



City of Airdrie 2026 Business Survey

April 2026
Final Report



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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.

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Background and methodology

Background and methodology

The objectives of the City of Airdrie 2026 Business Survey were to...



Engage the broader business community



Gauge businesses' attitudes and perceptions about operating a business in the city



Understand how to best support local businesses in the city of Airdrie

Survey Methodology

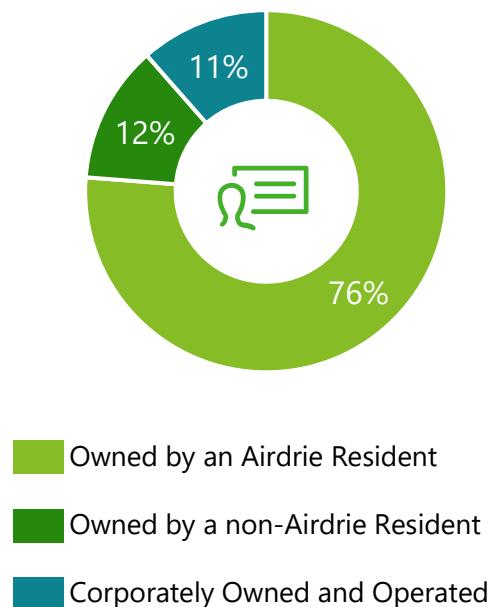
- A random-sample survey of businesses in the city of Airdrie was conducted using a mixed-mode approach, including both telephone and email outreach, to maximize coverage and accessibility.
- Using this methodology, the survey received 488 responses in total, with 438 collected via email outreach and 50 through phone interviews. The response rate for the survey was 15%, which is considered high in the market research industry.
- The use of a random sampling methodology and a sufficiently large sample size supports the statistical reliability of the findings, with a margin of error of $\pm 4.06\%$ at the 95% confidence level.
- As a result, the survey findings can be considered statistically representative of the broader business community in the city of Airdrie and provide a reliable basis for analysis and decision-making.



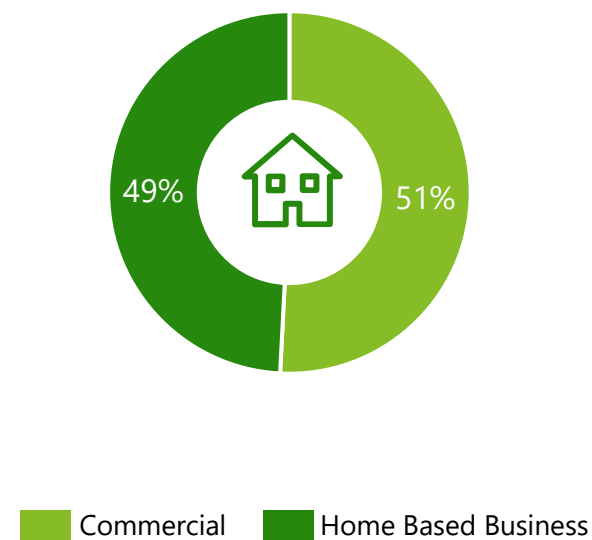
Business community firmographics

Business community firmographics (1/3)

Business ownership



Business type

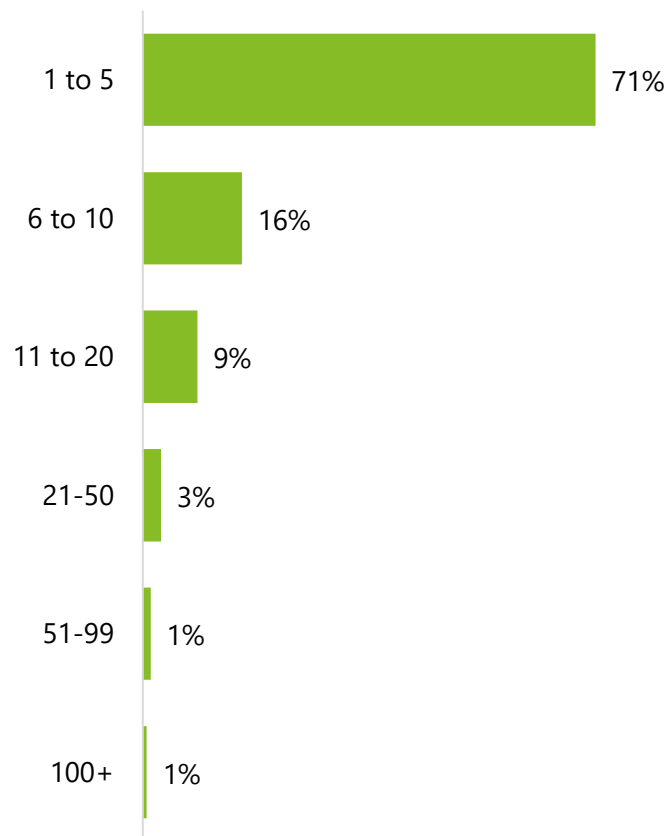


Q: Which of the following best describes your business? (n=488)

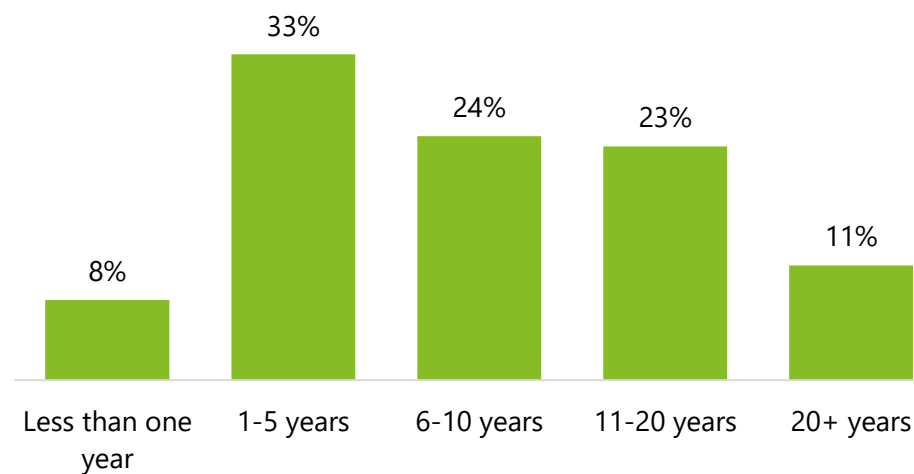
Please note that the "Business type" data point was not collected through the survey; it was sourced from the City of Airdrie Business Directory. (n=488)

Business community firmographics (2/3)

