



**Calgary Economic
Development**


Deloitte.

WHAT OPPORTUNITIES AM I MISSING?

**Discussion on CED's Talent Perceptions Study of Six
Economic Growth Sectors in the Calgary Region**

June 24th, 2025





We acknowledge that we gather in the home of the Blackfoot Confederacy, comprising the Siksika, Kainai and Piikani Nations. The îethka Nakoda comprising the Bearspaw, Chiniki and Goodstoney Nations and the Tsuut'ina Nation. Calgary is also homeland to the historic Northwest Métis and to the Otipemisiwak Métis Government, Nose Hill Métis District 5 and Elbow Métis District 6. We acknowledge all Indigenous People who have made Calgary their home.

AGENDA



› Introductions



› Project Purpose



› Survey Insights and Guest Speakers



› Q&A



INTRODUCTIONS



Jacoby Holder
Specialist, Competitive
Intelligence



**Calgary Economic
Development**



Frano Cavar
Director, Public Affairs &
External Relations



**Calgary
Construction
Association**



Pablo Franco
Manager, Career &
Employment Services



**Centre for
Newcomers**

PROJECT PURPOSE

A STUDY DRIVEN BY CALGARY'S ECONOMIC STRATEGY



An action plan
for our economy

Vision:

Calgary is the place where **bright minds** and **big ideas** come together with an **unmatched spirit** to help solve global challenges.

INNOVATION

TALENT

LIVABILITY

BRAND

BUSINESS
ENVIRONMENT

Key Drivers

Home to bright minds

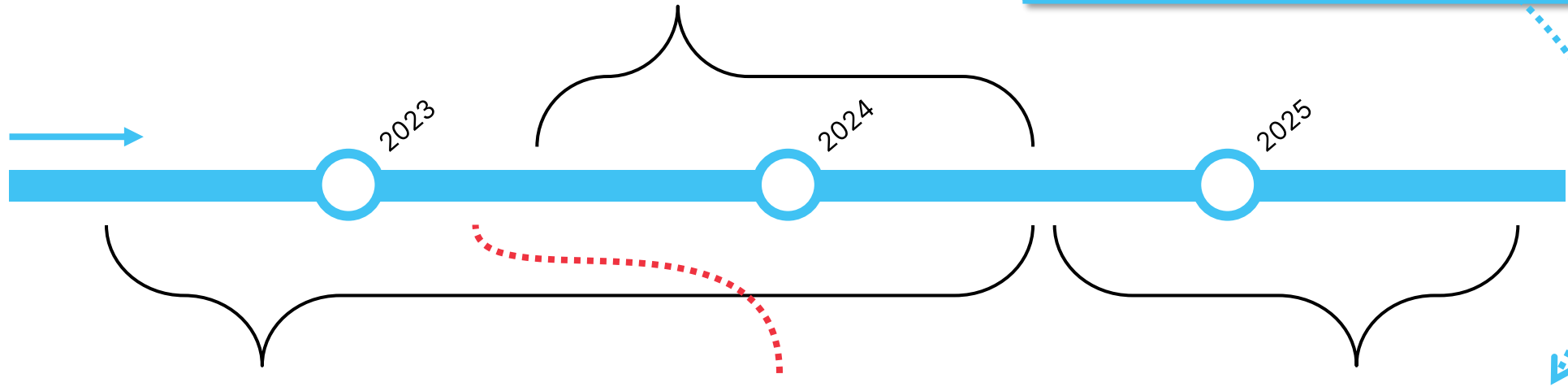
- Calgary is the place where bright minds **live**.
- Calgary is the place where bright minds are **built**.
- Calgary is the place where bright minds can **fully engage** in the workforce.

To achieve our mission we must address skills gaps, skills transferability, and job seeker misperceptions.

BACKGROUND

CED engaged Deloitte to produce a *Talent Supply, Demand, and Gap Study* to **understand the skills and qualifications that talent seekers will require** to 2030.

The study found that **persistent skills gaps** were negatively affecting **73% of employers surveyed**. Analysis of job growth and skills gaps pointed to six key sectors in the region for **further research**.



Calgary is the fastest growing urban center in Canada.
The Calgary Economic Region welcomed **nearly 200,000 people** – a per capita increase higher than any other metropolitan area in Canada.

Despite labour force growth, Calgary faced a lack of equilibrium in the labour market with an **estimated 35,000+ job vacancies** in Q1 2023

CED re-engaged Deloitte to build on this work by conducting **evidence-based research** to inform on **job seeker perceptions** and their willingness to consider employment within the six key growth sectors.

PROJECT OVERVIEW

PURPOSE:

To inform strategies to **attract, retain, and develop a skilled workforce** in support of Calgary's **economic competitiveness**.

OBJECTIVES:

Conduct evidence-based research that informs on job seeker **perceptions, preferences, and priorities** in **6 growth industries**:

- Creative Industries
- Construction
- Aerospace and Defence
- Agribusiness and Food
- Energy and Environment
- Life Sciences and Health

METHODOLOGY:

- Conducted **industry SME roundtables** to identify and discuss sector-specific trends and challenges.
- Designed a **15-minute survey** to be administered online to respondents in and around the Calgary Economic Region via open link email invitation and an online panel.
- Received responses between May 5, 2025 and May 23, 2025, resulting in a total of **1,009 completed survey responses** from individuals in the **Calgary Region and Southern Alberta**.

TODAY'S OBJECTIVES

CURRENT STATE

Survey Findings

Today we will present key findings from the 2025 Talent Perceptions Survey. We aim to:

- Provide insights on the **current perceptions** of the Calgary Region talent pool **towards specific industries** – with **special guests** from the Calgary Construction Association and the Centre for Newcomers

PATH AHEAD

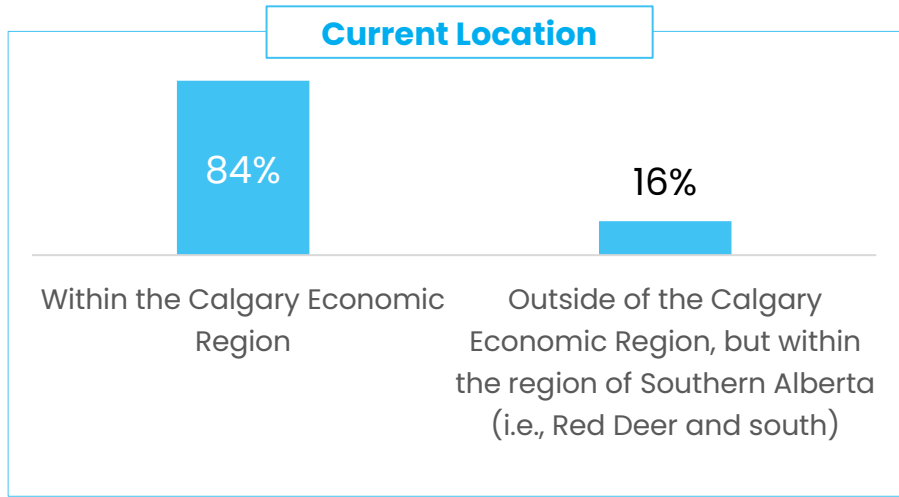
Gathering Feedback

Questions to brainstorm on the following topics:

- Overcoming **misconceptions** and **perceived barriers** to working in an industry
- Understanding frequently missed opportunities and practical steps to navigate **cross-sector career paths**

WHO WAS SURVEYED?

RESPONDENTS' LOCATION



Majority of respondents are located within the Calgary Economic Region, specifically within the City of Calgary.

