

Calgary, Heart of the New West

Western Canada's business centre

April 2009



Canada : Overview

- Second largest country in the world (geography)
- Longest coastline of any country
- \$1.6 trillion GDP and 3.3 million people
- Growing Economy: Real GDP growth forecast at 0.6% in 2008 and 2009 and 3.4% in 2010 (Bank of Canada, Oct. 23, 2008)
- Fiscal Discipline: Canada is only G7 country to record a budget surplus in 2007 (1.0% of GDP versus average deficit of 2.4% for G7 countries)
 - Canada has AAA/Stable/A-1+ rating (S&P)
- Currency differential with U.S. dollar creates Canadian cost advantage
- NAFTA: North America Free Trade Agreement created largest free trade area in the world (Canada/U.S./Mexico)

Canada : Overview

- Low Inflation: Over the past five years, Canada's inflation rate averaged 2.2%
- Strong employment growth: Average job creation of 2.0% over past 10 years
- Strong Foreign Direct Investment: Canada's inward FDI reached C\$500 Billion in 2007
- Attractive Tax Environment: Canada's marginal effective corporate tax rate, by 2012, will be the lowest in the G7
- Canada continues to have one of the highest college or university educational attainment levels of OECD countries

Where is Calgary?

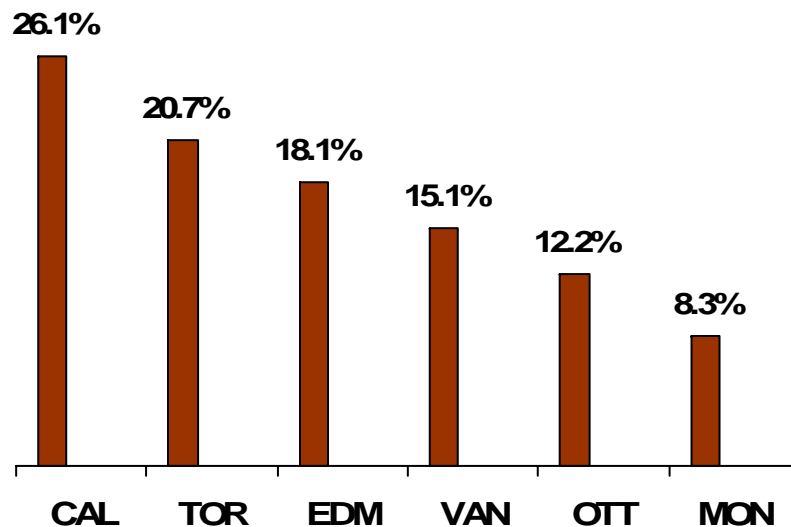


Strategic Location

- Access to world markets
- Western Canada's business centre
- Western Canada's distribution hub
- Debt-free province

Leading population growth

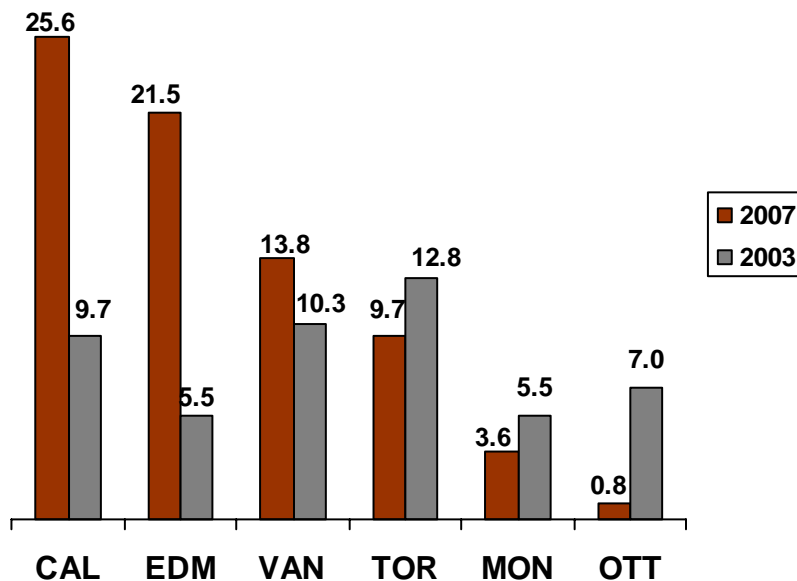
Total Population Growth
(1998-2007)
Canadian CMAs



- Second highest population growth in Canada at 2.9% (2007)
- Highest total population growth and average annual growth over the past 10 years (1998-2007), at a rate of 26.1% and 2.7%, respectively
 - Calgary Economic Region's population nears 1.23 million (2007)

Leading population growth

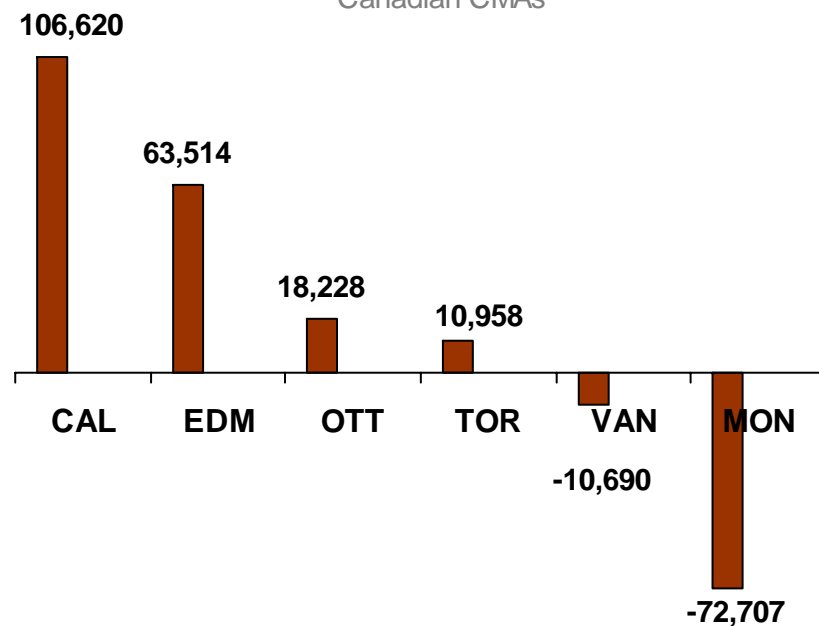
Net Overall Migration per Capita
(per 1,000 population)
(2003, 2007)
Canadian CMAs



- Highest number of net overall migrants per capita in 2007, at 25.6 migrants per 1,000 population (graph)
- Boasts a net gain of over 102,500 migrants over the past five years (2003-2007) and 190,700 migrants over the past 10 years (1998-2007)

Leading population growth

Total 10 Year Net
Interprovincial Migration
(1998-2007)
Canadian CMAs

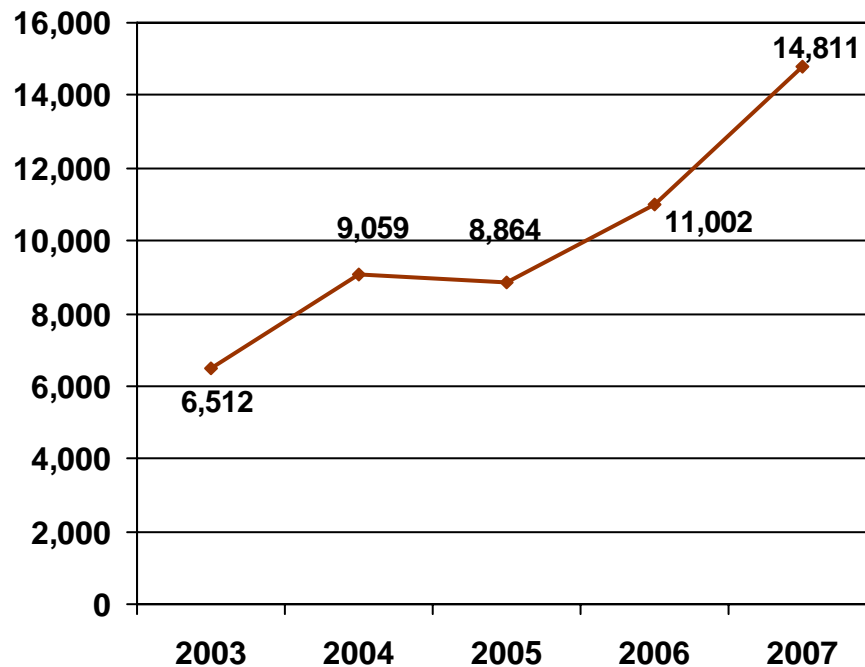


- Calgary's net interprovincial migration represented nearly 57% of the city's overall net migration in 2007
- Calgary experienced the second highest growth in net interprovincial migration (after Vancouver), with over 16,500 migrants in 2007 – an increase of 2,716 migrants from 2006, or 16.4%
- Maintained its lead in number of net interprovincial migrants over the past 10 years – a staggering 106,620 from 1998-2007, equal to an annual average of 10,662 (graph)
- Leads in net interprovincial migrants per capita in 2003 and 2007, at 4.3 and 14.5 migrants per 1,000 population, respectively

