2021 Alberta Wage and Salary Survey

Finance, insurance, real estate and leasing industry summary report

Overview

The Alberta Wage and Salary Survey is undertaken by the Alberta government to provide current wage rates and skill shortage information on various occupations in Alberta, and in specific industries and economic regions. This labour market information helps Alberta employers to fine-tune their compensation and recruitment strategies, helps individuals make career and education choices, and aids the provincial government in developing effective policies and providing services.

Survey results

The survey was completed with 325 employers in the Finance, insurance, real estate and leasing sector who provided information on over 11,212 employees in various occupational classifications¹. Survey data were collected between January and August 2021. Alberta Wage and Salary Survey results by four-digit National Occupational Classification (NOC) for all of Alberta, by industry group, and by geographic area can be found at www.alis.alberta.ca/occinfo

Wages for selected occupations

The following table illustrates the wage survey results associated with some common occupations within this industry². The tables below present results for three-digit NOC minor groups and for four-digit NOCs.

¹ The estimated sample error at the establishment level for overall results for this industry is estimated to be ±5.7% at a 95% confidence level (i.e., 19 times out of 20) taking into account the sample design effect associated with over/under sampling and data weighting.

² Occupations were selected as the top occupations in terms of number of employees as per Statistics Canada 2016 Census for this industry and supplemented by other occupations frequently reported by industry employers. Only occupations with a minimum number of reportable observations were selected. Some occupations common to this industry may not be listed if sufficient reliable data were not available.

FINANCE, INSURANCE, REAL ESTATE & LEASING INDUSTRY Selected Occupations (4-Digit NOC)	Employers Reporting (n)	# of Employees	Data Reliability Code	Avg. Hours Worked per Week	Avg. Starting Pay	Avg. Top Pay	Overall Average Pay for All Employees
Common Business, Managerial, Admin	istrative, an	d Clerical O	ccupations				
001 Legislators and senior management	72	212	В	39.9	\$73.57	\$107.92	\$94.17
0013 Senior managers - financial, communications and other business services	36	162	В	39.9	\$76.85	\$112.45	\$97.83
0014 Senior managers - health, education, social and community services and membership organizations	22	25	В	39.3	\$51.06	\$64.89	\$61.32
011 Administrative services managers	67	249	В	36.1	\$38.54	\$108.53	\$54.23
0111 Financial managers	47	77	В	38.1	\$50.80	\$67.07	\$60.74
0112 Human resources managers	19	42	С	36.8	\$43.08	\$67.58	\$55.57
0114 Other administrative services managers	28	130	В	35.0	\$31.69	\$135.68	\$50.62
012 Managers in financial and business services	83	619	А	38.2	\$40.23	\$75.42	\$53.46
0121 Insurance, real estate and financial brokerage managers	59	242	В	38.4	\$42.14	\$94.13	\$59.26
0122 Banking, credit and other investment managers	18	293	С	38.4	\$38.01	\$56.88	\$46.71

FINANCE, INSURANCE, REAL ESTATE & LEASING INDUSTRY Selected Occupations (4-Digit NOC)	Employers Reporting (n)	# of Employees	Data Reliability Code	Avg. Hours Worked per Week	Avg. Starting Pay	Avg. Top Pay	Overall Average Pay for All Employees
0124 Advertising, marketing and public relations managers	12	66	С	37.3	\$37.52	\$68.45	\$53.34
0125 Other business services managers	8	18	D	35.7	\$52.01	\$64.56	\$59.09
021 Managers in engineering, architecture, science and information systems	16	103	В	37.8	\$45.53	\$87.01	\$59.70
0213 Computer and information systems managers	15	100	В	37.6	\$45.57	\$87.12	\$60.31
042 Managers in education and social and community services	23	47	В	38.8	\$33.91	\$43.84	\$40.25
0423 Managers in social, community and correctional services	22	46	В	38.8	\$33.53	\$43.02	\$39.86
062 Retail and wholesale trade managers	46	258	В	43.1	\$27.18	\$38.71	\$32.66
0621 Retail and wholesale trade managers	46	258	В	43.1	\$27.18	\$38.71	\$32.66
063 Managers in food service and accommodation	17	32	С	38.2	\$30.53	\$35.30	\$34.04
0632 Accommodation service managers	14	29	В	38.1	\$30.90	\$35.82	\$34.47
071 Managers in construction and facility operation and maintenance	23	44	В	38.4	\$38.72	\$45.78	\$42.37

