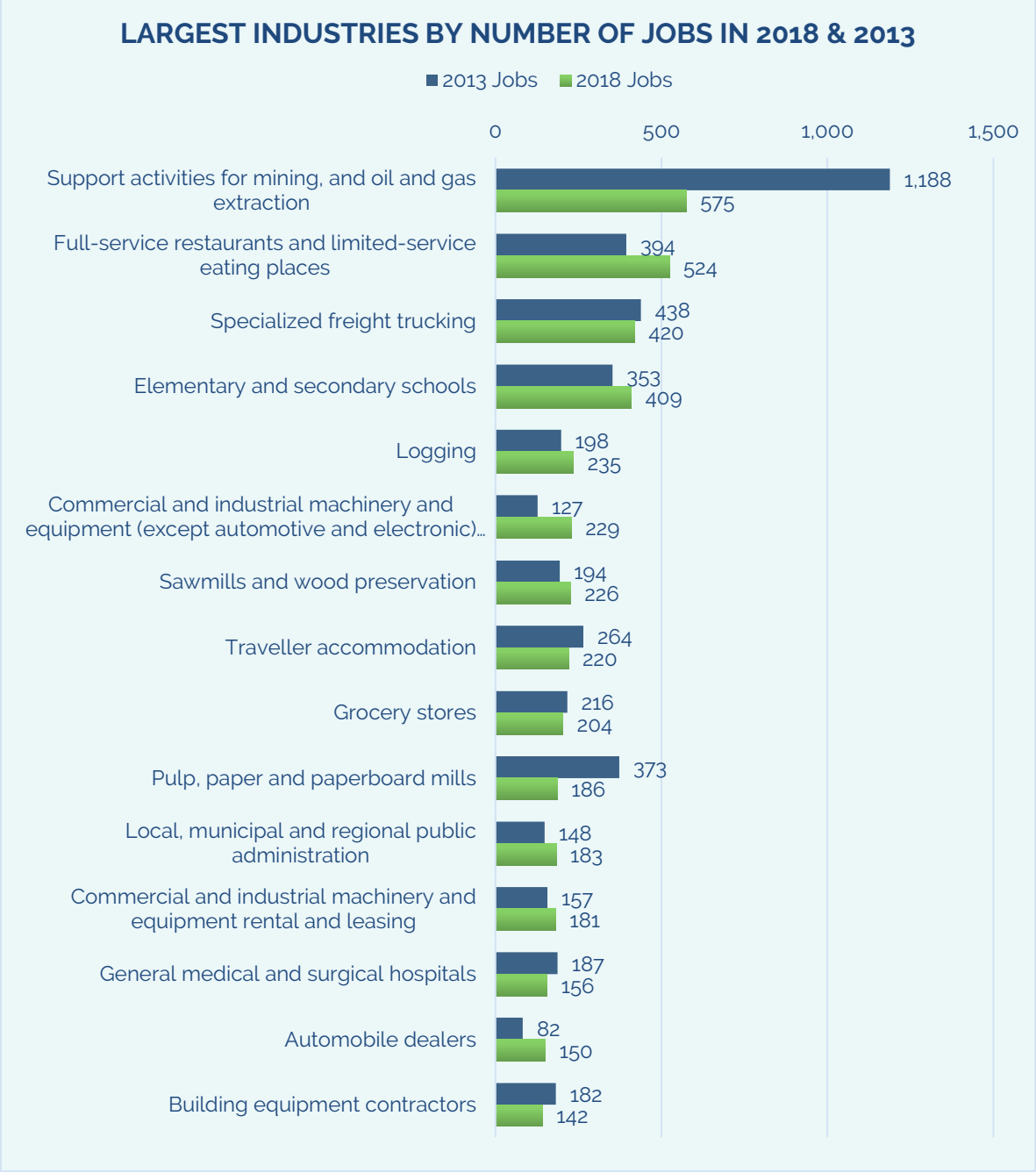
Table 12: Projected Employment Growth by Sector, Whitecourt, Division No. 13 and Alberta, 2013-2018

NAIC	Description	Jobs in Whitecourt 2018	Whitecourt % Change	Div. No 13 % Jobs Change	Alberta % Jobs Change
11	Agriculture, forestry, fishing and hunting	289	1%	(15%)	(13%)
21	Mining, quarrying, and oil and gas extraction	658	(48%)	(35%)	(17%)
22	Utilities	50	(55%)	(32%)	(7%)
23	Construction	621	(17%)	(23%)	(3%)
41	Wholesale trade	251	(0%)	(4%)	(3%)
51	Information and cultural industries	28	27%	(16%)	(14%)
52	Finance and insurance	116	(4%)	(14%)	2%
53	Real estate and rental and leasing	270	14%	9%	11%
54	Professional, scientific and technical services	257	(23%)	(30%)	(2%)
55	Management of companies and enterprises	0	0%	0%	(22%)
56	Administrative and support, waste management and remediation services	359	8%	(2%)	4%
61	Educational services	451	23%	(3%)	12%
62	Health care and social assistance	414	(14%)	(2%)	21%
71	Arts, entertainment and recreation	125	79%	58%	21%
72	Accommodation and food services	779	16%	9%	2%
81	Other services (except public administration)	589	29%	2%	(1%)
91	Public administration	346	24%	27%	8%
31-33	Manufacturing	581	(22%)	(28%)	(12%)
44-45	Retail trade	1,130	14%	6%	2%
48-49	Transportation and warehousing	679	(24%)	(21%)	7%
X0	Unclassified	108	2%	(1%)	10%
All	**Total**	8,102	(8%)	(10%)	1%

Source: EMSI Analyst

To better understand how each sector supports jobs, Figure 15 shows the **largest industries in Whitecourt** by number of jobs between 2013 and 2018.

Figure 15: Largest Industries by Number of Jobs, 2013-2018



Source: EMSI Analyst, 2019.Q1

Based on EMSI Analyst data on employment by industry, the following can be concluded about industry employment for the local economy of Whitecourt (excluding public-funded industries or retail).

Largest Growth Industries by Total Employment	Recent Fast-Growing Industries by Employment Growth (%)	Industries with Largest Projected Growth Employment
1. Full-service restaurants and limited-service eating places 2. Commercial and industrial machinery and equipment (except automotive and electronic) repair and maintenance 3. Logging 4. Gambling industries 5. Sawmills and wood preservation 6. Commercial and industrial machinery and equipment rental and leasing 7. Other financial investment activities	1. Other financial investment activities 2. Other schools and instruction 3. Recreational vehicle (RV) parks and recreational camps 4. Gambling industries 5. Commercial and industrial machinery and equipment (except automotive and electronic) repair and maintenance 6. Other amusement and recreation industries 7. Logging	1. Full-service restaurants and limited-service eating places 2. Sawmills and wood preservation 3. Commercial and industrial machinery and equipment rental and leasing 4. Gambling industries 5. Other amusement and recreation industries 6. Electrical, plumbing, heating and air-conditioning equipment and supplies merchant wholesalers 7. Chemical (except agricultural) and allied product merchant wholesalers

Notes:

Largest Industries by Total Employment is defined as the top 7 largest industries by number of jobs, not including industries that are solely funded by the government such as healthcare and education.