Source: Statistics Canada

Leading population growth

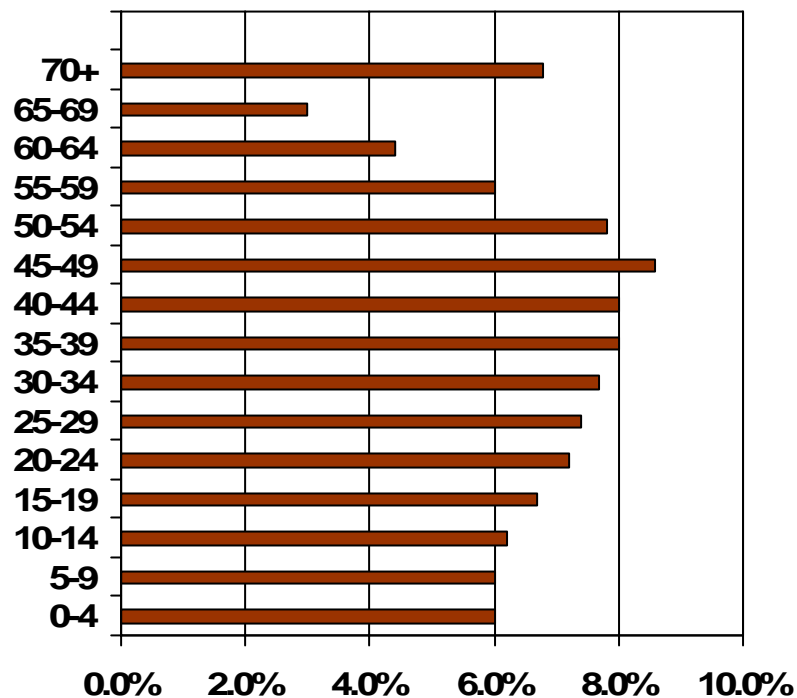
Net International Migration
2003-2007
Calgary CMA



- Calgary's net international migration has steadily increased since 2003
- 2007 saw an increase of 3,809 migrants over 2006, for a total of more than 14,800 net international migrants in 2007

Prime pool of core producers

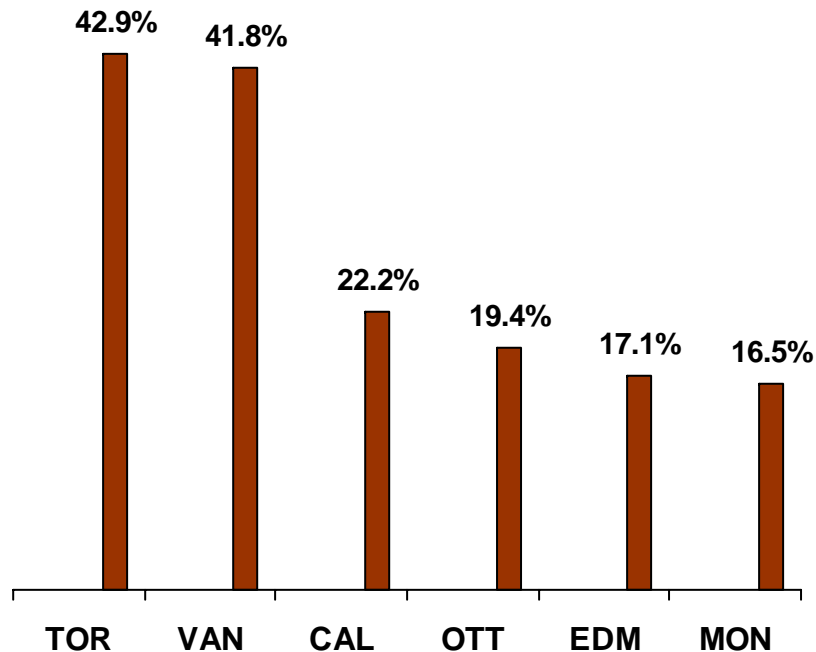
Population Distribution
2008
Calgary Economic Region



- Highest employment-to-population ratio at 58.7% (2006)
- Over 47% of Calgarians within the core working age group of 25 – 54 (2008)
- Youngest population in Canada with an median age of 35.7 (2006 Census)

Diverse population

Visible Minority Rate
2006 Census
Canadian CMAs

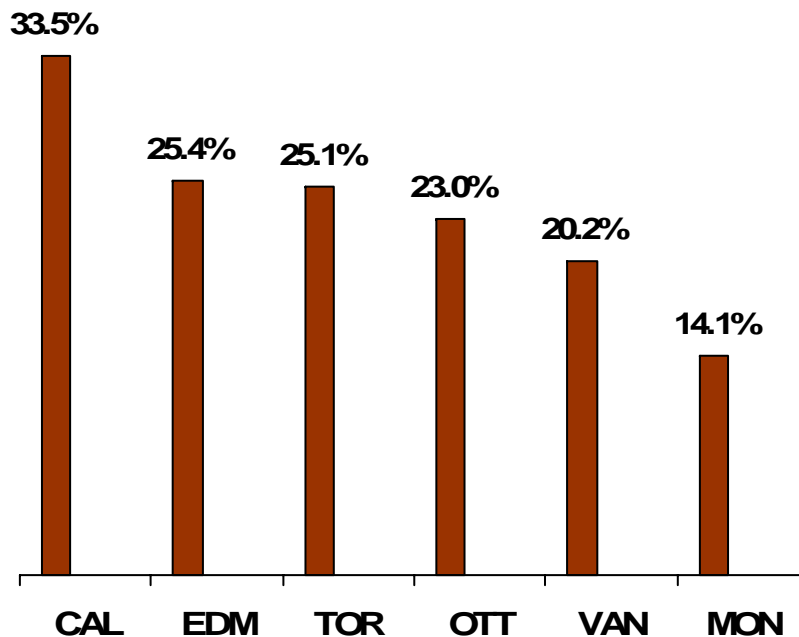


- Among the highest visible minority rates in Canada
 - 3rd only to Toronto and Vancouver
 - Top visible minorities groups: Chinese, South Asian, Filipino
- Only 19.4% of Calgarians identify Canada as location of origin/ ancestry
 - Most prevalent origins: English, Scottish, German, Irish

Source: Statistics Canada

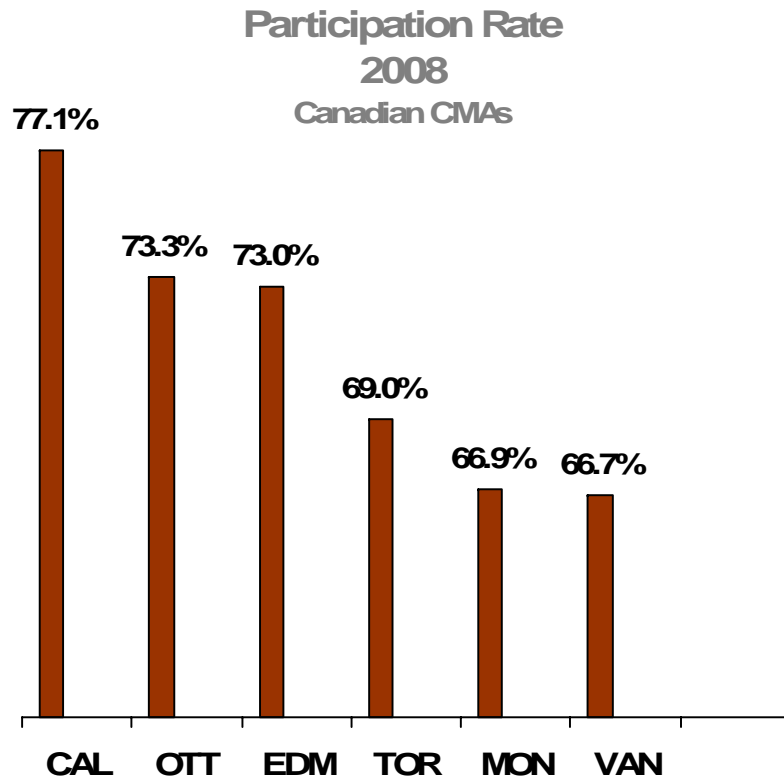
Labour force growth

Total Labour Force Growth
(1999-2008)
Canadian CMAs



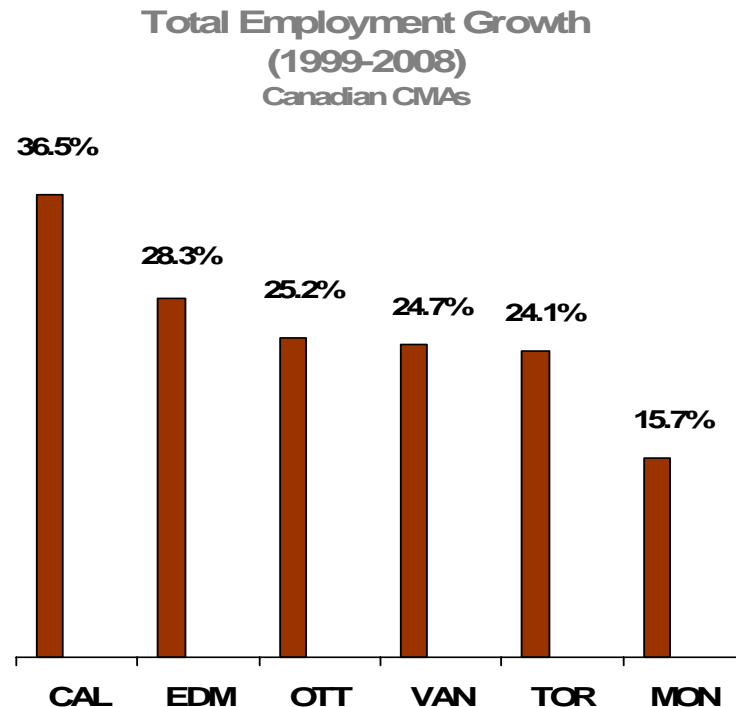
- Highest labour force growth in 2008 at 3.7%
- Highest total labour force growth at 33.5% over the past 10 years (1999-2008)
- Highest average annual labour force growth at 3.3% over the past 10 years (1999-2008)

