Why Calgary?
Our Economy in Depth

September 2020

Calgary Economic Development’s collaborative energy makes us a conduit, connector and catalyst Calgary.
Table of Contents

01 Location
   Where is Calgary

02 About Us
   Who we are

03 Livability
   How we rank

04 Economy
   GDP, inflation and retail sales

05 Trade
   Imports and exports

06 Business
   Business formations, bankruptcies and taxes

07 Labour Market
   Employment, unemployment, labour force, income, earnings, wages and salaries

08 Demographics
   Population, immigration and migration

09 Education
   PSIs, STEM, K to 12 Schools

10 Real Estate
   Building permits, commercial rates, absorption, construction, major projects and residential housing
location
Calgary is **ideally located**, connecting the west and east of Canada and in close proximity to major American cities.
Western Canada’s Business Centre

• More **head offices** per capita than any other Canadian city: Total of 118 head offices

• **Second highest small business concentration** of major cities in Canada

• Western Canada’s **distribution hub**
  • Highway 1 and Canamex
  • Canadian Pacific Railway
  • Canadian National Railway

• YYC has connections to **100 destinations**
  • Direct flights to 88 cities world-wide including Beijing, Mexico City and Paris
  • YYC handles 75 percent of Alberta’s air cargo shipments and is Canada’s second busiest airport for air cargo flights

• 50 million people accessible by **ground transportation** within 24 hours
about us
We work with business, government and community partners to position Calgary as the location of choice for the purpose of attracting business attraction & investment, fostering trade and developing Calgary’s workforce.

We are a steward of the 10-Year Economic Strategy for Calgary: *Calgary in the New Economy*.

As conduit, connectors and catalyst, we collaborate to accelerate purposeful diversification, embrace shared prosperity and build a strong community.

We are a not-for-profit corporation funded by The City of Calgary, community partners, other orders of government and the private sector.
Calgary in the New Economy: Strategic Framework

Vision
Calgary is the city of choice in Canada for the world’s best entrepreneurs. We embrace innovation and create solutions to meet the world’s needs in food, health, energy and transportation.

Values
Calgary is an inclusive and entrepreneurial city connected through our community spirit.

Focus Areas
4

Talent
Canada’s destination for talent

Innovation
Canada’s leading B2B innovation ecosystem

Place
Canada’s most livable city

Business Environment
Canada’s most business-friendly city

Industry Focus:
- Transportation & Logistics
- Agribusiness
- Energy
- Tourism
- Creative Industries
- Life Sciences / Health
- Financial Services

Established Clusters
- Transportation & Logistics
- Agribusiness
- Energy
- Tourism
- Creative Industries
- Life Sciences / Health
- Financial Services

Emerging & Growth Clusters
- Transportation & Logistics
- Agribusiness
- Energy
- Tourism
- Creative Industries
- Life Sciences / Health
- Financial Services
Calgary in the New Economy: Focus Areas

Innovation
Canada’s leading B2B innovation ecosystem

Business Environment
Canada’s most business-friendly city

Talent
Canada’s destination for talent

Place
Canada’s most livable city
Team Calgary is a corporate partnership program that engages visionary Calgary business leaders to influence the movement of our economy from good to great.

For Calgary to compete on a global stage we need our business community to invest in the city’s future to influence growth and economic prosperity in Calgary.
Our Services and Areas of Focus
Calgary is the “Most Liveable City in North America” and has placed as a Top 5 city globally every year since 2009.

EIU Global Liveability Ranking

Ranking of 140 global cities over 30 qualitative and quantitative factors.

Criteria: stability, healthcare, culture and environment, education and infrastructure.

