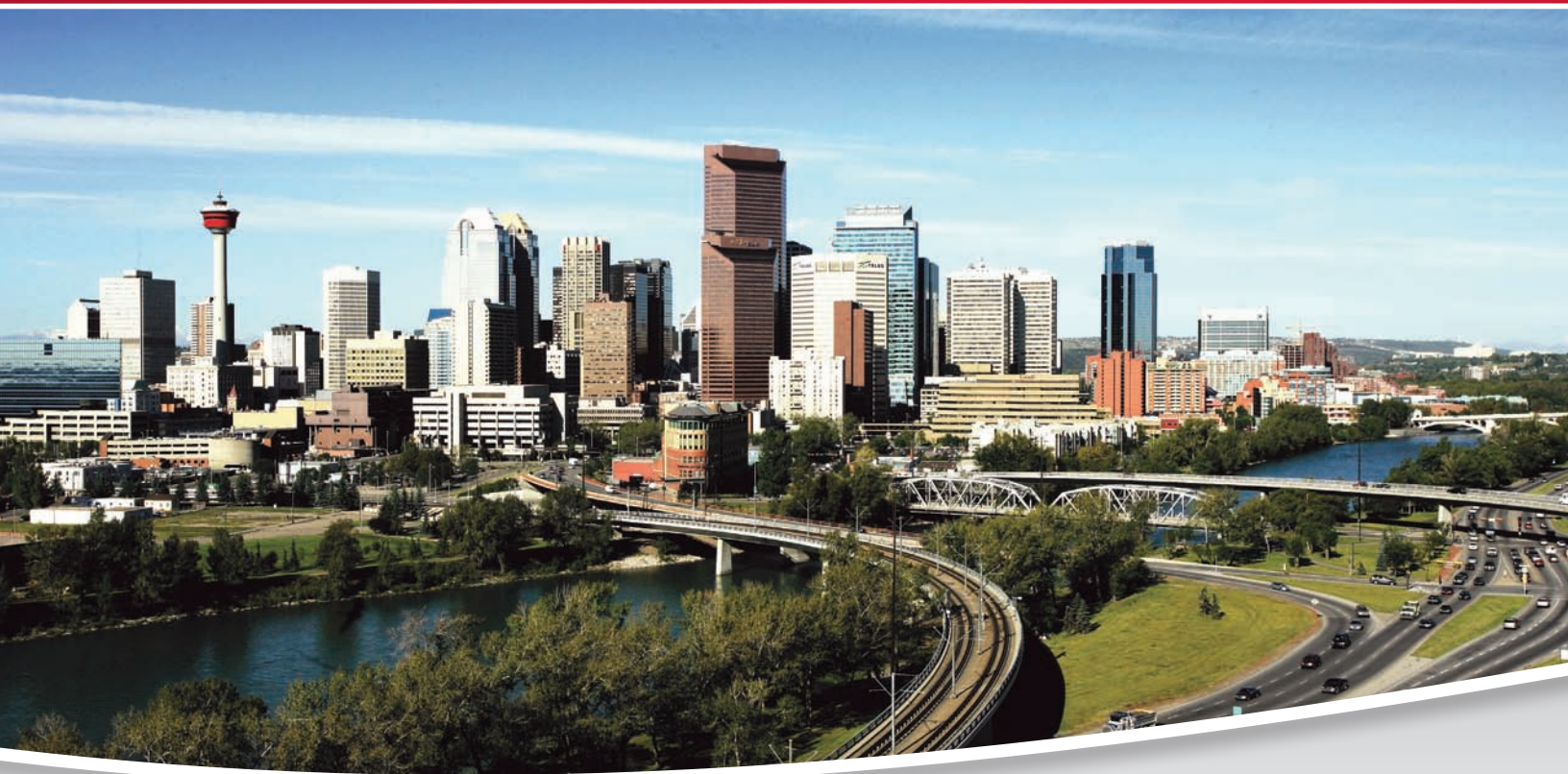


CALGARY: A GLOBAL SCORECARD ON PROSPERITY

MAY 2009



Created with the research support of
The Conference Board of Canada

CALGARY
ECONOMIC
DEVELOPMENT

CONTENTS

1	FOREWORD AND ACKNOWLEDGMENTS
2	EXECUTIVE SUMMARY
8	INTRODUCTION
10	METHODOLOGY
10	Indicator Selection Process
11	Ranking Method
13	Overall Performance
14	THE BIG PICTURE
14	Background
15	Overall Ranking
18	THE ECONOMY
18	Who's Best?
24	Focus on Calgary's Economy
26	LABOUR ATTRACTIVENESS
26	Who's Best?
32	Focus on Calgary CMA's Labour Attractiveness
34	CONCLUSION

FOREWORD AND ACKNOWLEDGMENTS

On behalf of Calgary Economic Development and our *Action Calgary* partners, we are pleased to present Calgary: A Global Scorecard on Prosperity.

This report provides a measurement of Calgary's status on the international stage, and suggests our future trajectory in that context. Compared to 22 other cities around the world, Calgary has been ranked number one for overall economic prosperity.

Calgary's proximity to a highly valuable natural resource, and its easy access to key international markets, is responsible for making it an industry capital unlike any other in Canada, and now indeed the world. As evidenced in this report, the energy industry has been a catalyst for activity in many other sectors. Calgary is now a diverse and vibrant urban centre, earning the lowest unemployment rate on the global list, and the highest level of disposable income. Business activity alone does not account for Calgary's high international ranking. Our high quality of life is also evident in this document. Calgarians are active, open-hearted, and pragmatic people – in and out of the boardroom.

Calgary is still a young city and as such, there exist challenges to our social and physical infrastructure which must be overcome. These too are reflected here. We need to focus on improving productivity, teacher-student ratios, and access to public transit in order to maintain our top rank.

Calgary Economic Development's mandate to lead, facilitate and advance economic development efforts would not be possible without this kind of research. It will be used to promote investment, assess key markets, give insight to policy recommendations, and shape our efforts in many sectors.

We are grateful for the work of the Conference Board of Canada in producing this report. Our board of directors, corporate partners, colleagues and clients are vital to our success as an organization, and make research like this possible. We extend our sincere thanks to them as well.



Bruce Graham

President & CEO
Calgary Economic Development

EXECUTIVE SUMMARY

Calgary: A Global Scorecard on Prosperity

Calgary has quickly turned into a leading Canadian city, and is seeking to improve its economic success by sharpening its competitive edge. Calgary generates about 5 per cent of Canada's total gross domestic product (GDP), and no other Canadian census metropolitan area (CMA) has enjoyed nation leading economic growth in recent years as Calgary has. Therefore, in light of the current financial turmoil and the accompanying deep global economic recession, its prosperity should be a priority for all Canadians.

In 2008, The City of Calgary released the Calgary Economic Development Strategy 2008-2018, a 10-year strategic plan for sustainable, equitable and manageable growth of Calgary's economy. The Calgary Economic Development Strategy is underpinned by three high level goals:

1. Focus on People and Community
2. Focus on Business and Enterprise
3. Focus on International Reach

Calgary's economic development strategy was created through an assessment of Calgary's economic development strengths, weaknesses, opportunities and threats. It builds off the output of the imagineCALGARY initiative, and most importantly, it identifies those strategic sectors and drivers on which Calgary should focus its resources in order to ensure that it remains at the peak of competitiveness amongst global jurisdictions.

Calgary Economic Development (CED), as The City of Calgary's lead economic development agency, has taken a strong role in the implementation of the economic development strategy. CED plays a vital role in providing leadership and direction for the Calgary Region's economic development activities. CED is responsible for economic, business and workforce development within the Calgary region with the aim of increasing community prosperity and overall economic health and well being.

As part of its ongoing efforts to monitor Calgary's global position and competitiveness, CED commissioned the Conference Board of Canada to update a recent benchmarking study to highlight findings with a stronger Calgary focus. This updated report benchmarks Calgary against 22 global cities. The goal is to bring Calgary's strengths and weaknesses into sharper focus, enabling decision makers to act more strategically. It benchmarks Calgary's performance against the performance of 22 global metropolitan areas on a set of 25 indicators grouped into two domains: Economy and Labour Attractiveness.¹ The study uses a report card-style ranking of A–B–C–D to assess performance on each indicator, on each domain, and overall.

¹ There are a number of elements linked to urban prosperity and quality of life – such as infrastructure, environmental sustainability, income inequality, optimum density – that are not benchmarked because of a lack of comparable data across metro areas.

Calgary the Only Metro Area to Receive an “A” Grade

Calgary’s overall first-place ranking is an impressive result. A closer look at the results shows Calgary as a region with tremendous economic prospects, but also with the fundamentals necessary for a high quality of life. It should come as no surprise that Calgary scored well on economic measures, but this, combined with solid results in the Labour Attractiveness domain, boost Calgary all the way to the top spot of the overall rankings. Above all, Calgary’s strength comes from its income and employment growth, as well as comparably low tax rates. It also performed well in housing affordability and incidence of poverty. Modest results on education-related indicators – such as the number of people with at least a bachelor’s degree and the number of teachers per student – and mediocre productivity growth are beacons needing attention to ensure Calgary’s future prosperity.

OVERALL RANKING

Rank	Metro Area	Grade
1	Calgary	A
2	Dallas	B
3	Edmonton	B
4	Madrid	B
5	Houston	B
6	Hong Kong	B
7	Toronto	B
8	Oslo	B
9	London	C
10	New York	C
11	Boston	C
12	Vancouver	C
13	Seattle	C
14	Barcelona	C
15	San Francisco	C
16	Québec City	C
17	Shanghai	C
18	Stockholm	C
19	Montréal	C
20	Chicago	D
21	Paris	D
22	Los Angeles	D
23	Rome	D

Economy: In the Top Two

ECONOMY OVERALL

Rank	Metro Area	Grade
1	Hong Kong	A
2	Calgary	A
3	Edmonton	B
4	Houston	B
5	Seattle	B
6	Dallas	B
7	Oslo	B
8	Boston	B
9	Vancouver	B
10	San Francisco	B
11	New York	B
12	Toronto	C
13	Los Angeles	C
14	Québec City	C
15	Montréal	C
16	Stockholm	C
17	Shanghai	C
18	London	C
19	Chicago	D
20	Madrid	D
21	Rome	D
22	Barcelona	D
23	Paris	D

Calgary's composite score on the 12 indicators used to measure outcomes related to the performance of the local economy show a metropolitan region on top of its game. Positioned in second place, Calgary ranks just below Hong Kong, with both being the only two metro areas earning an "A" grade. Calgary finished well ahead of third place Edmonton, which led the list of "B-grade" cities that also included Houston, Seattle, Dallas, Oslo, Boston, Vancouver, San Francisco and New York. Hong Kong catapulted to the top with its stunning GDP growth (averaging nearly 20 per cent each year over the past five years) and its productivity. Calgary's position is powered by number one rankings in employment growth, unemployment rate and income growth.

HIGHLIGHTS

Calgary shows several bright spots in this domain:

- Calgary tops the list of 23 metro regions with the lowest unemployment rate (3.2 per cent), coming slightly ahead of Hong Kong and Edmonton.
- Calgary's average annual disposable income growth rate of 9.3 per cent leads the pack.
- The Total Tax Index score of 69.3 means that Calgary is a relatively inexpensive place to do business.

CHALLENGES

Calgary's "A" grade masks the weaknesses exposed by its low grades on two key measures that might hamper its future prosperity:

- Calgary's average annual productivity growth over the past five years, at 1.5 per cent and ranked 13th of 22, the CMA's only "D" grade.
- Calgary's share of high-tech employment is below the larger Canadian CMAs and behind U.S. high-tech powerhouses of Boston, Seattle and San Francisco.