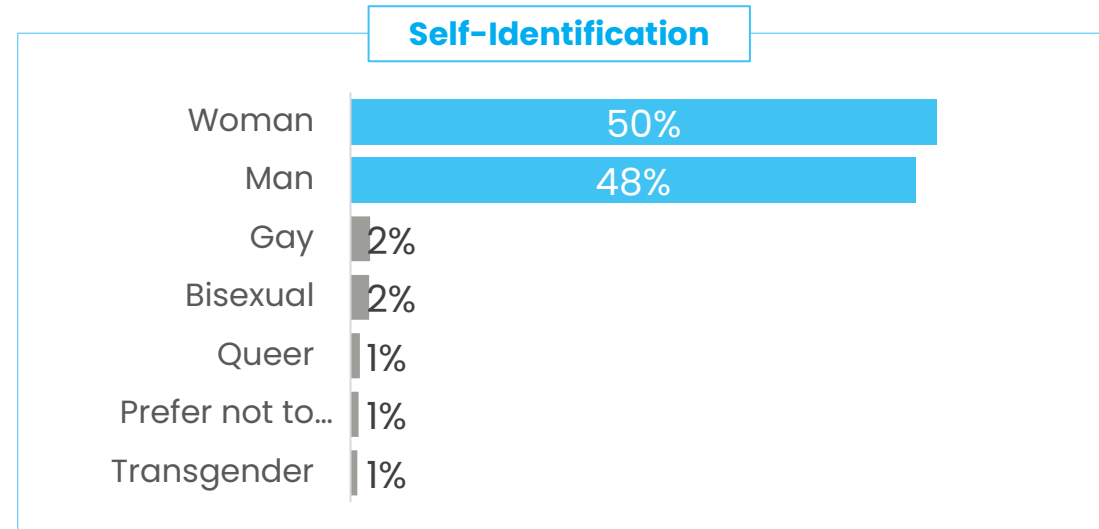
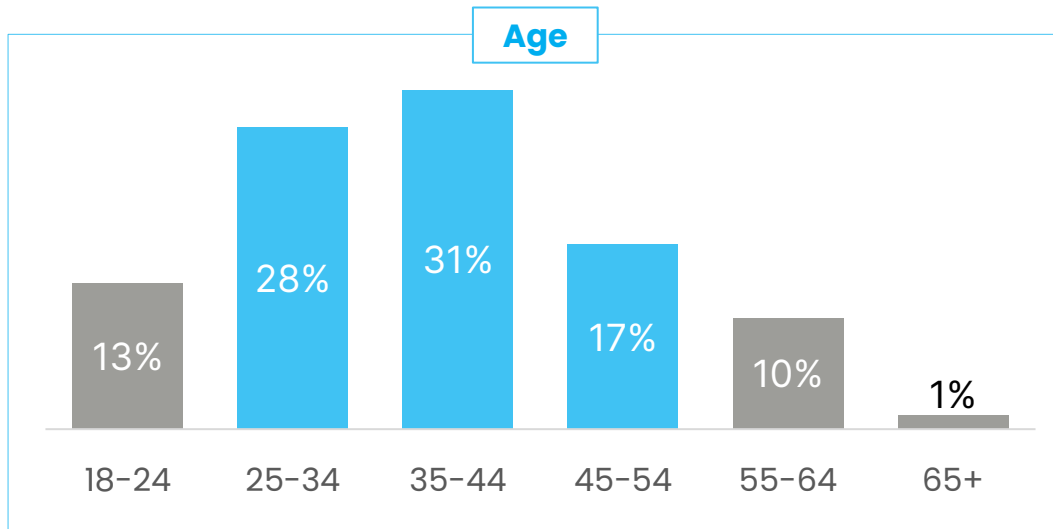



Screening Criteria

The regional disposition represents those individuals within Calgary Economic Region and Southern Alberta who **are actively searching for employment or plan to search for employment in the next 12 months.**

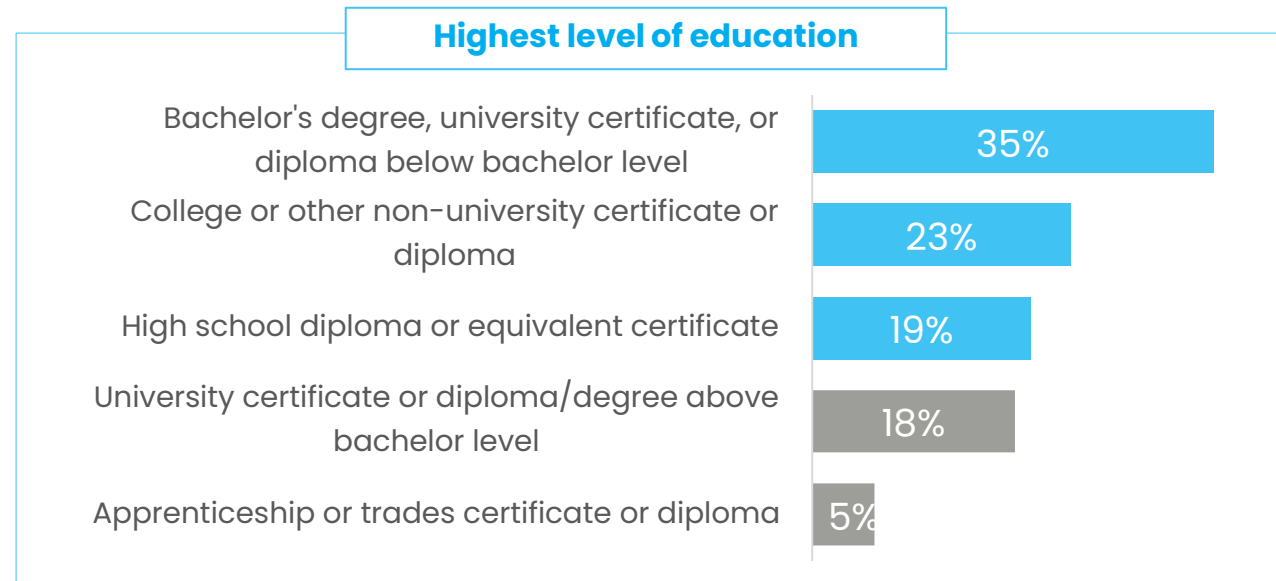


Demographics

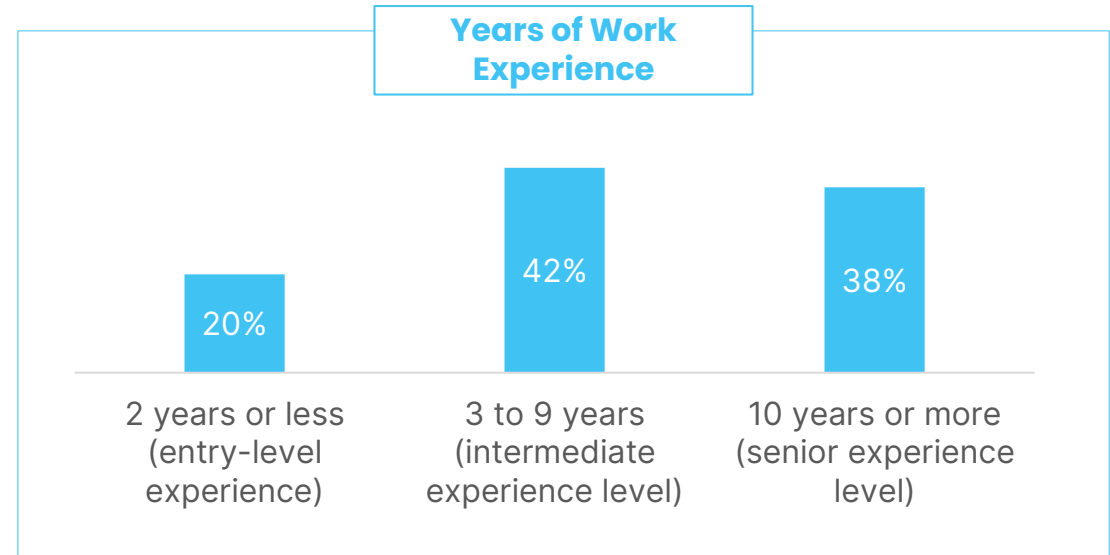
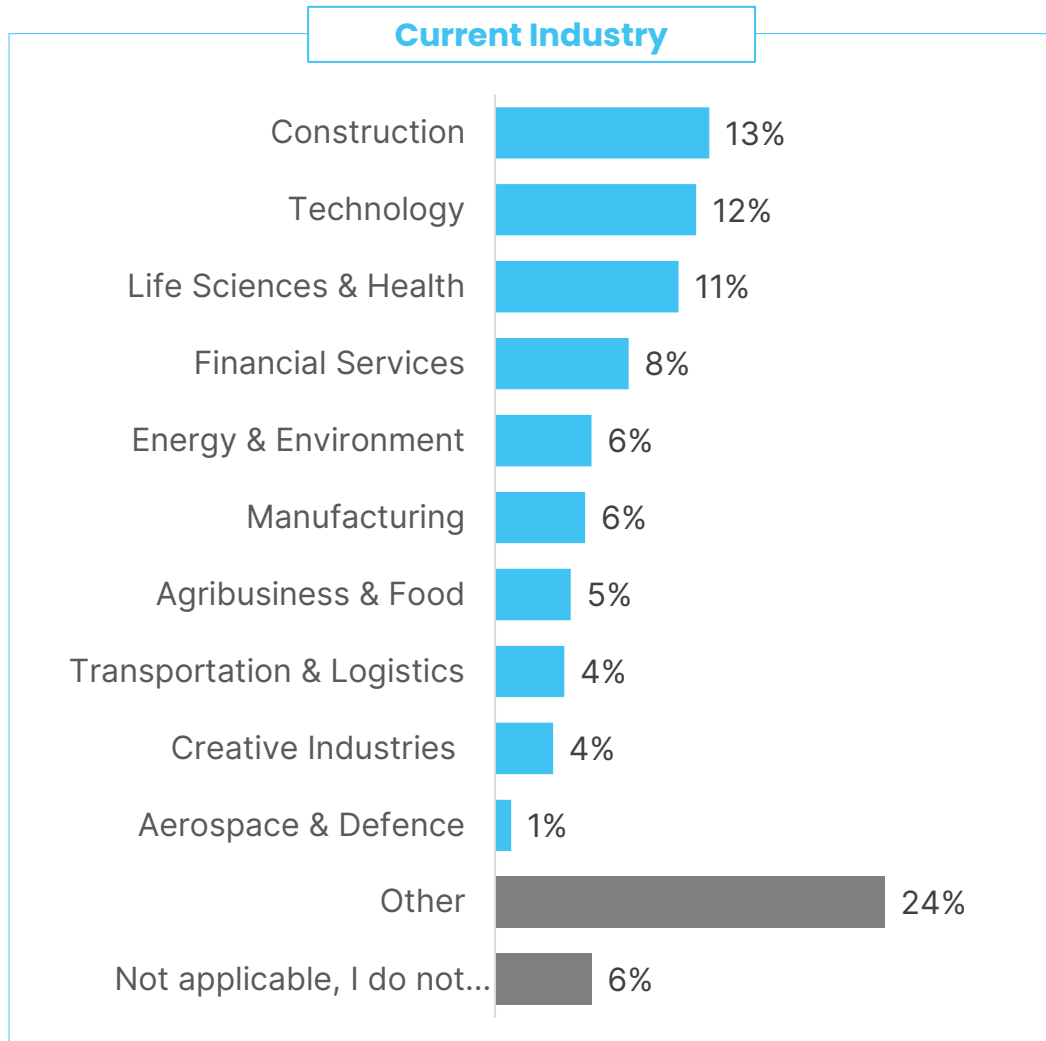