FINANCE, INSURANCE, REAL ESTATE & LEASING INDUSTRY Selected Occupations (4-Digit NOC)	Employers Reporting (n)	# of Employees	Data Reliability Code	Avg. Hours Worked per Week	Avg. Starting Pay	Avg. Top Pay	Overall Average Pay for All Employees
0714 Facility operation and maintenance managers	21	38	В	38.4	\$36.60	\$45.00	\$41.03
111 Auditors, accountants and investment professionals	72	642	В	38.3	\$29.37	\$57.33	\$39.34
1111 Financial auditors and accountants	52	199	В	38.7	\$25.30	\$53.21	\$36.04
1112 Financial and investment analysts	24	291	В	38.4	\$31.69	\$71.93	\$44.76
1114 Other financial officers	19	144	С	37.5	\$31.39	\$44.05	\$36.61
112 Human resources and business service professionals	43	214	А	37.6	\$30.56	\$46.35	\$37.48
1121 Human resources professionals	22	80	В	37.6	\$30.28	\$45.53	\$38.00
1122 Professional occupations in business management consulting	10	57	С	38.7	\$28.86	\$52.96	\$37.02
1123 Professional occupations in advertising, marketing and public relations	27	77	В	37.0	\$31.72	\$43.51	\$37.29
121 Administrative services supervisors	18	146	С	36.1	\$31.49	\$44.36	\$39.35
1212 Supervisors, finance and insurance office workers	9	118	D	35.6	\$32.34	\$46.53	\$41.11
122 Administrative and regulatory occupations	122	537	А	38.0	\$25.06	\$35.64	\$29.61

FINANCE, INSURANCE, REAL ESTATE & LEASING INDUSTRY Selected Occupations (4-Digit NOC)	Employers Reporting (n)	# of Employees	Data Reliability Code	Avg. Hours Worked per Week	Avg. Starting Pay	Avg. Top Pay	Overall Average Pay for All Employees
1221 Administrative officers	71	224	В	37.7	\$23.58	\$35.19	\$28.62
1222 Executive assistants	31	55	Α	36.4	\$26.72	\$38.81	\$33.32
1224 Property administrators	44	220	В	38.7	\$25.76	\$35.10	\$29.14
124 Office administrative assistants - general, legal and medical	83	301	А	37.4	\$19.97	\$26.80	\$23.38
1241 Administrative assistants	80	288	А	37.4	\$19.81	\$26.85	\$23.32
131 Finance, insurance and related business administrative occupations	64	342	В	37.3	\$28.12	\$65.48	\$43.72
1311 Accounting technicians and bookkeepers	39	78	А	35.3	\$27.04	\$33.04	\$30.02
1312 Insurance adjusters and claims examiners	10	144	С	37.3	\$26.92	n/a	\$52.90
1313 Insurance underwriters	10	86	С	38.1	\$30.85	\$46.53	\$37.65
1314 Assessors, valuators and appraisers	11	34	С	40.0	\$28.99	\$46.23	\$39.13
141 General office workers	91	160	А	34.4	\$19.01	\$23.76	\$20.95
1411 General office support workers	25	56	В	34.7	\$18.78	\$25.18	\$21.11
1414 Receptionists	70	102	А	34.2	\$19.08	\$23.08	\$20.82

FINANCE, INSURANCE, REAL ESTATE & LEASING INDUSTRY Selected Occupations (4-Digit NOC)	Employers Reporting (n)	# of Employees	Data Reliability Code	Avg. Hours Worked per Week	Avg. Starting Pay	Avg. Top Pay	Overall Average Pay for All Employees
142 Office equipment operators	11	31	С	35.1	n/a	\$24.93	\$22.53
1422 Data entry clerks	10	30	С	34.9	n/a	\$24.79	\$22.28
143 Financial, insurance and related administrative support workers	75	465	А	37.5	\$22.54	\$28.98	\$25.32
1431 Accounting and related clerks	54	168	А	37.1	\$22.78	\$30.02	\$26.20
1432 Payroll administrators	17	31	С	35.7	\$28.04	\$38.01	\$29.69
1434 Banking, insurance and other financial clerks	27	209	В	37.4	\$22.03	\$28.82	\$25.07
Common Professional, Technical, Skille	ed, and Labo	our Occupa	tions				
217 Computer and information systems professionals	16	484	В	37.9	\$30.68	\$54.96	\$41.17
2171 Information systems analysts and consultants	15	328	В	38.2	\$30.10	\$55.70	\$41.86
228 Technical occupations in computer and information systems	13	107	С	37.3	\$30.11	\$41.94	\$35.21
2282 User support technicians	9	43	D	37.2	\$32.57	\$42.62	\$36.25
341 Assisting occupations in support of health services	39	507	А	28.8	\$19.01	\$22.42	\$20.79

