



# City of St. Albert 2026 Triage BR+E Study

June 2026  
Final Report



# Disclaimer

This report was provided to inform and assist the **City of St. Albert** with the 2026 Triage BR+E Survey.

Deloitte does not assume any responsibility or liability for losses incurred by any party because of the circulation, publication, reproduction, or use of this report contrary to its intended purpose. This report has been made only for the purpose stated and shall not be used for any other purpose. Neither this report (including references to it) nor any portions thereof (including without limitation the identity of Deloitte or any individuals signing or associated with this report, or the professional associations or organizations with which they are affiliated) shall be disseminated to third parties by any means or included in any document without the prior written consent and approval of Deloitte.

Our report and work product cannot be included, or referred to, in any public or investment document without the prior consent of Deloitte LLP. The analyses are provided as of June 4, 2026 and we disclaim any undertaking or obligation to advise any person of any change in any fact or matter affecting this analysis, which may come or be brought to our attention after the date hereof. Without limiting the foregoing, if there is any material change in any fact or matter affecting the analyses after the date hereof, we reserve the right to change, modify or withdraw the analysis.

Observations are made based on economic, industrial, competitive and general business conditions prevailing as at the date hereof. In the analyses, we may have made assumptions with respect to the industry performance, general business and economic conditions and other matters, many of which are beyond our control, including government and industry regulation. No opinion, counsel, or interpretation is intended in matters that require legal or other appropriate professional advice. It is assumed that such opinion, counsel, or interpretations have been, or will be, obtained from the appropriate professional sources. To the extent that there are legal issues relating to compliance with applicable laws, regulations and policies, we assume no responsibility, therefore. We believe that our analyses must be considered as a whole and that selecting portions of the analyses, or the factors considered by it, without considering all factors and analyses together, could create a misleading view of the issues related to the report. Amendment of any of the assumptions identified throughout this report could have a material impact on our analysis contained herein. Should any of the major assumptions not be accurate or should any of the information provided to us not be factual or correct, our analyses, as expressed in this report, could be significantly different.

# Table of Contents

Background and Methodology	pg. 04
Business Community Firmographics	pg. 06
Business Performance	pg. 09
Net Promoter Score (NPS)	pg. 14
Key Performance Indicator (KPI) and Satisfaction Levels	pg. 16
Business Community Health Index	pg. 21
Future Plans	pg. 23
Triage Flags	pg. 27
Supports	pg. 29
Communication	pg. 32
Conclusions	pg. 34





# Background and Methodology

# Background and Methodology

The objectives of the City of St. Albert 2026 Business Survey were to...



**Engage the broader business community and identify potential expansion or retention opportunities**



**Gauge businesses' attitudes and perceptions around operating a business in the City of St. Albert**



**Understand how to best support local businesses in the City of St. Albert**

---

## Survey Methodology

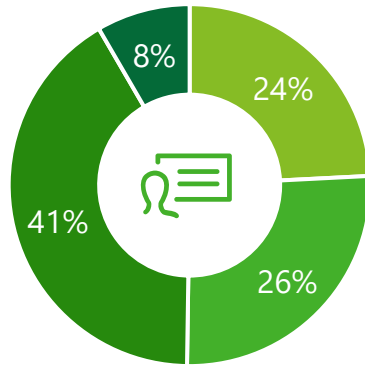
- A random sample telephone and email survey was conducted with 430 businesses. The average response rate for the survey was 16% which is high in the market research industry.
- This scientific approach ensures that the results have a high level of accuracy (with a margin of error of +/- 3.4% at a 95% confidence level) and statistically represents the business community in City of St. Albert .



# Business Community Firmographics

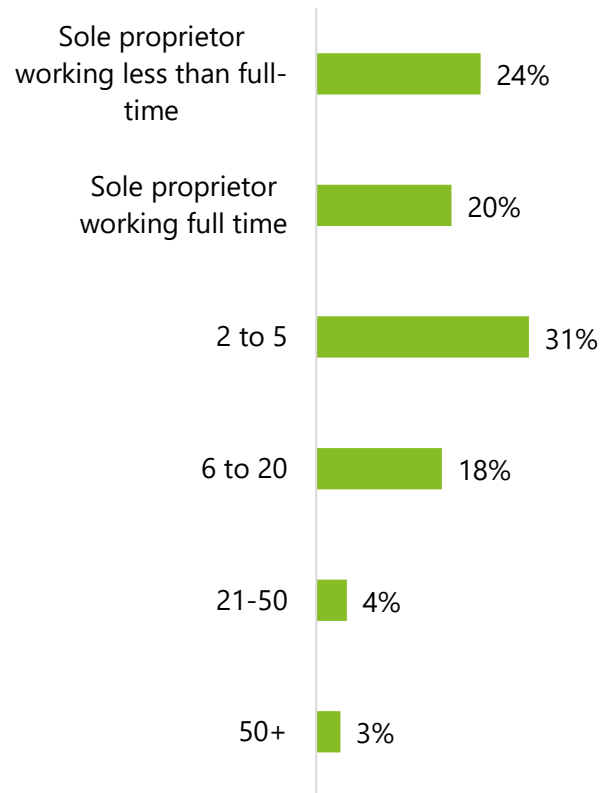
# Business Community Firmographics (1/2)

**Business ownership**

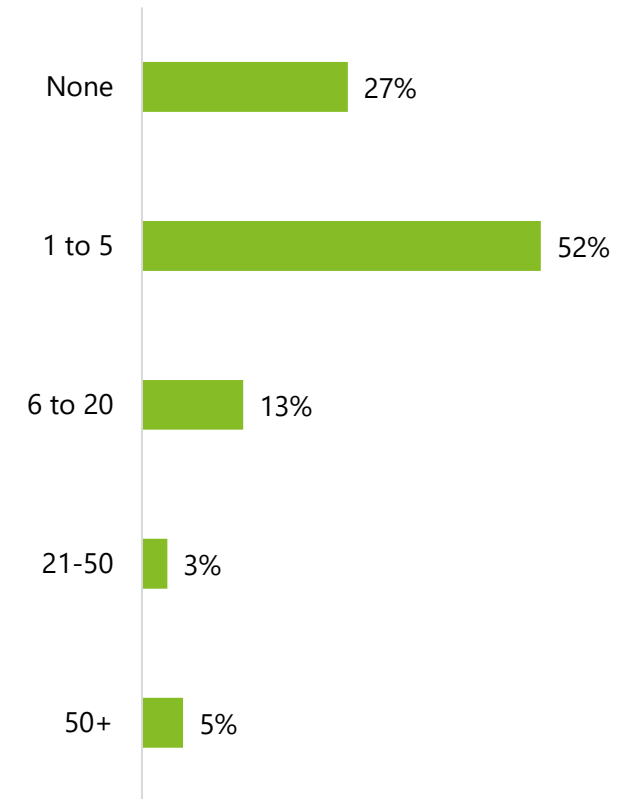


- Self-Employed Business
- Self-Employed Home-Based Business
- Locally Owned and Operated
- Externally Owned and Operated

**Number of full-time employees**



**Number of part-time employees**



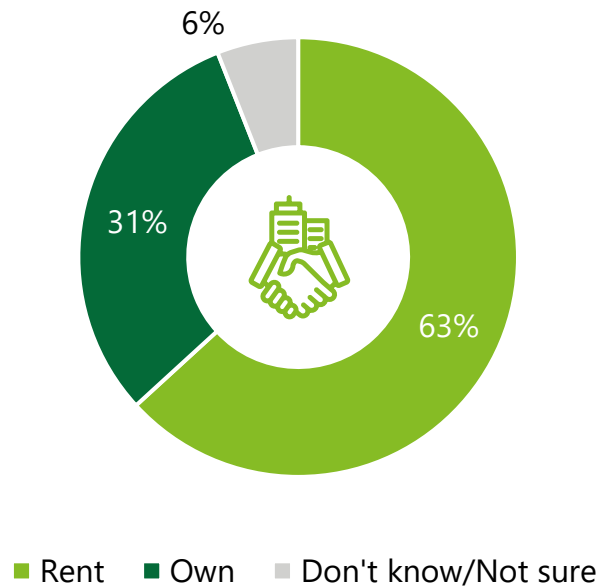
Q: Which of the following best describes your business? (n=430)