Labour Attractiveness: Safe, Diverse, and Affordable

Calgary’s composite score on the 12 indicators used to measure the social and environmental complexities that distinguish great urban regions from mediocre ones puts it in fourth place with a “B” grade and in the top quarter of the rankings. Buoyed by its low incidence of poverty, relatively affordable housing market, and low homicide rate, the results paint a portrait of Calgary as a safe, diverse, and affordable place to live. It falls short of an “A” grade because of a low teacher per student ratio as well as its reliance on the automobile to commute. But still, Calgary can take solace in the fact that it is the best performing of the four metro regions with “B” grades and it is the highest ranked Canadian city.

HIGHLIGHTS

Calgary’s definite strength lies in its population:

- Calgary sits in the top spot for average annual population growth (2.6 per cent), underscoring the CMA as a magnet for migrants.
- Calgary also finishes first with the lowest proportion of its citizens below the low income cut-off.
- In addition, Calgary also scores an “A” grade on housing affordability, further emphasizing its attractiveness.

LABOUR ATTRACTIVENESS

Rank	Metro Area	Grade
1	Madrid	A
2	Barcelona	A
3	London	A
4	Calgary	B
5	Toronto	B
6	Dallas	B
7	Paris	B
8	New York	C
9	Shanghai	C
10	Houston	C
11	Edmonton	C
12	Québec City	C
13	Oslo	C
14	Vancouver	C
15	Stockholm	C
16	Boston	C
17	Montréal	C
18	Chicago	C
19	San Francisco	D
20	Seattle	D
21	Rome	D
22	Hong Kong	D
23	Los Angeles	D

CHALLENGES

Calgary's strengths as an attractive city could potentially be undermined by its poor scores and position on key indicators in this domain:

- It fails to keep up on elementary and secondary education, earning a “C” grade and landing among the bottom four in the rankings. This puts it far behind the leader, Shanghai (with proportionately about 57 per cent more teachers), and Québec City and Montréal, also ahead by 41 per cent and 28 per cent respectively.
- Calgary earns a “C” grade on its mode of transportation to work. Only 23.2 per cent of its working population use non-auto methods of commuting, well below the leader London (at nearly 60 per cent).
- The CMA of Calgary also has a low proportion of the population employed in cultural industries. Less than 3 per cent of the working population is employed in cultural occupations, with London, Stockholm and larger Canadian CMAs closer to the 4 per cent and above range. This may prevent Calgary from being as dynamic as other large metropolises moving forward.

Staying on Top

As the only global metro area that gets an “A” grade in the overall ranking, Calgary more than holds its own against global metropolises and fast-growing regions. The CMA's economic results are impressive, coming in second behind Hong Kong. Yet, what may be surprising to some is that Calgary is head and shoulders above such world class cities as London, New York and Paris on measures of labour attractiveness. Here, Calgary earned a fourth-place ranking. This confirms that Calgary not only offers solid economic prospects, but the CMA also offers a high quality of life that will serve to attract and retain talent now and into the future.

Calgary will need to make sure that strategies to improve prosperity involve everyone. The entire region must work collectively in order to mobilize the combined strengths and talents of its citizens. To maintain its first-place ranking, Calgary will need to enhance its efforts at attracting and retaining workers from diverse cultural and demographic groups and provide them meaningful employment opportunities. New immigrants must have access to all the opportunities that drew them to Calgary in the first place.

Part of staying on top will be to recognize and build on the importance and strength of the Calgary-Edmonton corridor. As a regional economy boasting the numbers 1 and 3 jurisdictions from the overall ranking and the numbers 2 and 3 ranked jurisdictions in the Economic domain, the Calgary-Edmonton corridor represents a formidable regional economy that could compete successfully on a global scale. In order to effectively capitalize upon the opportunity that the corridor presents, strategies will need to be developed and implemented to foster regional activity and ensure that the region grows and develops to be a competitor globally.

Calgary has many strengths that it can leverage to its advantage. It is an attractive place to be, drawing in people from all over Canada and the rest of the world. Looking ahead, Calgary must strengthen its economic foundation and build on its newfound reputation as one of the world's most liveable cities. The ongoing global demand for energy provides opportunities for a higher standard of living and a greater level of prosperity. But Calgary must continue to diversify its economy by investing in activities that revolve around knowledge, creativity and intellectual skills.

INTRODUCTION

Globalization has lifted competition among countries, regions, and cities around the world to unprecedented levels. Indeed, the current global economic recession, which started with problems in the U.S. sub-prime mortgage market but quickly spread through global financial markets and now to the economy as a whole, underscores just how globalized the world has become.

To address global opportunities and set course for the city to achieve sustainable economic growth, The City of Calgary released the Calgary Economic Development Strategy 2008-2018 in 2008, a 10-year strategic plan for sustainable, equitable and manageable growth of Calgary's economy. The Calgary Economic Development Strategy is underpinned by three high level goals:

1. Focus on People and Community
2. Focus on Business and Enterprise
3. Focus on International Reach

In the context of global competition amongst cities and regions, knowing how Calgary stacks up against other locations becomes increasingly important. Through benchmarking, countries and cities can identify their relative strengths and weaknesses, allowing them to develop action plans to improve their overall performance. For example, Statistics Canada forecasts that it may take only 10 years before Canada has more people at the age where they can leave the labour force than people at the age where they can begin working.² The 2006 Census revealed that Canada has never had so many people close to retirement. Competition for highly mobile workers has become an important issue for Canadian cities and in fact, for cities around the world.

Benchmarking global cities is of course, nothing new. By now, most city-watchers are familiar with the Mercer analysis which annually tells us that Zurich, Geneva, or Vancouver are the best places to live, according to 39 quality-of-life measures. And in October 2008, two new reports were released: UN HABITAT's *State of the Cities Report* and Foreign Policy's "*Global Cities Index*."³ Each tells us something about Calgary but none provide the full picture of the region and its place in the discrete constellations of Canadian, of American, of European, and finally – of global cities.

² Statistics Canada, "2006 Census: Age and Sex," *The Daily* [online]. (July 17, 2007), [cited March 3, 2009]. www.statcan.gc.ca/daily-quotidien/070717/dq070717a-eng.htm.

³ UN-HABITAT, *State of the World's Cities 2008/2009: Harmonious Cities* [online]. (United Nations, October 2008), [cited March 3, 2009]. <http://www.unhabitat.org/content.asp?cid=5964&catid=7&typeid=46&subMenuId=0>; Foreign Policy, *The 2008 Global Cities Index* [online]. [Cited March 3, 2009]. http://www.foreignpolicy.com/story/cms.php?story_id=4509.

As part of its role in ongoing monitoring of Calgary's competitiveness, global position and overall strengths and weaknesses, Calgary Economic Development, the city's lead economic development organization, commissioned the Conference Board of Canada to update a recent benchmarking study to highlight findings with a stronger Calgary focus. This updated report benchmarks Calgary against 22 global cities. The goal is to bring Calgary's strengths and weaknesses into sharper focus, enabling decision makers to act more strategically while at the same time working to ensure that Calgary continues to excel in areas where it is a top performer.

Although Calgary impressively ranked first among 22 other major global cities in this benchmarking report, this does not mean that the city should rest on its laurels. In fact, improvements can be made in certain key areas, allowing Calgary to sharpen its competitive edge. This task has become even more crucial now that the region is facing its first contraction in real gross domestic product (GDP) since 1989.

These results should serve to support and augment the implementation of Calgary's economic development strategy. This study is very well aligned with all three goals of the economic development strategy. First, the Economy domain is intended to measure outcomes related to the performance of the local economy, as well as reflecting the fundamentals of the business environment. In other words, this domain also helps answer the question: "where are the best places to do business?" The Labour Attractiveness domain contains indicators that measure citizens' quality of life, which is considered a key factor in attracting and retaining people. This domain attempts to capture some of the social and environmental complexities that distinguish a great urban region from a mediocre one. Finally, this study compares Calgary to cities from around the globe, helping to understand key elements that will position the Calgary brand and identity internationally.

Within each category, a number of specific indicators are used to benchmark Calgary's success against other metropolitan areas in Canada and around the world.⁴ A total of 24 internationally-comparable indicators measure success across a broad spectrum:

- In the Economy domain – 12 indicators, such as: per capita gross domestic product; unemployment rate; and per capita disposable income.
- In the Labour Attractiveness domain – 12 indicators, such as: comfortable climate index; proportion of population with at least a bachelor degree; and commuter travel mode.⁵

Outcomes for the CMA are assessed for each domain, highlighting satisfying and disappointing results, including a few surprises. An indicator-by-indicator analysis is included, as well as an overall assessment of how the CMA is performing on the international stage.

⁴ Statistics Canada defines Census Metropolitan Areas (CMAs) as urban areas with population greater than 100,000. The Calgary CMA includes the City of Calgary plus 8 suburban municipalities including Airdrie, Cochrane and the Municipal District of Rocky View.

⁵ There are a number of elements linked to urban prosperity and quality of life – such as infrastructure, environmental sustainability, income inequality, optimum density – that are not benchmarked because of a lack of comparable data across metro areas.

METHODOLOGY

Drawing on the successful benchmarking model developed in 2007, the Conference Board has replicated the methodology from City Magnets to create Calgary's scorecard.⁶ Twenty-four indicators were chosen to measure Calgary's success in: 1) the global economy and 2) its ability to attract and retain workers from around the world.

Indicator Selection Process

The search for indicators began with a commitment to find measures that showed the degree of economic strength, the degree of labour attractiveness, as well as the human, social, and environmental sustainability of each metropolitan area. In other words, we sought to benchmark any Canadian CMA against metropolitan areas across the globe using a variety of indicators.

The selection of indicators for each domain evolved over a period of weeks, to enable a test run for availability and reliability. The indicators that were selected provide valuable information on the performance or status of a metropolitan area within a particular domain, either as a direct output (e.g., disposable income) or a proxy measure (e.g., number of teachers per 1,000 people of school age as a proxy for access to education).

Unfortunately, it was impossible to collect data on all 24 indicators for every metropolitan area due mainly to data incomparability. But all indicators were available for the Calgary CMA. We screened all data sources rigorously to ensure that each indicator had the exact same definition as its Canadian counterpart. In other words, we wanted to avoid an "apples-to-oranges" comparison. But there were a couple of exceptions. Some vital indicators, like housing affordability, were included despite slight differences in definitions across countries. In these cases, we standardized the definitions by dividing each city's indicator by its national average.

Benchmarking studies, of course, use annual historical data as a means of comparison. Given that the work on the original study started in the summer of 2008, data does not go beyond the year 2007. This means that the effects of the financial market turmoil, which erupted in September 2008, are not reflected in this study. This does not imply, however, that the results of this study are compromised. A benchmarking analysis, by definition, is a relative comparison. All cities in this study are being affected, one way or another, by the global economic downturn. Moreover, most of the economic indicators in this analysis are five-year averages, so the addition of one-year's worth of data would have limited impact. Therefore, it is safe to assume that if 2008 full-year data were included in this study, the overall rankings would remain fairly stable.

⁶ The Conference Board of Canada, *City Magnets: Benchmarking the Attractiveness of Canada's CMAs* (Ottawa: December 2007).

Why Not Benchmark Density?