Calgary's workforce leads the nation



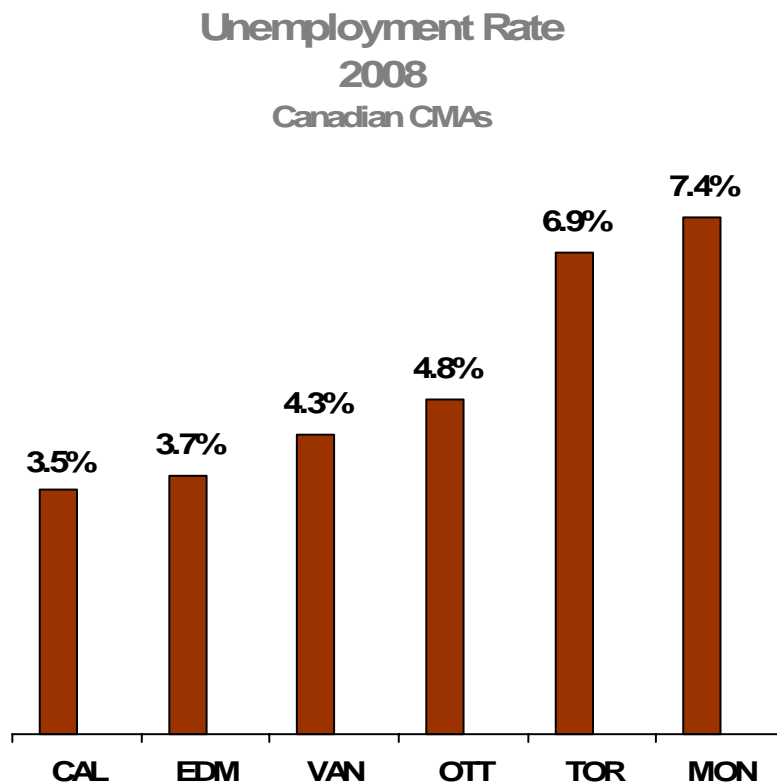
- Highest labour force participation rate in 2008, at a rate of 77.1%
- Consistently highest participation rate over the past 10 years (1999-2008), with an annual average of 75.5%

Employment growth



- Second highest employment growth in 2008 at 3.5%
- Highest total employment growth at 36.5% growth over the past 10 years (1999-2008)
- Highest average annual employment growth at 3.5% over the past 10 years (1999-2008)

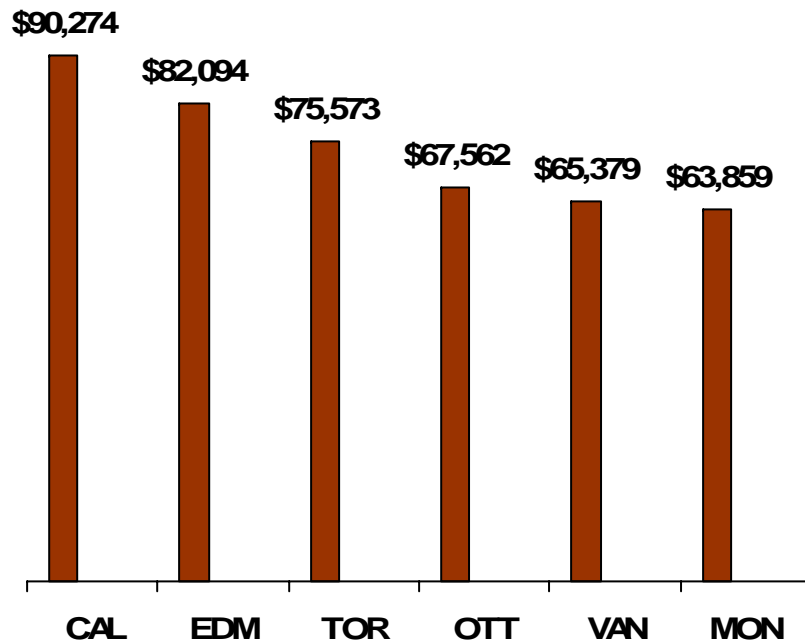
Calgary's workforce leads the nation



- Lowest unemployment rate in 2008, at 3.5%
- Lowest average annual unemployment rate over the past 10 years (1999-2008), at 4.4%

Strong work ethic

Labour Force Productivity
2008
Canadian CMAs



- Consistently highest labour force productivity in Canada - \$90,274 Real GDP per worker in 2008

Calgary's economic diversity

HISTORICAL EMPLOYMENT BY INDUSTRY CALGARY ECONOMIC REGION

| Industry | 2004 (Thousands) | 2008 (Thousands) | Change |
|---|---------------------|---------------------|--------|
| AGRICULTURE | 6.2 | 14.8 | 138.7% |
| OTHER PRIMARY (MAINLY OIL & GAS) | 37.3 | 55.6 | 49.1% |
| MANUFACTURING | 53.7 | 53.6 | -0.2% |
| CONSTRUCTION | 57.1 | 75.1 | 31.5% |
| UTILITIES | 3.2 | 5.9 | 84.4% |
| TRANSPORTATION & WAREHOUSING | 38.7 | 36.4 | -5.9% |
| TRADE | 99.9 | 110.0 | 10.1% |
| FINANCE, INSURANCE, REAL ESTATE AND LEASING | 38.1 | 50.0 | 31.2% |
| PROFESSIONAL, TECHNICAL & MANAGEMENT | 94.3 | 117.6 | 24.7% |
| ACCOMMODATION AND FOOD SERVICES | 46.8 | 40.8 | -12.8% |
| EDUCATION SERVICES | 31.9 | 40.0 | 25.4% |
| HEALTH & WELFARE SERVICES | 52.6 | 67.2 | 27.8% |
| OTHER SERVICES | 29.6 | 32.2 | 8.8% |
| GOVERNMENT SERVICES | 19.8 | 26.6 | 34.3% |
| ALL INDUSTRIES | 642.8 | 757.9 | 17.9% |

Calgary's economic diversity

FORECAST EMPLOYMENT BY INDUSTRY CALGARY ECONOMIC REGION

| Industry | 2007 (Thousands) | 2012 (Thousands) | Change |
|---|---------------------|---------------------|--------|
| AGRICULTURE | 5.0 | 4.9 | -2.0% |
| OTHER PRIMARY (MAINLY OIL & GAS) | 49.6 | 48.4 | -2.4% |
| MANUFACTURING | 53.3 | 57.1 | 7.1% |
| CONSTRUCTION | 67.6 | 67.8 | 0.3% |
| UTILITIES | 6.9 | 7.6 | 10.1% |
| TRANSPORTATION & WAREHOUSING | 46.1 | 50.3 | 9.1% |
| TRADE | 105.6 | 122.7 | 16.2% |
| FINANCE, INSURANCE, REAL ESTATE AND LEASING | 46.2 | 51.3 | 11.0% |
| PROFESSIONAL, TECHNICAL & MANAGEMENT | 113.7 | 129.4 | 13.8% |
| ACCOMMODATION AND FOOD SERVICES | 42.3 | 49.5 | 17.0% |
| EDUCATION SERVICES | 50.6 | 61.8 | 22.1% |
| HEALTH & WELFARE SERVICES | 65.7 | 76.7 | 16.7% |
| OTHER SERVICES | 63.4 | 77.5 | 22.2% |
| GOVERNMENT SERVICES | 20.3 | 23.3 | 14.8% |
| ALL INDUSTRIES | 736.3 | 828.3 | 12.5% |

Source: City of Calgary Corporate Economics

Wired for success, educated to succeed

Calgarians are connected

- All Calgarians have access to broadband Internet connectivity
- Highest Internet use in Canada, at 85% (2007)