Q: Including yourself, how many full-time employees currently work at this location? (n=430)

Q: How many part-time employees currently work at this location? (n=244)

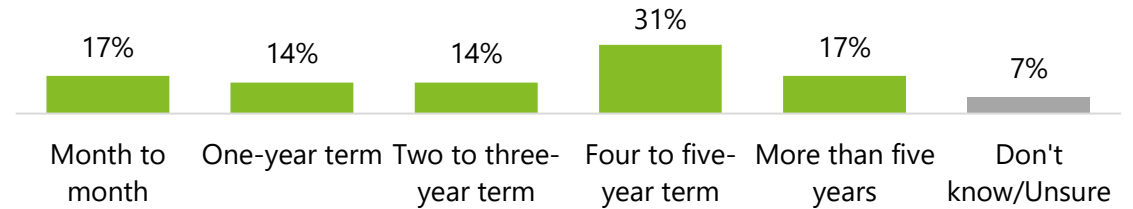
# Business Community Firmographics (2/2)

## Property ownership

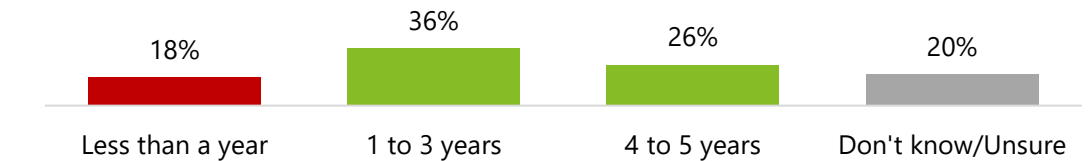


## Businesses who rent their property

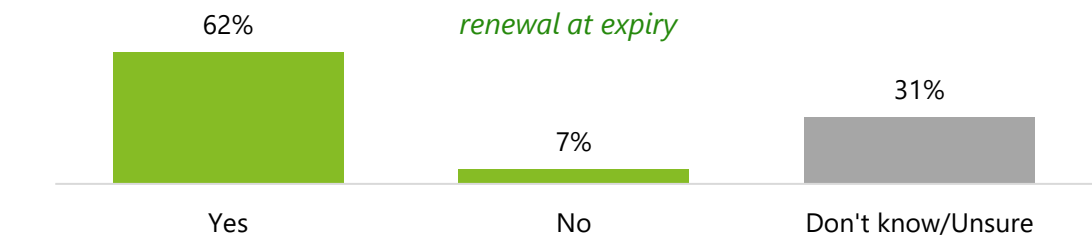
### Term of lease



### Lease expiry



### Planned lease renewal at expiry



Q: Do you currently rent or own your business property? (n=318)

Q: What is the term of the lease? Is it: (n=201)

Q: And to the best of your knowledge when will your lease expire? (n=201)

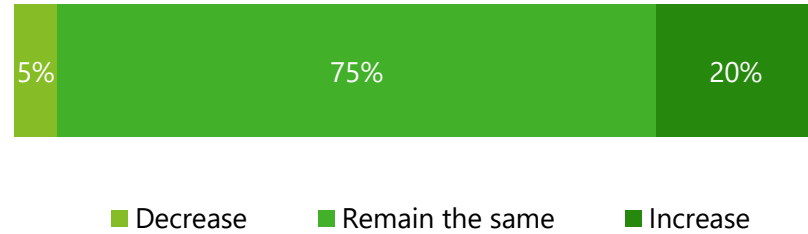
Q: Do you intend on renewing your lease when it expires? (n=201)



# Business Performance

# Business Performance (1/4)

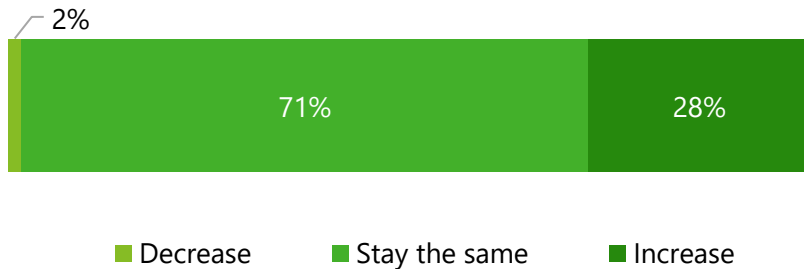
Change in number of employees over the past 12 months



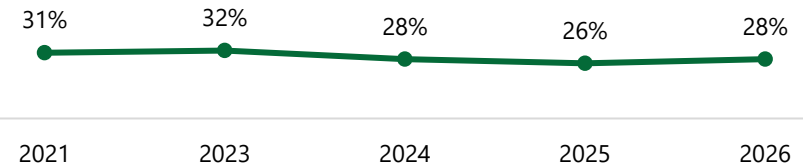
YoY change in number of employees % increase



Expected change in number of employees in the next 12 months



YoY change in expected number of employees % increase

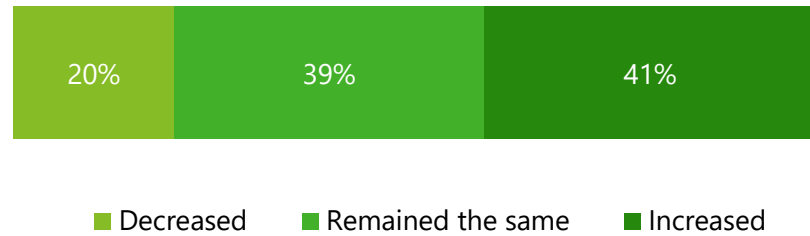


Q: Over the past 12 months did the total number of employees in your company: (n=422)

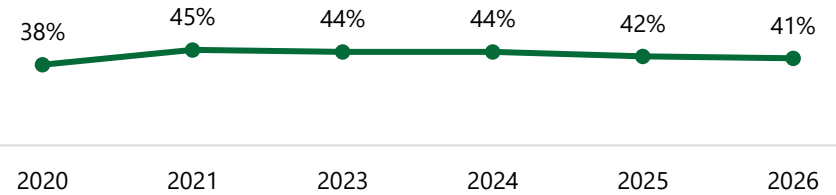
Q: Thinking about the next 12 months, do you expect the total number of employees in your company to: (n=408)

# Business Performance (2/4)

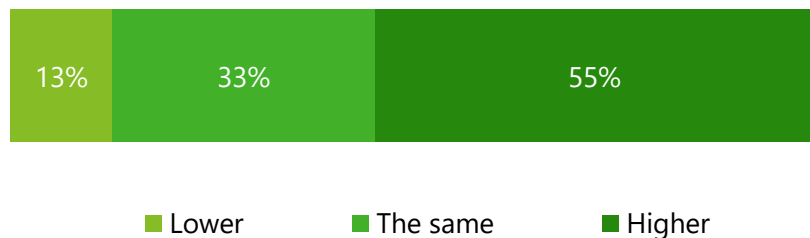
Change in revenue over the past 12 months



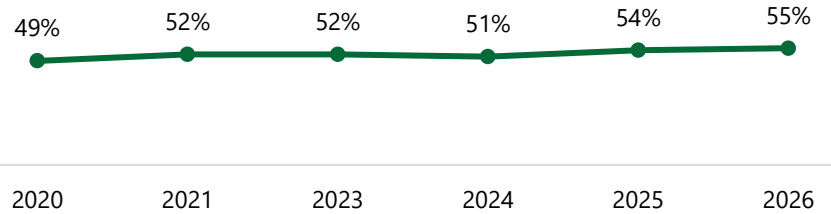
YoY change in revenue % increase



Expected change in revenue over the next 12 months



YoY change in expected revenue % increase

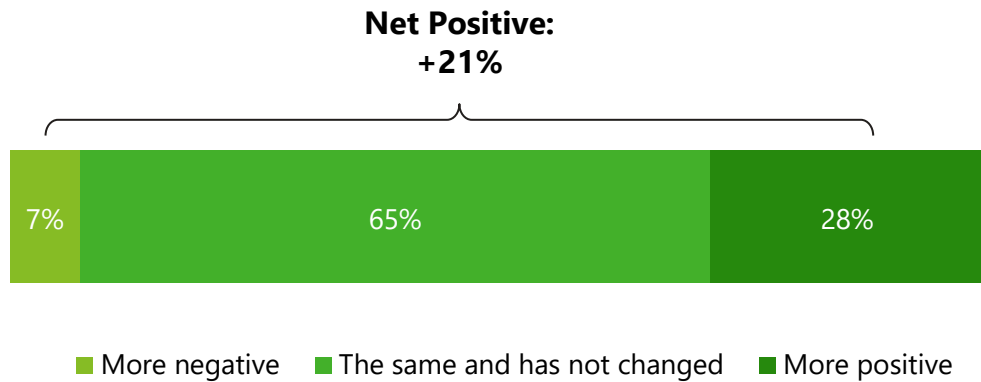


Q: Compared to the past 12 months, have the revenues at your business this fiscal year... (n=399)