The Economist Intelligence Unit, 2009-2019
Canada ranks 1st in quality of life, 3rd in education, 3rd for women and 4th for raising children

- Evaluates 80 countries across 24 rankings, measuring 75 dimensions
  - *U.S. News Best Countries, 2019*

Calgary ranks #2 in Canada

- For healthy lifestyle and life satisfaction
- Ranking among 10 Canadian metropolitan areas
- Grade “A” overall
- Criteria: healthy lifestyle, life satisfaction, health care, population health
  - *City Health Monitor, The Conference Board of Canada, 2016*
In an assessment of 43 features in seven categories that make cities attractive to newcomers here is how Calgary stacked up:

- #2 with Grade A in Overall Ranking
- #1 with Grade A for Economy
- #1 with Grade A for Innovation
- #5 with Grade A for Housing
A focus on family and a sense of community
• Calgary schools are consistently top performers in Alberta
• Numerous charter and private schools
• Subsidies are available for eligible low- and middle-income parents who wish to use a licensed pre-school or child care facility
• There are 8 hospitals and 5 cancer care centres in the Calgary Zone
• Calgary CMA charitable donations were the second highest median donation of major cities in Canada at $470 in 2018
• Alberta’s average annual charitable donation of $2,703 was the highest among Canadian provinces and territories in 2017
• 50 per cent of Albertans volunteer (higher than the national average of 44 per cent in 2013)

Sources: 2019 Generosity Index, Fraser Institute; Statistics Canada, 2020
Getting Around

Vast integrated network of roads, LRTs and buses
• The city is spread out covering more than 848 square kilometres
• Calgary boasts one of the most successful transit systems in the world
  – The most rapid transit service per million residents of any major Canadian city
  – Ridership of 105.3 million trips in 2018
  – 169 bus routes and 46 LRT stations
  – Free and monthly permit parking at most LRT stations
• Among the easiest commutes of major cities in Canada
• Several taxi companies serve Calgary
  – Catch a taxi downtown at the cab stand – 2nd Street SW and 8th Avenue SW (Stephen Avenue)
• Uber is available in Calgary and Communauto car sharing launched August 2020
• Lime and Bird e-scooter seasonal rentals are available; designated Share & Go Parking Zones are provided on select city streets

Sources: The City of Calgary, Calgary Transit, INRIX, TomTom, Car2Go, Uber Fast Cities: A comparison of rapid transit in major Canadian cities, Pembina Institute, September 2014
Enviable Lifestyle

**Active and healthy lifestyle**

- An hour’s drive to spectacular Banff and the Rocky Mountains
- The most extensive **urban pathway and bikeway system** in North America (~1,000 km of regional pathways and 96 km of trails)
- World-class **attractions and sporting amenities**, including: the Central Library, Calgary Stampede, Spruce Meadows, Calgary Zoo, WinSport Canada Olympic Park, National Sports Hall of Fame, TELUS Spark Science Centre and the National Music Centre
- Abundant **green space and parks** including over 8,000 hectares of parkland and natural areas; 8,400 park benches; more than 1,100 playgrounds; over 475 soccer fields and over 430 ball diamonds
- Calgarians are animal lovers - 1 in 10 choose to be proud pup parents! There are over **150 off-leash areas totaling more than 1,250 hectares**
- A community rich in the **arts, culture, entertainment and leisure** activities and venues

*Source: The City of Calgary; Canadian Institute of Planners*
For more information about living, working and playing in Calgary visit lifeincalgary.ca.
Of 11 peer cities assessed, Calgary has the second highest level of **economic power** comparing GDP per capita.

- Deloitte, Benchmarking Calgary’s Competitiveness, 2015

Of 11 peer cities assessed, Calgary has the second highest level of **economic growth** comparing GDP growth.

- Deloitte, Benchmarking Calgary’s Competitiveness, 2015

**Highest GDP per Capita** in 2020 of major Canadian cities.

- The Conference Board of Canada, Statistics Canada, Spring 2020

**8 of the Top 10 World Banks** and **8 of the Top 10 Investment Banks** have a presence in Calgary.

- The Banker Database, 2020; Investment Banking Scorecard, WSJ, 2020
• Calgary ranks **1st in Population Growth** (annual population growth rate)
• Calgary ranks **1st in Labour Participation**
• Calgary ranks **1st in Education** (highest education achieved)
• Calgary ranks **1st in Industrial Land Price** (price per sq. ft.)
• Calgary ranks **2nd in Economic Power** (GDP per capita)
• Calgary ranks **2nd in Economic Growth** (GDP growth)
• Calgary ranks **3rd in Diversity** (immigrant population)
• Calgary ranks **3rd in Research & Development** (annual R&D expenditures per capita)
• Calgary ranks **3rd in Businesses** per 100 people
• Calgary ranks **4th in Commercial Real Estate** (rent per sq. ft.)
• Calgary ranks **5th in Housing Affordability** (housing median multiple)
Economic Scorecard Competitiveness

Benchmarking 20 metro regions across 38 indicators:
22 economic + 16 social

Overall
Calgary 2nd

Social
Calgary 1st or “A”

Economy
Calgary 8th or “B”
8 of the Top 10 World Banks and 8 of the Top 10 Investment Banks have an office in Calgary.