The call for denser, more compact cities has been heard loud and clear across North America. After all, an urban area that is denser uses land more efficiently and facilitates service provision more cost-effectively. Higher densities are critical to the financial and operational success of public transit systems. It's no surprise that 60 per cent of London's residents choose options other than the automobile to get to work. European urban densities call to mind some of the most vibrant, dynamic, and walkable cities in the world.

While tempting, the use of density as an indicator poses problems. The “higher the density, the better” is a value that can be challenged in places where super-high densities can lead to social and health problems, linked to overcrowding, congested living, and poor quality housing.

We prefer to consider investigating the concept of “optimum density” as a way of capturing the important attributes of successful compact cities world-wide.

Ranking Method

This study uses a report card-style ranking of A–B–C–D to assess the performance of metropolitan areas on each indicator. A grade level was assigned to performance using the following method: for each indicator, the difference between the top and bottom performer was calculated, and divided this figure by four. A metropolitan area received a scorecard ranking of “A” on a given indicator if its score was in the top quartile, a “B” if its score was in the second quartile, a “C” if its score was in the third quartile, and a “D” if its score was in the bottom quartile.

For example, on the labour attractiveness indicator “population growth,” the top performer (Calgary) had average annual growth of 2.6 per cent from 2002 to 2007, and the bottom performer (Boston) had only 0.1 per cent. Applying the method for scoring yields the following ranges for each grade:

“A”: 2.6 – 1.975 per cent

“B”: 1.974 – 1.35 per cent

“C”: 1.34 – 0.725 per cent

“D”: 0.724 – 0.1 per cent

(Note: In this example, a high score indicates a high level of performance. For indicators where a low score signifies a high level of performance – such as the homicide rate – the ranking levels are reversed, i.e., the highest result receives the lower grade.)

It must be emphasized that two cities getting an “A” grade do not necessarily perform equally according to this methodology. In the example above, a city scoring 36 per cent would get an “A” grade in the same way that a city scoring 40 per cent would. However, when we establish a ranking of cities, the city getting a result of 40 per cent would be placed higher than the one scoring 36 per cent even if they both get an “A” grade. Thus, in the tables below, when looking at cities with the same letter grade, the one with the higher score is listed first.

The overall domain rankings are based on a composite index (an average of the normalized scores for each indicator in the specific domain). In other words, the top-ranking metropolitan area for a given indicator will receive a 1, while the bottom-ranking metropolitan area will receive a zero.

Normalization Formula

$$\text{Normalized value} = (\text{indicator value} - \text{minimum value}) / (\text{maximum value} - \text{minimum value})$$

To use the example above, a score of 1 would be attributed to Calgary given that it leads with 2.6 per cent population growth – $(2.6 - 0.1) / (2.6 - 0.1)$. Meanwhile, a zero would be attributed to Boston given that it ranks last with average annual population growth of 0.1 per cent – $(0.1 - 0.1) / (2.6 - 0.1)$. A metropolitan area with a 1 per cent average annual population growth, for example, would get a score of $0.36 - (1 - 0.1) / (2.6 - 0.1)$.

To calculate a domain ranking, the metropolitan areas were then ranked according to their composite index scores. No attempt was made to give explicit differential weights to indicators according to importance: we are implicitly giving equal weight to each indicator. A grade level was assigned to the overall domain performance using the following method: difference between the domain composite index of the top and bottom performer was calculated and then divided this figure by four.

A metropolitan area received a scorecard rating of “A” for the domain if its score was in the top quartile, a “B” if its score was in the second quartile, a “C” if its score was in the third quartile, and a “D” if its score was in the bottom quartile. Finally, a metropolitan area received a N/A for the domain if it was missing data in over half the indicators.

Metropolitan Area Selection Process

A key starting point for this benchmarking project was the decision about which metropolitan areas to include. After much thought, a long list of potential metro areas that reflect one or more of the following considerations were considered:

- 1) Large urban areas: London, Paris, New York, Madrid, Rome, and Los Angeles;
- 2) Calgary's main Canadian competitors: Toronto, Québec City, Montréal, Edmonton, and Vancouver;
- 3) Global cities to which Calgary is sometimes compared: Houston, Dallas;
- 4) Metro regions with progressive social and environmental policies: Oslo and Stockholm; and
- 5) Metro regions in rapidly emerging economies: Hong Kong and Shanghai.

The list of 22 comparator metropolitan areas was finalized following an iterative process which screened out certain candidates due to lack of comparable data or uncertainty about data integrity. For instance, the intent to include a number of cities in emerging economies was thwarted when it became clear that data for places such as Mumbai, Kolkata, or Dubai was either unreliable or unavailable. In other cases, candidate cities were eliminated to ensure a balance among world regions; that is, to ensure a representative sample from Canada, Europe, Asia, and the United States.

Overall Performance

An overall score was calculated by taking the average value of both domains' normalized scores. No attempt was made to give explicit differential weights to the domains. So, in other words, both the Economy and Labour Attractiveness domains are assumed to have the same level of significance.

A grade level was assigned to the overall performance using the following method: the difference between the overall score of the top and bottom performers was calculated and then divided this figure by four.

A metropolitan area received an overall scorecard rating of "A" if its score was in the top quartile, a "B" if its score was in the second quartile, a "C" if its score was in the third quartile, and a "D" if its score was in the bottom quartile. But not every metropolitan area received an overall score. A metropolitan area received an overall N/A if it received an N/A in either of the two domain rankings. If an N/A existed in both domain rankings, then that metropolitan area was removed.

THE BIG PICTURE

Background

POPULATION OF METROPOLITAN AREAS

Metropolis	Year	Population
New York	2007	18,815,987
Shanghai	2005	13,680,800
Los Angeles	2007	12,875,587
London	2006	11,917,000
Paris	2006	11,089,124
Chicago	2007	9,524,673
Hong Kong	2007	6,952,800
Dallas	2007	6,145,037
Madrid	2006	5,804,829
Houston	2007	5,597,960
Toronto	2007	5,509,874
Barcelona	2006	5,078,005
Boston	2007	4,482,857
San Francisco	2007	4,203,898
Montréal	2007	3,695,790
Rome	2006	3,457,690
Seattle	2007	3,309,347
Vancouver	2007	2,285,893
Stockholm	2006	1,860,872
Calgary	2007	1,139,126
Oslo	2006	1,090,513
Edmonton	2007	1,081,275
Québec City	2007	728,924

Twenty-first century cities are being shaped by extraordinary waves of migration and mobility. In the developed world, urban growth is fuelled predominantly by international immigrants; in the developing world, through the movement of people from rural areas to cities. Calgary, like other global cities, is in a race to compete for talented workers – young, innovative, and socially responsible. Success in this race will depend not only on Calgary’s ability to attract new people, but also to retain them.

In this report, we have compared Calgary to 22 other world cities – some, like New York or London, are established as the world’s global leaders; some have a similar economic structure – Edmonton and Houston; some are known as North America’s premier cities – Boston, San Francisco; and others, like Shanghai and Hong Kong, are moving toward global city status at lightning speed. In one way or another, all can be viewed as Calgary’s competitors. (See table facing for population figures for each of the comparator metropolitan regions.)

Overall Ranking

Overall, Calgary comes out on top in a field of 23 global metropolises. This is a spectacular result, as Calgary is the only CMA that scores an overall “A” grade. The first-place ranking comes ahead of a select group of “B” metropolises, led by Dallas, and followed by provincial rival Edmonton, Madrid, Houston, Hong Kong, Toronto and Oslo. Calgary’s first-place ranking puts it in select company, outperforming all other Canadian metropolitan areas, and every place in Europe and Asia.

Calgary’s blistering economy in the past five years may have powered it to the top, but its overall favourable environment provides a solid basis for attracting and keeping people. In the Economy domain alone, Calgary earns five “A” grades, coming in as the top performer in three indicators: employment growth, income growth and unemployment rate. On measures of Labour Attractiveness, Calgary’s strength comes from its low incidence of low-income population, low homicide rate, and somewhat surprisingly, its relative housing affordability.

Calgary’s perch at the top of our league of 23 global metropolises puts it in a class of its own. These results echo the Conference Board’s 2007 City Magnets report, where Calgary’s robust economic performance lifted it to the top of all 27 Canadian CMAs.⁷ However, Calgary’s continued domination is currently under threat, as weaker energy prices and tighter credit conditions have slowed oil and gas activity in the province of Alberta. This is likely to be reflected when more current data becomes available.

OVERALL RANKING

Rank	Metro Area	Grade
1	Calgary	A
2	Dallas	B
3	Edmonton	B
4	Madrid	B
5	Houston	B
6	Hong Kong	B
7	Toronto	B
8	Oslo	B
9	London	C
10	New York	C
11	Boston	C
12	Vancouver	C
13	Seattle	C
14	Barcelona	C
15	San Francisco	C
16	Québec City	C
17	Shanghai	C
18	Stockholm	C
19	Montréal	C
20	Chicago	D
21	Paris	D
22	Los Angeles	D
23	Rome	D

⁷ The Conference Board of Canada, *City Magnets*.

What about the other metropolises that scored well? The “B” team – Houston, Dallas, Edmonton, Madrid, Hong Kong, Toronto and Oslo – are clustered close together. Houston, Dallas and Edmonton earned their ranking on the strength of their growing economies, marked by solid growth in disposable income and employment. In addition, Dallas is one of the fastest-growing large metropolises in the U.S., posting population increases similar to those of Calgary. However, these cities could potentially suffer the same fate as Calgary, as they are all energy hubs.

Of the rest that score a “B” grade, Madrid is buoyed by its first-place ranking in Labour Attractiveness. Madrid earns “A” grades in four indicators: young population, low incidence of crime, proportion of the population using public transit, and domestic water usage. Hong Kong explodes onto the economic stage with double-digit GDP and productivity growth. Like other cities in emerging economies, Hong Kong’s strength reflects a rapid surge in growth coming from, in part at least, a relatively low starting point. According to the convergence hypothesis, countries with relatively low levels of economic activity have stronger potential output growth, as they tend to catch up to the level of economic activity of more developed nations.

The results for Toronto reveal a region facing economic challenges but buoyed by the fundamentals of a high quality-of-life. Generally good results in the Labour Attractiveness domain boost Toronto all the way to the top half of the overall rankings. Above all, Toronto’s strength comes from its diverse population, where over 45 per cent of the CMA’s population is foreign-born. In a field where all 23 metropolitan areas were included, Toronto takes top spot, edging out Vancouver and beating out New York, Los Angeles, and London. Finally, Oslo’s solid results in the Economy domain push it to a “B” grade, benefitting from its high GDP per capita and low unemployment rate.

Recognized as one of the world’s few truly global cities, London’s liveability is marred by some weak economic results. For example, London’s total tax index (TTI) is the second highest of all metropolitan areas, 61 points above Calgary’s, according to the KPMG index.⁸ And during the past five years, employment growth was more than a third lower than Calgary’s. Similarly, London’s unemployment rate has been persistently higher.

In New York’s case, some weak results in both the Economy and Labour Attractiveness domains overshadow otherwise-strong outcomes. Important economic fundamentals relating to high disposable income and productivity typify the advantages enjoyed by many of the U.S. cities, but New York’s relatively low share of high-tech employment, high TTI, and weaker employment growth were the reasons for a lower ranking. And compared with Calgary, New York’s homicide rate is more than double and housing affordability is a much more serious problem.

⁸ KPMG. *Competitive Alternatives: KPMG’s Guide to International Business Location, 2008 Edition* [online]. (KPMG LLP, 2008), [cited March 3, 2009]. <http://www.competitivealternatives.com/>.

