

ALBERTA
SOUTHWEST

GLENWOOD

Industry Report

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Executive Summary

Glenwood presents the picture of a very small local economy with visible activity, but limited depth. In 2025 the village had 44 business establishments, the highest count in the period shown, after an uneven run of gains, a dip, and a rebound. That recovery did not change the underlying structure of the business base, which remains overwhelmingly small scale. Establishments are concentrated in the smallest size classes, and the business landscape is made up entirely of micro establishments. Agriculture, forestry, fishing and hunting leads the establishment mix, with accommodation and food services also playing a prominent role.

Employment and labour force patterns show the same narrow scale. The resident labour force is spread thinly across industries, with many sectors recording few workers or none at all, and only a handful showing any meaningful concentration. Health care and social assistance was the largest labour force sector in 2021, while several other sectors declined to zero over five years, including retail trade, transportation and warehousing, arts and public administration. In the 2025 employment profile, jobs are concentrated in a few small sectors rather than across a broad base. Accommodation and food services is the largest employer among the sectors listed, followed by public administration, with retail trade and manufacturing present at smaller levels. Most sectors changed little from the previous year, which makes the rise in public administration stand out against an otherwise fairly stable profile.

Specialization is clear, but it is selective and mixed rather than broad. Public administration is Glenwood's strongest specialist sector and also recorded the sharpest recent increase in concentration. Accommodation and food services and agriculture also stand out as concentrated parts of the local economy, though some anchor sectors became less concentrated over the past year. The result is a village economy defined less by scale than by a small number of specialized functions, a large micro business presence, and modest employment spread across a limited set of industries. Glenwood appears active and resilient at a small scale, but its economic profile remains narrow, with short-term shifts in individual sectors carrying noticeable weight.

Business Establishments

Glenwood had 44 business establishments in 2025, up 18.9% from 2024. The count was 37 in 2024 and 43 in 2023, following 31 in 2022, showing year-to-year movement over the period.

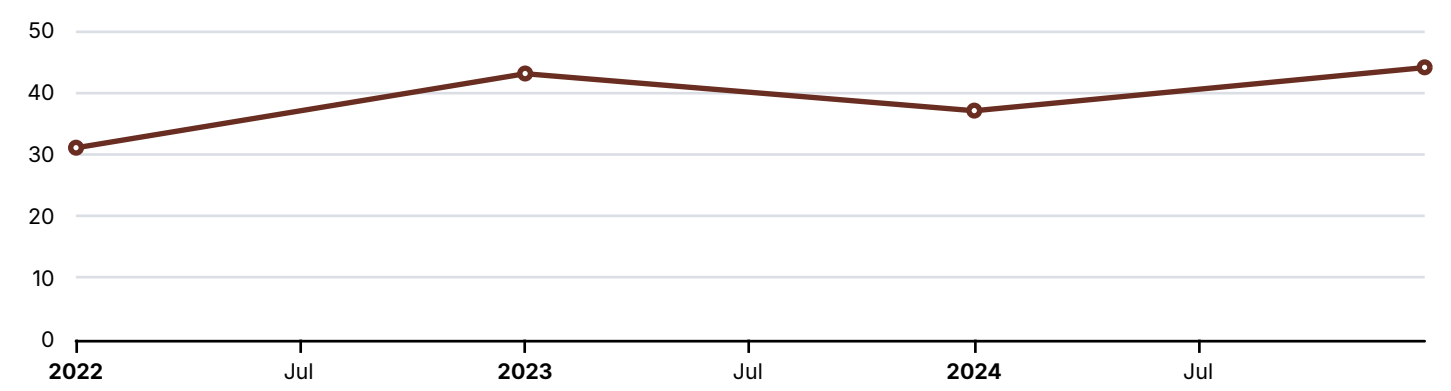


Figure 1.1: Shows the total number of active business establishments in the area, including those without employees. It helps indicate the scale and diversity of the local business base. (Glenwood, 2022-2025)¹

Glenwood had 44 active business establishments in 2025, after 37 in 2024. The count has moved unevenly in recent years, rising from 31 in 2022 to 43 in 2023, then slipping to 37 before recovering. That pattern points to a small business base with noticeable year-to-year variation rather than steady growth. The latest figure is the highest in the period shown, suggesting the local establishment count remained active even after a brief decline.

Glenwood had 44 active business establishments in 2025, placing it below several nearby communities but above some smaller ones. The count has moved unevenly in recent years, with 31 in 2022, 43 in 2023, 37 in 2024, and a rebound to 44 in 2025. That compares with 36 in Improvement District No. 4 Waterton, 66 in Hill Spring, and 19 in Piikani 147. Glenwood sits in the middle of this small regional set. The pattern suggests a modest local business base that has remained fairly stable, with short-term fluctuations rather than a sustained rise or decline.

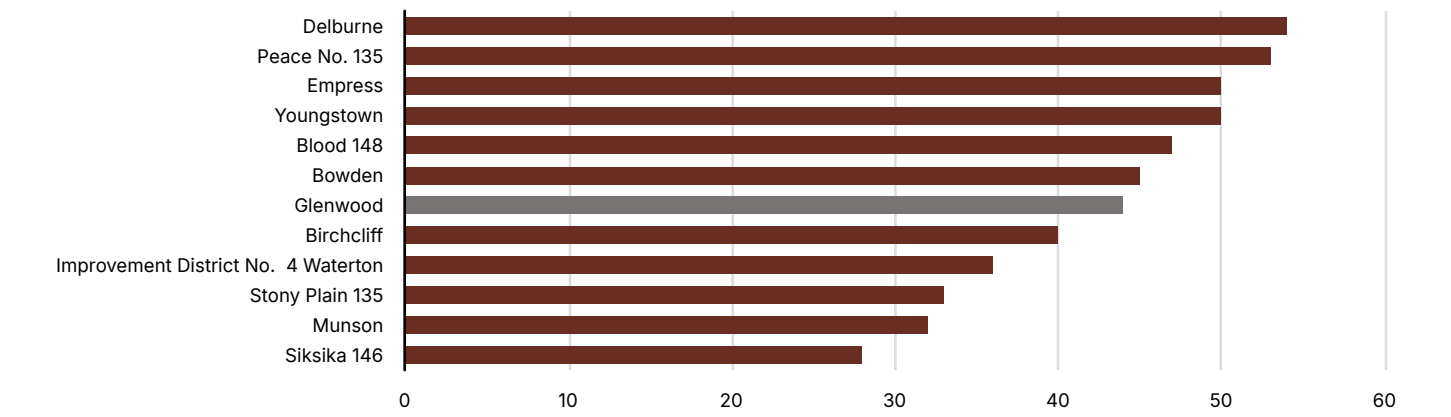


Figure 1.2: Comparison of Business Establishments with other locations (Glenwood, 2025)¹

Resident Labour Force

Glenwood’s labour force remained small and shifted toward health care and social assistance, which grew to 15 people in 2021 from 10 in 2016. Arts, entertainment and recreation fell to zero.