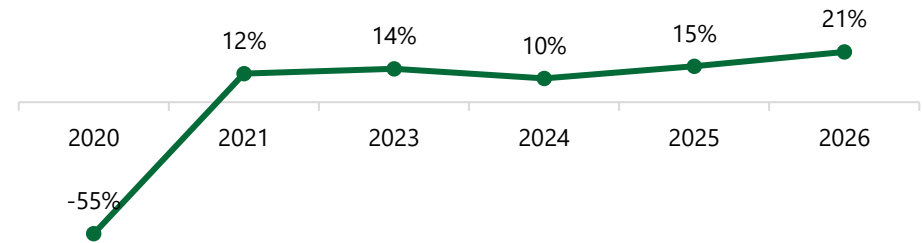
Q: And what are your expectations for the next 12 months in total revenues compared to the last year? (n=385)

# Business Performance (3/4)

Attitude about doing business in City of St. Albert over the past year



YoY net positive/negative



Q: Over the past 12 months would you say your attitude about doing business in City of St. Albert has become... (n=)

# Business Performance (4/4)

## Business Performance Metric

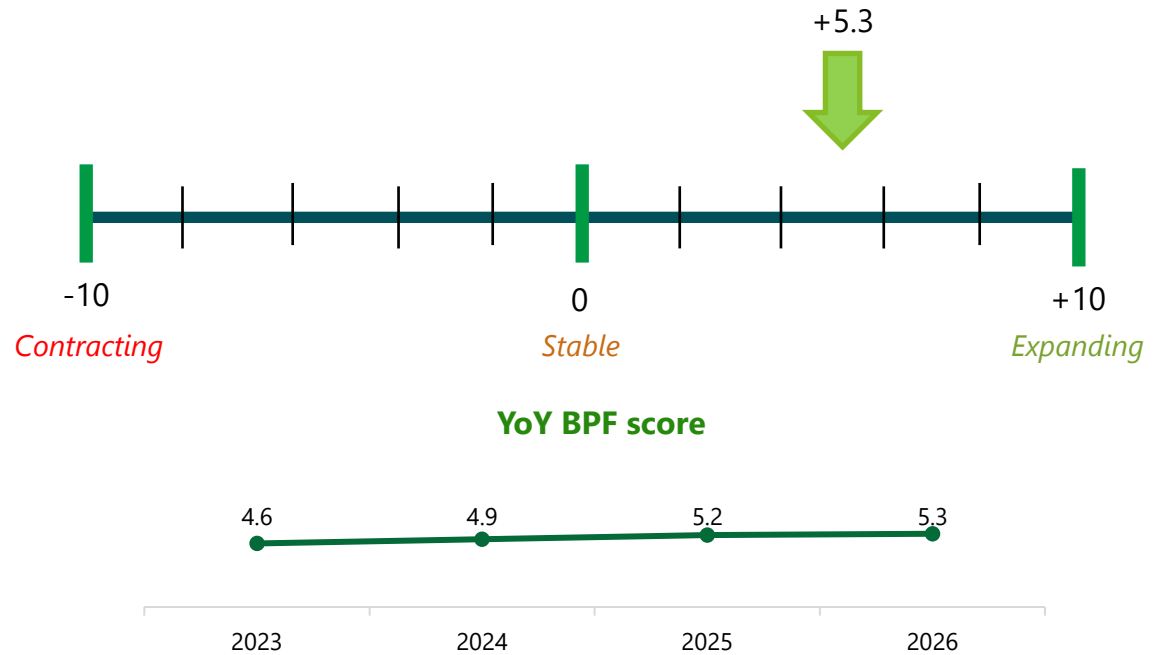
The Business Performance Forecast is a metric created by combining the five business performance questions:

-  Historical employment changes
-  Future employment expectations
-  Historical revenue changes
-  Future revenue expectations
-  Trends in business attitudes

This metric considers the changes in staff, revenue and attitudes among businesses in the City of St. Albert for an overall directional picture of the business climate in the area.

## City of St. Albert BPF Score

The City of St. Albert scored **+5.3** indicating an **overall increasing trend** in business performance.