Number of employees



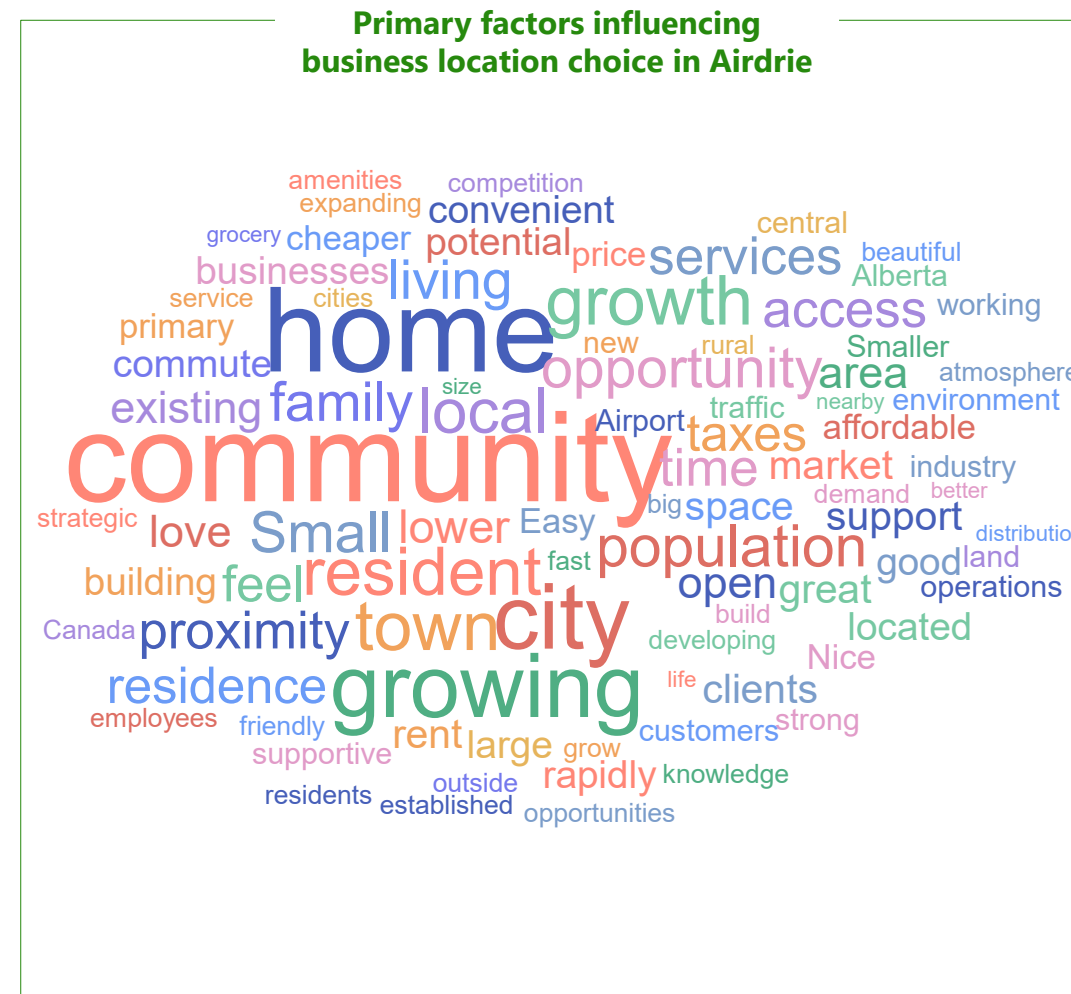
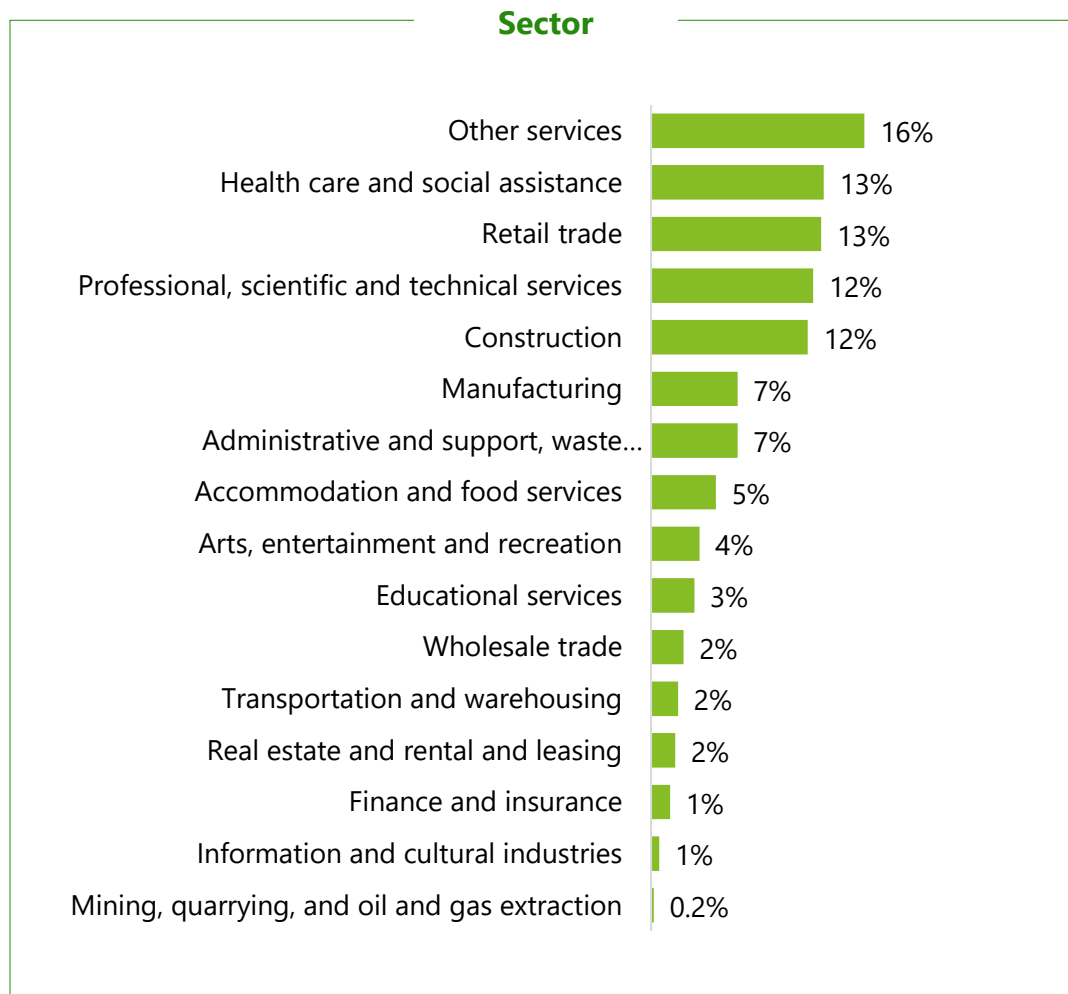
Years operating in Airdrie



Q: Including yourself, how many full-time and part-time employees currently work for your business in Airdrie? (n=488)

Q: How many years has the business been operating in Airdrie? (n=488)

Business community firmographics (3/3)



Please note that the "Sector" data point was not collected through the survey; it was sourced from the City of Airdrie Business Directory. (n=488)

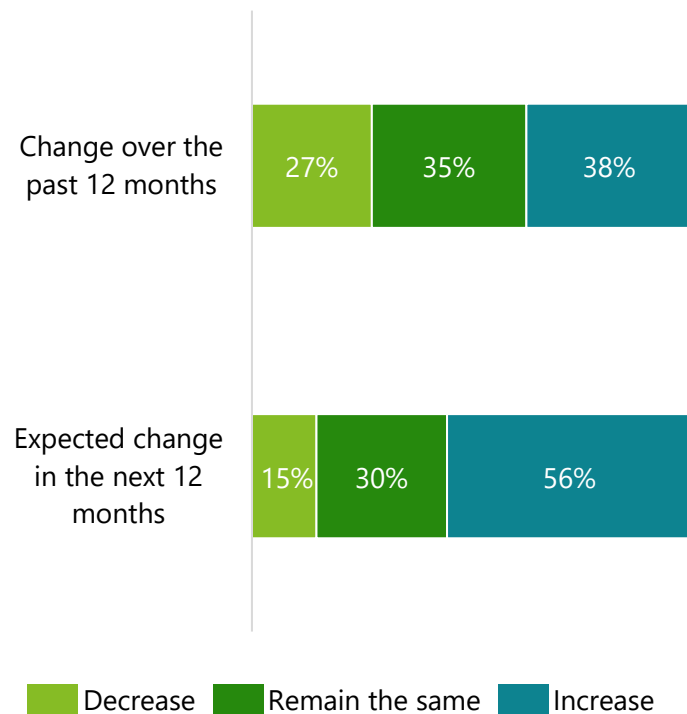
Q: What was the primary factor that made you choose Airdrie when selecting a location for your business? (n=488)



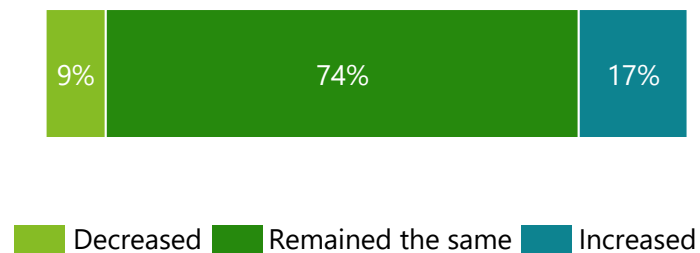
Business performance

Business performance (1/2)

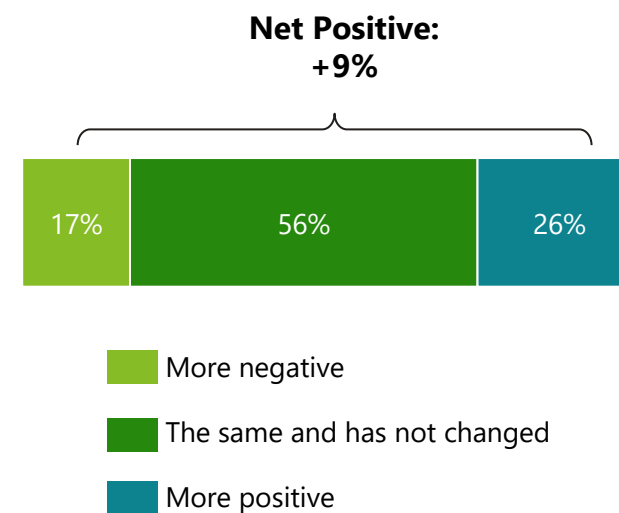
Change in revenue



Change in number of employees over the past 12 months



Attitude about doing business in City of Airdrie over the past year



2022 Net Positive: +13%

Q: Compared to the past 12 months, have the revenues at your business this fiscal year... (n=459)

Q: And what are your expectations for the next 12 months in total revenues compared to the last year? (n=429)

Q: Over the past 12 months did the total number of employees in your company: (n=479)

Q: Over the past 12 months would you say your attitude about doing business in City of Airdrie has become... (n=488)

Business performance (2/2)

Business performance metric

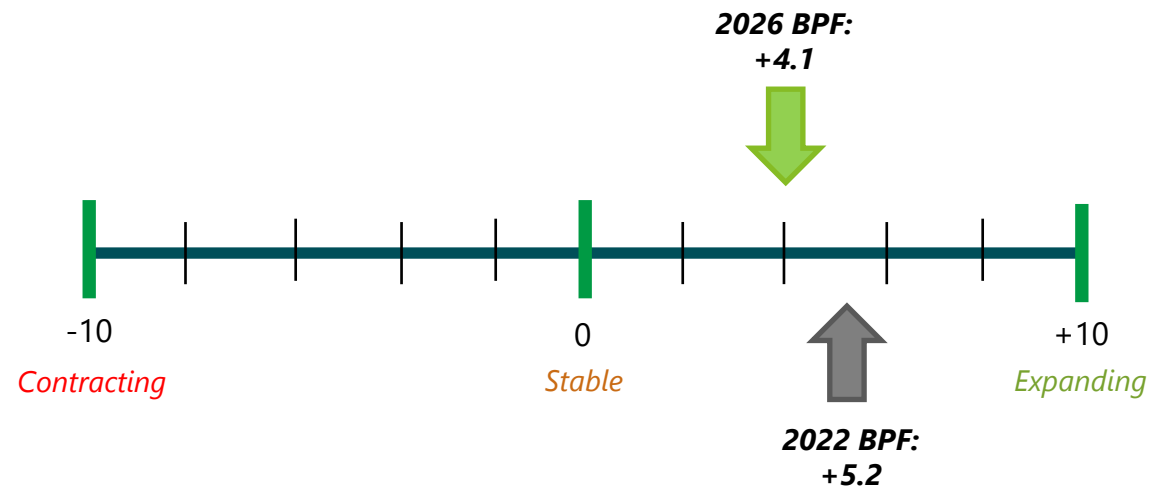
The Business Performance Forecast (BPF) is a metric created by combining the four business performance questions:

-  Historical employment changes
-  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 Airdrie for an overall directional picture of the business climate in the area.