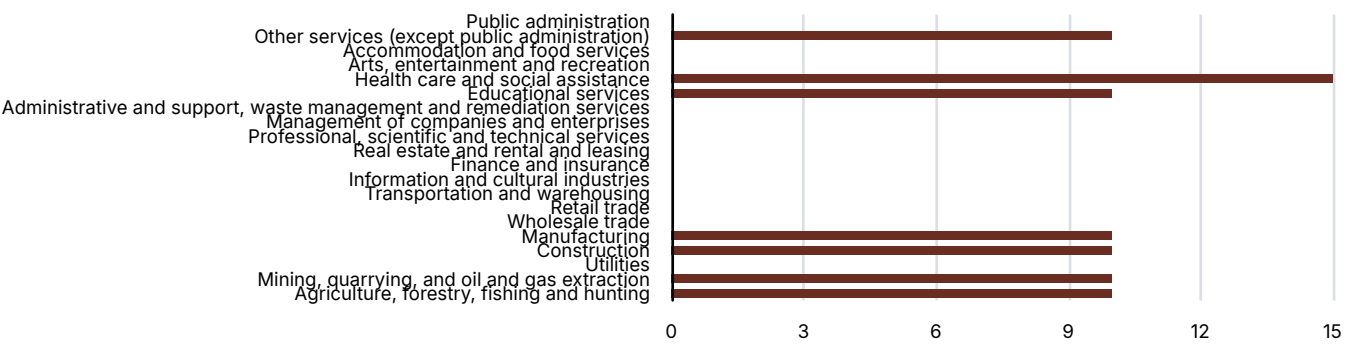


Figure 2.1: Shows the number of residents who are in the labour force. It helps indicate the size of the locally available workforce. (Glenwood, 2021)²

Glenwood’s resident labour force in 2021 was small and uneven across sectors, with most industries counting 0 to 10 workers. Health care and social assistance was the largest sector at 15 people, while agriculture, construction, manufacturing, education, and other services each had 10. The clearest time trend was decline in several sectors over five years. Utilities, retail trade, transportation and warehousing, real estate, administrative services, arts and public administration all fell to zero, while health care rose by 50%. That mix suggests a narrow labour force base with limited sectoral depth.

Glenwood’s resident labour force is small and thinly spread across industries, with only a few sectors showing any meaningful concentration in 2021. Health care and social assistance is the largest sector at 15 people. Agriculture, mining, construction, manufacturing, educational services, and other services each account for 10 people, while many sectors record zero. This pattern points to a limited, mixed local workforce rather than one dominant industry. Some sectors also show sharp five-year declines, including public administration, retail trade, and transportation, each down 100%. The result is a labour force shaped more by small-sector balance than by scale.



Figure 2.2: Distribution of Largest Group: Industry Sector - Health care and social assistance (Glenwood)²

Star Sectors

Glenwood’s largest specialized sector in 2025 was public administration at 4.1463, up 70.1% year over year. Accommodation and food services followed at 5.7941 in 2024, while retail trade posted 1.5490 and 804.8% growth.

Glenwood’s star sectors profile is defined by a single clear area of specialization in 2025: public administration. Within employment for people aged 15 and over, the sector posts a location quotient of 4.1, meaning it is much more concentrated locally than a typical benchmark area. That concentration is paired with a strong recent increase, as the 1-year change is 70.1%. With only one sector identified in the dataset, the main story is not breadth but momentum. Public administration stands out both for its high level of specialization and for its rapid recent rise

in concentration. The combination suggests that this sector is carrying Glenwood’s star-sectors profile more than any other industry group represented here. Because the dataset provides no additional sectors or comparators, the pattern must be read narrowly. The evidence points to a local economy segment that has become more prominent over the past year and now appears strongly specialized relative to the broader employment universe.

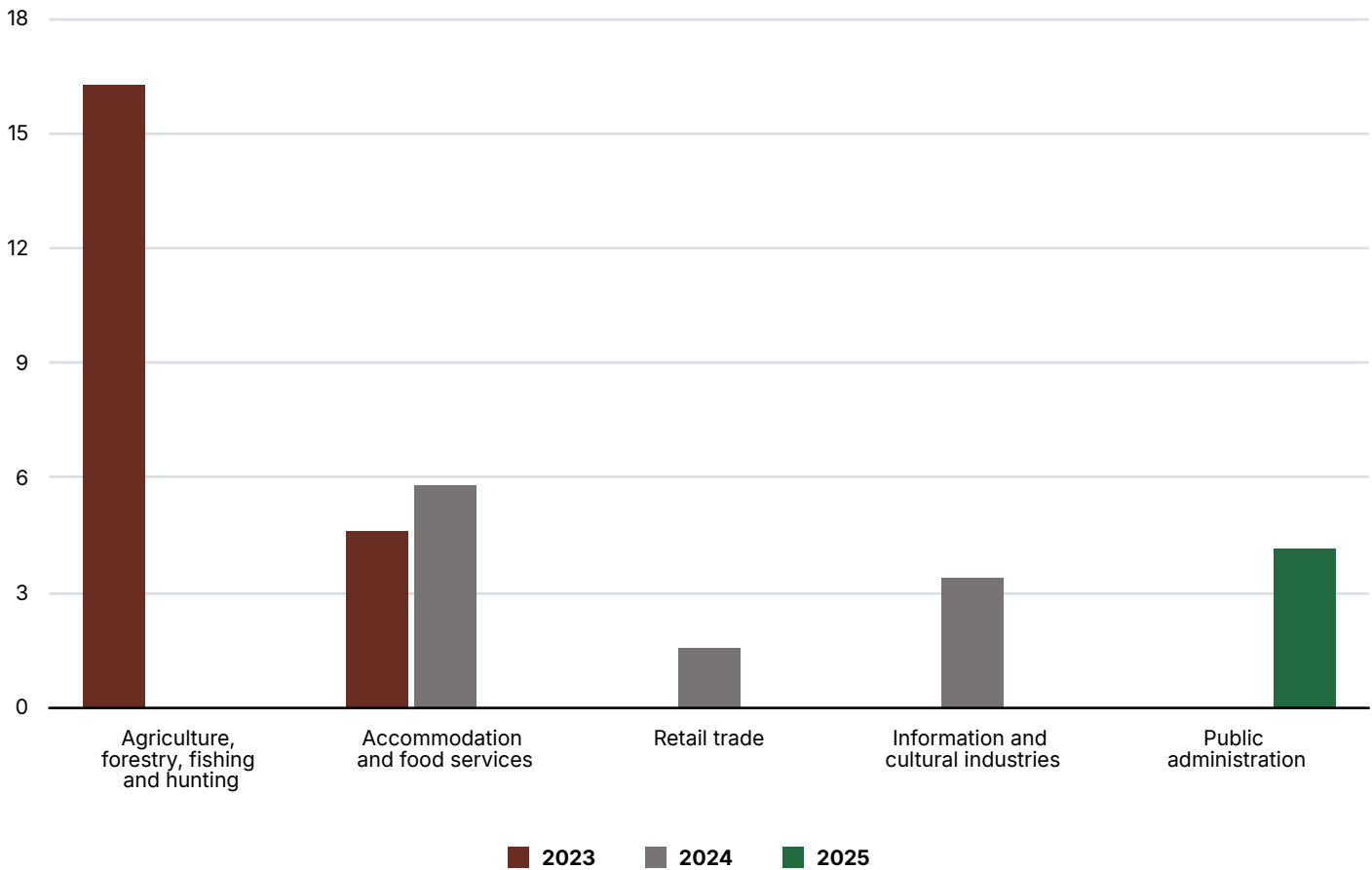


Figure 3.1: Shows major industry sectors where the local economy has strong specialization and increasing concentration or strong growth. Sectors are categorized based on specialization (location quotient) and recent employment growth or change in concentration. (Glenwood, 2023-2025)³

Employment by Sector

Glenwood’s employment remained concentrated in agriculture and public administration in 2025, with 12 people and 8 people respectively. Agriculture was unchanged from 2024, while public administration rose 166.7% from 3 people.