Calgary has a higher degree of learning

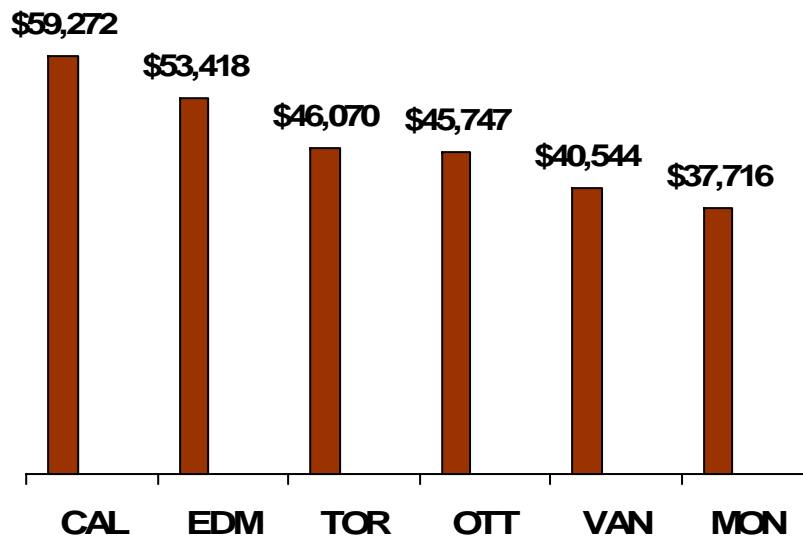
- Second highest level of educational attainment of population aged 25 – 64 of major Canadian cities (2006 Census)
- One of the best educated populations in North America

Headcount (2007/2008)

| | |
|--|--------|
| University of Calgary | 30,524 |
| Southern Alberta Institute of Technology | 28,660 |
| Mount Royal College | 12,676 |
| Bow Valley College | 8,119 |
| ACAD | 1,316 |
| Olds | 3,127 |

Most affluent Canadians

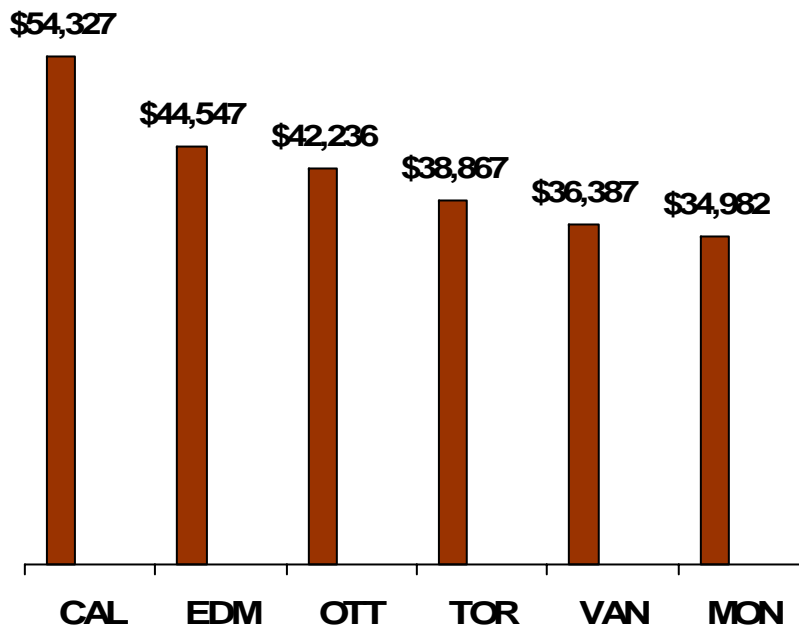
Wages and Salaries per Employee
2008
Canadian CMAs



- Consistently highest wages and salaries per employee in Canada for the past 8 years - \$59,272 per employee in 2008
- Second highest total growth and average annual growth in wages and salaries per employee over the past five years (2004-2008), at 28.9% and 6.9%, respectively
- Second highest total growth and average annual growth in wages and salaries per employee over the past 10 years (1999-2008), at 64.7% and 5.2% respectively

Most affluent Canadians

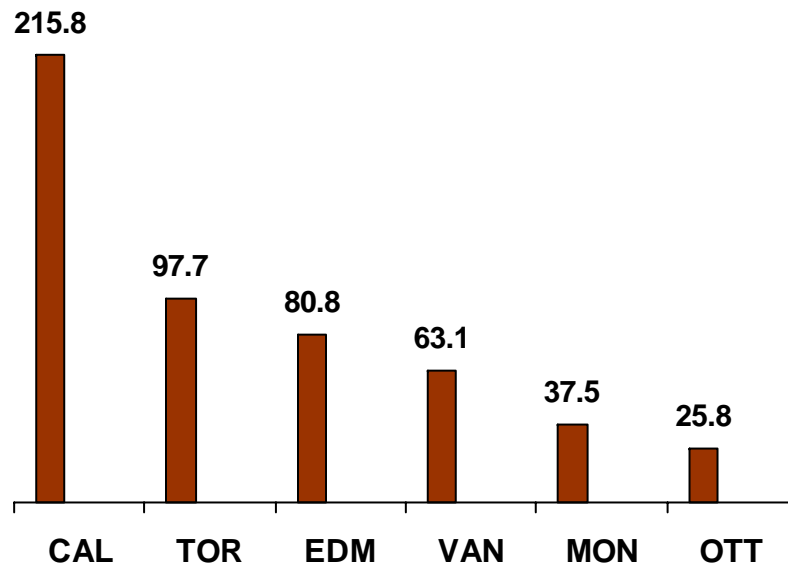
Personal Income per Capita
2008
Canadian CMAs



- Highest personal income per capita at \$54,327 in 2008
- Highest total five-year (2004-2008) growth in personal income per capita at 30.7%
- Highest average annual growth in personal income per capita over the past 10 years at 5.5% (1999-2008)

Most affluent Canadians

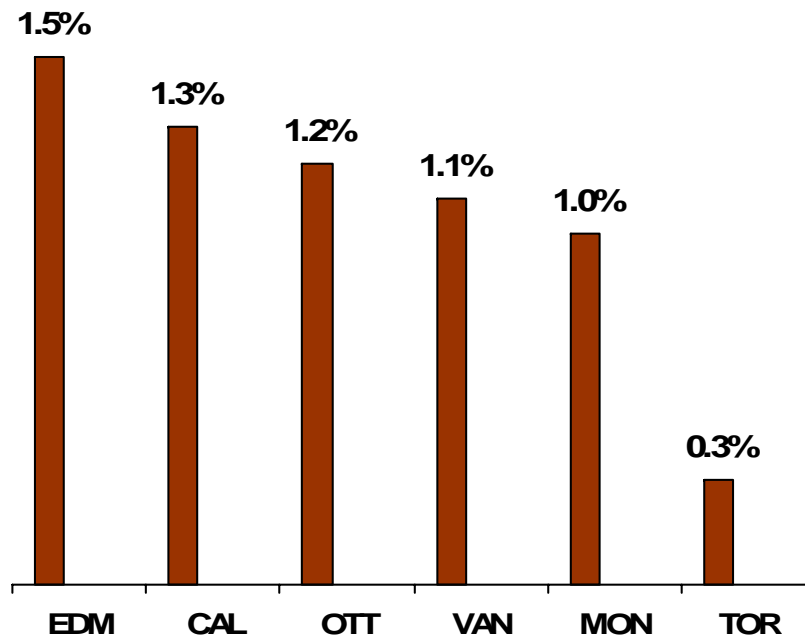
Millionaires per Capita
(100,000 Population)
2006
Canadian CMAs



- Highest number of millionaires in Canada on a per capita basis (215.8 per 100,000)
- The number of Calgary millionaires has increased by 21.8% over the past year
- Highest total 10-year growth in millionaires in Canada, more than quadrupling over the past 10 years (1997-2006)

Calgary's robust economy

Real GDP Growth
(2008)
Canadian CMAAs



- Ranks 2nd among major Canadian cities in Real GDP growth:
 - 1.3% in 2008
 - forecast 2.4% in 2009
- Projected to remain one of the top 3 cities from 2010-2013, with an average annual Real GDP growth rate of 3.7% (CBC)
- Highest average annual GDP growth over the past five years (2004-2008) and 10 years (1999-2008) at 4.7% and 3.8% respectively

Calgary's economic diversity

HISTORICAL GDP BY INDUSTRY CALGARY ECONOMIC REGION

| Industry | 2002 (\$ Millions) | 2006 (\$Millions) | Change |
|---|-----------------------|----------------------|--------|
| AGRICULTURE | \$146.0 | \$266.0 | 82.2% |
| OTHER PRIMARY (MAINLY OIL & GAS) | \$6,530.6 | \$6,443.1 | -1.3% |
| MANUFACTURING | \$4,273.4 | \$5,061.3 | 18.4% |
| CONSTRUCTION | \$3,605.8 | \$5,459.4 | 51.4% |
| UTILITIES | \$1,359.4 | \$966.4 | -28.9% |
| TRANSPORTATION & WAREHOUSING | \$3,103.1 | \$4,054.6 | 30.7% |
| TRADE | \$4,279.2 | \$5,571.5 | 30.2% |
| FINANCE, INSURANCE, REAL ESTATE AND LEASING | \$4,677.5 | \$6,326.6 | 35.3% |
| PROFESSIONAL, TECHNICAL & MANAGEMENT | \$4,252.1 | \$5,246.5 | 23.4% |
| ACCOMMODATION AND FOOD SERVICES | \$1,013.8 | \$1,138.4 | 12.3% |
| EDUCATION SERVICES | \$1,483.1 | \$1,851.2 | 24.8% |
| HEALTH & WELFARE SERVICES | \$1,792.6 | \$2,148.9 | 19.9% |
| OTHER SERVICES | \$3,185.0 | \$3,583.7 | 12.5% |
| GOVERNMENT SERVICES | \$1,481.4 | \$1,432.2 | -3.3% |
| ALL INDUSTRIES | \$44,162.4 | \$52,385.9 | 18.6% |