Perhaps surprisingly, the bottom quartile of cities includes key regional or national hubs: Los Angeles, Rome, Chicago, and Paris. Such vibrant cities may be great places to visit, but may be falling behind when it comes to quality of life. In the case of Paris, the city comes in last place on four economic indicators; and in most instances, by a significant margin. For example, Paris' unemployment rate is 10.4 per cent, three times that of Calgary, and 30 per cent higher than Rome, whose 7.2 per cent rate puts it next-to-last. Similarly, Paris is the only metropolis to have posted negative employment growth over 2003-2007. On top of all this, Paris is rated as the city with the highest TTI, roughly three times that of Calgary.

The low results for Los Angeles may be surprising, but here, a combination of economic reversals and some key quality-of-life issues keep Los Angeles well below Calgary. It has the highest homicide rate and only San Francisco has a more unaffordable housing market. And Los Angeles, like Paris, is experiencing low levels of population growth (less than half a per cent). Los Angeles is still very much an auto-dependent city, with about 90 per cent of the population driving their cars to work.

On the basis of these economic and labour attractiveness indicators, Chicago performs relatively poorly and is one of five metropolitan areas to score an overall "D" grade. Similar to Los Angeles, Chicago does poorly on measures of employment growth, overall TTI, and population growth. Unlike Los Angeles, however, Chicago is further disadvantaged by having a less diverse, and relatively older, population base.

In the case of Rome, bottom-of-the-barrel rankings in both the Economy and Labour Attractiveness domains placed it in dead last in our field of 23 global metropolises. Rome suffers from low levels of per capita GDP as well as a high unemployment rate. While being a very popular tourist destination, Rome suffers from a less educated and less diverse population.

“This city has been growing in both size and economic influence at a rate seldom seen anywhere in Canada. In fact, our growth has been compared to that of Dubai and Shanghai.”

– Mayor Dave Bronconnier, CED Annual Report 2007

THE ECONOMY

Who's Best?

ECONOMY OVERALL

Rank	Metro Area	Grade
1	Hong Kong	A
2	Calgary	A
3	Edmonton	B
4	Houston	B
5	Seattle	B
6	Dallas	B
7	Oslo	B
8	Boston	B
9	Vancouver	B
10	San Francisco	B
11	New York	B
12	Toronto	C
13	Los Angeles	C
14	Québec City	C
15	Montréal	C
16	Stockholm	C
17	Shanghai	C
18	London	C
19	Chicago	D
20	Madrid	D
21	Rome	D
22	Barcelona	D
23	Paris	D

The economic picture that emerges shows Calgary as a powerhouse. Positioned at the top of the rankings, Calgary comes in second (of 23), just behind Hong Kong for an “A” grade. Hong Kong’s economic strength is nowhere more evident than in its dramatic gains in GDP and productivity. Hong Kong’s economic strength is rooted in the financial and banking sector, where it leads Asian cities in the number of international banks (about 240).⁹ Over the past five years, GDP growth in Hong Kong has averaged nearly 20 per cent *each year* – a striking contrast to the Calgary CMA’s yearly average of 5.1 per cent (viewed as stunning by usual standards). Hong Kong is the only metropolitan area to record double-digit productivity growth of 18.6 per cent during the same period. The next best is Boston, far behind at 4.5 per cent. Unfortunately, Calgary sits in the middle of the pack, with 1.5 per cent average annual productivity growth.

As mentioned previously, the rise of Hong Kong typifies the kinds of success made possible in emerging economies, where the economic baselines had previously been so weak.

The only other metropolitan area to merit an “A” grade in the Economy domain is second-place Calgary, powered by number-one rankings in employment growth, unemployment rate, income growth, and TTI. With the retreat in oil prices, Calgary’s position might be in jeopardy, but it must be noted that all cities are

currently going through a significant economic slowdown. Eight North American metro areas dominate the “B” grades, including Edmonton, whose energy-inspired rise to the top has been remarkably similar to Calgary’s.

⁹ Dr. Mee Kam Ng, “Global Competitiveness and Local Sustainability in Asian Metropolises,” presentation at the *Global Planners Network*, October 31, 2008.

Looking forward, Calgary, along with other North American metro areas, will be competing with the likes of Shanghai and Hong Kong. And even though economic growth in Calgary has been impressive, the two Asian cities posted spectacular real GDP gains over the past five years as well as significant personal income growth in the case of Shanghai, and stunning productivity growth in Hong Kong (more than 18 per cent). As their economies mature, their potential rate of growth will slow to a level more in line with established cities, such as London and New York.

ECONOMY	Definition	Meaning	What About Calgary?	The Grade
Gross domestic product (GDP) per capita # cities ranked: 23	Overall value of goods and services produced within the metro region. GDP is divided by total population to get GDP per capita. Data is based on: Canada, U.S., Hong Kong: 2007 Europe, Shanghai: 2005	Per capita GDP is commonly used to compare relative wealth among metropolitan regions.	Calgary , 5th out of 23, manages a B grade, but at \$56,412, Calgary's per capita GDP is only 69% of #1 Oslo at \$82,237. Besides Calgary, most U.S. metros do better than their Canadian counterparts.	1. Oslo A 2. Paris A 3. Hong Kong B 4. Boston B 5. Calgary B 6. San Francisco B 7. Houston C 8. New York C 9. Seattle C 10. Dallas C 11. Stockholm C 12. Edmonton C 13. London C 14. Toronto C 15. Los Angeles C 16. Chicago C 17. Rome D 18. Vancouver D 19. Québec City D 20. Montréal D 21. Madrid D 22. Barcelona D 23. Shanghai D
GDP growth # cities ranked: 23	The average annual increase in GDP over a multi-year period, as per: Canada, U.S., Hong Kong: 2002-07 Europe: 2000-05 Shanghai: 2002-05	Stronger growth generates, among other things, more employment opportunities.	Impressive results here for Calgary , although stunning results for Hong Kong and Shanghai leave Calgary with a C grade. Average annual growth of 5.1% is a world away from Hong Kong (19.6%) and Shanghai (15.1%). Third place Stockholm's growth was about half that of Shanghai's.	1. Hong Kong A 2. Shanghai A 3. Stockholm C 4. London C 5. Madrid C 6. Barcelona C 7. Calgary C 8. Dallas C 9. Edmonton D 10. Boston D 11. Los Angeles D 12. Seattle D 13. San Francisco D 14. Vancouver D 15. New York D 16. Houston D 17. Oslo D 18. Rome D 19. Québec City D 20. Toronto D 21. Chicago D 22. Montréal D 23. Paris D

ECONOMY	Definition	Meaning	What About Calgary?	The Grade
Productivity # cities ranked: 23	Productivity is GDP divided by employment, measuring total output per worker. Canada, U.S., Hong Kong: 2007 Europe, Shanghai: 2005	High productivity levels generate wealth, allowing businesses to pay higher salaries and wages.	Calgary sits in the top ten, ahead of the other Canadian CMAs and 5 of 7 Europeans, but behind several U.S. metro areas. At \$94,428, Calgary is well behind the leaders: Hong Kong (\$126,121) and five U.S. metros with levels above \$100,000 (Houston, New York, San Francisco, Boston, and Los Angeles.)	1. Hong Kong A 2. Houston A 3. New York A 4. San Francisco A 5. Boston A 6. Los Angeles B 7. Oslo B 8. Paris B 9. Calgary B 10. Dallas B 11. Chicago B 12. Seattle B 13. Stockholm B 14. Toronto B 15. Edmonton B 16. Rome C 17. London C 18. Vancouver C 19. Montréal C 20. Québec City C 21. Madrid D 22. Barcelona D 23. Shanghai D
Productivity growth # cities ranked: 22	Productivity growth shows how quickly a CMA is gaining in wealth, measured over a five year period as per: Canada, U.S., Hong Kong: 2002-07 Europe: 2000-05	Strong productivity growth allows for economic growth without inflationary pressures, fostering greater purchasing power for households.	Mediocre productivity growth in Calgary , at 1.5%, positions the CMA in 13th place, behind almost all U.S. CMAs, as well as Edmonton and Québec City. Again, Hong Kong leads the field with 18.6% growth, followed distantly by five U.S. metros (Boston, San Francisco, Los Angeles, Dallas, New York) with growth in the 2.8-4.5% range. Data unavailable for Shanghai.	1. Hong Kong A 2. Boston D 3. San Francisco D 4. Los Angeles D 5. Dallas D 6. New York D 7. Stockholm D 8. Seattle D 9. Edmonton D 10. London D 11. Chicago D 12. Québec City D 13. Calgary D 14. Houston D 15. Paris D 16. Vancouver D 17. Madrid D 18. Toronto D 19. Barcelona D 20. Montréal D 21. Oslo D 22. Rome D

“Calgary is now Canada’s growth engine. Let’s not be afraid to embrace this role as a leader of Canada’s economy. We must think BIG and act on the opportunities that come during this unique period of our city’s evolution.”

– Bruce Graham, Calgary Economic Development,
 Editorial “We’re growing, get over it!”

ECONOMY	Definition	Meaning	What About Calgary?	The Grade
Employment growth # cities ranked: 22	Annual average percentage increases (or decreases) in total employment (sum of employment in all industries) are calculated on the basis of the following periods: Canada, U.S.: 2002–07 Europe: 2000–05 Hong Kong: 2005–07	Strong employment growth means better opportunities for securing work. A high growth CMA is generally more attractive.	Calgary's employment growth of 3.5% is the cream of the crop, earning a first place ranking. Provincial rival Edmonton was next at 2.8% employment growth. Data unavailable for Shanghai.	1. Calgary A 12. Oslo C 2. Edmonton A 13. Québec City C 3. Vancouver A 14. London C 4. Madrid A 15. Hong Kong C 5. Barcelona B 16. Los Angeles C 6. Rome B 17. New York C 7. Houston B 18. Stockholm C 8. Toronto B 19. Chicago C 9. Seattle B 20. Boston D 10. Dallas B 21. San Francisco D 11. Montréal B 22. Paris D
Unemployment rate # cities ranked: 23	The percentage of the labour force not working in 2007, with the exception that data for European cities is from 2006.	A metropolitan area with a lower unemployment rate indicates a more engaged work force. In turn, such places are likeliest to attract people.	With a 3.2% unemployment rate, Calgary tops the list again. Generally, metro areas in North America performed well, while London, Rome and Paris occupied the bottom three spots.	1. Calgary A 13. Los Angeles A 2. Hong Kong A 14. Chicago A 3. Edmonton A 15. Québec City B 4. Seattle A 16. Stockholm B 5. Vancouver A 17. Madrid B 6. Boston A 18. Barcelona B 7. Houston A 19. Toronto B 8. Dallas A 20. Montréal C 9. Shanghai A 21. London C 10. New York A 22. Rome C 11. San Francisco A 23. Paris D 12. Oslo A
High-tech employment # cities ranked: 14	This measures the share of total high tech employment in the information and communications technology sector, by place of residence, and expressed as a five-year average. Data is for the 2003–07 period.	In line with “creative cities” theory, high levels of employment in this sector signals an attractive metro region.	Calgary falls into eighth place, behind U.S. powerhouses of Boston, Dallas, Seattle, and San Francisco, and the larger Canadian CMAs of Toronto, Montréal, Vancouver. However, Calgary's 4.8% share still tops Los Angeles and New York. Data unavailable for Barcelona, Hong Kong, London, Madrid, Oslo, Paris, Rome, Shanghai, Stockholm.	1. Boston A 8. Calgary C 2. Dallas A 9. Los Angeles C 3. Seattle A 10. Québec City D 4. San Francisco A 11. New York D 5. Toronto B 12. Chicago D 6. Montréal B 13. Edmonton D 7. Vancouver C 14. Houston D

“Now is the time for Calgary and Edmonton to take command of the financial and corporate landscape.”