City of Airdrie business performance score

The City of Airdrie scored **+4.1** indicating an **overall increasing trend** in business performance.

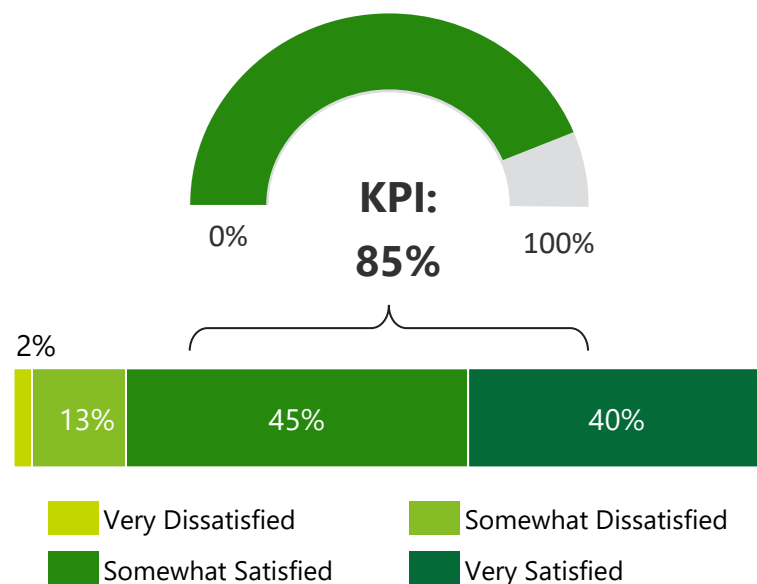




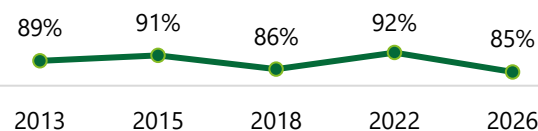
Key performance indicator (KPI) and satisfaction levels

KPI and satisfaction levels (1/5)

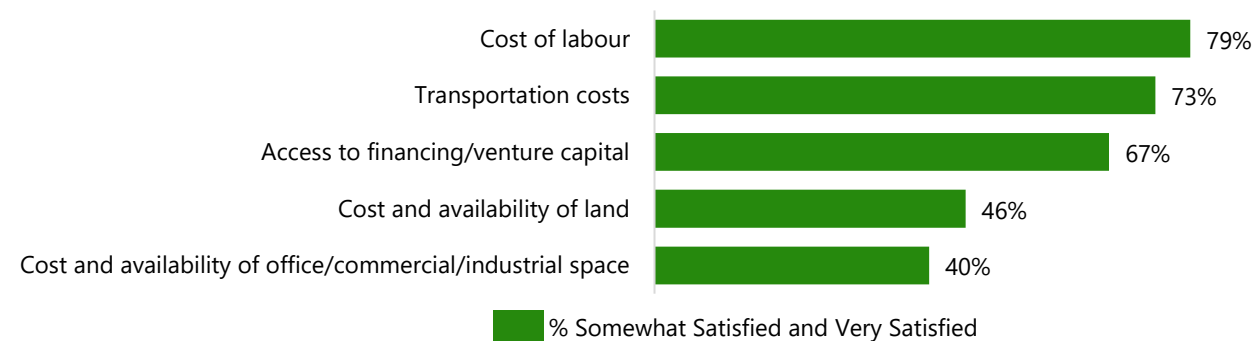
Overall satisfaction with the city of Airdrie as a place to own and operate a business



Time Trend (% Top 2 Box*)



Satisfaction with factors related to doing business in Airdrie Financing & operating costs



Satisfaction with factors related to doing business in Airdrie Labour & resources



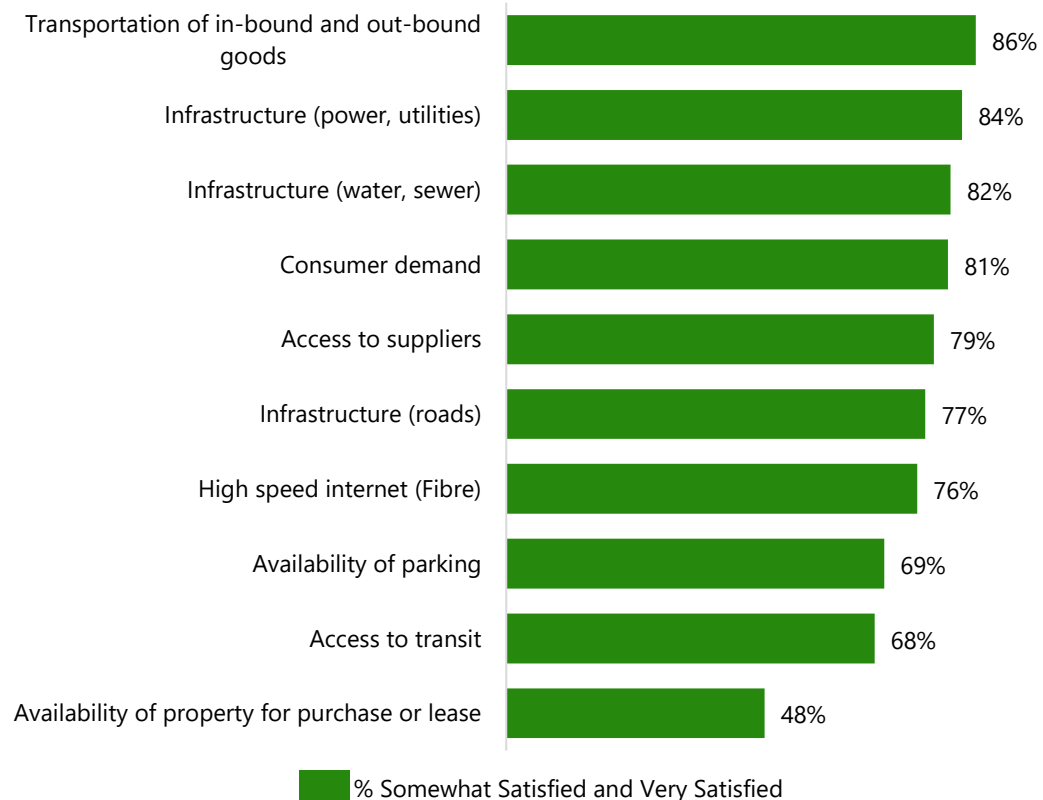
Q: Overall, how satisfied are you with the City of Airdrie as a place to own and operate a business? Would you say you are: (n=488)

*Please note, the overall satisfaction scale was changed in 2022 to improve response accuracy. In previous years, the top box included "Excellent", "Very good", or "Good".

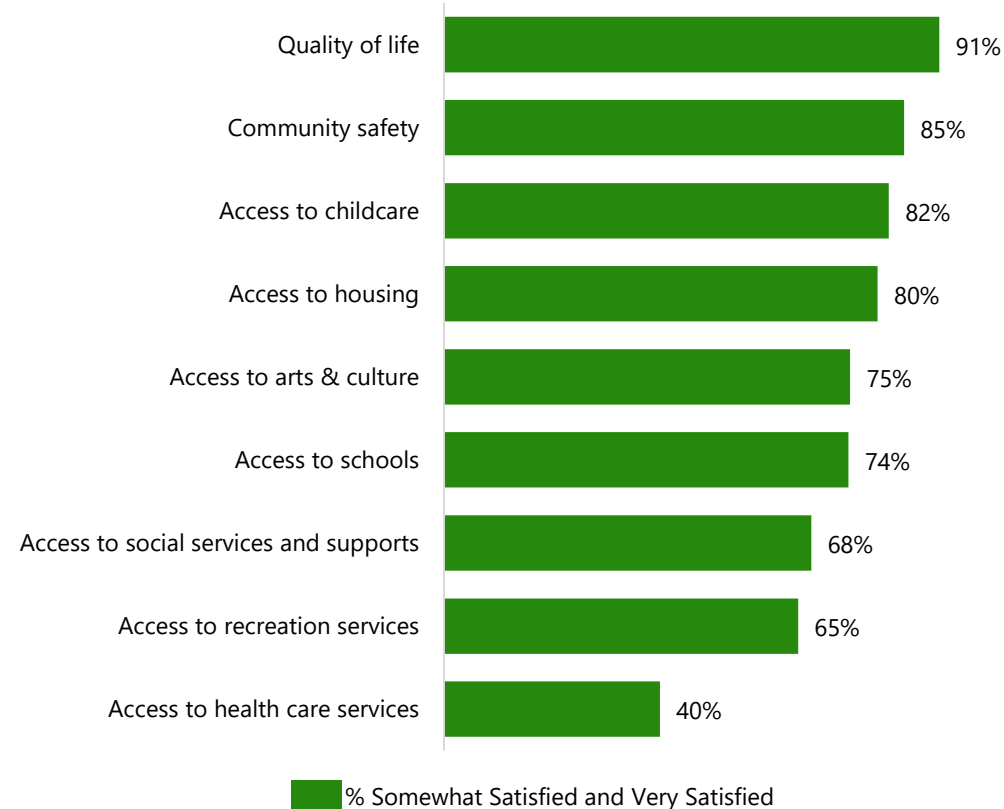
Q: And now please tell me how satisfied you are with each of the following factors of doing business in the City of Airdrie. (n=488)

KPI and satisfaction levels (2/5)

Satisfaction with factors related to doing business in Airdrie Operations & infrastructure



