

Calgary, Heart of the New West

Western Canada's business centre

January 2012



Where is Calgary?



Strategic Location

- Western Canada's business centre
 - 123 head offices in Calgary
- Western Canada's distribution hub
 - Highway 1 and Canamex
 - Canadian Pacific Railway and Canadian National Railway
 - Calgary International Airport has connections to 100 destinations
- 50 million people accessible by ground transportation within 24 hours

About Calgary Economic Development

- Promotional agency
- Lead economic development agency
- Non-profit organization
- Arms length to City of Calgary; Funded via grant from council
- Mandated to support / connect business
 - Business expansion, investment and attraction
 - Trade development
 - Workforce development
 - Research and information

Calgary's 10-year Economic Development Strategy

A strategy to make a global city – competitive, successful and unique

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

Calgary's rankings

Economist Intelligence Unit – Most liveable city in the world

- Calgary #5 in 2011
 - Ranking of 140 global cities with 30 indicators
 - Criteria: stability, healthcare, culture and environment, education, infrastructure
-
- Conference Board of Canada – City Magnets II: Benchmarking the attractiveness of 50 Canadian cities
 - Calgary ranked “A” grade overall
 - Calgary received “A” for economy and innovation
 - Calgary received “B” for environment
 - Calgary received “C” for education, health and society

Calgary's rankings

Mercer – Quality of living survey

- Calgary is #33 in the world in 2011
- Ranking of 221 cities with 39 criteria ranked against New York as base city
- Criteria: political, social, economic and environmental factors

Mercer – Quality of living: eco-city ranking

- Calgary #1 in the world in 2010 – Mercer's first eco-city ranking
- Criteria: water availability and potability, waste removal, sewage, air pollution and traffic congestion

Enviably lifestyle

Smartest city, cultured city

- Canada's Smartest City
 - Calgary ranked third in 2010 – 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 Wired City
 - Calgary ranked first in 2010 – based on spending for services, access to broadband
- Canada's Most Cultured City
 - Calgary ranked fourth in 2010 – based on per cent of households who spend money on attending museums and live performing arts
- Canada's Most Active City
 - Calgary ranked sixth in 2010 – based on per cent who spend on sports and recreation

Rankings

World Capitals of the Future / World's Fastest Growing Cities

- Forbes Magazine listed Calgary as one of the “world capitals of the future” – one of the “emerging global cities” (2009)
- Forbes Magazine ranked Calgary as one of North America’s fastest-growing cities (2010)
- Reasons:
 - Calgary is center of Canada’s powerful energy industry
 - Calgary has lower taxes and less stringent regulations
 - Calgary has room to grow
 - Calgary has better housing price-to-income ratio than many Canadian cities

Global Scorecard on Prosperity

Conference Board of Canada ranked 24 global metropolitan areas and 33 indicators in two domains: Economic Performance and Labour Attractiveness

- Overall ranking: Calgary ranks #3
- Economy ranking: Calgary ranks #6
 - Calgary gets Grade B
- Labour attractiveness: Calgary ranks #4
 - Calgary gets Grade A
- Transportation (2011 focus): Calgary ranks #13
 - Calgary gets Grade C

Calgary demographics

- Median age is 35.8 with 78.8 per cent aged 18 and older; 59.2 per cent of Calgarians are within core working age group of 25 – 64 (2010)
- 23.6 per cent of Calgarians are immigrants, and 1.1 per cent of Calgarians are non-permanent residents
- 22.2 per cent of population is a visible minority with Chinese and South Asians leading
- Median total income 2009 – \$88,410 (all Census families)
- Average household size – 2.6 people
- Second highest level of educational attainment of population aged 25 – 64 of major Canadian cities (after Ottawa)

Economic indicator summary

Population July 1, 2010 - CER	1,338,241
Inflation rate Year over year (Dec.) - CMA	2.8%
Employment – 794,300 Change over year (Dec.) - CER	4.9%
Unemployment rate Dec. 2011 - CER	4.9%
Average hourly wage - \$26.03 Change over year (Dec.) – AB	2.6%
Average weekly earnings -- \$1,052.53. Change over year (Nov.) - AB	5.0%
Real GDP growth Change over year – (Q4 2011) - CMA	1.7%
Retail sales Change over year (Q4 2011) - CMA	2.1%

Enviably lifestyle

A focus on family and a sense of community

- Calgary schools consistently top performers in Alberta
- Boasts one of the most successful transit systems in the world (ridership of 94.4 million; 4,205 route kilometres)
- Volunteer capital of Canada at 71 per cent (more than twice the national volunteer rate)
- Calgary had second highest median charitable donation for 2010 among Canadian CMAs at \$390

Active and healthy lifestyle

- An hour's drive to spectacular Banff and the Rocky Mountains
- The most extensive urban pathway and bikeway system in North America (700 km along rivers; 260 km on-street bikeways)
- World-class attractions and sporting amenities, including: Calgary Stampede, Calgary Zoo, WinSport Canada's Canada Olympic Park, National Sports Hall of Fame, Telus World of Science
- Abundant green space and parks (3,000 sites)
- A community rich in the arts, culture, entertainment and leisure activities and venues

Educated population

Calgary has a higher degree of learning

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

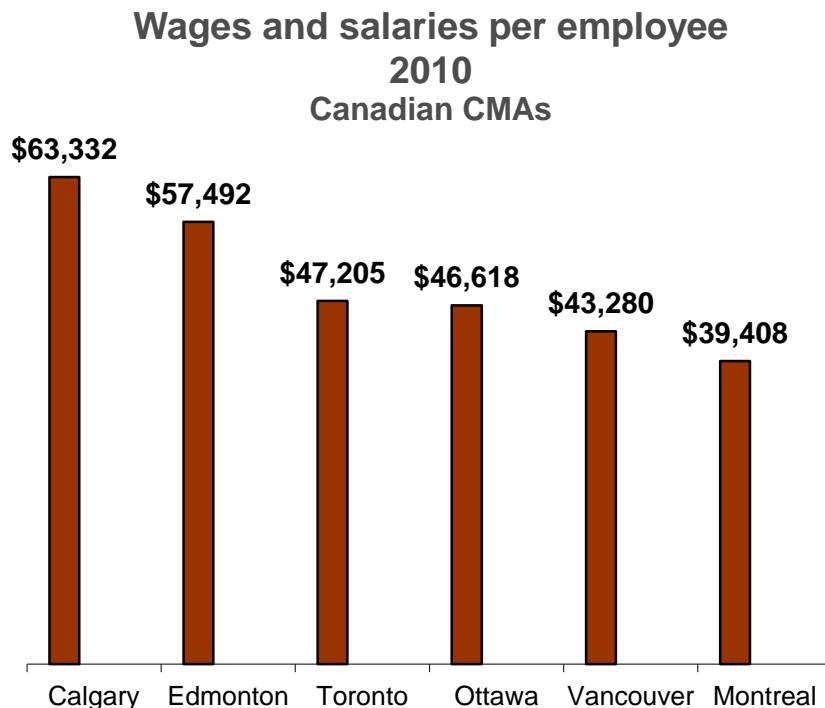
Headcount (2009/2010)

University of Calgary	32,533
SAIT Polytechnic	26,427
Mount Royal University	16,121
Bow Valley College	8,599
ACAD	1,319
Olds	2,464

Calgarians are connected

- All Calgarians have access to broadband Internet connectivity
- Highest number of individuals with Internet access in Canada, at 88 per cent (2010)

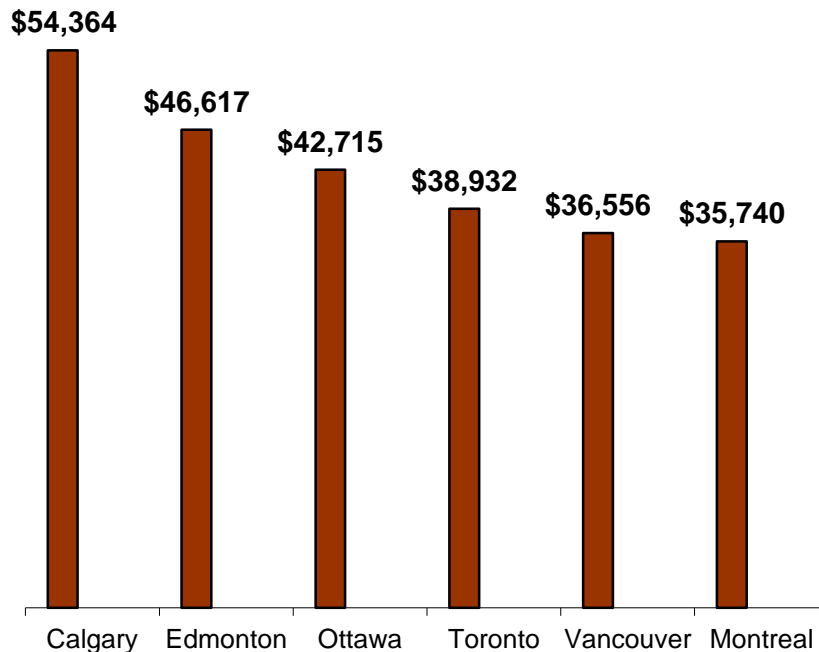
High wages & salaries



- Consistently the highest wages and salaries per employee in Canada for the past 14 years - \$63,332 per employee in 2010
- Second highest total growth and average annual growth in wages and salaries per employee over the past five years (2006-2010), at 14.6 per cent and 4.3 per cent respectively
- Second highest total growth and average annual growth in wages and salaries per employee over the past 10 years (2001-2010), at 48.9 per cent and 5.0 per cent respectively