 **59%** of the survey respondents were between the **ages of 25-44**, with **50% being females**.

 **35%** of respondents recorded having a **bachelor's degree, university certificate or diploma below a bachelor level**.



Industry Experience



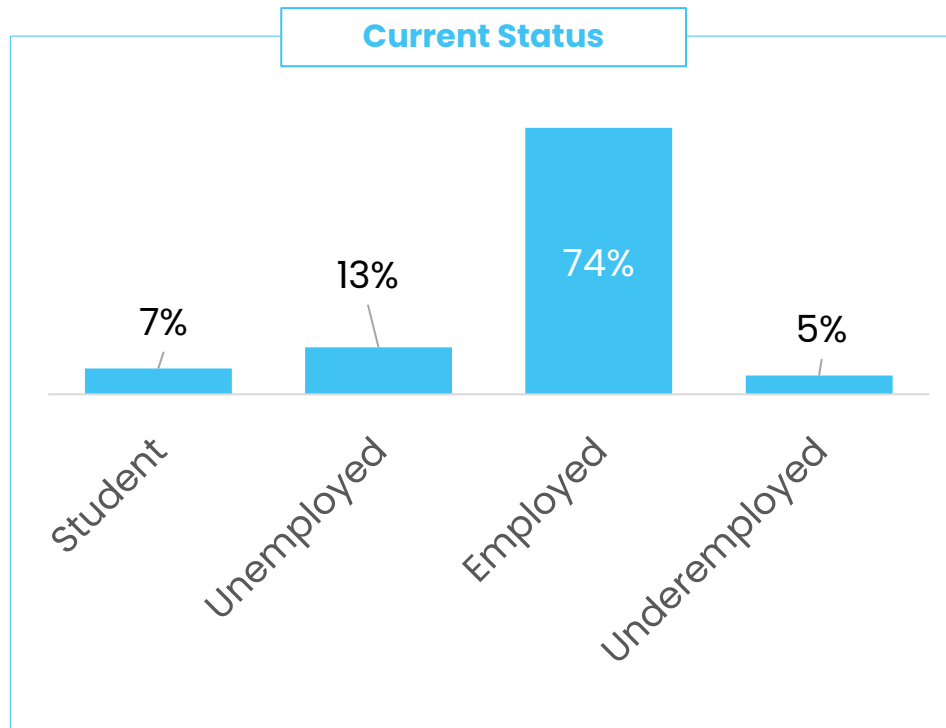
Construction and Technology were the top industries in which respondents primarily worked.

42% of respondents had **3 to 9 years of work** experience, recognized as an **intermediate experience level**.

Q7: Which of the following best describes the industry in which you currently work, or previously worked? (n=1009)

Q8: How many years of work experience do you have related to the industry selected in the previous question? (n=949)

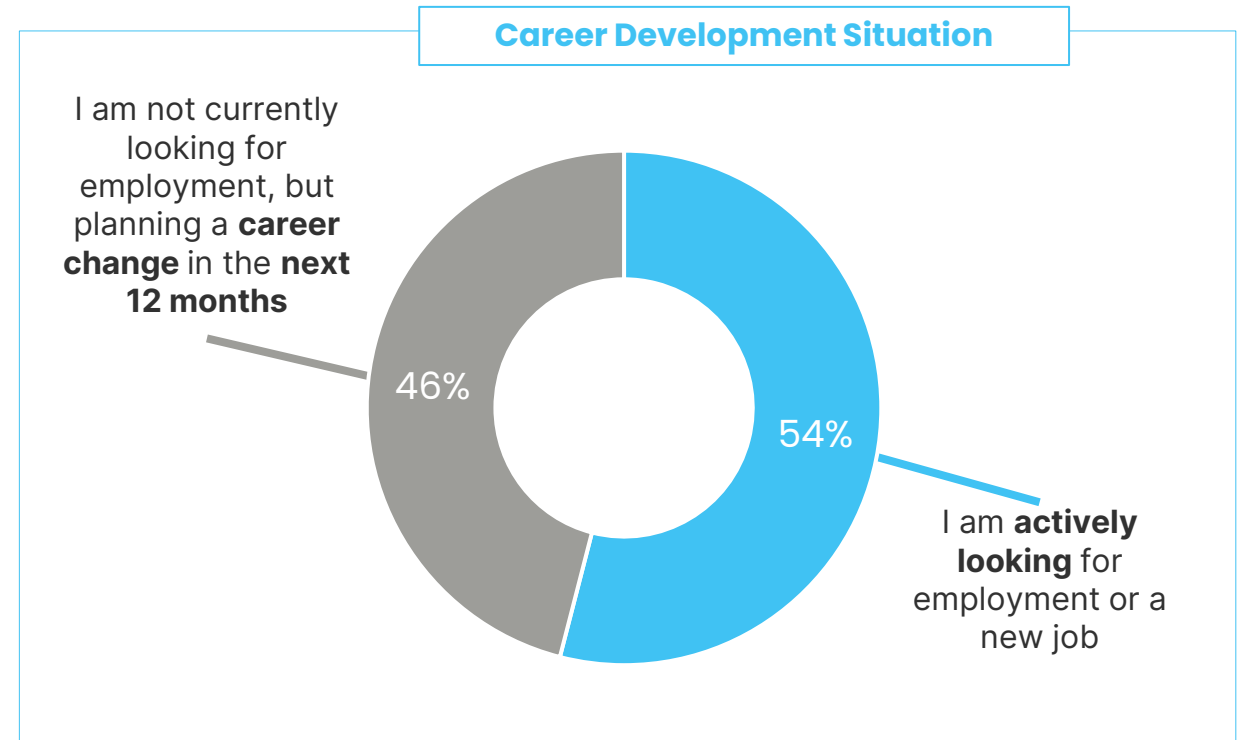
Current Employment Situation



46% of all respondents are **planning a career change in the next 12 months.**



18% of respondents stated they were **unemployed or underemployed.**



MENTI



WARM UP QUESTIONS

- Age
- Employment Status
- Job Search Status



WE ASKED JOB SEEKERS TO RATE SPECIFIC INDUSTRIES

Q: To the best of your ability, please rate* each of the following as they relate to [the industry] based on **your current** awareness of that industry