Total value of completed merger and acquisition deals in 2016 topped $85.6 billion, equivalent to more than one-third of all M&A activity across the country.

High deal velocity and large deal size, with the average deal size estimated at $197 million, compared to $99 million in Toronto and $24 million in Vancouver.

Highest concentration of head offices per capita in Canada, with 73 percent of head offices representing energy and oil field services companies.

Wealth management, private equity and asset management services have thrived in Calgary due to the concentration of private wealth in the city.

Labour productivity in Calgary’s Financial sector is 25 percent higher than the Canadian average.
## Economic Indicators Summary

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<td><strong>GDP Growth</strong></td>
<td>5.5%</td>
<td>6.6%</td>
<td>-3.0%</td>
<td>-3.4%</td>
<td>5.2%</td>
<td>2.4%</td>
<td>0.1%</td>
<td>-5.5%</td>
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<tr>
<td>Calgary CMA</td>
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<tr>
<td><strong>Alberta Capital Expenditure on Oil and Gas Extraction</strong></td>
<td>$51.6</td>
<td>$58.1</td>
<td>$38.0</td>
<td>$27.5</td>
<td>$28.5</td>
<td>$27.3</td>
<td>$23.1</td>
<td>$23.5</td>
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<td>(Billions; Table: 34-10-0035-01)</td>
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<td><strong>Price of Oil</strong></td>
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<tr>
<td>WTI (EIA STEO Data Browser; $/US/bbl)</td>
<td>$97.98</td>
<td>$93.17</td>
<td>$48.67</td>
<td>$43.33</td>
<td>$50.79</td>
<td>$65.06</td>
<td>$57.02</td>
<td>$38.99</td>
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<td>WCS (AER ST98; $/US/bbl; Base; Updated Annually; Last Updated June 2020)</td>
<td>$73.14</td>
<td>$71.77</td>
<td>$35.27</td>
<td>$29.65</td>
<td>$38.98</td>
<td>$38.46</td>
<td>$44.28</td>
<td>$19.00</td>
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<tr>
<td><strong>Price of Gas</strong></td>
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<td>Henry Hub Spot Price (EIA STEO Data Browser; $/US/mmBTU)</td>
<td>$3.73</td>
<td>$4.39</td>
<td>$2.63</td>
<td>$2.51</td>
<td>$2.99</td>
<td>$3.15</td>
<td>$2.57</td>
<td>$2.16</td>
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<td>AECO-C (AER; $/CDN/GJ; Base; Updated Annually; Last Updated June 2020)</td>
<td>$3.03</td>
<td>$4.23</td>
<td>$2.63</td>
<td>$2.05</td>
<td>$2.25</td>
<td>$1.48</td>
<td>$1.60</td>
<td>$1.92</td>
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<td><strong>Unemployment Rate</strong></td>
<td>4.5%</td>
<td>4.5%</td>
<td>6.8%</td>
<td>10.3%</td>
<td>7.6%</td>
<td>7.5%</td>
<td>7.1%</td>
<td>14.4%</td>
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<td>CMA (December)</td>
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<td><strong>Net Migration</strong></td>
<td>35,358</td>
<td>32,439</td>
<td>17,283</td>
<td>13,313</td>
<td>9,965</td>
<td>14,228</td>
<td>20,433</td>
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<td>CMA; July 1 to June 30 of previous year; updated annually in February</td>
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<tr>
<td><strong>Office Vacancy</strong></td>
<td>9.1%</td>
<td>9.8%</td>
<td>17.6%</td>
<td>25.0%</td>
<td>27.7%</td>
<td>26.4%</td>
<td>27.2%</td>
<td>27.0%</td>
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<td>Downtown (Q4)</td>
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<td><strong>Building Permits</strong></td>
<td>$7.14</td>
<td>$7.33</td>
<td>$7.17</td>
<td>$5.42</td>
<td>$5.43</td>
<td>$5.25</td>
<td>$5.34</td>
<td>$2.44</td>
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<td>CMA (Billions)</td>
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<tr>
<td><strong>Benchmark Home Price</strong></td>
<td>$421,000</td>
<td>$457,100</td>
<td>$448,100</td>
<td>$431,700</td>
<td>$427,400</td>
<td>$413,900</td>
<td>$413,000</td>
<td>$414,100</td>
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<tr>
<td>All Housing Types (December)</td>
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<tr>
<td><strong>Housing Starts</strong></td>
<td>6,402</td>
<td>6,494</td>
<td>4,138</td>
<td>3,489</td>
<td>4,423</td>
<td>3,791</td>
<td>3,200 - 3,500</td>
<td>3,400 - 4,400</td>
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<tr>
<td>Single-Detached</td>
<td></td>
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</tbody>
</table>