Source: City of Calgary Corporate Economics

Calgary's economic diversity

FORECAST GDP BY INDUSTRY CALGARY ECONOMIC REGION

| Industry | 2007 (\$ Millions) | 2012 (\$Millions) | Change |
|---|-----------------------|----------------------|--------|
| AGRICULTURE | \$258.5 | \$269.8 | 4.4% |
| OTHER PRIMARY (MAINLY OIL & GAS) | \$6,632.6 | \$6,884.2 | 3.8% |
| MANUFACTURING | \$5,392.8 | \$6,545.6 | 21.4% |
| CONSTRUCTION | \$5,964.6 | \$6,272.7 | 5.2% |
| UTILITIES | \$1,042.9 | \$1,275.4 | 22.3% |
| TRANSPORTATION & WAREHOUSING | \$4,335.6 | \$5,112.2 | 17.9% |
| TRADE | \$5,913.4 | \$7,295.1 | 23.4% |
| FINANCE, INSURANCE, REAL ESTATE AND LEASING | \$6,819.6 | \$8,543.7 | 25.3% |
| PROFESSIONAL, TECHNICAL & MANAGEMENT | \$5,649.2 | \$6,688.4 | 18.4% |
| ACCOMMODATION AND FOOD SERVICES | \$1,234.9 | \$1,572.3 | 27.3% |
| EDUCATION SERVICES | \$1,967.8 | \$2,548.6 | 29.5% |
| HEALTH & WELFARE SERVICES | \$2,248.6 | \$2,715.6 | 20.8% |
| OTHER SERVICES | \$3,920.5 | \$5,016.5 | 28.0% |
| GOVERNMENT SERVICES | \$1,493.4 | \$1,774.4 | 18.8% |
| ALL INDUSTRIES | \$55,710.4 | \$65,350.5 | 17.3% |

Source: City of Calgary Corporate Economics

Calgary's economic diversity

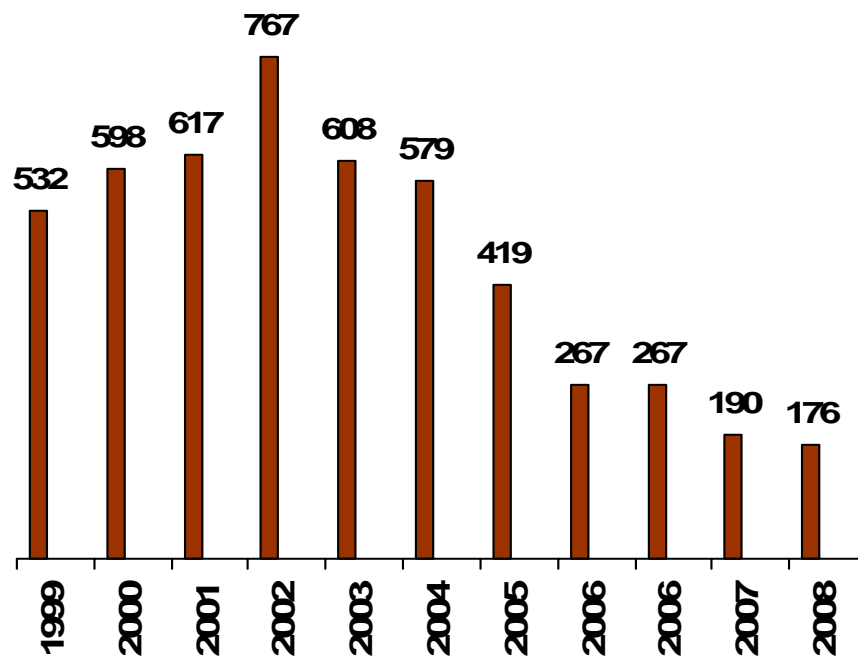
BUSINESS ESTABLISHMENTS BY INDUSTRY, CALGARY ECONOMIC REGION

| Industry | 2004 | 2008 | Change |
|--|--------|--------|--------|
| AGRICULTURE, FORESTRY, FISHING AND HUNTING | 701 | 615 | -12.3% |
| MINING AND OIL & GAS EXTRACTION | 1,769 | 1,792 | 1.3% |
| UTILITIES | 89 | 110 | 23.6% |
| CONSTRUCTION | 5,767 | 6,830 | 18.4% |
| MANUFACTURING | 1,979 | 1,853 | -6.4% |
| WHOLESALE TRADE | 2,761 | 2,731 | -1.1% |
| RETAIL TRADE | 4,514 | 4,755 | 5.3% |
| TRANSPORTATION AND WAREHOUSING | 1,539 | 1,740 | 13.1% |
| INFORMATION AND CULTURAL INDUSTRIES | 517 | 488 | -5.6% |
| FINANCE, INSURANCE, REAL ESTATE RENTAL AND LEASING | 3,866 | 3,964 | 2.5% |
| PROFESSIONAL, SCIENTIFIC AND TECHNICAL SERVICES | 11,205 | 11,387 | 1.6% |
| MANAGEMENT OF COMPANIES AND ENTERPRISES | 1,131 | 1,031 | -8.8% |
| ADMIN & SUPPORT, WASTE MANAGEMENT & REMEDIATION SERVICES | 2,378 | 2,598 | 9.3% |
| EDUCATIONAL SERVICES | 553 | 554 | 0.2% |
| HEALTH CARE AND SOCIAL ASSISTANCE | 3,255 | 3,333 | 2.4% |
| ARTS, ENTERTAINMENT AND RECREATION | 566 | 534 | -5.7% |
| ACCOMMODATION AND FOOD SERVICES | 2,809 | 2,798 | -0.4% |
| PUBLIC ADMINISTRATION | 68 | 73 | 7.4% |
| OTHER SERVICES (EXCEPT PUBLIC ADMINISTRATION) | 3,391 | 5,513 | 62.6% |
| ALL INDUSTRIES | 48,768 | 52,699 | 8.1% |

Source: Statistics Canada

Entrepreneurial hotbed

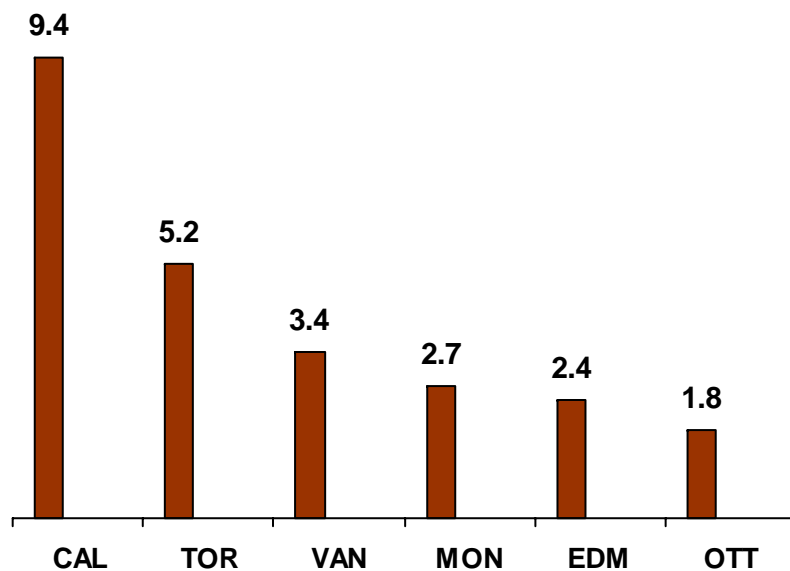
Calgary Business Bankruptcies
1999-2008



- Calgary CMA experienced a dramatic decrease of 66.9% in business bankruptcies over a 10-year period (1999-2008), from 532 in 1999, to 176 in 2008