FINANCE, INSURANCE, REAL ESTATE & LEASING INDUSTRY Selected Occupations (4-Digit NOC)	Employers Reporting (n)	# of Employees	Data Reliability Code	Avg. Hours Worked per Week	Avg. Starting Pay	Avg. Top Pay	Overall Average Pay for All Employees
3413 Nurse aides, orderlies and patient service associates	24	277	А	30.8	\$19.92	\$23.39	\$21.77
3414 Other assisting occupations in support of health services	33	230	В	26.3	\$17.81	\$21.17	\$19.52
416 Policy and program researchers, consultants and officers	18	67	С	37.5	\$37.45	\$57.14	\$39.20
421 Paraprofessional occupations in legal, social, community and education services	22	68	В	37.3	\$21.48	\$29.09	\$25.99
4211 Paralegal and related occupations	15	25	С	38.2	\$20.73	\$27.35	\$24.80
623 Insurance, real estate and financial sales occupations	86	1,394	В	38.2	\$24.24	\$56.42	\$37.61
6231 Insurance agents and brokers	71	809	В	37.9	\$25.60	\$61.82	\$35.54
6235 Financial sales representatives	15	551	С	38.2	\$22.37	\$46.74	\$40.86
631 Service supervisors	34	133	А	38.4	\$24.66	\$29.91	\$27.59
6315 Cleaning supervisors	13	21	В	39.4	\$24.61	\$33.72	\$30.68
632 Chefs and cooks	38	245	В	33.0	\$19.44	\$23.29	\$21.86
6322 Cooks	36	231	А	32.6	\$19.16	\$22.71	\$21.29

FINANCE, INSURANCE, REAL ESTATE & LEASING INDUSTRY Selected Occupations (4-Digit NOC)	Employers Reporting (n)	# of Employees	Data Reliability Code	Avg. Hours Worked per Week	Avg. Starting Pay	Avg. Top Pay	Overall Average Pay for All Employees
641 Sales and account representatives - wholesale trade (non-technical)	12	42	С	39.1	\$30.20	\$53.65	\$38.28
6411 Sales and account representatives - wholesale trade (non-technical)	12	42	С	39.1	\$30.20	\$53.65	\$38.28
642 Retail salespersons	17	94	С	33.0	\$20.82	\$37.91	\$26.27
6421 Retail salespersons	17	94	С	33.0	\$20.82	\$37.91	\$26.27
655 Customer and information services representatives	39	697	В	37.5	\$19.58	\$27.52	\$22.46
6551 Customer services representatives - financial institutions	18	465	С	38.3	\$18.94	\$26.95	\$21.61
6552 Other customer and information services representatives	23	232	В	35.3	\$21.35	\$29.07	\$24.78
671 Food counter attendants, kitchen helpers and related support occupations	27	423	А	29.9	\$17.61	\$20.86	\$19.27
6711 Food counter attendants, kitchen helpers and related support occupations	27	423	А	29.9	\$17.61	\$20.86	\$19.27
673 Cleaners	93	1,328	В	34.3	\$19.14	\$28.80	\$21.76
6731 Light duty cleaners	44	655	В	31.4	\$15.64	\$23.88	\$16.78