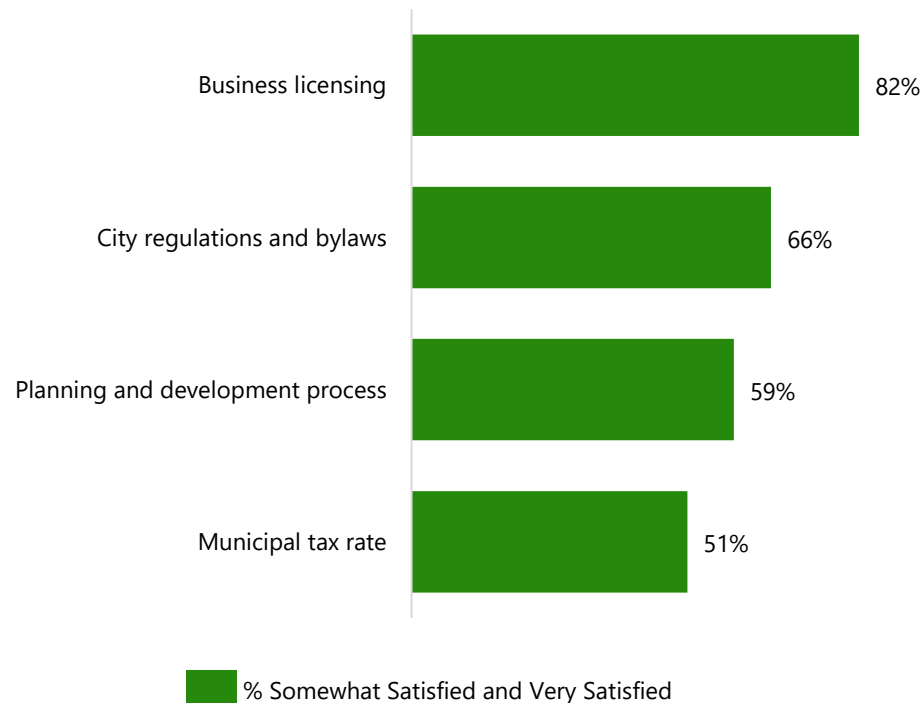
Satisfaction with factors related to doing business in Airdrie Community



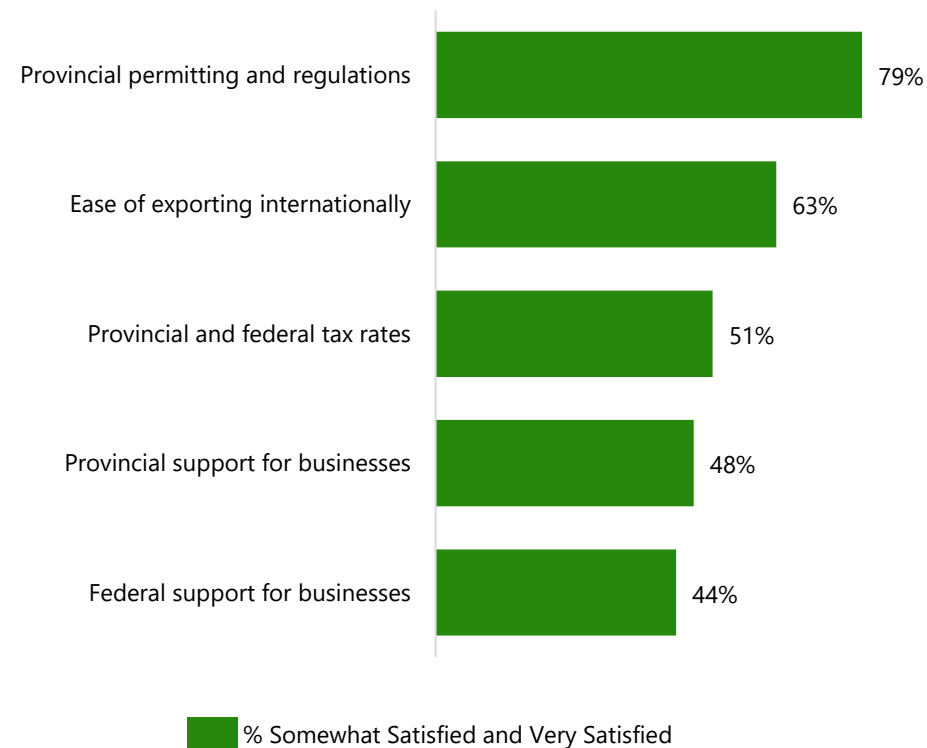
Q: And now please tell me how satisfied you are with each of the following factors of doing business in the City of Airdrie. (n=488)

KPI and satisfaction levels (3/5)

Satisfaction with factors related to doing business in Airdrie
Municipal jurisdiction



Satisfaction with factors related to doing business in Airdrie
Provincial and Federal jurisdiction



Q: And now please tell me how satisfied you are with each of the following factors of doing business in the City of Airdrie. (n=488)

KPI and satisfaction levels | Primary Priorities (4/5)

Derived Importance Methodology

Priority Matrix: Using respondents' satisfaction levels with various factors related to doing business in city of Airdrie, 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 Airdrie 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 Airdrie as a place to own and operate a business.

Priority Matrix

Factor	Performance	Importance	Priority Rank
Cost and availability of land	46%	9.2	1
Access to health care services	40%	7.4	2
Availability of property for purchase or lease	48%	7.8	3
Cost and availability of office/commercial/industrial space	40%	6.8	4
Planning and development process	59%	8.7	5
Provincial and federal tax rates	51%	7.1	6
Federal support for businesses	44%	6.2	7
Ease of exporting internationally	63%	9.2	8
Provincial support for businesses	48%	6.4	9
Access to financing/venture capital	67%	9.4	10
Municipal tax rate	51%	6.2	11
City regulations and bylaws	66%	8.1	12
Access to post-secondary education	60%	6.7	13
Access to transit	68%	7.8	14
Access to recreation services	65%	7.1	15
Access to social services and supports	68%	7.4	16
Access to professional development programs/training	68%	7.0	17
Availability of skilled labour	68%	6.8	18
Availability of parking	69%	7.0	19
Transportation costs	73%	7.8	20

HIGHER PRIORITY

Key Insights

Using Deloitte's proprietary derived importance methodology, it was found that the top priorities for businesses were the cost and availability of land, access to health care services, and the availability of property for purchase or lease.

Making improvements to high priority areas will have the largest impact on businesses' overall satisfaction with owning and operating a business in the city of Airdrie.

KPI and satisfaction levels | Secondary Priorities (5/5)

Derived Importance Methodology

Priority Matrix: Using respondents’ satisfaction levels with various factors related to doing business in City of Airdrie, 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 Airdrie 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 Airdrie as a place to own and operate a business.

Priority Matrix

Factor	Performance	Importance	Priority Rank
Access to business-to-business networking opportunities	78%	8.6	21
Access to suppliers	79%	8.4	22
Access to schools	74%	6.8	23
Infrastructure (roads)	77%	7.4	24
Business licensing	82%	9.4	25
Access to arts & culture	75%	6.5	26
Availability of unskilled labour	75%	6.5	27
High speed internet (Fibre)	76%	6.7	28
Consumer demand	81%	8.4	29
Provincial permitting and regulations	79%	6.9	30
Access to childcare	82%	7.4	31
Infrastructure (water, sewer)	82%	7.2	32
Cost of labour	79%	6.1	33
Access to housing	80%	6.3	34
Infrastructure (power, utilities)	84%	7.4	35
Transportation of in-bound and out-bound goods	86%	7.6	36
Community safety	85%	5.9	37
Access to business support services	87%	6.7	38
Quality of life	91%	7.6	39

LOWER PRIORITY FOR IMPROVEMENT

Key Insights

These factors are considered lower priority for improvement overall, either because of relatively higher performance or lower importance.

Factors that demonstrate both high performance and high importance are considered strength of the city of Airdrie rather than areas requiring immediate intervention.

Examples include access to business-to-business networking opportunities, access to suppliers, consumer demand, and overall quality of life.

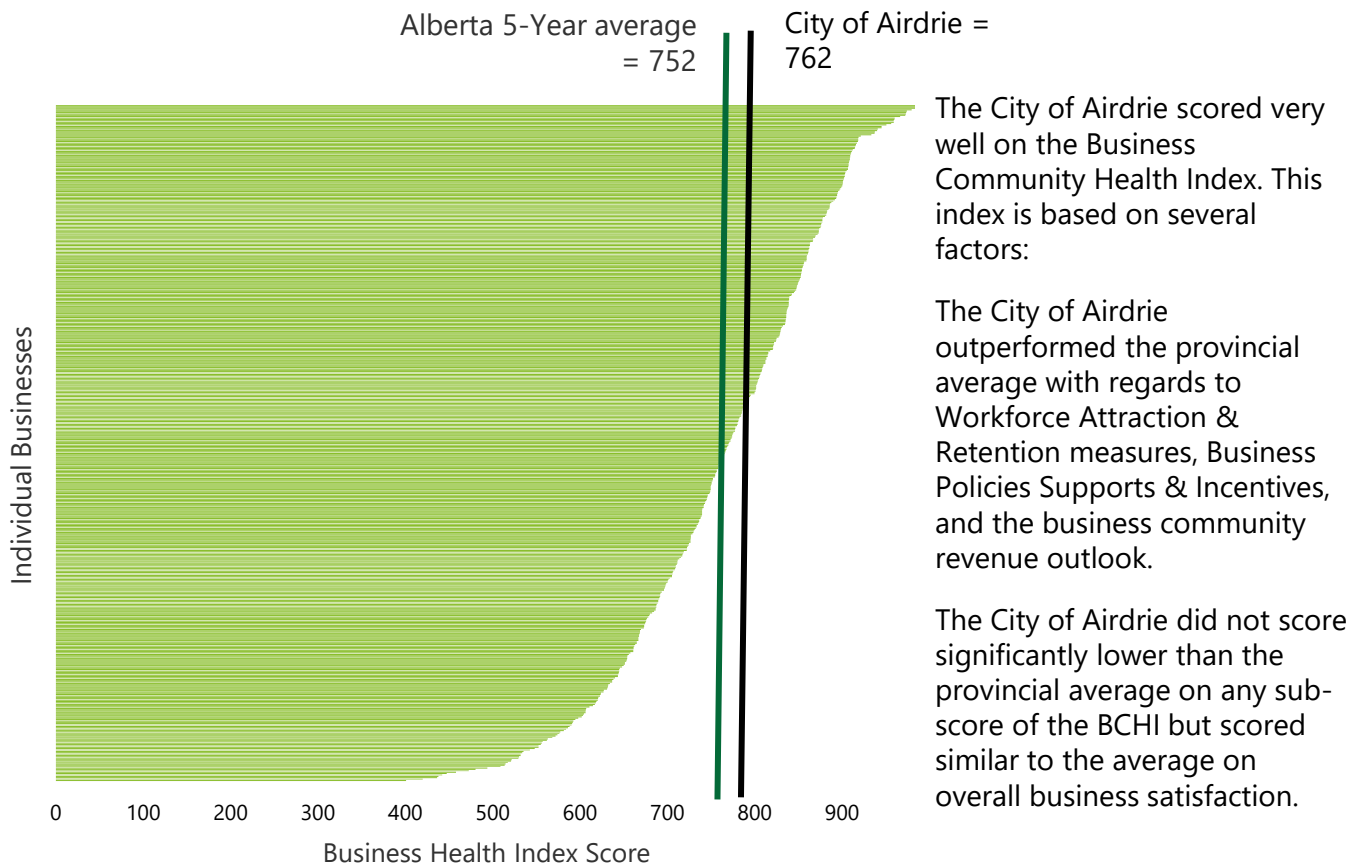


Business community health index

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:

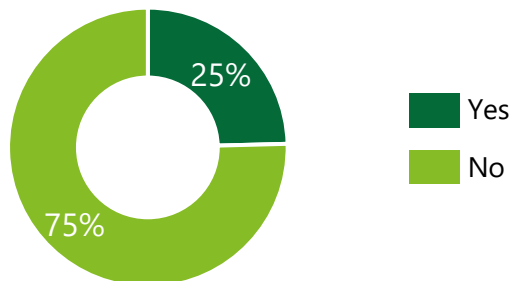




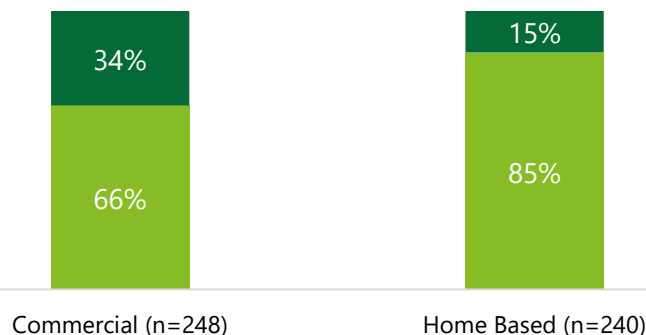
Workforce and staffing

Workforce and staffing

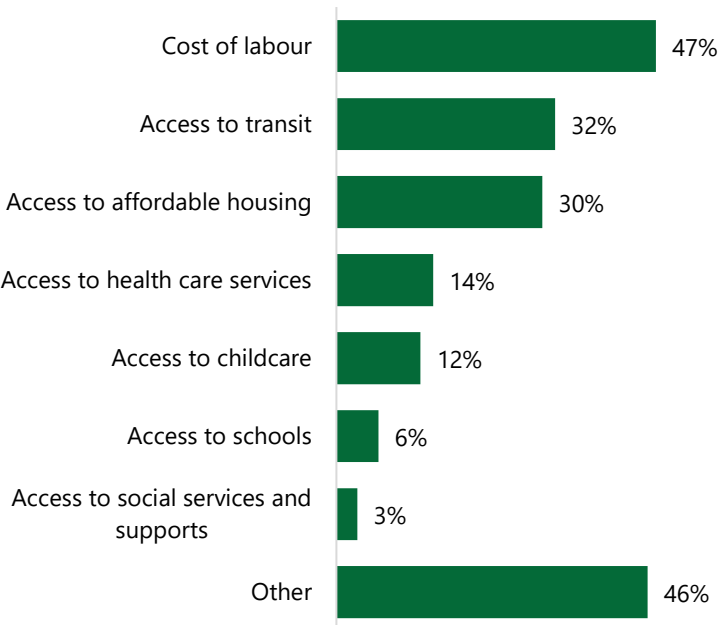
Difficulty finding or retaining staff in Airdrie



Difficulty finding or retaining staff in Airdrie by business type



Reasons for difficulty finding or retaining staff in Airdrie



"Other" responses included skills and experience gaps, commuting, location, competition with Calgary, reliability and availability of workers, work ethic concerns, and limited local labour pool.

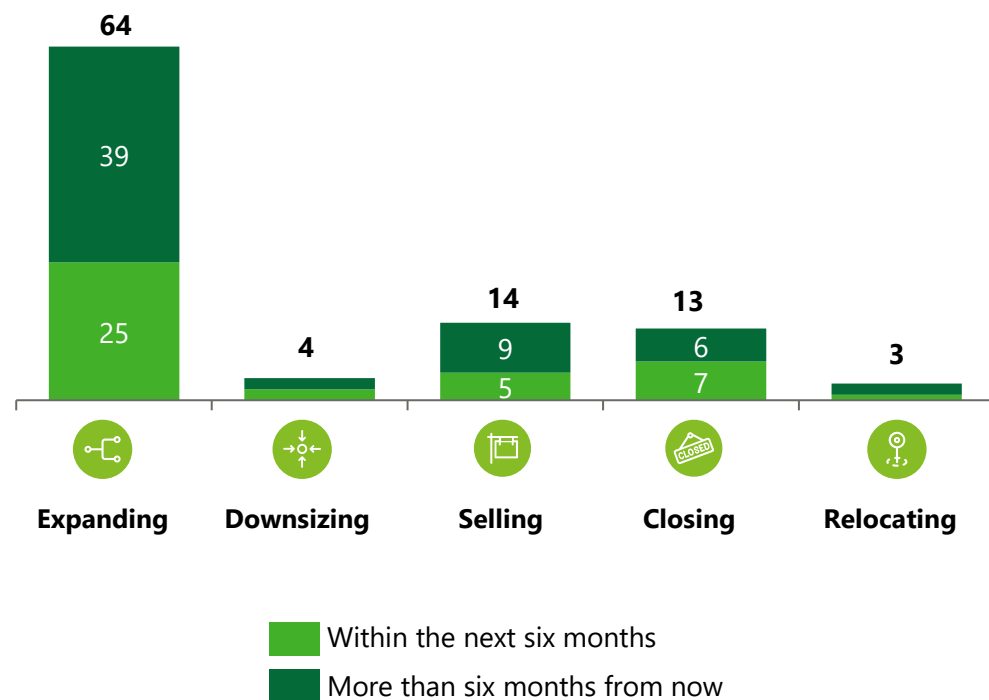
Q: Do you have difficulty finding/retaining staff in Airdrie? (n=488)
Q: What are the top 3 reasons you have difficulty finding/retaining staff here in Airdrie? (n=162)



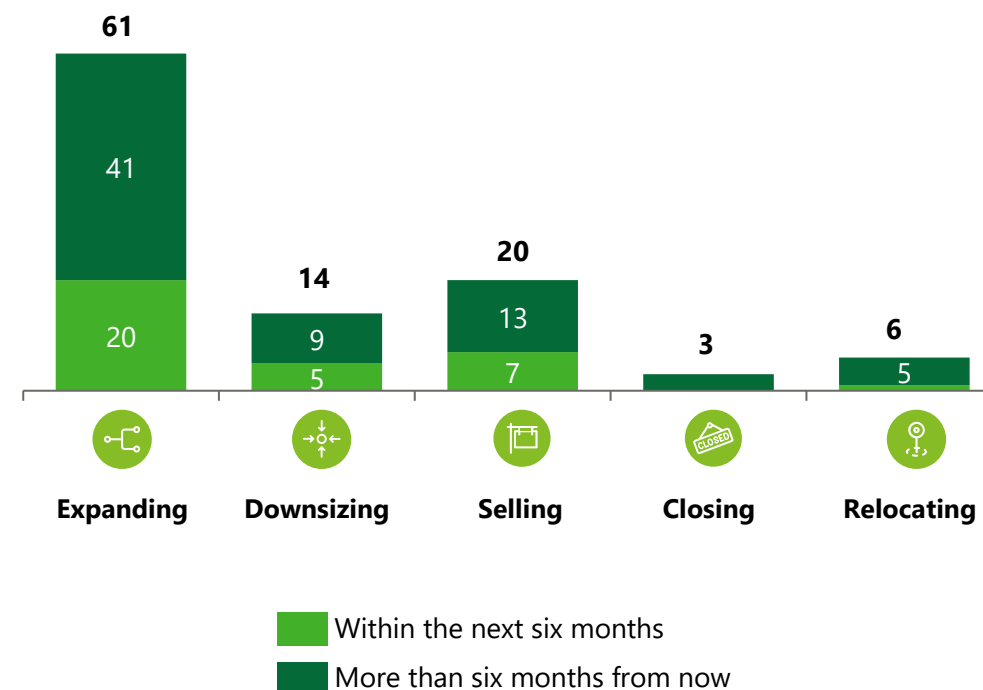
Future plans

Future plans (1/2)

Commercial businesses' plans for the next 24 months



Home based businesses' plans for the next 24 months



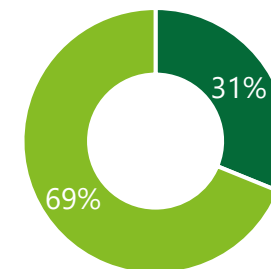
Q: Within the next 24 months, do you plan on: (n=202)

Future plans (2/2)

Method for expanding business



Have businesses delayed or reconsidered investment plans in the past year?