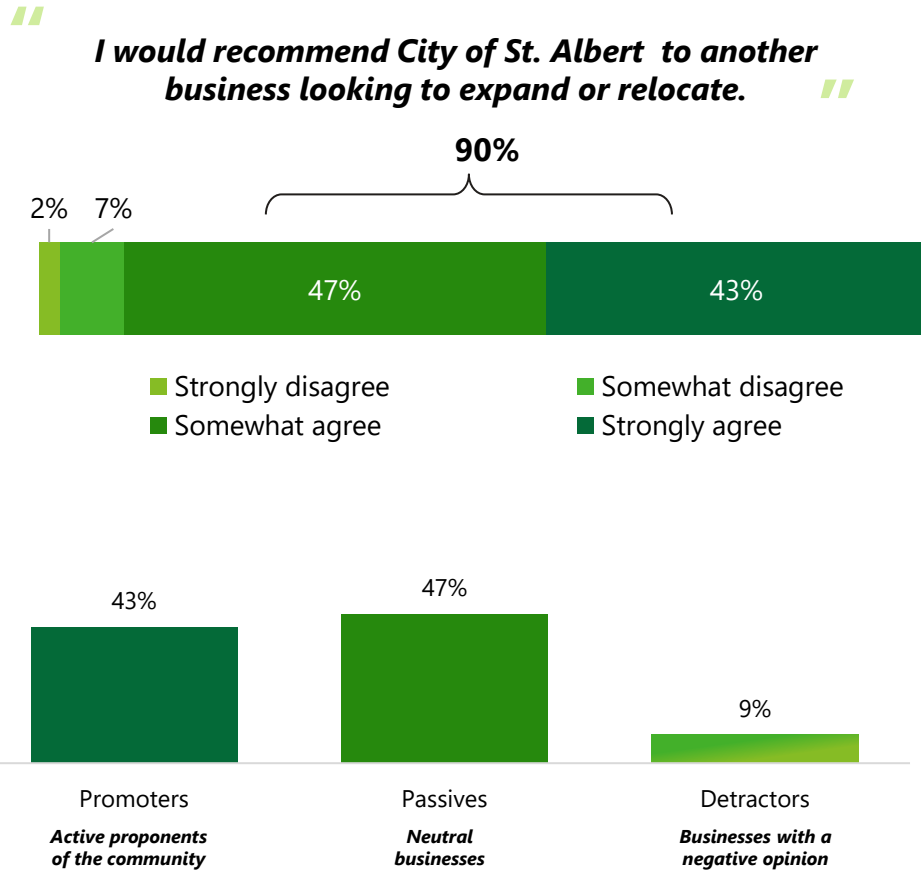




# Net Promoter Score (NPS)

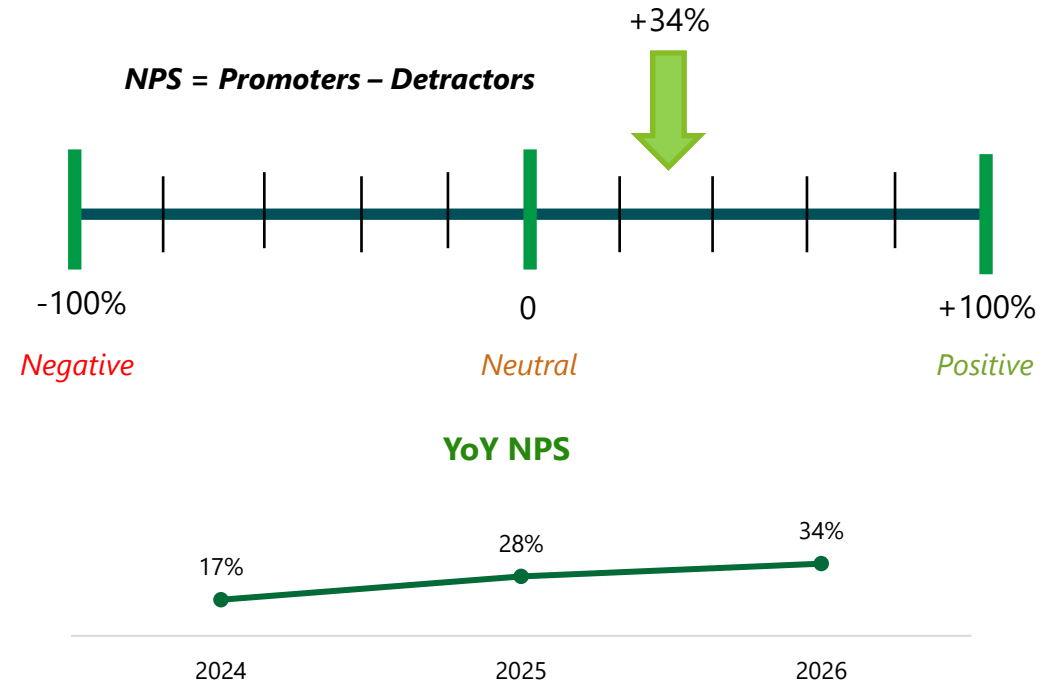
# Net Promoter Score (NPS)

## NPS Metric



## City of St. Albert NPS

The Net Promoter Score was **+34%** indicating **more positive proponents** of the community than negative.

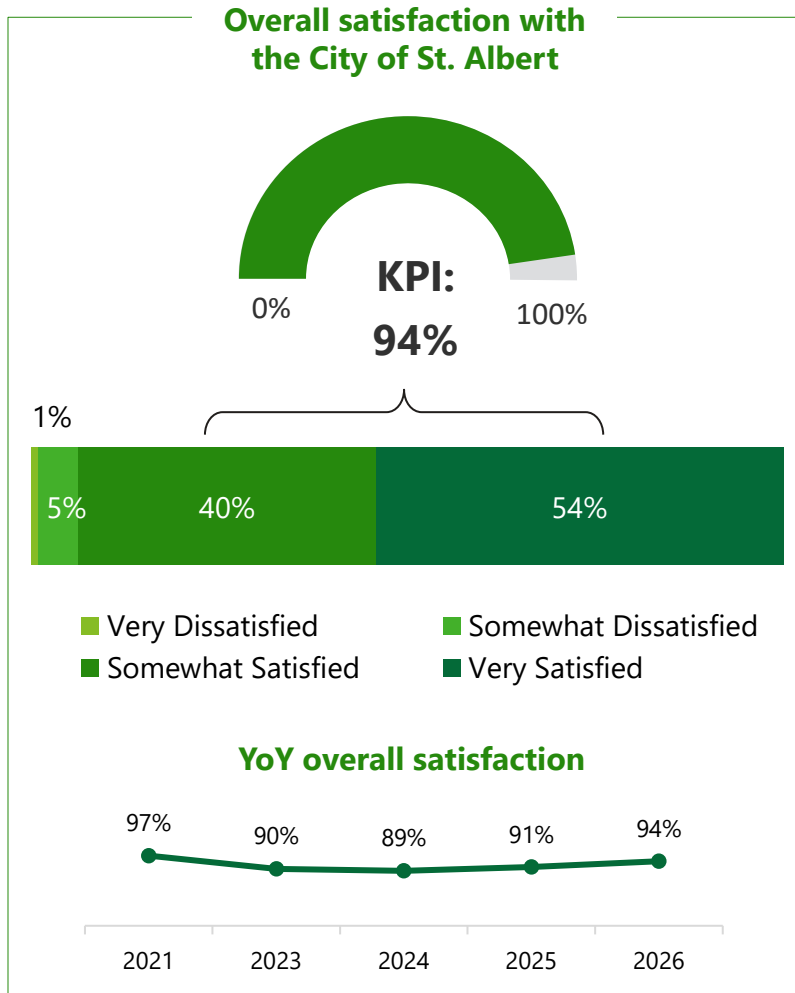


Q: Please rate the level to which you agree or disagree with the following statement: I would recommend this City of St. Albert to another business looking to expand or relocate. (n=384)



# Key Performance Indicator (KPI) and Satisfaction Levels

# Key Performance Indicator (KPI) and Satisfaction Levels (1/4)

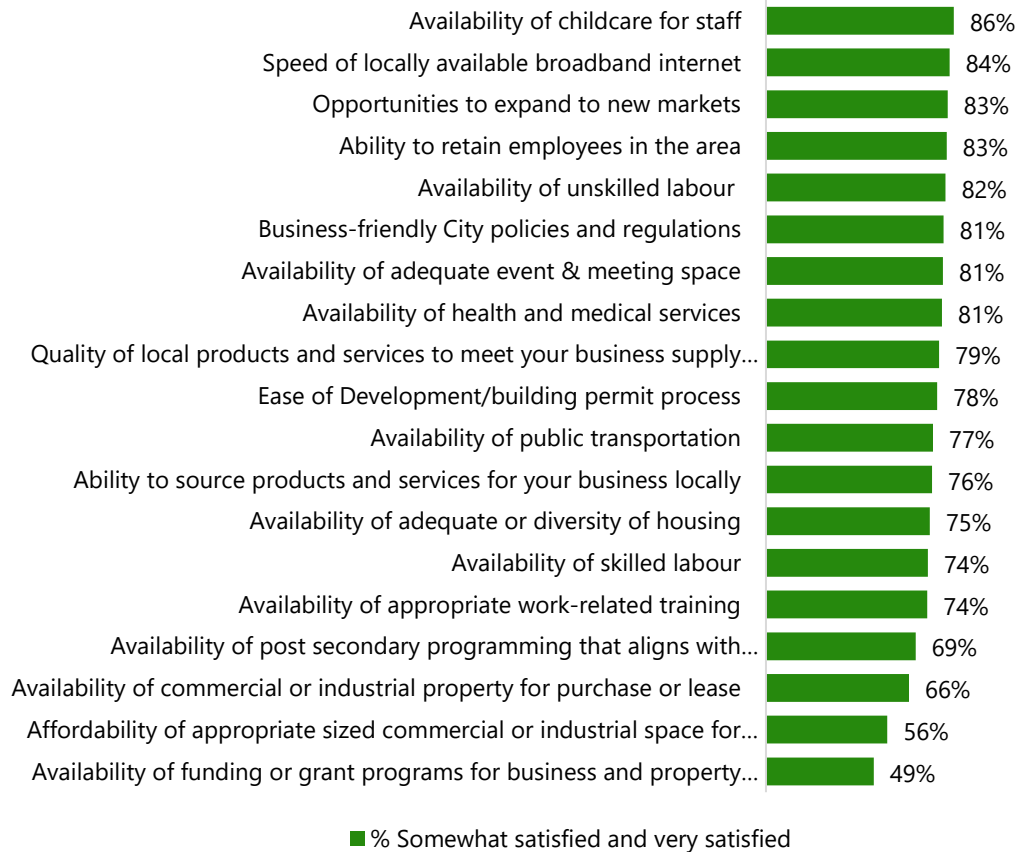


Q: Overall, how satisfied are you with the City of St. Albert as a place to own and operate a business? Would you say you are: (n=430)

Q: And now please tell me how satisfied you are with each of the following factors of doing business in the City of St. Albert. (n=430)