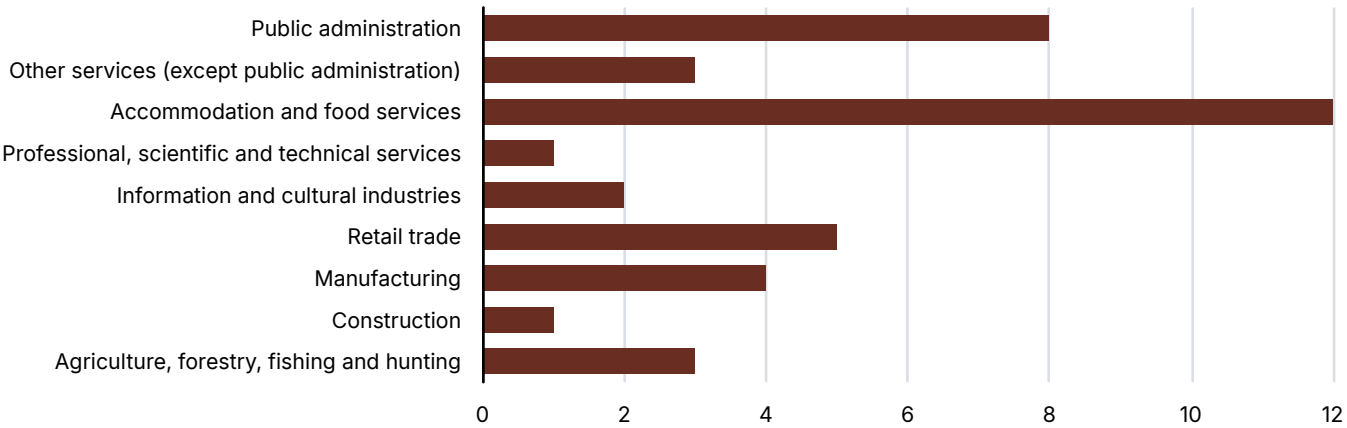


Figure 4.1: Shows how employment is distributed across industry sectors. It helps indicate which sectors account for the largest share of local jobs. (Glenwood, 2025)⁴

Glenwood’s 2025 employment by sector is concentrated in a small set of industries, with accommodation and food services providing the largest count among those listed at 12 people. Public administration follows with 8, while retail trade accounts for 5 and manufacturing for 4. Smaller counts appear in agriculture, forestry, fishing and hunting, and other services, both at 3. Several sectors were unchanged from 2024, including construction, manufacturing, retail trade, information and cultural industries, and professional, scientific and technical services. The clearest movement is in public administration, which rose from 3 to 8 people in one year. That change stands out against the otherwise stable sector profile.



In 2025, Glenwood’s employment was concentrated in a few sectors. Accommodation and food services led with 12 people, or 30.8% of the 39 employees aged 15 and over shown here, followed by public administration at 8 people and retail trade at 5. Manufacturing accounted for 4 jobs, while construction and professional services each had 1.

Figure 4.2: Distribution of Largest Group: Naics - Accommodation and food services (Glenwood)⁴

Establishments by Sector

Glenwood’s business base in 2025 was led by agriculture, forestry, fishing and hunting with 11 establishments, while accommodation and food services had 6. Retail trade rose to 3, and other services reached 4, up 33.33% year over year.

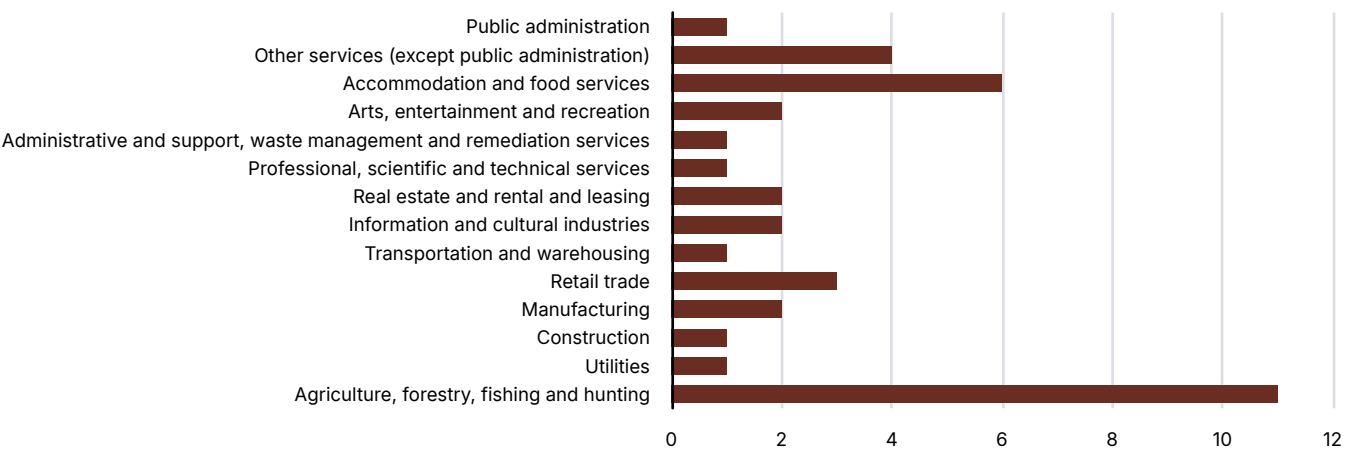
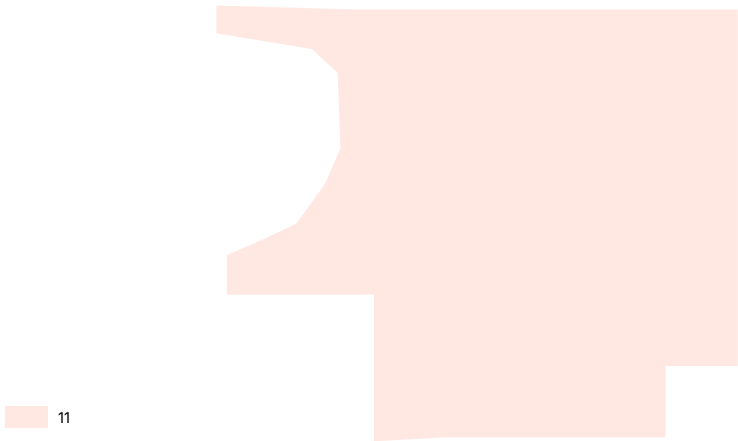


Figure 5.1: Shows how business establishments are distributed across sectors. It helps indicate the sector mix of the local business base. (Glenwood, 2025)¹

In 2025, Glenwood’s business base was spread across several sectors, but it was most concentrated in agriculture, forestry, fishing and hunting, with 11 establishments. Accommodation and food services followed with 6, and other services had 4. Retail trade had 3 establishments, while manufacturing, information and cultural industries, real estate and rental and leasing, and arts, entertainment and recreation each had 2. Recent change was limited in most sectors. Retail trade rose by 50%, real estate and rental and leasing doubled, and other services increased by 33.3%, while most other sectors were unchanged.