High personal income

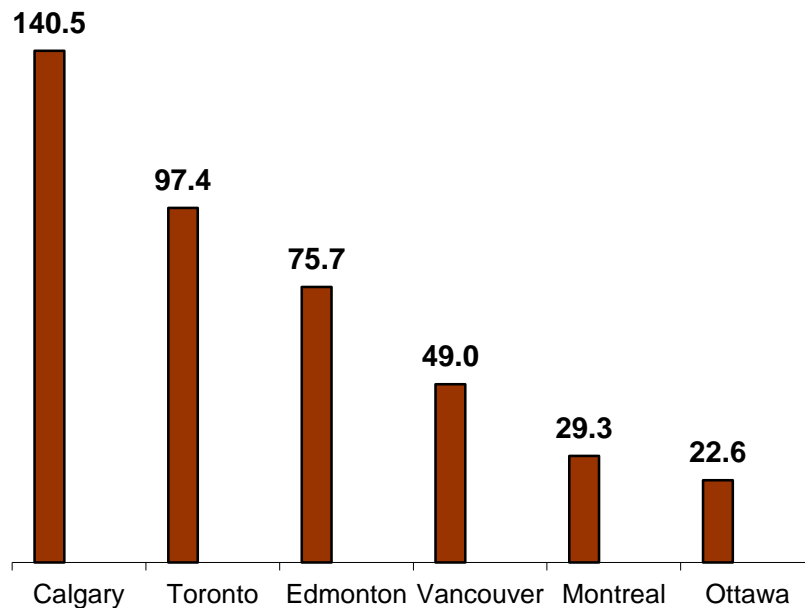
Personal income per capita
2010
Canadian CMAs



- Highest personal income per capita at \$54,364 in 2010
- Second highest 10-year (2001-2010) total growth in personal income per capita at 41.9 per cent
- Second highest average annual growth in personal income per capita over the past five years (2006-2010) and 10 years (2001-2010) at 4.0 per cent and 4.5 per cent respectively

Calgary's millionaires

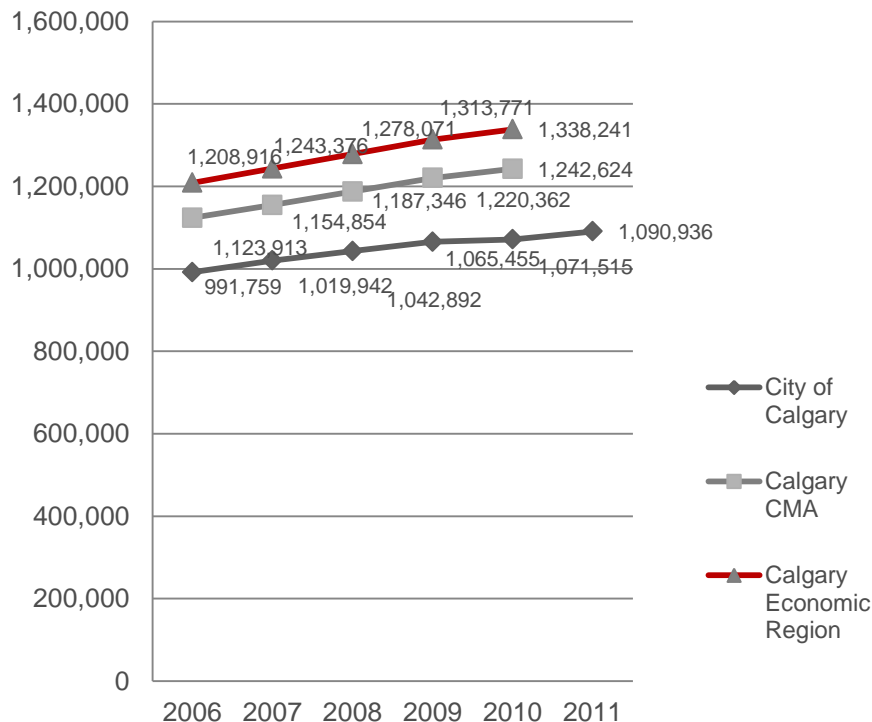
Millionaires per capita
(100,000 population)
2009
Canadian CMAs



- Highest number of millionaires in Canada on a per capita basis (140.5 per 100,000)
- The number of Calgary millionaires has decreased by 28.1 per cent over the past year to 2,385
- Calgary millionaires reported a median income of \$1,561,300 in 2009, placing second to Edmonton's millionaire median income of \$1,650,300

Calgary & Region population

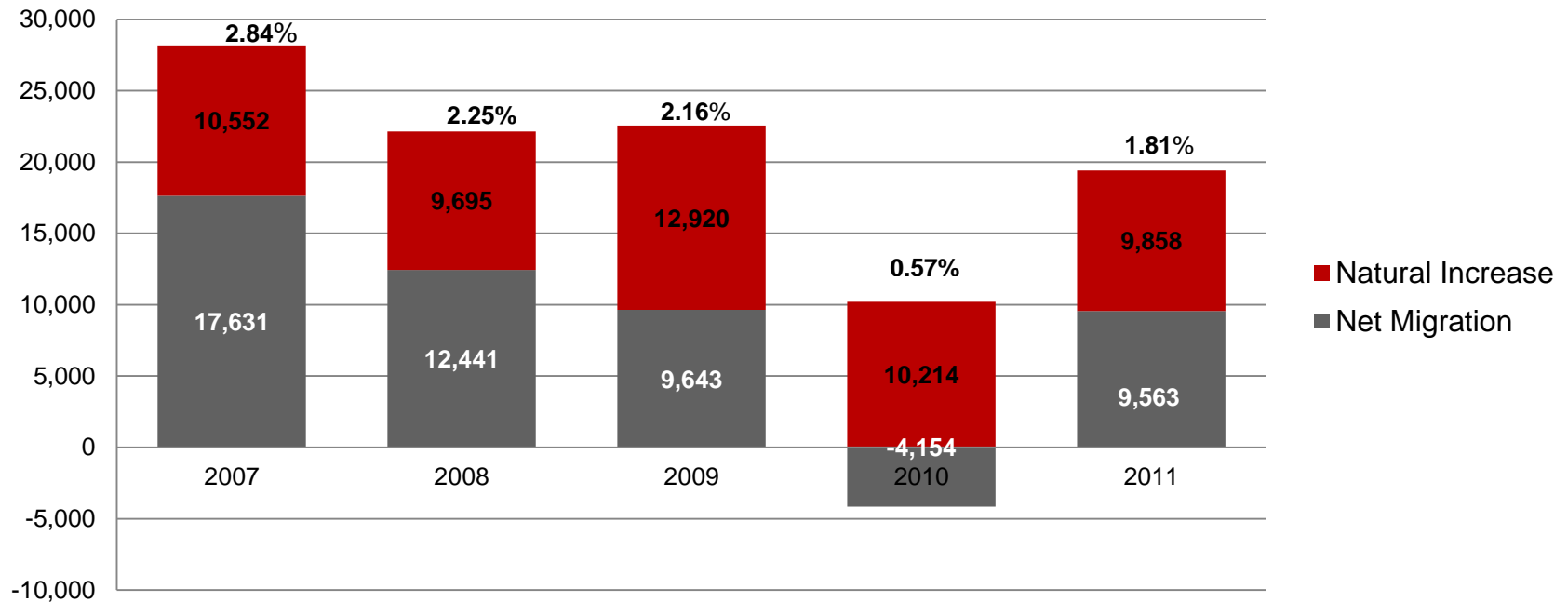
Calgary's population



- City of Calgary population is forecast to be 1.35 million in 2012 (Corporate Economics)
- Calgary CMA is forecast to have a population of 1.35 million in 2012 (Conference Board of Canada)
- Calgary Economic Region is forecast to have a population of 1.371 million in 2012 (Corporate Economics)

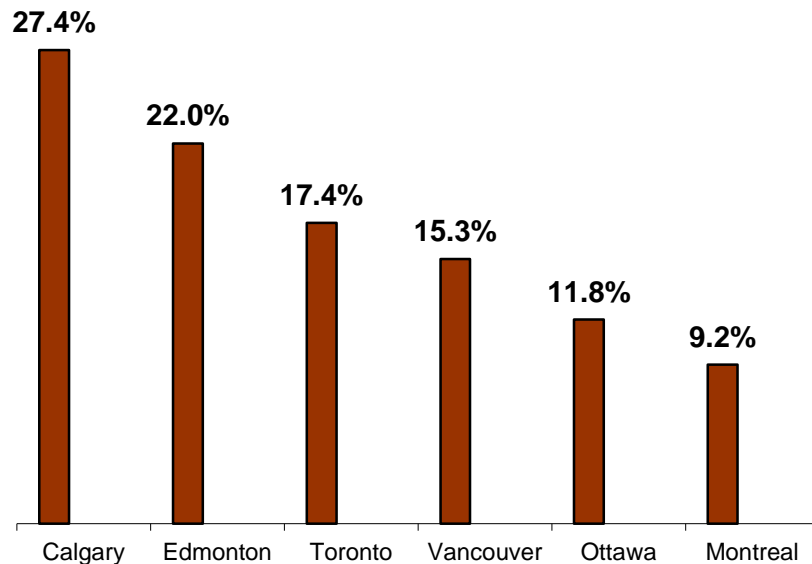
Population growth

City of Calgary population growth 2007-2011



Leading population growth

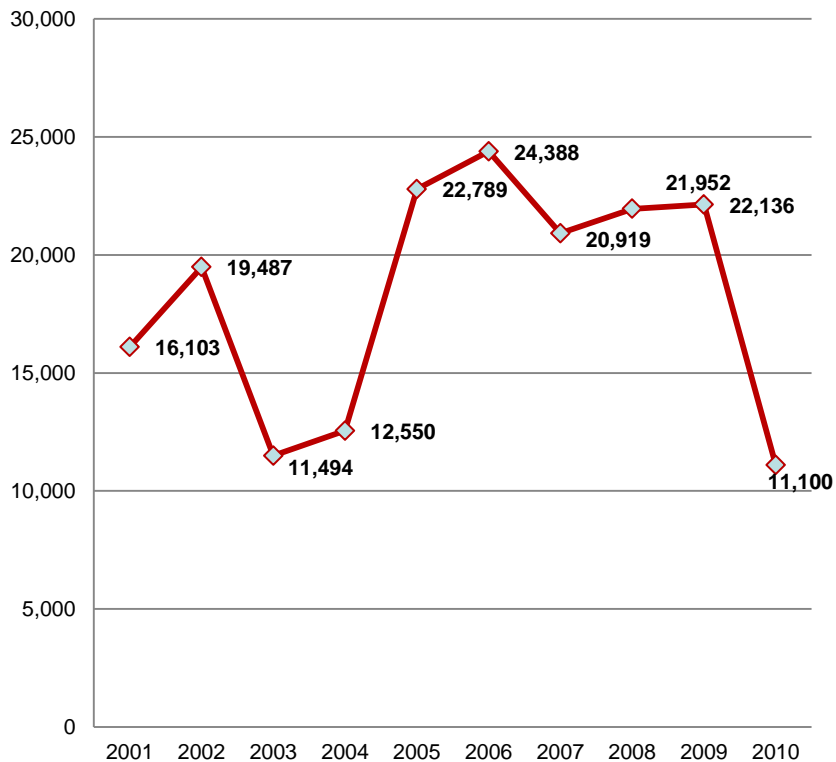
Total population growth
(2001-2010)
Canadian CMAs



