November 2022

Town of Sylvan Lake

Business Survey Results and Analysis

Sylvan Lake Business Visitation Program Report

November 2022

McSweeney & Associates

Table of Contents

List of Tables & Figures

EXECUTIVE SUMMARY

In the wake of the COVID-19 pandemic, the Town of Sylvan Lake undertook a Business Visitation Program. This program sought to identify "red flags" and areas of general concern, with the expectation that data would also be used for informational purposes and to drive potential actions. The overall goal was to get a large, statistically relevant picture of the local business environment through both qualitative and quantitative assessments. This report is a comprehensive account of the information gathered and analyzed during the Town of Sylvan Lake's Business Visitation Program.

The process began with a detailed statistical assessment of the Town of Sylvan Lake and the surrounding area to analyze the local labour force and economy. Data presented includes:

- The number and size of businesses in the area by industry;
- Average wages, sales, and import/export data by industry;
- Employment by occupation, compared to provincial and national benchmarks;
- Employment by industry, again compared to provincial and national benchmarks; and
- Similar industry and occupation data for Sylvan Lake's labour recruitment area.

Following this, a surveying campaign was undertaken resulting in significant outreach to local business owners. The survey received 111 responses during October 2022. Surveys were completed through an online survey after a communications campaign via phone calls from Town staff and volunteers.

Key themes identified in the report include that:

- Businesses in Sylvan Lake were generally doing well prior to the pandemic, and are quite optimistic about the future;
- Respondents see a lack of available labour, cash flow, and supply chain challenges as being most limiting to their business;
- Employers are on average quite happy with their current staff, however the labour pool outside of their current staff is seen as more of a weakness;
- Benefits to owning a business in Sylvan Lake include the community's support for local businesses and its geographic location;
- Drawbacks to operating a business include the relatively small population and the seasonal nature of the economy;
- Specifically related to owning a business in downtown Sylvan Lake:
  - Benefits include the location and overall attractiveness of the downtown area;
  - Drawbacks include a lack of parking and a lack of commercial spaces for rent.
  - Respondents' vision for the future of Sylvan Lake's downtown area consistently mentioned "vibrancy", being home to a wider variety of businesses, and enhancing the local arts and culture opportunities.

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:

- Manifold SuperDemographics 2022
- Canadian Business Registry (CBR) – December 2021
- Survey Response Data
- EMSI Analyst 2022.Q1

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 Sylvan Lake of 2001 is the same as the Sylvan Lake of 2021. This results in geographically detailed data (down to the Census Subdivision level) that apply to today's economy.

The data is remarkably detailed, providing 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.

EMSI Data Sources include:
Canadian Business Registry (CBR)
2001, 2006, and 2011, 2016 Census data
Survey of Employment, Payroll and Hours (SEPH)
Labour Force Surveys (LFS)
Canadian Occupational Projection System (COPS)
CANSIM Demographics
Post-secondary Student Information System (PSIS) Education Data

Canadian Business Registry (CBR)

The major sources of information for the business registry are updated from the Statistics Canada survey program and 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

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 neighborhood 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
Proprietary survey and research	Flyer Distribution Association
Publications of hospitals, CMHC, BBM and partners	

Survey Data

Survey responses were gathered from 111 respondents during the month of October 2022. Sylvan Lake staff and various volunteers reached out to local organizations during this time to encourage engagement. Surveys were completed through an online survey. In the event that respondents wished to remain anonymous, they had the option to do so.

A note on confidence intervals: typically, in a survey of this size, confidence intervals are given. However, we have avoided doing so here for a number of reasons.

- First, due to the self-selective nature of the survey methodology. Businesses were contacted directly by municipal staff and volunteers, meaning that respondents were not random. As well, COVID-19 has placed a unique burden on businesses, so there is some natural self-selection, whereby businesses who had to close due to COVID-19 would not have been contacted, and those who are significantly struggling are less likely to respond.
- Second, the total number of businesses within the target area is an inexact target, as some local businesses may be unknown to the community. Although the Business Counts data provides an estimate, it is best seen as a close approximation rather than an exact figure.
- Third, not all respondents chose to answer all questions. As such, there is a different sample size (N) for each question (sample sizes are denoted in Figure totals).

With these caveats in mind, while we stand behind all the information provided in the survey response data below, we feel it would be improper to provide a specific confidence interval.

1. THE CURRENT STATE OF BUSINESS IN SYLVAN LAKE

1.1. Business Count Data

This subsection illustrates the number and size of employers by industry. 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.

In total, there are 1,842 businesses in Sylvan Lake, with 543 businesses having staff. Within Sylvan Lake, for businesses with at least one employee (not including the owner), the two most represented sectors are professional, scientific and technical services (77 businesses) and construction (76).

Table 1 also presents total business counts for all businesses either indeterminate (no employees) or with employees. As can be seen, under those parameters, the two most common industries are real estate and rental and leasing (350 businesses within the area) and professional, scientific and technical services (259 businesses). These totals count any individuals earning income as per the above standards as a business, which typically overstates real estate and rental and leasing businesses considerably (as any landlord becomes a "business" within that category).

Table 1: Business Counts by Sector, Sylvan Lake, December 2021

Sector	Total Businesses (with employees)	Total Businesses (including self-employed)
Professional, scientific and technical services	77	259
Construction	76	233
Retail trade	69	112
Other services (except public administration)[1]	64	151
Accommodation and food services	39	60
Mining, quarrying, and oil and gas extraction	36	87
Health care and social assistance	34	94
Unclassified	30	154
Real estate and rental and leasing	24	350
Administrative and support, waste management and remediation services	24	58
Transportation and warehousing	17	60
Manufacturing	13	28
Finance and insurance	12	79
Agriculture, forestry, fishing and hunting	6	50
Arts, entertainment and recreation	6	14
Educational services	5	16
Wholesale trade	4	13
Information and cultural industries	4	9
Public administration	2	3
Utilities	1	2
Management of companies and enterprises	0	10
Total	**543**	**1,842**

Source: EMSI Analyst 2022.1

---

[1] This sector is a catch-all for general services that are not applicable to other industries. These include general or routine maintenance on motor vehicles, machinery, personal care services, funeral or laundry services, promoting religious activities, and other services. For a complete definition see: https://www.ic.gc.ca/app/scr/app/cis/summary-sommaire/81

The majority of businesses with employees within Sylvan Lake employ between 1 and 9 employees. Four in five businesses in Sylvan Lake employ fewer than 10 staff members. Within Sylvan Lake, therefore, it's clear that small businesses make up a large portion of the commercial tax base. Specifically, across all sectors, small businesses (1-9 employees) represent 81% of local businesses with employees. Furthermore, in all but two sectors (*accommodation and food services; public administration*), businesses with 1-9 employees make up at least half of all businesses.

Medium-size businesses (10-99 employees) are most often present in *accommodation and food services*; *public administration*; and *information and cultural industries*, while, five sectors house businesses with 100+ employers.

Table 2: Percentage of Business with Employees by Size, by Sector, December 2021

Sector	1-9 employees	10-99 employees	100+
Unclassified	100%	0%	0%
Utilities	100%	0%	0%
Professional, scientific and technical services	94%	6%	0%
Other services (except public administration)[2]	94%	6%	0%
Construction	92%	7%	1%
Real estate and rental and leasing	88%	13%	0%
Administrative and support, waste management and remediation services	88%	13%	0%
Agriculture, forestry, fishing and hunting	83%	17%	0%
Arts, entertainment and recreation	83%	17%	0%
Transportation and warehousing	82%	18%	0%
Educational services	80%	20%	0%
Mining, quarrying, and oil and gas extraction	78%	17%	6%
Retail trade	75%	23%	1%
Wholesale trade	75%	25%	0%
Health care and social assistance	65%	32%	3%
Manufacturing	62%	38%	0%
Finance and insurance	58%	42%	0%
Information and cultural industries	50%	50%	0%
Accommodation and food services	38%	62%	0%
Public administration	0%	50%	50%
Total	**81%**	**18%**	**1%**

Source: EMSI Analyst 2022.1

---

[2] For a definition of "other services" see: https://www.ic.gc.ca/app/scr/app/cis/summary-sommaire/81

1.2.   Industry Data

1.2.1. Supply Chain Analysis

When assessing a local economy, it is useful to determine which economic activities "bring money in", and where money might be "leaking out". A way to assess this metric is to assess the local and imported purchases made by each subsector within the area. Table 3 presents total purchases made by sector alongside the percentage of those purchases made in-region and out-of-region.

Across all sectors, imports represent approximately 77% of total purchases. This figure is comparable to other similar sized communities and is typically a function of reality; in many industries, especially those relying on natural goods, importing purchases is a necessity.

Table 3: Supply Chain Purchases, by Sector

NAICS	% Local Purchases	% Imported Purchases	Total Purchases[3]
Mining, quarrying, and oil and gas extraction	80.40%	19.60%	$11,384,383
Educational services	55.70%	44.30%	$1,361,982
Accommodation and food services	43.20%	56.80%	$4,022,728
Retail trade	41.60%	58.40%	$6,167,553
Health care and social assistance	38.90%	61.10%	$4,452,009
Other services (except public administration)	36.10%	63.90%	$3,766,555
Construction	35.70%	64.30%	$4,210,270
Public administration	35.60%	64.40%	$4,018,039
Professional, scientific and technical services	35.50%	64.50%	$26,527,088
Arts, entertainment and recreation	28.30%	71.70%	$1,431,386
Administrative and support, waste management and remediation services	20.70%	79.30%	$15,596,307
Transportation and warehousing	19.40%	80.60%	$18,807,884
Finance and insurance	17.50%	82.50%	$15,109,664
Manufacturing	14.60%	85.40%	$86,054,920
Wholesale trade	14.40%	85.60%	$13,681,429
Utilities	13.30%	86.70%	$5,177,911
Information and cultural industries	11.20%	88.80%	$7,953,459
Real estate and rental and leasing	4.10%	95.90%	$14,149,002
Agriculture, forestry, fishing and hunting	0.00%	100.00%	$2,183,265
Management of companies and enterprises	0.00%	100.00%	$2,824,305
Total	**22.6%**	**77.4%**	**$248,880,140**

Source: EMSI Analyst 2022.1

---

[3] Please note, totals do not add up due to rounding and unclassified purchases

1.2.2. Economic Output

This subsection highlights industries with the largest economic impact. The following table illustrates industries with the highest level of economic output as measured by total sales. Average wages by industry are also illustrated. Five industries each account for over $50 million in total sales within Sylvan Lake; *mining, quarrying, and oil and gas extraction; manufacturing; construction; educational services;* and *retail trade.*

Four industries in Sylvan Lake have average wages above $70,000 - *utilities* ($87,150 average wages), *mining, quarrying, and oil and gas extraction* ($79,764), *construction* ($73,898) and *transportation and warehousing* ($70,595).

Table 4: Local Sales and Wage Data, by Industry

NAICS	Sales	Average Wages
Mining, quarrying, and oil and gas extraction	$116,360,318	$79,764
Manufacturing	$99,072,422	$54,986
Construction	$87,609,159	$73,898
Educational services	$59,897,470	$52,936
Retail trade	$50,530,539	$28,991
Accommodation and food services	$42,436,903	$20,562
Health care and social assistance	$39,062,814	$43,497
Public administration	$36,840,643	$66,969
Professional, scientific and technical services	$33,191,212	$58,341
Other services (except public administration)	$22,730,289	$39,310
Finance and insurance	$18,016,434	$54,489
Transportation and warehousing	$17,734,452	$70,595
Administrative and support, waste management and remediation services	$15,836,238	$46,497
Wholesale trade	$12,355,420	$56,139
Information and cultural industries	$9,075,288	$47,942
Real estate and rental and leasing	$8,616,098	$40,592
Arts, entertainment and recreation	$5,721,607	$28,113
Utilities	$4,964,171	$87,150
Total	$680,051,477	$54,747 (average)

Source: EMSI Analyst 2022.1

1.2.3. Export Sales

Exports identify the amount of money that is spent by businesses located outside Sylvan Lake (domestically and internationally) in exchange for goods or services produced by an industry located in Sylvan Lake, driving local growth. **In 2019, the most recent data available, total export sales in the area amounted to $481,640,675.** Table 5 below highlights the export data from each of the sectors in the local economy.

Similar to the overall sales data above, the *mining, quarrying, and oil and gas extraction* sector led the way, representing $104.6 million in export totals. The *manufacturing* sector is the only other with exports above $55 million ($76.0 million in export totals). Together, these two sectors represent more than a third of all exports from Sylvan Lake (37.4% of the total).

Table 5: Export Data, by Industry, 2019[4]

NAICS	Exports from Sylvan Lake
Mining, quarrying, and oil and gas extraction	$104,548,722
Manufacturing	$75,988,863
Educational services	$53,760,704
Health care and social assistance	$33,455,200
Public administration	$32,606,798
Construction	$31,743,909
Retail trade	$27,677,808
Accommodation and food services	$23,918,412
Professional, scientific and technical services	$20,693,668
Other services (except public administration)	$14,302,811
Transportation and warehousing	$12,434,704
Administrative and support, waste management and remediation services	$11,954,149
Finance and insurance	$11,175,358
Wholesale trade	$8,414,953
Information and cultural industries	$7,225,447
Real estate and rental and leasing	$5,975,764
Utilities	$2,996,231
Arts, entertainment and recreation	$2,767,173
Total	$481,640,675

Source: EMSI Analyst 2022.1

---

[4] Export data lags other business data. As such, 2022 datasets present data from 2019.

1.3. Labour Data – Industry of Employment

We are further able to assess the impact of local sectors by measuring job totals within each industry. Table 6 presents job count data from 2016 (pre-pandemic), 2022, and 2028 (estimates).

Four sectors, *retail trade* (743 jobs in 2022); *health care and social assistance* (582)*; education services* (539)*;* and *accommodation and food services* (531) all represent over 500 jobs locally, and are all expected to grow (10.0%, 11.1%, 4.4% and 9.6%, respectively) between 2022 and 2028.

Table 6: Employment Totals by Industry, 2016, 2022, and 2028, Sylvan Lake

Sector	2016 Jobs	2022 Jobs	2028 Jobs	2022-2028 Change	2022 - 2028 % Change
Retail trade	741	743	818	75	10.00%
Health care and social assistance	502	582	646	64	11.10%
Educational services	471	539	562	24	4.40%
Accommodation and food services	652	531	582	51	9.60%
Professional, scientific and technical services	283	337	330	-7	-2.20%
Construction	393	331	344	13	3.90%
Mining, quarrying, and oil and gas extraction	391	326	308	-18	-5.40%
Other services (except public administration)	333	316	306	-10	-3.30%
Manufacturing	193	170	158	-12	-6.80%
Finance and insurance	143	145	165	20	13.90%
Public administration	153	139	118	-20	-14.60%
Administrative and support, waste management and remediation services	134	128	131	3	2.10%
Transportation and warehousing	123	88	81	-7	-7.90%
Real estate and rental and leasing	90	70	41	-30	-42.40%
Unclassified	58	66	70	4	6.30%
Arts, entertainment and recreation	139	63	68	5	7.30%
Wholesale trade	54	49	48	-2	-3.20%
Information and cultural industries	29	24	22	-2	-8.20%
Agriculture, forestry, fishing and hunting	20	19	14	-5	-28.80%
Utilities	<10	<10	11	N/A	N/A
	4,907	4,676	4,822	146	3.1%

Source: EMSI Analyst 2022.1

1.3.1. Location Quotient

Location Quotient is used to measure the relative concentration of an occupation. A location quotient above 1 means the area employs more jobs in that industry as a percentage of total jobs in the area than is typical in the province/nation. Such a high concentration suggests that there is momentum in growing or attracting these jobs that is unique to the municipality.

Table 7 presents location quotient at a provincial and national level (i.e., comparing the economies of Sylvan Lake to Alberta- and Canada-wide economies) for all industries within Sylvan Lake. As can be seen, *accommodation and food services* and *educational services* are the most heavily concentrated locally compared to provincial figures. Comparatively, compared to the national economy the most heavily concentrated local industries are *mining, quarrying, and oil and gas extraction* and *accommodation and food services.*

Table 7: Location Quotient Data, by Industry

Sector	2022 Jobs	Provincial LQ	National LQ
Accommodation and food services	531	1.85	1.98
Educational services	539	1.78	1.60
Mining, quarrying, and oil and gas extraction	326	1.62	6.64
Other services (except public administration)	316	1.43	1.62
Retail trade	743	1.38	1.48
Health care and social assistance	582	1.08	0.98
Unclassified	66	0.99	0.95
Finance and insurance	145	0.95	0.71
Professional, scientific and technical services	337	0.94	0.94
Arts, entertainment and recreation	63	0.80	0.82
Construction	331	0.74	0.98
Real estate and rental and leasing	70	0.70	0.74
Manufacturing	170	0.68	0.45
Administrative and support, waste management and remediation services	128	0.60	0.55
Public administration	139	0.60	0.46
Information and cultural industries	24	0.46	0.26
Transportation and warehousing	88	0.34	0.38
Utilities	<10	0.33	0.33
Wholesale trade	49	0.24	0.24
Agriculture, forestry, fishing and hunting	19	0.19	0.22
Total	4,676	1.00	1.00

Source: EMSI Analyst 2022.1

Table 8 builds off the data presented in Table 7 by highlighting each industry's location quotient adjustment over time. It is important to note here that these gains or losses are all relative. That is, an increase or decrease in location quotient does not directly translate to an increase or decrease in the number of jobs per sector. Instead, it reflects that the industry has become **more, or less, concentrated when compared to provincial or national benchmarks**.

- *Utilities*, while still a relatively unconcentrated industry, saw the largest relative growth against the provincial benchmark, with a growth in its location quotient of 0.26.
- Benchmarked at a national level, *mining, quarrying, and oil and gas extraction* and *educational services* both grew considerably in influence, with their location quotient figures rising by 0.45 and 0.44 respectively, from 2014 to 2022.

Table 8: Location Quotient, by Industry, Historical Change

NAICS	Provincial			National		
	2016 LQ	2022 LQ	LQ Change	2014 LQ	2022 LQ	LQ Change
Accommodation and food services	1.77	1.85	0.08	1.79	1.98	0.19
Educational services	1.56	1.78	0.22	1.16	1.60	0.44
Mining, quarrying, and oil and gas extraction	1.66	1.62	-0.04	6.19	6.64	0.45
Other services (except public administration)	1.37	1.43	0.06	1.64	1.62	-0.02
Retail trade	1.39	1.38	-0.01	1.17	1.48	0.31
Health care and social assistance	1.07	1.08	0.01	0.72	0.98	0.26
Unclassified	0.95	0.99	0.04	0.80	0.95	0.15
Finance and insurance	0.97	0.95	-0.02	0.64	0.71	0.07
Professional, scientific and technical services	0.79	0.94	0.15	0.91	0.94	0.03
Arts, entertainment and recreation	1.52	0.80	-0.72	1.36	0.82	-0.54
Construction	0.75	0.74	-0.01	1.65	0.98	-0.67
Real estate and rental and leasing	0.82	0.70	-0.12	1.44	0.74	-0.7
Manufacturing	0.75	0.68	-0.07	0.53	0.45	-0.08
Administrative and support, waste management and remediation services	0.55	0.60	0.05	0.33	0.55	0.22
Public administration	0.63	0.60	-0.03	0.63	0.46	-0.17
Information and cultural industries	0.46	0.46	0	0.22	0.26	0.04
Transportation and warehousing	0.49	0.34	-0.15	0.53	0.38	-0.15
Utilities	0.07	0.33	0.26	0.24	0.33	0.09
Wholesale trade	0.25	0.24	-0.01	0.25	0.24	-0.01
Agriculture, forestry, fishing and hunting	0.15	0.19	0.04	0.27	0.22	-0.05

Source: EMSI Analyst 2022.1

1.3.2. Shift-share Analysis

Shift-share analysis compares the local employment growth/decline of local 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 job growth/decline by attributing growth, stability, or decline in particular industries over time due to three distinct forces:

- National economic growth: local job growth/decline that is attributable to the growth, stability, or decline of the entire Canadian economy. Industries will be impacted positively or negatively by the state of the Canadian economy and consumer spending at a national level, external to any local factors.

- Industry growth: local 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). General industry trends are outside the influence of local actors and are therefore removed from the local impact.

- 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.

1.3.3. Local Shift-Share Analysis

Table 9 looks at current job data (2022) and future projections (2028) data to assess which sectors are most likely to be impacted by local factors.

Table 9: Shift-share Analysis, by Industry, 2022-2028[5]

NAICS	2022 Jobs	2028 Jobs	Expected Change	Actual Change	Competitive Effect
Agriculture, forestry, fishing and hunting	19	14	-1	-5	-4
Mining, quarrying, and oil and gas extraction	326	308	-0	-18	-18
Utilities	<10	11	0	1	1
Construction	331	344	4	13	9
Manufacturing	170	158	4	-12	-16
Wholesale trade	49	48	1	-2	-3
Retail trade	743	818	14	75	61
Transportation and warehousing	88	81	4	-7	-11
Information and cultural industries	24	22	1	-2	-3
Finance and insurance	145	165	10	20	10
Real estate and rental and leasing	70	41	-0	-30	-30
Professional, scientific and technical services	337	330	20	-7	-27
Administrative and support, waste management and remediation services	128	131	5	3	-2
Educational services	539	562	21	24	3
Health care and social assistance	582	646	65	64	-1
Arts, entertainment and recreation	63	68	2	5	3
Accommodation and food services	531	582	27	51	24
Other services (except public administration)[6]	316	306	6	-10	-16
Public administration	139	118	2	-20	-22
Total	**4,676**	**4,822**	**189**	**146**	**-43**

Source: EMSI Analyst 2022.1

---

[5] Please note some of the totals do not add up due to rounding and estimation methods.

[6] For a definition of "other services" see: https://www.ic.gc.ca/app/scr/app/cis/summary-sommaire/81

1.4.   Occupation Data

Persons in the labour force 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).