Location of jobs	Safety considerations (i.e., workplace safety)	Alignment with personal values	Ability to make a positive impact on future generations
Public transit to access jobs available	Day-to-day working conditions	Diversity represented in the workforce	Industry workplace culture
Long-term growth of the industry	Work-life balance	Adequate pay/compensation	Number of job opportunities suitable to the jobseeker's skillset
Use of emerging technologies	Job security in the positions available	Access to health benefits/sick pay	Opportunities for career and professional development

*Rating Scale: [Strongly negative ----- Somewhat negative ----- Somewhat positive ----- Very positive]

TOP 5 PERCEIVED STRENGTHS OF WORKING IN EACH INDUSTRY

TOP RATED ATTRIBUTES COMPARED ACROSS INDUSTRY SECTORS

Ability to make a positive impact on future generations
 Long-term growth of industry
 Access to health benefits/sick pay
 Use of emerging technologies
 Alignment with personal values
 Adequate pay/compensation
 Diversity represented
 Geographic location of the workforce
 Location of office/work site

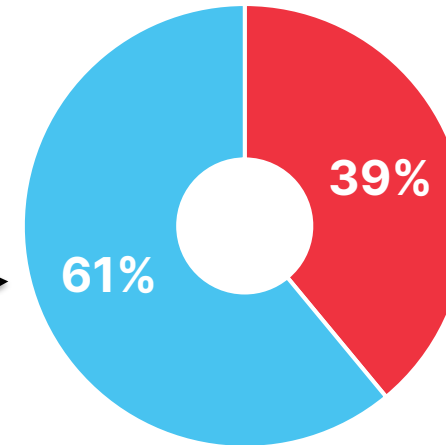
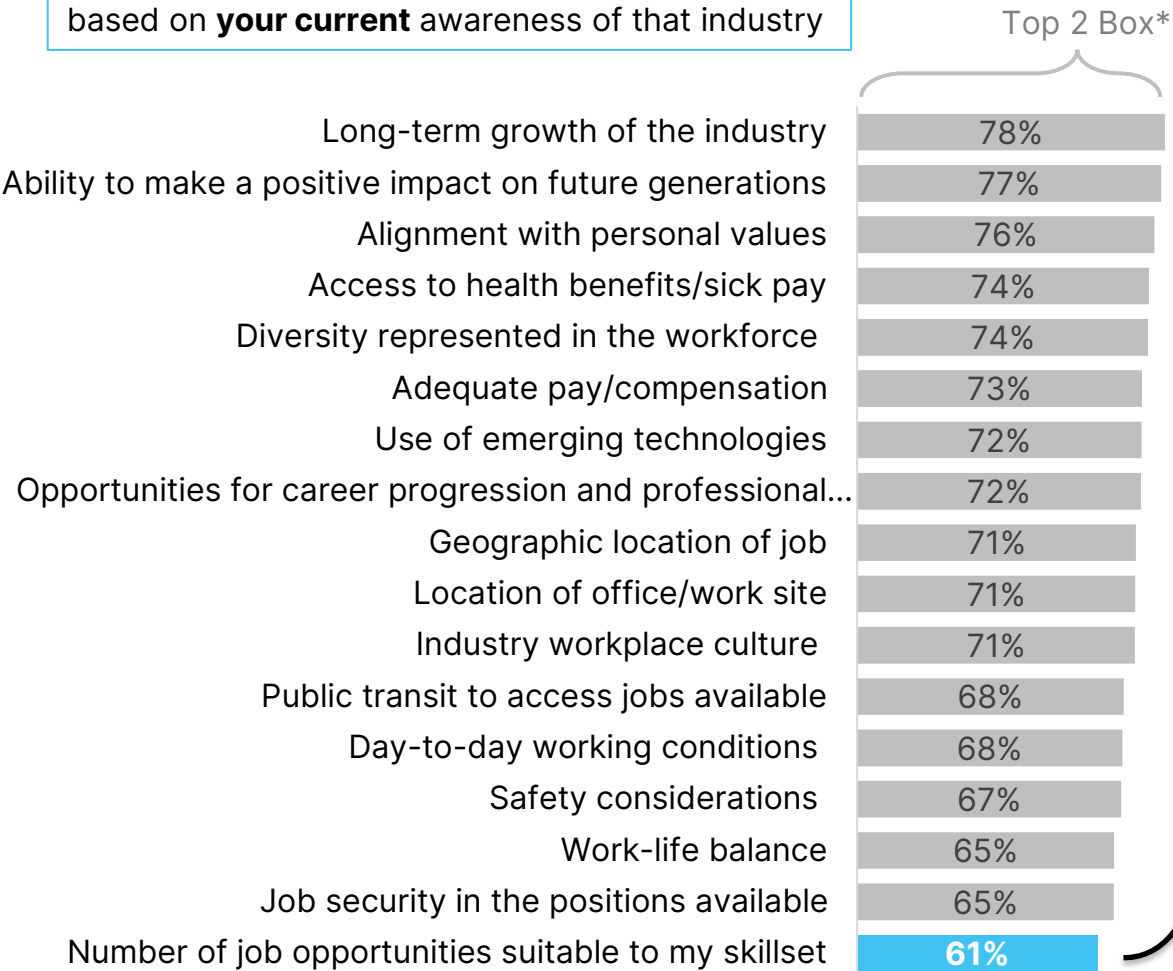
	Ability to make a positive impact on future generations	Long-term growth of industry	Access to health benefits/sick pay	Use of emerging technologies	Alignment with personal values	Adequate pay/compensation	Diversity represented	Geographic location of the workforce	Location of office/work site
Creative Industries	1	2		5	4		3		
Construction	2	1	4			3		5	
Aerospace & Defence	1	3	2	5		4			
Agribusiness & Food	2	3		4	1		5		
Energy & Environment	4	3	1	2		5			
Life Sciences & Health	2	1	3			4			5

Rank Order Legend



FACTORS THAT PROMPT JOB SEEKING ALL RESPONDENTS

Q: To the best of your ability, please rate each of the following as they relate to [the industry] based on **your current** awareness of that industry



Number of Job Opportunities Suitable to my Skillset

■ positive perception
■ negative perception

Across sectors, an average of **39%** of respondents felt that there were **not job opportunities suitable to their skillset.**

*Sum of somewhat positive and very positive

MENTI

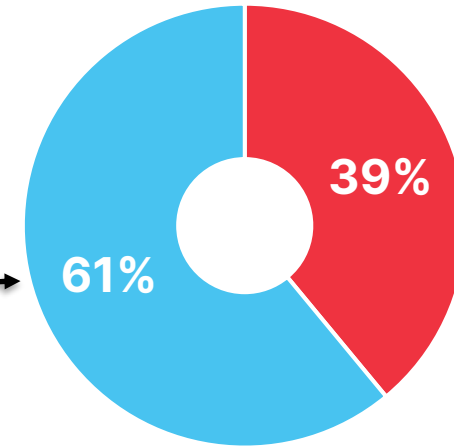
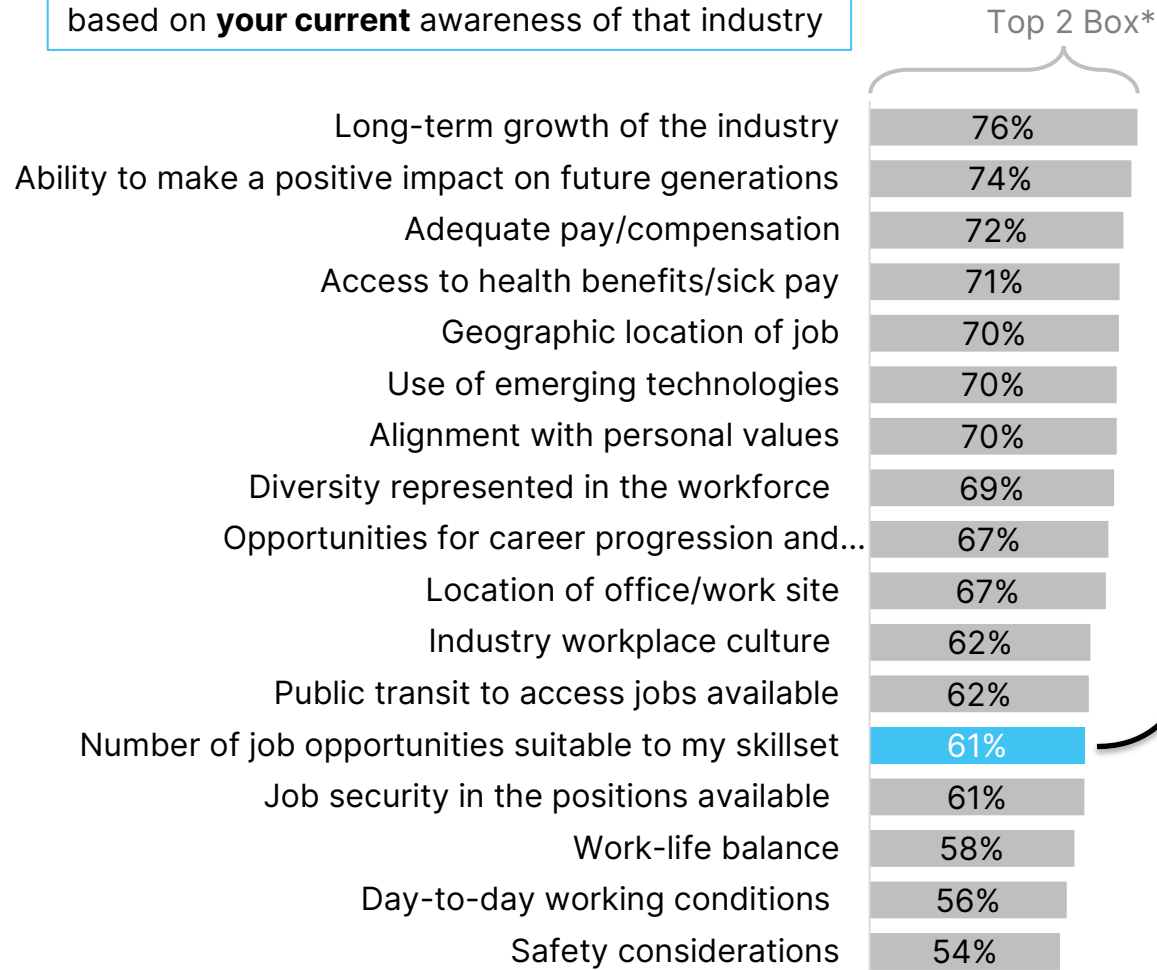