Recent Fast-Growing Industries by Employment Growth (%) is defined as industries that had the largest percentage job growth in the economy, including only industries that grew jobs by 0.01 % of total jobs in 2018 (85 new jobs) between 2013 and 2018

Industries with Largest Projected Growth Employment is defined as the industries projected to have the largest absolute job growth over the next five years.

5.2. Export Sales

This subsection investigates export sales by industry. Exports show the amount of money that is spent by industries located outside the region in exchange for goods or services produced by an industry located in the local economy. **Whitecourt's local economy had total export sales of $1.5 billion.** Listed below are the largest drivers or external revenues, that is, industries in order of export dollars sold outside of the local economy.

Table 13: Export Dollars Flowing into Town of Whitecourt by Industry

NAICS	Industry	Total Exports
3221	Pulp, paper and paperboard mills	$328,170,333
2131	Support activities for mining, and oil and gas extraction	$192,519,895
4842	Specialized freight trucking	$109,835,955
2111	Oil and gas extraction	$79,133,171
5324	Commercial and industrial machinery and equipment rental and leasing	$72,033,691
1133	Logging	$69,422,956
3211	Sawmills and wood preservation	$67,654,032
4812	Non-scheduled air transportation	$58,526,847
9120	Provincial and territorial public administration	$40,724,226
4841	General freight trucking	$40,001,145
3241	Petroleum and coal product manufacturing	$35,777,585
2371	Utility system construction	$31,713,641
6111	Elementary and secondary schools	$26,443,961
4861	Pipeline transportation of crude oil	$25,311,730
3251	Basic chemical manufacturing	$23,902,101
8113	Commercial and industrial machinery and equipment (except automotive and electronic) repair and maintenance	$20,378,281
7211	Traveller accommodation	$19,056,370
2211	Electric power generation, transmission and distribution	$16,182,250
6221	General medical and surgical hospitals	$14,879,900
5413	Architectural, engineering and related services	$14,621,789
2373	Highway, street and bridge construction	$12,734,662
3219	Other wood product manufacturing	$11,286,853
4163	Lumber, millwork, hardware and other building supplies merchant wholesalers	$10,705,836

Source: 2019.Q1 EMSI Analyst, based on 2014 National Input-Output Tables by StatsCan

In Division No. 13, the top industries which generate the largest amount of external revenues are as follows:

- Pulp, paper and paperboard mills ($935,649,611)
- Farms ($544,546,390)
- Oil and gas extraction ($306,076,885)
- Support activities for mining, and oil and gas extraction ($218,827,787)
- Specialized freight trucking ($214,692,065)
- Sawmills and wood preservation ($181,264,841)
- Other general-purpose machinery manufacturing ($104,055,866)
- Logging ($88,039,934)

Similarly, in Alberta, the top industries which generate the largest amount of external revenues are as follows:

- Oil and gas extraction ($143,315,648,940)
- Petroleum and coal product manufacturing ($26,811,106,894)
- Utility system construction ($11,996,161,875)
- Support activities for mining, and oil and gas extraction($10,707,703,670)
- Agricultural, construction and mining machinery manufacturing ($6,875,780,707)
- Specialized freight trucking ($6,515,925,938)
- Architectural, engineering and related services ($6,057,920,406)

5.3. Location Quotient Analysis

An economic base analysis is an analysis of how the local economy functions. It does not provide solutions to economic problems but instead provides useful information required for decision-making about economic strategies.

The economic base analysis helps determine which economic activities "bring money in", and where money might be "leaking out". While the actual flow of money in and out of the community would be the most accurate means of describing the economic base of the area, data or statistics for this form of cash flow analysis are not readily available. As such, a proxy for cash flow is required, and the most common substitute is employment which uses an economic base analysis tool called "Location Quotient Analysis". This method compares the level of employment concentration (or specialization) in a relevant localized economy (i.e. Town of Whitecourt) to the level of employment concentration in one or more benchmark areas. In other words, does the local economy have proportionately more or fewer employees in specific industries than the benchmark area?

"Benchmarking" employment in Whitecourt to Division No 13, and to Alberta provides information on:

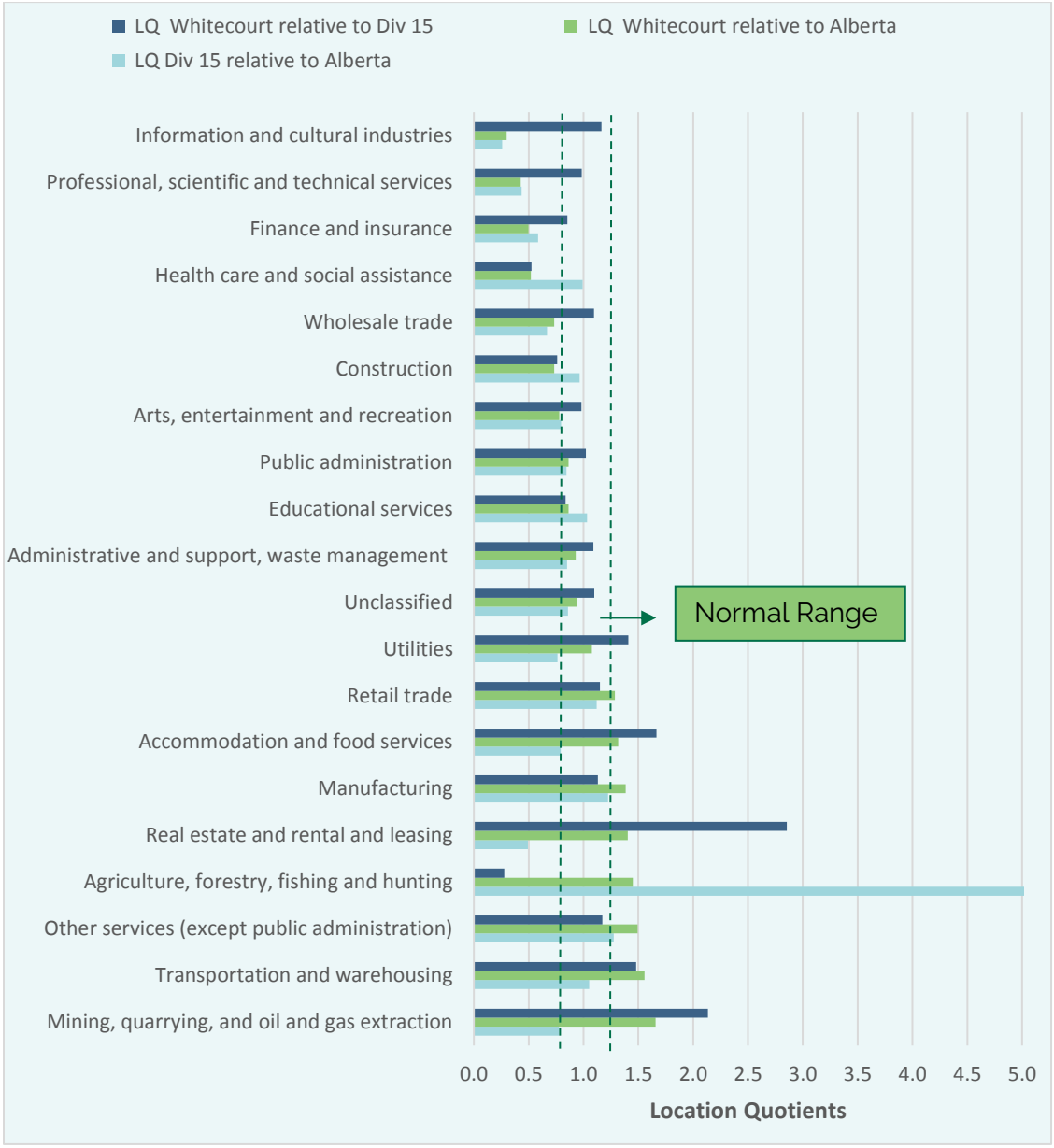
- The extent to which Whitecourt is producing all of the goods or services required for consumption locally (this potentially identifies opportunities to replace the imports with locally provided goods and services).
- Whether the Whitecourt economy is producing goods or services in excess of quantities required for local consumption, indicating a high degree of development and specialization (or industry concentration) that results from the goods or services being consumed by non-residents.