## Major Canadian Cities Comparison

<table>
<thead>
<tr>
<th></th>
<th>Vancouver</th>
<th>Edmonton</th>
<th>Calgary</th>
<th>Saskatoon</th>
<th>Toronto</th>
<th>Ottawa</th>
<th>Montreal</th>
<th>Canada</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019 Real GDP Growth</td>
<td>2.8%</td>
<td>0.3%</td>
<td>0.1%</td>
<td>-1.2%</td>
<td>1.9%</td>
<td>2.6%</td>
<td>3.4%</td>
<td>1.4%</td>
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<tr>
<td>2020F Real GDP Growth</td>
<td>-3.0%</td>
<td>-5.6%</td>
<td>-5.5%</td>
<td>-4.9%</td>
<td>-3.0%</td>
<td>-2.4%</td>
<td>-3.6%</td>
<td>1.8%</td>
</tr>
<tr>
<td>CMA Population</td>
<td>2,691,351</td>
<td>1,447,143</td>
<td>1,514,723</td>
<td>330,674</td>
<td>6,471,850</td>
<td>1,441,118</td>
<td>4,318,505</td>
<td>37,589,262</td>
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<tr>
<td>CMA Population Growth</td>
<td>1.5%</td>
<td>2.1%</td>
<td>2.1%</td>
<td>2.2%</td>
<td>2.0%</td>
<td>2.1%</td>
<td>1.5%</td>
<td>1.4%</td>
</tr>
<tr>
<td>Unemployment Rate</td>
<td>12.8%</td>
<td>13.6%</td>
<td>14.4%</td>
<td>10.8%</td>
<td>13.9%</td>
<td>9.2%</td>
<td>11.8%</td>
<td>10.2%</td>
</tr>
<tr>
<td>Participation Rate</td>
<td>64.6%</td>
<td>68.5%</td>
<td>71.9%</td>
<td>68.2%</td>
<td>65.5%</td>
<td>66.5%</td>
<td>67.2%</td>
<td>64.6%</td>
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<tr>
<td>Employment Growth</td>
<td>-171,500</td>
<td>-69,400</td>
<td>-77,800</td>
<td>-8,200</td>
<td>-283,400</td>
<td>-56,000</td>
<td>-88,700</td>
<td>-1,021,600</td>
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<tr>
<td>Full-Time Employment Growth</td>
<td>-12.2%</td>
<td>-11.3%</td>
<td>-8.8%</td>
<td>-6.4%</td>
<td>-8.1%</td>
<td>-5.8%</td>
<td>-1.7%</td>
<td>-5.4%</td>
</tr>
<tr>
<td>Part-Time Employment Growth</td>
<td>-9.2%</td>
<td>5.2%</td>
<td>-8.4%</td>
<td>6.3%</td>
<td>-8.5%</td>
<td>-18.0%</td>
<td>-15.5%</td>
<td>-5.1%</td>
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<tr>
<td>Provincial Average Weekly Earnings</td>
<td>$1,109.38</td>
<td>$1,216.23</td>
<td>$1,216.23</td>
<td>$1,112.64</td>
<td>$1,153.25</td>
<td>$1,153.25</td>
<td>$1,062.18</td>
<td>$1,119.77</td>
</tr>
</tbody>
</table>