FINANCE, INSURANCE, REAL ESTATE & LEASING INDUSTRY Selected Occupations (4-Digit NOC)	Employers Reporting (n)	# of Employees	Data Reliability Code	Avg. Hours Worked per Week	Avg. Starting Pay	Avg. Top Pay	Overall Average Pay for All Employees
6733 Janitors, caretakers and building superintendents	86	532	В	38.6	\$23.40	\$34.95	\$27.85
731 Machinery and transportation equipment mechanics (except motor vehicles)	13	64	С	39.7	\$37.58	\$44.31	\$40.40
7312 Heavy-duty equipment mechanics	10	48	С	39.6	\$41.43	\$44.32	\$42.22
745 Longshore workers and material handlers	10	71	С	40.0	\$19.59	\$24.18	\$21.52
7452 Material handlers	10	71	С	40.0	\$19.59	\$24.18	\$21.52
751 Motor vehicle and transit drivers	24	343	С	26.9	\$16.37	\$21.41	\$17.82
7511 Transport truck drivers	19	215	С	32.1	\$18.16	\$21.82	\$20.41

"n" in the above table represents the number of employers who indicated at least one employee in an occupation. For example, 24 employers combined reported wages for 343 Motor vehicle and transit drivers (NOC 751).

Averages are calculated using data weighted by establishment to account for survey non-response (stratified by region, industry group and employer size) and by number of employees reported.

"n/a" indicates that results have been suppressed due to missing data for some employers or due to calculation anomalies.

Data Reliability Codes are based on coefficient of variation as an indicator of general reliability: "A": coefficient of variation of less than or equal to ±6.00%, "B": from ±6.01% to ±15.00%, "C": from ± 15.01% to ±33.00%, "D": more than ±33.01%.

Job vacancies and hiring difficulties - selected occupations

The following table illustrates the job vacancy survey results associated with some common occupations within the Finance, insurance, real estate and

leasing industry as cited by survey respondents and confirmed through review of the data.

FINANCE, INSURANCE, REAL ESTATE & LEASING INDUSTRY Selected Occupations (4-Digit NOC)	Employers Reporting (n)	% of Employers that Hired for this Occupation within the Last 2 Years	% of Employers Experiencing Hiring Difficulties (out of those hiring)	% of Employers with Vacancies of Greater than 4 Months	Job Vacancy Rate
Common Business, Managerial, Admin	istrative, ar	nd Clerical Occup	pations		
001 Legislators and senior management	68-70	9%	17%	0%	n/a
0013 Senior managers - financial, communications and other business services	33-34	9%	18%	0%	n/a
0014 Senior managers - health, education, social and community services and membership organizations	21-22	33%	12%	0%	0.0%
011 Administrative services managers	63-64	22%	5%	0%	n/a
0111 Financial managers	44	20%	12%	1%	n/a
0112 Human resources managers	15-16	29%	0%	0%	n/a
0114 Other administrative services managers	26	22%	0%	0%	0.0%
012 Managers in financial and business services	75-77	26%	20%	3%	3.2%
0121 Insurance, real estate and financial brokerage managers	51-52	24%	21%	4%	6.2%

FINANCE, INSURANCE, REAL ESTATE & LEASING INDUSTRY Selected Occupations (4-Digit NOC)	Employers Reporting (n)	% of Employers that Hired for this Occupation within the Last 2 Years	% of Employers Experiencing Hiring Difficulties (out of those hiring)	% of Employers with Vacancies of Greater than 4 Months	Job Vacancy Rate
0122 Banking, credit and other investment managers	17-18	32%	20%	3%	n/a
0124 Advertising, marketing and public relations managers	10	9%	n/a	0%	n/a
0125 Other business services managers	5	0%	n/a	0%	n/a
021 Managers in engineering, architecture, science and information systems	13-14	8%	n/a	0%	n/a
0213 Computer and information systems managers	12-13	10%	n/a	0%	n/a
042 Managers in education and social and community services	23	29%	0%	3%	2.0%
0423 Managers in social, community and correctional services	22	30%	0%	4%	2.0%
062 Retail and wholesale trade managers	43-44	24%	0%	1%	1.2%
0621 Retail and wholesale trade managers	43-44	24%	0%	1%	1.2%
063 Managers in food service and accommodation	17	28%	13%	0%	n/a
0632 Accommodation service managers	14	24%	0%	0%	0.0%