Yes (Please briefly describe the primary cause) No

Primary causes for changes in investment plans – Key themes

- High cost of doing business and commercial space constraints
- Revenue declines, cash flows constraints, and financial viability
- Economic uncertainty and market volatility
- Municipal policy, planning, and regulatory barriers
- Labour, infrastructure, and operational constraints

Q: How do you intend to expand? (n=125)

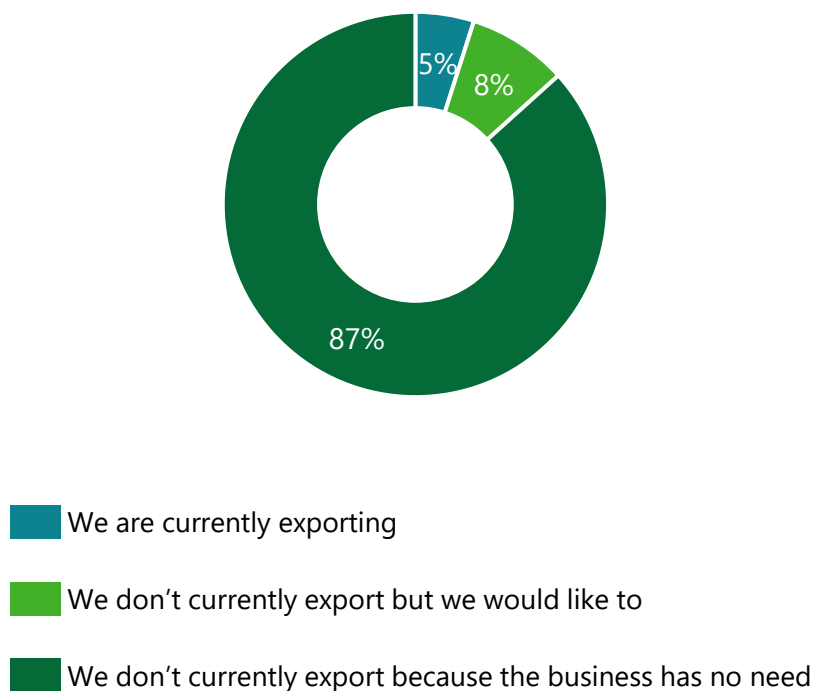
Q: Have you delayed or reconsidered any investment plans related to your business in the past year? (n=488)



Exporting

Exporting

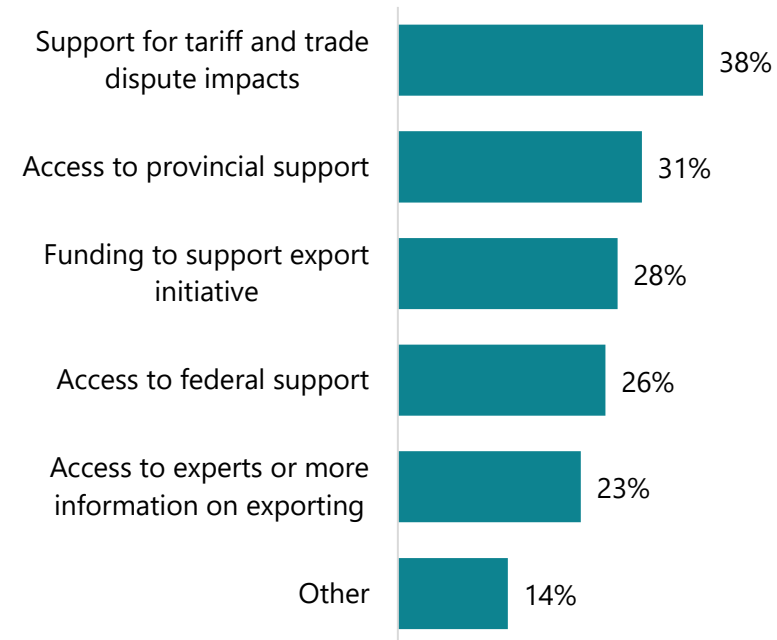
Exporting Status



Q: Which of the following options describes your business' current exports? (n=488)

Q: What supports would help you in your exporting efforts? (n=65)

Potential supports to aid exporting efforts



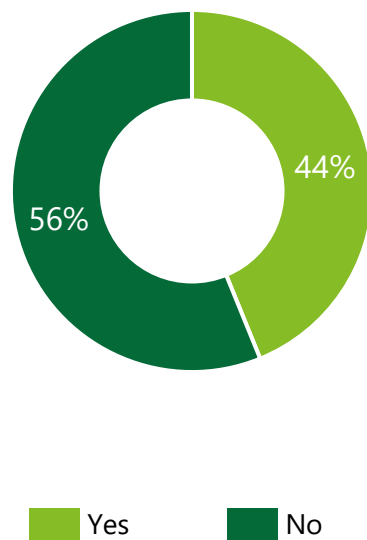
"Other" responses included no additional support was needed, alongside a small number of comments highlighting concerns about cost and rate stability, export insurance costs, and interest in federal support such as EDC.



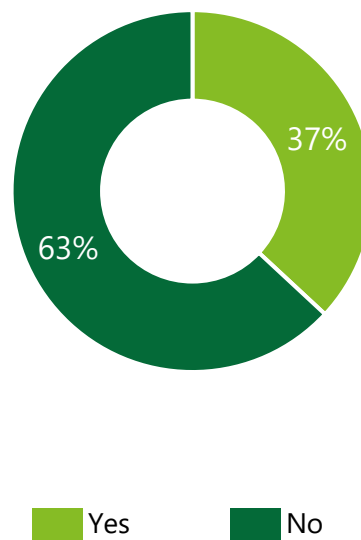
Business supports

Business supports (1/2)

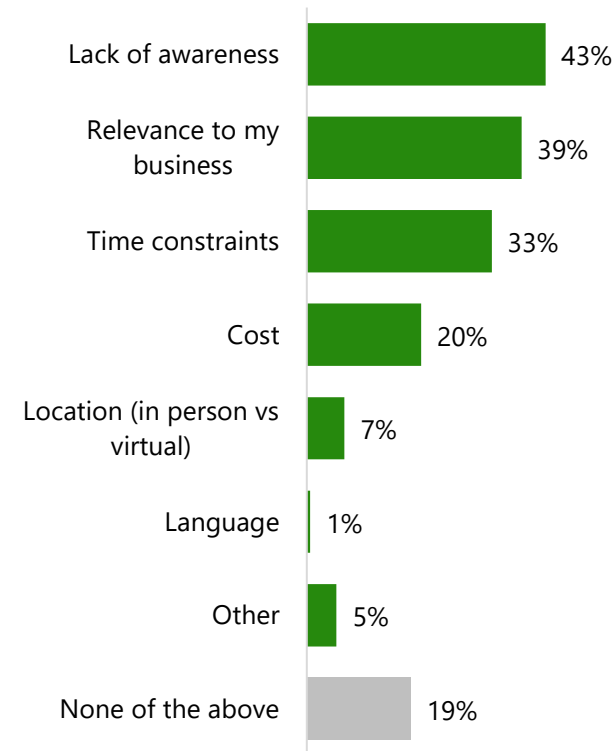
Awareness of entrepreneur support programs in Airdrie



Past participation in entrepreneur support programs



Challenges preventing access to entrepreneur support programs



Q: Are you aware of any entrepreneur support programs offered in Airdrie (e.g., SMARTstart, Cashflow Canvas, Negotiating Commercial Leases, Digital Service Squad)? (n=488)

Q: Have you participated in any of these entrepreneur support programs? (n=214)

Q: What challenges prevent you from accessing entrepreneur support programs? (n=488)

Business supports (2/2)

Types of business supports needed



Suggested features for a dedicated entrepreneur space in Airdrie

-  *Affordability and low-cost access*
-  *Flexible space types and layout options*
-  *Meeting, presentation, and booking functionality*
-  *Reliable technology and infrastructure*
-  *Storage, equipment, and practical amenities*
-  *Networking, community, and business support*
-  *Accessibility, central location, and transit options*

Q: What types of support would most help your business succeed? (n=438). Please note, this question was for online participants only.

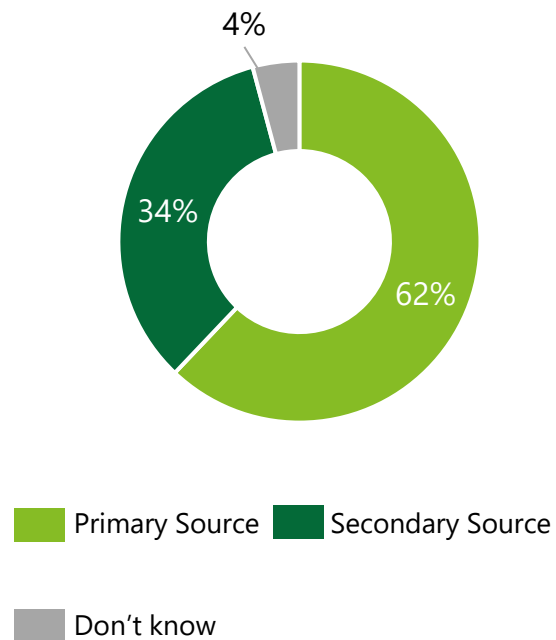
Q: What features would be most important to include in a potential dedicated physical entrepreneur space in Airdrie? (n=56)