Do these insights differ from what you have heard, observed, or assumed was the case?



FACTORS THAT PROMPT JOB SEEKING CONSTRUCTION

Q: To the best of your ability, please rate each of the following as they relate to [the industry] based on **your current** awareness of that industry



Number of Job Opportunities Suitable to my Skillset

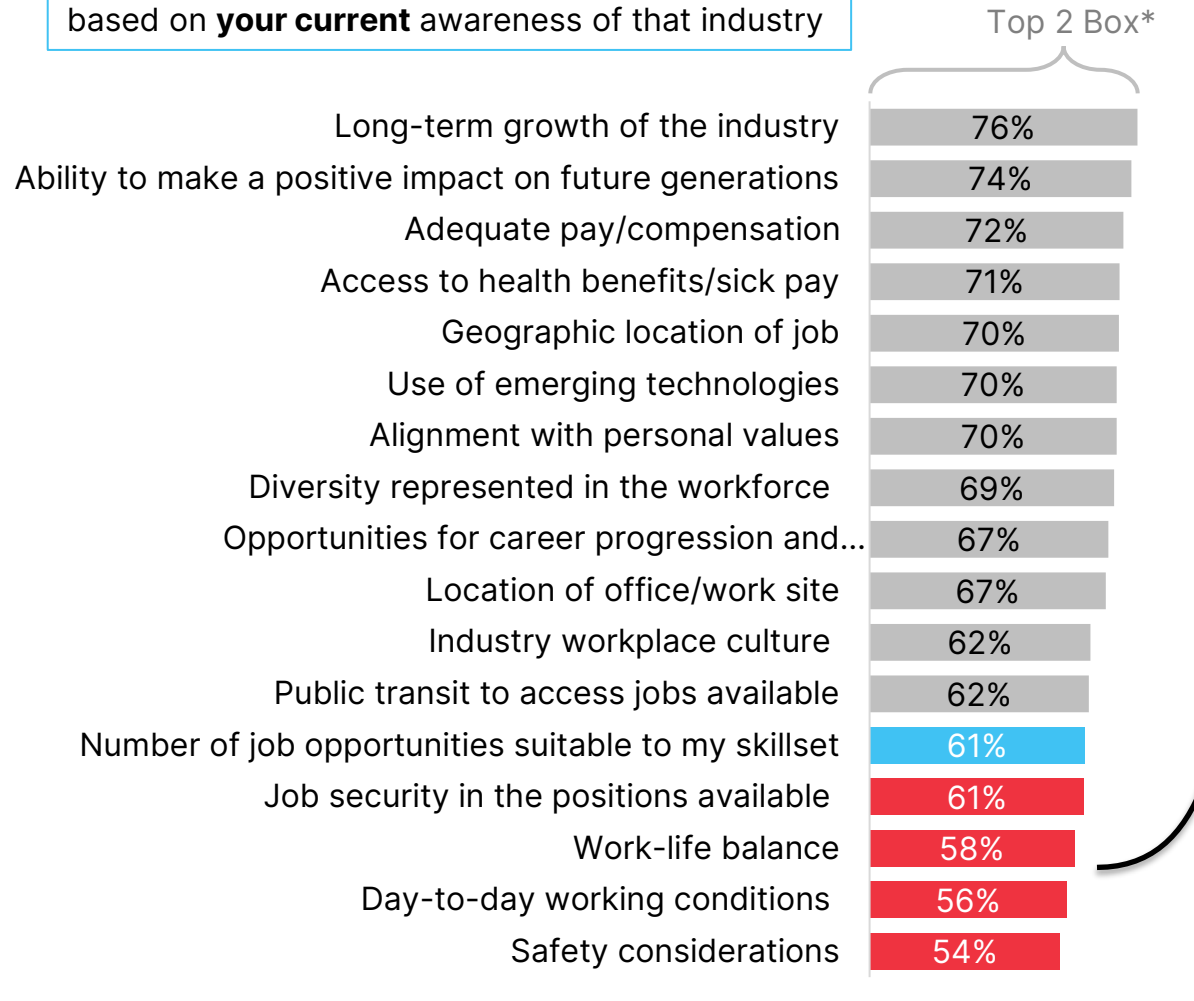
■ positive perception
■ negative perception

Across sectors, an average of **39%** of respondents felt that there were **not job opportunities suitable to their skillset in construction**. The same as the aggregate average.

*Sum of somewhat positive and very positive

FACTORS THAT PROMPT JOB SEEKING CONSTRUCTION

Q: To the best of your ability, please rate each of the following as they relate to [the industry] based on **your current** awareness of that industry



When asked about the **Construction** sector, respondents gave the lowest ratings to:

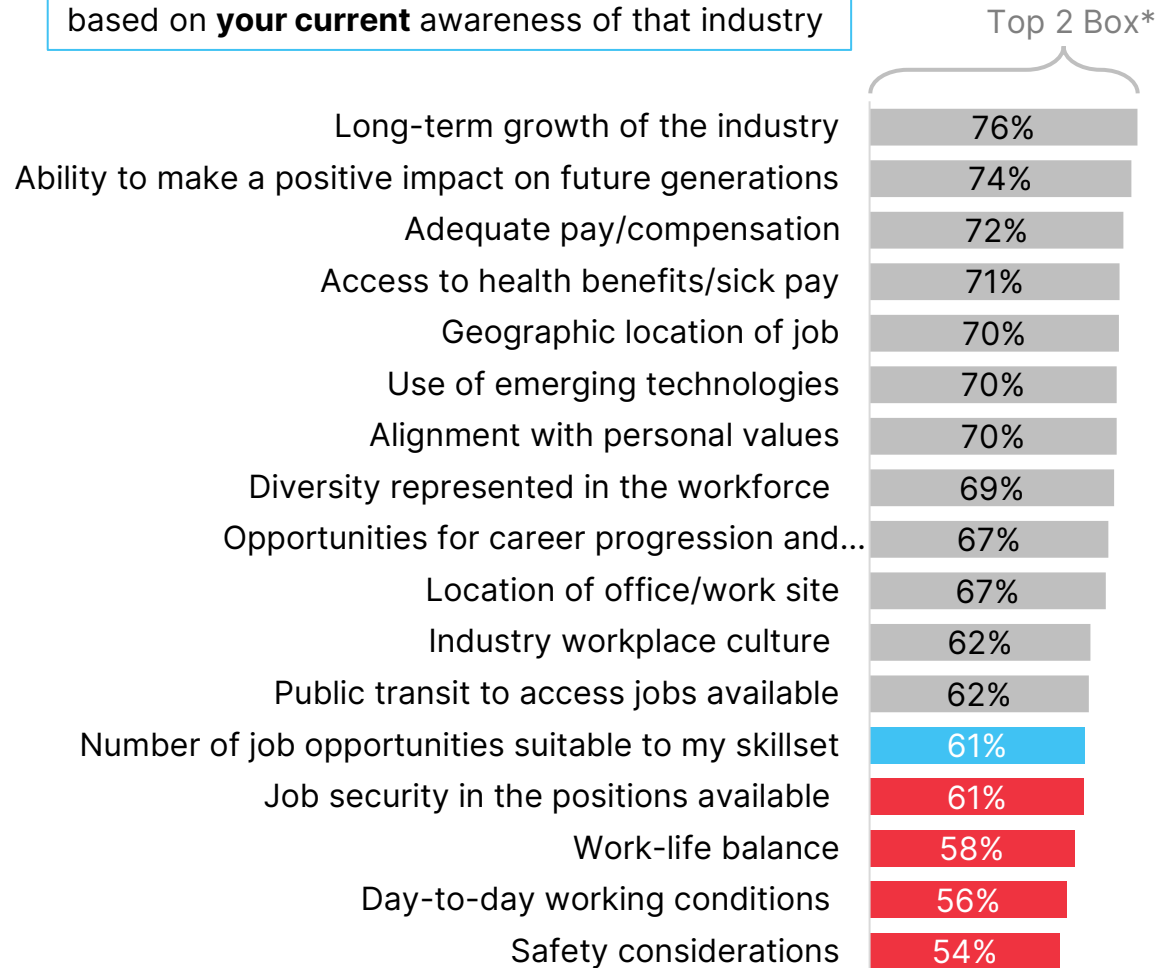
- Job security in the positions available
- Day-to-day working conditions
- Work-life balance
- Safety considerations