Table 10 shows that *sales and service occupations* represented the largest occupation grouping by a considerable margin. That is, in 2022, 1,538 (32.9% of all occupations in Sylvan Lake) are represented within *sales and service occupations,* with no other occupation grouping representing more than 15% of all occupations.

Table 10: Occupation Rates, 2016-2028, 1 Digit NOC

Occupation	2016 Jobs	2022 Jobs	2028 Jobs	Median Wages	2022 - 2028 % Change
Sales and service occupations	1,446	1,538	1,689	$35,363	10%
Occupations in education, law and social, community and government services	604	631	642	$73,773	2%
Trades, transport and equipment operators and related occupations	677	567	570	$67,596	1%
Business, finance and administration occupations	574	484	461	$55,111	-5%
Management occupations	455	382	390	$90,481	2%
Health occupations	307	333	363	$62,722	9%
Natural resources, agriculture and related production occupations	333	295	283	$67,439	-4%
Natural and applied sciences and related occupations	214	178	163	$76,982	-4%
Occupations in art, culture, recreation and sport	122	106	98	$45,817	-8%
Occupations in manufacturing and utilities	117	95	93	$69,246	-2%
Unclassified	58	66	70	$0	6%
Total (all)	4,907	4,676	4,822	$54,437[7]	3%

Source: EMSI Analyst 2022.1

---

[7] Please note, both median wages and average wages are presented within this document. These are different measurements and therefore differ slightly.

McSWEENEY
inspiring economic sustainability®

Table 11 further breaks down occupation classifications to a 4-digit level to show which sub-occupations are most prevalent locally. Of the top 10 most prevalent occupations (see below), nine are projected to grow between 2022 and 2028, with 6 projected to grow by at least 10%. The two occupation classifications with greater than 150 residents working in 2022 are:

- Food counter attendants, kitchen helpers and related support occupations (with median annual wages of $29,901)

- Retail salespersons ($36,322)

Table 11: Occupation Rates, Top10 Unit Groups, 2016-2028, 4 Digit NOC

Occupation	2016 Jobs	2022 Jobs	2028 Jobs	Median Wages	2022 - 2028 % Change
Food counter attendants, kitchen helpers and related support occupations	201	192	218	$29,901	14%
Retail salespersons	182	176	191	$36,322	9%
Cashiers	135	137	156	$31,216	14%
Elementary school and kindergarten teachers	113	130	137	$96,573	5%
Oil and gas well drillers, servicers, testers and related workers	130	128	117	$43,387	-9%
Nurse aides, orderlies and patient service associates	78	113	140	$43,654	24%
Elementary and secondary school teacher assistants	78	104	111	$31,894	7%
Store shelf stockers, clerks and order fillers	59	101	120	$32,814	19%
Cooks	104	99	109	$38,420	10%
Retail sales supervisors	75	91	103	$32,645	13%
Total (all, including those not listed in Table)	4,907	4,676	4,822	$54,437[8]	3%

Source: EMSI Analyst 2022.1

---

[8] Please note, this figure

1.4.1. Location Quotient

As was completed for industries, a location quotient assessment can be done for occupation classifications. Once again, a location quotient above 1 means the labour recruiting area employs more jobs in that occupation than is typical in the province or nation. A high concentration suggests that there may be some momentum in growing or attracting these jobs that is unique to the region.

Table 12 presents location quotient at a provincial and national level (i.e., comparing the economies of Sylvan Lake to Alberta- and Canada-wide economies) for all occupation classes in 2021[9].

Table 12: Location Quotient, Occupations of Employment, 1-Digit NOC, 2022

Occupation	2022 Jobs	Provincial LQ	National LQ
Sales and service occupations	1,538	1.58	1.51
Natural resources, agriculture and related production occupations	295	1.43	2.69
Occupations in education, law and social, community and government services	631	1.37	1.29
Unclassified	66	1.07	1.04
Health occupations	333	1.01	1.01
Occupations in art, culture, recreation and sport	106	0.95	0.69
Management occupations	382	0.80	0.75
Trades, transport and equipment operators and related occupations	567	0.73	0.89
Occupations in manufacturing and utilities	95	0.66	0.47
Business, finance and administration occupations	484	0.56	0.56
Natural and applied sciences and related occupations	178	0.42	0.41
Total	4,676	1.00	1.00

Source: EMSI Analyst 2022.1

---

[9] A 1-digit NOC classification is used here, as using a higher level of specificity (i.e., 4-digit NOC) results in skewed location quotient data, due to small sample size challenges.

1.4.2. Shift-Share Analysis

Once again, we are able to apply the same analysis to occupations that were done for industry employment totals. That is, we can use shift-share analyses to estimate the local "competitive effect" for major occupations in Sylvan Lake.

Table 13 again looks at current job data (2022) and future projections (2028) data to assess which sectors are most likely to be impacted by local factors. The table presents the expected change due to national and industry effects (expected change), contrasts that total with the reality (actual change) and therein assesses the regional/local effects (competitive effect).

Table 13: Shift-share Analysis, by Occupation, 2022-2028[10]

Occupation	2022 Jobs	2028 Jobs	Expected Change	Actual Change	Competitive Effect
Sales and service occupations	1,538	1,689	62	150	89
Occupations in education, law and social, community and government services	631	642	32	11	-21
Trades, transport and equipment operators and related occupations	567	570	16	2	-13
Business, finance and administration occupations	484	461	10	-22	-32
Management occupations	382	390	7	8	1
Health occupations	333	363	42	29	-13
Natural resources, agriculture and related production occupations	295	283	1	-12	-14
Natural and applied sciences and related occupations	178	163	12	-15	-27
Occupations in art, culture, recreation and sport	106	98	4	-7	-11
Occupations in manufacturing and utilities	95	93	2	-2	-4
Total (all occupations)	4,676	4,822	187	142	-45

Source: EMSI Analyst 2022.1

---

[10] Please note, the subtotals may not add to the overall totals due to rounding methods and *unclassified* occupations.

1.5.   Commuter Flow

To better understand who works in Sylvan Lake, we can turn to commuter flow data from the 2021 Census. This data allows us to understand where those who are employed within Sylvan Lake typically live (Table 14). As the table illustrates, the Sylvan Lake economy is fairly inclusive – of the 2,705 individuals who travel to work, 1,830 (67.7%) also live within the Town.

Table 14: Place of Residence for those Typically Employed Within Sylvan Lake

Place of Work	Commuters	Percentage of Commuters
Sylvan Lake	1,830	67.7%
Red Deer	380	14.0%
Red Deer County	155	5.7%
Lacombe County	65	2.4%
Blackfalds	50	1.8%
Bentley	30	1.1%
Lacombe	30	1.1%
Clearwater County	25	0.9%
Edmonton	25	0.9%
Birchcliff	20	0.7%
Calgary	20	0.7%
Eckville	20	0.7%
Ponoka County	20	0.7%
Innisfail	15	0.6%
Penhold	10	0.4%
Sunbreaker Cove	10	0.4%
Total	2,705	100%

Source: Statistics Canada 2021 Census.

We are similarly able to understand where residents of Sylvan Lake travel to for work (Table 15). As can be seen, approximately 2,795 residents of Sylvan Lake travel outside the Town for work, most consistently to the City of Red Deer (1,520 residents, or 32.9% of those with a typical place of work).

Table 15: Usual Place of Work for Residents of Sylvan Lake Commuting outside the Town

Place of Work	Commuters	Percentage of Commuters
Sylvan Lake	1,830	39.6%
Red Deer	1,520	32.9%
Red Deer County	330	7.1%
Lacombe County	100	2.2%
Innisfail	95	2.1%
Blackfalds	95	2.1%
Rimbey	95	2.1%
Rocky Mountain House	75	1.6%
Eckville	65	1.4%
Wood Buffalo	65	1.4%
Lacombe	55	1.2%
Calgary	50	1.1%
Edmonton	35	0.8%
Bentley	30	0.6%
Ponoka	30	0.6%
Clearwater County	30	0.6%
Total (including those not listed in Table)	4,625	100%

Source: Statistics Canada 2021 Census.

2. LABOUR RECRUITING AREA

This section outlines trends about the businesses and industries/occupations of employment within Sylvan Lake's labour recruiting area. The objective is to understand which occupations and industries could possibly be leveraged to drive local growth and support potential investors. For the purposes of this report, the labour recruiting area was measured as all those businesses within a 45-minute drive time from Sylvan Lake (see Figure 1).

This analysis is done because labour recruitment is fluid and does not begin/end at municipal borders. New businesses considering whether to invest in Sylvan Lake would be able to draw talent and network with businesses across the labour recruiting area without challenge.

Figure 1: Labour Recruiting Area, 45 Minute Drive Time from Sylvan Lake
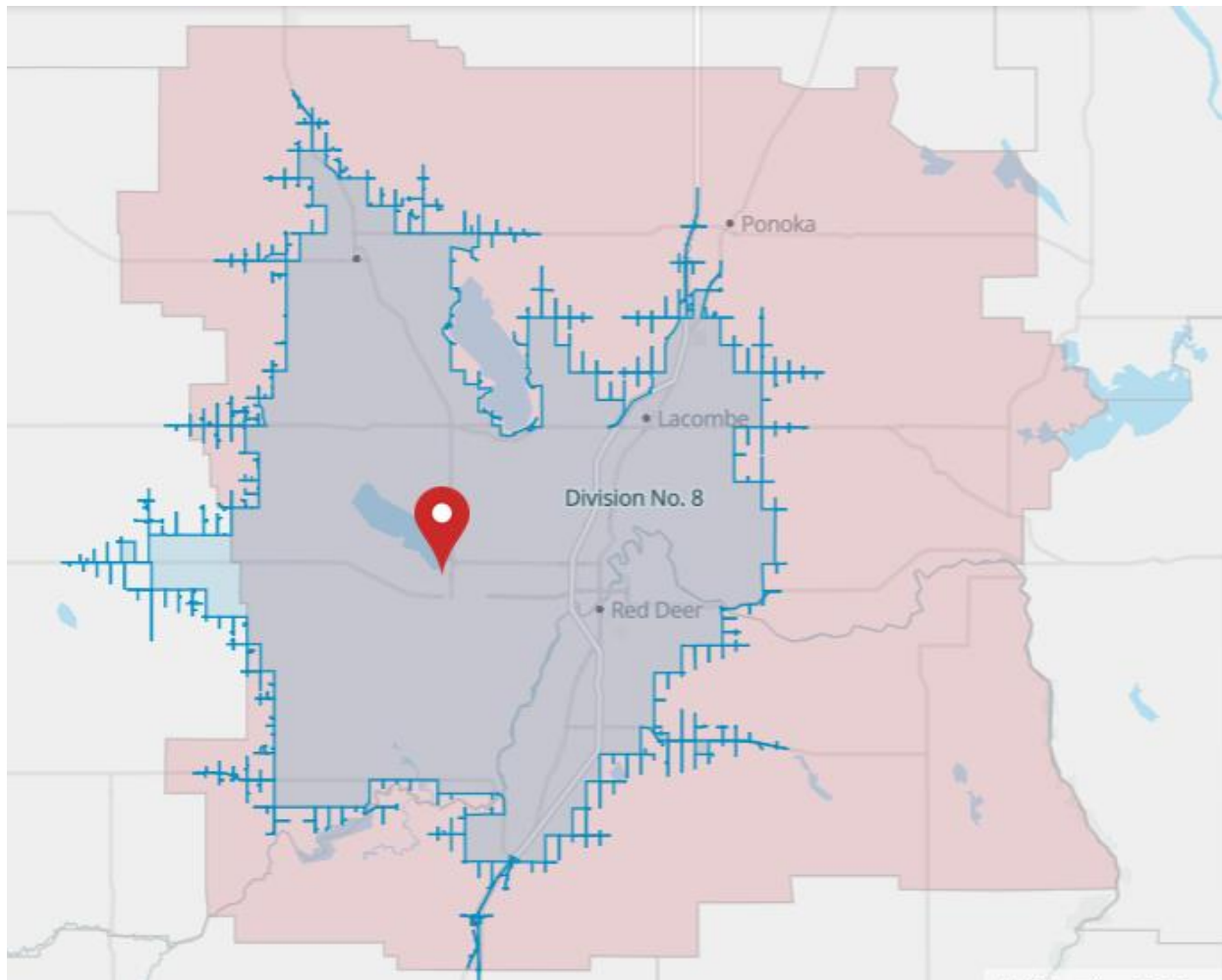
Source: EMSI Analyst

2.1. Labour Recruiting Area: Business Data

Similar to the initial assessment of business counts within Section 1.1, the below table presents business counts by sector across the labour recruiting area. The sectors with the most businesses with employees are:

- *Construction* (1,062 businesses with employees); *retail trade* (978); and *professional, scientific and technical services* (845)

Table 16: Business Counts by Sector, Labour Recruiting Area, December 2021

Sector	Total Businesses (with Employees)	Total Businesses (including self-employed)
Construction	1,062	2,943
Retail trade	978	1,575
Professional, scientific and technical services	845	2,547
Other services (except public administration)	812	1,993
Health care and social assistance	702	1,355
Agriculture, forestry, fishing and hunting	487	3,649
Unclassified	437	2,015
Accommodation and food services	427	606
Wholesale trade	351	570
Real estate and rental and leasing	337	4,217
Mining, quarrying, and oil and gas extraction	330	844
Transportation and warehousing	326	1,044
Administrative and support, waste management and remediation services	292	853
Manufacturing	281	538
Finance and insurance	237	1,268
Arts, entertainment and recreation	101	238
Educational services	78	206
Information and cultural industries	67	129
Management of companies and enterprises	27	183
Public administration	24	26
Utilities	11	25
Total	**8,212**	**26,824**

Source: EMSI Analyst 2022.1

Once again, the majority of businesses with employees in the labour recruitment area employ between 1 and 9 employees. Specifically, across all sectors in the geographic area, small businesses (1-9 employees) represent 75% of businesses with employees.

Medium-size businesses (10-99 employees) are most often present in *accommodation and food services* and *public administration*. Finally, three sectors have more than 10% of businesses holding 100+ employers: *public administration* (25.0%); *management of companies and enterprises* (11.1%); and *educational services* (10.3%).

Table 17: Percentage of Business with Employees by Size, by Sector, December 2021

Sector	1-9 employees	10-99 employees	100+
Professional, scientific and technical services	89.8%	10.1%	0.1%
Real estate and rental and leasing	87.8%	11.9%	0.3%
Agriculture, forestry, fishing and hunting	87.1%	12.7%	0.2%
Other services (except public administration)	85.0%	14.9%	0.1%
Construction	81.8%	17.1%	1.0%
Administrative and support, waste management and remediation services	79.5%	18.8%	1.7%
Information and cultural industries	77.6%	22.4%	0.0%
Transportation and warehousing	75.8%	23.3%	0.9%
Health care and social assistance	71.7%	24.9%	3.4%
Mining, quarrying, and oil and gas extraction	71.5%	25.5%	3.0%
Finance and insurance	67.9%	31.2%	0.8%
Wholesale trade	65.5%	34.2%	0.3%
Retail trade	64.2%	33.8%	1.9%
Educational services	59.0%	30.8%	10.3%
Arts, entertainment and recreation	57.4%	41.6%	1.0%
Manufacturing	57.3%	38.8%	3.9%
Management of companies and enterprises	55.6%	33.3%	11.1%
Utilities	54.5%	36.4%	9.1%
Accommodation and food services	46.4%	53.2%	0.5%
Public administration	25.0%	50.0%	25.0%
Total	**74.8%**	**23.8%**	**1.4%**

Source: EMSI Analyst 2022.1

2.2. Labour Recruiting Area: Supply Chain Analysis

Across all sectors within the labour recruitment area, imports represent approximately 54% of total purchases, suggesting that the area is relatively self-sufficient. The industries with the largest percentage of imported purchases are *utilities* (85.48%) and *information and cultural industries* (71.14%).

Table 18: Supply Chain Purchases, by Sector

NAICS	% Local Purchases	% Imported Purchases	Total Purchases
Construction	79.7%	20.3%	$181,140,765
Health care and social assistance	78.2%	21.9%	$260,715,619
Accommodation and food services	68.8%	31.2%	$126,372,949
Other services (except public administration)	64.7%	35.3%	$138,445,190
Mining, quarrying, and oil and gas extraction	62.8%	37.2%	$500,862,819
Retail trade	60.3%	39.8%	$199,262,996
Public administration	57.4%	42.6%	$137,134,010
Agriculture, forestry, fishing and hunting	56.5%	43.5%	$855,538,781
Arts, entertainment and recreation	54.1%	45.9%	$43,735,685
Educational services	53.5%	46.5%	$42,549,054
Real estate and rental and leasing	49.7%	50.3%	$430,886,928
Administrative and support, waste management and remediation services	49.1%	50.9%	$538,592,119
Professional, scientific and technical services	41.7%	58.3%	$811,250,212
Manufacturing	41.2%	58.8%	$3,392,805,478
Transportation and warehousing	40.3%	59.7%	$830,910,526
Wholesale trade	38.8%	61.2%	$481,460,345
Finance and insurance	34.2%	65.8%	$527,087,310
Management of companies and enterprises	30.2%	69.8%	$77,649,019
Information and cultural industries	28.9%	71.1%	$252,061,946
Utilities	14.5%	85.5%	$279,374,452
Total	45.70%	54.30%	$10,107,836,203

Source: EMSI Analyst 2022.1

2.3.   Labour Recruiting Area: Economic Output

The following table again illustrates industries with the highest level of economic output as measured by total sales. Average wages by industry are also illustrated. Across the labour recruitment area both the *manufacturing* ($7.1B) and *construction* ($2.8B) sectors have gross sales of over $2.0 billion. Local wages for both sectors are also strong, with average wages totaling $62,912 and $75,810, respectively.

Table 19: Local Sales and Wage Data, by Industry

NAICS	Sales	Average Wages
Manufacturing	$7,163,474,026	$62,912
Construction	$2,768,232,170	$75,810
Mining, quarrying, and oil and gas extraction	$1,785,781,922	$77,027
Health care and social assistance	$1,532,974,711	$47,431
Public administration	$1,406,840,386	$67,680
Agriculture, forestry, fishing and hunting	$1,348,234,650	$35,531
Transportation and warehousing	$1,200,879,634	$62,625
Retail trade	$1,118,765,974	$32,201
Real estate and rental and leasing	$940,748,031	$69,171
Wholesale trade	$855,561,778	$61,676
Accommodation and food services	$785,447,887	$21,326
Other services (except public administration)[11]	$686,113,390	$46,639
Professional, scientific and technical services	$660,131,806	$57,598
Educational services	$634,786,210	$51,502
Finance and insurance	$592,092,531	$54,541
Administrative and support, waste management and remediation services	$582,301,376	$48,627
Information and cultural industries	$248,774,336	$45,041
Arts, entertainment and recreation	$188,986,305	$31,916
Utilities	$115,332,746	$83,194
Management of companies and enterprises	$37,830,010	$82,288
Total	**$680,051,477**	**$54,747 (average)**

Source: EMSI Analyst 2022.1

---

[11] For a definition of "other services" see: https://www.ic.gc.ca/app/scr/app/cis/summary-sommaire/81

2.4. Labour Recruiting Area: Export Sales

In 2019, the most recent data available, total export sales in the labour recruitment area amounted to $14,874,885,659 ($14.9B). Table 5 below highlights the export data from each of the sectors in the local economy.

The *manufacturing* sector is once again the strongest sector by a significant degree. Specifically, *manufacturing* exports represented $5.2B in total value, 35.3% of the overall total.

Table 20: Export Data, by Industry, 2019[12]

NAICS	Exports from Labour Recruitment Area
Manufacturing	$5,244,817,946
Mining, quarrying, and oil and gas extraction	$1,413,546,245
Public administration	$1,237,639,287
Health care and social assistance	$1,099,874,840
Construction	$966,847,905
Transportation and warehousing	$720,989,331
Agriculture, forestry, fishing and hunting	$708,227,753
Educational services	$498,417,484
Wholesale trade	$477,632,557
Real estate and rental and leasing	$450,782,382
Retail trade	$370,304,904
Other services (except public administration)	$364,049,775
Accommodation and food services	$310,196,058
Administrative and support, waste management and remediation services	$287,363,684
Professional, scientific and technical services	$265,940,645
Finance and insurance	$227,796,485
Information and cultural industries	$97,782,823
Arts, entertainment and recreation	$81,616,058
Utilities	$37,312,246
Management of companies and enterprises	$13,747,250
Total	$14,874,885,659

Source: EMSI Analyst 2022.1

---

[12] Export data lags other business data. As such, 2022 datasets present data from 2019.

2.5. Labour Recruiting Area: Industry Job Totals

Table 21 presents job count data from 2016 (pre-pandemic), 2022, and 2028 (estimates) for the labour recruitment area. These data are expounded upon at the 4-digit NAICS level in **Appendix A**.