In 2025, Glenwood’s business base was concentrated in a few sectors. Agriculture, forestry, fishing and hunting led with 11 establishments, followed by accommodation and food services with 6 and other services with 4. Retail trade had 3, while manufacturing, information and cultural industries, real estate and rental and leasing, and arts, entertainment and recreation each had 2. Most other sectors had 1 establishment.

Figure 5.2: Distribution of Largest Group: Naics - Agriculture, forestry, fishing and hunting (Glenwood)¹

Establishments by Size

Glenwood’s establishments remained concentrated among businesses without employees, at 29 in 2025, up 7.4% from 2024. The 1 to 4 employee group rose to 11, a 57.1% increase, while 5 to 9 employee firms reached 4.

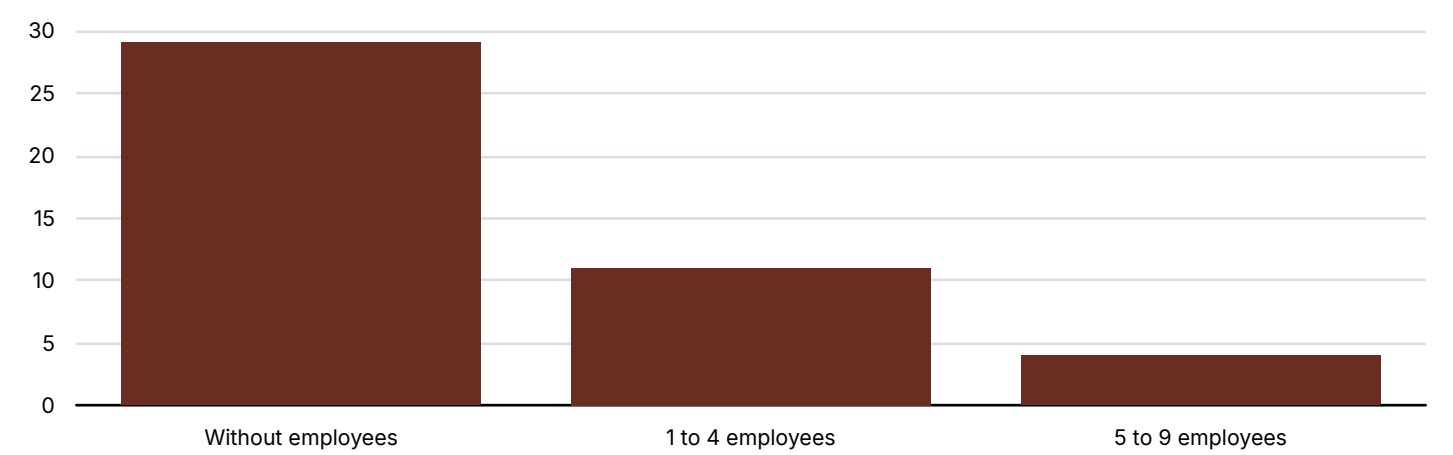


Figure 6.1: Shows how businesses are distributed by number of employees. It helps indicate whether the local economy is dominated by very small, small, or larger firms. (Glenwood, 2025)¹

Glenwood’s business establishments are concentrated in the smallest size classes. In 2025, there were 29 establishments without employees, 11 with 1 to 4 employees, and 4 with 5 to 9 employees. The recent changes point in the same direction. Establishments without employees rose 7.4% year over year, while the 1 to 4 employee group increased 57.1% and the 5 to 9 employee group grew 33.3%. Taken together, the data show a local business base made up mainly of very small firms, with the smallest paid-staff categories also expanding. That pattern suggests growth is being recorded at the lower end of the size scale, rather than in larger establishments.



Figure 6.2: Distribution of Largest Group: Business Establishment Size - Without employees (Glenwood)¹

Largest Sectors

Accommodation and food services employed the most people in Glenwood in 2025, with 12 workers. Public administration followed at 8, rising 166.7% from a year earlier, while retail trade had 5 and manufacturing 4.

In Glenwood, employment in 2025 was concentrated in a small set of sectors, with accommodation and food services standing out as the largest employer among the industries listed. Public administration was the next most significant sector, while retail trade and manufacturing were smaller but still present in the local employment base. Accommodation and food services employed 12 people, followed by public administration with 8, retail trade with 5, manufacturing with 4, and other services with 3. The 1-year change was flat for manufacturing, retail trade,

and accommodation and food services. Public administration rose sharply, increasing by 166.7% from the previous year. That pattern suggests a modest and selective employment structure rather than broad-based sector depth. The largest sectors account for only a limited number of jobs, which makes year-to-year changes in individual industries more visible. Glenwood's sector profile in 2025 is shaped by a few small employers, with recent growth concentrated in public administration.