Respondents answered similarly regardless of their knowledge level of the Construction sector.

*Sum of somewhat positive and very positive

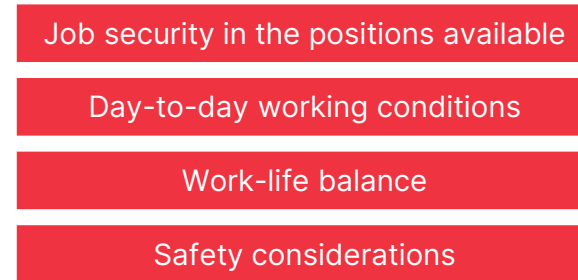
FACTORS THAT PROMPT JOB SEEKING CONSTRUCTION

Q: To the best of your ability, please rate each of the following as they relate to [the industry] based on **your current** awareness of that industry



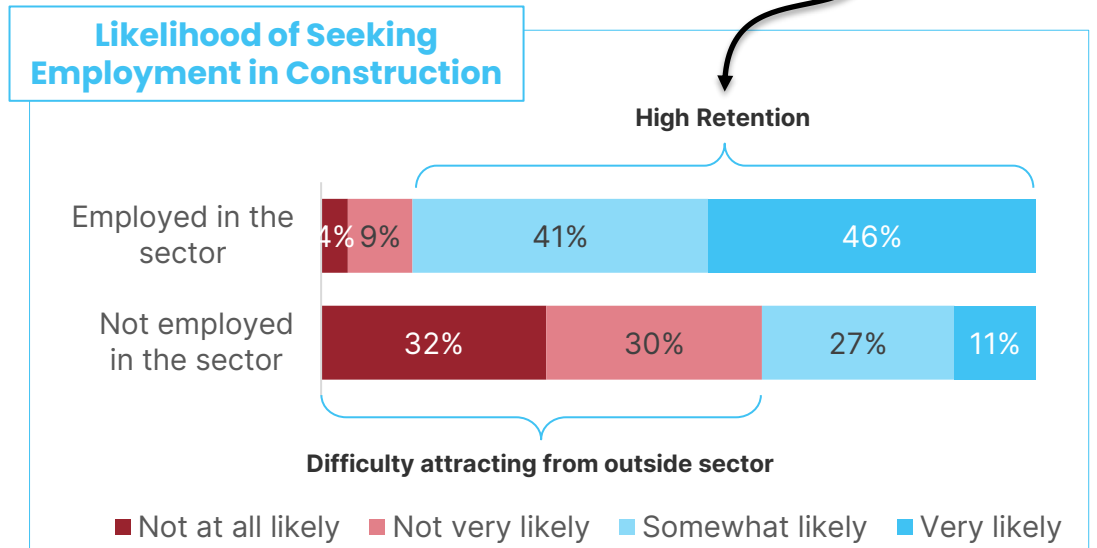
*Sum of somewhat positive and very positive

When asked about the **Construction** sector, respondents gave the lowest ratings to:



BUT...

Construction still sees very **high retention**

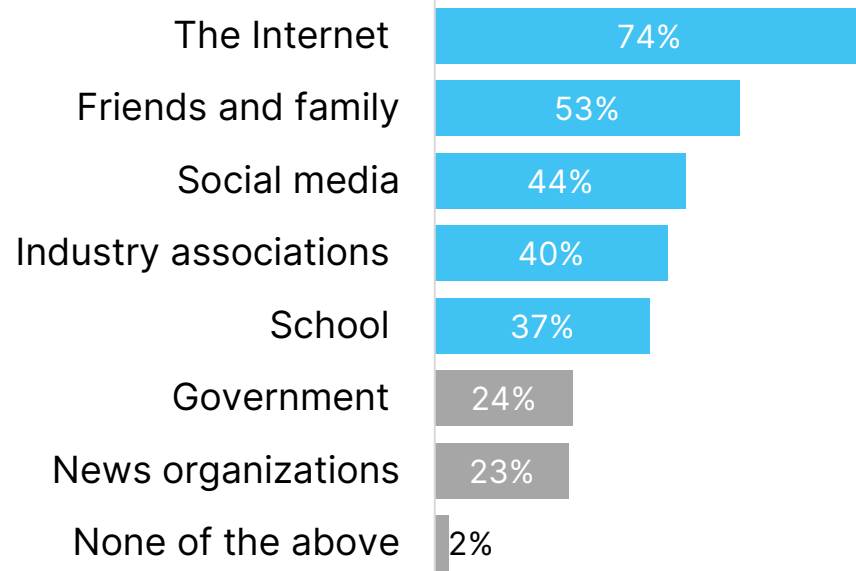


HOW DOES KNOWLEDGE INFLUENCE PERCEPTION IN THE SECTORS UNDER STUDY?

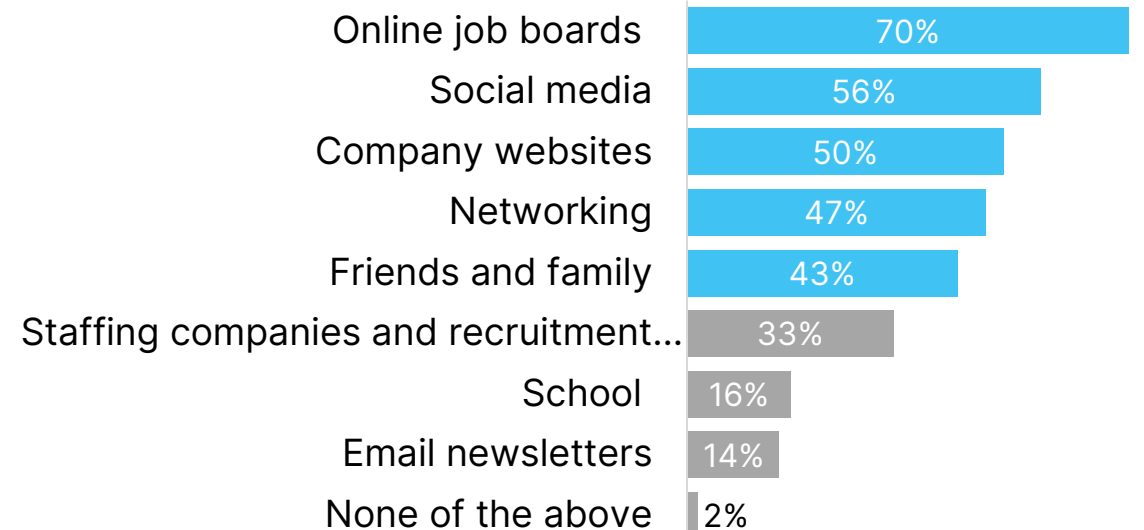
SOURCES OF INFORMATION

Respondents were asked where they receive information that helps them learn about a specific industry, along with available job opportunities.

Where to find information about **specific industries**



Where to find information about **available job opportunities**



MENTI



HOW ABOUT YOU?