– Gordon Pitts, Stampede! The Rise of the West and Canada's New Power Elite

ECONOMY	Definition	Meaning	What About Calgary?	The Grade																																
Disposable income per capita # cities ranked: 15	<p>Average after-tax income is divided by total population. Data is based on average after-tax income over the 2002–07 period.</p>	<p>Metro regions with high average incomes are likely to draw in more people.</p>	<p>Calgary, like all Canadian CMAs, lags behind the U.S. metros – significantly. The Calgary CMA's \$39,997 average income is 65% that of first-place San Francisco at \$61,074. On the bright side, Calgary is Canada's best performer.</p> <p>Data unavailable for Barcelona, Hong Kong, London, Madrid, Oslo, Paris, Rome, Stockholm.</p>	<table> <tr> <td>1. San Francisco</td> <td>A</td> <td>9. Calgary</td> <td>B</td> </tr> <tr> <td>2. Boston</td> <td>A</td> <td>10. Edmonton</td> <td>C</td> </tr> <tr> <td>3. New York</td> <td>A</td> <td>11. Toronto</td> <td>C</td> </tr> <tr> <td>4. Seattle</td> <td>A</td> <td>12. Vancouver</td> <td>C</td> </tr> <tr> <td>5. Houston</td> <td>A</td> <td>13. Québec City</td> <td>C</td> </tr> <tr> <td>6. Chicago</td> <td>B</td> <td>14. Montréal</td> <td>C</td> </tr> <tr> <td>7. Dallas</td> <td>B</td> <td>15. Shanghai</td> <td>D</td> </tr> <tr> <td>8. Los Angeles</td> <td>B</td> <td></td> <td></td> </tr> </table>	1. San Francisco	A	9. Calgary	B	2. Boston	A	10. Edmonton	C	3. New York	A	11. Toronto	C	4. Seattle	A	12. Vancouver	C	5. Houston	A	13. Québec City	C	6. Chicago	B	14. Montréal	C	7. Dallas	B	15. Shanghai	D	8. Los Angeles	B		
1. San Francisco	A	9. Calgary	B																																	
2. Boston	A	10. Edmonton	C																																	
3. New York	A	11. Toronto	C																																	
4. Seattle	A	12. Vancouver	C																																	
5. Houston	A	13. Québec City	C																																	
6. Chicago	B	14. Montréal	C																																	
7. Dallas	B	15. Shanghai	D																																	
8. Los Angeles	B																																			
Disposable income growth 2002–07 # cities ranked: 15	<p>Percentage changes in disposable income are measured during 2002–7. A higher ranking shows how quickly a CMA is improving its standard of living.</p>	<p>Strong income growth boosts a metro region's attractiveness.</p>	<p>Calgary outpaces every metro area, coming in with a first-place ranking. However, not all Canadian CMAs fare so well; Toronto and Montréal bring up the rear.</p> <p>Data unavailable for Barcelona, Hong Kong, London, Madrid, Oslo, Paris, Rome, Stockholm.</p>	<table> <tr> <td>1. Calgary</td> <td>A</td> <td>9. Los Angeles</td> <td>D</td> </tr> <tr> <td>2. Shanghai</td> <td>A</td> <td>10. San Francisco</td> <td>D</td> </tr> <tr> <td>3. Houston</td> <td>A</td> <td>11. Chicago</td> <td>D</td> </tr> <tr> <td>4. Edmonton</td> <td>B</td> <td>12. Québec City</td> <td>D</td> </tr> <tr> <td>5. Dallas</td> <td>B</td> <td>13. Boston</td> <td>D</td> </tr> <tr> <td>6. Seattle</td> <td>C</td> <td>14. Toronto</td> <td>D</td> </tr> <tr> <td>7. New York</td> <td>C</td> <td>15. Montréal</td> <td>D</td> </tr> <tr> <td>8. Vancouver</td> <td>C</td> <td></td> <td></td> </tr> </table>	1. Calgary	A	9. Los Angeles	D	2. Shanghai	A	10. San Francisco	D	3. Houston	A	11. Chicago	D	4. Edmonton	B	12. Québec City	D	5. Dallas	B	13. Boston	D	6. Seattle	C	14. Toronto	D	7. New York	C	15. Montréal	D	8. Vancouver	C		
1. Calgary	A	9. Los Angeles	D																																	
2. Shanghai	A	10. San Francisco	D																																	
3. Houston	A	11. Chicago	D																																	
4. Edmonton	B	12. Québec City	D																																	
5. Dallas	B	13. Boston	D																																	
6. Seattle	C	14. Toronto	D																																	
7. New York	C	15. Montréal	D																																	
8. Vancouver	C																																			
Knowledge employment* # cities ranked: 8	<p>Based on the Statistics Canada definition, the share of total employment in 40 occupations, including but not limited to: engineers, physicians, judges, and professors. Comparable data is based on the following years: Canada: 2007 Hong Kong: 2006 Shanghai: 2005</p>	<p>Again, this is included as part of the “creative cities” agenda. High levels of employment in knowledge-driven professional occupations are correlated positively with an attractive metro region.</p>	<p>Calgary is #3 in a field of 8 metro regions for which data are available, including all Canadian CMAs, Hong Kong, and Shanghai. 18.1% of all Toronto's employment can be classified as knowledge employment.</p> <p>Data unavailable for Barcelona, Boston, Chicago, Dallas, Houston, London, Los Angeles, Madrid, New York, Oslo, Paris, Rome, San Francisco, Seattle, Stockholm.</p>	<table> <tr> <td>1. Toronto</td> <td>A</td> <td></td> <td></td> </tr> <tr> <td>2. Montréal</td> <td>A</td> <td></td> <td></td> </tr> <tr> <td>3. Calgary</td> <td>A</td> <td></td> <td></td> </tr> <tr> <td>4. Vancouver</td> <td>A</td> <td></td> <td></td> </tr> <tr> <td>5. Québec City</td> <td>A</td> <td></td> <td></td> </tr> <tr> <td>6. Edmonton</td> <td>B</td> <td></td> <td></td> </tr> <tr> <td>7. Shanghai</td> <td>D</td> <td></td> <td></td> </tr> <tr> <td>8. Hong Kong</td> <td>D</td> <td></td> <td></td> </tr> </table>	1. Toronto	A			2. Montréal	A			3. Calgary	A			4. Vancouver	A			5. Québec City	A			6. Edmonton	B			7. Shanghai	D			8. Hong Kong	D		
1. Toronto	A																																			
2. Montréal	A																																			
3. Calgary	A																																			
4. Vancouver	A																																			
5. Québec City	A																																			
6. Edmonton	B																																			
7. Shanghai	D																																			
8. Hong Kong	D																																			

ECONOMY	Definition	Meaning	What About Calgary?	The Grade																																
Residential building permit growth # cities ranked: 14	<p>The percentage increase in the number of residential building permits was calculated for the five year period from 2002 to 2007.</p>	<p>Residential building permits growth indicates the rate of investment activity in the residential sector. As an important sector of the economy, housing is a proxy for confidence in the growth of the metro region.</p>	<p>Calgary, with an impressive 9.6% growth rate, falls behind three Canadian CMAs. First-place Edmonton, with 17.2% growth, posted a rate almost twice as fast and leads the pack. San Francisco and Chicago fared worst, recording negative growth.</p> <p>Data unavailable for Barcelona, Hong Kong, London, Madrid, Oslo, Paris, Rome, Shanghai, Stockholm.</p>	<table> <tr><td>1. Edmonton</td><td>A</td><td>8. New York</td><td>C</td></tr> <tr><td>2. Vancouver</td><td>A</td><td>9. Boston</td><td>C</td></tr> <tr><td>3. Québec City</td><td>B</td><td>10. Dallas</td><td>C</td></tr> <tr><td>4. Houston</td><td>B</td><td>11. Los Angeles</td><td>C</td></tr> <tr><td>5. Calgary</td><td>B</td><td>12. Toronto</td><td>C</td></tr> <tr><td>6. Montréal</td><td>B</td><td>13. San Francisco</td><td>D</td></tr> <tr><td>7. Seattle</td><td>B</td><td>14. Chicago</td><td>D</td></tr> </table>	1. Edmonton	A	8. New York	C	2. Vancouver	A	9. Boston	C	3. Québec City	B	10. Dallas	C	4. Houston	B	11. Los Angeles	C	5. Calgary	B	12. Toronto	C	6. Montréal	B	13. San Francisco	D	7. Seattle	B	14. Chicago	D				
1. Edmonton	A	8. New York	C																																	
2. Vancouver	A	9. Boston	C																																	
3. Québec City	B	10. Dallas	C																																	
4. Houston	B	11. Los Angeles	C																																	
5. Calgary	B	12. Toronto	C																																	
6. Montréal	B	13. San Francisco	D																																	
7. Seattle	B	14. Chicago	D																																	
Total tax index (TTI) # cities ranked: 16	<p>The total taxes paid by similar corporations in a particular location and industry, calculated as a percentage of total taxes paid by similar corporations across the United States.</p> <p>Data is for 2008.</p>	<p>The index is designed to compare the total tax burden faced by companies in each city, including: income taxes, capital taxes, sales taxes, property taxes, miscellaneous local business taxes, and statutory labour costs. Metro regions with lower tax burdens are more attractive to new business and investment.</p>	<p>Calgary, along with all Canadian metros, scores highly, ahead of every U.S. city and far ahead of London and Paris, the two European comparators. With an “A” grade, Calgary’s tax burden is 69.3% of the U.S. average; by contrast, Paris is 190% of the U.S. average. However, Calgary’s score is not the best in Canada; Edmonton has that distinction.</p> <p>Data unavailable for Barcelona, Hong Kong, Madrid, Oslo, Rome, Shanghai, Stockholm.</p>	<table> <tr><td>1. Edmonton</td><td>A</td><td>9. Houston</td><td>B</td></tr> <tr><td>2. Calgary</td><td>A</td><td>10. Los Angeles</td><td>B</td></tr> <tr><td>3. Vancouver</td><td>A</td><td>11. Chicago</td><td>B</td></tr> <tr><td>4. Québec City</td><td>A</td><td>12. Seattle</td><td>B</td></tr> <tr><td>5. Montréal</td><td>A</td><td>13. New York</td><td>B</td></tr> <tr><td>6. Toronto</td><td>A</td><td>14. San Francisco</td><td>B</td></tr> <tr><td>7. Boston</td><td>B</td><td>15. London</td><td>C</td></tr> <tr><td>8. Dallas</td><td>B</td><td>16. Paris</td><td>D</td></tr> </table>	1. Edmonton	A	9. Houston	B	2. Calgary	A	10. Los Angeles	B	3. Vancouver	A	11. Chicago	B	4. Québec City	A	12. Seattle	B	5. Montréal	A	13. New York	B	6. Toronto	A	14. San Francisco	B	7. Boston	B	15. London	C	8. Dallas	B	16. Paris	D
1. Edmonton	A	9. Houston	B																																	
2. Calgary	A	10. Los Angeles	B																																	
3. Vancouver	A	11. Chicago	B																																	
4. Québec City	A	12. Seattle	B																																	
5. Montréal	A	13. New York	B																																	
6. Toronto	A	14. San Francisco	B																																	
7. Boston	B	15. London	C																																	
8. Dallas	B	16. Paris	D																																	

Sources: Conference Board of Canada; Statistics Canada; Bureau of Labor Statistics; Moody’s Economy.com; Organisation for Economic Co-operation and Development; International Monetary Fund; KPMG; Shanghai Statistical Yearbook; Government of Hong Kong.