- Third highest population growth in Canada at 1.8 per cent (2010)
- Highest total population growth and average annual population growth over the past 10 years (2001-2010), at a rate of 27.4 per cent and 2.7 per cent, respectively
 - Calgary Economic Region's population is 1.34 million (2010)
 - Calgary CMA's population is 1.2 million (2010)

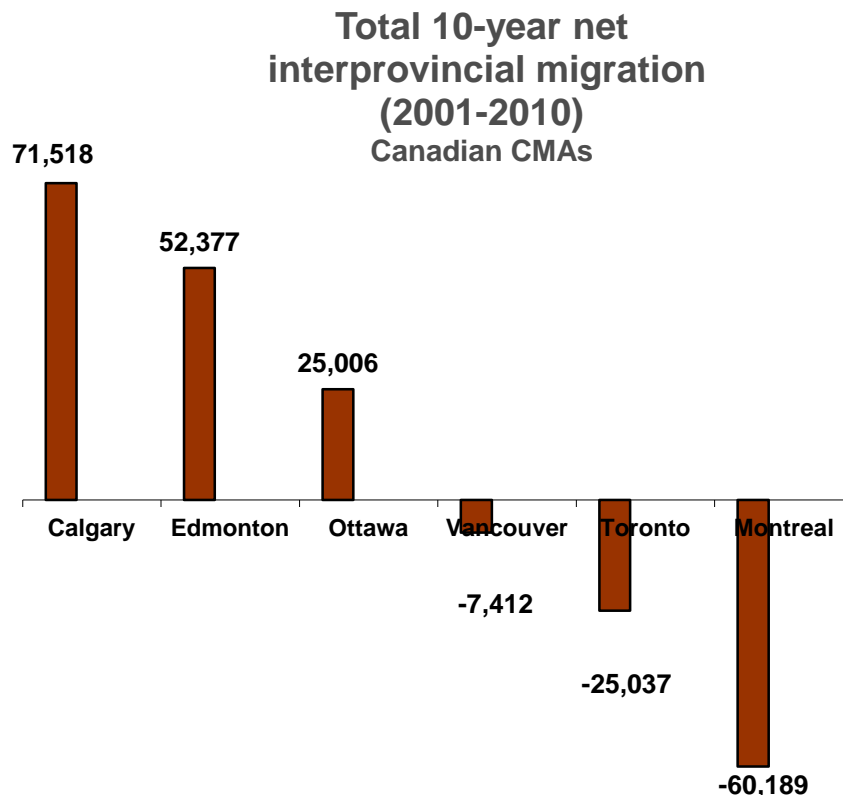
Attracting migrants

Net overall migration
Calgary CMA
2001-2010



- Boasts a net gain of 100,495 migrants over the past five years (2006-2010) and 182,918 migrants over the past 10 years (2001-2010)
- Fifth in Canada in the number of net overall migrants in 2010 at 11,109
- Fifth in Canada in the number of net overall migrants per capita in 2010, at 8.9 migrants per 1,000 population

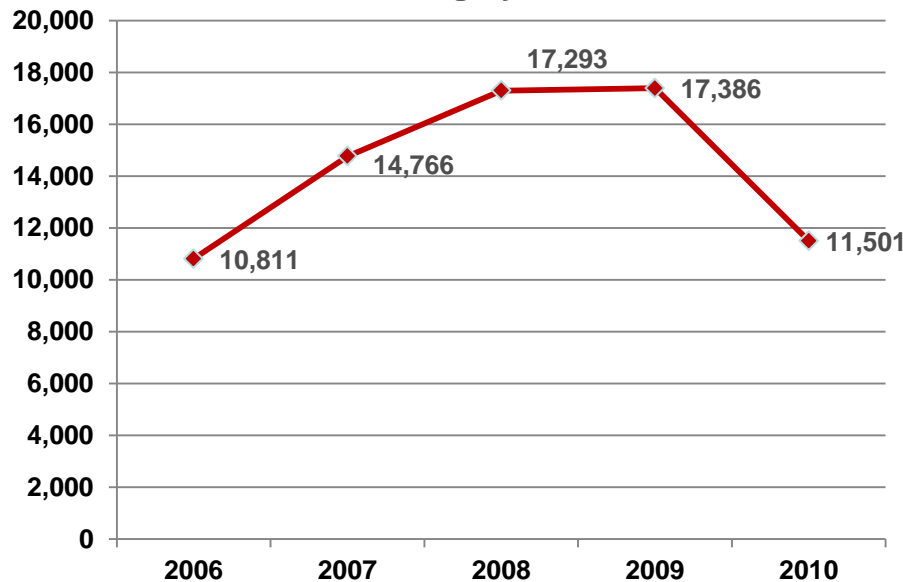
Coming from across Canada



- Calgary experienced the greatest loss in net interprovincial migration in 2010, a contraction of 5,151 migrants from 2009 or -104.0 per cent
- Maintained its lead in number of net interprovincial migrants over the past 10 years – a staggering 71,518 from 2001-2010, equal to an annual average of 7,152 (see graph)
- Calgary led in net interprovincial migrants per capita in 2006 at 12.1 per 1,000 population; Calgary placed fourth in 2010 with a loss of 0.2 net interprovincial migrants per 1,000 population

Coming from around the world

Net international migration
2006-2010
Calgary CMA



- Over the past 5 years (2006-2010), the number of net international migrants has increased by 71,757
- Calgary's net international migration steadily increased from 2003-2009, dropping in 2010 to 11,500 migrants
- In 2010, Calgary placed fourth in the number of net international migrants

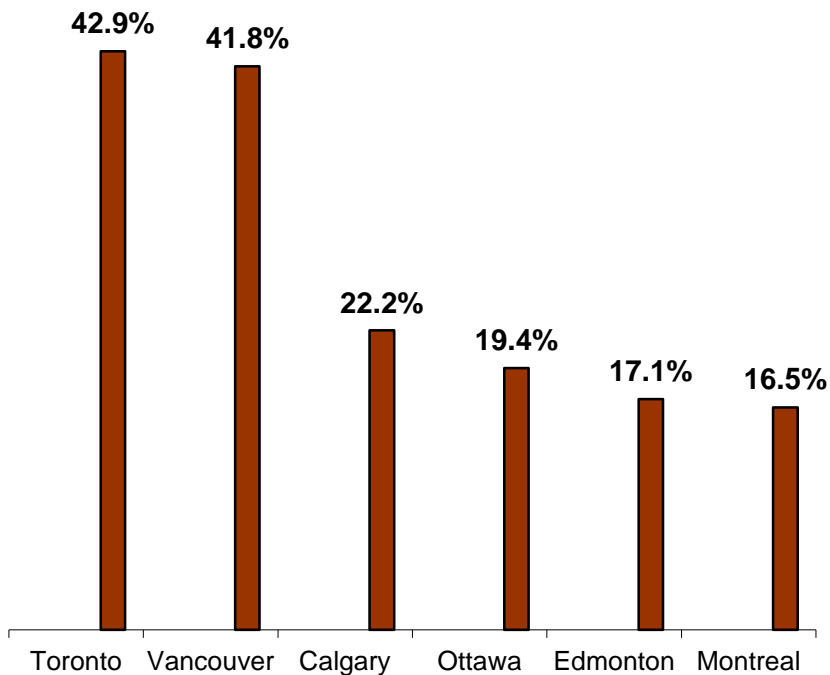
Attracting newcomers

Top source countries for permanent residents , Calgary CMA 2010		
Source Country	PRs	Distribution
All Source Countries	16,105	100.0%
Philippines	3,350	20.8%
India	2,140	13.3%
China	1,120	7.0%
United Kingdom	955	5.9%
United States	530	3.3%
Nigeria	500	3.1%
Pakistan	435	2.7%
Ethiopia	300	1.9%
Socialist Republic of Vietnam	115	0.7%
Mexico	110	0.7%
Top 10 Source Countries	10,985	68.2%
Other Source Countries	5,120	31.8%

Source: Citizenship and Immigration Canada, Facts and Figures, 2010

Diverse population

Visible minority rate
2006 Census
Canadian CMAs

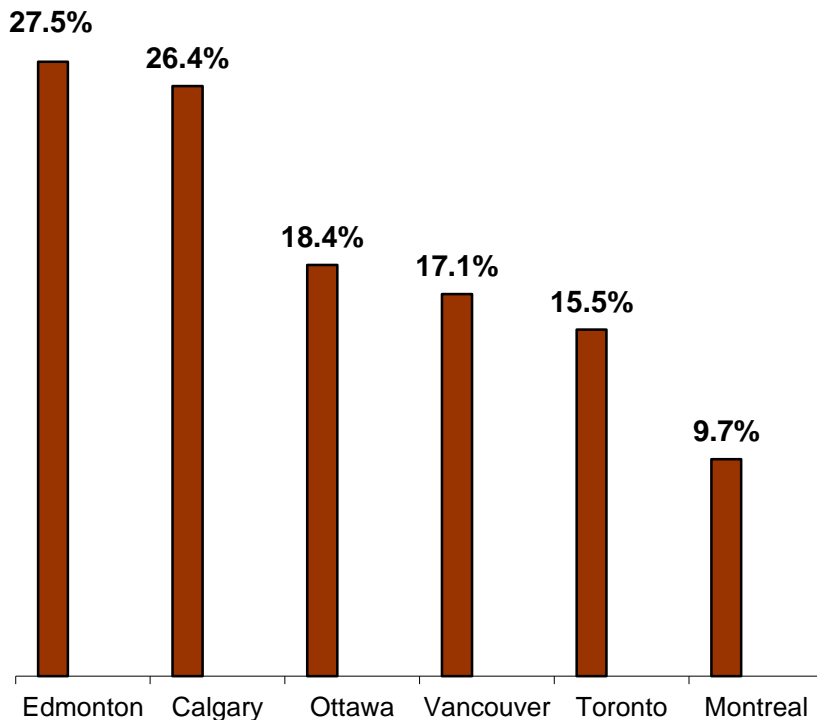


- Among the highest visible minority rates in Canada
 - Third after Toronto and Vancouver
 - Top visible minorities groups: Chinese, South Asian, Filipino