# Key Performance Indicator (KPI) and Satisfaction Levels (2/4)

## Satisfaction with various factors related to doing business in the City of St. Albert



## YoY satisfaction

Factor	2026	2025	2024	2023	2021	2020
Availability of childcare for staff	86%	+7 PP	+23 PP	-	-	-
Speed of locally available broadband internet	84%	-2 PP	+6 PP	-1 PP	+1 PP	-
Opportunities to expand to new markets	83%	+5 PP	+9 PP	+6 PP	-3 PP	-
Ability to retain employees in the area	83%	+4 PP	+3 PP	+9 PP	-4 PP	-
Availability of unskilled labour	82%	+11 PP	+11 PP	+14 PP	+6 PP	+20 PP
Availability of adequate event & meeting space	81%	-	-	-	-	-
Business-friendly policies and regulations	81%	+4 PP	+4 PP	+4 PP	-	-
Availability of health and medical services	81%	+5 PP	+7 PP	+2 PP	-16 PP	+16 PP
Quality of local products and services to meet your business supply needs	79%	+1 PP	+6 PP	-1 PP	-8 PP	+1 PP
Development/building permit process	78%	+6 PP	+6 PP	-	-	-
Availability of public transportation	77%	+5 PP	+13 PP	+8 PP	-6 PP	+5 PP
Ability to source products and services for your business locally	76%	+9 PP	+12 PP	+5 PP	+2 PP	+9 PP
Availability of adequate housing	75%	+8 PP	+11 PP	+5 PP	-6 PP	-7 PP
Availability of skilled labour	74%	+1 PP	+6 PP	+5 PP	0 PP	+19 PP
Availability of appropriate work-related training	74%	-4 PP	+8 PP	-10 PP	-14 PP	-23 PP
Availability of post secondary programming that aligns with business needs	69%	0 PP	+6 PP	+1 PP	-4 PP	-11 PP
Availability of commercial or industrial property for purchase or lease	66%	-	-	-	-	-
Affordability of appropriately sized commercial or industrial space for rent or lease	56%	-	-	-	-	-
Availability of funding or grant programs for business and property improvement	49%	0 PP	+3 PP	+3 PP	-10 PP	-10 PP

Q: And now please tell me how satisfied you are with each of the following factors of doing business in the City of St. Albert. (n=430)

# Key Performance Indicator (KPI) and Satisfaction Levels (3/4)

## Derived Importance Methodology

**Priority Matrix:** Using respondents' satisfaction levels with various factors related to doing business in City of St. Albert, a priority matrix was created using Deloitte's proprietary derived importance methodology. The Priority Matrix consists of three metrics:

- **Level of Importance:** A statistical measure using a machine learning algorithm to determine the strength of the relationship between the factors and respondents' overall satisfaction with City of St. Albert as a place to own and operate their business. Attributes with a high importance tend to matter greatly to businesses.
- **Performance:** The percentage of respondents who were somewhat or very satisfied with a given factor.
- **Priority rank:** This was determined for each attribute based on high levels of importance and low levels of performance. Top priorities are factors where there is opportunity for improvement, and any improvements made would be likely to have a big impact on their overall satisfaction with City of St. Albert as a place to own and operate a business.

## Priority Matrix

Factor	Performance	Importance	Priority Rank
Affordability of appropriately sized commercial or industrial space for rent or lease	56%	9.4	1
Availability of funding or grant programs for business and property improvement	49%	7.7	2
Availability of commercial or industrial property for purchase or lease	66%	7.6	3
Availability of post secondary programming that aligns with business needs	69%	6.6	4
Availability of public transportation	77%	8.5	5
Availability of adequate or diversity of housing	75%	7.6	6
Availability of appropriate work-related training	74%	6.9	7
Availability of skilled labour	74%	6.9	8
Ability to source products and services for your business locally	76%	7.4	9
Ease of Development/building permit process	78%	8.2	10
Business-friendly City policies and regulations	81%	7.7	11
Availability of health and medical services	81%	7.4	12
Ability to retain employees in the area	83%	8.0	13
Quality of local products and services to meet your business supply needs	79%	6.6	14
Availability of unskilled labour	82%	7.3	15
Availability of adequate event & meeting space	81%	6.8	16
Opportunities to expand to new markets	83%	7.4	17
Speed of locally available broadband internet	84%	7.3	18
Availability of childcare for staff	86%	6.6	19

## Key Insights

Using Deloitte's proprietary derived importance methodology, it was found that the top priorities for businesses were affordability of appropriately sized commercial or industrial space for rent or lease, availability of funding or grant programs for business and property improvement, and availability of commercial or industrial property for purchase or lease.

Making improvements to higher priority factors will have the biggest impact on businesses' overall satisfaction with owning a business in St. Albert.

# Key Performance Indicator (KPI) and Satisfaction Levels (4/4)

## YoY top priorities

Factor	2026 Priority Rank
Affordability of appropriately sized commercial or industrial space for rent or lease	1
Availability of funding or grant programs for business and property improvement	2
Availability of commercial or industrial property for purchase or lease	3
Availability of post secondary programming that aligns with business needs	4
Availability of public transportation	5

Factor	2025 Priority Rank
Availability of funding programs for business and property improvement	1
Affordability of commercial space for rent or lease	2
Availability of property for purchase or lease	3
Availability of post secondary programming that aligns with business needs	4
Availability of adequate housing	5

Factor	2024 Priority Rank
Affordability of commercial space for rent or lease	1
Availability of funding programs for business and property improvement	2
Availability of appropriate work-related training	3
Availability of property for purchase or lease	4
Availability of post secondary programming that aligns with business needs	5

Factor	2023 Priority Rank
Affordability of commercial space for rent or lease	1
Availability of funding programs for business and property improvement	2
Availability of property for purchase or lease	3
Availability of public transportation	4
Availability of adequate housing	5

Factor	2021 Priority Rank
Affordability of commercial space for rent or lease	1
Availability of funding programs for business and property improvement	2
Availability of skilled labour	3
Ability to source products and services for your business locally	4
Availability of property for purchase or lease	5

Factor	2020 Priority Rank
Availability of funding programs for business and property improvement	1
Availability of post-secondary programming that aligns with business needs	2
Affordability of commercial space for rent or lease	3
Availability of property for purchase or lease	4
Ability to source products and services for your business locally	5