Western Canada's head office centre

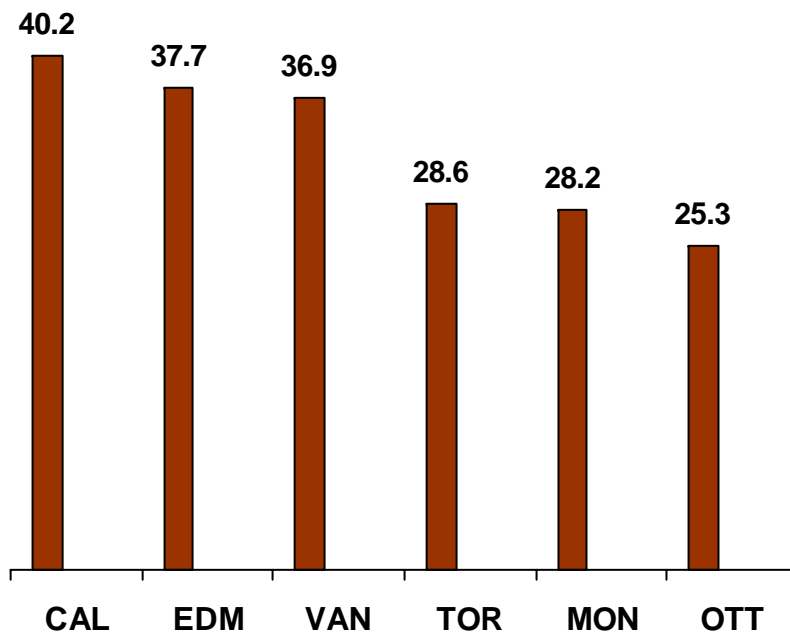
Corporate Head Offices
(per 100,000 population)
2007
Canadian CMAs



- 107 Calgary-based companies on the FP500 list; Nine are among the top 50 in Canada
 - Calgary has experienced more than 27% growth in head offices over past five years (2003-2007)
- Highest concentration of head office employment in Canada
 - Head office employment increased by 18.2% over the past five years (2003-2007)
 - Highest number of head office employees per capita at 18.0 per 1,000 population in 2007

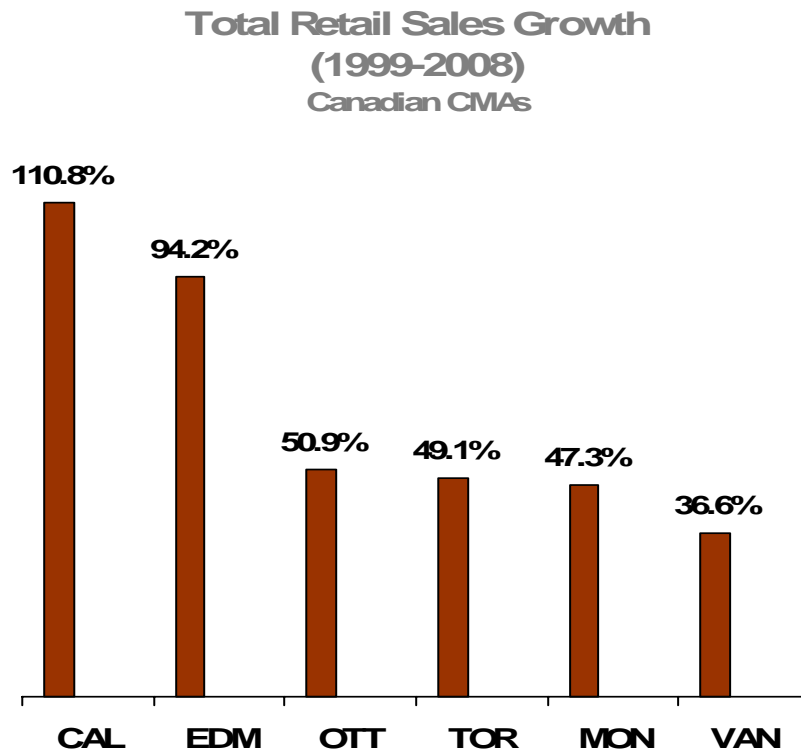
Entrepreneurial hotbed

Small Businesses per capita (per
1,000 Population)
2007
Canadian CMAs



- Largest concentration of small businesses among Canadian cities on a per capita basis at 40.2 (per 1000 population) in 2007
- Highest number of self-employed per capita in Canada in 2007 (99.8 per 1000 population)
- Young entrepreneurial capital of Canada
 - Within the 15-34 age range, it represents the largest proportion of self-employed people in Canada in 2007, at a rate of 22.4%

Retail performance leads the nation



- Highest total growth in retail sales over the past 5 years (2004-2008) and 10 years (1999-2008) at 41.8% and 110.8% respectively
- Highest retail sales per capita in 2008 at \$18,852
- Highest average annual retail sales per capita growth over the past 5 years (2004-2008) and 10 years (1999-2008) at 6.7% and 5.5% respectively

INVENTORY OF MAJOR ALBERTA PROJECTS (as at February 2009)

| SECTOR | NUMBER | VALUE (\$ MILLIONS) |
|--|-------------|---------------------|
| Agriculture & Related | 5 | \$72.9 |
| Biofuels | 17 | \$2,009.0 |
| Chemicals & Petrochemicals | 5 | \$420.0 |
| Commercial/Retail | 77 | \$10,186.6 |
| Commercial/Retail and Residential | 15 | \$5,538.5 |
| Infrastructure | 290 | \$20,046.5 |
| Institutional (Under direction of associated School Board) | 220 | \$13,784.1 |
| Manufacturing | 5 | \$692.5 |
| Mining | 6 | \$2,847.6 |
| Oil & Gas | 10 | \$7,882.0 |
| Oil Sands | 44 | \$156,725.0 |
| Other Industrial | 10 | \$193.8 |
| Pipelines | 30 | \$11,106.3 |
| Power | 47 | \$12,678.5 |
| Residential | 113 | \$6,842.0 |
| Tourism/Recreation | 110 | \$10,710.6 |
| Total | 1004 | \$261,735.9 |

Source: Alberta Finance and Enterprise

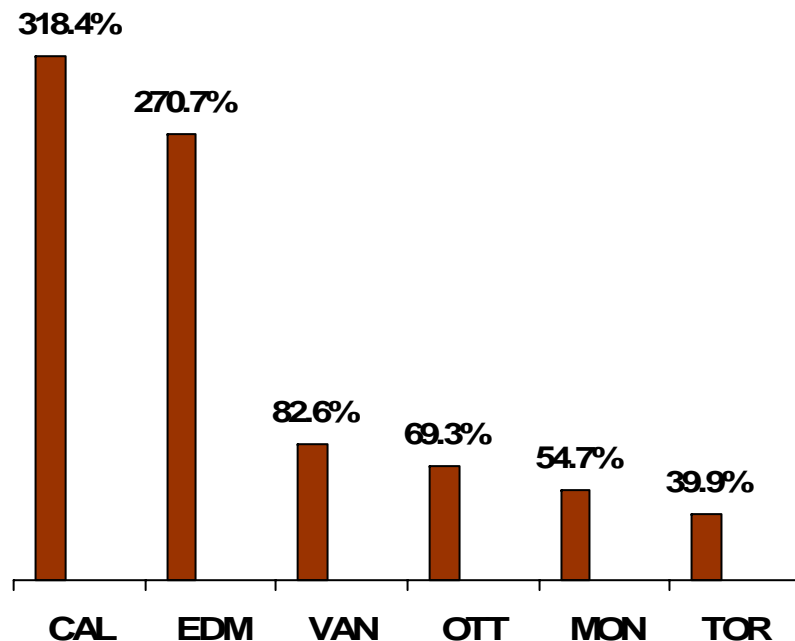
CALGARY MAJOR PROJECTS (as at February 2009)

| COMPANY NAME | PROJECT DESCRIPTION | PROJECT COST (\$ MILLIONS) | TIMING | STATUS |
|---|---|----------------------------|-----------|---|
| WAM Development Group / AIMCo | 'Stonegate Landing' Retail, Office and Industrial Development | \$3,000.00 | 2008-2016 | Announced. First phase occupancy late 2009. |
| Calgary Health Region / Alberta Health and Wellness | Hospital for South Calgary (South Health Campus phase 1) | \$1,410.00 | 2007-2011 | Under construction. EllisDon Construction. Kasian Architecture / HDR Inc. |
| Matthews Southwest Developments | 'The Bow' Office Tower | \$1,400.00 | 2007-2011 | Under construction. Ledcor Construction. |
| Enmax Corp | 'Shepard Energy Centre' Natural Gas Fired Generating Plant | \$1,400.00 | | Proposed for 2009 -2011, pending approvals. |
| Calgary Airport Authority | New International Transborder Concourse (previously listed as Facility Expansion Concourse B / C) | \$1,300.00 | | Proposed. Planned completion by 2015. |
| Torode Commercial Ltd. | 'Ramsay Exchange' Commercial, Retail and Residential Development | \$1,100.00 | | Proposed. Planned construction start late 2008 or early 2009. Phased development. |
| Cadillac Fairview Corp. | 'Calgary City Centre' DEVELOPMENT, EAU CLAIRE DISTRICT | \$1,000.00 | | Proposed. Phase 1 office tower. |
| Dolemo Developments | 'Edworthy Club' Health Club | \$1,000.00 | | Proposed. Spa, squash courts, hockey rinks, movie theatre and condo hotel. |
| Alberta Transportation | Calgary Ring Road Northeast Section (Hwy 2 to Hwy 1A) | \$936.00 | 2007-2009 | Under construction. Stoney Trail Group. |
| Harvard Developments | Eau Claire Market Redevelopment | \$750.00 | | Proposed. Planned construction start 2008, completion by 2018 |

Source: Alberta Finance and Enterprise

Strong construction activity

10 Year Non-Residential Building
Permit Growth
(1999-2008)
Canadian CMAs



- Second highest total growth in total building permits at 146.4% over the past five years (1999-2008)
- Highest total growth in non-residential building permits over the past 10 years (1999-2008), at a rate of 318.4% (graph)
- Averaged 13,920 housing starts per year over a five-year period (2004-2008)