As can be seen:

- *Health care and social assistance* represents the largest job count in 2022 (16,106 jobs)
- *Management of companies and enterprises* is projected to see the largest percentage growth from 2022 to 2028 (13.8%) while *health care and social assistance* (1,478 jobs) is projected to see the largest total growth over the same period

Table 21: Top Industries of Employment, 2016, 2022, and 2028, Labour Force Recruitment Area

Sector	2016 Jobs	2022 Jobs	2028 Jobs	2022-2028 Change	2022 - 2028 % Change
Health care and social assistance	14,439	16,106	17,584	1,478	9.2%
Retail trade	13,654	13,658	13,861	203	1.5%
Construction	12,612	11,789	11,431	-358	-3.0%
Manufacturing	7,209	7,467	7,572	105	1.4%
Accommodation and food services	8,948	7,162	7,551	389	5.4%
Other services (except public administration)	6,748	6,100	5,800	-299	-4.9%
Educational services	6,442	6,071	6,171	101	1.7%
Public administration	5,469	5,470	5,312	-158	-2.9%
Professional, scientific and technical services	5,081	5,429	5,144	-285	-5.2%
Mining, quarrying, and oil and gas extraction	6,252	4,802	4,563	-239	-5.0%
Transportation and warehousing	4,459	4,407	4,412	5	0.1%
Wholesale trade	4,432	4,153	4,180	27	0.6%
Agriculture, forestry, fishing and hunting	4,674	4,006	3,247	-758	-18.9%
Administrative and support, waste management and remediation services	4,582	3,890	3,920	30	0.8%
Finance and insurance	2,971	2,797	3,003	205	7.3%
Real estate and rental and leasing	2,432	2,066	1,868	-198	-9.6%
Unclassified	1,392	1,538	1,581	43	2.8%
Arts, entertainment and recreation	1,980	1,378	1,354	-24	-1.8%
Information and cultural industries	892	836	789	-47	-5.6%
Utilities	309	317	336	18	5.8%
Management of companies and enterprises	265	303	344	42	13.8%
	115,242	109,743	110,022	279	0.3%

Source: EMSI Analyst 2022.1

2.6. Labour Recruiting Area: Occupation Job Totals

Table 11 breaks down occupation classifications at a 1-digit level to show which sub-occupations are most prevalent locally. These data are expounded upon at the 4-digit NOC level in **Appendix B**.

- *Sales and Service occupations* are most prevalent within the labour recruitment area, representing 26,660 jobs
- *Management occupations* have the highest average salaries ($97,052)
- *Health occupations* are projected to see the largest relative increase in total jobs (8.8%) between 2022 and 2028

Table 22: Occupation Rates, Unit Groups, 2016-2028, Labour Recruitment Area

Occupation	2016 Jobs	2022 Jobs	2028 Jobs	Average Wages	2022 - 2028 % Change
Sales and service occupations	24,833	26,660	28,021	$39,852	5.1%
Trades, transport and equipment operators and related occupations	22,356	20,786	20,491	$69,680	-1.4%
Business, finance and administration occupations	16,382	13,944	13,150	$58,656	-5.7%
Occupations in education, law and social, community and government services	10,321	10,269	10,541	$71,801	2.6%
Management occupations	11,326	9,655	8,839	$97,052	-8.4%
Health occupations	8,428	8,969	9,761	$69,451	8.8%
Natural resources, agriculture and related production occupations	7,914	6,723	6,509	$64,916	-3.2%
Natural and applied sciences and related occupations	6,054	5,002	4,770	$80,246	-4.6%
Occupations in manufacturing and utilities	4,332	4,476	4,634	$67,121	3.5%
Occupations in art, culture, recreation and sport	1,903	1,721	1,725	$51,500	0.2%
Unclassified	1,392	1,538	1,581	N/A	2.8%
Total	**115,242**	**109,743**	**110,022**	**$54,747**	**0.3%**

Source: EMSI Analyst 2022.1

3. LABOUR FORCE DATA

While Section 1 focused on presenting data with a focus on the state of local businesses, This section flips the approach to focus on residents of Sylvan Lake. The data presented in this section reflect the realities for people who live in Sylvan Lake, regardless of whether they work locally.

This section begins with an assessment of the educational attainment of Sylvan Lake's residents, before profiling general labour force involvement and income levels by gender, benchmarked to provincial figures. Finally, labour force involvement by industry and occupation are highlighted, with a final comparison between the number of local jobs available and the number of residents working, per industry/occupation.

3.1. Educational Attainment

Figure 2 illustrates educational attainment for residents ages 25 to 64 in Sylvan Lake and Alberta. While Alberta's population is more likely to have attained a university certificate, diploma or degree, Sylvan Lake residents are more likely to have a *college or other non-university certificate or degree,* or *apprenticeship or trades certificate or diploma*.

Over one out of every four Sylvan Lake residents (26.2%) have a "college or other non-university certificate or degree".

Figure 2: Educational Attainment, Sylvan Lake and Alberta Residents ages 25-64, 2022
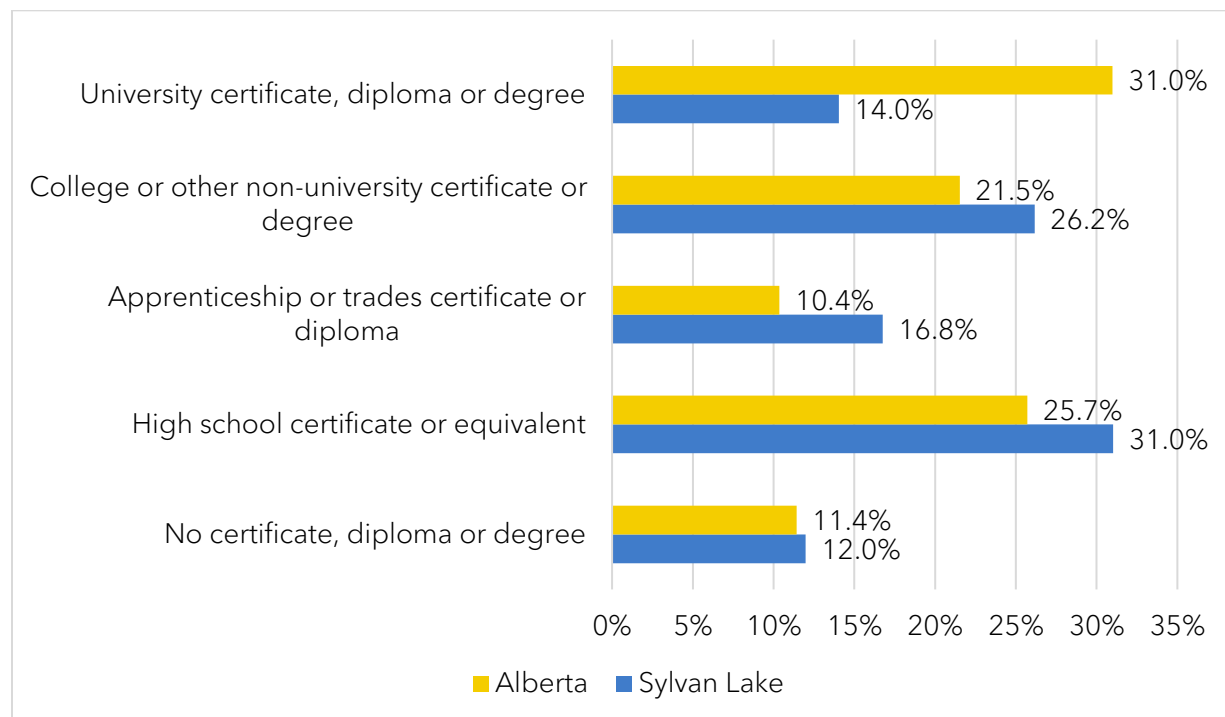
Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2022.

3.2.   Labour Force and Income

Sylvan Lake is home to a labour force of approximately 9,852 individuals. Local labour force participation and employment rates are in line with Alberta's while the unemployment rate is higher. This suggests that Sylvan Lake residents are as engaged in the labour force as Alberta residents but are slightly less likely to find work compared to the broader Alberta labour force.

Table 23: Labour Force Characteristics, 2022

Characteristic	Sylvan Lake	Alberta
Total population aged 15 years and older	13,526	3,677,898
In the labour force	9,852	2,576,081
Employed	8,203	2,292,080
Unemployed	1,649	284,002
Not in the labour force	3,675	1,101,817
Participation rate %	72.83	70.04
Employment rate %	60.64	62.32
Unemployment rate %	16.74	11.02

Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2022.

Median incomes in Sylvan Lake ($58,470) are higher than the Alberta median ($51,869), though the average income is less ($72,064 locally compared to $79,070 provincially). This comparison suggests that, generally, Sylvan Lake residents earn more than Alberta residents, but the highest income earners locally do not make as much as the highest provincial earners.

Figure 3: Employment Income Levels, Sylvan Lake and Alberta Residents, 15+, 2021
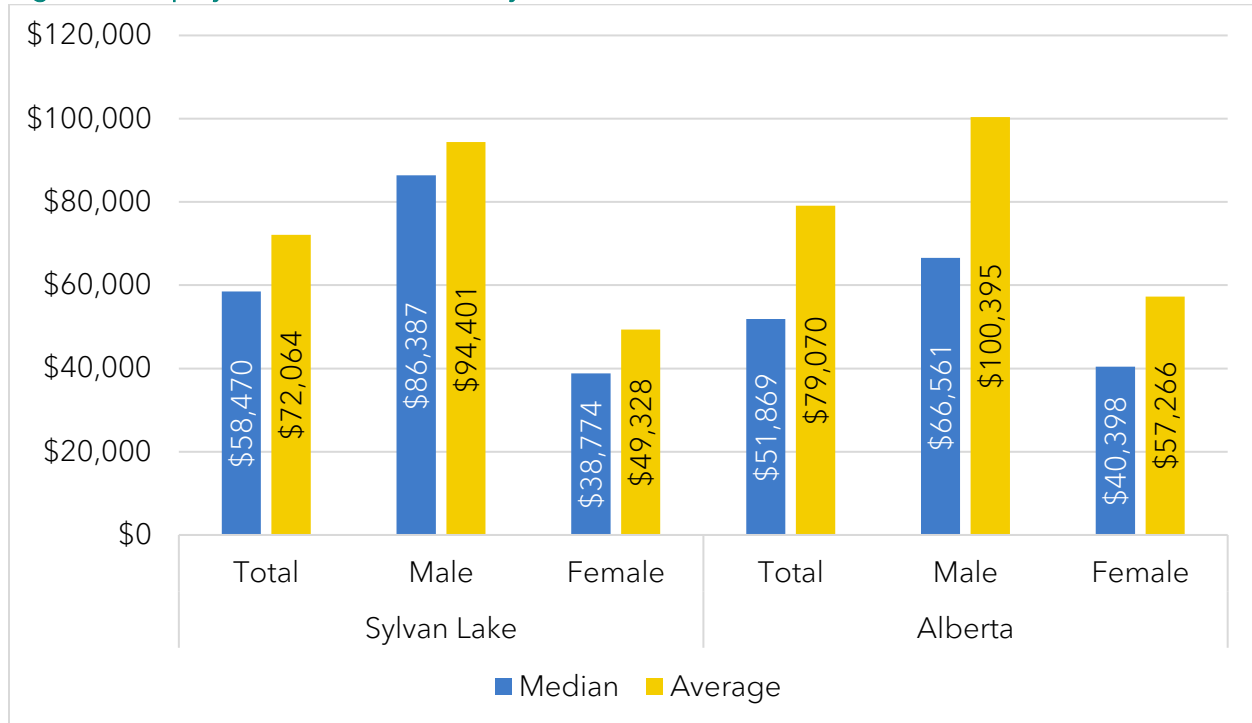
Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2022.

3.3. Employment by Industry

Figure 4 illustrates the top 10 employment sectors in Sylvan Lake. The largest employment sectors are *mining and oil and gas extraction* (13.6%) and *construction* (12.8%). Together these two sectors represent over one in every four jobs within Sylvan Lake (a combined 26.4%).

Notably, Sylvan Lake residents are employed in the *mining and oil and gas extraction* industry at a rate (13.6%) more than double the Alberta figure (6.3%), highlighting that sector's importance.

Figure 4: Largest Employment Sectors, Sylvan Lake and Alberta, 2022

Sector	Alberta	Sylvan Lake
Mining and oil and gas extraction	6.3%	13.6%
Construction	10.0%	12.8%
Retail trade	11.0%	10.8%
Health care and social assistance	11.1%	9.6%
Educational services	6.8%	6.0%
Accommodation and food services	5.6%	5.9%
Other services (except public administration)	4.5%	5.6%
Manufacturing	5.6%	5.3%
Professional, scientific and technical services	8.0%	5.1%
Public administration	5.6%	4.9%

■ Alberta ■ Sylvan Lake
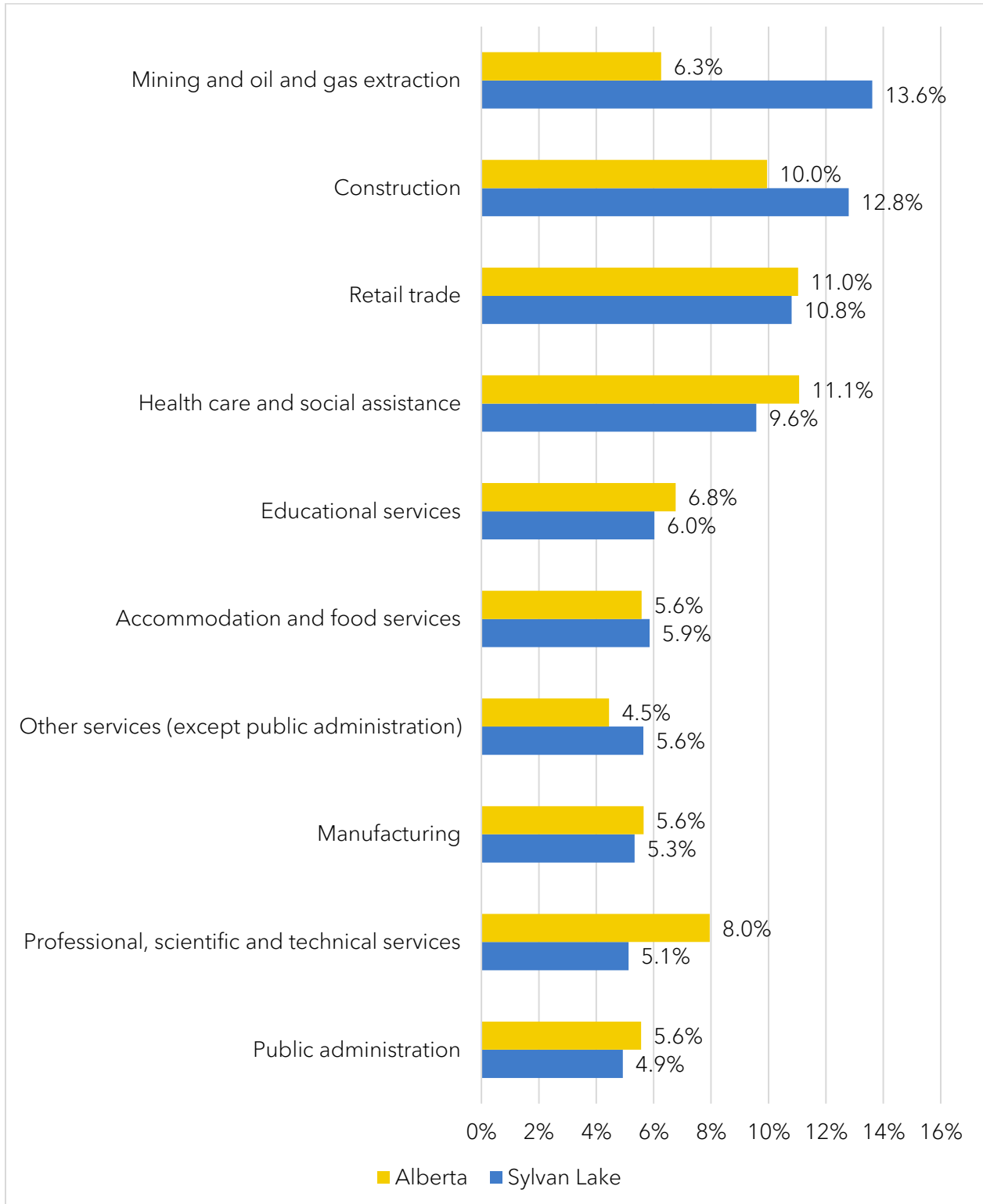
Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2022.

3.4.   Employment by Occupation

Figure 5 illustrates Sylvan Lake's labour force make up by occupation:

- *Trades, transport and equipment operators and related occupations* are the largest occupation group (23.0% of residents work within this occupation class) in Sylvan Lake and are 6% more heavily concentrated locally compared to the provincial figure.
- *Natural resources, agriculture and related production occupations* are also significantly more heavily represented locally (7.2% of local residents are employed in these occupations) compared to the provincial figure (3.0%).

Figure 5: Labour Force by Occupation[13], 2022
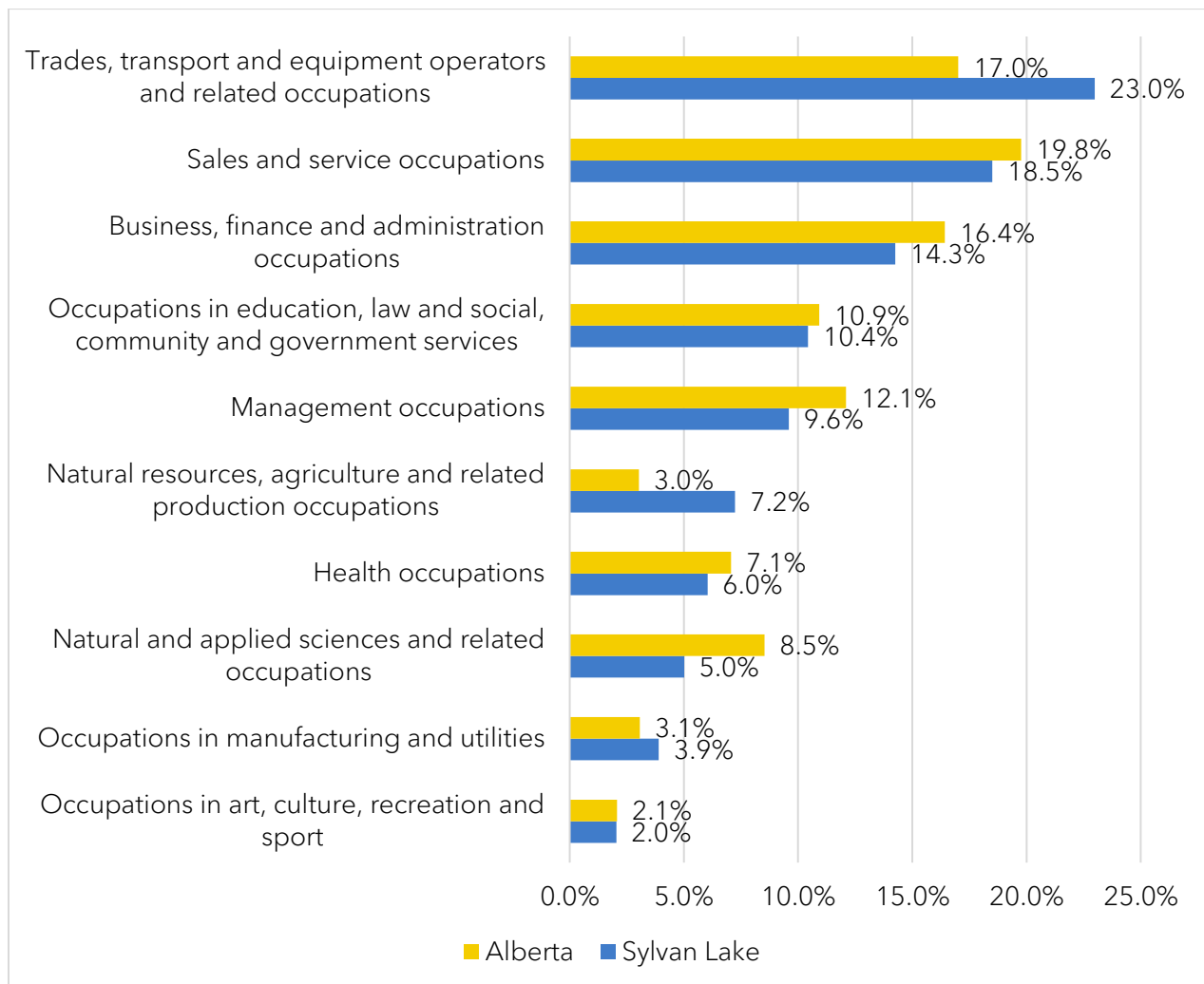
Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2022.

---

[13] Occupation data are produced according to the NOC 2016:
http://www.statcan.gc.ca/eng/subjects/standard/noc/2016/index

3.5.   Labour Market Gaps/Surpluses

Labour market gaps/surpluses are a measure of how well local labour supply meets local demand. Total occupational demand is difficult to map, as businesses change and alter demand based on a variety of factors (i.e., season, economic/financial outlook, technology, etc.). Total number of jobs is used as a proxy for occupational demand. Similarly, labour supply for an occupation can be difficult to calculate since skills are 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 Sylvan Lake and the number of workers living in Sylvan Lake that worked/work in that occupation (i.e., local supply). There are more workers than jobs in Sylvan Lake, making the area a net exporter of labour. **In Sylvan Lake, there are 9,851 residents working and 4,676 jobs; as such, there is a net deficit of approximately 5,175 jobs.**

These are an approximation since local demand could be higher than total jobs (i.e., positions may be unfilled), and supply may be higher if we account for transferable skills and persons who could potentially fill other occupations. Nevertheless, the results in the tables on the following two pages indicate the direction and magnitude of local labour imbalances.