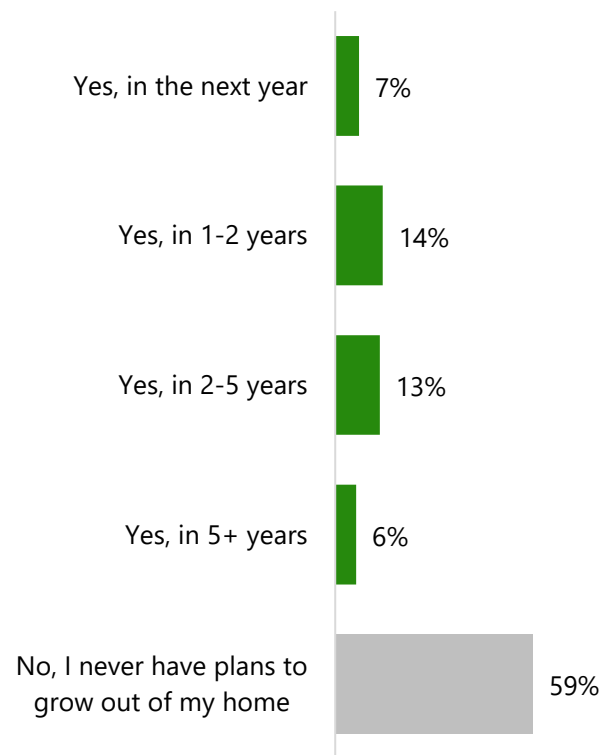
Home-based businesses

Home-based businesses

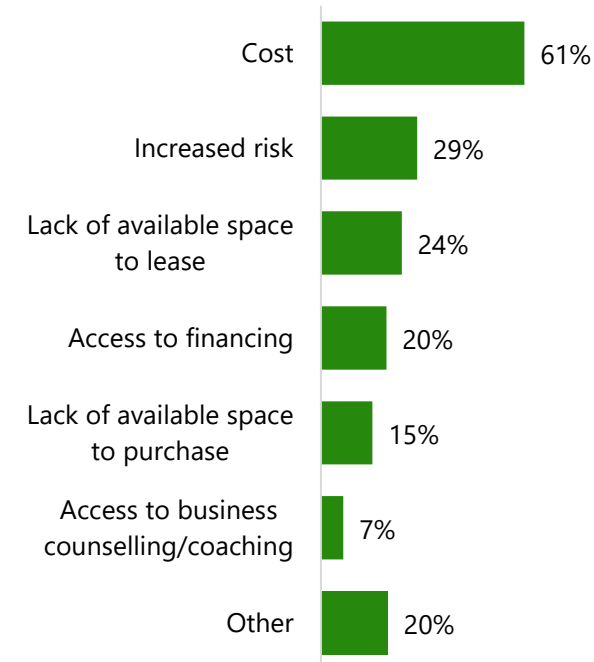
Primary vs. Secondary Source of Income



Interest in moving from home-based to storefront



Perceived challenges to moving to storefront location



"Other" responses included storefront not needed, financial viability, revenue constraints, limited availability to space, and market conditions.

Q: Is your home-based business your primary or secondary source of income? (n=240)

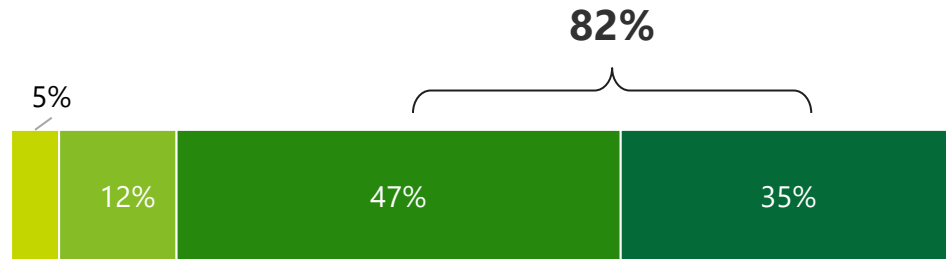
Q: Are you interested in moving your business from your home to a store front (office, commercial, industrial) location? (n=240)

Q: What are the greatest challenges you face in making the move to a storefront location? (n=203)



City of Airdrie (1/2)

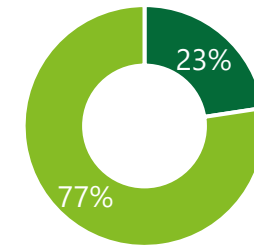
Satisfaction with working with the City of Airdrie



Very Dissatisfied Somewhat Dissatisfied
Somewhat Satisfied Very Satisfied

2022 "Somewhat satisfied" and "Very Satisfied" responses": 89%

Businesses' interactions and feedback on City of Airdrie support, processes, and responsiveness



Yes (Please describe)
Nothing to share/No interactions

Interactions with the City of Airdrie – Key themes

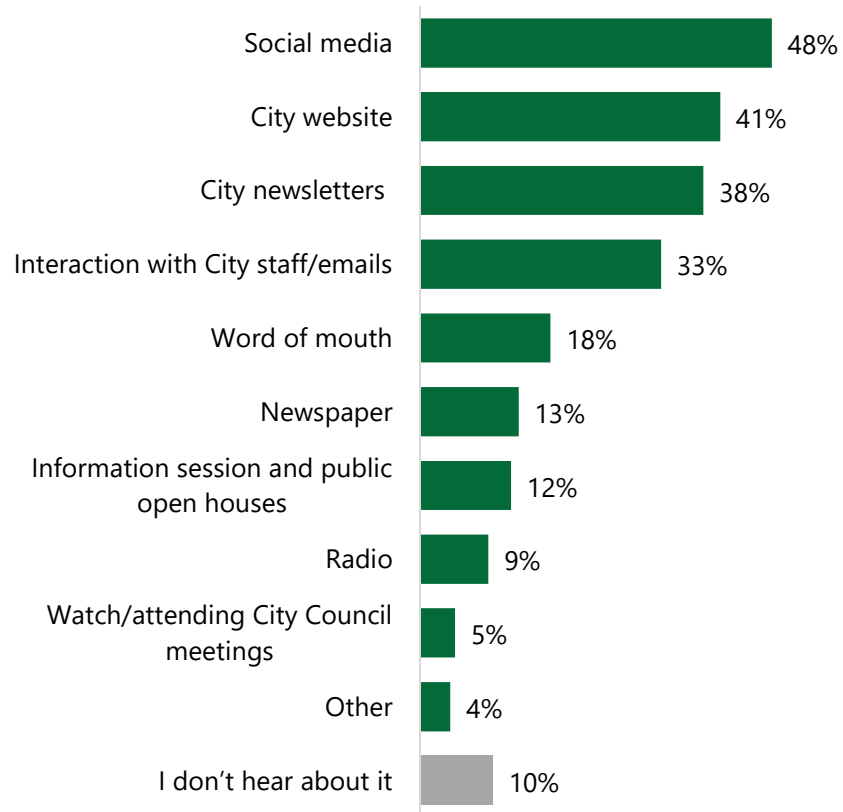
- ✓ Positive, professional, and supportive
- ! Process delays and inconsistent communication
- ! Licensing, fees, and cost increases
- ! Bylaws, zoning, and regulatory barriers
- ! Equity, fairness, and consistency concerns

Q: Please rate your level of satisfaction working with the City of Airdrie for matters that pertain to your business: (n=434)

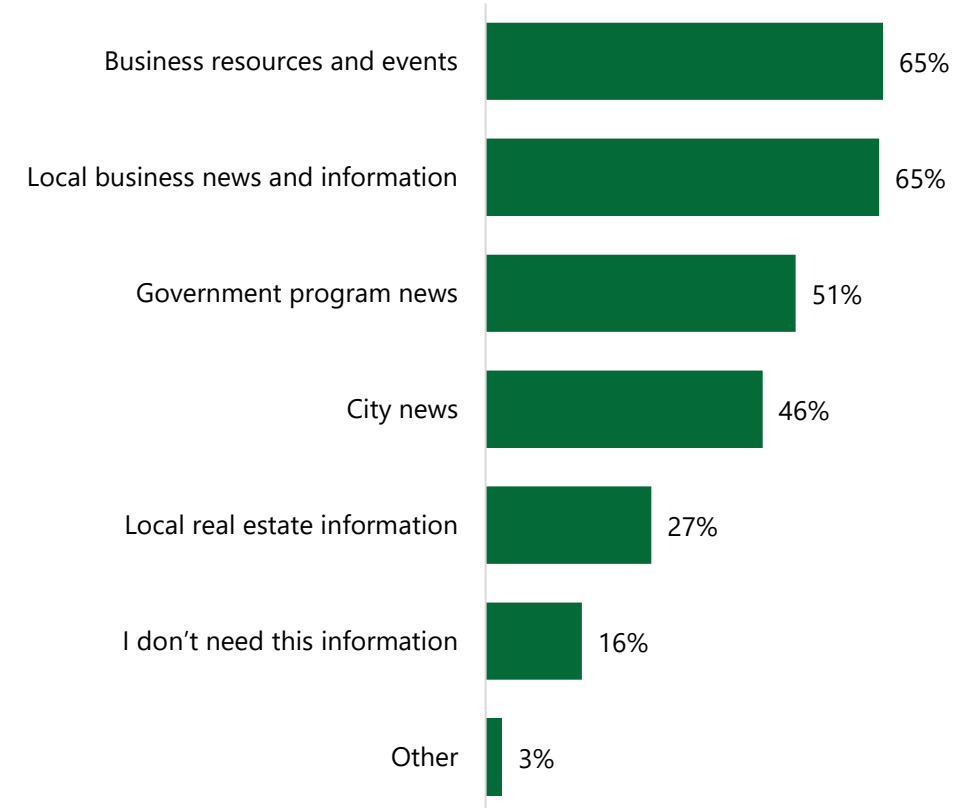
Q: Is there anything you would like to tell us about any interactions you have had with the City of Airdrie on business-related issues? (n=488)

City of Airdrie (2/2)

Preferred methods for learning about business matters



Information businesses want to receive from the City of Airdrie



Q: Where do you prefer to learn about City of Airdrie matters that pertain to your business? (n=488)

Q: What information would you like to receive from the City of Airdrie? (n=481)



Conclusions

Conclusions



Business Community Satisfaction

Businesses operating within Airdrie are highly content with the area as a place to conduct their operations, with an 85% satisfaction rate.

Businesses were especially satisfied with quality of life (91%), access to business support services (87%), and transportation of in-bound and out-bound goods (86%).

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. Cost and availability of land
2. Access to health care services
3. Availability of property for purchase or lease



Overall Business Community Recommendations

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

Addressing these top priorities is expected to improve overall satisfaction among businesses.