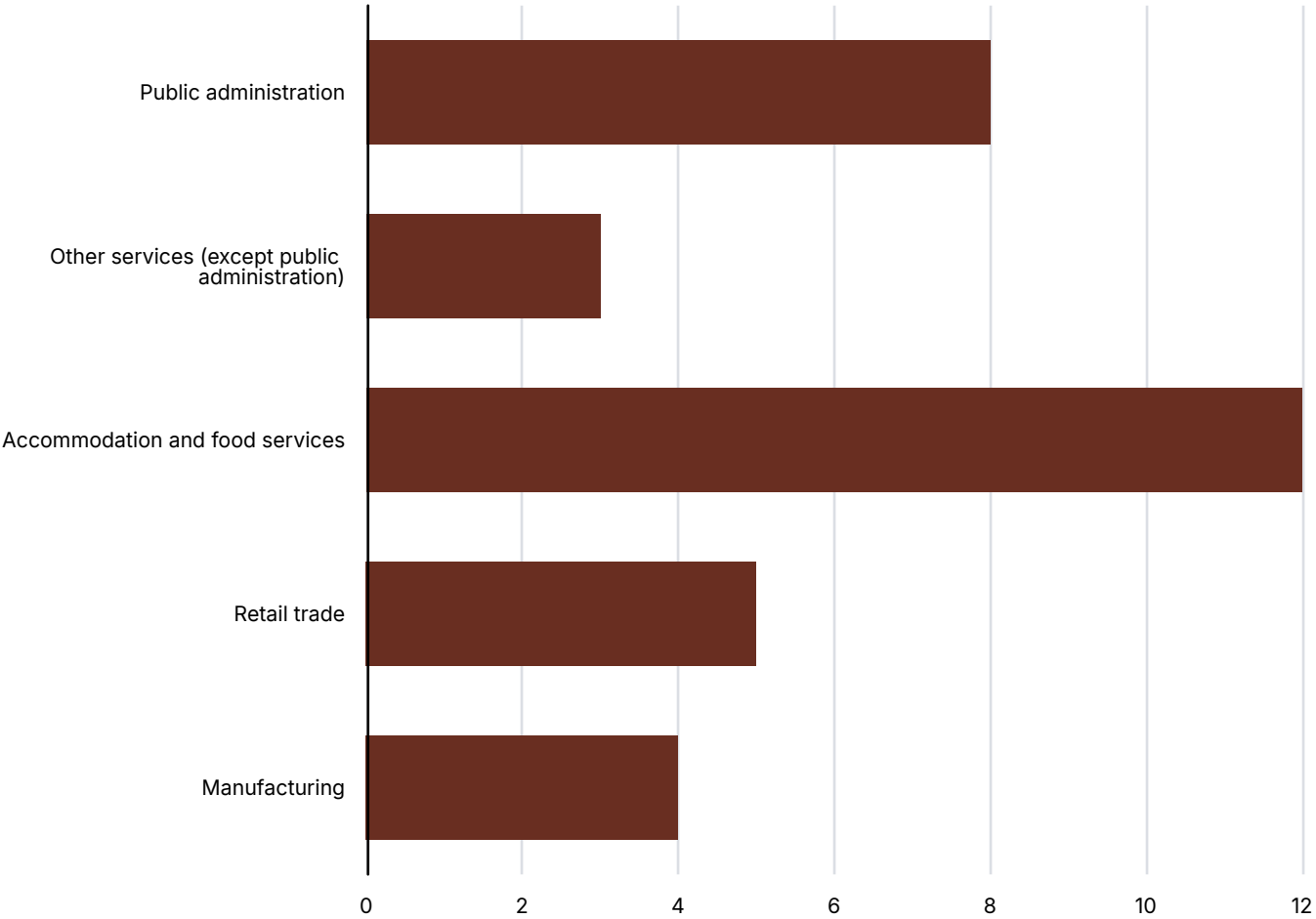


Figure 7.1: Shows the sectors employing the most people. It helps identify the largest pillars of the local economy. (Glenwood, 2025)⁴

Anchor Sectors

Glenwood’s largest anchor sector is accommodation and food services at 3.8929, though its concentration fell 32.8% year over year. Public administration followed at 2.4371 in 2024, while manufacturing was the most changed group at 1.0904.

Glenwood’s anchor sectors in 2025 show specialization in a few parts of the local economy, but the concentration has generally weakened over the past year. The clearest anchor is accommodation and food services, followed by information and cultural industries, manufacturing, and retail trade. Accommodation and food services has the highest location quotient at 3.9, with a 1-year change of -32.8%. Information and cultural industries also stands out at 2.5, though its concentration fell 24.6%. Manufacturing and retail trade are much closer to parity, with location

quotients of 1.1 and 1.1, and both posted steep declines of about one-third over the year. Taken together, the pattern suggests that Glenwood still has pockets of sectoral specialization, but those anchors are less concentrated than they were a year earlier. The largest recent drop is in manufacturing, while retail trade also slipped sharply. The data points to a local economy where specialization remains visible, but the trend in concentration is downward across all listed sectors.

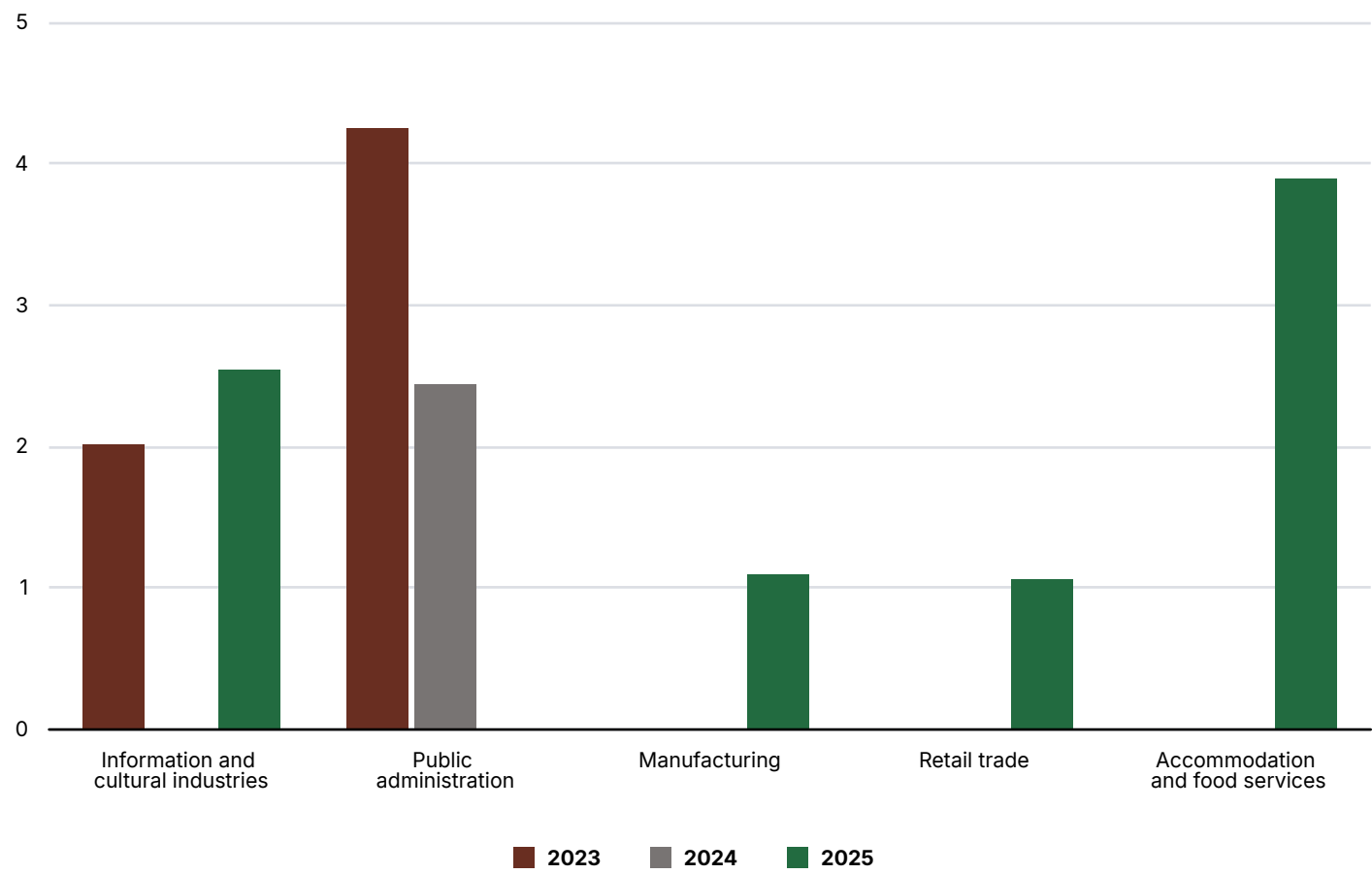


Figure 8.1: Shows major industry sectors where the local economy has strong specialization but relatively stable or declining concentration over time. Sectors are categorized based on specialization (location quotient) and recent employment growth or change in concentration. (Glenwood, 2023-2025)³

Micro Establishments Share

Glenwood’s business base is entirely made up of micro establishments in 2025, with the share at 100.0%. Most industries also sit at 100.0%, while retail trade rose to 66.7% after being 50.0% in 2024.