Enviably lifestyle

A focus on family and a sense of community

- Calgary received two Safe Community designations (World Health Authority, Safe Communities Foundation)
- Calgary schools consistently top performers in Alberta
- Boasts one of the most successful transit systems in the world
- Volunteer capital of Canada at 71% (more than twice the national volunteer rate)

Active and healthy lifestyle

- An hour's drive to spectacular Banff and the Rocky Mountains
- The most extensive urban pathway and bikeway in North America
- World-class attractions and sporting amenities, e.g. Calgary Stampede, Calgary Zoo, Canada Olympic Park
- Abundant green space and parks (3000 sites)
- A community rich in the arts, culture, entertainment, and leisure activities and venues
- Calgary ranks as the world's best city in terms of health and sanitation

Enviably lifestyle

Smartest City, Cultured City

- Canada's Smartest City
 - **Calgary ranked third** -- (based on Learning to Know (formal education), Learning to Do (applied skills), Learning to Live Together (social values of community) and Learning to Be (cultural opportunities and spending))
- Canada's Most Cultured City
 - **Calgary ranked first** -- (based on percentage of households who spend money on attending museums and live performing arts)

Affordable housing

Standard two-storey house (Q4 2008)

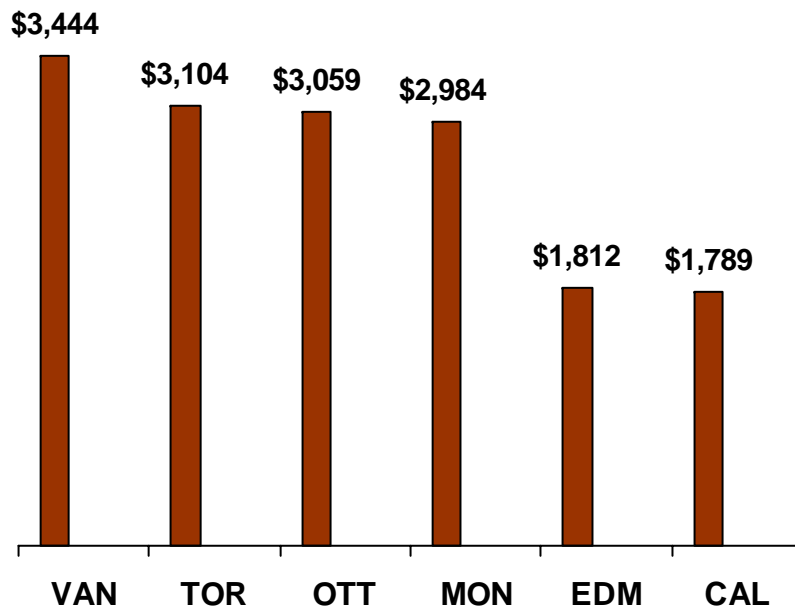
| Census Metropolitan Area | Average Price | Qualifying Income | Affordability Measure |
|--------------------------|---------------|-------------------|-----------------------|
| Vancouver | \$645,700 | \$141,200 | 78.6% |
| Toronto | \$512,500 | \$124,000 | 61.4% |
| Montreal | \$303,200 | \$76,500 | 49.8% |
| Edmonton | \$383,700 | \$95,300 | 46.0% |
| Calgary | \$417,500 | \$99,700 | 44.5% |
| Ottawa | \$320,100 | \$87,300 | 44.2% |
| Canada | \$336,700 | \$84,500 | 50.0% |

- On the average, Calgary still offers more affordable* housing than Vancouver, Toronto, Montreal, Edmonton and the National average.

* The Royal Bank Housing Affordability Index (April 2009) measures a house price in relation to the total payments required for a mortgage, utilities and property tax. The higher the measure, the more difficult it is to afford a house.

Lowest Property Taxes

Total Property Tax
Single Detached House
2007
Canadian Cities



- Calgary's residential property taxes* are the lowest of any major Canadian city
 - More than 40% lower than Ottawa, Toronto and Montreal
 - Nearly 50% lower than Vancouver

*Figures include municipal, regional and school taxes, net of homeowner grants if applicable

Source: City of Edmonton, 2007 Residential Property Taxes and Utility Charges Survey

Alberta's cost advantages

Most competitive provincial corporate tax jurisdiction in Canada

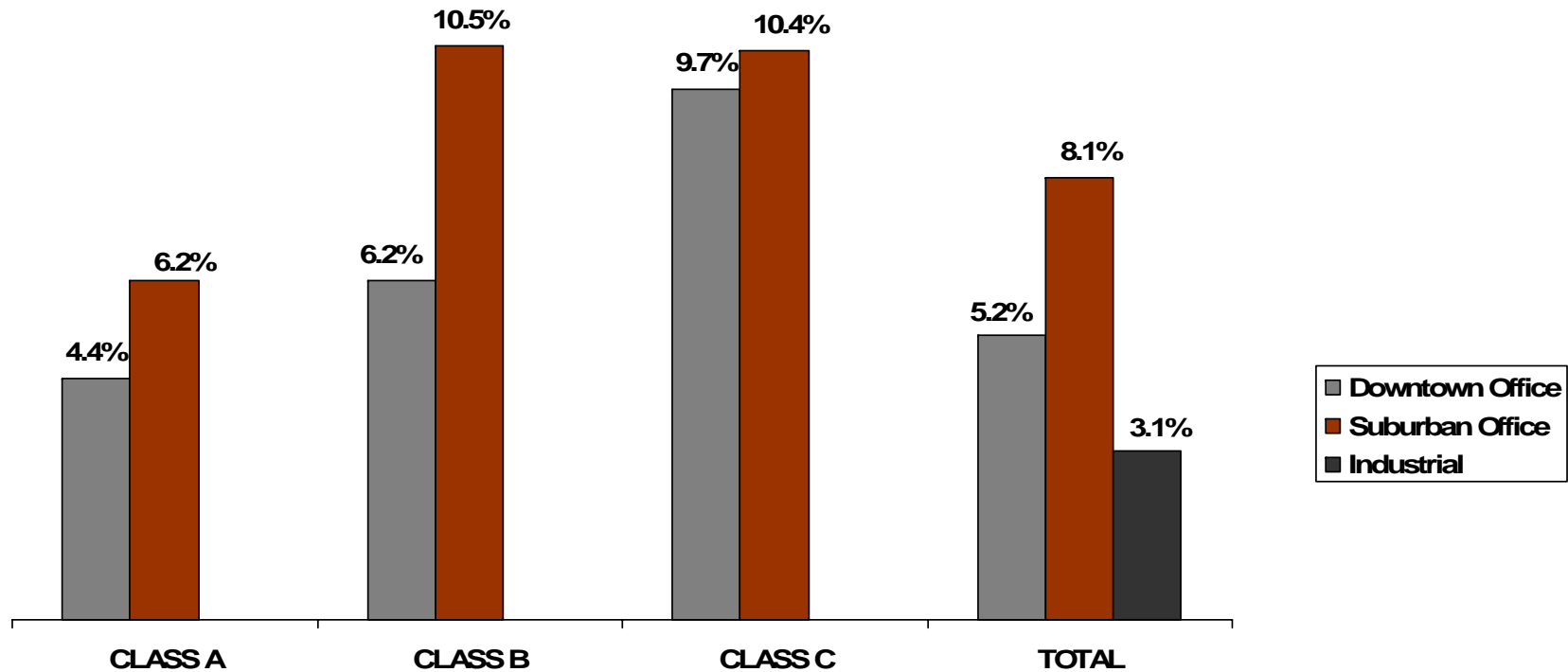
- Corporate income tax 10.0 %
- Sales tax 0 %
- Payroll tax 0 %
- Inventory tax 0 %

Lowest provincial personal income tax rate in Canada

- Marginal personal income tax rate 10.0 %

Office and Industrial Market

Vacancy Rates by Market (Q4 2008)
Calgary



A debt-free province

PROVINCIAL AND TERRITORIAL GENERAL GOVERNMENT NET DEBT (AT MARCH 31, 2006)

| PROVINCE/ TERRITORY | NET DEBT (\$MILLIONS) | CHANGE IN NET DEBT (% CHANGE) | PER CAPITA (\$) |
|---------------------------|-----------------------|-------------------------------|-----------------|
| Alberta | -27,609 | Not Applicable | -8,246 |
| Yukon | -336 | Not Applicable | -10,839 |
| Northwest Territories | -96 | Not Applicable | -2,285 |
| Nunavut | 243 | -21.9 | 8,100 |
| Prince Edward Island | 1,287 | 2.9 | 9,326 |
| New Brunswick | 5,706 | 0.3 | 7,608 |
| Saskatchewan | 8,558 | -7.3 | 8,671 |
| Newfoundland and Labrador | 9,600 | -4.1 | 18,787 |
| Nova Scotia | 11,775 | 2.2 | 12,594 |
| Manitoba | 11,858 | 3.8 | 10,083 |
| British Columbia | 16,221 | -15.5 | 3,770 |
| Quebec | 103,434 | 3.6 | 13,549 |
| Ontario | 112,408 | 1.7 | 8,880 |