Individual Business-Level Recommendations

At the individual business level, Deloitte recommends following up with the 178 businesses that opted in to be contacted by the City and agreed to share their individual responses, to connect and offer any available supports that may benefit them. Several factors can be used to help prioritize which businesses to follow up with, including:

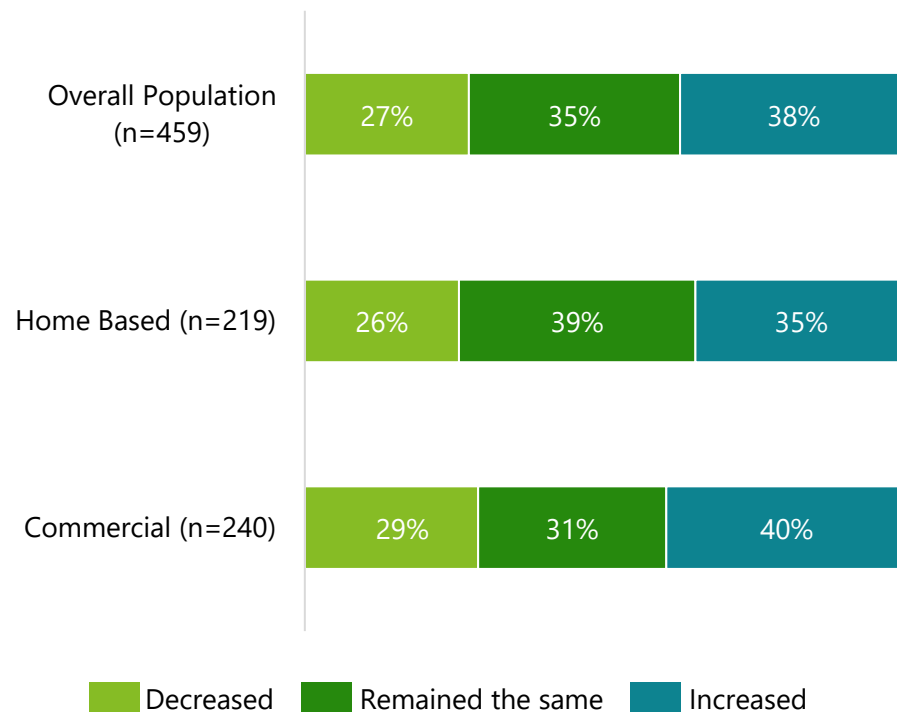
1. High or low Business Community Health Index scores
2. Businesses who are unsure who to reach out to with business concerns in City of Airdrie



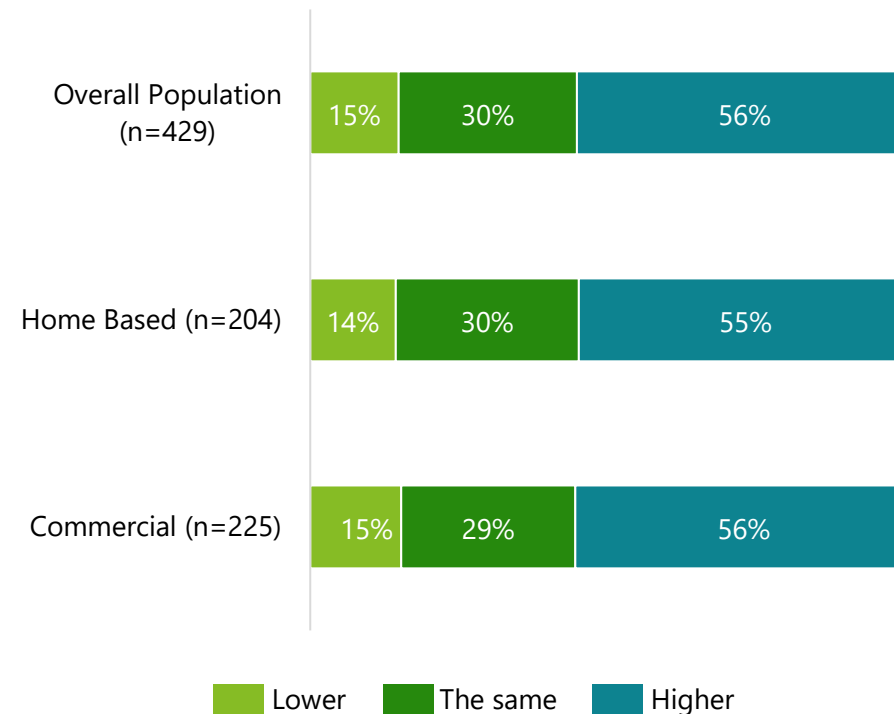
Appendix : Additional Data

Business performance | Home-based vs. Commercial businesses (1/2)

Change in revenue over
the past 12 months



Expected change in revenue over
the next 12 months

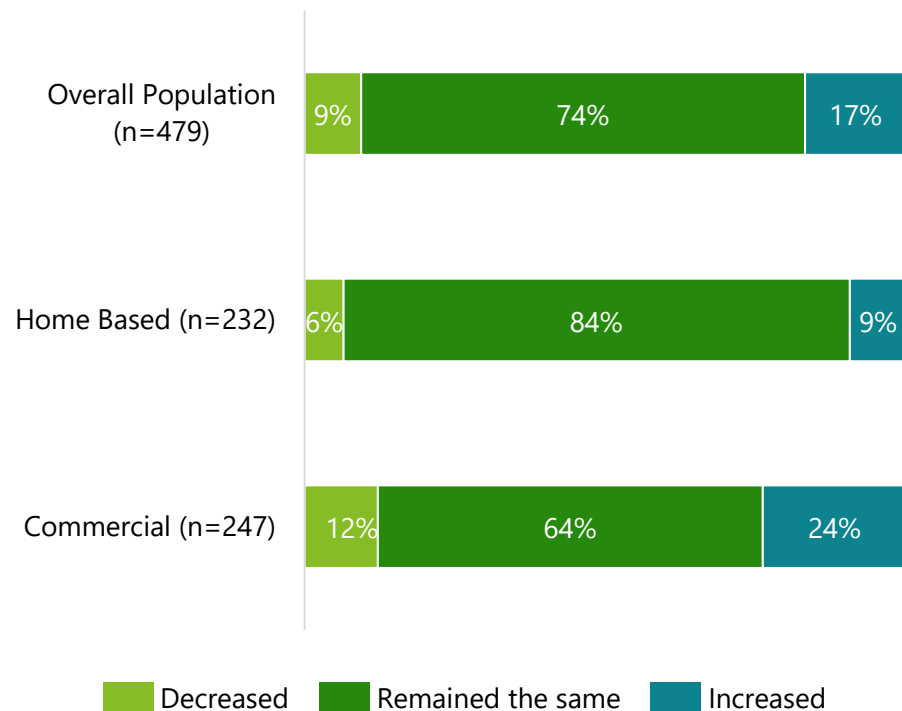


Q: Compared to the past 12 months, have the revenues at your business this fiscal year... (n=459)

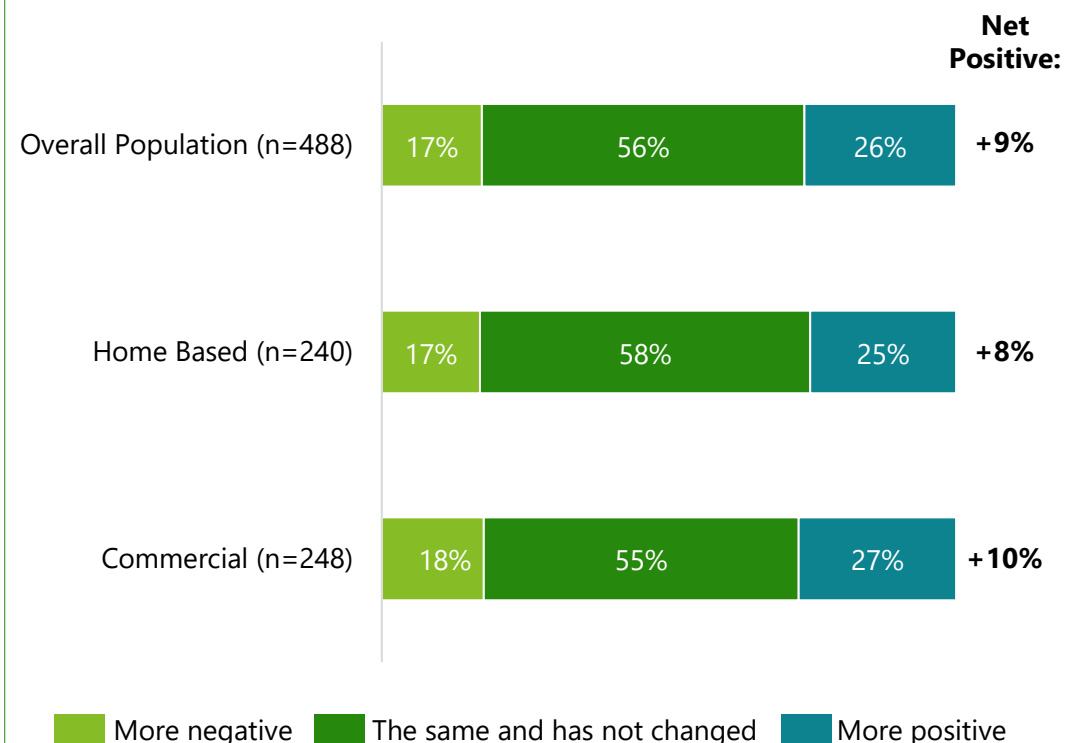
Q: And what are your expectations for the next 12 months in total revenues compared to the last year? (n=429)

Business performance | Home-based vs. Commercial businesses (2/2)

Change in number of employees
over the past 12 months



Attitude about doing business in
City of Airdrie over the past year



Q: Over the past 12 months did the total number of employees in your company: (n=479)

Q: Over the past 12 months would you say your attitude about doing business in City of Airdrie has become... (n=488)



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.

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