The location quotient method is a "first cut" analysis that requires interpretation of the results, but it will point to the economic sectors that deserve a more thorough and in-depth analysis and "street-level" validation. A location quotient of between 0.75 and 1.25 generally indicates the local economy is self-sufficient in that industry. A 1.0 would indicate the exact same proportion of that industry's jobs to all local jobs as to that of the benchmark, in this case, Division No. 13 and Alberta. A location quotient of less than 0.75 usually indicates a lack of self-sufficiency, requiring an importation of goods or services, as there is insufficient local employment to produce the required goods/services. A location quotient of greater than 1.25 usually indicates the industry has more local employment than is required to sustain the needs of the community; therefore, it will export its goods or services and bring money into the community.

5.3.1. Location Quotient Analysis by Sector

Location Quotients (LQ) help to identify the strengths of the community. Scores above 1.25 indicate a high concentration relative to the benchmark. Figure 16 illustrates the level of concentration of all sectors in Whitecourt relative to the rest of the region (Division No. 13) and the province.

Figure 16: Concentrated Sectors in Whitecourt relative to Division No. 13 and Alberta, 2018



Source: Total number of jobs 2018 per sector are estimated by EMSI Analyst. Location quotients are calculated by McSweeney & Associates.

The location quotient at the highest level indicates that Whitecourt has the strongest specialization relative to Division No. 13 in the following sectors: 'Real estate and rental and leasing'; 'Accommodation and food services; and 'Mining, quarrying, and oil and gas extraction'. Whitecourt has different concentrations relative to the province. The following table summarizes the strongest concentrations in Whitecourt and Division No. 13, relative to the rest of the province.

Concentrated Sectors relative to Alberta:	
For Town of Whitecourt	**For Division No. 13**
Mining, quarrying, and oil and gas extraction	Agriculture, forestry, fishing and hunting
Transportation and warehousing	Other services (except public administration)
Other services (except public administration)	
Agriculture, forestry, fishing and hunting	
Real estate and rental and leasing	
Manufacturing	

5.3.2. Location Quotient Analysis by Subsectors

The following tables illustrate the **subsector** (3-digit NAICS) concentrations in the local economy relative to Division No. 13 and Alberta. Subsectors are an important lens as they help to uncover a lower level of specialization and potential clusters.

Tables 14 and 15 illustrate employment concentrations by subsectors for Whitecourt and Division No. 13, relative to Alberta. Note that the subsectors selected and illustrated in the following tables have the largest 2018 location quotients.

Table 14: Concentrated Subsectors in Whitecourt Relative to Alberta, 2018

Sub-Sectors (by NAICS)	# Jobs Whitecourt	% of Jobs in Whitecourt	LQ Whitecourt relative to Alberta
Total	**8102**	**100%**	
Paper manufacturing	186	2.3%	28.46
Forestry and logging	235	2.9%	24.12
Wood product manufacturing	234	2.9%	7.42
Support activities for agriculture and forestry	47	0.6%	4.81
Truck transportation	535	6.6%	3.20
Rental and leasing services	181	2.2%	3.04
Support activities for mining, and oil and gas extraction	575	7.1%	2.75
Miscellaneous merchant wholesalers	100	1.2%	2.64
Repair and maintenance	371	4.6%	2.31
Accommodation services	255	3.1%	2.21
Waste management and remediation services	54	0.7%	1.80
Pipeline transportation	32	0.4%	1.52
Petroleum and petroleum products merchant wholesalers	32	0.4%	1.45
Petroleum and coal product manufacturing	23	0.3%	1.36
Food and beverage stores	268	3.3%	1.32

Source: 2018 jobs per subsector by EMSI Analyst 2019.Q1. Location quotients are calculated by McSweeney & Associates.

The industries in the table above are concentrated in the local economy relative to Alberta. Most notably, **Whitecourt has three subsectors related to manufacturing that are concentrated:**

- Paper manufacturing
- Wood product manufacturing
- Petroleum and coal product manufacturing

There are also **two subsectors related to agriculture that are strongly concentrated**:

- Forestry and logging
- Support activities for agriculture and forestry

There are **also three subsectors related to tourism that are concentrated**:

- Miscellaneous merchant wholesalers
- Accommodation services
- Food and beverage stores

And, **several concentrated sectors, either directly or indirectly related to oil and gas**:

- Support activities for mining, and oil and gas extraction
- Pipeline transportation
- Petroleum and petroleum products merchant wholesalers

The strengths/concentrations noted in the table above are not the same strengths Division No. 13 has, relative to Alberta. The following table shows the subsectors in which Division No. 13, as a whole, has a higher employment concentration relative to the rest of Alberta.

Table 15: Concentrated Subsectors in Division No. 13 relative to Alberta, 2018

Sub-Sectors (by NAICS)	# Jobs in Division No. 13	% of Jobs in Division No. 13	LQ Division No. 13 relative to Alberta
Total	**33,334**	**100%**	
Paper manufacturing	444	1.3%	16.5
Forestry and logging	416	1.2%	10.4
Wood product manufacturing	667	2.0%	5.1
Support activities for agriculture and forestry	130	0.4%	3.2
Electrical equipment, appliance and component manufacturing	70	0.2%	2.9
Truck transportation	1,416	4.2%	2.1
Repair and maintenance	1,320	4.0%	2.0
Gasoline stations	356	1.1%	2.0
Aboriginal public administration	147	0.4%	1.6
Food and beverage stores	1,288	3.9%	1.5
Farm product merchant wholesalers	41	0.1%	1.5
Motor vehicle and parts dealers	587	1.8%	1.3
Waste management and remediation services	159	0.5%	1.3
Accommodation services	607	1.8%	1.3

Source: 2018 jobs per subsector by EMSI Analyst 2019.Q1. Location quotients are calculated by McSweeney & Associates

5.3.3. Location Quotient Analysis by Industry

This subsection investigates employment concentrations at a more granular level – the industry groups. The following table highlights **industries** that are concentrated in the local economy of Whitecourt, relative to Division No. 13, and that account for a minimum of 0.5% of jobs in the local economy.