*Source: Conference Board of Canada, Statistics Canada*
Annual Forecasted Real GDP Growth Rates Across Canada

Source: Millions $ 2012, Conference Board of Canada, Spring 2020
A leader in economic power, with the highest annual GDP per capita of major cities in Canada.
Calgary CMA 2019/2020F Year-Over-Year Real GDP Growth Rate by Industry

Source: The Conference Board of Canada, Spring 2020
Calgary Historical GDP by Industry

1987

Total GDP $50.99 Billion

- 44.5%, Primary & Utilities (Agriculture, Mining, Quarrying, Oil & Gas)
- 12.7%, Finance & Insurance, Real Estate
- 5.4%, Manufacturing
- 4.8%, Construction
- 4.5%, Health Care
- 2.9%, Retail Trade
- 3.2%, Wholesale Trade
- 3.7%, Public Administration
- 3.7%, Educational Services
- 5.4%, Information & Cultural
- 3.4%, Other Services
- 2.5%, Transportation & Warehousing
- 1.7%, Accommodation & Food Services
- 0.7%, Arts, Entertainment, Recreation

Source: The Conference Board of Canada, Spring 2020

2019

Total GDP $126.1 Billion

- 27.7%, Primary & Utilities (Agriculture, Mining, Quarrying, Oil & Gas)
- 18.7%, Finance & Insurance, Real Estate
- 7.4%, Professional, Scientific & Technical
- 6.9%, Manufacturing
- 6.0%, Construction
- 5.7%, Transportation & Warehousing
- 5.4%, Health Care
- 3.9%, Retail Trade
- 3.9%, Wholesale Trade
- 3.6%, Public Administration
- 3.4%, Educational Services
- 2.9%, Information & Cultural
- 1.9%, Other Services
- 1.7%, Other Services
- 1.0%, Accommodation & Food Services
- 0.7%, Transportation & Warehousing
- 0.7%, Arts, Entertainment, Recreation

Calgary’s economy is diversifying.
## Calgary Forecast GDP by Industry

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<tbody>
<tr>
<td><strong>Goods-Producing Industries</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Manufacturing</td>
<td>8,198</td>
<td>9,279</td>
<td>11.7%</td>
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<tr>
<td>Construction</td>
<td>6,069</td>
<td>7,288</td>
<td>16.7%</td>
</tr>
<tr>
<td>Primary and Utilities</td>
<td>33,153</td>
<td>38,197</td>
<td>13.2%</td>
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<tr>
<td><strong>Services-Producing Industries</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>4,805</td>
<td>5,321</td>
<td>9.7%</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>4,723</td>
<td>5,265</td>
<td>10.3%</td>
</tr>
<tr>
<td>Transportation and Warehousing</td>
<td>6,480</td>
<td>7,677</td>
<td>15.6%</td>
</tr>
<tr>
<td>Information and Cultural industries</td>
<td>3,179</td>
<td>3,724</td>
<td>14.6%</td>
</tr>
<tr>
<td>Finance, Insurance and Real Estate and Leasing</td>
<td>23,342</td>
<td>26,241</td>
<td>11.0%</td>
</tr>
<tr>
<td>Professional, Scientific and Technical Services</td>
<td>9,143</td>
<td>10,040</td>
<td>8.9%</td>
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<tr>
<td>Educational Services</td>
<td>4,209</td>
<td>4,487</td>
<td>6.2%</td>
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<tr>
<td>Health Care and Social Assistance</td>
<td>6,949</td>
<td>7,092</td>
<td>2.0%</td>
</tr>
<tr>
<td>Arts, Entertainment and Recreation</td>
<td>653</td>
<td>848</td>
<td>23.0%</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>1,565</td>
<td>2,756</td>
<td>43.2%</td>
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<td>Other Services</td>
<td>2,267</td>
<td>2,621</td>
<td>13.5%</td>
</tr>
<tr>
<td>Public Administration</td>
<td>4,447</td>
<td>4,634</td>
<td>4.0%</td>
</tr>
<tr>
<td><strong>All Industries</strong></td>
<td>126,162</td>
<td>135,469</td>
<td>6.9%</td>
</tr>
</tbody>
</table>