An occupation where the number of jobs in the local economy is less than the number of workers is considered to have a labour surplus. In Sylvan Lake, there is a labour surplus within every occupation classification. Typically, this is expected within smaller communities situated near larger urban centres, due to commuting flows. The sectors with the largest labour surpluses locally are:

- Trades, transport and equipment operators and related occupations (1,607 more residents working in the sector, compared to the number of jobs)
- Business, finance and administration occupations (864)

Table 24: Labour Market Gaps/Surpluses by Occupation, 1-digit NOCs, 2022

Occupation Group (1-digit NOCs code)	Sylvan Lake Residents Working in Occupation	Jobs in Sylvan Lake	Gap (-) / Surplus (+)
Sales and service occupations	1,750	1,538	-212
Occupations in education, law and social, community and government services	987	631	-356
Trades, transport and equipment operators and related occupations	2,174	567	-1,607
Business, finance and administration occupations	1,348	484	-864
Management occupations	907	382	-525
Health occupations	571	333	-238
Natural resources, agriculture and related production occupations	686	295	-391
Natural and applied sciences and related occupations	474	178	-296
Occupations in art, culture, recreation and sport	193	106	-87
Occupations in manufacturing and utilities	368	95	-273
N/A or Unclassified	394	66	-328
Total Labour Force 15 years and older	9,852	4,676	-5,175

Source: EMSI Analyst 2022.1. and Manifold SuperDemographics 2022

The same type of analysis can be done for labour supply and demand for local industries, where once again all industries see a labour surplus within Sylvan Lake. It should be reiterated that this is once again not a negative, just a realistic situation given the presence of a larger urban centre nearby. The industries with the largest labour surpluses are:

- Mining, quarrying, and oil and gas extraction (962 additional workers than positions)
- Construction (879)

Table 25: Labour Market Surplus by Sector, 2022

Sectors	Sylvan Lake Residents Working in Industry	Jobs in Sylvan Lake	Gaps (-) / Surpluses (+)
Retail trade	1,022	743	-279
Health care and social assistance	906	582	-324
Educational services	569	539	-30
Accommodation and food services	554	531	-23
Professional, scientific and technical services	485	337	-148
Construction	1,210	331	-879
Mining, quarrying, and oil and gas extraction	1,288	326	-962
Other services (except public administration)	535	316	-219
Manufacturing	505	170	-335
Finance and insurance	324	145	-179
Public administration	466	139	-327
Administrative and support, waste management and remediation services	284	128	-156
Transportation and warehousing	355	88	-267
Real estate and rental and leasing	201	70	-131
Unclassified	394	66	-328
Arts, entertainment and recreation	142	63	-79
Wholesale trade	280	49	-231
Information and cultural industries	102	24	-78
Agriculture, forestry, fishing and hunting	139	19	-120
Utilities	75	<10	-65
Total Labour Force 15 years and older	9,836	4,676	-5,175

Source: EMSI Analyst 2022.1. and Manifold SuperDemographics 2022

4. SURVEY RESPONSE DATA & SUMMARY

The Sylvan Lake Business Visitation Program received a total of 111 responses. Of those respondents, 40 wished to remain confidential. Within this report, all survey responses are either aggregated or remain confidential. However, for those businesses who were willing to share their contact information, complete response-data has been provided to project partners.[14] Not all questions required an answer, leading to different sample sizes per question. To ensure transparency, the number of respondents for each question has been included in the Figure title as "(N = x)".

4.1.   Business Demographic Data

Regarding the length of time in operation, local businesses spoken to were relatively diverse. Approximately one in six (16.4%) businesses had been in operation for less than one year, while just over one in three (36.4%) had been in business for over a decade.

Figure 6: How Long has Your Business Been in Operation? (N = 110)

---
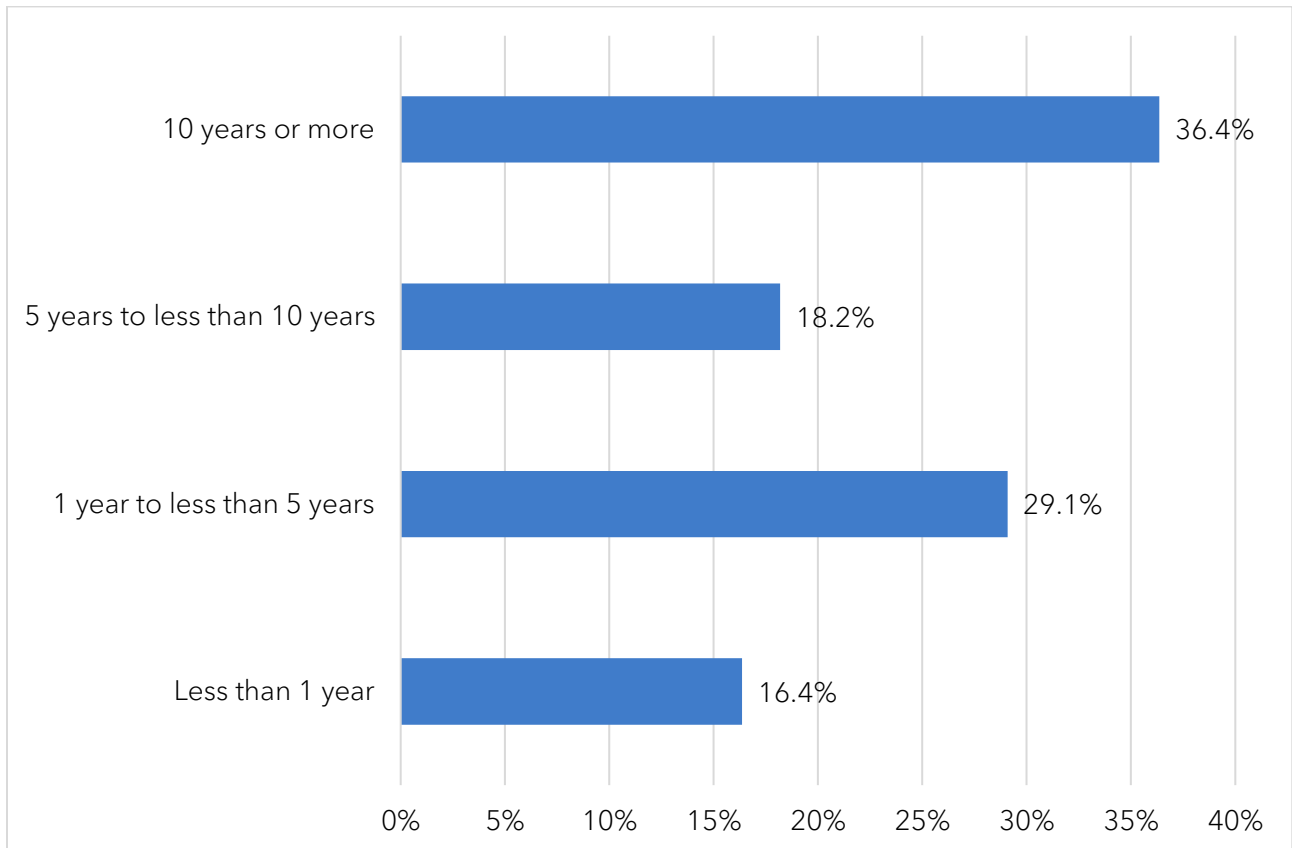
[14] For a note on confidence intervals, please see the section on data sources (following the Executive Summary).

4.2.   Business Status

Prior to the pandemic, businesses in Sylvan Lake were generally doing quite well. That is, when asked how their business was doing prior to the pandemic, 96% of respondents to the below question answered that their business was either "thriving" or "sustaining". Only 4% of respondents suggested their business was struggling in the year prior to COVID-19, a positive sign for the local economy.

Figure 7: In the Year Prior to COVID-19, How Would You Rate the State of Your Business? (N = 94)
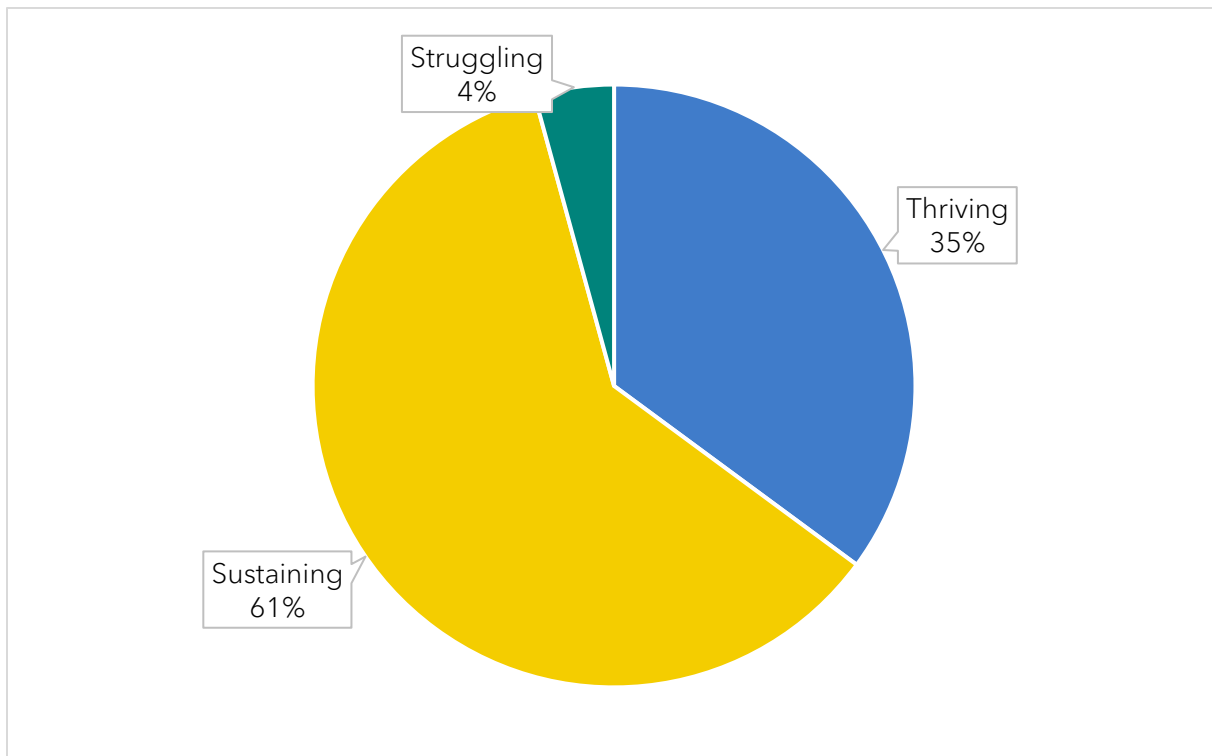
Impressively, the future outlook for businesses in Sylvan Lake is stronger than it was prior to COVID-19. The local business outlook is incredibly positive, with only three respondents (2.9%) expecting their business to decline/struggle to maintain their current operations. Comparatively, 57.3% of respondents expect to expand or thrive over the next two to five years, and 39.8% of businesses expect to sustain their operations.

Figure 8: Over the next 2 to 5 years, what best represents your feelings about your business expectations? (N = 103)
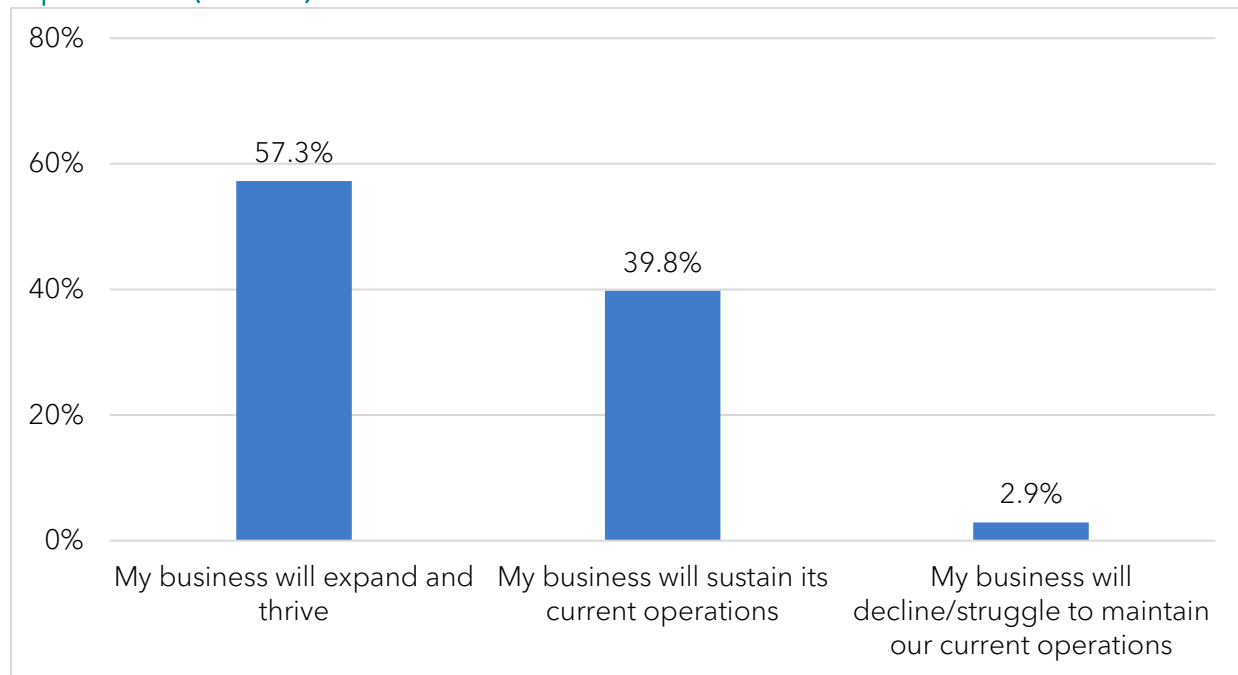
Expectedly given the current status of businesses and optimism of owners, over half of respondents (54.2%) are planning to expand their business over the next two years, vastly outpacing the 5.2% of businesses expecting to downsize.

Figure 9: What would best describe your plans for the business within the next 2 years (2023/2024)? (N = 96)[15]

---
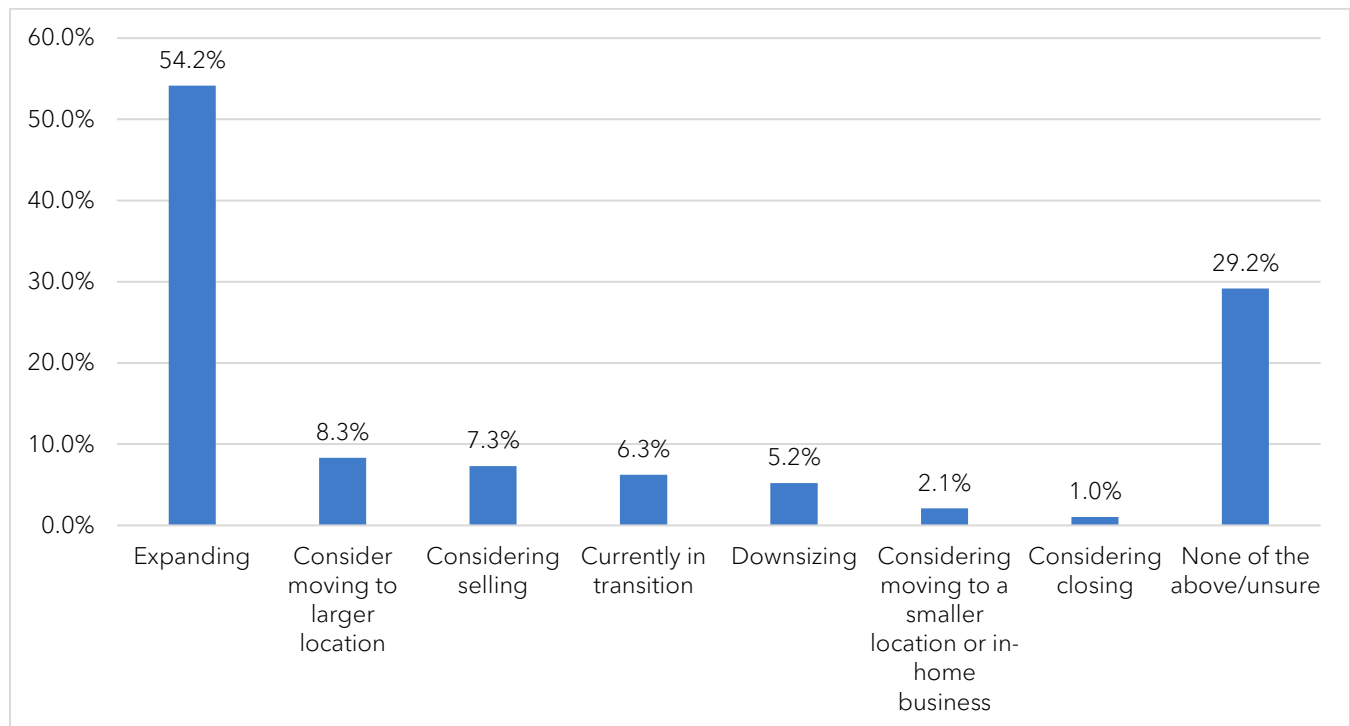
[15] Totals sum to greater than 100% because respondents were allowed to select more than one answer. For example, if they felt they would expand and also move to a larger location.

4.3.   Business Supports

When asked what factors are limiting factors for their business, respondents were mostly likely to suggest challenges related to a "shortage of adequate labour/employee retention" (38.1%), "cash flow" (26.8%), and "supply chain" or "seasonality" (22.7% each). Complete response data is presented in Figure 9 below.

"Other" was chosen by 17.5% respondents. Other themes identified include:

- A high cost of living; and
- Proximity to Red Deer (and the corresponding competition with larger stores)

Figure 10: Which of the following do you consider as limiting factor for your business? (N = 97)[16]

---
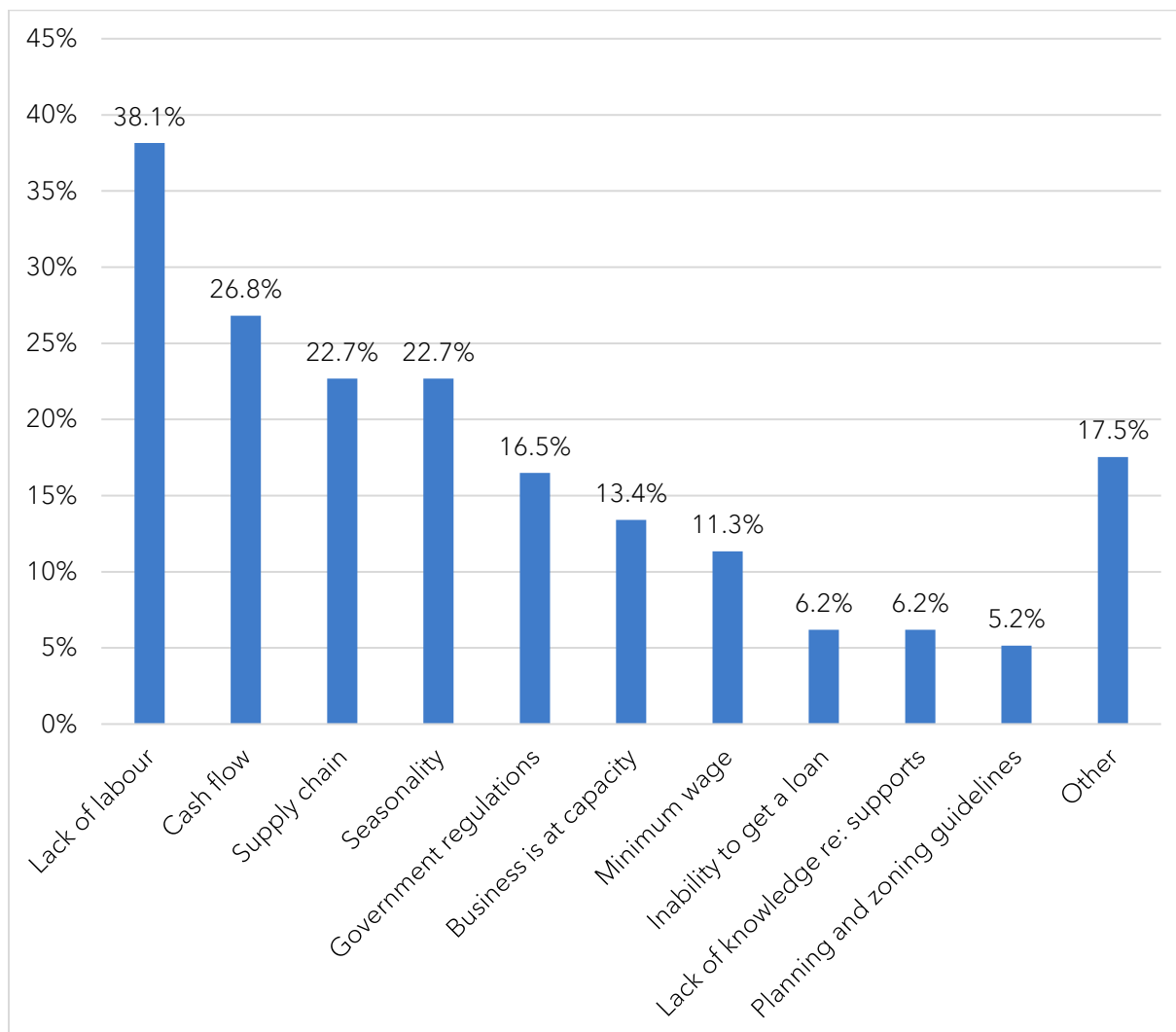
[16] Totals sum to greater than 100% because respondents were allowed to select more than one limiting factor.

When asked what help or support their business needs right now, over half of respondents (58.4%) asked for "marketing/advertising" support from the Town of Sylvan Lake. This suggests that a lack of marketing on behalf of local businesses is a significant potential opportunity for Town staff.

Additional potential actions for Town staff to consider based on this question is enhancing opportunities that currently exist for local businesspeople to connect. Specifically, 36.4% of respondents noted they would appreciate support in establishing a "business networking group"; 13.0% suggested they would benefit from "business-to-business mentoring"; and10.4% asked for "business advice from local professionals."