- Only 19.4 per cent of Calgarians identify Canada as location of origin/ancestry
 - Most prevalent origins: English, Scottish, German, Irish

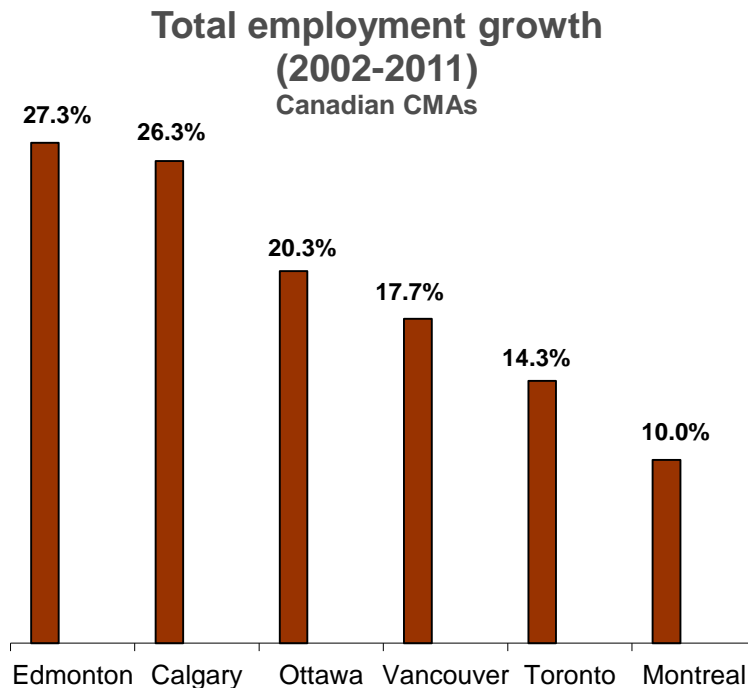
Labour force growth

Total labour force growth
(2002-2011)
Canadian CMAs



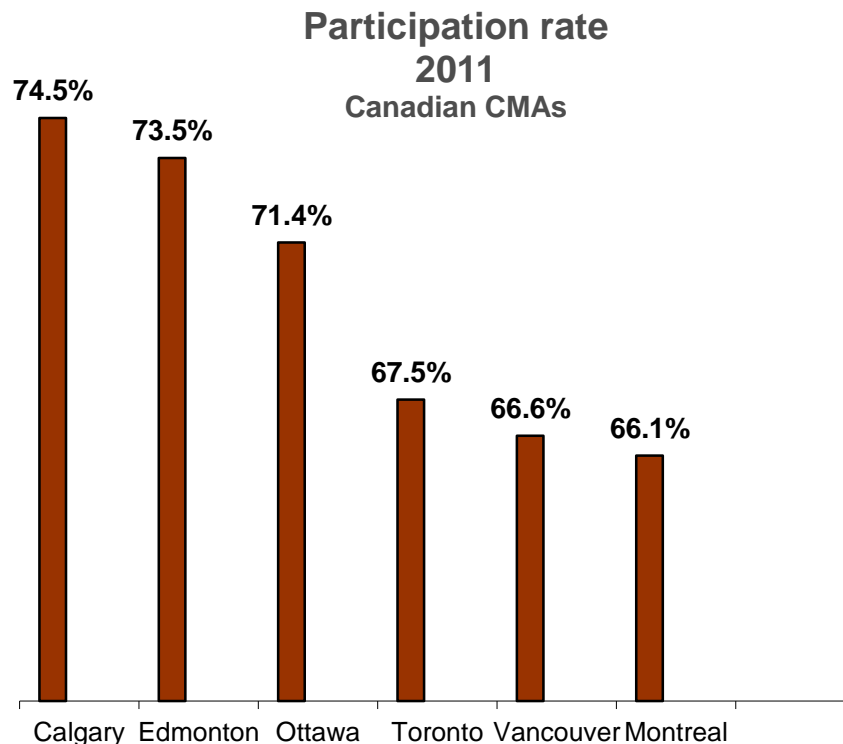
- Third highest labour force growth in 2011 at 1.8 per cent
- Second highest total labour force growth over the past 10 years (2002-2011) at 26.4 per cent
- Second highest average annual labour force growth over the past 10 years (2002-2011) at 2.7 per cent

Employment growth



- Second in employment growth in 2011 at 2.9 per cent
- Second highest total employment growth over the past 10 years (2002-2011) at 26.3 per cent
- Second highest average annual employment growth over the past 10 years (2002-2011) at 2.6 per cent

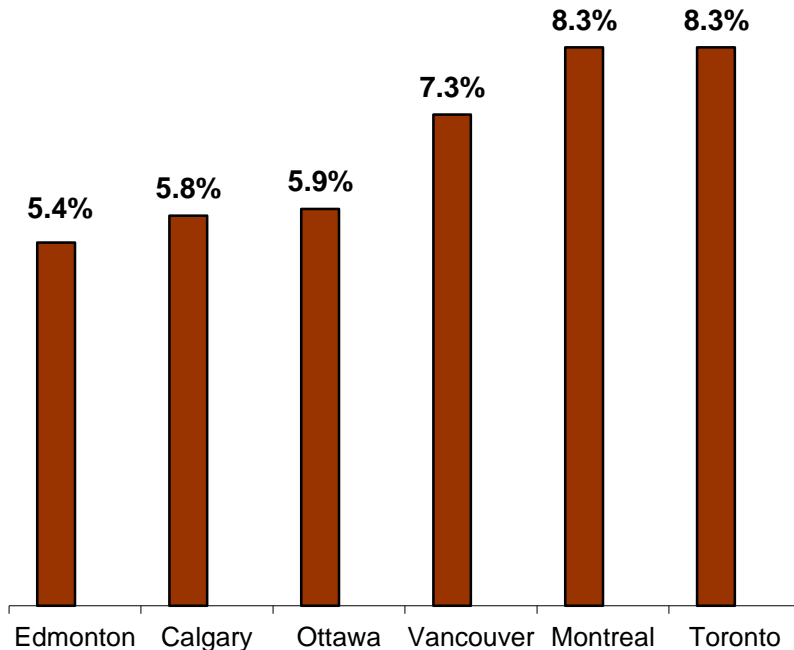
Engaged workforce



- Highest labour force participation rate in 2011, at a rate of 74.5 per cent
- Consistently highest participation rate over the past 5 years (2007-2011) and 10 years (2002-2011), with an annual average of 75.9 per cent and 75.7 per cent respectively

Low unemployment rate

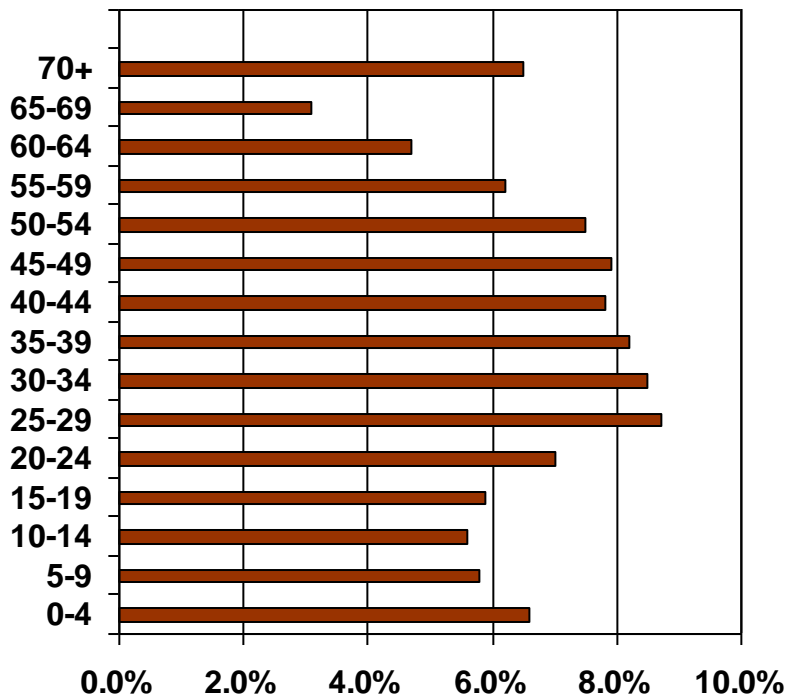
Unemployment rate
2011
Canadian CMAs



- Second lowest unemployment rate in 2011 at 5.8 per cent
- Lowest average annual unemployment rate over the past five years (2007-2011) and 10 years (2002-2011) at 4.9 per cent and 4.8 per cent respectively