* Occupational data from the Bureau of Labor Statistics was partially secure for some metro areas. Data was either missing or not available for several occupational categories. Therefore, a complete indicator could not be created for the missing U.S. Metropolitan Statistical Areas.

Focus on Calgary's Economy

Economy: Calgary Ups and Downs

CMA **Best:** Employment Growth (A)

CMA **Worst:** Productivity Growth (D)

Overall Grade: A

The impressive economic results for Calgary overall are telling. As the energy centre of Canada and a powerful engine of Alberta's economy, Calgary is one of the most successful economic stories around the globe. The reliance on energy investment that has fuelled

Calgary's growth is the main reason CMAs like Edmonton, Houston and Dallas also scored well.

Calgary's overall "A" grade underlines its transformation into an economic powerhouse. It finished in the top ten in 11 of the 12 indicators, finishing first-place in three. That being said, the indicators where Calgary didn't perform as well must be looked at more closely:

- **Annual productivity growth** during the past five years came in at a relatively disappointing 1.5 per cent, dropping Calgary all the way down to 13th position, behind all U.S. metros (except Houston), and far from first-place Hong Kong, whose 18.6 per cent growth rate obliterated the field. But admittedly, Hong Kong's "margin of victory" in this field means that every other metro area was saddled with a "D" grade. But even if Hong Kong was removed from the calculation, Calgary would still only receive a mediocre "C" grade.
- Calgary's **High-Tech employment** share of 4.8 per cent is relatively decent, but it highlights the CMAs reliance on energy activity as the source of its success. Calgary's eighth place showing (and "C" grade) places it in the bottom half of the 14 metro areas ranked, placing it behind high-tech heavy weights in the U.S. and also behind the larger Canadian CMAs.

The level of labour productivity for Calgary was measured at \$94,428, three-quarters of that of first-place Hong Kong at \$136,121. Closer to home, Calgary is ahead of every Canadian CMA, and is even in front of some major U.S. metro areas, such as Dallas, Chicago and Seattle. Nevertheless, The Conference Board of Canada has long pointed out that improving productivity is the only sustainable way to reduce the gap in income per capita between Canada and other countries.

"Ours is a city of imagination, drive and optimism. We are a city that always chooses "yes" over "no" – a city that says "we will" rather than "we can't."

– Mayor Dave Bronconnier, State of the City 2009

Similarly, Calgary's per capita GDP is tops in Canada, but still falls well behind Oslo, the league leader. In this category, Oslo leads with an impressive GDP per capita of \$82,237, 10 per cent higher than its nearest rival (Paris), and about 30 per cent higher than fifth-place Calgary.

Calgary's 3.2 per cent unemployment rate is comfortably ahead of second-place Hong Kong (3.6 per cent) and third-place Edmonton (3.8 per cent). In fact, most North American metro areas posted relatively low unemployment rates, with only Toronto and Montréal above 5 per cent. Paris' dismal unemployment rate of 10.4 per cent is well above the others, making Paris the only metro area to earn a "D" grade.

On measures of residential building activity, Calgary shows up in the top half of the pack, where available data were limited to North American metropolitan areas. Calgary's 9.6 per cent growth rate was good enough for fifth place, but such Canadian CMAs as Edmonton, Vancouver and Québec City all posted better results. By contrast, Calgary outshines all U.S. metro areas except Houston (10.3 per cent).

The Calgary CMA places third of eight metro regions in Knowledge employment, even though comparable data for the U.S. and Europe were largely unavailable. With knowledge workers comprising 18.1 per cent of the city's workforce, Calgary comes in slightly behind Toronto (19.3 per cent) and Montréal (18.2 per cent), but ahead of Vancouver (17.5 per cent).

“The economic centre of Canada has been moving steadily westward
in my lifetime.”

– Michael Ignatieff, Leader of the Liberal Party of Canada
at Calgary's Grand Theatre, April 6, 2009

LABOUR ATTRACTIVENESS

Who's Best?

LABOUR ATTRACTIVENESS

Rank	Metro Area	Grade
1	Madrid	A
2	Barcelona	A
3	London	A
4	Calgary	B
5	Toronto	B
6	Dallas	B
7	Paris	B
8	New York	C
9	Shanghai	C
10	Houston	C
11	Edmonton	C
12	Québec City	C
13	Oslo	C
14	Vancouver	C
15	Stockholm	C
16	Boston	C
17	Montréal	C
18	Chicago	C
19	San Francisco	D
20	Seattle	D
21	Rome	D
22	Hong Kong	D
23	Los Angeles	D

Calgary’s fourth-place ranking and “B” grade positions the CMA in the top quarter of the rankings, buoyed by its low incidence of low-income population, relatively affordable housing, and low homicide rate. The CMA falls short of an “A” grade due to its colder climate and lower number of teachers per capita.

European metropolises claim the top three spots, with Madrid emerging as the overall best place for labour attractiveness. Both Madrid and Barcelona share particular strengths in their young labour force population, low domestic water usage, and undeniably, the pleasant climate. Madrid’s extra edge comes from its high levels of non-automobile commuters and its low homicide rate. In third place, London claims the last of the “A” grade spots. Like Madrid, London has a low homicide rate and a high ratio of non-automobile commuters but as well, is the league leader in cultural employment. With its fast-growing population and better housing affordability,¹⁰ Calgary squeezes out Toronto for fourth place; both sit well above the other Canadian CMAs.

¹⁰ Readers should be careful when looking at housing affordability. Metro areas where house prices are higher can score well if the level of income in that metro area is relatively high.

LABOUR ATTRACTIVENESS	Definition	Meaning	What About Calgary?	The Grade
Population 25–34 years old # cities ranked: 22	The proportion of the population between the ages of 25 and 34 in 2006.	This age group represents the mobile, educated, and creative core of the talented labour pool. A metro region able to attract workers in this age cohort will be better positioned to thrive in the future – the more the better.	Calgary , with 15.9% of the population in this younger cohort, is well below the leaders: Madrid (19.2%) and Barcelona (18.4%), and below most European metros. But the seventh-place result is decent, as Dallas and Calgary do best in North America. Data unavailable for Shanghai.	1. Madrid A 2. Barcelona A 3. Paris B 4. London B 5. Oslo B 6. Dallas C 7. Calgary C 8. Stockholm C 9. Hong Kong C 10. Houston C 11. Rome C 12. Edmonton C 13. Seattle D 14. Los Angeles D 15. Toronto D 16. Chicago D 17. Montréal D 18. Vancouver D 19. San Francisco D 20. Québec City D 21. New York D 22. Boston D
Immigrant population # cities ranked: 23	The proportion of the population who were foreign-born. 2006 (Canada and most European); 2005 (Hong Kong and Shanghai); 2000 (U.S.); 2002 (Paris); and 2001 (London).	With lower birth rates, immigration is a critical tool to boost workforces in the future. New immigrants seek open-minded and diverse places, such as those with a large foreign-born population. A metro region with a high proportion of foreign-born residents scores best.	Calgary's result of 23.6% is decent, coming in seventh. But with 45.7% of its population foreign-born, Toronto outshines Vancouver (39.6%), Los Angeles (36.2%), New York (33.7%), and London (27.1%). <i>Note</i> that even if 2001 data were used (lowest common denominator), Calgary and all Canadian urban areas would have likely maintained their relative standings.	1. Toronto A 2. Vancouver A 3. Los Angeles A 4. New York B 5. San Francisco B 6. London B 7. Calgary B 8. Montréal C 9. Houston C 10. Edmonton C 11. Chicago C 12. Dallas C 13. Boston C 14. Seattle C 15. Stockholm D 16. Paris D 17. Oslo D 18. Québec City D 19. Hong Kong D 20. Rome D 21. Madrid D 22. Barcelona D 23. Shanghai D

LABOUR ATTRACTIVENESS	Definition	Meaning	What About Calgary?	The Grade																																												
<p>Number of teachers per 1,000 school-aged children*</p> <p># cities ranked: 13</p>	<p>The number of elementary and secondary school teachers per 1,000 students aged 5-19 averaged.</p>	<p>This is used as proxy for the education system, and assumes the greater the number of teachers per student population, the better the education.</p>	<p>Calgary is in the bottom half of the pack, far behind the leader, Shanghai. Québec City and Montréal are well ahead of Calgary (41% and 28% more teachers per pupil respectively).</p> <p>Data unavailable for Barcelona, Boston, London, Madrid, New York, Oslo, Paris, Rome, San Francisco, Stockholm.</p>	<table border="0"> <tr> <td>1. Shanghai</td> <td>A</td> <td>8. Dallas</td> <td>C</td> </tr> <tr> <td>2. Québec City</td> <td>A</td> <td>9. Edmonton</td> <td>C</td> </tr> <tr> <td>3. Montréal</td> <td>B</td> <td>10. Calgary</td> <td>C</td> </tr> <tr> <td>4. Vancouver</td> <td>C</td> <td>11. Hong Kong</td> <td>D</td> </tr> <tr> <td>5. Chicago</td> <td>C</td> <td>12. Los Angeles</td> <td>D</td> </tr> <tr> <td>6. Toronto</td> <td>C</td> <td>13. Seattle</td> <td>D</td> </tr> <tr> <td>7. Houston</td> <td>C</td> <td></td> <td></td> </tr> </table>	1. Shanghai	A	8. Dallas	C	2. Québec City	A	9. Edmonton	C	3. Montréal	B	10. Calgary	C	4. Vancouver	C	11. Hong Kong	D	5. Chicago	C	12. Los Angeles	D	6. Toronto	C	13. Seattle	D	7. Houston	C																		
1. Shanghai	A	8. Dallas	C																																													
2. Québec City	A	9. Edmonton	C																																													
3. Montréal	B	10. Calgary	C																																													
4. Vancouver	C	11. Hong Kong	D																																													
5. Chicago	C	12. Los Angeles	D																																													
6. Toronto	C	13. Seattle	D																																													
7. Houston	C																																															
<p>Population with at least a bachelor's degree</p> <p># cities ranked: 22</p>	<p>The percentage of the population aged 25 and over with at least a bachelor's degree in 2006 (except U.S. at 2001).</p>	<p>University-educated population figures are commonly used as an indicator of a professional labour force. The higher the percentage, the higher the score.</p>	<p>Calgary has a modest eleventh place finish, with 28.4% of the population having at least a bachelor's degree. San Francisco (38.8%), Boston (37%) and Oslo (33.5%) lead the field.</p> <p>Data unavailable for Shanghai.</p>	<table border="0"> <tr> <td>1. San Francisco</td> <td>A</td> <td>12. Vancouver</td> <td>B</td> </tr> <tr> <td>2. Boston</td> <td>A</td> <td>13. Houston</td> <td>C</td> </tr> <tr> <td>3. Oslo</td> <td>A</td> <td>14. Los Angeles</td> <td>C</td> </tr> <tr> <td>4. Seattle</td> <td>B</td> <td>15. Montréal</td> <td>C</td> </tr> <tr> <td>5. New York</td> <td>B</td> <td>16. Madrid</td> <td>C</td> </tr> <tr> <td>6. Toronto</td> <td>B</td> <td>17. Québec City</td> <td>C</td> </tr> <tr> <td>7. Stockholm</td> <td>B</td> <td>18. Barcelona</td> <td>C</td> </tr> <tr> <td>8. Paris</td> <td>B</td> <td>19. Edmonton</td> <td>D</td> </tr> <tr> <td>9. Chicago</td> <td>B</td> <td>20. London</td> <td>D</td> </tr> <tr> <td>10. Dallas</td> <td>B</td> <td>21. Hong Kong</td> <td>D</td> </tr> <tr> <td>11. Calgary</td> <td>B</td> <td>22. Rome</td> <td>D</td> </tr> </table>	1. San Francisco	A	12. Vancouver	B	2. Boston	A	13. Houston	C	3. Oslo	A	14. Los Angeles	C	4. Seattle	B	15. Montréal	C	5. New York	B	16. Madrid	C	6. Toronto	B	17. Québec City	C	7. Stockholm	B	18. Barcelona	C	8. Paris	B	19. Edmonton	D	9. Chicago	B	20. London	D	10. Dallas	B	21. Hong Kong	D	11. Calgary	B	22. Rome	D
1. San Francisco	A	12. Vancouver	B																																													
2. Boston	A	13. Houston	C																																													
3. Oslo	A	14. Los Angeles	C																																													
4. Seattle	B	15. Montréal	C																																													
5. New York	B	16. Madrid	C																																													
6. Toronto	B	17. Québec City	C																																													
7. Stockholm	B	18. Barcelona	C																																													
8. Paris	B	19. Edmonton	D																																													
9. Chicago	B	20. London	D																																													
10. Dallas	B	21. Hong Kong	D																																													
11. Calgary	B	22. Rome	D																																													