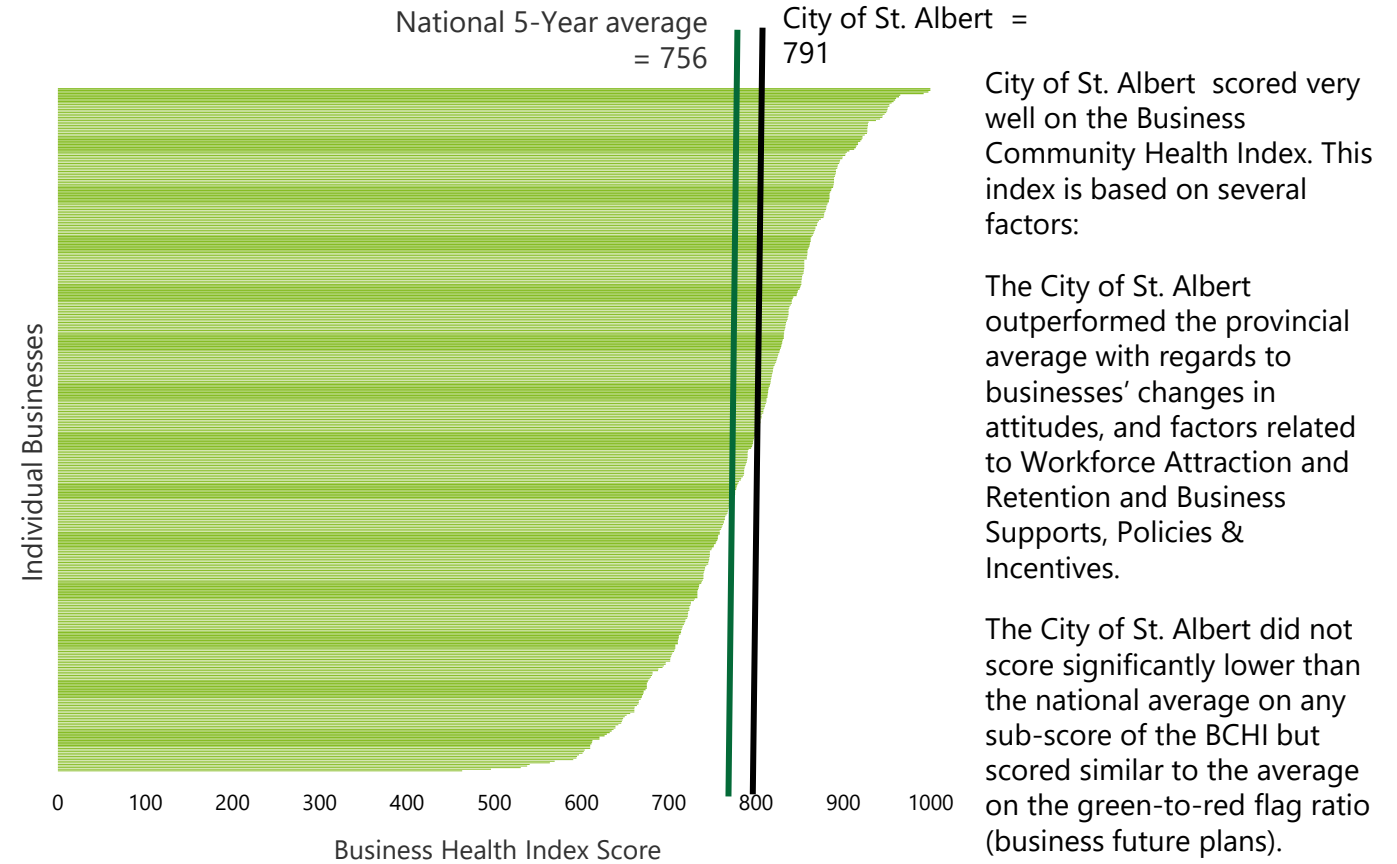


# Business Community Health Index

# Business Community Health Index

## Business Community Health Index

Using the results of this business survey, Deloitte combines the questions into a proprietary Business Community Health Index which is the combination of the following nine sub-scores:



City of St. Albert scored very well on the Business Community Health Index. This index is based on several factors:

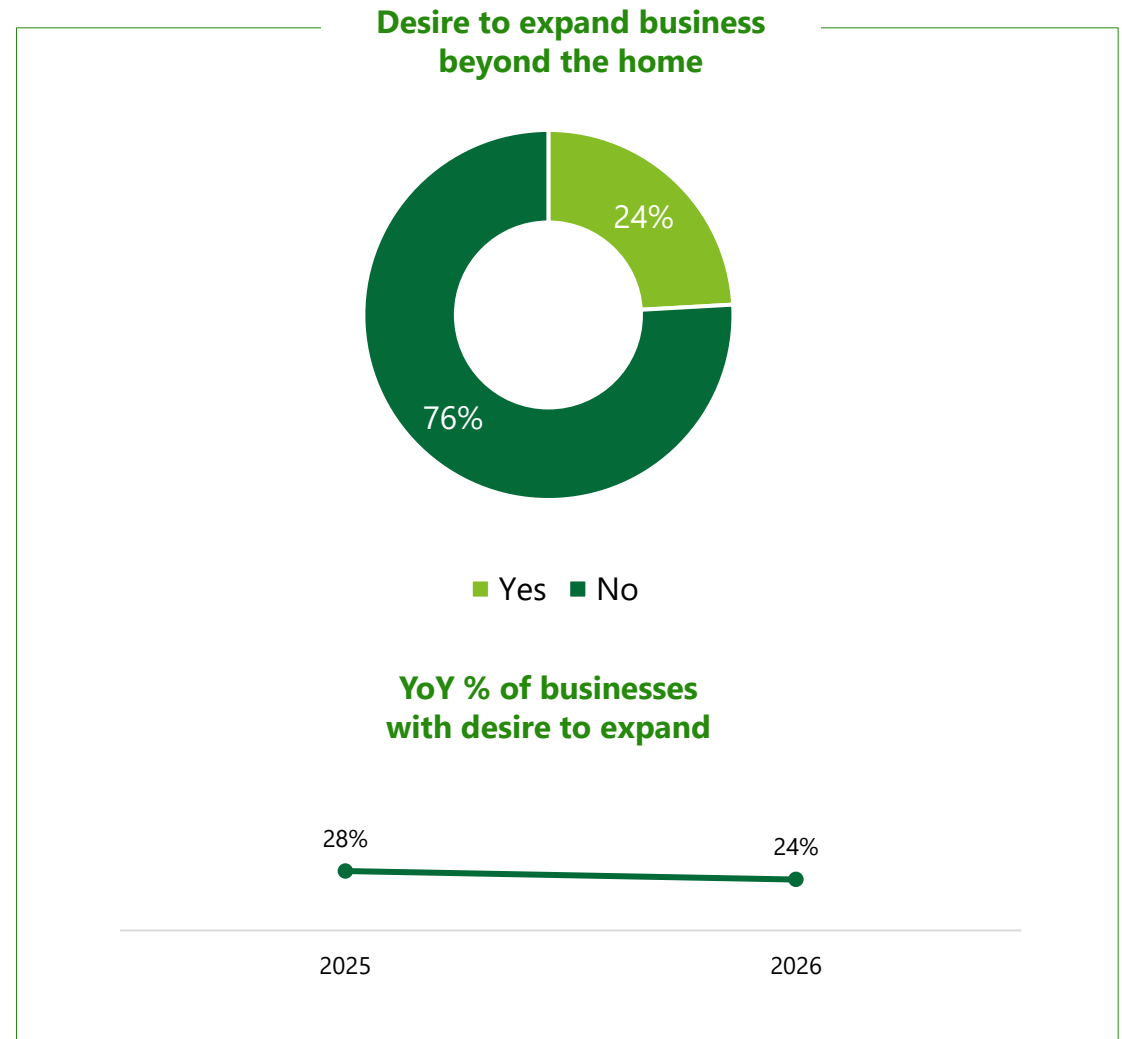
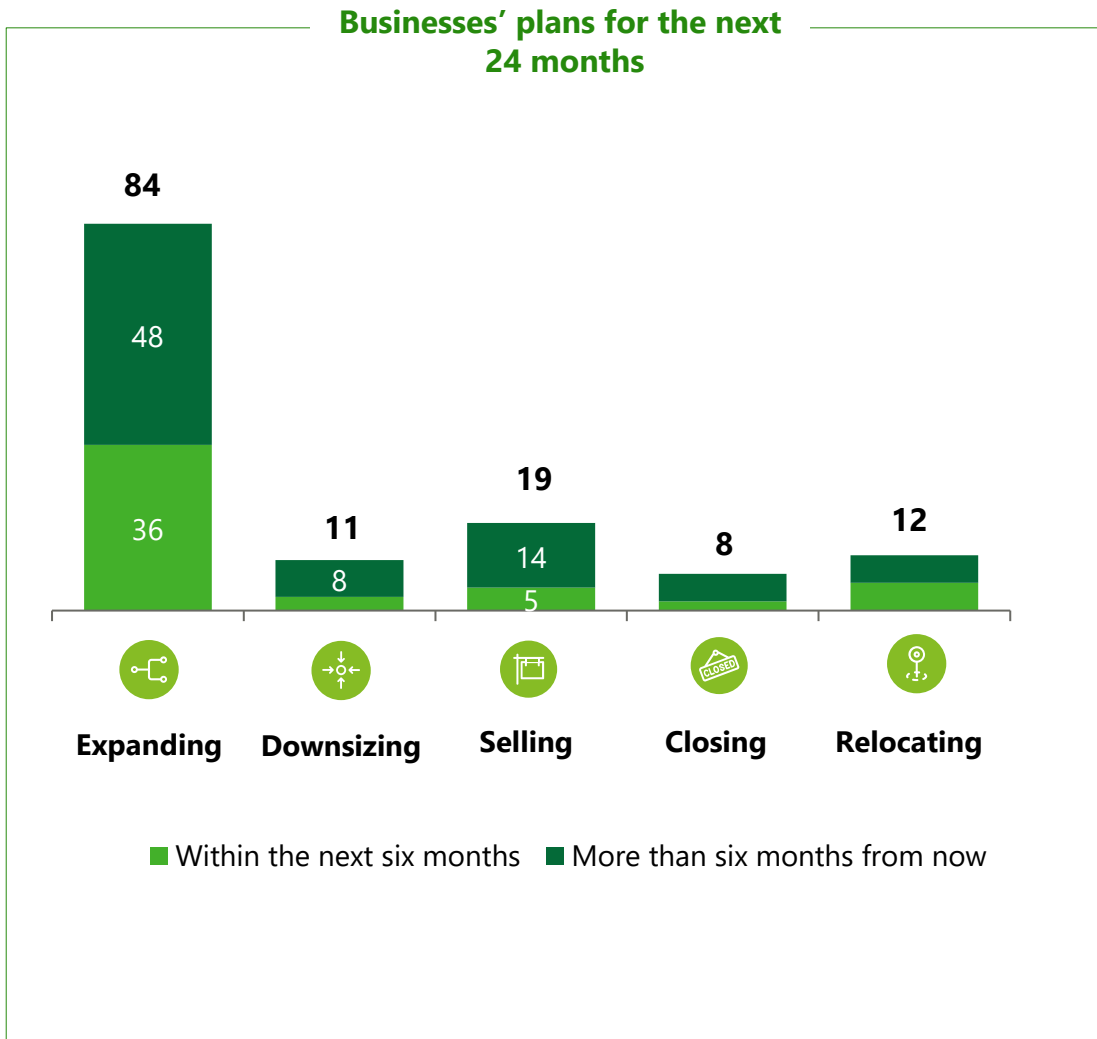
The City of St. Albert outperformed the provincial average with regards to businesses' changes in attitudes, and factors related to Workforce Attraction and Retention and Business Supports, Policies & Incentives.