In 2025, Glenwood’s business base was almost entirely made up of micro establishments, with most recorded sectors showing a 100.0% share of firms with 0 to 4 employees. The pattern points to a very small-firm profile across the local economy. Several sectors were at the maximum share in the data, including agriculture, utilities, construction, manufacturing, transportation and warehousing, information and cultural industries, real estate, professional services, administrative and support services, arts, entertainment and recreation, and other services. Retail trade and accommodation and food services

were lower, at 66.7%. The only notable year-to-year movement was in retail trade, where the micro-establishment share rose by 33.4 percentage points from the previous year. Accommodation and food services held steady, while the remaining sectors showed no change. Taken together, the data suggest a business landscape dominated by very small firms, with only limited variation by sector. The main exception is retail, which remains less concentrated in micro establishments than most other parts of Glenwood’s business mix.

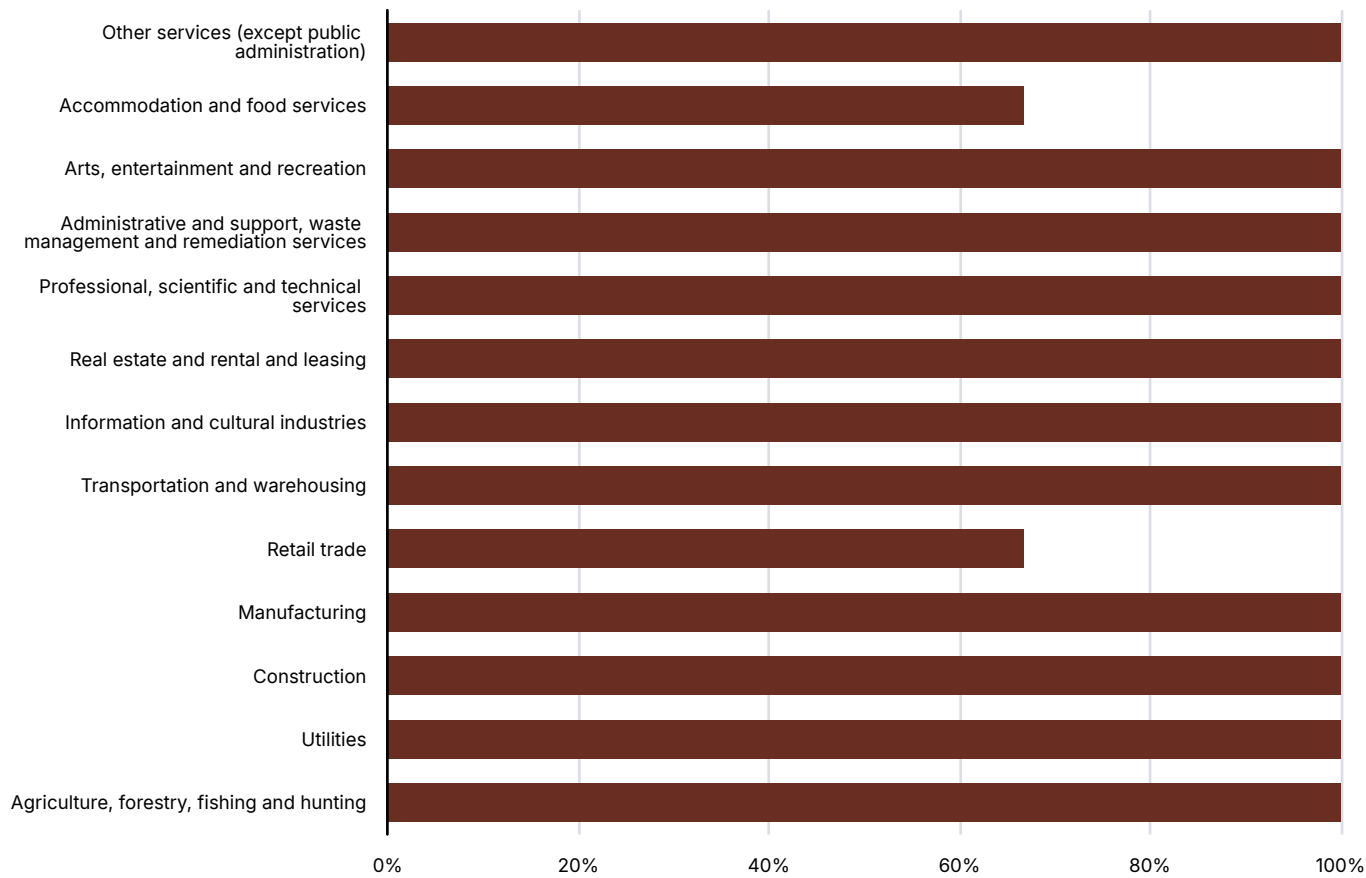


Figure 9.1: Shows the share of businesses with 0 to 4 employees. It helps indicate how much the local business base is made up of very small firms. (Glenwood, 2025)⁵

Specialist Sectors (LQ)

Public administration is Glenwood’s most concentrated specialist sector, with an LQ of 4.1463 and a 70.1% one-year increase. Accommodation and food services follows at 3.8929, while agriculture, forestry, fishing and hunting stands at 3.2984.

In 2025, Glenwood’s employment profile shows specialization in a small set of sectors rather than a broad spread across the economy. Public administration has the highest location quotient at 4.1, followed by accommodation and food services at 3.9 and agriculture, forestry, fishing and hunting at 3.3. Information and cultural industries also stands out at 2.5, while other services (except public administration) is less concentrated, at 1.8. These figures suggest that Glenwood’s strongest employment

concentrations are in a few sectors that exceed the national pattern. The recent change data points to uneven momentum. Public administration rose sharply over the past year, up 70.1%, while accommodation and food services fell 32.8% and information and cultural industries declined 24.6%. Agriculture and other services do not show a recorded one-year change in the dataset. Taken together, Glenwood’s specialization is clear, but the recent trend is mixed rather than uniform.