“I enjoy my work in Ottawa. But let’s be clear. There is no substitute for the crisp, blue skies of Calgary, the vista of the Rockies on the horizon, and the sounds of the crowd in the Saddledome.”

– The Honourable Jim Prentice, Federal Minister of Environment, March 16, 2009 at the Calgary Chamber of Commerce

LABOUR ATTRACTIVENESS	Definition	Meaning	What About Calgary?	The Grade
Crime: Homicide rate # cities ranked: 17	The number of homicides per 100,000 people, based on a five-year average.	The lower the homicide rate, the more attractive the city or metro region.	Calgary scores well, along with its Canadian counterparts. A homicide rate of 2.1/100,000 is substantially below Los Angeles' rate of 8.7 or Houston's 8.6 – the two worst areas. Québec City and Hong Kong share top spot, with their low rates of 0.6/100,000. Data unavailable for Barcelona, Chicago, Oslo, Paris, Rome, Shanghai.	1. Québec City A 2. Hong Kong A 3. Montréal A 4. Madrid A 5. Toronto A 6. Calgary A 7. London A 8. Boston A 9. Vancouver A 10. Stockholm B 11. Seattle B 12. Edmonton B 13. New York C 14. Dallas C 15. San Francisco D 16. Houston D 17. Los Angeles D
Cultural occupations* # cities ranked: 10	Using Statistics Canada's occupation data, the proportion of the employed workforce employed in cultural occupations, based on a 5-year average from 2002–06.	The prevalence of artists, writers, performers, musicians, etc., indicates a vibrant cultural life and a community that nourishes creativity and promotes culture. A CMA with a higher share of cultural workers will be more attractive.	Calgary does not fare that well in this category, ranked seventh overall, above Edmonton, Hong Kong and Shanghai. Data unavailable for Barcelona, Boston, Chicago, Dallas, Houston, Los Angeles, Madrid, New York, Oslo, Paris, Rome, San Francisco, Seattle.	1. London A 2. Stockholm B 3. Montréal B 4. Vancouver B 5. Toronto B 6. Québec City C 7. Calgary C 8. Edmonton C 9. Hong Kong D 10. Shanghai D
Low-income population # cities ranked: 6	The percentage of the population that is at or below the low income cut-off (LICO) – an income threshold below which a family will likely devote a larger share of its income on the necessities of food, shelter and clothing than the average family.	A metro region with a higher proportion of low income people scores poorly on social sustainability. While not an absolute measure of poverty, LICOs are often used as a proxy for poverty.	Calgary's 11.8% rate is better than every other Canadian CMA. Unfortunately, the absence of comparable data for metro regions in the U.S., Europe, and Asia limits this to a Canadian comparison. Data unavailable for Barcelona, Boston, Chicago, Dallas, Hong Kong, Houston, London, Los Angeles, Madrid, New York, Oslo, Paris, Rome, San Francisco, Seattle, Shanghai, Stockholm.	1. Calgary A 2. Edmonton A 3. Québec City B 4. Montréal D 5. Toronto D 6. Vancouver D

LABOUR ATTRACTIVENESS	Definition	Meaning	What About Calgary?	The Grade
Comfortable climate # cities ranked: 23	How far the average maximum temperature strays from 15°C in the winter months and from 25°C in the summer, adjusted for hours of sunshine.	This is meant to capture the notion of an “ideal climate”. A metro region with low-scoring values is best; that is, closest to the ideal. Very hot or very cold places score poorly.	Although well behind in the group of 23 metro regions, Calgary's overall climate score can be viewed as respectable, and easier to take than that of Edmonton, Stockholm, or Oslo. But Barcelona, San Francisco, Los Angeles, and Rome are the ones to beat.	1. Barcelona A 2. San Francisco A 3. Los Angeles A 4. Rome A 5. Madrid A 6. Dallas A 7. Shanghai A 8. Houston A 9. New York A 10. Boston A 11. Chicago B 12. Seattle B 13. Hong Kong B 14. Paris B 15. London B 16. Vancouver B 17. Calgary B 18. Toronto B 19. Montréal C 20. Edmonton C 21. Québec City C 22. Oslo D 23. Stockholm D
Travel to work: transit, walking, and other non-auto # cities ranked: 19	The proportion of the employed labour force that does not drive to work. 2006 data, except for: Rome, Madrid, Barcelona (2002)	A CMA with a high proportion of non-car commuters not only offers more options for commuters, but is also more sustainable. A city with better access to public transit, better bike paths, and/or better walking paths is more attractive.	Positioned 11th of 19, Calgary ranks just behind San Francisco but ahead of Edmonton, Los Angeles, and Houston. 23.2% of commuters in Calgary choose non-auto options. Overall, New York and the Europeans are hard to beat – London rates highest, with just under 60% of commuters travelling to work by transit, cycling, or walking; #2 New York is 56.9%. Data unavailable for Hong Kong, Oslo, Paris, Shanghai.	1. London A 2. New York A 3. Madrid A 4. Stockholm A 5. Barcelona A 6. Montréal C 7. Toronto C 8. Rome C 9. Vancouver C 10. San Francisco C 11. Calgary C 12. Québec City C 13. Edmonton D 14. Chicago D 15. Boston D 16. Seattle D 17. Los Angeles D 18. Houston D 19. Dallas D
Population growth # cities ranked: 23	The annual population growth rate, compounded over five years (2002–07) except for metro areas in Europe, which are calculated based on four years of growth (2002–06).	Population growth is a proxy for labour attractiveness. The higher the growth rate, the more attractive and vibrant an urban area.	Calgary's average annual population growth of 2.6% during the past five years lifts the CMA to 1st place. Apart from Houston, Dallas and Seattle, all other U.S. metros grew at a rate below 1%.	1. Calgary A 2. Houston A 3. Dallas A 4. Edmonton A 5. Toronto B 6. Madrid B 7. Vancouver B 8. Barcelona B 9. Seattle C 10. Montréal C 11. Québec City C 12. Oslo C 13. Hong Kong D 14. London D 15. Rome D 16. Shanghai D 17. Chicago D 18. Stockholm D 19. Paris D 20. Los Angeles D 21. New York D 22. San Francisco D 23. Boston D

LABOUR ATTRACTIVENESS	Definition	Meaning	What About Calgary?	The Grade																												
Housing affordability # cities ranked: 14	<p>The relative spread of the ratio of housing prices to income to the national average in a specific metro region/city. Metro areas where house prices are higher can perform well if the level of income in that metro area is relatively high.</p>	<p>Housing affordability is a key factor in location decision. Although bigger, fast-growing cities may have expensive housing, higher incomes may compensate. Cities and metro areas with better housing affordability would be more attractive.</p>	<p>Calgary does surprisingly well in housing affordability, compared with most of the U.S. and Vancouver. Of the 14 metros ranked, Calgary is 5th. Houston and Dallas come in 1st and 2nd respectively. Worst of all are the two California metros of San Francisco and Los Angeles.</p> <p>Data unavailable for Barcelona, Hong Kong, London, Madrid, Oslo, Paris, Rome, Shanghai, Stockholm.</p>	<table> <tr> <td>1. Houston</td> <td>A</td> <td>8. Chicago</td> <td>B</td> </tr> <tr> <td>2. Dallas</td> <td>A</td> <td>9. Boston</td> <td>B</td> </tr> <tr> <td>3. Québec City</td> <td>A</td> <td>10. Seattle</td> <td>B</td> </tr> <tr> <td>4. Montréal</td> <td>A</td> <td>11. New York</td> <td>C</td> </tr> <tr> <td>5. Calgary</td> <td>A</td> <td>12. Vancouver</td> <td>C</td> </tr> <tr> <td>6. Edmonton</td> <td>A</td> <td>13. Los Angeles</td> <td>D</td> </tr> <tr> <td>7. Toronto</td> <td>A</td> <td>14. San Francisco</td> <td>D</td> </tr> </table>	1. Houston	A	8. Chicago	B	2. Dallas	A	9. Boston	B	3. Québec City	A	10. Seattle	B	4. Montréal	A	11. New York	C	5. Calgary	A	12. Vancouver	C	6. Edmonton	A	13. Los Angeles	D	7. Toronto	A	14. San Francisco	D
1. Houston	A	8. Chicago	B																													
2. Dallas	A	9. Boston	B																													
3. Québec City	A	10. Seattle	B																													
4. Montréal	A	11. New York	C																													
5. Calgary	A	12. Vancouver	C																													
6. Edmonton	A	13. Los Angeles	D																													
7. Toronto	A	14. San Francisco	D																													
Domestic water usage # cities ranked: 12	<p>Domestic water usage only, based on the per capita average daily water flow in cubic metres (m3).</p>	<p>Low water usage indicates more efficient and sustainable use of this natural resource. City/ metro regions scored highest when domestic water usage was low.</p>	<p>Calgary could do better, although it does earn a B grade. Daily domestic water usage is 3.5 times greater than in Barcelona; nearly 3 times greater than in Shanghai; and just over 2.5 times greater than in Paris.</p> <p>Data unavailable for Boston, Chicago, Dallas, Hong Kong, Houston, London, Los Angeles, New York, San Francisco, Seattle, Stockholm.</p>	<table> <tr> <td>1. Barcelona</td> <td>A</td> <td>7. Toronto</td> <td>B</td> </tr> <tr> <td>2. Madrid</td> <td>A</td> <td>8. Edmonton</td> <td>B</td> </tr> <tr> <td>3. Shanghai</td> <td>A</td> <td>9. Calgary</td> <td>B</td> </tr> <tr> <td>4. Paris</td> <td>A</td> <td>10. Québec City</td> <td>C</td> </tr> <tr> <td>5. Rome</td> <td>A</td> <td>11. Vancouver</td> <td>D</td> </tr> <tr> <td>6. Oslo</td> <td>B</td> <td>12. Montréal</td> <td>D</td> </tr> </table>	1. Barcelona	A	7. Toronto	B	2. Madrid	A	8. Edmonton	B	3. Shanghai	A	9. Calgary	B	4. Paris	A	10. Québec City	C	5. Rome	A	11. Vancouver	D	6. Oslo	B	12. Montréal	D				
1. Barcelona	A	7. Toronto	B																													
2. Madrid	A	8. Edmonton	B																													
3. Shanghai	A	9. Calgary	B																													
4. Paris	A	10. Québec City	C																													
5. Rome	A	11. Vancouver	D																													
6. Oslo	B	12. Montréal	D																													

Sources: Statistics Canada; Census 2006; Environment Canada; Canadian Real Estate Association; Bureau of Labor Statistics; Moody's Economy.com; Eurostat; Demographia World Urban Atlas; UK Census; Transport for London; Shanghai Statistical Yearbook; Government of Hong Kong; Hong Kong Census; Weather Network.