Figure 11: What help or support does your business need right now? (N = 77)[17]
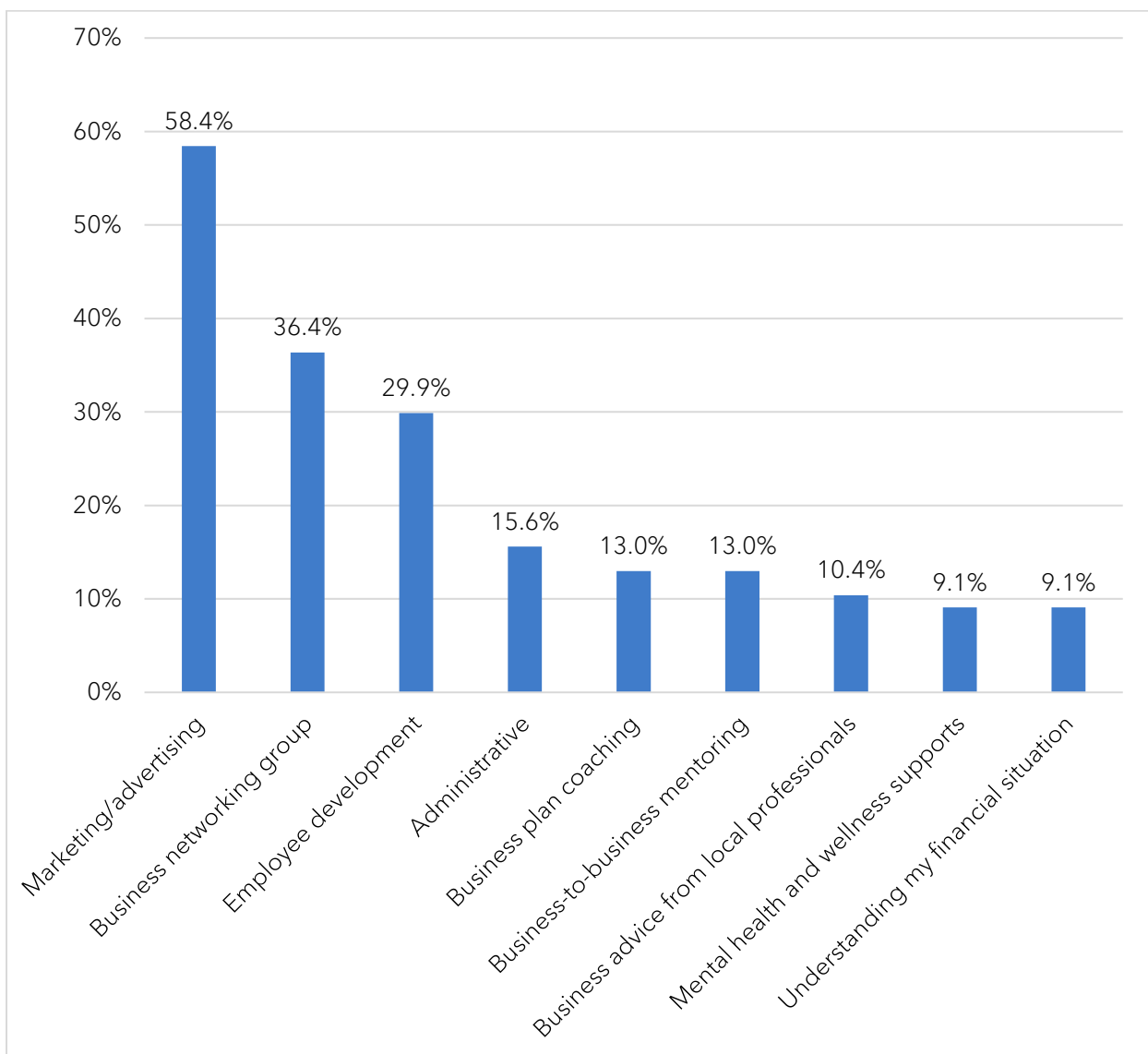
4.4.   Sylvan Lake's Labour Force

The optimism of local businesses towards their future carries over into how they view their current labour force. That is, 80.3% of respondents rated their employees as either excellent (31.3%) or good (49.0%). This compares to only 4.2% of respondents claiming their current labour force is "poor".

Figure 12: How would you rate your business' current labour force? (N = 96)
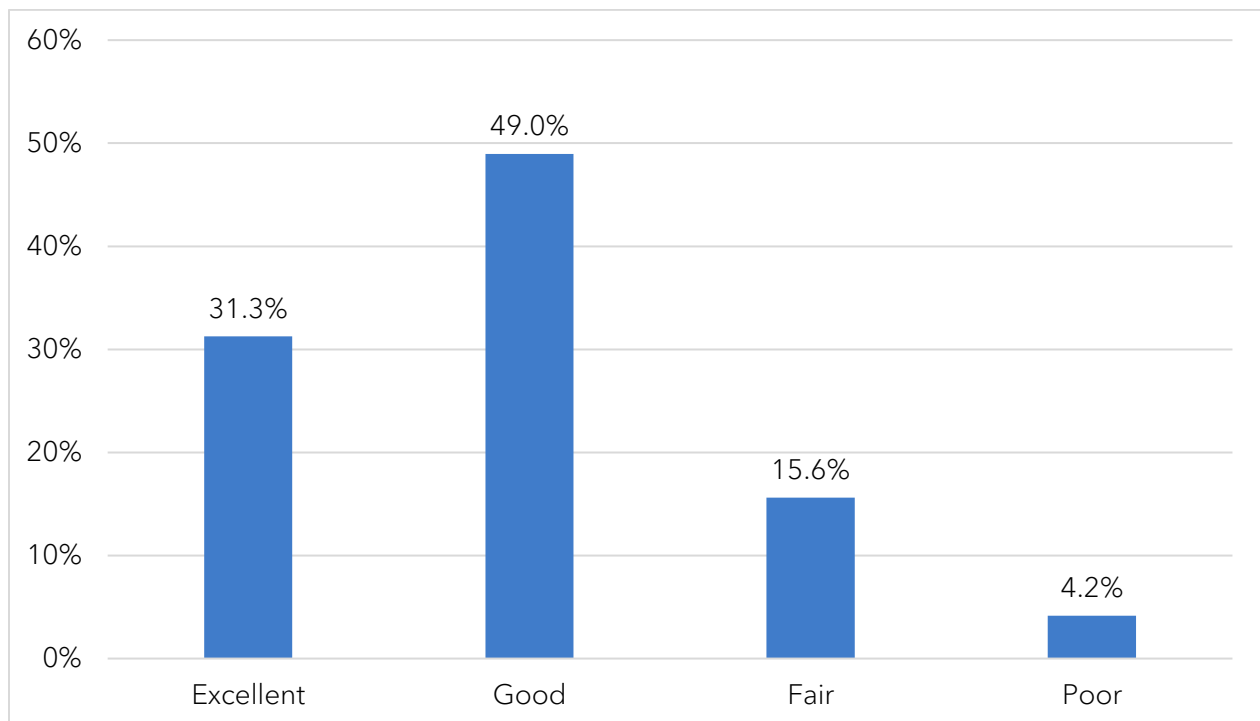
When asked what ways employee retention could be made easier, many respondents chose not to answer or suggested that employee retention was the responsibility of the business owner and that there was no support needed. Respondents who did answer were fairly evenly split between asking for "additional training"; "daycare availability"; and "additional transit options". "Other" responses included wage supports (especially for youth) and support with their employees' cost of living.

Figure 13: In what ways could employee retention be made easier for businesses in the Town? (N = 47)
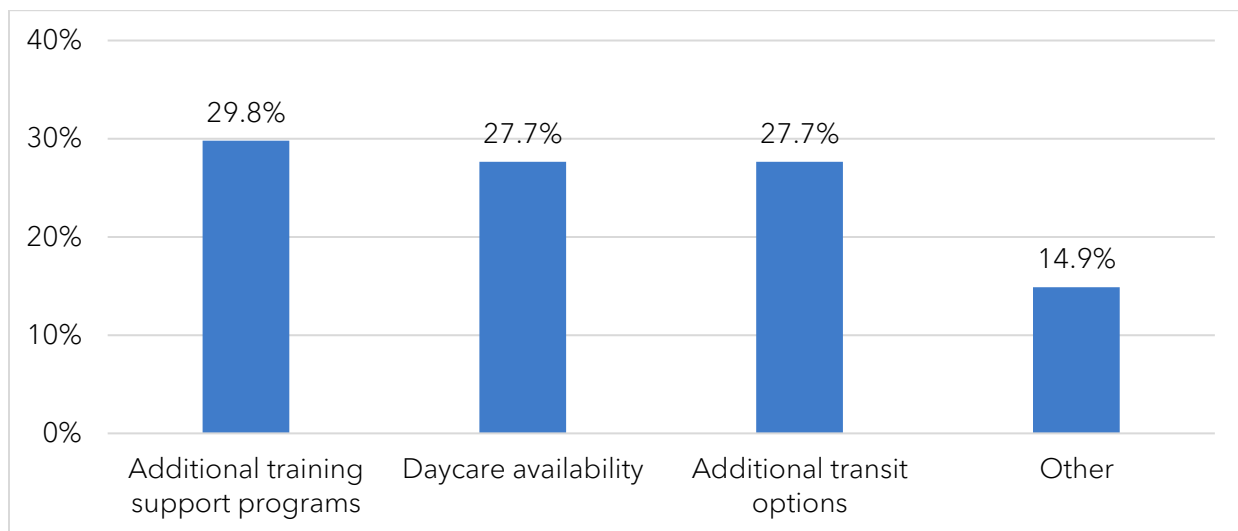
When asked to rate the available labour force rather than their current employees, businesses were less positive. Figure 14 below compares the ratings of respondents when asked about their current employees (see also Figure 12) and the available labour pool within Sylvan Lake. Some difference is to be expected between the two due to hiring practices, but the contrast is nevertheless stark.

Figure 14: How would you rate your business' current labour force?/Sylvan Lake's available labour force? (N = 96/N = 93)
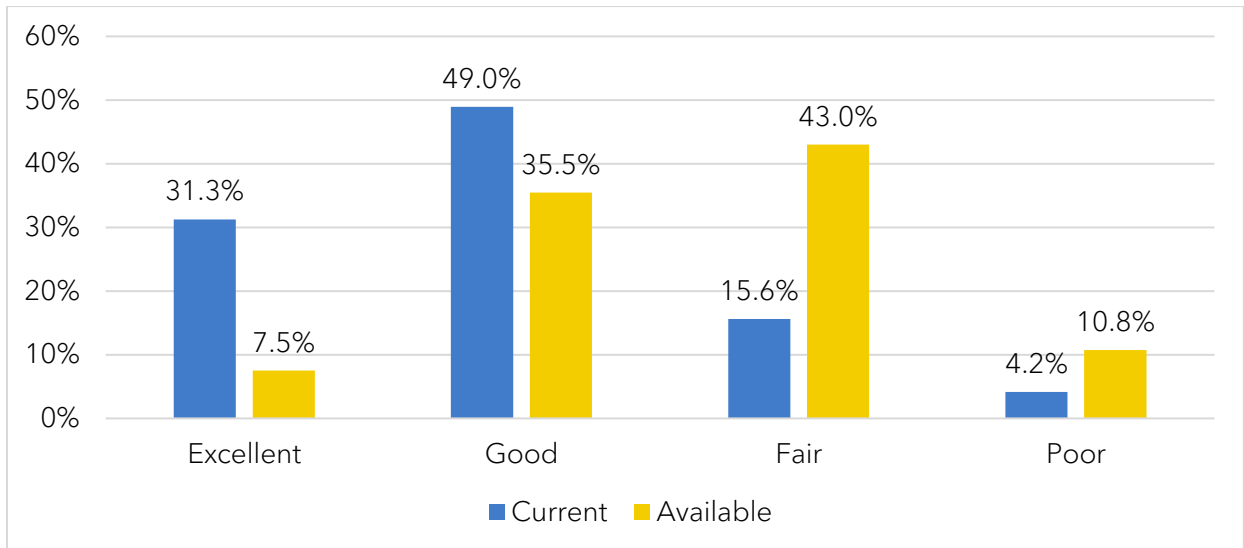
With regard to how available labour could be improved, over half of businesses surveyed argued that soft skills (i.e., motivation, general attitude, or interpersonal abilities) needed improvement.

Figure 15: In what ways could the available labour force be improved? (N = 80)
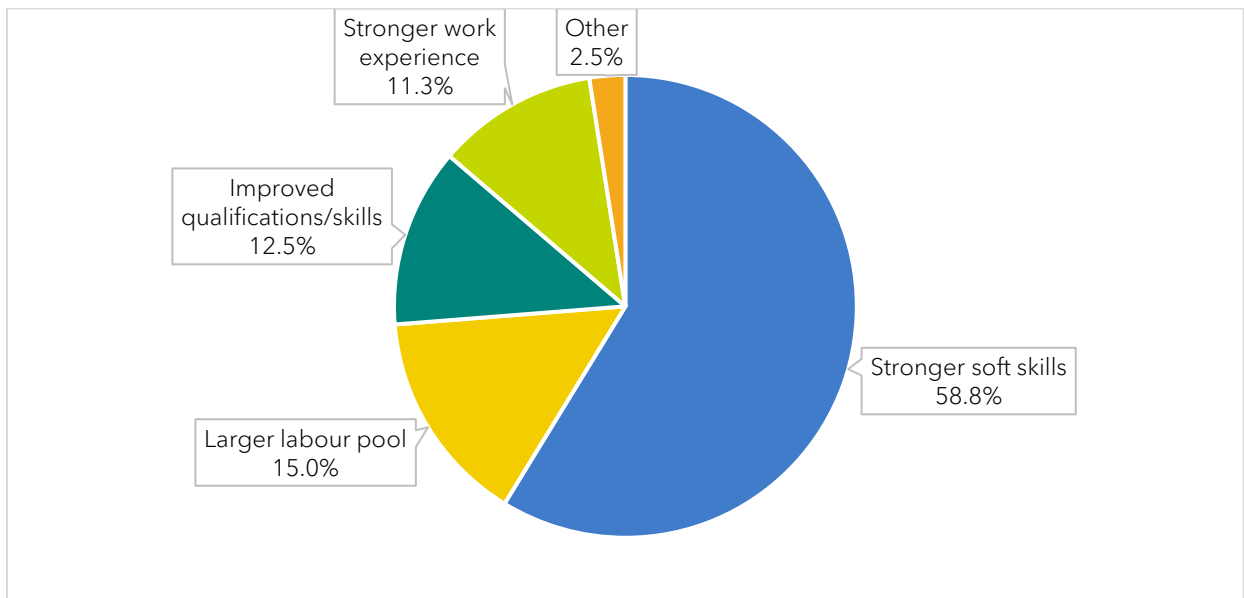
4.5. Doing Business in Sylvan Lake

To ensure local businesses had a chance to speak freely, respondents were asked open-ended questions regarding the biggest perceived benefits and drawbacks of operating a business in Sylvan Lake. Responses were collected and summarized as three key themes for each question.

4.5.1. Benefits to Operating in Sylvan Lake (N = 81)

- **Support for local businesses**. A significant draw for many respondents was the feeling of community, including being able to service the town and residents they know. Many businesses noted feeling tremendous support for local businesses, both from residents/customers and from within the rest of the business community.

- **Tourism location.** Many businesses noted that tourism was a big draw, as outsiders have vacation homes in the area and therefore bring money from outside the area into Town.

- **Geographic location.** The Lake, general surrounding natural beauty, and stunning vistas was listed repeatedly. Additionally, the area's proximity to Red Deer (i.e., a large urban centre) was appealing to businesses as it brought in additional business while not having as high a cost of living/business fees.

4.5.2. Drawbacks to Operating in Sylvan Lake (N = 70)

- **Relatively small population**. Businesses noted this was a problem on both the supply and demand side, in different ways. A smaller population (outside of tourist season) results in a relatively small customer base which presents demand challenges. Similarly, in terms of labour supply, for some businesses who wanted to hire the labour pool was not large enough.

- **Seasonal nature of the economy.** Though tourism was viewed by many as a strong driver of local business, others noted that the seasonal nature of business presented some consistency challenges.

- **High costs.** Though some felt local cost of living was less than nearby urban centres, other businesses felt certain costs were relatively high and therefore a drawback. High costs included general operating costs, property tax rates, or commercial rental space costs.

4.6. Downtown Businesses

Of the 111 businesses to fill in the survey, 34 (30.6%) noted that they were located downtown. This section asked four questions to only those 34 businesses located downtown, to try and better understand the specific atmosphere facing local downtown businesses.

First, businesses were asked what aspects of Sylvan Lake's downtown were most important to them. More than half of all respondents noted they highly valued the downtown core's *cleanliness* (79%); *walkability* (59%); and overall *safety* (56%). Attracting *more businesses* (50%) was also noted as being important to Sylvan Lake's downtown area.

Figure 16: What aspects of Sylvan Lake's downtown are most important to you? (N = 34)
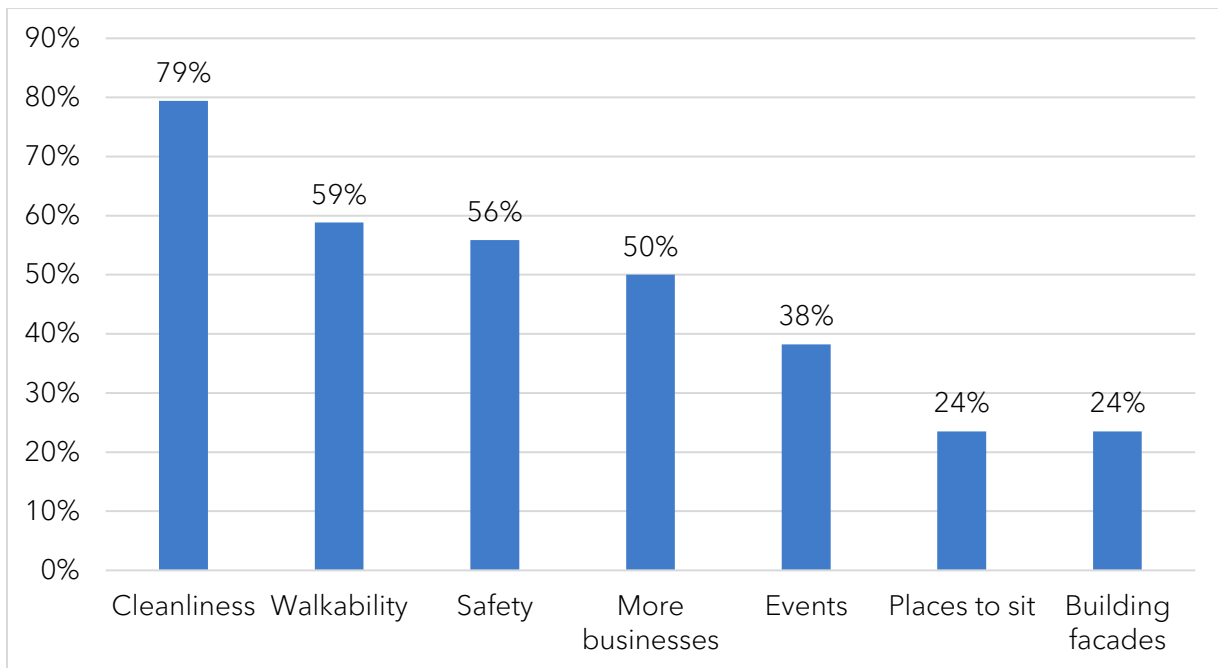
The thirty-four respondents were also asked three open ended questions about owning a business in downtown Sylvan Lake. Similar to the above questions regarding experiences in Sylvan Lake as a whole, these were open ended in order to ensure local businesses had a chance to speak freely. The following page summarizes key themes that arose out of the answers to the following three questions:

1. What do you like most about the downtown area of Sylvan Lake?
2. What do you dislike most about the downtown area of Sylvan Lake?
3. What is your vision for the future of Sylvan Lake's downtown?

4.6.1. What do you like most about the downtown area of Sylvan Lake

- **General experience.** The variety of shops available to consumers and as partners, as well as the festivals and seasonal decorations were considered a big positive to the downtown area. Moreover, downtown's walkability from business-to-business was consistently highlighted, both as a positive for consumers but also as a catalyst for commercial partnerships.

- **Overall attractiveness.** The Downtown area is seen as a vibrant, central space with tremendous views throughout the various seasons. Additionally, it was noted that the beautification process was a significant success.

- **Location.** Downtown is seen as accessible, close to a variety of beneficial services, and with close access to beneficial spaces such as playgrounds for children. Finally, its proximity to the beach and tourist areas are seen as a great strength.

4.6.2. What do you dislike most about the downtown area of Sylvan Lake

- **Lack of parking.** A lack of parking for consumers , clients and staff was repeatedly noted by a significant number of businesses.

- **Seasonality.** Downtown's quietness outside of the tourist seasons was seen as a drawback.

- **Lack of diversity in evening experiences.** There is a general sense that there is a slowdown in downtown activity when beachgoers leave for the day, with not enough businesses to keep people in the downtown area until dinner-time/late-night.

- **Limited spaces to rent at affordable rates.** This was noted as both a lack of opportunity for new businesses and also an issue that has led to too many boarded up storefronts.

- **Lack of night-time activities.** A lack of shopping options available after the evening was noted by multiple businesses.

4.6.3. What is your vision for the future of Sylvan Lake's downtown?

The top five themes identified as being part of the vision for the future of Sylvan Lake's downtown were:

1. "Vibrant": make downtown a place to stay, play, dine, and shop
2. A more year-round tourism experience (i.e., both summer and winter)
3. Home to a wider variety of businesses (e.g., small boutiques, family friendly businesses, roof top restaurants)
4. Hosting an enhanced arts and culture scene and becoming a lively tourism-adjacent entertainment center
5. More main street (i.e., not just along lake shore) events, with the downtown stretch being an inviting area for people to mingle and walk from shop to shop

4.7. Engaging with the Town of Sylvan Lake

Of the 96 respondents who answered, 85.4% (82) had interacted with staff at the Town of Sylvan Lake within the last three years. Those 82 businesses were asked to rate their experiences in dealing with six aspects of the Town's services (ratings were given from 1 – very negative; to 5 – very positive). All six facets of engagement scored above 4.00, with two (business licensing department and economic development, tourism receiving about 4.50). Complete response data for each of the six aspects is presented in Figure 17.