Large working-age population

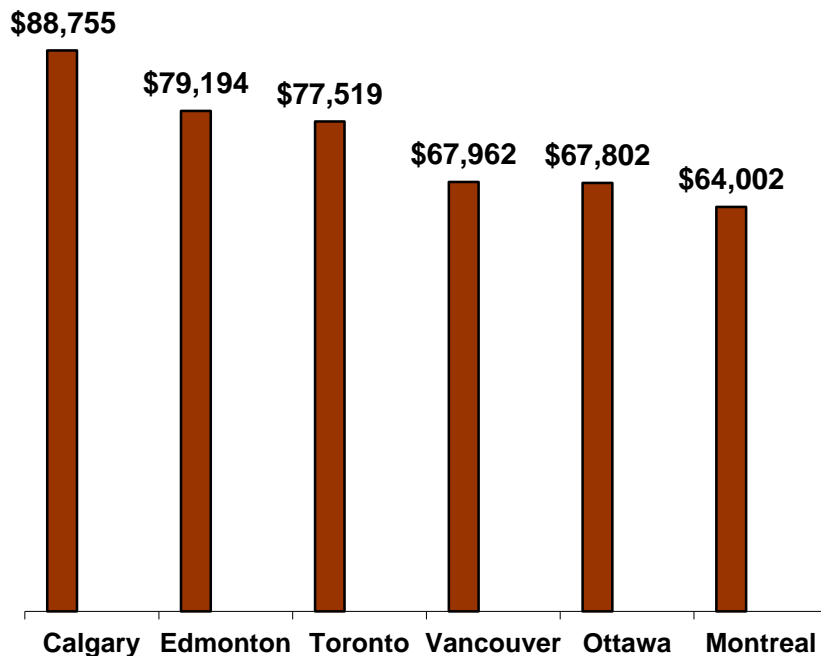
Population Distribution
2011
Calgary Economic Region



- Highest employment-to-population ratio at 58.7 per cent (2006)
- 48.6 per cent of Calgarians within the core working age group of 25 – 54 (2011)
- Youngest population in Canada with an median age of 35.7 (2006 Census)

Productive workforce

Labour force productivity
2010
Canadian CMAs



- Consistently the highest labour force productivity in Canada - \$88,755 real GDP per worker in 2010
- Labour force productivity is a measure of the economic value of output per employee

Employment diversity

HISTORICAL EMPLOYMENT BY INDUSTRY CALGARY ECONOMIC REGION

Industry	2007 (Thousands)	2011 (Thousands)	Change
Agriculture	6.7	5.4	-19.4%
Forestry, Fishing, Mining, Oil and Gas	60.6	54.3	-10.4%
Manufacturing	50.5	53.5	5.9%
Construction	69.1	74.8	8.2%
Utilities	9.2	5.9	-35.9%
Transportation & Warehousing	44.4	42.1	-5.2%
Trade	105.0	118.0	12.4%
Finance, Insurance, Real Estate and Leasing	46.2	41.2	-10.8%
Professional, Technical, Management & Administrative Support	114.4	118.8	3.8%
Accommodation and Food Services	39.1	46.1	17.9%
Educational Services	42.3	43.5	2.8%
Health Care and Social Services	67.4	80.7	19.7%
Information, Culture, Arts, Entertainment, Recreation	34.9	36.5	4.6%
Other Services	33.0	34.3	3.9%
Public Administration	24.1	24.9	3.3%
All Industries	746.0	779.3	4.5%

Employment diversity

FORECAST EMPLOYMENT BY INDUSTRY CALGARY ECONOMIC REGION

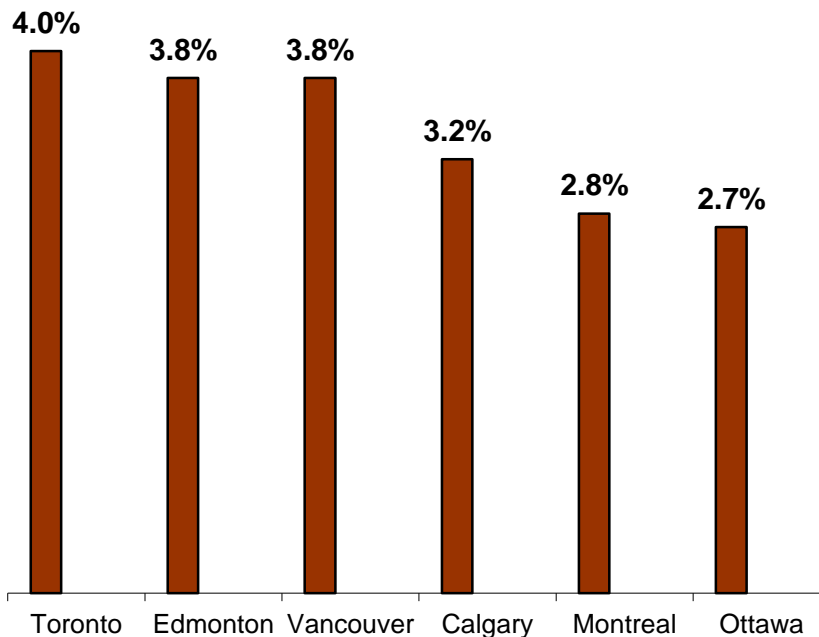
Industry	2011 (Thousands)	2021 (Thousands)	Change
Agriculture	7.4	6.5	-12.2%
Forestry, Fishing, Mining, Oil and Gas	46.7	63.2	35.3%
Utilities	6.3	8.6	36.5%
Construction	69.2	89.2	28.9%
Manufacturing	46.1	47.1	2.2%
Wholesale and Retail Trade	108.5	124.4	14.7%
Services	465.2	584.7	25.7%
Public Administration	26.4	33.2	25.8%
All Industries	776.0	957.0	23.3%

Industry wages

Average Overall Wages by Industry -- Calgary Economic Region	
Industry	Hourly Rate
Agriculture	\$21.10
Forestry, Logging, Fishing & Hunting	\$22.78
Oil and Gas Extraction	\$47.42
Mining	\$25.81
Utilities	\$31.58
Construction	\$28.29
Manufacturing	\$24.37
Wholesale Trade	\$23.60
Retail Trade	\$17.35
Transportation and Warehousing	\$22.58
Information, Culture, Recreation	\$16.77
Finance, Insurance, Real Estate	\$23.68
Professional, Scientific, Technical Services	\$35.05
Business, Building, Other Support Services.	\$18.13
Educational Services	\$34.54
Health Care & Social Assistance	\$25.52
Accommodation and Food Services	\$12.20
Other Services	\$22.47
Public Administration	\$31.28

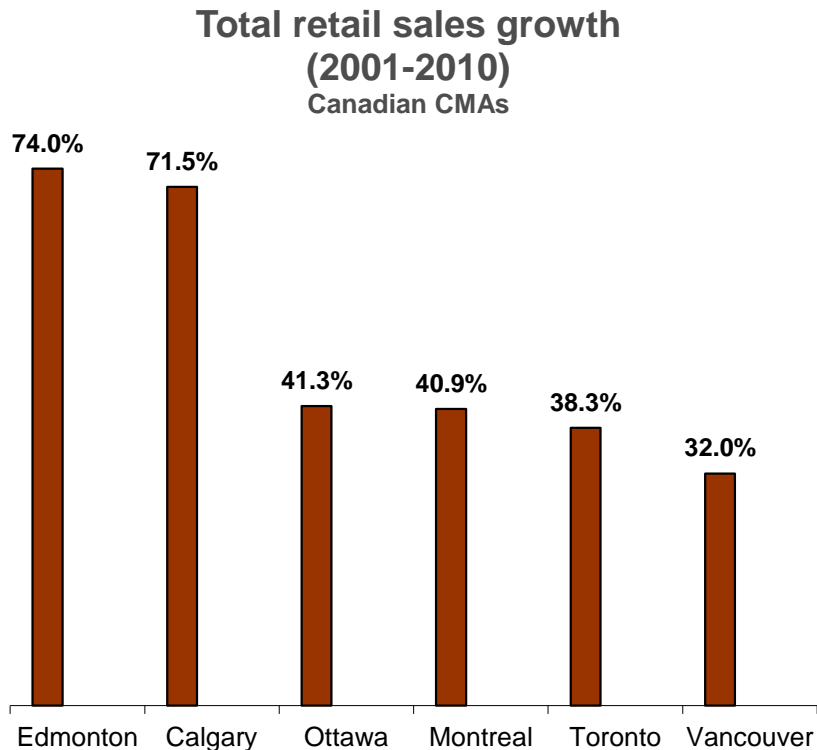
Calgary's economy

Real GDP growth
(2010)
Canadian CMAs



- Ranks fourth among major Canadian cities in Real GDP growth at 3.2 per cent in 2010
- Conference Board of Canada forecasts a Real GDP growth rate of 3.6 per cent in 2012 and 4.3 per cent for 2013-16 (Winter 2012)
- Second highest total GDP growth over the past 10 years (2001-2010) at 30 per cent
- Highest 10 year average annual Real GDP growth rate at three per cent (2001-2010)(tied with Edmonton)

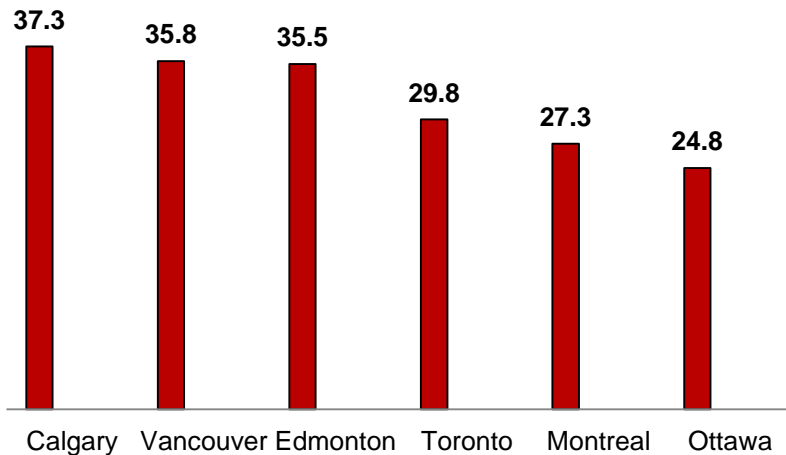
Highest retail sales



- Highest average annual retail sales growth over the past 10 years (2001-2010) at 6.8 per cent
- Second highest total growth in retail sales over the past 10 years (2001-2010) at 71.5 per cent
- Highest retail sales per capita in 2010 at \$17,374
- Second highest total growth and average annual growth in retail sales per capita over the past 10 years (2001-2010) at 34.6 per cent and four per cent respectively