Source: The Conference Board of Canada, Spring 2020
Alberta Capital Spending by Industry

Source: Table: 34-10-0035-01 (formerly CANSIM 029-0045), Statistics Canada, March 2020

2020F CAPEX of $59.6B
2019 CAPEX of $59.5B
Retail Sales Growth Across Canada

2018/2019 Retail Sales Growth
5-Year Retail Sales Growth (2014-2019)
2019/2020F Retail Sales Growth
10-Year Retail Sales Growth (2009-2019)

Source: Conference Board of Canada, Spring 2020
Inflation Growth Across Canada

Year-Over-Year Growth Rate  5-Year Total Growth rate (2014-2019)  10-Year Total Growth Rate (2009-2019)

Source: Statistics Canada, July 2020
Alberta’s Top Export Category in 2019 was **Oil and Gas Extraction** at $80.3 billion. - Trade Data Online, September 2020

Alberta is the third largest exporter of **agri-food products** in Canada. - Alberta Agriculture, 2018

There are **39 international consulate offices** in Calgary. - Global Affairs Canada, September 2020

Calgary’s financial services sector handles **9.5 per cent of global energy M&A deal volume and 17 per cent of their total value**. - Five-Year Average, Bloomberg Data, 2012-2016
### Alberta Exports

#### 2019

<table>
<thead>
<tr>
<th>Top 5 Export Categories (NAICS)</th>
<th>CAD$ billion</th>
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<tbody>
<tr>
<td>Oil and Gas Extraction</td>
<td>$80.28</td>
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<tr>
<td>Petroleum Refineries</td>
<td>$4.22</td>
</tr>
<tr>
<td>Resin and Synthetic Rubber Manufacturing</td>
<td>$3.82</td>
</tr>
<tr>
<td>Animal Processing</td>
<td>$3.24</td>
</tr>
<tr>
<td>Wheat Farming</td>
<td>$2.01</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Top 5 Export Countries</th>
<th>CAD$ billion</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States</td>
<td>$103.51</td>
</tr>
<tr>
<td>China</td>
<td>$4.26</td>
</tr>
<tr>
<td>Japan</td>
<td>$1.71</td>
</tr>
<tr>
<td>Mexico</td>
<td>$1.09</td>
</tr>
<tr>
<td>South Korea</td>
<td>$0.63</td>
</tr>
</tbody>
</table>

Source: Industry Canada - Trade Data Online, September 2020

Alberta exports in 2019 totaled $117.6B
## Alberta Imports

### 2019

#### Top 5 Import Categories (NAICS) CAD$ billion

<table>
<thead>
<tr>
<th>Category</th>
<th>CAD$ billion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Petroleum Refineries</td>
<td>$4.82</td>
</tr>
<tr>
<td>Aerospace Product and Parts Manufacturing</td>
<td>$1.14</td>
</tr>
<tr>
<td>Metal Valve Manufacturing</td>
<td>$0.89</td>
</tr>
<tr>
<td>Navigational, Measuring, Medical and Control Instruments Manufacturing</td>
<td>$0.77</td>
</tr>
<tr>
<td>Engine, Turbine and Power Transmission Equipment Manufacturing</td>
<td>$0.73</td>
</tr>
</tbody>
</table>

#### Top 5 Import Countries CAD$ billion

<table>
<thead>
<tr>
<th>Country</th>
<th>CAD$ billion</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States</td>
<td>$17.17</td>
</tr>
<tr>
<td>China</td>
<td>$3.36</td>
</tr>
<tr>
<td>Mexico</td>
<td>$1.63</td>
</tr>
<tr>
<td>Germany</td>
<td>$0.66</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>$0.46</td>
</tr>
</tbody>
</table>

Source: Industry Canada - Trade Data Online, September 2020

Alberta imports in 2019 totaled **$28.2B**
Second highest small business concentration of major cities in Canada.
- Statistics Canada, June 2020

Calgary ranked #3 of the top 10 large North American Cities of the Future for business friendliness.
- fDi American Cities of the Future, 2017/18

Highest head office concentration of major cities in Canada.
- FP500 Database, 2019

In 2015, Calgary had the highest research and development expenditures among its Canadian peers: $826 per capita.
- Deloitte, Benchmarking Calgary’s Competitiveness, 2015
Canada’s Competitive Business Climate