- Overall customer service (average rating was 4.46)
- Business licensing department (4.51)
- Planning and development department (4.08)
- Engineering department (4.05)
- Public works department (4.23)
- Economic development, tourism (4.51)

Figure 17: How have your experiences been dealing with aspects the Town's services? (N = 82)
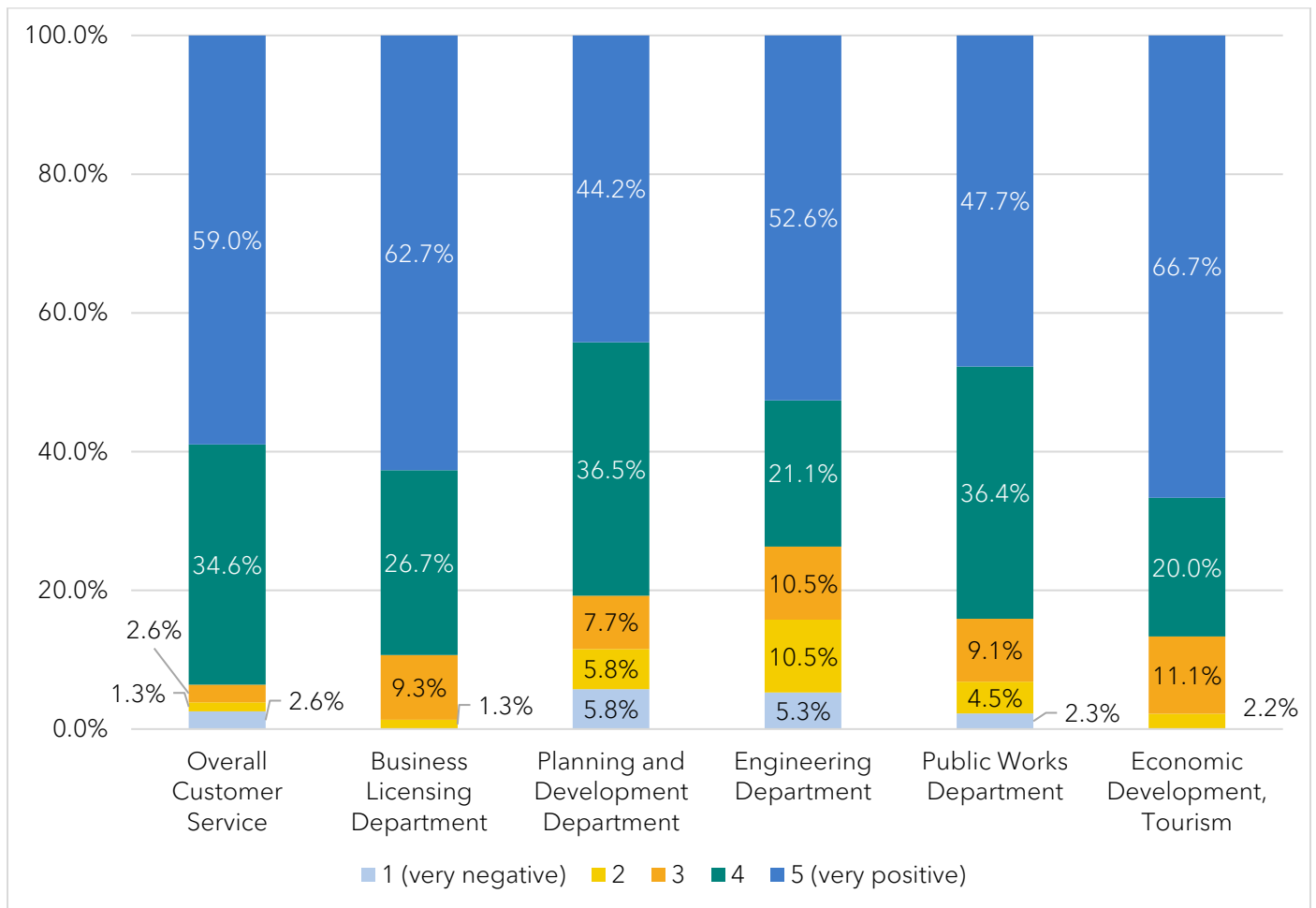
APPENDIX A - EMPLOYMENT BY 4 DIGIT NAICS

*Employment data is representative of the labour shed area.

NAICS	Sector	2016 Jobs	2022 Jobs	2028 Jobs	2022 Provincial LQ	2022 National LQ
1110	Farms	4,287	3,749	2,996	1.84	2.37
1133	Logging	94	53	62	0.39	0.32
1150	Support activities for farms	202	142	141	1.45	2.65
1153	Support activities for forestry	62	61	48	1.55	0.61
2111	Oil and gas extraction	869	633	644	0.27	2.07
2123	Non-metallic mineral mining and quarrying	198	152	104	2.17	1.04
2131	Support activities for mining, and oil and gas extraction	5,182	4,017	3,815	1.83	9.3
2211	Electric power generation, transmission and distribution	157	172	180	0.37	0.31
2212	Natural gas distribution	130	115	120	0.56	1.27
2213	Water, sewage and other systems	22	30	36	0.82	0.49
2361	Residential building construction	1,776	1,656	1,614	1.07	1.03
2362	Non-residential building construction	1,030	941	890	1	1.45
2371	Utility system construction	1,671	1,456	1,297	1.13	3.65
2372	Land subdivision	65	151	173	1.08	1.56
2373	Highway, street and bridge construction	561	522	526	1.26	1.6
2379	Other heavy and civil engineering construction	171	129	146	0.55	0.73
2381	Foundation, structure, and building exterior contractors	1,783	1,572	1,529	1.37	1.7
2382	Building equipment contractors	2,741	2,770	2,853	1.09	1.4
2383	Building finishing contractors	1,530	1,329	1,183	1.14	1.3
2389	Other specialty trade contractors	1,285	1,264	1,221	1.12	1.64
3111	Animal food manufacturing	152	107	98	2.27	1.72
3112	Grain and oilseed milling	87	160	177	3.05	3.06
3113	Sugar and confectionery product manufacturing	0	18	23	0.75	0.28
3114	Fruit and vegetable preserving and specialty food manufacturing	12	30	35	0.35	0.26
3115	Dairy product manufacturing	58	96	102	1.5	0.63
3116	Meat product manufacturing	1,697	2,223	2,338	4.07	6.22
3117	Seafood product preparation and packaging	0	<10	0	N/A	N/A
3118	Bakeries and tortilla manufacturing	51	78	76	0.46	0.26
3119	Other food manufacturing	52	60	57	0.43	0.26
3121	Beverage manufacturing	56	91	101	0.51	0.33

NAICS	Sector	2016 Jobs	2022 Jobs	2028 Jobs	2022 Provincial LQ	2022 National LQ
3123	Cannabis product manufacturing	0	11	15	0.51	0.48
3132	Fabric mills	<10	<10	0	N/A	N/A
3141	Textile furnishings mills	<10	22	30	2.62	1.37
3149	Other textile product mills	68	53	56	2.19	1.27
3152	Cut and sew clothing manufacturing	<10	40	54	1.52	0.44
3159	Clothing accessories and other clothing manufacturing	0	<10	<10	N/A	N/A
3161	Leather and hide tanning and finishing	<10	<10	0	N/A	N/A
3162	Footwear manufacturing	0	<10	<10	N/A	N/A
3211	Sawmills and wood preservation	52	16	17	0.09	0.08
3212	Veneer, plywood and engineered wood product manufacturing	0	<10	<10	N/A	N/A
3219	Other wood product manufacturing	74	79	72	0.42	0.33
3221	Pulp, paper and paperboard mills	11	12	14	0.13	0.11
3222	Converted paper product manufacturing	0	<10	10	N/A	N/A
3231	Printing and related support activities	122	125	135	0.57	0.46
3241	Petroleum and coal product manufacturing	118	56	45	0.38	0.62
3251	Basic chemical manufacturing	877	1,043	1,140	6.66	15.41
3252	Resin, synthetic rubber, and artificial and synthetic fibres and filaments manufacturing	97	74	84	1.79	2.23
3253	Pesticide, fertilizer and other agricultural chemical manufacturing	39	20	20	0.17	0.49
3259	Other chemical product manufacturing	61	94	105	1.05	1.55
3261	Plastic product manufacturing	216	302	330	1.21	0.63
3262	Rubber product manufacturing	38	56	63	1.74	0.75
3272	Glass and glass product manufacturing	40	12	12	0.96	0.27
3273	Cement and concrete product manufacturing	145	148	123	0.92	0.95
3274	Lime and gypsum product manufacturing	0	<10	0	N/A	N/A
3279	Other non-metallic mineral product manufacturing	301	314	321	4.99	4.86
3311	Iron and steel mills and ferro-alloy manufacturing	14	20	19	1.04	0.21
3312	Steel product manufacturing from purchased steel	57	56	38	1.95	1.43
3314	Non-ferrous metal (except aluminum) production and processing	<10	<10	<10	N/A	N/A
3315	Foundries	16	24	23	1.57	0.52
3323	Architectural and structural metals manufacturing	325	249	255	0.71	0.71

McSWEENEY
inspiring economic sustainability®

NAICS	Sector	2016 Jobs	2022 Jobs	2028 Jobs	2022 Provincial LQ	2022 National LQ
3324	Boiler, tank and shipping container manufacturing	416	291	245	2.84	4.56
3327	Machine shops, turned product, and screw, nut and bolt manufacturing	152	94	91	0.46	0.46
3328	Coating, engraving, cold and heat treating and allied activities	70	22	16	0.36	0.37
3329	Other fabricated metal product manufacturing	49	<10	<10	N/A	N/A
3331	Agricultural, construction and mining machinery manufacturing	542	424	326	1.46	2.57
3332	Industrial machinery manufacturing	31	48	50	1.39	0.45
3333	Commercial and service industry machinery manufacturing	17	19	22	0.88	0.22
3334	Ventilation, heating, air-conditioning and commercial refrigeration equipment manufacturing	<10	13	17	0.08	0.13
3335	Metalworking machinery manufacturing	18	15	17	0.41	0.13
3336	Engine, turbine and power transmission equipment manufacturing	<10	<10	<10	N/A	N/A
3339	Other general-purpose machinery manufacturing	185	150	128	1.01	0.84
3342	Communications equipment manufacturing	<10	<10	<10	N/A	N/A
3343	Audio and video equipment manufacturing	<10	<10	<10	N/A	N/A
3344	Semiconductor and other electronic component manufacturing	<10	<10	<10	N/A	N/A
3345	Navigational, measuring, medical and control instruments manufacturing	37	31	25	0.36	0.25
3352	Household appliance manufacturing	<10	11	0	11.16	0.78
3353	Electrical equipment manufacturing	61	45	45	1.21	0.53
3359	Other electrical equipment and component manufacturing	<10	<10	0	N/A	N/A
3361	Motor vehicle manufacturing	<10	<10	<10	N/A	N/A
3362	Motor vehicle body and trailer manufacturing	30	21	17	0.34	0.22
3363	Motor vehicle parts manufacturing	25	15	13	1.41	0.04
3364	Aerospace product and parts manufacturing	<10	31	40	1.07	0.12
3371	Household and institutional furniture and kitchen cabinet manufacturing	278	175	162	1.59	0.65
3372	Office furniture (including fixtures) manufacturing	<10	<10	<10	N/A	N/A
3391	Medical equipment and supplies manufacturing	69	60	67	0.84	0.44

NAICS	Sector	2016 Jobs	2022 Jobs	2028 Jobs	2022 Provincial LQ	2022 National LQ
3399	Other miscellaneous manufacturing	234	240	266	1.08	0.92
4111	Farm product merchant wholesalers	76	53	45	0.62	0.55
4121	Petroleum and petroleum products merchant wholesalers	271	231	261	0.75	2.57
4131	Food merchant wholesalers	244	298	313	0.6	0.46
4132	Beverage merchant wholesalers	17	25	23	0.53	0.42
4141	Textile, clothing and footwear merchant wholesalers	32	26	23	0.86	0.18
4142	Home entertainment equipment and household appliance merchant wholesalers	<10	<10	11	N/A	N/A
4144	Personal goods merchant wholesalers	33	37	32	1.13	0.35
4145	Pharmaceuticals, toiletries, cosmetics and sundries merchant wholesalers	58	70	57	0.77	0.26
4151	Motor vehicle merchant wholesalers	209	204	200	1.43	1.52
4152	New motor vehicle parts and accessories merchant wholesalers	245	222	224	1.07	1.1
4153	Used motor vehicle parts and accessories merchant wholesalers	46	43	41	3.95	3.22
4161	Electrical, plumbing, heating and air-conditioning equipment and supplies merchant wholesalers	178	165	163	0.6	0.55
4162	Metal service centres	78	68	59	0.52	0.61
4163	Lumber, millwork, hardware and other building supplies merchant wholesalers	431	409	432	1	1.06
4171	Farm, lawn and garden machinery and equipment merchant wholesalers	568	333	326	1.69	2.52
4172	Construction, forestry, mining, and industrial machinery, equipment and supplies merchant wholesalers	1,019	1,064	1,063	1.04	2.26
4173	Computer and communications equipment and supplies merchant wholesalers	81	67	75	0.31	0.2
4179	Other machinery, equipment and supplies merchant wholesalers	290	247	229	0.75	0.61
4181	Recyclable material merchant wholesalers	63	70	71	0.73	0.56
4182	Paper, paper product and disposable plastic product merchant wholesalers	24	17	14	0.38	0.18
4183	Agricultural supplies merchant wholesalers	160	162	156	1.11	1.7
4184	Chemical (except agricultural) and allied product merchant wholesalers	157	167	175	1.26	1.79
4189	Other miscellaneous merchant wholesalers	72	109	124	0.97	0.51

NAICS	Sector	2016 Jobs	2022 Jobs	2028 Jobs	2022 Provincial LQ	2022 National LQ
4191	Business-to-business electronic markets, and agents and brokers	79	61	58	0.39	0.33
4411	Automobile dealers	1,181	1,242	1,243	1.27	1.46
4412	Other motor vehicle dealers	411	467	382	2.85	3.3
4413	Automotive parts, accessories and tire stores	287	344	292	1.08	1.46
4421	Furniture stores	287	198	180	0.78	0.87
4422	Home furnishings stores	290	221	213	1.08	1.09
4431	Electronics and appliance stores	379	195	136	0.95	0.82
4441	Building material and supplies dealers	906	894	940	1.18	1.13
4442	Lawn and garden equipment and supplies stores	74	59	54	0.87	0.72
4451	Grocery stores	2,165	2,444	2,657	0.99	0.96
4452	Specialty food stores	232	130	112	0.63	0.36
4453	Beer, wine and liquor stores	403	502	560	1.08	1.81
4461	Health and personal care stores	1,138	1,310	1,387	1.23	1.13
4471	Gasoline stations	935	903	932	1.36	1.95
4481	Clothing stores	963	895	892	0.92	1.07
4482	Shoe stores	179	62	42	0.6	0.55
4483	Jewellery, luggage and leather goods stores	187	117	101	1.43	1.32
4511	Sporting goods, hobby and musical instrument stores	516	588	613	0.91	1.49
4513	Book stores and news dealers	86	78	71	1.46	1.25
4521	Department stores	851	813	815	0.99	1.26
4529	Other general merchandise stores	786	843	837	1.1	0.99
4531	Florists	52	29	18	0.83	0.65
4532	Office supplies, stationery and gift stores	191	129	106	1.01	0.99
4533	Used merchandise stores	209	237	240	1.36	1.68
4539	Other miscellaneous store retailers	347	565	669	0.96	1.2
4541	Electronic shopping and mail-order houses	64	91	101	0.37	0.37
4542	Vending machine operators	51	12	<10	0.73	0.87
4543	Direct selling establishments	485	292	266	1.57	1.34
4811	Scheduled air transportation	19	19	17	0.06	0.09
4812	Non-scheduled air transportation	90	63	61	0.88	0.91
4821	Rail transportation	221	312	388	0.75	1.42
4841	General freight trucking	1,047	756	760	0.7	0.66
4842	Specialized freight trucking	1,538	1,303	1,182	1.19	2.24
4851	Urban transit systems	131	138	133	0.41	0.39
4852	Interurban and rural bus transportation	38	13	<10	0.83	0.82
4853	Taxi and limousine service	109	68	49	0.31	0.25

McSWEENEY
inspiring economic sustainability®

NAICS	Sector	2016 Jobs	2022 Jobs	2028 Jobs	2022 Provincial LQ	2022 National LQ
4854	School and employee bus transportation	276	331	295	1.56	1.82
4855	Charter bus industry	11	<10	<10	N/A	N/A
4859	Other transit and ground passenger transportation	10	<10	<10	N/A	N/A
4862	Pipeline transportation of natural gas	<10	<10	<10	N/A	N/A
4869	Other pipeline transportation	<10	<10	<10	N/A	N/A
4872	Scenic and sightseeing transportation, water	0	23	28	2.89	2.91
4881	Support activities for air transportation	132	103	103	0.73	0.69
4882	Support activities for rail transportation	68	50	61	1.03	1.93
4884	Support activities for road transportation	90	97	97	0.83	0.53
4885	Freight transportation arrangement	28	41	48	0.37	0.18
4889	Other support activities for transportation	0	<10	11	N/A	N/A
4911	Postal service	349	378	372	1.03	0.88
4921	Couriers	179	407	475	1.04	1.01
4922	Local messengers and local delivery	27	135	165	0.64	0.6
4931	Warehousing and storage	82	135	136	0.3	0.35
5111	Newspaper, periodical, book and directory publishers	126	52	24	0.67	0.38
5112	Software publishers	55	68	74	0.53	0.2
5121	Motion picture and video industries	114	40	<10	0.38	0.08
5122	Sound recording industries	<10	<10	<10	N/A	N/A
5151	Radio and television broadcasting	162	101	82	0.89	0.68
5173	Wired and wireless telecommunications carriers (except satellite)	116	127	118	0.27	0.22
5174	Satellite telecommunications	<10	<10	<10	N/A	N/A
5179	Other telecommunications	70	165	184	1.52	1.46
5182	Data processing, hosting, and related services	66	109	131	1.58	0.7
5191	Other information services	171	162	163	1.05	0.91
5211	Monetary authorities - central bank	0	<10	<10	N/A	N/A
5221	Depository credit intermediation	1,062	1,057	1,153	0.85	0.59
5222	Non-depository credit intermediation	210	222	230	1.77	1.04
5223	Activities related to credit intermediation	188	173	184	1.09	0.73
5231	Securities and commodity contracts intermediation and brokerage	148	163	186	0.75	0.54
5239	Other financial investment activities	333	270	296	0.41	0.39
5241	Insurance carriers	181	287	327	0.49	0.36

NAICS	Sector	2016 Jobs	2022 Jobs	2028 Jobs	2022 Provincial LQ	2022 National LQ
5242	Agencies, brokerages and other insurance related activities	778	611	620	1.13	0.94
5269	Other funds and financial vehicles	71	11	<10	0.48	0.37
5311	Lessors of real estate	781	716	652	0.91	0.95
5312	Offices of real estate agents and brokers	421	369	278	0.76	0.51
5313	Activities related to real estate	336	303	303	0.76	0.8
5321	Automotive equipment rental and leasing	126	50	42	0.4	0.53
5322	Consumer goods rental	56	20	<10	0.62	0.5
5324	Commercial and industrial machinery and equipment rental and leasing	671	564	536	1.16	3.19
5331	Lessors of non-financial intangible assets (except copyrighted works)	40	43	50	1.37	1.03
5411	Legal services	434	549	524	0.72	0.68
5412	Accounting, tax preparation, bookkeeping and payroll services	1,071	1,544	1,628	1.33	1.44
5413	Architectural, engineering and related services	1,649	1,283	1,053	0.55	0.89
5414	Specialized design services	108	148	137	0.68	0.48
5415	Computer systems design and related services	276	335	284	0.21	0.15
5416	Management, scientific and technical consulting services	829	805	729	0.64	0.8
5417	Scientific research and development services	143	81	88	0.65	0.22
5418	Advertising, public relations, and related services	98	178	197	0.55	0.39
5419	Other professional, scientific and technical services	474	505	502	0.75	0.79
5511	Management of companies and enterprises	265	303	344	0.32	0.44
5611	Office administrative services	279	96	47	0.33	0.33
5613	Employment services	777	682	675	0.86	0.64
5614	Business support services	146	117	116	0.42	0.22
5615	Travel arrangement and reservation services	154	55	37	0.51	0.32
5616	Investigation and security services	648	611	719	0.76	0.75
5617	Services to buildings and dwellings	2,012	1,826	1,774	0.94	0.96
5619	Other support services	249	202	233	0.69	0.74
5621	Waste collection	72	95	106	0.84	0.84
5622	Waste treatment and disposal	153	128	126	0.84	1.45
5629	Remediation and other waste management services	92	77	87	0.51	0.61
6111	Elementary and secondary schools	4,526	4,625	4,798	1.12	1.04

NAICS	Sector	2016 Jobs	2022 Jobs	2028 Jobs	2022 Provincial LQ	2022 National LQ
6112	Community colleges and C.E.G.E.P.s	946	628	563	1.47	0.93
6113	Universities	238	187	186	0.12	0.11
6114	Business schools and computer and management training	<10	<10	<10	N/A	N/A
6115	Technical and trade schools	40	136	160	0.67	1.55
6116	Other schools and instruction	597	419	384	0.63	0.56
6117	Educational support services	89	73	78	0.95	0.63
6211	Offices of physicians	1,191	1,306	1,395	0.93	1.1
6212	Offices of dentists	752	882	979	1	1.19
6213	Offices of other health practitioners	1,105	1,399	1,557	1.22	1.34
6214	Out-patient care centres	425	519	556	1.32	0.5
6215	Medical and diagnostic laboratories	198	225	256	0.68	1.3
6216	Home health care services	180	213	253	0.92	0.49
6219	Other ambulatory health care services	117	85	79	0.71	0.29
6221	General medical and surgical hospitals	4,771	5,375	6,021	1.73	1.64
6222	Psychiatric and substance abuse hospitals	184	246	318	2.85	1.55
6223	Specialty (except psychiatric and substance abuse) hospitals	<10	<10	<10	N/A	N/A
6231	Nursing care facilities	510	440	420	0.71	0.35
6232	Residential developmental handicap, mental health and substance abuse facilities	971	805	774	2.5	1.99
6233	Community care facilities for the elderly	964	1,292	1,385	1.44	1.73
6239	Other residential care facilities	393	493	544	1.3	1.63
6241	Individual and family services	1,417	1,394	1,518	1.21	1.23
6242	Community food and housing, and emergency and other relief services	71	112	130	0.94	0.99
6243	Vocational rehabilitation services	127	74	60	0.49	0.34
6244	Child day-care services	1,061	1,243	1,334	1.14	1.09
7111	Performing arts companies	27	59	68	0.69	0.56
7112	Spectator sports	29	31	<10	0.49	0.61
7113	Promoters (presenters) of performing arts, sports and similar events	180	148	121	1.41	1.74
7114	Agents and managers for artists, athletes, entertainers and other public figures	<10	<10	<10	N/A	N/A
7115	Independent artists, writers and performers	239	109	86	0.32	0.3
7121	Heritage institutions	109	85	96	0.63	0.59
7131	Amusement parks and arcades	28	18	17	0.46	0.48
7132	Gambling industries	217	101	76	0.67	0.72