Small business drives economy

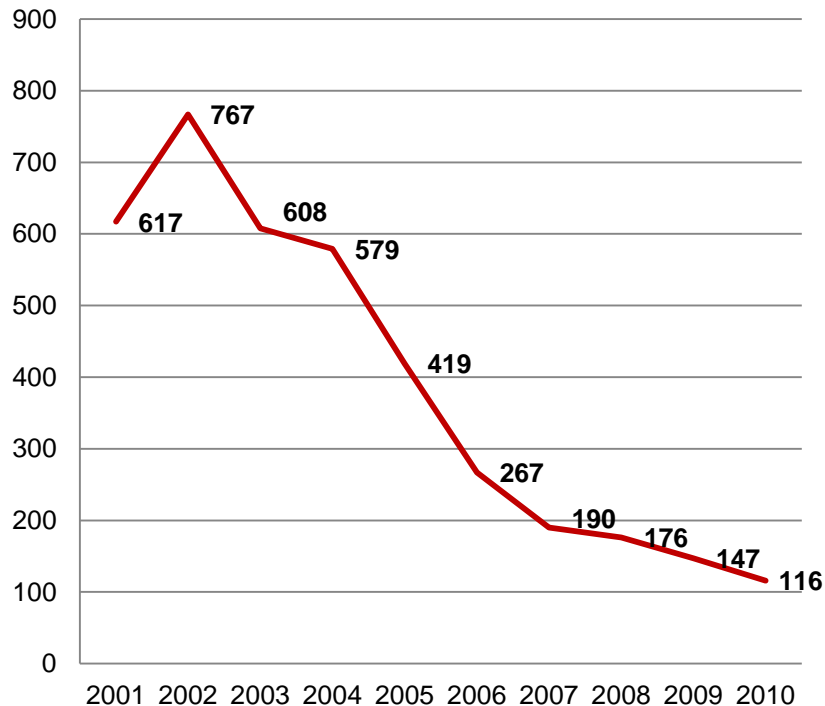
Small business per capita
(per 1,000 Population)
2010
Canadian CMAs



- Largest concentration of small businesses among Canadian cities on a per capita basis at 37.3 (per 1,000 population) in 2010
- Second highest number of self-employed per capita in Canada in 2010 (88.1 per 1,000 population)
- Young entrepreneurial capital of Canada
 - Within the 15-34 age range, Calgary represents the largest proportion of self-employed people in Canada in 2010, at a rate of 21.1 per cent

Successful businesses

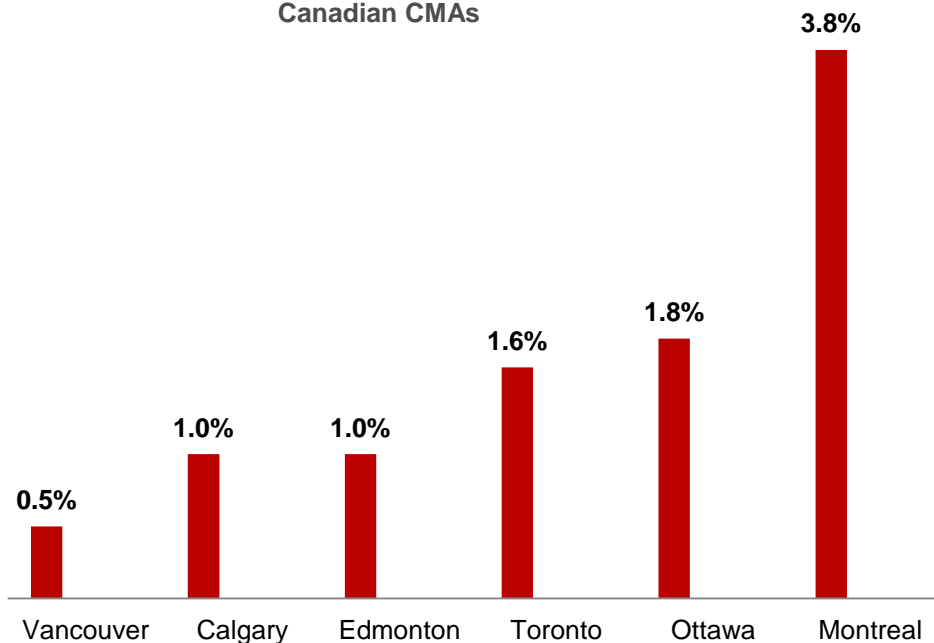
**Business bankruptcies
Calgary CMA
2001-2010**



- Calgary CMA experienced a dramatic decrease of 81.2 per cent in business bankruptcies over a 10-year period (2001-2010), from 617 in 2001 to 116 in 2010

Low rate of business bankruptcies

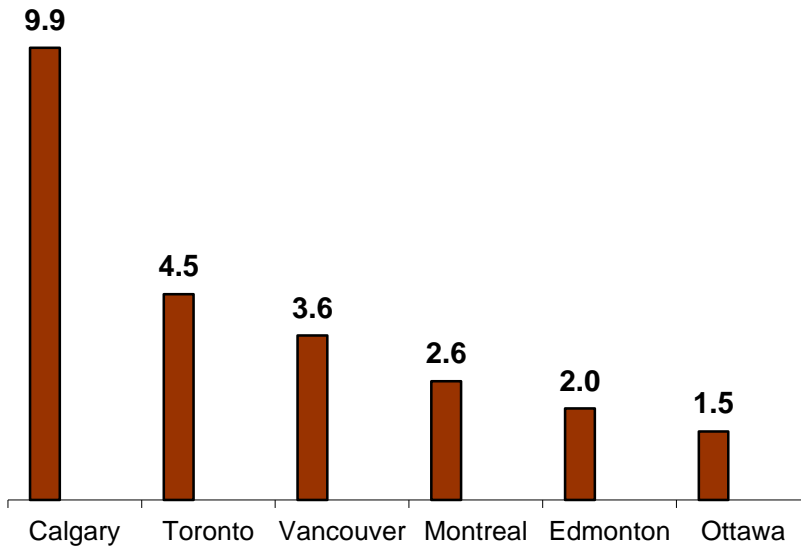
Business bankruptcy rates
(per 1,000 Businesses)
2010
Canadian CMAs



- Of Canada's major CMAs, Calgary tied with Edmonton to have the second lowest business bankruptcy rate per 1,000 businesses in 2010, at 1.0 per cent

Western Canada's head office centre

Corporate head offices
(per 100,000 population)
2010
Canadian CMAs



- 123 Calgary-based companies on the FP500 list; eight are among the top 50 in Canada
 - Calgary has experienced a 55.7 per cent growth in head offices over past ten years (2001-2010)
- Highest concentration of head offices per capita in Canada, at 9.9 per 100,000 population
- Second highest head office per capita growth for the period 2001 – 2010, at 22.2 per cent, behind Edmonton at 34.7 per cent

Calgary's economic diversity

BUSINESS ESTABLISHMENTS BY INDUSTRY, CALGARY ECONOMIC REGION

Industry	2006	2010	Change
Agriculture, Forestry, Fishing and Hunting	704	634	-9.9%
Mining and Oil & Gas Extraction	1,966	1,671	-15.0%
Utilities	104	104	0.0%
Construction	6,449	6,694	3.8%
Manufacturing	1,985	1,769	-10.9%
Wholesale Trade	2,785	2,697	-3.2%
Retail Trade	4,743	4,817	1.6%
Transportation and Warehousing	1,779	1,793	0.8%
Information and Cultural Industries	507	484	-4.5%
Finance, Insurance, Real Estate, Rental and Leasing	4,365	3,998	-8.4%
Professional, Scientific and Technical Services	12,112	11,317	-6.6%
Management of Companies and Enterprises	926	884	-4.5%
Admin & Support, Waste Management & Remediation Services	2,557	2,653	3.8%
Educational Services	586	568	-3.1%
Health Care and Social Assistance	3,343	3,654	9.3%
Arts, Entertainment and Recreation	591	554	-6.3%
Accommodation and Food Services	2,857	2,950	3.3%
Public Administration	72	80	11.1%
Other Services (Except Public Administration)	3,487	5,763	65.3%
All Industries	51,918	53,084	2.2%

Calgary's economic diversity

HISTORICAL GDP BY INDUSTRY CALGARY ECONOMIC REGION			
Goods producing industries	2006 (2002 \$ Millions)	2010 (2002 \$ Millions)	Change
Agriculture, fishing and hunting	339	864	154.6%
Forestry and logging	20	15	-25.0%
Mining and oil and gas extraction	13,943	11,621	-16.7%
Utilities	1,481	1,148	-22.5%
Construction	5,595	5,116	-8.6%
Manufacturing	6,057	5,740	-5.2%
Total goods producing industries	27,435	24,503	-10.7%
Total all industries	67,961	69,250	1.9%
Real GDP growth (per cent)	11.6%	2.7%	

Calgary's economic diversity

HISTORICAL GDP BY INDUSTRY CALGARY ECONOMIC REGION

Services producing industries	2006 (2002 \$ Millions)	2010 (2002 \$ Millions)	Change
Wholesale trade	3,132	3,466	10.7%
Retail trade	3,005	3,381	12.5%
Transportation and warehousing	3,781	3,920	3.7%
Information and cultural industries	2,380	2,512	5.6%
Finance, insurance, real estate, leasing, management of companies	11,964	13,737	14.8%
Professional, scientific, technical services	4,997	4,956	-0.8%
Administrative and support, waste management and remediation	1,452	1,379	-5.0%
Arts, entertainment and recreation	462	518	12.2%
Educational services	2,401	2,535	5.6%
Health care and social assistance	2,696	3,265	21.1%
Accommodation and foods services	1,478	1,357	-8.2%
Other services (except administration)	1,302	1,641	26.0%
Public administration	1,479	2,081	40.7%
Total services producing industries	40,526	44,747	10.4%
Total all industries	67,961	69,250	1.9%