Table 16: Concentrated Industries in Whitecourt, relative to Division No. 13, 2018

Industry (by NAICS)	# Jobs Whitecourt	% of Jobs in Whitecourt	LQ Whitecourt relative to Division No. 13
Total	**8102**	**100%**	
Chemical (except agricultural) and allied product merchant wholesalers	47	0.6%	4.1
Non-residential building construction	40	0.5%	3.8
Community care facilities for the elderly	41	0.5%	3.7
Lessors of real estate	61	0.8%	3.6
Commercial and industrial machinery and equipment rental and leasing	181	2.2%	3.6
Civic and social organizations	42	0.5%	3.4
Gambling industries	75	0.9%	3.4
Employment services	101	1.2%	2.8
Support activities for forestry	45	0.5%	2.4
Support activities for mining, and oil and gas extraction	575	7.1%	2.4
Logging	235	2.9%	2.3
Construction, forestry, mining, and industrial machinery, equipment and supplies merchant wholesalers	38	0.5%	2.1
Specialized freight trucking	420	5.2%	1.9
Traveller accommodation	220	2.7%	1.9
Oil and gas extraction	80	1.0%	1.8
Full-service restaurants and limited-service eating places	524	6.5%	1.7
Pulp, paper and paperboard mills	186	2.3%	1.7
Other schools and instruction	41	0.5%	1.7
Sawmills and wood preservation	226	2.8%	1.7
Management, scientific and technical consulting services	57	0.7%	1.6
Architectural, engineering and related services	94	1.2%	1.3

Source: 2018 jobs per industry by EMSI Analyst 2019.Q1. Location quotients are calculated by McSweeney & Associates.

The following table illustrates all of the industries for which the local economy has an employment concentration relative to Alberta.

Table 17: Concentrated Industries in Town of Whitecourt, relative to Alberta, 2018

Industry (by NAICS)	# Jobs Whitecourt	% of Jobs in Whitecourt	LQ Whitecourt relative to Alberta
Total	**8102**		
Pulp, paper and paperboard mills	186	2.3%	39.4
Logging	235	2.9%	24.7
Sawmills and wood preservation	226	2.8%	16.2
Support activities for forestry	45	0.5%	12.7
Specialized freight trucking	420	5.2%	4.6
Chemical (except agricultural) and allied product merchant wholesalers	47	0.6%	4.5
Commercial and industrial machinery and equipment rental and leasing	181	2.2%	4.4
Gambling industries	75	0.9%	3.8
Commercial and industrial machinery and equipment repair & maintenance	229	2.8%	3.2
Support activities for mining, and oil and gas extraction	575	7.1%	2.7
Department stores	124	1.5%	2.3
Traveller accommodation	220	2.7%	2.2
Automotive repair and maintenance	123	1.5%	1.7
Office administrative services	51	0.6%	1.6
Civic and social organizations	42	0.5%	1.6
Personal care services	113	1.4%	1.5
General freight trucking	116	1.4%	1.5

Source: 2018 jobs per industry by EMSI Analyst 2019.Q1. Location quotients are calculated by McSweeney & Associates

The local economy has a specialization in industries related to tourism, wood product manufacturing, and commercial and industrial machinery repair, maintenance, rental, and leasing. The strongest concentrations in Whitecourt, relative to the rest of Alberta are three **industries related to Forestry and wood product manufacturing:**

- Pulp, paper and paperboard mills
- Logging
- Sawmills and wood preservation

Many of the same industries that are concentrated in the Whitecourt economy relative to Alberta are also concentrated relative to Division No. 13. The following industries are concentrated relative to Division No. 13 only, and indicate where Whitecourt specializes in niche/service industries and could potentially be a service provider for the region:

- Non-residential building construction

- Community care facilities for the elderly
- Lessors of real estate
- Employment services
- Construction, forestry, mining, and industrial machinery, equipment/supplies wholesalers
- Oil and gas extraction
- Full-service restaurants and limited-service eating places
- Other schools and instruction
- Management, scientific and technical consulting services
- Architectural, engineering and related services

The following table illustrates all of the industries for which Division No. 13 has an employment concentration relative to Alberta.

Table 18: Concentrated Industries in Division No. 13 relative to Alberta, 2018

Industries (by NAICS)	# Jobs in Division No. 13	% Division No. 13	LQ Division No. 13 relative to Alberta
Total	**33,334**	**100%**	
Pulp, paper and paperboard mills	444	1.3%	22.9
Logging	414	1.2%	10.6
Sawmills and wood preservation	561	1.7%	9.8
Other fabricated metal product manufacturing	171	0.5%	5.1
Farms	3756	11.3%	5.1
Farm, lawn and garden machinery and equipment merchant wholesalers	173	0.5%	3.0
Nursing care facilities	548	1.6%	2.6
Commercial and industrial machinery and equipmentrepair and maintenance	729	2.2%	2.4
Specialized freight trucking	904	2.7%	2.4
Highway, street and bridge construction	219	0.7%	1.8
Automotive repair and maintenance	482	1.4%	1.7
General freight trucking	513	1.5%	1.6
Automotive parts, accessories and tire stores	163	0.5%	1.5
Building material and supplies dealers	302	0.9%	1.4
Other specialty trade contractors	507	1.5%	1.4

Source: 2018 jobs per industry by EMSI Analyst 2019.Q1. Location quotients are calculated by McSweeney & Associates.

From Table 18 (above), the following conclusions can be made about the regional economy Of Division No. 13:

A **cluster of industries related to wood product manufacturing is concentrated relative to the province**, including:

- Pulp, paper and paperboard mills
- Logging

- Sawmills and wood preservation

A cluster of **industries related to construction is concentrated relative to the province**, including:

- Building material and supplies dealers
- Highway, street and bridge construction
- Other specialty trade contractors

5.4. Shift-Share Analysis

Shift-share analysis compares the local employment growth/decline of regional jobs by industry to the employment growth/decline of that industry within Canada, as well as the job growth overall for Canada. More specifically, this analytical tool examines the job growth/decline by attributing growth, stability, or decline in particular industries over time to three distinct forces:

- Canadian economic growth: regional job growth/decline that is attributable to the growth, stability, or decline of the entire Canadian economy.
- Industry growth: regional job growth/decline that is attributable to the growth, stability, or decline of that particular economic activity in the Canadian economy (with the economic growth component removed).
- Local economic growth: local job growth/decline that is attributable to the local economy because it is growing/declining more or less quickly than jobs in the larger economy (with the Canadian economic and industry growth components removed).