The City of St. Albert did not score significantly lower than the national average on any sub-score of the BCHI but scored similar to the average on the green-to-red flag ratio (business future plans).



# Future Plans

# Future Plans (1/3)

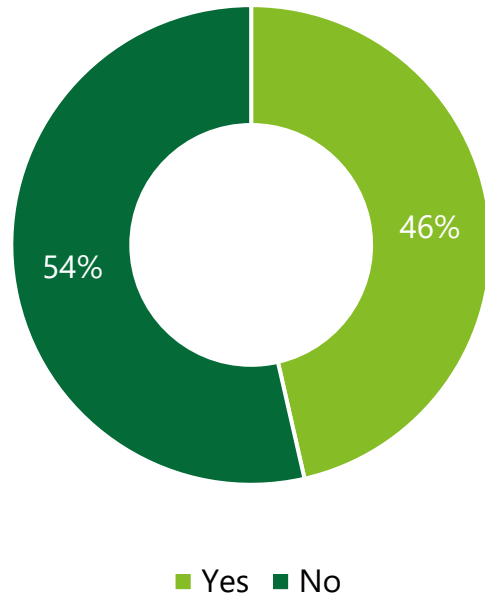


Q: Within the next 24 months, do you plan on: (n=134)

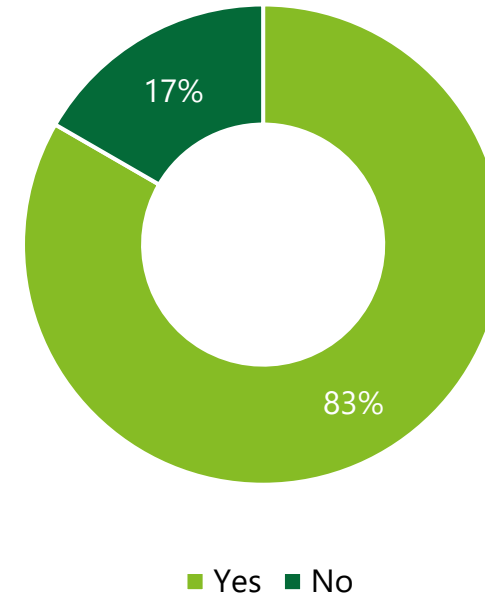
Q: Do you have any desire to expand your business beyond your home and conduct at least part of your business in a commercial/ retail location? (n=112)

## Future Plans (2/3)

Current site readiness for expansion



Intent to expand within St. Albert



Q: Is your current site adequate for the proposed expansion? (n=84)

Q: Will your planned expansion be in St. Albert? (n=84)

## Future Plans (3/3)

### Reasons for downsizing

*"Slower Market, Property tax expense"*

*"Retiring"*

*"Since Covid it has been really hard to do any business."*

*"Age."*

*"Change in businesses model."*

*"Income"*

*"More stable income"*

*"Retirement"*

### Reasons for closing

*"Retiring"*

*"Management"*

*"Retirement"*

*"Getting old"*

*"Old age"*

*"Personal health reasons"*

*"Very unhappy with mall hours and mall management. "*

### Reasons for relocating

*"Due to economy and the current potential of possibly being released from current lease"*

*"Can't afford rent"*

*"Building was bought and they are wanting the space for their business so have no choice but to relocate"*

*"Might expand out of home based business."*

*"Rent is far too expensive and continues to climb. Will relocate within St. Albert"*

*"Need more space, commercial kitchen."*

*"Rent is outrageously expensive and it's hardly sustainable for a local business."*

*"Not enough foot traffic."*

Q: What is the reason for downsizing/relocating/closing?



# Triage Flags

# Triage Flags

## Triage Flags

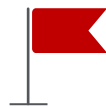
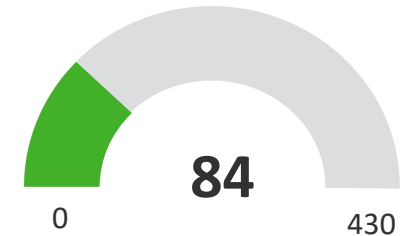
Throughout the survey process Triage cases that represented green or red flags were tracked.

Out of the 430 businesses surveyed, 165 businesses presented an opportunity for intervention.



### Green Flags:

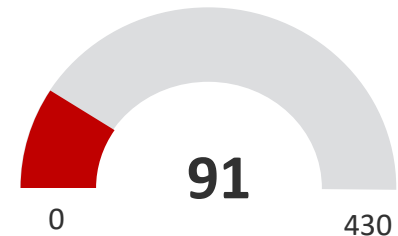
Respondents who are considering expanding their business in the next 24 months.



### Red Flags:

Respondents who are considering relocating, downsizing, selling, or closing.

Businesses whose lease expires in less than a year.

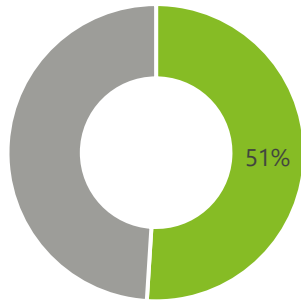




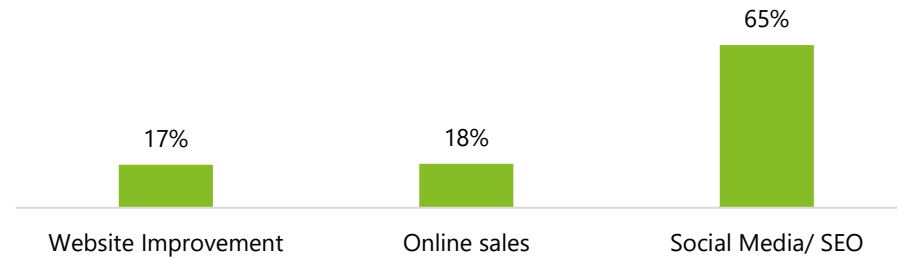
# Supports

# Supports (1/2)

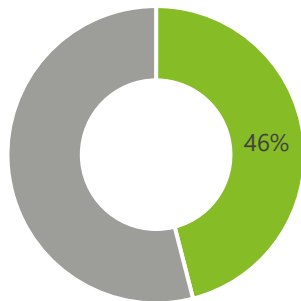
Percent of businesses looking for marketing support