* Occupational data from the Bureau of Labor Statistics was partially secure for some metro areas. Data was either missing or not available for several occupational categories. Therefore, a complete indicator could not be created for some U.S. Metropolitan Statistical Areas.

Focus on Calgary CMA's Labour Attractiveness

Labour Attractiveness: Calgary Ups and Downs

CMA **Best:** Proportion of Population at or Below Low Income Cut-offs (a)

CMA **Worst:** Elementary and Secondary Teachers per 1,000 People of School Age (C)

Overall Grade: B

Calgary's attractiveness as a place to live and work confirms that it is a safe, diverse, and affordable place. After the solid results coming out of the Economy

domain, the results in the Labour Attractiveness domain bolster the notion that Calgary is a great place to live as well. In this domain, Calgary earns "A" and "B" grades on eight of the 12 indicators, emerging convincingly in the top spot on two: proportion of population at or below low income cut-offs, and average population growth.

Calgary's strength is its population. With 2.6 per cent annual average population growth, the CMA owns first place, ahead of second place Houston (2.4 per cent), Dallas (2.3 per cent) and Edmonton (2 per cent). This underscores the CMA as a magnet for immigrants (be it from other Canadian provinces or other countries). Calgary also scored well with a low homicide rate, low incidence of low income and relatively good housing affordability – all important measures for newcomers. Apart from Dallas, Houston and Seattle, all Canadian CMAs enjoyed stronger population growth than their American counterparts; and somewhat surprisingly, so did most European metropolitan regions.

Calgary's higher quality of life can be seen in its low level of low-income households. About one in ten Calgarians live below the low-income cutoff – Statistics Canada's proxy for the poverty line. Vancouver fared worst (21.1 per cent) while Toronto's was not much better (20.4 per cent). Unfortunately, the lack of comparable international data on low-income households means that it is impossible to gauge how Calgary stacks up against the wider field of American, European, and Asian metros.

Calgary also enjoys a relatively low crime rate. In fact, Calgary's homicide rate is sixth best, behind Québec City (#1) and Montréal (#3). At 2.1 homicides per 100,000 citizens, Calgary's rate is far below any U.S. metropolitan area. No one disputes that this is a key indicator of quality-of-life, central to a region's ability to attract and retain people.

"We know from Calgarians that they need our city to be a safe, affordable, clean and vibrant place to live, that's easy to get around and has amenities to enhance our quality of life. That's the vision, now and 10 years from now and 40 years from now and beyond."

– Mayor Dave Bronconnier at CED's 2008 Report to the Community

What may be surprising to some is Calgary's "A" grade on housing affordability. Even though house prices rose significantly in the Calgary area over the past few years, a comparable increase in household income meant that housing stayed relatively affordable. Calgary's value of 0.9 signifies that a home in Calgary is still more affordable to a Calgarian than the Canadian average. Metro areas on the west coast – Vancouver, Los Angeles and San Francisco – are the most unaffordable places to live.

Calgary can also take pride in its relatively diverse and youthful population. With just under one-quarter of its population foreign born, Calgary's seventh-place finish in diversity puts it ahead of several large metro areas, including most of Europe. Toronto is tops overall with 45.7 per cent of the population foreign born, but Calgary's 23.6 per cent is enough to earn a "B" grade. And with 16 per cent of its population between the ages of 25 and 34, Calgary comes in seventh, yet is only marginally below Madrid (19.2 per cent), which enjoys the largest share of this key age group.

Not only is Calgary's population diverse and youthful, they are also fairly well-educated. With more than one-quarter of the population over the age of 25 holding a university degree, Calgary ranks second among Canadian CMAs. San Francisco is tops overall, as 38.8 per cent of its 25 and over population holds at least a Bachelor's degree. Six of the top 10 metros are in the United States. Moreover, decent results in such European centres as Oslo, Stockholm and Paris push Calgary to the middle of the pack, although the CMA still receives a "B" grade.

Despite the modest result on the number of university-educated residents, Calgary fails to keep up when it comes to elementary and secondary education. The CMA only earns a "C" and a bottom-half ranking for the number of teachers per school age population.¹¹ Number one Shanghai's 93 teachers per 1000 children is more than 50 per cent higher than Calgary's. Québec City and Montréal come in behind Shanghai to lead the rest of the field.

The proportion of non-automobile commuters is another indicator where Calgary falls short. This is not surprising, given that Calgary is not as dense as other metro areas. In fact, just over 23 per cent of Calgary's commuters choose non-car options. However, Calgary does somewhat better than Edmonton, where only 17 per cent of commuters do not drive to work. Calgary is also much higher ranked than the bottom two metro areas – Dallas and Houston – where nearly 95 per cent of working residents commute to work by car. On the other hand, Calgary is eclipsed by the European metropolises and New York. Of the 19 metros ranked, London sets the gold standard, where 60 per cent of commuters travel to work by transit, walking, or cycling. About half or more of commuters in New York, Madrid, Stockholm, and Barcelona also opt for non-auto transportation.

¹¹ This field does not include any European metropolitan areas, as comparable data was unavailable.

CONCLUSION: STAYING ON TOP

As the only global metro area that gets an overall “A” grade, Calgary more than holds its own against global metropolises and fast-growing regions. The CMA's economic results are impressive, coming in second behind Hong Kong. Yet, what may be surprising to some is that Calgary is head and shoulders above such world class cities as London, New York and Paris on measures of labour attractiveness. Here, Calgary earned a fourth-place ranking. This confirms that Calgary not only offers a solid economic platform, but the CMA also offers a high quality of life that will serve to attract and retain current and future workforce.

Calgary will need to make sure that strategies to improve prosperity involve everyone. Indeed, through the Calgary Economic Development Strategy 2008-2018, The City of Calgary outlines that the entire region must work collectively in order to mobilize the combined strengths and talents of its citizens. Their vision for Calgary focuses on three areas: people and community; business and enterprise; and international reach. The economic development strategy put forth makes a powerful statement about the direction for the city, setting out a plan for sustainable, equitable and manageable growth. This strategy relies on a mixture of public and private sector resources, active partnerships with the business community, public institutions, and all levels of government.

Anticipated future labour force shortage is seen as the most significant issue facing Calgary in its efforts to sustain economic growth. Another way Calgary can address its labour shortages is through improvements in productivity. Through the nurturing of innovation, and with the proper investment in capital, Calgary can do more with its workers. Employment growth in the CMA finished first in this report. The only reason this did not translate into a number one ranking for GDP growth was from lacklustre productivity growth. Indeed, since productivity growth is the main determinant of changes in our standard of living, a comprehensive productivity strategy might turn future economic activity into even greater prosperity.

Another method to address labour shortages, Calgary will need to enhance its efforts at attracting and retaining workers from diverse cultural and demographic groups and provide them meaningful employment opportunities. Calgary, as well as Alberta and Canada, must take care not to squander its most unique resource: newcomers. New immigrants must have access to the necessary settlement resources and all the opportunities that drew them to Calgary in the first place. This is why the strong showing in the Labour Attractiveness domain is so important.

While Calgary has successfully attracted a significant number of national and international workers, the city must be concerned with the educational attainment of its entire population (both Canadian and foreign born). Calgary scores modestly on indicators of education; therefore greater investment in its education system from primary through to life-long learning is crucial. Although this might be difficult in the face of looming labour shortages, it is imperative that education becomes a priority for Calgary to maintain its perch on top of the rankings.

In addition, if migration to Calgary continues at the rate seen in recent years, its public transportation system must be updated. With so much of the population relying on the automobile to get around, it will not be long before congestion issues come to the forefront.

But Calgary can build on its success. This report puts the CMA in first out of 23 cities selected from around the globe. Calgary is an attractive place to be, drawing in people from every corner of the world, many of whom are young enough to be in the labour force for a long time to come. Immigrants continue to flock to Calgary, mostly because of a variety of economic prospects. But this report has shown that immigrants are also attracted to Calgary's high quality of life, where homicide rates are low and housing is relatively affordable.

One way in which Calgary could potentially grow in its ability to compete successfully on an international stage would be to build off the economic superpower that is the Calgary-Edmonton corridor. An analysis originally undertaken by TD Economics, the Calgary-Edmonton corridor has been identified as one of the fastest growing economic regions in Canada and North America.¹² The region has attained a U.S. level of wealth, and the entire corridor is amongst the world leaders when it comes to GDP per capita, employment growth, and cost of living.

Part of staying on top will be to recognize and build on the importance and strength of the Calgary-Edmonton corridor. As a regional economy boasting the numbers 1 and 3 jurisdictions from the overall ranking, and the numbers 2 and 3 ranked jurisdictions in the Economic domain, the Calgary-Edmonton corridor represents a formidable regional economy that could compete successfully on a global scale. In order to effectively capitalize upon the opportunity that the corridor presents, strategies will need to be developed and implemented to foster regional activity and ensure that the region grows and develops to be a competitor globally.

“Despite challenging conditions and low confidence, it is important that we don’t lose our perspective in helping achieve overall long-term economic well-being in Calgary by continuing to move ahead on strategic projects, while also assisting companies with their current need.”

– Adam Legge (Revised Economic Outlook, March 2009)

¹² TD Economics. *The Calgary-Edmonton Corridor: Take Action Now to Ensure Tiger's Roar Doesn't Fade* [online]. (April 23, 2003). <http://www.td.com/economics/special/alta03.pdf>

Looking ahead, Calgary must strengthen its economic foundation and become **the** global energy centre, as it desires to, stated within its Calgary Economic Development Strategy 2008-2018. But it must also build on its newfound reputation as one of the world's most liveable cities. Global economic trends, specifically continued growth in emerging countries and their demand for energy provides opportunities for a higher standard of living and a greater level of prosperity for the residents of the city. But Calgary must continue to diversify its economy by investing in activities that revolve around knowledge, creativity and intellectual skills. In this economy, the emphasis shifts to the larger cities and metro areas where business and industry are more likely to be able to find the workforce, capital and infrastructure they need to succeed. Calgary must continually strive to enhance its prominence as a global centre where quality of life and economy converge in support of overall prosperity of its residents, and its businesses.

Recognizing Calgary Economic Development's Corporate Partners

ACTION CALGARY



Action Calgary: This CED-led initiative engages the corporate community in a partnership to deliver results, beginning with strategic projects that support business and employment growth, and economic diversification. It's how Calgary business leaders will move our economy – and their own companies – from good to great. And it's how we're moving Calgary as a community from great to global.

CALGARY
ECONOMIC

DEVELOPMENT

731 – 1st Street S.E.

Calgary, Alberta

Canada

T2G 2G9

Phone: 403-221-7831

or toll-free: 1-888-222-5855

Fax: 403-221-7828

Email: info@calgaryeconomicdevelopment.com

www.calgaryeconomicdevelopment.com