This tool, when correctly interpreted, provides greater descriptive power than the location quotient method. It has been applied to NAICS Industries using place of work statistics. Shift-share analysis allows the examination of changes through time (trends) versus the static snapshot of location quotients. To begin, the absolute change in job numbers between 2013 and 2018 by sector will be examined.

5.4.1. Shift-Share Analysis

This subsection examines industries with the largest employment shifts associated with local factors. Table 19 allocates employment changes of these industries to national, industry and regional/local effects. An example of how to interpret the data follows the table. Negative values are illustrated in red parenthesis.

Table 19: Shift-Share Analysis: Competitive Industries, Town of Whitecourt, 2013-2018

Industry (NAICS classification)	Growth/ Decline	% Growth/ Decline	National Economy Effect	Industry Growth Effect	Regional / Local Effect
Total	**-666**	**-9%**	/	/	/
Commercial and industrial machinery and equipment (except automotive and electronic) repair and maintenance	102	80%	8	(9)	102
Full-service restaurants and limited-service eating places	130	33%	26	36	68
Logging	37	19%	13	(30)	54
Gambling industries	34	83%	3	(4)	35
Office administrative services	17	50%	2	(12)	27
Other schools and instruction	28	215%	1	2	25
Commercial and industrial machinery and equipment rental and leasing	24	15%	10	(8)	23
Employment services	34	51%	4	8	21
Recreational vehicle (RV) parks and recreational camps	22	200%	1	(0)	21
Oil and gas extraction	11	16%	4	(13)	20
Other financial investment activities	24	472%	1	0	19
Petroleum and petroleum products merchant wholesalers	20	167%	1	0	19
Chemical (except agricultural) and allied product merchant wholesalers	18	62%	2	(3)	19
Electrical, plumbing, heating and air-conditioning equipment and supplies merchant wholesalers	16	133%	1	(0)	15
Other miscellaneous merchant wholesalers	15	294%	0	0	15
Other miscellaneous store retailers	16	133%	1	0	14
Other amusement and recreation industries	21	72%	2	6	14
Foundation, structure, and building exterior contractors	14	27%	3	(3)	14

Source: EMSI Analyst2019.Q1, jobs data 2013-2018

An example of how to interpret the table follows:

Logging activities industry grew by 37 jobs between 2013 and 2018. This may be attributed to the following:

1	2	3
13 jobs can be attributed to overall growth in the national economy.	30 jobs in this industry can be attributed to employment decline in the industry nationally.	Thus, 54 jobs in the industry in Town of Whitecourt economy can be attributed to a "local growth effect", since 13 new jobs can be attributed to the growth of the national economy, and 30 jobs lost due to industry decline nationally (i.e. 13 -30 + 54 = 37)

The shift-share analysis identified the following industries in Whitecourt (not including retail or publicly funded industries) to have the **strongest local economic growth**, considering national and industry growth/decline:

1. Commercial and industrial machinery and repair and maintenance
2. Full-service and limited-service restaurants
3. Logging
4. Gambling industries
5. Office administrative services
6. Commercial and industrial machinery and equipment rental and leasing
7. Recreational vehicle (RV) parks and recreational camps

Meanwhile, shift-share analysis identified the following industries in Town of Whitecourt (not including retail or publicly funded industries) to have the **strongest local economic decline**, considering national and industry growth/decline:

1. Support activities for mining, and oil and gas extraction
2. Non-scheduled air transportation
3. Pulp, paper and paperboard mills
4. General freight trucking
5. Lumber, millwork, hardware and other building supplies merchant wholesalers
6. Building equipment contractors
7. Traveller accommodation

In comparison, the shift-share analysis for Division No. 13 uncovered local economic growth and decline in the following industries, considering national and industry growth/decline (excluding publicly funded industries):

Economic Growth Driven by a competitive effect in Division No. 13	Economic Growth Driven by a competitive effect in Alberta
Commercial and industrial machinery and equipment (except automotive and electronic) repair and maintenance	Investigation and security services
Office administrative services	Building finishing contractors
Other machinery, equipment and supplies merchant wholesalers	Computer systems design and related services
Other fabricated metal product manufacturing	Legal services
Personal and household goods repair and maintenance	Office administrative services
Business-to-business electronic markets, and agents and brokers	Agencies, brokerages and other insurance-related activities
Independent artists, writers and performers	Gambling industries

Source: EMSI Analyst2019.Q1, jobs data 2013-2018

5.5. Employer Structure

This subsection illustrates the number and size of employers by industry in Whitecourt. The data in this section comes from Statistics Canada's Canadian Business Patterns dataset. Employers in this dataset include businesses in the Business Register, which are all Canadian businesses that meet at least one of the three following criteria:

- Have an employee workforce for which they submit payroll remittances to Canada Revenue Agency; or
- Have a minimum of $30,000 in annual revenue; or
- Are incorporated under a federal or provincial act and have filed a federal corporate income tax form within the past three years.

Statistics Canada divides businesses into two major groupings:

1. businesses with a determinate number of employees; and
2. businesses with an indeterminate number of employees.

Businesses without employees correspond to the "indeterminate" employment category from the previous reference periods. During times of economic decline, there is a rise in the number of indeterminate businesses, as people set up business enterprises, which may or may not become active.

For economic development purposes, businesses with a determinate number of employees (one or more) are of greater interest than indeterminate businesses (which frequently are not active or have very low levels of economic activity). An increase in the number of indeterminate businesses can, however, signal potential new business startups.

There were 425 new business entities between 2013-2018 (26% growth), however, there were 52 fewer businesses with employees in 2018, compared to 2013 (5.5% decline):

The largest sectors by number of businesses in Whitecourt are:

- Real estate and rental and leasing
- Construction
- Transportation and warehousing

The largest subsectors by number of businesses in Whitecourt are:

- Truck transportation
- Support activities for mining, and oil and gas extraction

- Professional, scientific and technical services (i.e. Management, scientific and technical consulting services; Architectural, engineering and related services; Accounting, tax preparation, bookkeeping and payroll services; Other financial investment activities)

The industries that had the largest number of total new businesses in the past 5 years were:

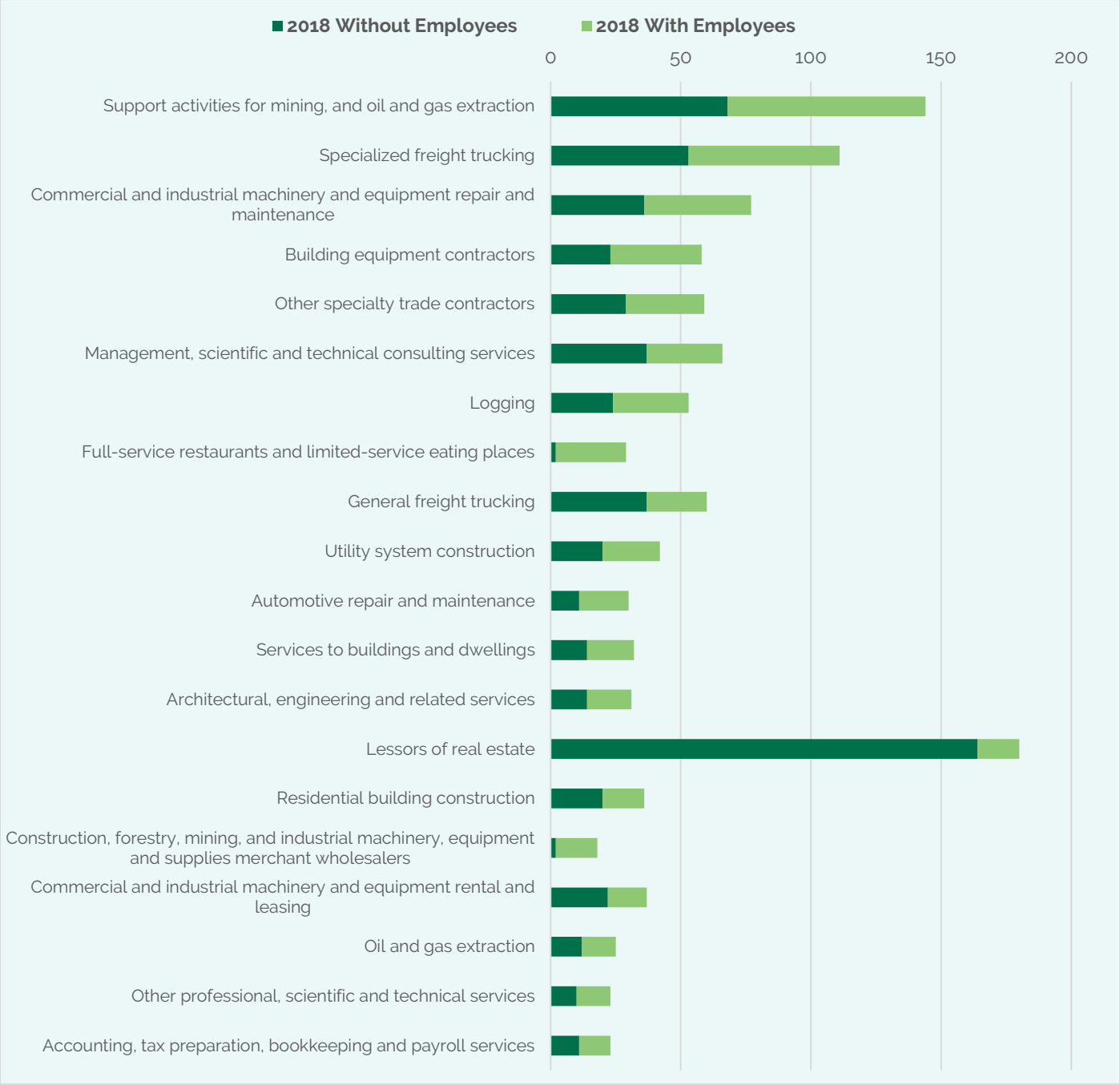
- Lessors of real estate
- Other financial investment activities
- General freight trucking
- Offices of other health practitioners
- Utility system construction
- Accounting, tax preparation, bookkeeping and payroll services
- Other specialty trade contractors

The industries that saw the largest number of new businesses with employees in the past 5 years were:

- Services to buildings and dwellings
- Oil and gas extraction
- Offices of physicians
- Non-residential building construction
- Other professional, scientific and technical services (i.e. marketing research and public opinion polling houses; photographic studios; translators and interpreters; and veterinary practices)
- Building equipment contractors
- Other heavy and civil engineering construction
- Forest nurseries and gathering of forest products

Figure 17 shows, in declining order, industries with the largest number of businesses with employees. The number of businesses without employees is also illustrated in the stacked bars in order to illustrate the total number of businesses.

Figure 17: Industries with Large # of Business Establishments (4-digit NAICS), 2018



Source: 2018 Statistics Canada Business Patterns from EMSI 2018

The following table illustrates the industries that added the largest number of businesses, with employees, to the local economy over the past 5 years:

Table 20: Industries: Largest Growth in # of Businesses with Employees, 2013-2018

Description	2018 Total # of Businesses	# of Businesses with Employees	2013-2018 Change in # of Businesses with Employees	% Change in # of Businesses with Employees
Services to buildings and dwellings	32	18	9	100%
Oil and gas extraction	25	13	5	63%
Other miscellaneous store retailers	7	5	4	400%
Other professional, scientific and technical services	23	13	3	30%
Offices of physicians	18	11	3	38%
Gasoline stations	17	11	3	38%
Non-residential building construction	11	5	3	150%
Building equipment contractors	58	35	2	6%
Construction, forestry, mining, and industrial machinery, equipment and supplies merchant wholesalers	18	16	2	14%
Other personal services	7	4	2	100%
Special food services	6	4	2	100%
Direct selling establishments	6	3	2	200%
Other heavy and civil engineering construction	4	2	2	100%
Forest nurseries and gathering of forest products	5	2	2	100%
Automotive repair and maintenance	30	19	1	6%
Accounting, tax preparation, bookkeeping and payroll services	23	12	1	9%
Electronic and precision equipment repair and maintenance	14	8	1	14%
Beer, wine and liquor stores	7	6	1	20%
Specialty food stores	6	5	1	25%
Other financial investment activities	43	4	1	33%
Support activities for air transportation	4	4	9	100%

Source: 2013-2018 Statistics Canada's Canadian Business Registry, accessed through EMSI

Other notable industries that are quickly growing in the number of businesses or contractors in the local economy (without employees) include Lessors of real estate, Support activities for mining and oil and gas extraction, and General freight trucking (Table 21).

Table 21: Industries: Largest Growth in # of Businesses without Employees, 2012-2017

Description	2018 Total # of Businesses	Total # of Businesses without Employees	2013-2018 Change in # of Businesses without Employees	% Change in # of Businesses without Employees
Lessors of real estate	180	164	95	138%
Support activities for mining, and oil and gas extraction	144	68	30	79%
General freight trucking	60	37	24	185%
Other financial investment activities	43	39	21	117%
Specialized freight trucking	111	53	20	61%
Utility system construction	42	20	16	400%
Other specialty trade contractors	59	29	14	93%
Offices of other health practitioners	19	15	13	650%
Accounting, tax preparation, bookkeeping and payroll services	23	11	10	1000%
Personal care services	23	15	9	150%
Business support services	9	8	7	700%
Support activities for road transportation	11	10	7	233%
Farms	23	20	7	54%
Offices of physicians	18	7	6	600%
Land subdivision	16	13	6	86%
Residential building construction	36	20	6	43%
Activities related to real estate	14	12	6	100%
Management, scientific and technical consulting services	66	37	5	16%

Source: Statistics Canada's Canadian Business Registry 2018-2013

6. SUPPLY CHAIN OPPORTUNITIES

Understanding supply chain gaps means knowing where the money is leaking out of the region. The most straight forward way to support growing businesses or establish a cluster is to understand when key employers are forced to procure supplies from outside of the community. Certain raw materials will always be imported, however, understanding gaps in required services and specific niche industries, will help facilitate recruitment and attraction of additional services to the region. These gaps can also represent expansion and diversification opportunities for Whitecourt's existing business base. Industries that already exist, and which could be further attracted into the economy to reduce leakage have been highlighted in green.