42

Calgary's economic diversity

FORECAST GDP BY INDUSTRY CALGARY CMA

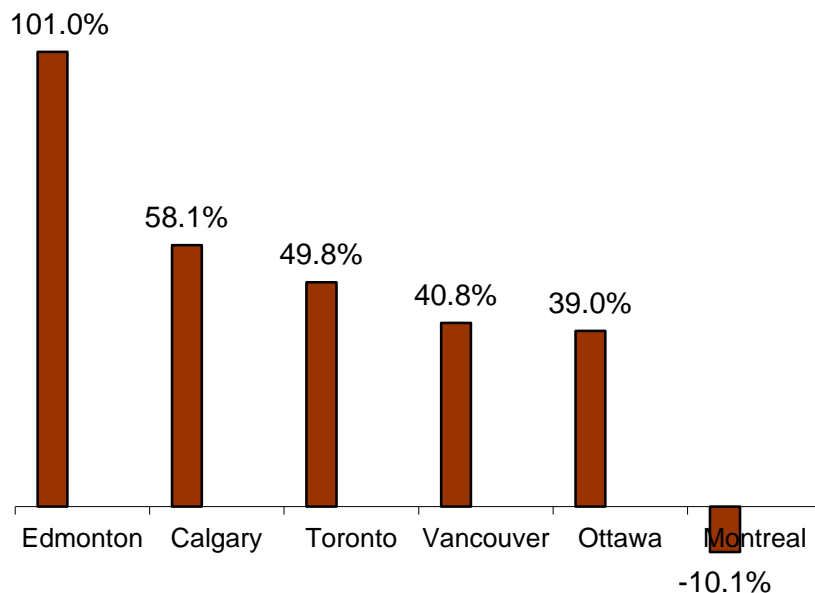
Industry	2010 (2002 \$ Millions)	2014 (2002 \$ Millions)	Change
Manufacturing	4,959	5,837	17.7%
Construction	4,382	5,281	20.5%
Primary and Utilities (includes oil and gas)	12,773	14,704	15.1%
Transportation and Warehousing	3,634	4,325	19.0%
Information and Cultural Industries	2,389	2,900	21.4%
Wholesale and Retail Trade	6,207	7,430	19.7%
Finance, Insurance and Real Estate	11,742	13,777	17.3%
Business Services	6,167	7,453	20.9%
Personal Services	3,311	3,913	18.2%
Non-Commercial Services	5,368	6,216	15.8%
Public Administration and Defence	2,131	2,410	13.1%
ALL INDUSTRIES	63,064	74,245	17.7%

Economic indicator summary

Housing starts Change over year (YTD Dec.) - CMA	0.3%
Building permit values Change over year (YTD Nov.) - CER	46.4%
Major Calgary project values (Over \$5 Million) Change over year (Dec. 2011) - City of Calgary	-14.2%
Median Calgary house price (single family) Dec. 2011 - City of Calgary	\$393,750
Downtown office vacancy rate Q4 2011 - City of Calgary	5.7%
Suburban office vacancy rate Q4 2011 - City of Calgary	9.5%
Industrial real estate vacancy rate Q4 2011 - City of Calgary	3.1%

Strong construction activity

10 Year non-residential building
permit growth
(2001-2010)
Canadian CMAs



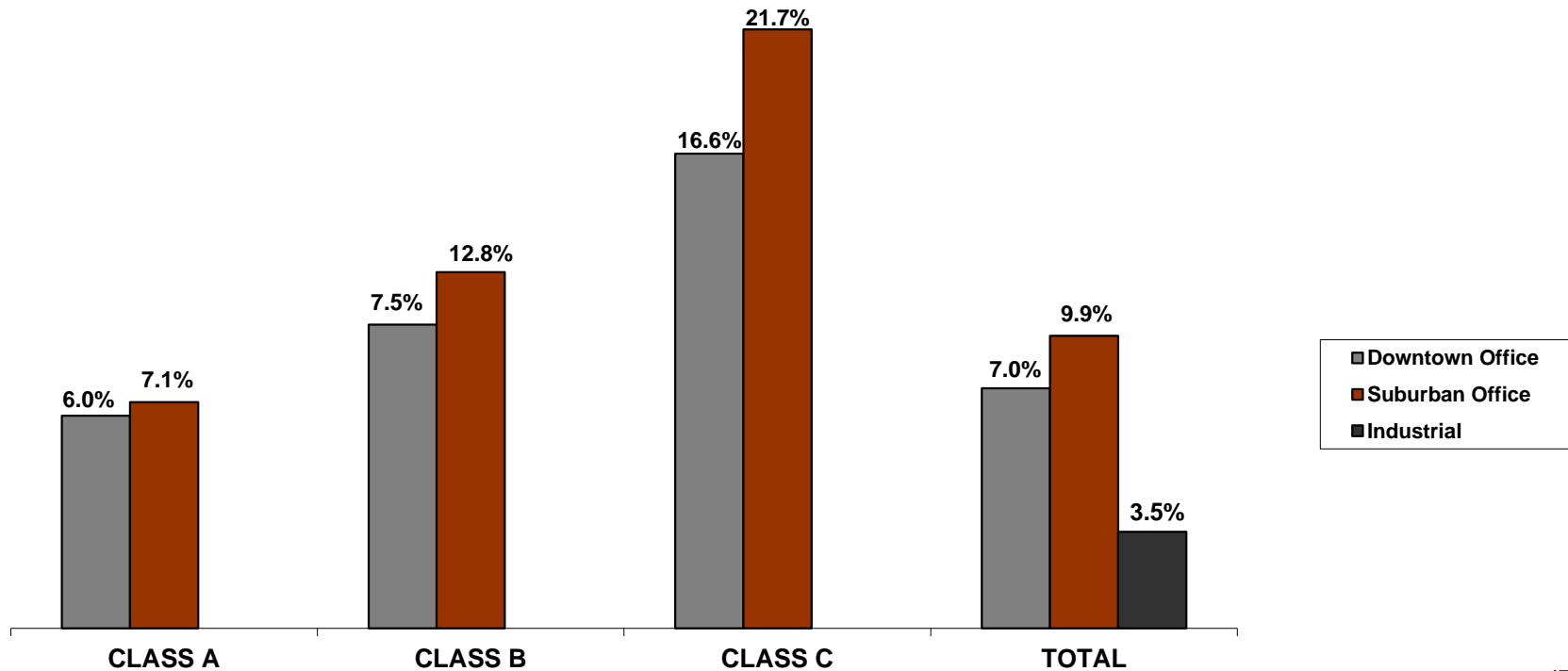
- Fourth highest total growth in total building permits at 53.4 per cent over the past ten years (2001-2010)
- Second highest total growth in non-residential building permits over the past 10 years (2001-2010), at a rate of 58.1 per cent (graph)
- Averaged 11,500 housing starts per year over a five-year period (2006-2010)

Calgary projects

CALGARY MAJOR PROJECTS (as at December 2011)				
COMPANY NAME	PROJECT DESCRIPTION	PROJECT COST (\$ MILLIONS)	TIMING	STATUS
WAM Development Group / AIMCo	'Stonegate Landing' Retail, Office and Industrial Development	\$2,250.00		Proposed. Stoney Industrial Centre warehouse 4 nearing completion.
Matthews Southwest Developments	'The Bow' Office Tower	\$1,500.00	2007-2012	Under construction. Ledcor Construction.
Calgary Airport Authority	International Transborder Concourse	\$1,400.00	2011-2015	Under construction. EllisDon Construction.
Alberta Infrastructure	South Health Campus, Calgary	\$1,310.00	2007-2012	Under construction. EllisDon Construction. Kasian Architecture / HDR Inc.
Enmax Corp	'Shepard Energy Centre' Natural Gas Fired Generating Plant	\$1,300.00	2011-2015	Under construction. Kiewit Energy Canada Corp. / Black & Veatch Canada Corp. AUC conditional approval October 2010.
Remington Development Corp.	'Quarry Park' Mixed -Use Development phases 1 and 2	\$1,000.00	2006-2015	Under construction. Phase 12 completed. Planned construction start of hotel Q1 2010. Office complex on hold..
City of Calgary	West LRT Line from Downtown to Westside Rec Centre	\$1,000.00	2010-2013	Under construction. SNC Lavelin Construction (Pacific)
Alberta Transportation	Southeast Section Calgary Ring Road (Stoney Trail) from 17 Ave SE to Highway 2A	\$769.00	2010-2013	Under construction. Chinook Roads Partnership.
Calgary Airport Authority	North - South Parallel Runway	\$620.0	2011-2014	Under construction. PCL Parsons Dufferin (JV)

Office and industrial market

Vacancy rates by market (Q3 2011)
Calgary



Housing market affordability

Standard two-storey house
(Q3 2011)

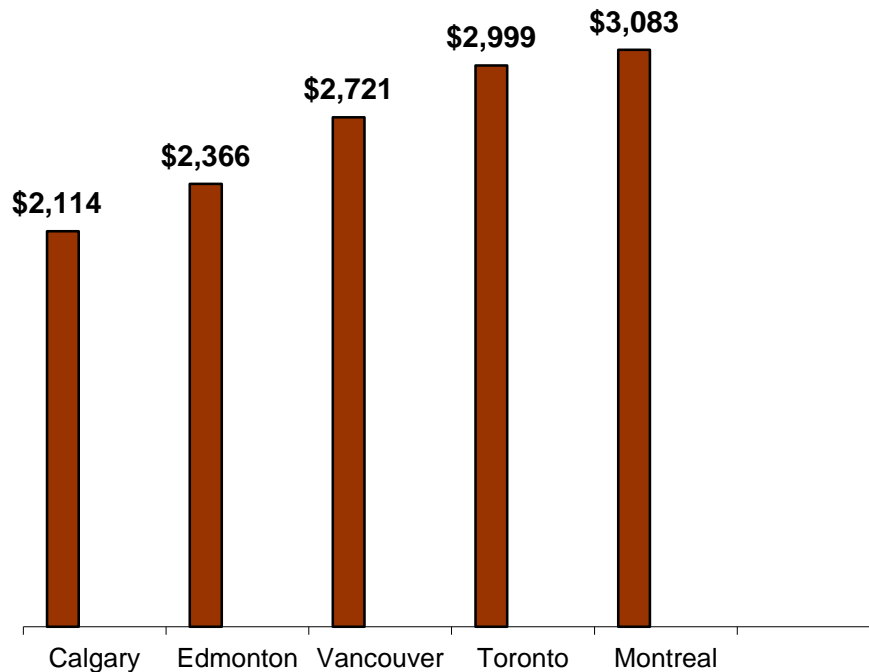
Census Metropolitan Area	Average Price	Qualifying Income	Affordability Measure
Vancouver	\$847,400	\$160,900	94.4%
Toronto	\$593,800	\$126,000	61.3%
Montreal	\$365,300	\$80,000	52.2%
Ottawa	\$379,800	\$90,600	42.9%
Edmonton	\$372,900	\$84,700	38.5%
Calgary	\$414,700	\$89,300	38.2%
Canada	\$396,100	\$87,000	48.8%