NAICS	Sector	2016 Jobs	2022 Jobs	2028 Jobs	2022 Provincial LQ	2022 National LQ
7139	Other amusement and recreation industries	1,146	820	883	0.89	0.96
7211	Traveller accommodation	1,466	986	836	1.08	1.37
7212	Recreational vehicle (RV) parks and recreational camps	104	109	154	1.75	1.12
7213	Rooming and boarding houses	77	93	139	0.5	1.95
7223	Special food services	523	436	439	1.41	1.47
7224	Drinking places (alcoholic beverages)	426	228	182	1.87	1.75
7225	Full-service restaurants and limited-service eating places	6,353	5,311	5,801	1.04	1.06
8111	Automotive repair and maintenance	1,549	1,423	1,430	1.43	1.68
8112	Electronic and precision equipment repair and maintenance	99	90	80	0.91	1.05
8113	Commercial and industrial machinery and equipment (except automotive and electronic) repair and maintenance	1,802	1,286	881	1.65	3.38
8114	Personal and household goods repair and maintenance	134	142	140	1.08	0.89
8121	Personal care services	1,062	1,250	1,279	1.21	1.39
8122	Funeral services	53	49	48	0.79	0.54
8123	Dry cleaning and laundry services	98	43	33	0.26	0.37
8129	Other personal services	241	139	131	0.63	0.58
8131	Religious organizations	418	481	512	1.29	1.31
8132	Grant-making and giving services	86	82	90	0.66	0.55
8133	Social advocacy organizations	297	326	365	2.49	2.37
8134	Civic and social organizations	341	218	203	0.76	0.67
8139	Business, professional, labour and other membership organizations	166	113	99	0.35	0.24
8141	Private households	403	458	510	0.97	1.47
9111	Defence services	27	29	30	0.07	0.06
9112	Other federal services (9112-9119)	1,355	1,673	1,851	1.55	0.84
9120	Provincial and territorial public administration	1,118	946	847	0.76	0.53
9130	Local, municipal and regional public administration	2,484	2,310	2,075	1.01	0.96
9141	Aboriginal public administration	486	512	509	1.36	1.47
X000	Unclassified	1,392	1,538	1,581	0.98	0.94
Total		**115,242**	**109,743**	**110,022**	**1.00**	**1.00**

Source: EMSI Data Analyst 2022.1

APPENDIX B - EMPLOYMENT BY 4 DIGIT NOC

*Employment data is representative of the labour shed area

NOC	Sector	2016 Jobs	2022 Jobs	2028 Jobs	2022 Provincial LQ	2022 National LQ
1111	Financial auditors and accountants	841	859	897	0.59	0.71
1112	Financial and investment analysts	119	100	103	0.48	0.27
1113	Securities agents, investment dealers and brokers	55	74	83	0.75	0.66
1114	Other financial officers	636	438	370	0.64	0.5
1121	Human resources professionals	291	291	293	0.53	0.42
1122	Professional occupations in business management consulting	343	249	205	0.37	0.4
1123	Professional occupations in advertising, marketing and public relations	290	278	249	0.33	0.3
1211	Supervisors, general office and administrative support workers	139	134	129	0.89	0.78
1212	Supervisors, finance and insurance office workers	178	225	257	0.92	0.87
1213	Supervisors, library, correspondence and related information workers	22	24	27	1.12	1.32
1214	Supervisors, mail and message distribution occupations	65	61	62	1.21	0.96
1215	Supervisors, supply chain, tracking and scheduling co-ordination occupations	361	554	592	1.03	1.17
1221	Administrative officers	1,779	865	621	0.73	0.74
1222	Executive assistants	147	129	119	0.6	0.52
1223	Human resources and recruitment officers	144	127	128	0.7	0.63
1224	Property administrators	125	103	95	0.55	0.52
1225	Purchasing agents and officers	245	303	304	0.55	0.88
1226	Conference and event planners	85	116	128	1.15	0.82
1227	Court officers and justices of the peace	15	19	20	0.95	0.55
1228	Employment insurance, immigration, border services and revenue officers	91	89	83	0.55	0.29
1241	Administrative assistants	767	926	772	0.84	0.75
1242	Legal administrative assistants	175	293	334	0.97	1.06
1243	Medical administrative assistants	86	278	308	0.87	0.61
1251	Court reporters, medical transcriptionists and related occupations	94	180	211	2.05	2.78
1252	Health information management occupations	82	50	46	1.74	1.91
1253	Records management technicians	28	30	26	1.37	0.72

McSWEENEY
inspiring economic sustainability®

NOC	Sector	2016 Jobs	2022 Jobs	2028 Jobs	2022 Provincial LQ	2022 National LQ
1254	Statistical officers and related research support occupations	40	28	29	1.63	1.75
1311	Accounting technicians and bookkeepers	2,104	1,600	1,430	1.12	1.55
1312	Insurance adjusters and claims examiners	89	59	50	0.4	0.26
1313	Insurance underwriters	67	56	52	0.73	0.51
1314	Assessors, valuators and appraisers	47	66	61	1.05	0.97
1315	Customs, ship and other brokers	19	20	19	0.94	0.57
1411	General office support workers	1,498	1,188	1,173	1.02	1.09
1414	Receptionists	1,129	1,080	1,063	1.02	1.19
1415	Personnel clerks	69	65	68	1.4	1.29
1416	Court clerks	40	36	36	1.48	1.88
1422	Data entry clerks	299	162	114	0.74	0.81
1423	Desktop publishing operators and related occupations	28	<10	<10	N/A	N/A
1431	Accounting and related clerks	1,021	586	463	0.69	0.68
1432	Payroll administrators	416	259	229	0.68	0.96
1434	Banking, insurance and other financial clerks	113	49	37	0.45	0.27
1435	Collectors	44	14	<10	0.38	0.18
1451	Library assistants and clerks	140	86	70	0.89	0.94
1452	Correspondence, publication and regulatory clerks	191	103	90	0.81	0.86
1454	Survey interviewers and statistical clerks	85	61	60	0.96	0.89
1511	Mail, postal and related workers	169	149	154	1.03	0.85
1512	Letter carriers	154	177	171	1.02	0.97
1513	Couriers, messengers and door-to-door distributors	138	134	154	0.93	1.09
1521	Shippers and receivers	533	493	488	0.64	0.7
1522	Storekeepers and partspersons	215	188	188	1.2	1.48
1523	Production logistics co-ordinators	112	113	114	0.77	1.06
1524	Purchasing and inventory control workers	179	144	141	0.9	1
1525	Dispatchers	208	188	181	0.84	0.9
1526	Transportation route and crew schedulers	32	41	45	1.3	1.02
2111	Physicists and astronomers	12	<10	<10	N/A	N/A
2112	Chemists	42	31	26	0.53	0.33
2113	Geoscientists and oceanographers	65	29	16	0.14	0.47
2114	Meteorologists and climatologists	<10	<10	<10	N/A	N/A
2115	Other professional occupations in physical sciences	12	<10	<10	N/A	N/A

NOC	Sector	2016 Jobs	2022 Jobs	2028 Jobs	2022 Provincial LQ	2022 National LQ
2121	Biologists and related scientists	121	107	101	0.92	0.9
2122	Forestry professionals	38	40	40	0.93	1.37
2123	Agricultural representatives, consultants and specialists	51	45	41	0.93	1.54
2131	Civil engineers	139	138	136	0.31	0.42
2132	Mechanical engineers	149	48	19	0.15	0.2
2133	Electrical and electronics engineers	119	54	32	0.24	0.23
2134	Chemical engineers	111	58	41	0.47	1.03
2141	Industrial and manufacturing engineers	29	21	16	0.33	0.21
2142	Metallurgical and materials engineers	<10	<10	<10	N/A	N/A
2143	Mining engineers	19	14	12	0.4	0.48
2144	Geological engineers	17	14	13	0.28	0.64
2145	Petroleum engineers	210	164	148	0.31	2.19
2146	Aerospace engineers	10	<10	<10	N/A	N/A
2147	Computer engineers (except software engineers and designers)	32	23	20	0.37	0.16
2148	Other professional engineers, n.e.c.	62	33	24	0.23	0.21
2151	Architects	58	41	32	0.58	0.36
2152	Landscape architects	10	<10	<10	N/A	N/A
2153	Urban and land use planners	91	56	46	0.57	1.02
2154	Land surveyors	89	41	21	0.62	1.11
2161	Mathematicians, statisticians and actuaries	24	22	20	0.91	0.28
2171	Information systems analysts and consultants	224	174	165	0.16	0.12
2172	Database analysts and data administrators	43	34	32	0.14	0.11
2173	Software engineers and designers	44	37	33	0.18	0.09
2174	Computer programmers and interactive media developers	119	106	102	0.17	0.1
2175	Web designers and developers	45	36	28	0.21	0.18
2211	Chemical technologists and technicians	134	147	146	1.37	1.07
2212	Geological and mineral technologists and technicians	184	164	175	1.22	3.02
2221	Biological technologists and technicians	120	79	68	1.59	1.24
2222	Agricultural and fish products inspectors	61	32	22	1.3	1.56
2223	Forestry technologists and technicians	82	53	45	1.82	1.35
2224	Conservation and fishery officers	64	45	36	1.6	1.53
2225	Landscape and horticulture technicians and specialists	102	100	98	1.42	0.97

NOC	Sector	2016 Jobs	2022 Jobs	2028 Jobs	2022 Provincial LQ	2022 National LQ
2231	Civil engineering technologists and technicians	163	136	139	0.82	0.98
2232	Mechanical engineering technologists and technicians	53	67	73	0.78	0.57
2233	Industrial engineering and manufacturing technologists and technicians	67	81	86	0.71	0.6
2234	Construction estimators	146	102	90	0.51	0.76
2241	Electrical and electronics engineering technologists and technicians	135	183	202	0.87	0.91
2242	Electronic service technicians (household and business equipment)	299	312	344	0.86	0.95
2243	Industrial instrument technicians and mechanics	319	265	271	1.35	4.92
2244	Aircraft instrument, electrical and avionics mechanics, technicians and inspectors	25	31	35	1.43	0.81
2251	Architectural technologists and technicians	40	32	29	0.78	0.52
2252	Industrial designers	43	24	21	0.71	0.32
2253	Drafting technologists and technicians	175	139	132	0.5	0.77
2254	Land survey technologists and technicians	83	63	59	0.76	1.47
2255	Technical occupations in geomatics and meteorology	80	62	57	0.63	1.19
2261	Non-destructive testers and inspection technicians	271	184	162	1.13	4.57
2262	Engineering inspectors and regulatory officers	47	83	95	1.15	2.22
2263	Inspectors in public and environmental health and occupational health and safety	478	412	391	1.05	1.95
2264	Construction inspectors	264	235	221	1.16	1.7
2271	Air pilots, flight engineers and flying instructors	176	139	133	1	1.34
2272	Air traffic controllers and related occupations	25	27	26	0.8	0.82
2273	Deck officers, water transport	17	15	15	1.03	0.43
2274	Engineer officers, water transport	16	14	13	1.22	0.77
2275	Railway traffic controllers and marine traffic regulators	11	<10	<10	N/A	N/A
2281	Computer network technicians	203	158	162	0.57	0.47
2282	User support technicians	142	177	197	0.47	0.3
2283	Information systems testing technicians	31	23	21	0.54	0.28
3011	Nursing co-ordinators and supervisors	217	98	64	0.6	0.51

NOC	Sector	2016 Jobs	2022 Jobs	2028 Jobs	2022 Provincial LQ	2022 National LQ
3012	Registered nurses and registered psychiatric nurses	2,153	2,379	2,706	1.23	1.3
3111	Specialist physicians	110	73	59	0.31	0.27
3112	General practitioners and family physicians	249	236	230	0.59	0.57
3113	Dentists	83	78	78	0.67	0.59
3114	Veterinarians	64	40	31	0.78	0.63
3121	Optometrists	52	44	40	0.87	0.86
3122	Chiropractors	61	83	78	0.89	1.48
3124	Allied primary health practitioners	91	58	48	1.45	1.09
3125	Other professional occupations in health diagnosing and treating	34	23	19	0.83	0.46
3131	Pharmacists	257	241	235	0.92	0.94
3132	Dietitians and nutritionists	78	54	54	0.89	0.73
3141	Audiologists and speech-language pathologists	110	92	89	1.31	1.18
3142	Physiotherapists	153	129	140	0.84	0.73
3143	Occupational therapists	130	135	144	1.09	1.19
3144	Other professional occupations in therapy and assessment	54	69	71	1.15	1.09
3211	Medical laboratory technologists	88	113	121	0.72	0.92
3212	Medical laboratory technicians and pathologists' assistants	174	135	136	0.71	0.77
3213	Animal health technologists and veterinary technicians	94	89	92	0.94	0.84
3214	Respiratory therapists, clinical perfusionists and cardiopulmonary technologists	94	73	70	0.75	1
3215	Medical radiation technologists	116	104	107	0.96	0.76
3216	Medical sonographers	27	45	50	1.02	1.16
3217	Cardiology technologists and electrophysiological diagnostic technologists, n.e.c.	26	22	23	1	1.22
3219	Other medical technologists and technicians (except dental health)	267	302	324	1.24	0.9
3221	Denturists	32	26	26	1.24	1.5
3222	Dental hygienists and dental therapists	92	88	83	0.7	0.55
3223	Dental technologists, technicians and laboratory assistants	46	21	18	0.5	0.58
3231	Opticians	70	81	81	1.11	1.29
3232	Practitioners of natural healing	68	55	51	1.15	0.87
3233	Licensed practical nurses	484	584	640	1.48	1.36
3234	Paramedical occupations	200	206	203	1.14	1.14
3236	Massage therapists	121	232	258	0.82	1.16

NOC	Sector	2016 Jobs	2022 Jobs	2028 Jobs	2022 Provincial LQ	2022 National LQ
3237	Other technical occupations in therapy and assessment	84	130	123	1.51	1.75
3411	Dental assistants	247	146	125	0.58	0.75
3413	Nurse aides, orderlies and patient service associates	1,913	2,505	2,962	1.81	1.53
3414	Other assisting occupations in support of health services	288	178	179	0.59	0.84
4011	University professors and lecturers	156	112	88	0.35	0.27
4012	Post-secondary teaching and research assistants	116	128	115	0.28	0.28
4021	College and other vocational instructors	524	302	198	0.58	0.44
4030	Secondary and elementary school teachers and educational counsellors, n.e.c.	888	667	535	0.67	0.64
4031	Secondary school teachers	420	354	302	0.88	0.61
4032	Elementary school and kindergarten teachers	1,230	1,184	1,222	1.04	1.02
4033	Educational counsellors	180	165	167	1.55	1.51
4111	Judges	15	13	13	0.78	0.73
4112	Lawyers and Quebec notaries	203	234	247	0.43	0.41
4151	Psychologists	154	141	136	0.8	0.9
4152	Social workers	348	405	443	1.31	1.07
4153	Family, marriage and other related counsellors	280	361	407	1.08	1.28
4154	Professional occupations in religion	361	343	351	1.41	1.99
4155	Probation and parole officers and related occupations	44	96	124	1.63	2.45
4156	Employment counsellors	118	108	105	1.34	1.06
4161	Natural and applied science policy researchers, consultants and program officers	151	146	134	0.69	0.83
4162	Economists and economic policy researchers and analysts	74	60	65	0.65	0.55
4163	Business development officers and marketing researchers and consultants	79	85	90	0.47	0.41
4164	Social policy researchers, consultants and program officers	99	147	178	0.69	0.51
4165	Health policy researchers, consultants and program officers	99	101	101	0.54	0.41
4166	Education policy researchers, consultants and program officers	94	112	112	0.67	0.8
4167	Recreation, sports and fitness policy researchers, consultants and program officers	44	45	45	0.74	0.79

NOC	Sector	2016 Jobs	2022 Jobs	2028 Jobs	2022 Provincial LQ	2022 National LQ
4168	Program officers unique to government	35	17	14	0.8	0.29
4169	Other professional occupations in social science, n.e.c.	23	12	13	0.53	0.46
4211	Paralegal and related occupations	139	123	115	0.79	0.61
4212	Social and community service workers	879	1,531	2,014	2.04	1.87
4214	Early childhood educators and assistants	964	852	786	0.89	0.64
4215	Instructors of persons with disabilities	29	22	26	1.02	0.51
4216	Other instructors	102	81	71	0.68	0.55
4217	Other religious occupations	58	33	26	0.78	0.73
4311	Police officers (except commissioned)	375	417	433	0.85	0.94
4312	Firefighters	216	158	150	0.74	0.86
4313	Non-commissioned ranks of the Canadian Armed Forces	<10	<10	<10	N/A	N/A
4411	Home child care providers	287	153	118	0.54	0.74
4412	Home support workers, housekeepers and related occupations	396	374	375	0.94	0.84
4413	Elementary and secondary school teacher assistants	846	947	988	1.28	1.59
4421	Sheriffs and bailiffs	46	31	28	1.11	1.5
4422	Correctional service officers	184	158	160	0.96	1.12
4423	By-law enforcement and other regulatory officers, n.e.c.	59	45	42	1.46	1.02
5111	Librarians	75	53	50	0.81	0.83
5112	Conservators and curators	17	14	14	1.03	0.72
5113	Archivists	12	<10	<10	N/A	N/A
5121	Authors and writers	67	21	14	0.15	0.14
5122	Editors	29	14	10	0.27	0.15
5123	Journalists	24	<10	<10	N/A	N/A
5125	Translators, terminologists and interpreters	29	11	<10	0.28	0.1
5131	Producers, directors, choreographers and related occupations	61	36	33	0.43	0.19
5132	Conductors, composers and arrangers	12	<10	<10	N/A	N/A
5133	Musicians and singers	122	82	75	0.42	0.43
5134	Dancers	40	26	22	0.47	0.41
5135	Actors and comedians	11	<10	<10	N/A	N/A
5136	Painters, sculptors and other visual artists	33	40	48	0.51	0.43
5211	Library and public archive technicians	64	71	87	1.33	1.74
5212	Technical occupations related to museums and art galleries	67	66	65	1.4	1.55
5221	Photographers	88	94	100	0.83	0.83

NOC	Sector	2016 Jobs	2022 Jobs	2028 Jobs	2022 Provincial LQ	2022 National LQ
5222	Film and video camera operators	19	13	11	0.63	0.39
5223	Graphic arts technicians	12	10	<10	0.8	0.19
5224	Broadcast technicians	<10	<10	<10	N/A	N/A
5225	Audio and video recording technicians	26	17	13	0.68	0.26
5226	Other technical and co-ordinating occupations in motion pictures, broadcasting and the performing arts	17	14	12	0.71	0.21
5227	Support occupations in motion pictures, broadcasting, photography and the performing arts	15	16	17	0.74	0.36
5231	Announcers and other broadcasters	43	54	57	1.81	1.3
5232	Other performers, n.e.c.	24	35	35	1.4	1.13
5241	Graphic designers and illustrators	156	215	226	0.77	0.48
5242	Interior designers and interior decorators	113	76	75	0.69	0.49
5243	Theatre, fashion, exhibit and other creative designers	43	23	18	0.92	0.32
5244	Artisans and craftspersons	30	24	22	0.68	0.52
5245	Patternmakers - textile, leather and fur products	<10	<10	<10	N/A	N/A
5251	Athletes	15	12	<10	0.87	1.1
5252	Coaches	68	71	80	0.82	1.23
5253	Sports officials and referees	31	21	13	0.69	0.67
5254	Program leaders and instructors in recreation, sport and fitness	529	550	565	0.89	0.8
6211	Retail sales supervisors	1,247	1,596	1,721	1.09	1.21
6221	Technical sales specialists - wholesale trade	955	708	622	0.8	0.93
6222	Retail and wholesale buyers	172	174	186	1.31	0.98
6231	Insurance agents and brokers	544	403	363	1.17	0.89
6232	Real estate agents and salespersons	430	291	228	0.66	0.48
6235	Financial sales representatives	441	274	211	0.81	0.74
6311	Food service supervisors	403	574	645	1.3	1.47
6312	Executive housekeepers	42	30	33	1.28	1.36
6313	Accommodation, travel, tourism and related services supervisors	84	106	118	0.99	1.31
6314	Customer and information services supervisors	124	98	100	0.92	0.57
6315	Cleaning supervisors	258	379	383	1.51	1.59
6316	Other services supervisors	137	190	211	1.09	1.07
6321	Chefs	158	306	364	0.9	0.9
6322	Cooks	1,341	1,426	1,493	1.24	1.31
6331	Butchers, meat cutters and fishmongers - retail and wholesale	286	241	288	1.91	1.44