Table 22: Supply Chain Gaps Analysis, Whitecourt

Purchases from	Imported Purchases	% Imported Purchases
Petroleum and coal product manufacturing	$65,573,552	81.6%
Electric power generation, transmission and distribution	$30,025,072	84.7%
Sawmills and wood preservation	$23,462,016	68.2%
Oil and gas extraction	$20,997,917	43.3%
General freight trucking	$20,367,609	64.2%
Architectural, engineering and related services	$16,123,115	61.7%
Insurance carriers	$12,847,081	97.6%
Support activities for forestry	$12,553,342	67.9%
Depository credit intermediation	$12,542,755	76.7%
Management of companies and enterprises	$10,917,593	100.0%
Basic chemical manufacturing	$10,706,205	65.7%
Freight transportation arrangement	$10,155,893	98.6%
Plastic product manufacturing	$9,980,638	99.3%
Support activities for air transportation	$9,965,934	98.3%
Logging	$9,897,125	18.1%
Steel product manufacturing from purchased steel	$9,730,191	94.7%
Lessors of real estate	$9,035,151	69.8%
Specialized freight trucking	$8,627,861	29.7%
Rail transportation-	$8,617,101	100.0%
Agricultural, construction and mining machinery manufacturing	$7,931,592	88.3%

Source: EMSI 2019.Q1 based on National input-output tables from 2014

7. TARGET INDUSTRY ANALYSIS

In developing the list of target industries best suited to Whitecourt's location, the following points were considered:

- Whitecourt is considered to be one of the fastest growing towns in Alberta, quickly becoming a service center hub providing retail, professional services, and other services requiring an office or extensive retail locations.
- Whitecourt and Woodlands County have inter-dependent economies due to their geographic proximity.
- Whitecourt's success is linked to reduced exposure to oil and gas price cycles.
- Whitecourt has a resource-driven economy (i.e. energy and forestry economy) but is looking to intensify its skills development capacity and entrepreneurship, and ultimately to diversify and grow the community's business base.
- Whitecourt has a large supply of vacant buildings and several vacant lots downtown, as well as all of the vacant commercial lots along 49 Avenue from Northern Gateway to Dahl, and around Dynamic Esso and Walmart.
- Whitecourt has a large supply of serviced light to medium industrial land (all of Hilltop industrial, part of West Whitecourt, and the M-3 district by the RCMP)
- Woodlands County has access to rural industrial land availability with a moderate supply of heavy industrial land (most of West Whitecourt)
- The results of the economic base analysis, building on the most effective "economic generators" and on the base of existing industry.
- Industries that are currently not present but could be attracted given the available labour supply.
- Whitecourt is a key location for doing business in northern Alberta due to its geographic location; its transportation connections; access to rail and a 24-hour full air service certified airport; its marketplace connections, access to resource-rich northern regions of Canada and the US; and the fact that it is a stopping point for visitors and goods heading north to Grand Prairie and northeast to BC, as well as those travelling south to Edmonton.
- There have been several new initiatives designated for green power generation in Whitecourt, including Millar Western's Whitecourt Bio-Energy Project and Alberta Newsprint Company (ANC) Powerplant.

7.1. Target Industries

The following industries are recommended as they represent the best opportunity for investment attraction. The target industries listed are priority industries, as they are generally well supported by the regional labour force, they can be situated within the physical spaces available, and they complement existing industries and economic infrastructure of Whitecourt and area.

Amusement, gambling and recreation industries

This industry operates amusement or theme parks that host a variety of attractions, such as casinos, mechanical rides, water slides, games, shows and themed exhibits. This industry would be complementary to existing community and economic assets (i.e. the casino, the airport, public transit, rivers, nature and parks), and is well supported by a large supply of postsecondary certificates in personal and culinary services; and natural resources and conservation. Furthermore, this industry can support ongoing population growth and builds on Whitecourt's status as a regional centre for shopping, recreation and entertainment.

The pursuit of a strong "Arts, entertainment, and recreation' sector would be complementary to the entire tourism cluster that has begun to develop. The 'Accommodations and food services sector' has a relatively high employment concentration in Whitecourt, compared to the census division and the province. Employment in the gambling industry is also concentrated in the Town relative to the region and the province, due to the casino and is set to increase due to the imminent expansion of the Eagle River Casino. Amusement, gambling and recreation industries represent an opportunity to diversify the local economy and create jobs. This industry is expected to continue to grow over the next five years locally, in terms of employment.

The tourism cluster sectors that support this industry are already growing in the Town of Whitecourt. Over the past five years:

- Arts, entertainment and recreation sector employment grew 79%
  - Gambling industry employment grew by 83%
  - Other amusement and recreation industries employment grew by 72%
- Accommodation and food services sector employment grew by 16%
- Retail trade sector employment grew by 14%

Agricultural, construction and mining machinery manufacturing

The crash in the price of oil has significantly slowed traditionally prominent sectors such as 'Mining, quarrying, and oil and gas extraction', and as a result, construction

and utilities. Over the following five years to 2024, the oil and gas industries will likely continue their recovery due to rising domestic production and improved infrastructure which will likely bolster domestic prices[8]. Strong global demand for food and biofuels will likely further encourage sales of new machinery and equipment alongside the development of new products through innovative technology.

New technologies such as robotics and AI have placed downward pressure on labour requirements. Agricultural, construction and mining machinery manufacturing remains within the top 10 export sales generators in Alberta. This sector is poised for growth as oil prices begin to stabilize. As many of Alberta's traditional industries start to recover, they will move to invest in new technologies in machinery and automation.

The Town of Whitecourt imported approximately $7.9 million dollars worth of machinery in 2014. This represents a significant opportunity to attract industry players and fill this supply chain gap locally. In addition to GPS technology, an overall focus on connectivity driven by sensors will be key to smaller manufacturers remaining relevant. This shift towards automation and robotics will facilitate further expansion and strategic partnerships with large companies in the technology and software spaces. While this sector is promising for Whitecourt, it should be aware that it does not currently have the workforce trained in automation and robotics that would be required to attract this industry.

Commercial/ industrial machinery and equipment repair and maintenance

This industry offers maintenance and repair services, such as blade sharpening and welding for commercial, industrial, agricultural and other sectors that use heavy machinery and equipment. The industry is incredibly well supported in terms of regional labour supply given a large number of contractors and supervisors, in construction trades, installers, repairers and servicers located nearby. The value of non-residential construction in Canada is expected to grow an annualized 3.7% after experiencing a major recession[9], which is likely to stimulate activity in major downstream industrial markets like machinery and equipment repair and maintenance.