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

* The Royal Bank Housing Affordability Index 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
2010
Canadian CMAs



- Calgary's residential property taxes* are the lowest of any major Canadian city
 - Averaging approximately 25 per cent lower than Toronto, Vancouver, Montreal and Edmonton

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

Alberta's tax advantages

Most competitive provincial corporate tax jurisdiction in Canada

- Corporate income tax 10 %
- Sales tax 0 %
- Payroll tax 0 %
- Inventory tax 0 %

Lowest provincial personal income tax rate in Canada

- Marginal personal income tax rate 10 %

Alberta's trade strength

Alberta's exports in 2010 (\$78.6 billion)

- Oil (including oil sands) - \$40.9 billion
- Gas & natural gas liquids - \$14.5 billion
- Energy (including mining) - \$56.3 billion (71.7 per cent of total Alberta exports)
- Plastics - \$3.1 billion
- Machinery - \$3.0 billion

- United States - \$68.2 billion
- China - \$2.8 billion
- Japan - \$1.5 billion

Alberta's trade strength

Alberta's imports in 2010 (\$19.2 billion)

- Machinery - \$3.7 billion
- Energy - \$2.4 billion
- Electrical machinery - \$1.7 billion

- United States - \$12.6 billion
- China - \$1.9 billion
- Mexico - \$1.0 billion

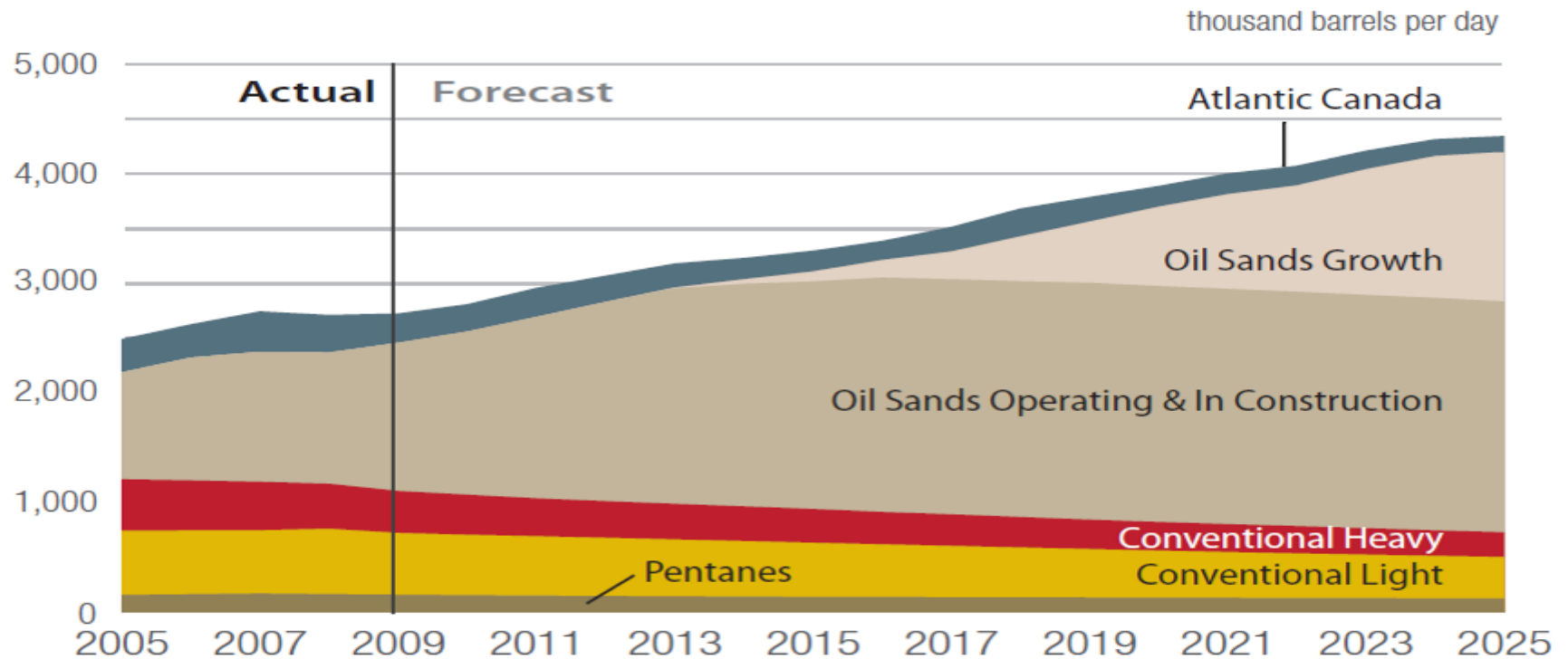
Note: Imports are direct into Alberta and does not include imports going to another province before entering Alberta

Alberta projects

ALBERTA MAJOR PROJECTS SUMMARY (as at December 2011)				
Sector	# of Projects	Value of All Projects (\$ Millions)	# On Hold	Value of On Hold Projects (\$ Millions)
Agriculture & Related	8	\$265.7	0	
Biofuels	12	\$1,425.6	1	\$210.0
Chemicals & Petrochemicals	4	\$118.5	0	
Commercial/Retail	70	\$7,644.9	3	\$121.0
Commercial/Retail and Residential	6	\$1,544.3	3	\$1,216.0
Forestry & Related	8	\$241.2	0	
Infrastructure	323	\$19,856.0	9	\$199.7
Institutional	128	\$8,559.2	6	\$254.5
Mining	4	\$760.0	0	
Oil & Gas	16	\$2,396.5	0	
Oil Sands	66	\$133,599.0	8	\$15,330.0
Other Industrial	7	\$1,514.8	0	
Pipelines	28	\$8,297.2	1	\$2,000.0
Power	36	\$13,644.2	0	
Residential	113	\$4,753.6	19	\$1,831.0
Telecommunications	2	\$656.0	0	
Tourism/Recreation	89	\$3,502.5	5	\$70.3
Total	920	\$208,779.2	55	\$21,232.5

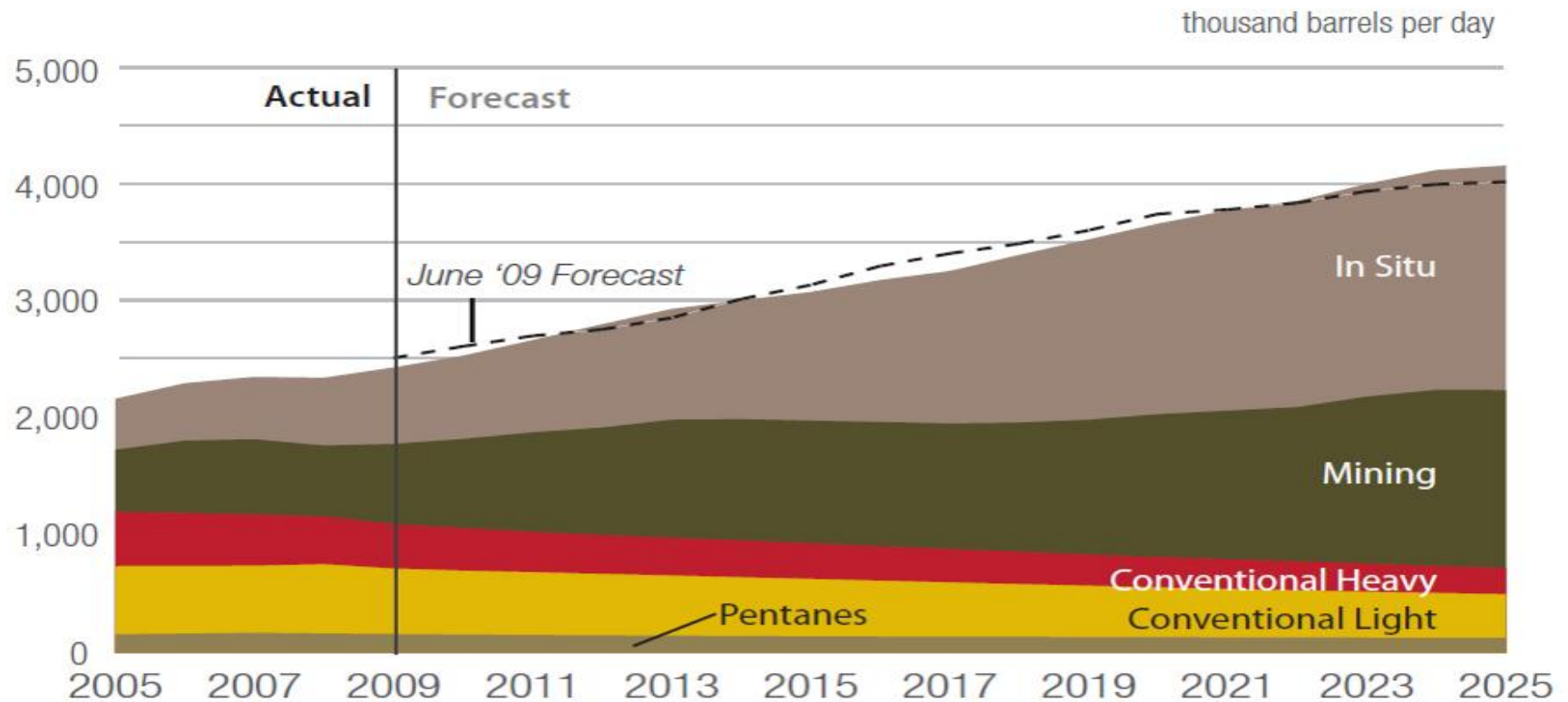
Oil and oil sands

Canadian oil sands and conventional oil production outlook



Oil sands in Western Canada

Western Canadian oil sands and conventional oil production outlook



Contact us for more information about Calgary

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