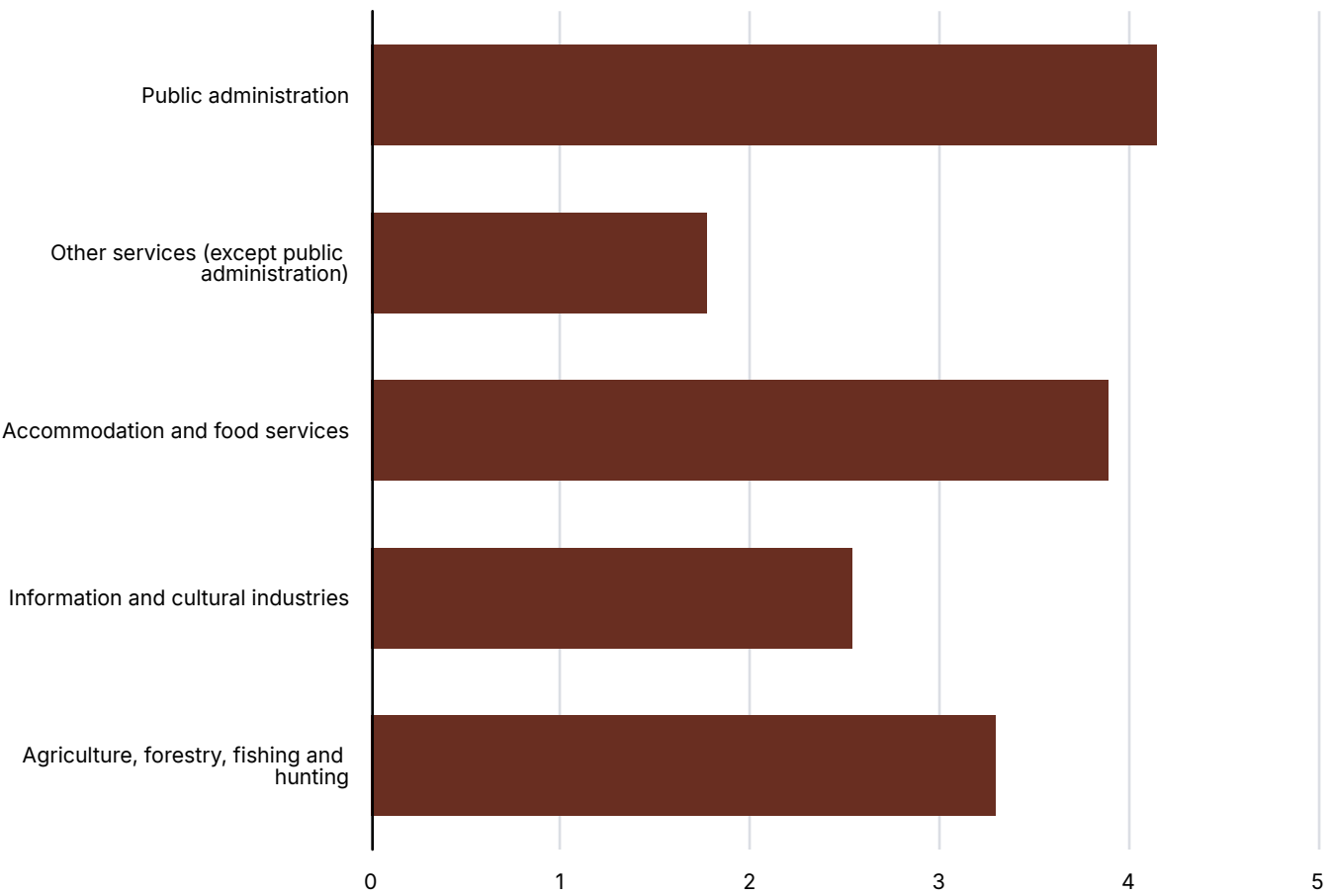


Figure 10.1: Shows sectors where the local economy has the highest level of specialization based on employment concentration compared with the national average. Sectors are categorized based on specialization (location quotient) and recent employment growth or change in concentration. (Glenwood, 2025)³

Declining Industries

Glenwood’s declining industries are unchanged year over year, with the largest and most changed groups both at 6 people. Full-service restaurants and RV parks each employed 6, while meat product manufacturing had 4 and grocery retailers 5.

In Glenwood, the available industry employment data does not show a clear declining segment over the past year. The five industries listed all record a 1-year change of 0, suggesting stable employment rather than a downturn in the measured period. The largest counts are in recreational vehicle parks and recreational camps and full-service restaurants and limited-service eating places, at 6 people each. Grocery and convenience retailers follow with 5, while meat product manufacturing has 4 and accounting, tax preparation, bookkeeping and payroll services has 1. These are small employment totals, so even

modest shifts could matter in future updates. Because every listed industry is unchanged from the previous year, there is no benchmarked decline to contrast with growth or contraction. The pattern is one of flat employment across a mix of consumer-facing and service activities. For this topic, the key takeaway is that the current dataset points to stability, not shrinking employment, in Glenwood’s listed industries. Source: Statistics Canada, Business Register; Localintel, Employment by Industry Estimates of Census Areas.