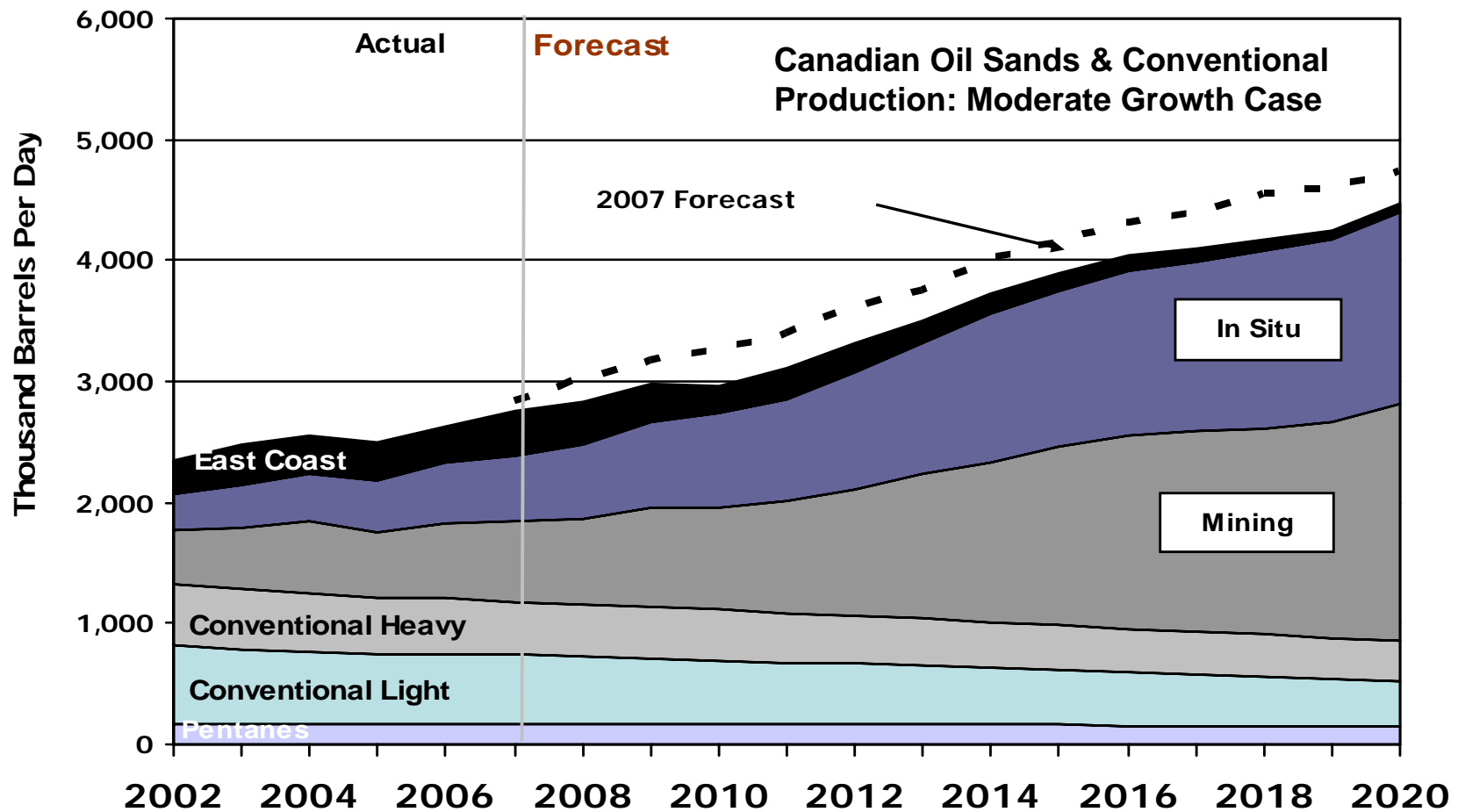
Source: Statistics Canada

Compelling bottom-line results

Calgary is among the most cost competitive cities in the world for the cost of establishing and operating a business

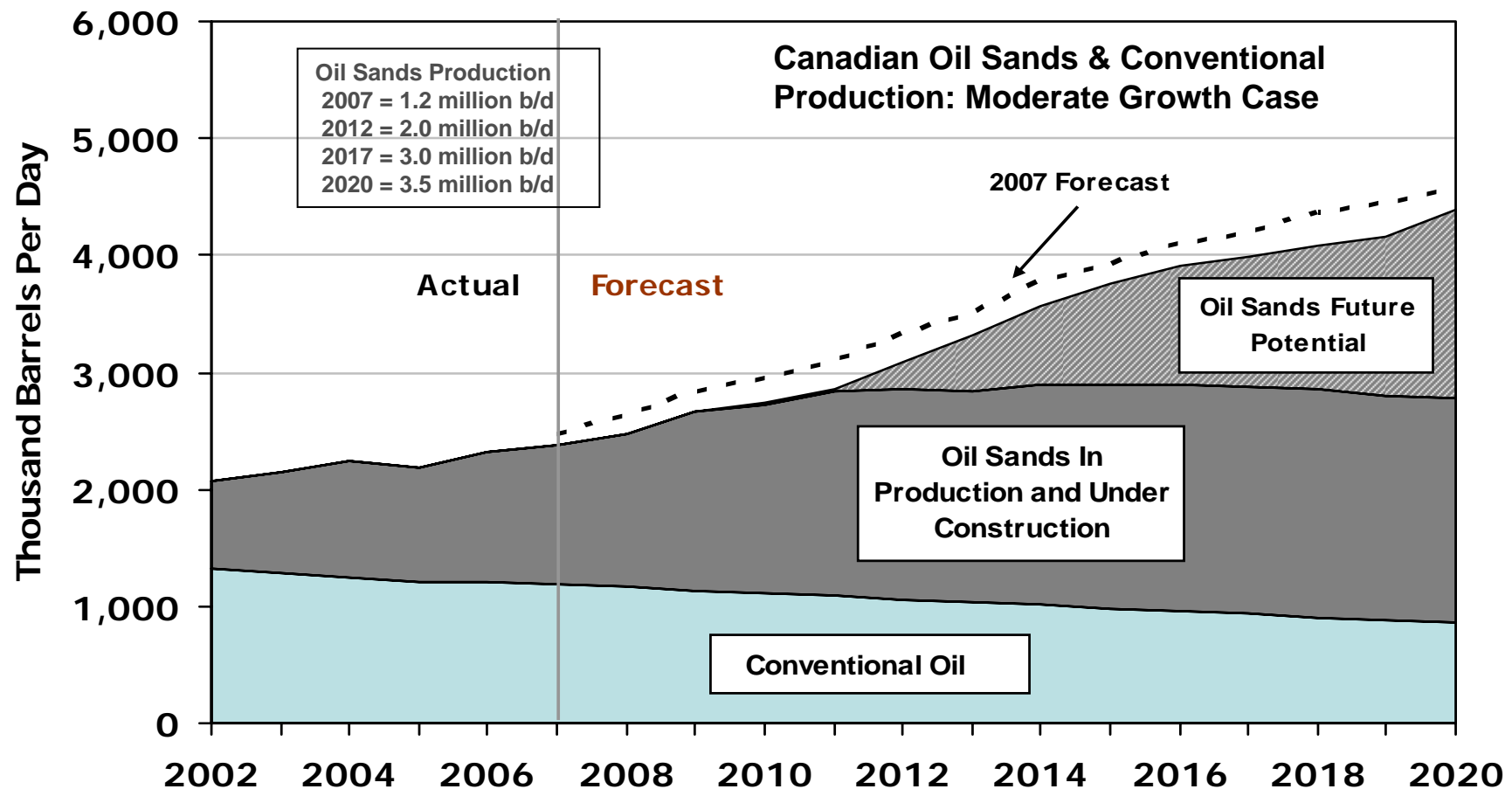
- 5.3% operating cost advantage over the average US city
- Third least expensive of major Canadian Census Metropolitan Areas (CMAs) in which to do business
- In comparison to large International cities outside of Canada, Calgary comes in second place only to Singapore
- Ranked 7th of among International mid-sized cities (including Canada)
*KPMG 2006 Competitive Alternatives study
- Lowest operating costs among 52 cities across North America
*Boyd study (October 2004)

Oil sands in Alberta



Source: CAPP

Oil sands in Alberta



Source: Canadian Association of Petroleum Producers

Calgary's 10-year economic development strategy

Focus on People and Community

- Educate and exchange
- Remove barriers to meaningful employment
- Enhance the city's sense of place and experience

Focus on Business and Enterprise

- Strategically develop Calgary's economy
- Provide smart infrastructure
- Create an environment for smart ideas and innovation

Focus on International Reach

- Promote the Calgary brand and identity
- Diversify tourism and convention activity
- Enhance international business development and connections

Contact us for more information about Calgary

- info@calgaryeconomicdevelopment.com
- 403-221-7831
- www.calgaryeconomicdevelopment.com