NOC	Sector	2016 Jobs	2022 Jobs	2028 Jobs	2022 Provincial LQ	2022 National LQ
6332	Bakers	258	296	339	1.51	1.37
6341	Hairstylists and barbers	567	631	671	1.14	1.18
6342	Tailors, dressmakers, furriers and milliners	114	42	24	0.99	0.55
6343	Shoe repairers and shoemakers	<10	<10	<10	N/A	N/A
6344	Jewellers, jewellery and watch repairers and related occupations	21	17	11	1.27	1.1
6345	Upholsterers	38	23	17	1.06	0.71
6346	Funeral directors and embalmers	36	34	30	1.26	0.77
6411	Sales and account representatives - wholesale trade (non-technical)	1,087	686	516	0.54	0.48
6421	Retail salespersons	3,284	3,153	3,184	1.04	0.98
6511	Maîtres d'hôtel and hosts/hostesses	340	373	384	1.13	1.17
6512	Bartenders	298	177	131	0.77	0.89
6513	Food and beverage servers	1,352	1,054	1,033	1.01	1.06
6521	Travel counsellors	95	57	42	0.79	0.56
6522	Pursers and flight attendants	29	43	54	0.47	0.53
6523	Airline ticket and service agents	60	54	50	0.63	0.63
6524	Ground and water transport ticket agents, cargo service representatives and related clerks	14	15	15	0.8	0.68
6525	Hotel front desk clerks	145	188	226	1.08	1.41
6531	Tour and travel guides	26	17	14	1.11	0.92
6532	Outdoor sport and recreational guides	39	27	24	1.88	1.68
6533	Casino occupations	100	89	94	1.59	1.77
6541	Security guards and related security service occupations	408	490	554	0.88	0.71
6551	Customer services representatives - financial institutions	405	378	383	1.15	0.83
6552	Other customer and information services representatives	397	503	594	0.8	0.5
6561	Image, social and other personal consultants	23	15	17	0.83	0.83
6562	Estheticians, electrologists and related occupations	191	221	237	0.82	0.72
6563	Pet groomers and animal care workers	200	128	110	0.8	0.82
6564	Other personal service occupations	54	24	21	0.76	0.8
6611	Cashiers	1,900	2,153	2,346	1.25	1.09
6621	Service station attendants	123	118	119	1.66	1.51
6622	Store shelf stockers, clerks and order fillers	919	1,693	1,958	1.42	1.31
6623	Other sales related occupations	211	187	188	1.06	0.96

NOC	Sector	2016 Jobs	2022 Jobs	2028 Jobs	2022 Provincial LQ	2022 National LQ
6711	Food counter attendants, kitchen helpers and related support occupations	2,539	2,749	2,986	1.44	1.31
6721	Support occupations in accommodation, travel and facilities set-up services	24	26	26	1.6	1.27
6722	Operators and attendants in amusement, recreation and sport	193	385	471	1.29	1.52
6731	Light duty cleaners	967	1,659	1,841	1.33	1.24
6732	Specialized cleaners	467	449	455	1.32	1.83
6733	Janitors, caretakers and building superintendents	1,069	1,464	1,639	1.4	1.33
6741	Dry cleaning, laundry and related occupations	110	126	126	1.13	1.02
6742	Other service support occupations, n.e.c.	98	113	118	0.69	0.74
7201	Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations	271	223	211	1.21	2.25
7202	Contractors and supervisors, electrical trades and telecommunications occupations	284	278	273	1.06	1.45
7203	Contractors and supervisors, pipefitting trades	204	161	128	1.25	2.08
7204	Contractors and supervisors, carpentry trades	237	201	175	0.91	1.12
7205	Contractors and supervisors, other construction trades, installers, repairers and servicers	679	466	399	0.91	1.26
7231	Machinists and machining and tooling inspectors	179	98	80	0.42	0.43
7232	Tool and die makers	26	18	17	0.86	0.29
7233	Sheet metal workers	136	114	110	1.01	1.18
7234	Boilermakers	29	22	21	0.91	1.29
7235	Structural metal and platework fabricators and fitters	42	30	29	0.8	0.92
7236	Ironworkers	177	188	178	0.92	1.83
7237	Welders and related machine operators	1,699	1,133	986	1.23	2.19
7241	Electricians (except industrial and power system)	955	750	690	0.97	1.38
7242	Industrial electricians	293	272	267	1.15	1.44
7243	Power system electricians	26	30	30	1.08	0.87
7244	Electrical power line and cable workers	114	112	111	1.15	1.3

NOC	Sector	2016 Jobs	2022 Jobs	2028 Jobs	2022 Provincial LQ	2022 National LQ
7245	Telecommunications line and cable workers	45	45	44	1.14	0.86
7246	Telecommunications installation and repair workers	154	129	120	0.97	0.94
7247	Cable television service and maintenance technicians	38	32	33	1.12	1.17
7251	Plumbers	397	384	382	1.06	1.46
7252	Steamfitters, pipefitters and sprinkler system installers	469	483	500	1.62	3.81
7253	Gas fitters	116	88	83	1.76	2.26
7271	Carpenters	818	689	625	1.01	0.96
7272	Cabinetmakers	66	80	94	1.45	1.76
7281	Bricklayers	51	48	46	0.93	0.53
7282	Concrete finishers	104	124	133	1.02	1.57
7283	Tilesetters	60	49	43	0.93	0.89
7284	Plasterers, drywall installers and finishers and lathers	278	225	202	0.97	1.37
7291	Roofers and shinglers	196	162	161	1.3	1.34
7292	Glaziers	40	40	39	1.25	1.12
7293	Insulators	171	128	115	0.91	2.44
7294	Painters and decorators (except interior decorators)	198	221	205	0.73	0.97
7295	Floor covering installers	143	146	159	1.21	1.8
7301	Contractors and supervisors, mechanic trades	585	1,131	1,258	2.07	3.08
7302	Contractors and supervisors, heavy equipment operator crews	554	625	601	1.48	2.39
7303	Supervisors, printing and related occupations	54	45	47	1.67	1.15
7304	Supervisors, railway transport operations	20	29	31	1.25	2.08
7305	Supervisors, motor transport and other ground transit operators	394	346	310	1.09	1.46
7311	Construction millwrights and industrial mechanics	608	618	641	1.13	1.19
7312	Heavy-duty equipment mechanics	1,249	1,226	1,263	1.36	3.2
7313	Heating, refrigeration and air conditioning mechanics	117	122	128	0.78	0.63
7314	Railway carmen/women	22	17	15	0.9	0.87
7315	Aircraft mechanics and aircraft inspectors	59	57	55	0.57	0.68
7316	Machine fitters	<10	<10	<10	N/A	N/A
7318	Elevator constructors and mechanics	24	26	29	1.09	0.75

NOC	Sector	2016 Jobs	2022 Jobs	2028 Jobs	2022 Provincial LQ	2022 National LQ
7321	Automotive service technicians, truck and bus mechanics and mechanical repairers	815	1,167	1,333	1.58	1.63
7322	Motor vehicle body repairers	208	231	240	1.34	1.35
7331	Oil and solid fuel heating mechanics	33	29	28	1.15	1.08
7332	Appliance servicers and repairers	55	47	44	1.4	1.34
7333	Electrical mechanics	31	28	26	1.44	0.47
7334	Motorcycle, all-terrain vehicle and other related mechanics	65	59	60	1.43	1.4
7335	Other small engine and small equipment repairers	38	35	36	1.24	1.41
7361	Railway and yard locomotive engineers	45	93	103	1.48	2.52
7362	Railway conductors and brakemen/women	41	50	52	1.47	1.51
7371	Crane operators	206	175	174	1.29	1.96
7372	Drillers and blasters - surface mining, quarrying and construction	42	28	25	1.29	1.46
7373	Water well drillers	12	13	12	1.12	1.9
7381	Printing press operators	92	85	74	1.41	0.87
7384	Other trades and related occupations, n.e.c.	80	131	139	1.69	2.16
7441	Residential and commercial installers and servicers	330	263	239	0.78	0.96
7442	Waterworks and gas maintenance workers	68	65	69	0.98	2.1
7444	Pest controllers and fumigators	30	22	20	1.02	0.85
7445	Other repairers and servicers	159	109	104	0.99	1.33
7451	Longshore workers	<10	<10	<10	N/A	N/A
7452	Material handlers	839	668	608	0.7	0.55
7511	Transport truck drivers	2,845	2,531	2,583	1.26	1.44
7512	Bus drivers, subway operators and other transit operators	446	503	506	0.86	0.92
7513	Taxi and limousine drivers and chauffeurs	157	121	104	0.46	0.36
7514	Delivery and courier service drivers	239	288	283	0.63	0.59
7521	Heavy equipment operators (except crane)	1,082	866	799	1.16	1.84
7522	Public works maintenance equipment operators and related workers	239	280	306	1.29	1.51
7531	Railway yard and track maintenance workers	36	<10	<10	N/A	N/A
7532	Water transport deck and engine room crew	24	<10	<10	N/A	N/A
7533	Boat and cable ferry operators and related occupations	20	12	<10	1.11	0.85

McSWEENEY
inspiring economic sustainability®

NOC	Sector	2016 Jobs	2022 Jobs	2028 Jobs	2022 Provincial LQ	2022 National LQ
7534	Air transport ramp attendants	66	73	68	0.84	1.22
7535	Other automotive mechanical installers and servicers	222	226	222	1.19	2.32
7611	Construction trades helpers and labourers	992	742	707	0.88	1.08
7612	Other trades helpers and labourers	140	149	164	1.44	2.63
7621	Public works and maintenance labourers	178	173	178	1.59	1.32
7622	Railway and motor transport labourers	85	88	94	1.66	2.69
8211	Supervisors, logging and forestry	40	36	27	1.75	0.94
8221	Supervisors, mining and quarrying	114	77	64	1.59	1.42
8222	Contractors and supervisors, oil and gas drilling and services	1,612	1,290	1,200	1.97	12.42
8231	Underground production and development miners	73	91	96	0.79	0.63
8232	Oil and gas well drillers, servicers, testers and related workers	2,068	1,897	1,862	1.78	11.57
8241	Logging machinery operators	52	53	50	1.58	0.75
8252	Agricultural service contractors, farm supervisors and specialized livestock workers	181	114	91	1.32	1.54
8255	Contractors and supervisors, landscaping, grounds maintenance and horticulture services	222	140	107	0.93	0.92
8261	Fishing masters and officers	<10	<10	<10	N/A	N/A
8262	Fishermen/women	31	17	15	1.65	0.27
8411	Underground mine service and support workers	44	67	65	3.42	3.19
8412	Oil and gas well drilling and related workers and services operators	1,142	754	779	3.56	19.11
8421	Chain saw and skidder operators	67	50	55	3.43	1.51
8422	Silviculture and forestry workers	36	45	49	3.97	2.68
8431	General farm workers	946	829	775	1.35	1.88
8432	Nursery and greenhouse workers	222	188	164	1.47	1.61
8441	Fishing vessel deckhands	21	26	24	3.75	1.18
8442	Trappers and hunters	<10	<10	<10	N/A	N/A
8611	Harvesting labourers	31	31	32	1.94	0.93
8612	Landscaping and grounds maintenance labourers	459	507	513	0.95	1.12
8613	Aquaculture and marine harvest labourers	13	17	15	2.09	1.02
8614	Mine labourers	26	25	25	2.08	1.36
8615	Oil and gas drilling, servicing and related labourers	478	431	466	2.06	11.13

NOC	Sector	2016 Jobs	2022 Jobs	2028 Jobs	2022 Provincial LQ	2022 National LQ
8616	Logging and forestry labourers	28	28	26	1.8	1.21
9211	Supervisors, mineral and metal processing	40	59	68	1.33	1
9212	Supervisors, petroleum, gas and chemical processing and utilities	210	228	225	1.06	2.01
9213	Supervisors, food and beverage processing	91	173	193	1.38	1.16
9214	Supervisors, plastic and rubber products manufacturing	29	26	25	1.24	0.54
9215	Supervisors, forest products processing	77	85	90	1.56	1.1
9217	Supervisors, textile, fabric, fur and leather products processing and manufacturing	24	20	20	1.34	0.7
9221	Supervisors, motor vehicle assembling	13	10	<10	0.96	0.18
9222	Supervisors, electronics manufacturing	12	13	14	0.95	0.61
9223	Supervisors, electrical products manufacturing	16	13	12	0.86	0.73
9224	Supervisors, furniture and fixtures manufacturing	39	30	27	1.11	0.63
9226	Supervisors, other mechanical and metal products manufacturing	131	98	85	0.74	0.65
9227	Supervisors, other products manufacturing and assembly	33	31	30	0.84	0.61
9231	Central control and process operators, mineral and metal processing	16	22	25	1.3	1
9232	Central control and process operators, petroleum, gas and chemical processing	484	469	464	1.23	5.37
9235	Pulping, papermaking and coating control operators	<10	<10	<10	N/A	N/A
9241	Power engineers and power systems operators	348	460	500	1.31	2.77
9243	Water and waste treatment plant operators	103	66	57	1.74	1.28
9411	Machine operators, mineral and metal processing	25	26	27	1.13	0.38
9412	Foundry workers	13	14	17	1.18	0.97
9413	Glass forming and finishing machine operators and glass cutters	13	19	20	1.19	1.02
9414	Concrete, clay and stone forming operators	31	32	34	1.26	0.89
9415	Inspectors and testers, mineral and metal processing	11	11	14	1.5	1.18
9416	Metalworking and forging machine operators	82	78	78	1.31	0.41
9417	Machining tool operators	77	41	40	1.32	0.78

NOC	Sector	2016 Jobs	2022 Jobs	2028 Jobs	2022 Provincial LQ	2022 National LQ
9418	Other metal products machine operators	32	71	84	1.24	0.44
9421	Chemical plant machine operators	79	121	136	1.92	1.08
9422	Plastics processing machine operators	111	80	72	2.03	0.63
9423	Rubber processing machine operators and related workers	33	37	39	2.05	0.8
9431	Sawmill machine operators	57	24	11	0.59	0.45
9432	Pulp mill machine operators	21	22	19	1.13	1.09
9433	Papermaking and finishing machine operators	24	23	22	1.52	0.81
9434	Other wood processing machine operators	26	28	25	1.31	0.75
9435	Paper converting machine operators	22	26	25	1.23	0.62
9436	Lumber graders and other wood processing inspectors and graders	21	22	23	1.34	1.15
9437	Woodworking machine operators	45	28	23	1.05	0.56
9441	Textile fibre and yarn, hide and pelt processing machine operators and workers	13	11	<10	1.7	0.6
9442	Weavers, knitters and other fabric making occupations	17	13	13	1.95	0.79
9445	Fabric, fur and leather cutters	10	<10	<10	N/A	N/A
9446	Industrial sewing machine operators	63	60	61	2.03	0.51
9447	Inspectors and graders, textile, fabric, fur and leather products manufacturing	<10	<10	<10	N/A	N/A
9461	Process control and machine operators, food and beverage processing	204	219	221	1.04	0.66
9462	Industrial butchers and meat cutters, poultry preparers and related workers	174	220	234	1	1.92
9463	Fish and seafood plant workers	16	14	15	1.27	0.55
9465	Testers and graders, food and beverage processing	23	35	41	1.43	0.95
9471	Plateless printing equipment operators	50	46	40	1.95	1.27
9472	Camera, platemaking and other prepress occupations	29	21	17	2.17	1.74
9473	Binding and finishing machine operators	76	42	36	2.21	1.59
9474	Photographic and film processors	50	13	<10	1.97	1.42
9521	Aircraft assemblers and aircraft assembly inspectors	10	15	16	0.99	0.2
9522	Motor vehicle assemblers, inspectors and testers	<10	19	22	1.41	0.13
9523	Electronics assemblers, fabricators, inspectors and testers	35	45	49	1.21	0.4

NOC	Sector	2016 Jobs	2022 Jobs	2028 Jobs	2022 Provincial LQ	2022 National LQ
9524	Assemblers and inspectors, electrical appliance, apparatus and equipment manufacturing	19	27	30	1.06	0.45
9525	Assemblers, fabricators and inspectors, industrial electrical motors and transformers	29	27	26	1.09	0.63
9526	Mechanical assemblers and inspectors	53	59	62	0.99	0.65
9527	Machine operators and inspectors, electrical apparatus manufacturing	<10	<10	<10	N/A	N/A
9531	Boat assemblers and inspectors	20	20	21	1.13	1.3
9532	Furniture and fixture assemblers and inspectors	88	82	88	1.08	0.57
9533	Other wood products assemblers and inspectors	59	48	48	1.06	0.71
9534	Furniture finishers and refinishers	30	23	23	0.98	0.59
9535	Plastic products assemblers, finishers and inspectors	25	24	27	0.92	0.41
9536	Industrial painters, coaters and metal finishing process operators	60	47	52	0.96	0.59
9537	Other products assemblers, finishers and inspectors	93	110	135	0.97	0.57
9611	Labourers in mineral and metal processing	32	30	32	1.27	0.75
9612	Labourers in metal fabrication	127	100	99	1.36	0.81
9613	Labourers in chemical products processing and utilities	27	33	37	1.38	0.76
9614	Labourers in wood, pulp and paper processing	63	83	94	1.72	0.71
9615	Labourers in rubber and plastic products manufacturing	22	27	31	1.36	0.54
9616	Labourers in textile processing	15	15	15	1.3	0.8
9617	Labourers in food and beverage processing	244	317	364	1.43	1.18
9618	Labourers in fish and seafood processing	15	13	13	1.32	0.48
9619	Other labourers in processing, manufacturing and utilities	122	82	74	1.44	0.46
X000	Unclassified	1,392	1,538	1,581	0.98	0.94
Total		115,242	109,743	110,022	1.00	1.00

Source: EMSI Data Analyst 2022.1

McSWEENEY
inspiring economic sustainability®

APPENDIX C – SURVEY QUESTIONS

Business Demographics

1. Business name:
2. Contact person:
3. How long has the business been in operation?
    a. Less than 1 year
    b. 1 year to less than 5 years
    c. 5 years to less than 10 years
    d. 10 years or more
    e. Unsure

State of the Business

1. In the year prior to COVID-19, how would you rate the state of your business...
    a. Thriving
    b. Sustaining
    c. Struggling

2. Over the next 2 to 5 years, what best represents your feelings about your business expectations?
    a. My business will expand and thrive
    b. My business will sustain its current operations
    c. My business will decline/struggle to maintain our current operations

3. Which of the following do you consider as limiting factors for your business? Please select all that apply.
    a. Business is at capacity and does not require an expansion
    b. Inability to get a loan
    c. Supply chain
    d. Cash flow
    e. Planning and zoning guidelines
    f. Government regulations
    g. Lack of knowledge in identifying resources and assistance
    h. Shortage of adequate labour/employee retention
    i. Minimum wage
    j. Seasonality

McSWEENEY
inspiring economic sustainability®

    k. Other (please specify)

4. What help or support does your business need right now? (check all that apply)
    a. Marketing/advertising
    b. Administrative
    c. Employee development
    d. Business plan coaching
    e. Mental health and wellness supports
    f. Business advice from local professional experts
    g. Business mentoring by fellow business owners
    h. Business networking group
    i. Understanding my financial situation

Downtown

1. Is your business located downtown? (yes/no)
    If yes…
    a. What do you like most about the downtown area of Sylvan Lake?
    b. What do you dislike most about the downtown area of Sylvan Lake?
    c. What aspects of Sylvan Lakes' downtown are most important to you?
        i. Walkability
        ii. Places to sit
        iii. Safety
        iv. More businesses
        v. Tidiness/cleanliness
        vi. Events
        vii. Building facades
    d. What is your vision for the future of Sylvan Lake's downtown?
    e. The town's capitol plan identifies construction on 50 Ave and Centennial Street in the coming few years. We know construction projects, while necessary, are difficult for businesses. Do you have any suggestions on how we can make things a little easier in the coming years?

Labour shortages/workforce development opportunities

1. How would you rate your business; available labour force?
    a. Excellent
    b. Good

    c. Fair

    d. Poor

2. In what ways could employee retention be made easier for businesses in the Town?

    a. Additional training support programs

    b. Daycare availability

    c. Shared e-scooter or micro-mobility program

    d. Other

3. How would you rate Sylvan Lake's available labour force?

    a. Excellent

    b. Good

    c. Fair

    d. Poor

4. In what ways could the available labour force be improved?

    a. Larger labour pool

    b. Improved qualifications/skills

    c. Stronger work experience

    d. Stronger soft skills (motivation, attitude, interpersonal abilities)

    e. Other (please specify)

Doing business in Sylvan Lake:

1. What would best describe your plans for the business within the next 2 years (2023/2024)?

    a. Expanding

    b. Downsizing

    c. Considering moving to a larger location

    d. Considering moving to a smaller location or moving my business to my home

    e. Considering closing

    f. Considering selling

    g. Currently in transition

    h. None of the above/unsure

2. What do you consider the biggest benefit(s) to operating your business in Sylvan Lake?

3. What do you consider the biggest obstacle/weakness of operating your business in Sylvan Lake?

Interactions with Town

1. Have you had any interactions with the Town of Sylvan Lake in the last 3 years (if no, survey ends)

2. How have your experiences been when dealing with the Town of Sylvan Lake's various departments?

	N/A	1 (very negative)	2	3	4	5 (very positive)
Overall Customer Service						
Business Licensing Department						
Planning and Development Department						
Engineering Department						
Public Works Department						
Economic Development, Tourism						

3. Do you have any comments on your interactions with the Town of Sylvan Lake?

4. Would you like any additional information from the Town about any processes or local economic development initiatives?

Thank you for your time.

McSWEENEY
inspiring economic sustainability®

consider yourself

invited

Learn how Sylvan Lake can fit in with your business investment or development strategy.

Amanda Mercer
Economic Development Officer (EDO)

T: 1 403 887 1185 Ext. 226
F: 1 403 887 3660
E: amercer@sylvanlake.ca
W: sylvanlake.ca/invest

Town of Sylvan Lake
Municipal Government Building
5012 48 Avenue
Sylvan Lake, AB, Canada T4S 1G6

Sylvan Lake
ALBERTA