- Where do you go for your information?
- How satisfied are you with the info you find?
- How do these sources influence you?



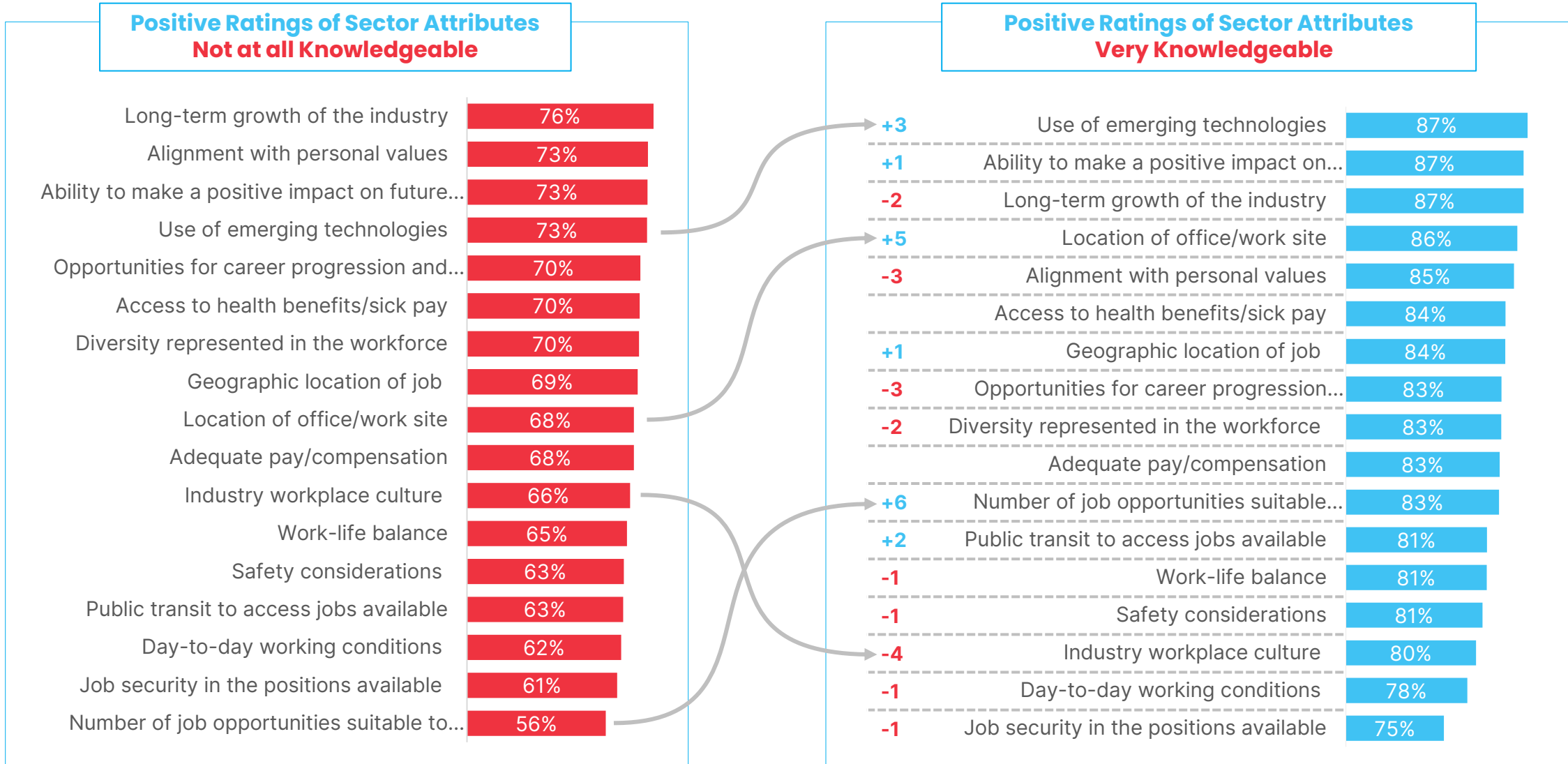
MENTI



What are some **challenges** you are facing as a jobseeker when it comes to finding accurate information about a job opportunity?



HOW DOES KNOWLEDGE INFLUENCE PERCEPTION?



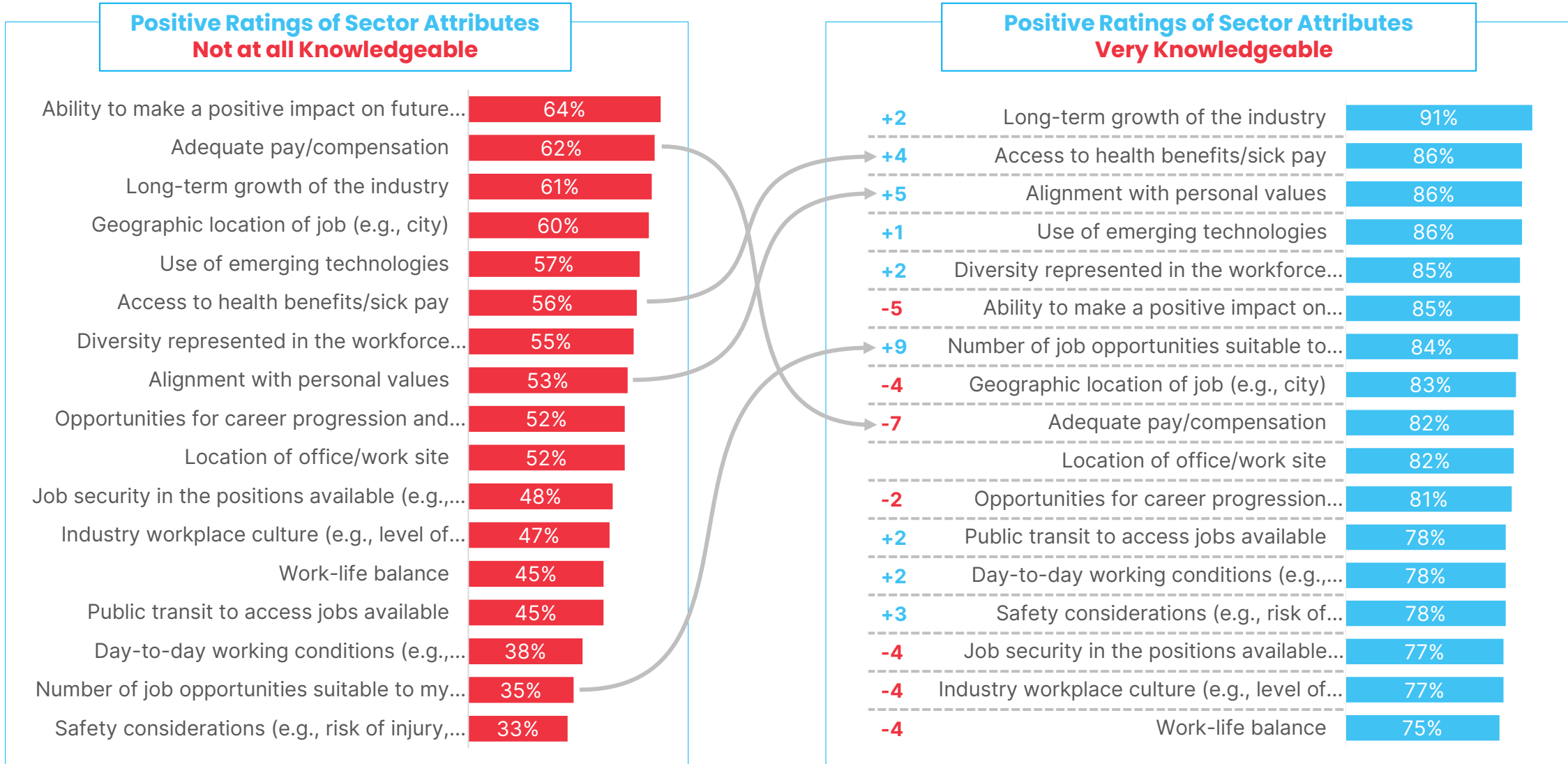
HOW DOES KNOWLEDGE INFLUENCE PERCEPTION?

Rank	Attribute	Discrepancy Percentage Point
1	Number of job opportunities suitable to my skillset	+27%
2	Location of office/work site	+18%
3	Public transit to access jobs available	+18%
4	Safety considerations	+17%
5	Work-life balance	+16%
6	Day-to-day working conditions	+16%
7	Adequate pay/compensation	+16%
8	Geographic location of job	+15%
9	Use of emerging technologies	+14%
10	Access to health benefits/sick pay	+14%

The number of job opportunities suitable to my skillset had the highest jump in positivity rating at 27% when going from respondents with little knowledge to those with extensive knowledge.