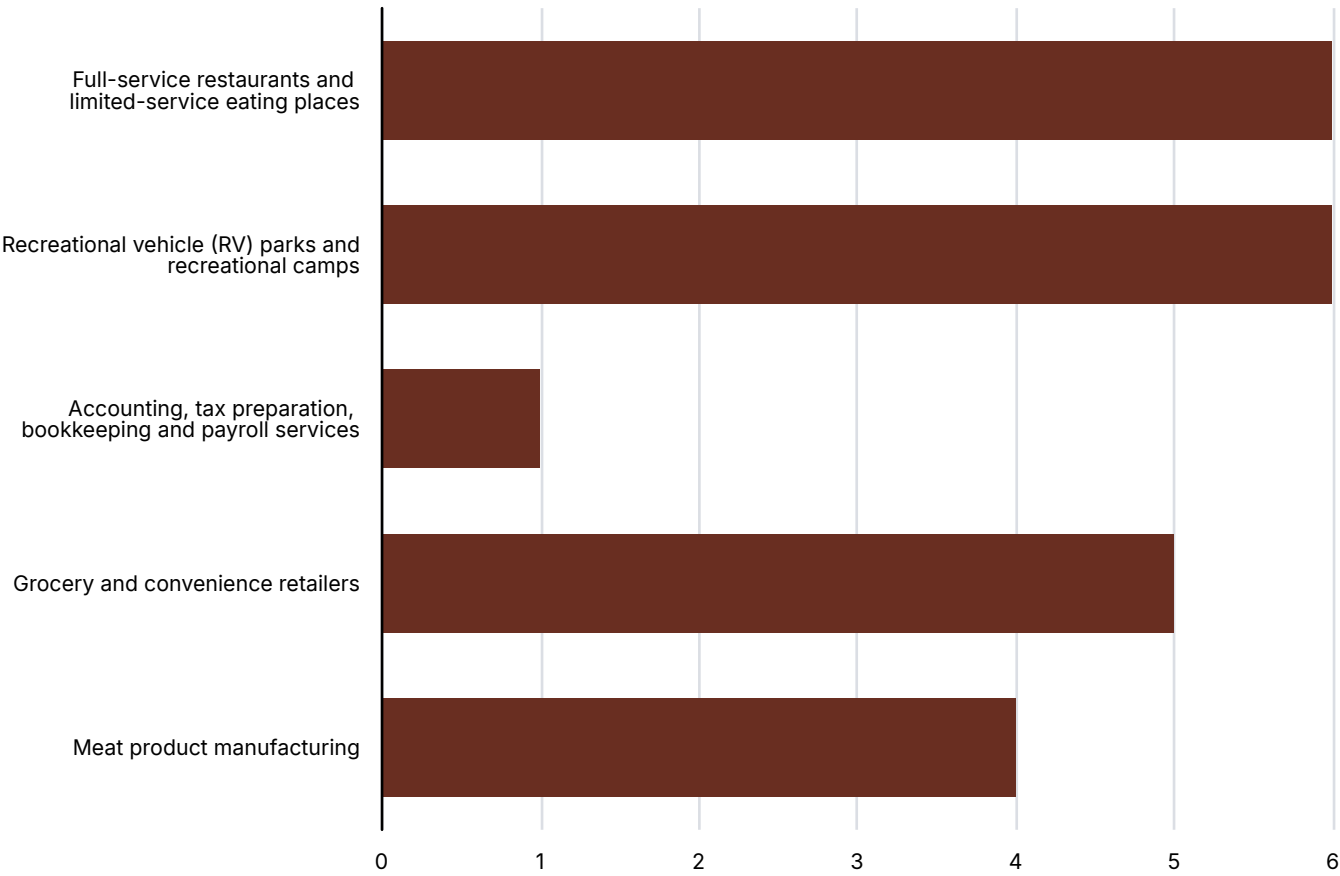


Figure 11.1: Shows industries where employment has decreased the most over the selected time period. It helps identify parts of the local economy that are losing jobs. (Glenwood, 2025)⁴

Largest Industries

Other local, municipal and regional public administration was Glenwood’s largest industry in 2025 with 8 people, and the most changed group, rising 166.7% from a year earlier. Recreational camps and restaurants each employed 6.

In 2025, Glenwood’s largest local employers were small in absolute terms, but they show a clear mix of public services, retail, and visitor-oriented activity among employees aged 15 and over. The biggest industry was other local, municipal and regional public administration, with 8 workers, followed by full-service restaurants and limited-service eating places and recreational vehicle parks and recreational camps, at 6 each. Several other industries were close behind. Grocery and convenience retailers employed 5 people, meat product manufacturing had 4, and both support activities for animal production

and private households employed 3 each. Web search portals, libraries and archives, and all other information services employed 2 people. The only year-over-year change shown was for public administration, which rose 166.7%. The other industries listed were unchanged from the previous year, according to the dataset. Taken together, the pattern points to a very small employment base with no single sector dominating by a wide margin. The list also suggests that local jobs are spread across basic community functions and service businesses.

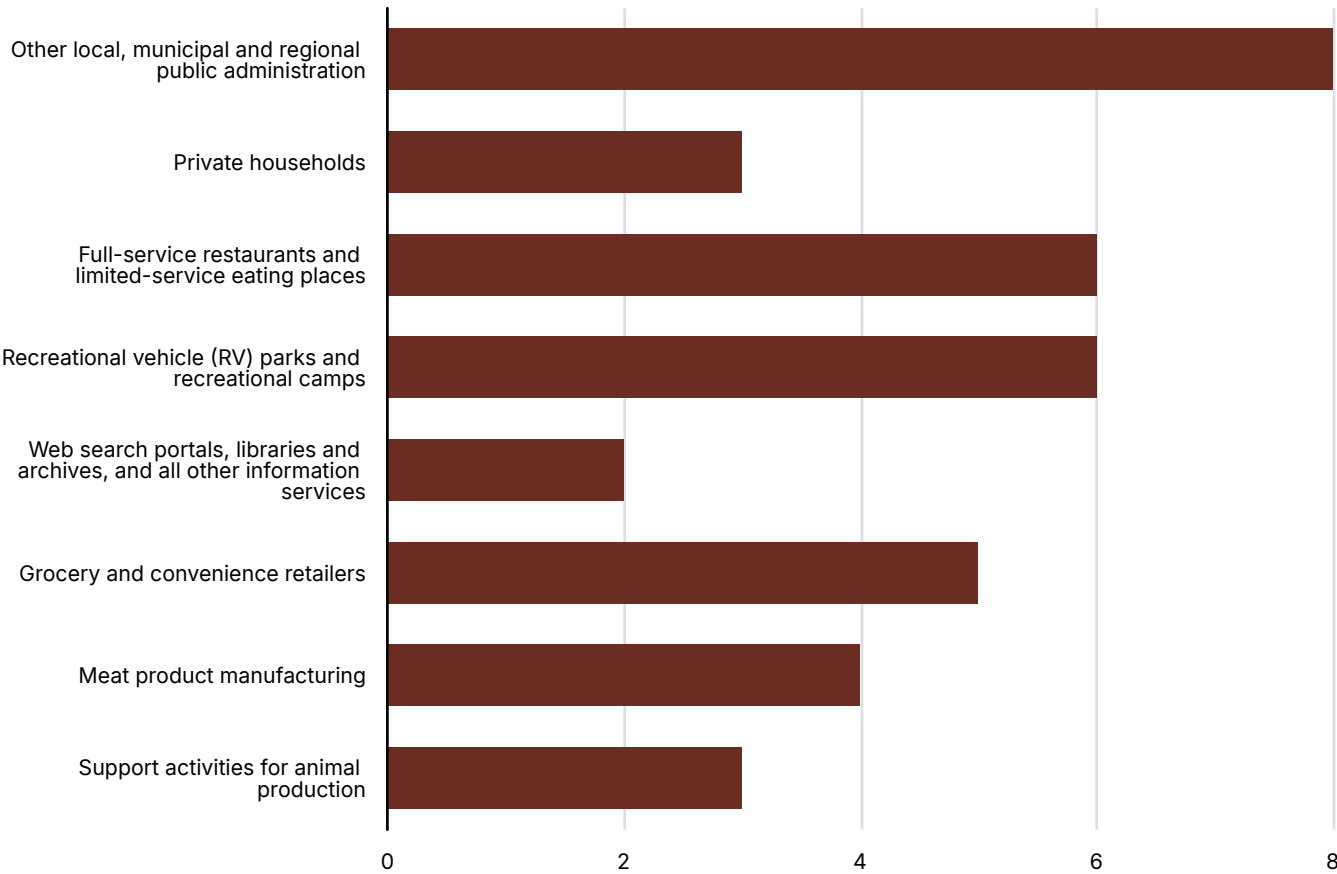


Figure 12.1: Shows the industries with the highest employment. It helps identify the biggest sources of jobs in the local economy. (Glenwood, 2025)⁴

Data Sources

1. Statistics Canada, Business Register. Published in Jun 1, 2025.
2. Statistics Canada, Census Profile. Published in Dec 15, 2022.
3. Statistics Canada, Business Register; Localintel, Employment Location Quotient by Industry Estimates of Census Areas. Published in Mar 13, 2026.
4. Statistics Canada, Business Register; Localintel, Employment by Industry Estimates of Census Areas. Published in Mar 13, 2026.
5. Statistics Canada, Business Register; Localintel, Micro Establishments Share of Census Areas. Published in Mar 13, 2026.

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