The 'Commercial and industrial machinery and equipment rental and leasing' industry brought in $72,033,691 into the local economy in 2014 by way of export sales. Commercial and industrial machinery and equipment rental and leasing is expected to continue growing in the town, and as such, there is an opportunity to

[8] IbisWorld 2019
[9] Ibid.

capitalize on the demand this will induce for repair and maintenance services. Moreover, jobs in commercial/industrial repair and maintenance are poised to grow by nearly 10% in the census division (Division No. 13). Local growth in repair and maintenance businesses has already been noted, for example, within 'Electronic and precision equipment repair and maintenance' with over 20 businesses in town, 8 of which have employees. It is noted, however, that there is a workforce gap for heavy-duty mechanics, and this could restrain the growth of this industry.

Basic chemical manufacturing

This industry includes petrochemicals, industrial gas, synthetic dye and pigments, and organic and inorganic chemicals. The Organic Chemical Manufacturing industry in Canada is expected to continue to expand over the five years to 2024, sustained by rising domestic and global demand for chemical products[10]. Organic chemicals are used across a wide range of manufacturing industries, and rising manufacturing output will lead to greater organic chemical consumption. The performance of the Petrochemical Manufacturing industry in Canada is forecast to continue its recent rebound over the five years to 2024.[11] As the local economy continues to grow, domestic disposable income and spending levels are forecast to rise, which will stimulate demand for a variety of downstream goods, such as plastics and paint, thus increasing demand for industry products.

Basic chemical manufacturing was found to be within the top 15 local industry generators of external revenues, with over $23 million worth of industry export sales in 2014 alone. At the same time, this industry is within the top 10 industries with the highest import values, indicating a need for local production. Given that the industry has a local presence already, there is an opportunity to close the supply chain gaps and mover towards local import substitution.

The major supply industry for petrochemical manufacturing is oil drilling and gas extraction, which already exists in the region. Furthermore, oil and gas extraction industry operators use crude oil and natural gas to manufacture organic chemicals. The Organic Chemical Manufacturing industry supplies inputs like cyclic crudes into carbon black production. The Electric Power Transmission industry supplies electricity for chloralkali production. These important supply chain industries are available and accessible for basic chemical manufacturing locally, making Whitecourt an ideal location for the basic chemical manufacturing industry.

The industry requires highly skilled workers in addition to technicians coordinating the manufacturing process. Operators also have teams of engineers and scientists

[10] IbisWolrd 2019
[11] Ibid.

conducting research and development. The regional labour shed has a moderate supply of engineers and scientists and a high supply of technicians that can coordinate the manufacturing process, however, there is a shortage of chemical engineers. Alternatively, access to competitively priced raw materials is vital to remaining competitive, which is an advantage to the region.

Wood product manufacturing

Wood product manufacturing includes the production of millwork, container and pallet, prefabricated wood structures, and miscellaneous wood products. The industries relay on available primary resources for extraction, and the price of logs, which can be compromising for logging companies. [12]

Logging and wood product manufacturing bring in the largest levels of external dollars in the local economy by exporting the largest sums of sales, compared to all other industries in Whitecourt. These include:

- Pulp, paper and paperboard mills $328,170,333
- Logging $69,422,956
- Sawmills and wood preservation $67,654,032

The Sawmills and Wood Production industry locally is expected to continue to grow over the next five years to 2024, albeit at a slower rate. Other wood product manufacturing (i.e. millwork, container, pallet, prefabricated buildings, etc.) generates significant export sales for Whitecourt ($11,286,853). There is an opportunity to increase the viability of relying on lumber within the local economy by diversifying the goods and services derived from raw wood. Downstream establishments could produce windows, doors, flooring, wood containers, prefabricated wood buildings, and related products. Overall, this industry's revenue is forecast to grow at an annualized rate of 1.6% during the period, reaching $5.4 billion in 2024[13].

Furthermore, this industry is well supported by the regional labour force given large labour market surpluses in machine operators and related workers in pulp and paper production and wood processing and manufacturing. While there is a strong labour force for this industry, there are labour gaps for the more technical and professionally accredited occupations. This industry should be monitored for retention and expansion purposes, as the existing employers will be facing logging allotment challenges as well as caribou habitat legislation.

[12] IbisWorld 2019
[13] Ibid

7.2. Emerging Industries

These industries appear to be growing and/or concentrated. These are small but growing sectors that require support and skills development for investment attraction, and as such, Whitecourt should ensure suitable land and office space is available, and key site selection factors are met.

Utility system construction

This industry includes power and telecommunication lines and grids, oil and gas pipelines, water and sewer lines and related structures. As the population of Whitecourt continues to grow, utility systems construction will accompany growth. Thus, the town would benefit from having these companies available locally. As the region becomes more densely populated, new businesses will benefit greatly from quality information communication technologies (ICT) infrastructure, including Telus' announced investment into broadband. The utility systems construction industry would support the speedy progress of ICT, which has been identified as a need by businesses in the town and surrounding region. The utility systems construction industry could also support renewable energy generation, which would be used to generate alternate power supply locally and reduce power and electricity dependencies and importation. The data suggests the town imports a significant amount of its electric power generation.

This industry has an ample supply of labour to support developments and investment attraction. Whitecourt has a large supply of skills related to mechanic and repair technologies, construction trades, and engineering technologies and engineering-related fields.

Professional, scientific and technical services

This includes management, scientific and technical consulting services; accounting, tax preparation, bookkeeping and payroll services; financial investment activities; marketing research and public opinion polling houses; photographic studios; translators and interpreters; and veterinary practices. These industry sectors added a significant number of businesses to the local economy over the past 5 years.

Some of the services provided by these industries are concentrated in Whitecourt, relative to the rest of the region; these include Management, scientific and technical consulting services; and Architectural, engineering and related services. Accountant technicians and bookkeepers represent one of the occupations with the highest level of employment in the region, which suggests there is a high demand for financial services. Whitecourt has a large supply of skills related to business; management, marketing and related support services that can support the

professional services industry, however, there is a tight supply in following postsecondary derived skills, which are instrumental to this sector's development:

- Computer and information sciences and support services
- Biological and biomedical sciences
- Communication, journalism and related programs
- Science technologies/technicians
- Physical sciences

7.3. Special Sectors of Interest

Sectors of Interest are relevant because they bring in a large number of export dollars into Whitecourt, and they represent a large section of employment in the local economy. In essence, these sectors represent the key economic drivers in the region. The target industries selected above represent opportunities to diversify downstream, or within industry clusters directly related to these key economic drivers. In theory, the municipality might have less of a role supporting investment attraction for these industries, as they are already well established in the local and regional economy. The municipality should ensure that these industries continue to have suitable available land for growth and development.

- Specialized and general and freight trucking
- Oil and gas extraction and support activities
- Non-scheduled air transportation
- Pulp, paper and paperboard mills
- Sawmills and wood preservation