Q20: To the best of your ability, please rate each of the following as they relate to [insert industry] based on your current awareness of that industry. (n=1009)

HOW DOES KNOWLEDGE INFLUENCE PERCEPTION? Construction



HOW DOES KNOWLEDGE INFLUENCE PERCEPTION? Construction

Rank	Attribute	Discrepancy Percentage Point
1	Number of job opportunities suitable to my skillset	+49%
2	Safety considerations	+45%
3	Day-to-day working conditions	+40%
4	Alignment with personal values	+33%
5	Public transit to access jobs available	+33%
6	Access to health benefits/sick pay	+30%
7	Diversity represented in the workforce	+30%
8	Industry workplace culture	+30%
9	Location of office/work site	+30%
10	Long-term growth of the industry	+30%

The number of job opportunities suitable to my skillset had the highest jump in positivity rating at **49%** when going from respondents with little knowledge to those with extensive knowledge.

Q20: To the best of your ability, please rate each of the following as they relate to Construction based on your current awareness of that industry. (n=1009)

MENTI



Do you think the insights from the Talent Perceptions Study will be **useful to you** in your job search efforts?



WHAT OPPORTUNITIES AM I MISSING?

Q1: What kinds of opportunities do job seekers often **overlook** in Construction due to common misperceptions about the industry?

Q2: What key factors should job seekers consider to **better position themselves** for these roles?



MENTI



What can employers do to correct misunderstandings among potential candidates and better communicate opportunities to **individuals like you?**



Centre for Newcomers

Speaker: Pablo Franco, RPR
**Associate Director, Career &
Employment Services**



**Centre for
Newcomers**





Centre for Newcomers



Since 1988, the Centre for Newcomers (CFN) has been a key resource for immigrants and refugees of all nationalities in Calgary. A social profit organization, CFN views the integration of newcomers as a two-way process of experience, influence, and impact between newcomers and the communities that welcome them.

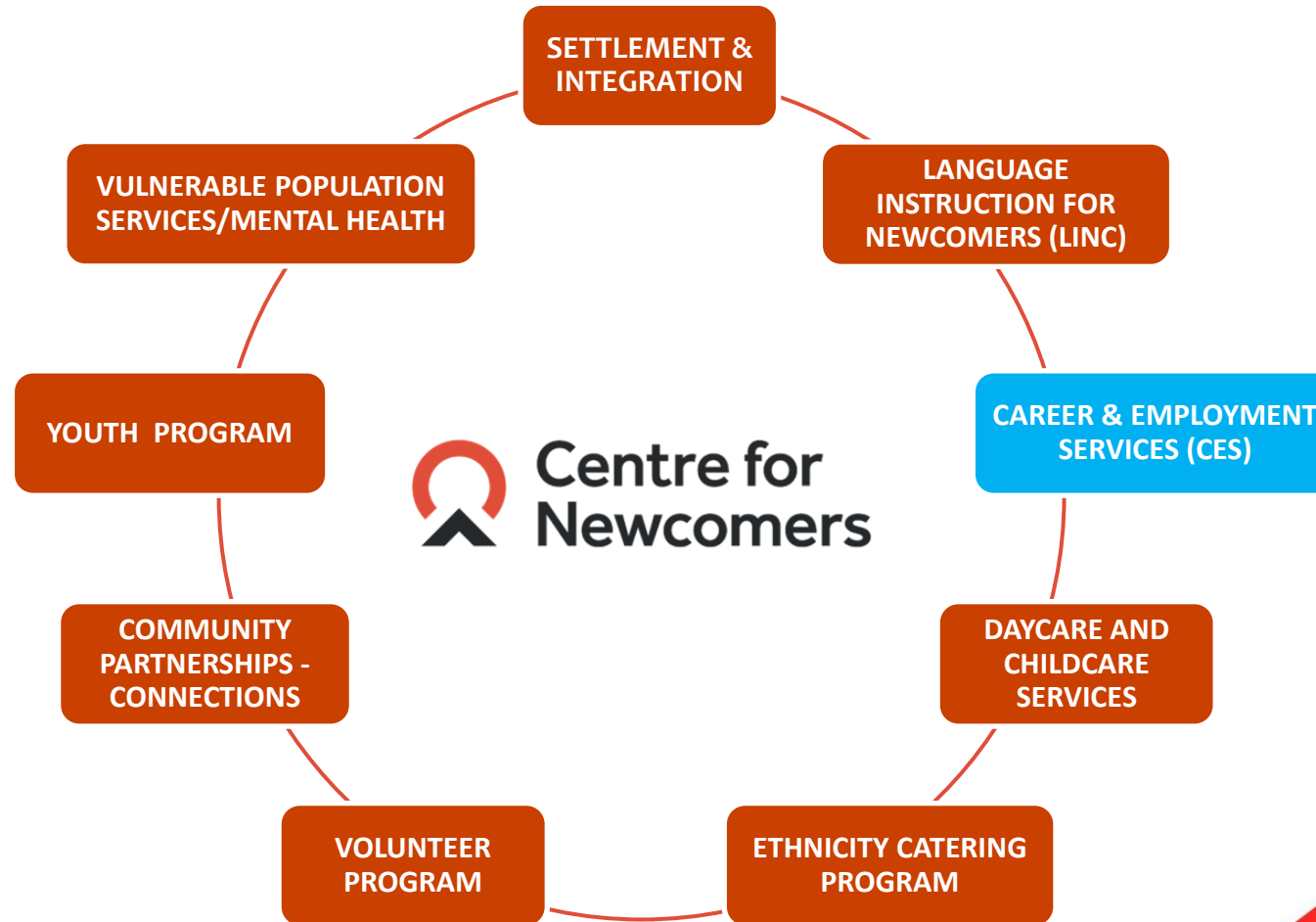
Funded by



Canada

Alberta

CFN - SERVICES & PROGRAMS



CAREER & EMPLOYMENT SERVICES (CES)



Career and Employment Services (CES)- Our team of 19 certified, culturally competent Certified Career Practitioners offers one-on-one support and various workshops, information sessions, and career fairs. Services are provided in clients' first languages and in English. **Serving over 1,500 yearly.**

- **Career Development and Job Search (CDJS) Services**
 - ✓ One-on-one career and employment advising
 - ✓ Job Search Workshops (over 15 employment workshops run monthly)
- **ICL-Introduction to Canadian Logistics**
 - ✓ Micro-credential Training Program -12-week training in partnership with CITT
- **DSN – Driving Skills for Newcomers**
 - ✓ Class 5 Driver's License – this is a pilot project aimed at increasing employability by providing driving training.
- **PREP-PWD - Prepare, Reinforce, Employ, and Promote Persons with Disabilities**
 - ✓ Focused on immigrants with disabilities, including those on income support and with mental health concerns.
- **ESUN - Employment Services for Ukrainian Newcomers**
 - ✓ Building Ukrainian job seekers' employability skills and helping them enter the workforce
- **Job Search Center:** Equipped with a job board, online job search sites, workspace, computers, phone, fax, and a career and job search library. Serves an average of 900 clients/month with Career Advisors onsite.

Challenges for Newcomers

Language Barrier

**Foreign Credential
Recognition (FCR)**

**Navigating the Local
Market**

Canadian Experience

**Minimum Knowledge
of Occupational Trends**



This document was produced as part of a project funded by the Future Skills Centre (FSC), with financial support from the Government of Canada's Future Skills Program.

FSC is a forward-thinking centre for research and collaboration dedicated to preparing Canadians for employment success. We believe Canadians should feel confident about the skills they have to succeed in a changing workforce. As a pan-Canadian community, we are collaborating to rigorously identify, test, measure, and share innovative approaches to assessing and developing the skills Canadians need to thrive in the days and years ahead. The Future Skills Centre was founded by a consortium whose members are Toronto Metropolitan University, Blueprint ADE, and Signal49 Research.

The opinions and interpretations in this publication are those of the author(s) and do not necessarily reflect those of the Future Skills Centre or the Government of Canada.





**Calgary Economic
Development**

Deloitte.

Thank you!

Jacoby Holder

jholder@calgaryeconomicdevelopment.com

Nihal Amin

namin@calgaryeconomicdevelopment.com

**Alfredo
Valecillos**

avalecillos@calgaryeconomicdevelopment.com

Chris Knoch

cknoch@deloitte.ca

**Tanushri
Sawant**

tasawant@deloitte.ca