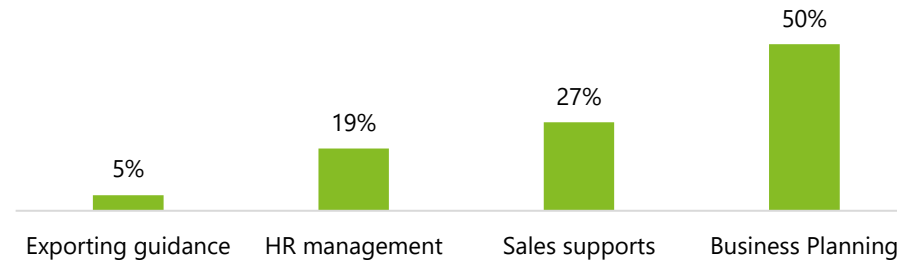
Most beneficial marketing supports (n=221)



Percent of businesses looking for professional services support



Most beneficial professional services supports (n=199)

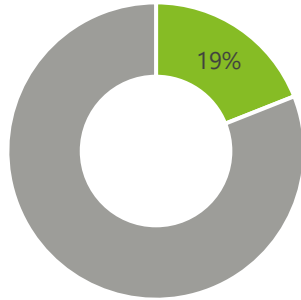


Q: Which of the following types of support would have the greatest impact on your business growth or operations over the next 1–2 years? (n=430)

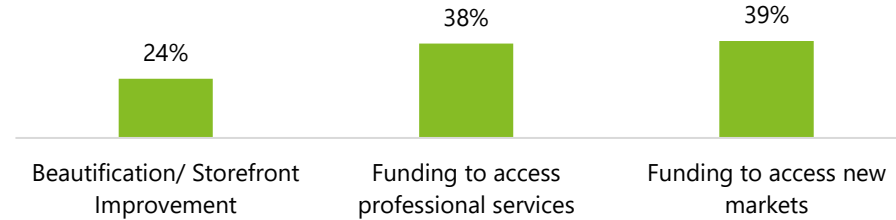
Q: Which of the following [insert program/service name] supports would be most beneficial to your business? (n=430)

# Supports (2/2)

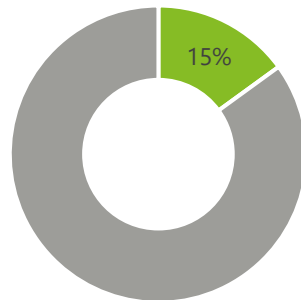
**Percent of businesses looking for grants, funding, or financial incentives**



**Most beneficial grants, types of funding, or financial incentives (n=80)**



**Percent of businesses looking for workforce development support**



**Most beneficial workforce development supports (n=64)**



Q: Which of the following types of support would have the greatest impact on your business growth or operations over the next 1–2 years? (n=430)

Q: Which of the following [insert program/service name] supports would be most beneficial to your business? (n=430)

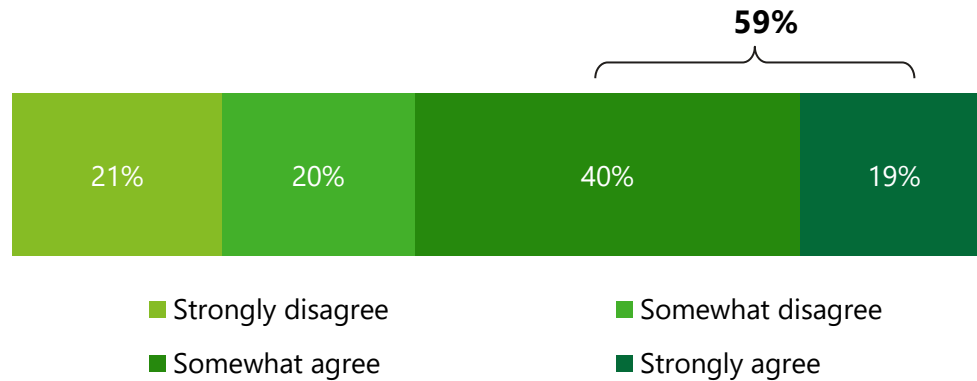


# Communication

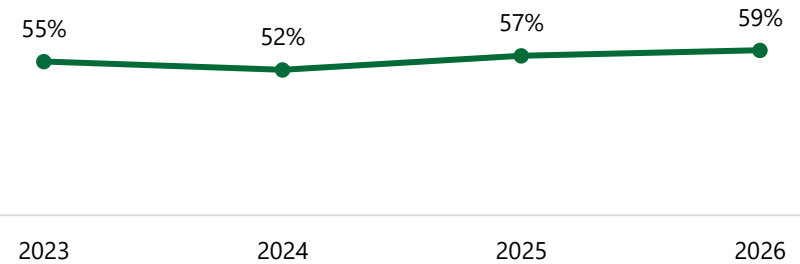
# Communications

## City of St. Albert Business Community Contact

**“ I know who to reach out to at the City of St. Albert if I’m looking for support growing my business or navigating other business concerns. ”**



## YoY agreement



Q: Please rate the extent to which you agree or disagree with the following statement: I know who to reach out to at the City if I’m looking for support growing my business or navigating other business concerns. (n=354)



# Conclusions

# Conclusions



## Business Community Satisfaction

Businesses operating within the city of St. Albert are highly content with the area as a place to conduct their operations, with an 94% satisfaction rate.

Businesses were especially satisfied with availability of childcare for staff (86%), speed of locally available broadband internet (84%), and opportunities to expand to new markets (83%).

High scores in these metrics have a strong impact on the overall satisfaction scores of the local business community and are excellent indicators of a healthy community economy.



## Top Priorities for the Business Community

Using Deloitte's proprietary derived importance methodology, it was found that the top priority factors for the business community include:

1. Affordability of appropriately sized commercial or industrial space for rent or lease
2. Availability of funding or grant programs for business and property improvement
3. Availability of commercial or industrial property for purchase or lease



## Overall Business Community Recommendations

At the business community-level, Deloitte recommends that the City of St. Albert examine the top items in the Priority Matrix and assesses where improvements can be made.

If the City of St. Albert is able to make improvements in these areas for the business community, this would be expected to improve overall satisfaction looking forward.



## Individual Business-Level Recommendations

At the individual business-level, Deloitte recommends following up with the businesses who have opted to share their individual responses, to connect and offer any supports available that may benefit them. Some items that are well-suited to prioritize which businesses to follow-up with include:

1. Green or red triage flags
2. High or low Business Community Health Index scores
3. Businesses who are unsure who to reach out to with business concerns in the City of St. Albert



## About Deloitte LLP

Deloitte is the brand under which tens of thousands of dedicated professionals in independent firms throughout the world collaborate to provide economic development expertise, strategic planning, market research, audit, consulting, financial advisory, risk management and tax services to clients. We have more than 225,000 professionals in 47 member firms in 150 countries. It has operated since 1845. Deloitte LLP is the Canadian member firm of this global network and has several offices across Canada, including Toronto, Vaughan, Burlington, Ottawa, Calgary, Edmonton, Halifax, Montreal, and Vancouver.

## Deloitte's Market Research Capabilities


In 2017, we started a Market Research and Analytics Division. The division is focused on gathering local market intelligence. The statistically reliable data from businesses, consumers, and citizens is gathered and analyzed with methods that ensure applicability to strategy and action planning. Bringing these capabilities in-house has positioned us to better integrate the latest market research innovations into our work, and to provide the most diverse array of market intelligence supports for our clients.

## Contact

**Chris Bandak**

Economic Advisory, Managing Director

 [cbandak@deloitte.ca](mailto:cbandak@deloitte.ca)

 +1 (416) 607-6747

**Simon Webb**

Economic Advisory, Manager


 [swebb@deloitte.ca](mailto:swebb@deloitte.ca)

 +1 (613) 299-3776

**Ivana Bjelakovic**

Economic Advisory, Senior Consultant

 [ibjelakovic@deloitte.ca](mailto:ibjelakovic@deloitte.ca)

 +1 (647) 532 4407