FINANCE, INSURANCE, REAL ESTATE & LEASING INDUSTRY Selected Occupations (4-Digit NOC)	Employers Reporting (n)	% of Employers that Hired for this Occupation within the Last 2 Years	% of Employers Experiencing Hiring Difficulties (out of those hiring)	% of Employers with Vacancies of Greater than 4 Months	Job Vacancy Rate
071 Managers in construction and facility operation and maintenance	22	20%	0%	0%	n/a
0714 Facility operation and maintenance managers	20	23%	0%	0%	n/a
111 Auditors, accountants and investment professionals	68-69	44%	11%	3%	2.6%
1111 Financial auditors and accountants	48-49	36%	17%	3%	3.7%
1112 Financial and investment analysts	20-22	48%	9%	7%	3.0%
1114 Other financial officers	17-19	47%	9%	0%	n/a
112 Human resources and business service professionals	40-41	35%	5%	3%	1.6%
1121 Human resources professionals	21-22	28%	0%	7%	3.3%
1122 Professional occupations in business management consulting	8-10	25%	n/a	2%	1.3%
1123 Professional occupations in advertising, marketing and public relations	23-24	45%	0%	0%	n/a
121 Administrative services supervisors	14	46%	16%	7%	1.4%

FINANCE, INSURANCE, REAL ESTATE & LEASING INDUSTRY Selected Occupations (4-Digit NOC)	Employers Reporting (n)	% of Employers that Hired for this Occupation within the Last 2 Years	% of Employers Experiencing Hiring Difficulties (out of those hiring)	% of Employers with Vacancies of Greater than 4 Months	Job Vacancy Rate
1212 Supervisors, finance and insurance office workers	6	56%	n/a	0%	n/a
122 Administrative and regulatory occupations	113-114	39%	22%	8%	4.0%
1221 Administrative officers	65-66	33%	31%	5%	1.8%
1222 Executive assistants	27-28	20%	n/a	6%	n/a
1224 Property administrators	42-43	56%	18%	12%	4.7%
124 Office administrative assistants - general, legal and medical	76-77	52%	12%	0%	n/a
1241 Administrative assistants	73-74	60%	12%	0%	n/a
131 Finance, insurance and related business administrative occupations	58-60	35%	0%	0%	n/a
1311 Accounting technicians and bookkeepers	37-38	14%	0%	0%	n/a
1312 Insurance adjusters and claims examiners	6-9	45%	n/a	0%	n/a
1313 Insurance underwriters	8-9	65%	0%	0%	n/a
1314 Assessors, valuators and appraisers	10	41%	n/a	0%	n/a

FINANCE, INSURANCE, REAL ESTATE & LEASING INDUSTRY Selected Occupations (4-Digit NOC)	Employers Reporting (n)	% of Employers that Hired for this Occupation within the Last 2 Years	% of Employers Experiencing Hiring Difficulties (out of those hiring)	% of Employers with Vacancies of Greater than 4 Months	Job Vacancy Rate	
141 General office workers	87-88	43%	13%	11%	6.1%	
1411 General office support workers	24-25	41%	20%	16%	6.9%	
1414 Receptionists	67	43%	10%	9%	5.8%	
142 Office equipment operators	8-9	45%	n/a	0%	n/a	
1422 Data entry clerks	7-8	55%	n/a	0%	n/a	
143 Financial, insurance and related administrative support workers	70	44%	15%	1%	n/a	
1431 Accounting and related clerks	50-51	40%	15%	0%	n/a	
1432 Payroll administrators	16	36%	n/a	0%	n/a	
1434 Banking, insurance and other financial clerks	24-25	48%	26%	0%	n/a	
Common Professional, Technical, Skilled, and Labour Occupations						
217 Computer and information systems professionals	14	56%	46%	26%	6.4%	
2171 Information systems analysts and consultants	12-13	55%	47%	25%	6.9%	

FINANCE, INSURANCE, REAL ESTATE & LEASING INDUSTRY Selected Occupations (4-Digit NOC)	Employers Reporting (n)	% of Employers that Hired for this Occupation within the Last 2 Years	% of Employers Experiencing Hiring Difficulties (out of those hiring)	% of Employers with Vacancies of Greater than 4 Months	Job Vacancy Rate
228 Technical occupations in computer and information systems	11-13	33%	n/a	0%	n/a
2282 User support technicians	7-9	28%	n/a	0%	n/a
341 Assisting occupations in support of health services	38-39	40%	32%	1%	0.6%
3413 Nurse aides, orderlies and patient service associates	23-24	57%	36%	3%	1.0%
3414 Other assisting occupations in support of health services	32-33	26%	25%	0%	0.0%
416 Policy and program researchers, consultants and officers	15	51%	37%	8%	3.3%
421 Paraprofessional occupations in legal, social, community and education services	21	17%	45%	1%	n/a
4211 Paralegal and related occupations	14	13%	n/a	0%	n/a
623 Insurance, real estate and financial sales occupations	75-81	71%	36%	14%	2.7%
6231 Insurance agents and brokers	62-67	66%	43%	8%	1.4%
6235 Financial sales representatives	14-15	81%	18%	18%	2.0%

FINANCE, INSURANCE, REAL ESTATE & LEASING INDUSTRY Selected Occupations (4-Digit NOC)	Employers Reporting (n)	% of Employers that Hired for this Occupation within the Last 2 Years	% of Employers Experiencing Hiring Difficulties (out of those hiring)	% of Employers with Vacancies of Greater than 4 Months	Job Vacancy Rate
631 Service supervisors	30	24%	4%	0%	n/a
6315 Cleaning supervisors	12-13	16%	n/a	0%	0.0%
632 Chefs and cooks	38	32%	32%	4%	1.2%
6322 Cooks	35-36	32%	27%	4%	1.2%
641 Sales and account representatives - wholesale trade (non-technical)	12	65%	25%	0%	n/a
6411 Sales and account representatives - wholesale trade (non-technical)	12	65%	25%	0%	n/a
642 Retail salespersons	16	44%	20%	0%	n/a
6421 Retail salespersons	16	44%	20%	0%	n/a
655 Customer and information services representatives	36-38	73%	24%	9%	3.0%
6551 Customer services representatives - financial institutions	17-18	70%	25%	12%	3.4%
6552 Other customer and information services representatives	21-22	77%	24%	7%	1.4%

FINANCE, INSURANCE, REAL ESTATE & LEASING INDUSTRY Selected Occupations (4-Digit NOC)	Employers Reporting (n)	% of Employers that Hired for this Occupation within the Last 2 Years	% of Employers Experiencing Hiring Difficulties (out of those hiring)	% of Employers with Vacancies of Greater than 4 Months	Job Vacancy Rate
671 Food counter attendants, kitchen helpers and related support occupations	26-27	68%	29%	0%	0.0%
6711 Food counter attendants, kitchen helpers and related support occupations	26-27	68%	29%	0%	0.0%
673 Cleaners	90	53%	17%	3%	0.3%
6731 Light duty cleaners	43-44	52%	14%	2%	0.2%
6733 Janitors, caretakers and building superintendents	85	51%	16%	4%	n/a
731 Machinery and transportation equipment mechanics (except motor vehicles)	13	45%	22%	10%	1.9%
7312 Heavy-duty equipment mechanics	10	46%	n/a	12%	2.1%
745 Longshore workers and material handlers	10	67%	43%	0%	n/a
7452 Material handlers	10	67%	43%	0%	n/a
751 Motor vehicle and transit drivers	21-22	42%	37%	0%	n/a
7511 Transport truck drivers	18	34%	50%	0%	0.0%

"n" in the above table represents the range of the number of employers who indicated at least one employee in an occupation and responded to individual questions about hiring difficulties and vacancies (not all employers responded to all questions).

"n/a" indicates that results have been suppressed due to missing data for some employers.

Statistics on hiring activity, hiring difficulties, and employers reporting vacancies were calculated based on *the number of employers responding* for each question, weighted by establishment for survey non-response (stratified by region, industry group and employer size).

Job Vacancy Rate for vacancies that had been unfilled for 4 months or more calculated as: *Sum of Unfilled Vacancies / (Sum of Current Employees + Sum of Unfilled Vacancies)*, with data weighted by establishment for survey non-response (stratified by industry group and employer size).

Industry Definition as per North American Industry Classification System (NAICS)

Finance, insurance, real estate and leasing (NAICS 52-53)

Finance and insurance (NAICS 52) comprises of establishments primarily engaged in financial transactions (that is, transactions involving the creation, liquidation, or change in ownership of financial assets) or in facilitating financial transactions. Real estate and leasing (NAICS 53) comprises of establishments primarily engaged in renting, leasing or otherwise allowing the use of tangible or intangible assets. Establishments primarily engaged in managing real estate for others; selling, renting and/or buying of real estate for others; and appraising real estate, are also included in this sector.

Research conducted for the Alberta Government by R.A. Malatest & Associates Ltd.