• Canada ranks 1<sup>st</sup> in Business Environment in the G7 and G20
  – The Economist Intelligence Unit, March 2019

• Canada is the easiest place to start a business in the G20
  – Doing Business in 2019 - The World Bank Group, November 2018

• Canada has the 3<sup>rd</sup> lowest statutory corporate income tax rate in the G7
  – Finance Canada, January 2018

• Since January 2015, Canada has created more than 1M jobs
  – Statistics Canada, CANSIM tables 14-10-0287-01 (formerly 282-0087) and 14-10-0288-01 (formerly 282-0089), March 8, 2019

• Canada ranks 1<sup>st</sup> in potential for investment and growth in economic infrastructure
  – Global Infrastructure Investment Index, ARCADIS NV Consulting, May 2016

• Canada ranks 2<sup>nd</sup> in Soundness of Banks in the G7 and the world
  – Soundness of Banks World Rank, Global Competitiveness Report, 2018-2019; Global Finance Magazine, November 2018

• Canada attracted the most FDI flows per capita in the G7 in 2013-2017
  – United Nations Conference on Trade and Development (UNCTAD), August 2018

• Canada ranks 2<sup>nd</sup> in Entrepreneurship of the G7
  – Global Entrepreneurship Index 2018, The Global Entrepreneurship and Development Institute, November 20, 2017

• Canada’s talent pool is the most highly educated among OECD countries
  – Education at a Glance, OECD, September 2018

• Canada ranks 2<sup>nd</sup> in the G7 and the G20 in the G20 in overall prosperity of its citizens
  – Legatum Prosperity Index 2018

Invest in Canada, April 2019
FDI Investment Highlights

- BASF Agricultural Solutions
- New World Interactive
- DP Energy
- Berkshire Hathaway

Source: Invest In Canada; Calgary Economic Development; March 2020
### FDI Projects

<table>
<thead>
<tr>
<th>Local Company</th>
<th>Parent Company</th>
<th>Project Description</th>
<th>Industry Sector</th>
<th>Project Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hexagon Manufacturing Intelligence (Hexagon Metrology)</td>
<td>Hexagon</td>
<td>New regional office facility on existing campus</td>
<td>Consulting Services / Digital Industries</td>
<td>January 2019</td>
</tr>
<tr>
<td>New World Interactive</td>
<td>New World Interactive LLC</td>
<td>New World North development studio</td>
<td>Technology</td>
<td>February 2019</td>
</tr>
<tr>
<td>DP Energy</td>
<td>DP Energy</td>
<td>Renewable energy firm proposes massive $40M to $50M solar farm for southeast Calgary</td>
<td>Clean Tech</td>
<td>February 2019</td>
</tr>
<tr>
<td>BASF Ag Solutions</td>
<td>BASF Corporation</td>
<td>Headquarters relocation</td>
<td>Chemical</td>
<td>April 2019</td>
</tr>
<tr>
<td>RPMGlobal Calgary</td>
<td>RPMGlobal</td>
<td>Software, consulting and advisory services; expansion into North America</td>
<td>Management Services</td>
<td>June 2019</td>
</tr>
<tr>
<td>Bird Canada</td>
<td>Bird</td>
<td>E-scooter rentals</td>
<td>Transportation</td>
<td>June 2019</td>
</tr>
<tr>
<td>Cato Cloud</td>
<td>Cato Networks</td>
<td>Expansion of global managed SD-WAN services into Calgary</td>
<td>Software and IT Services</td>
<td>July 2019</td>
</tr>
<tr>
<td>WeWork</td>
<td>The We Company</td>
<td>Two co-working spaces</td>
<td>Real Estate</td>
<td>July 2019</td>
</tr>
<tr>
<td>Prudential Steel Ltd.</td>
<td>Tenaris Corporation</td>
<td>$36.3M project that will create 88 jobs and maintain 516 more in Sault Ste. Marie, ON and Calgary, AB</td>
<td>Natural Resources</td>
<td>July 2019</td>
</tr>
<tr>
<td>Bird Canada</td>
<td>Bird</td>
<td>New office providing freight forwarding and logistics to the oil and gas, power, mining and infrastructure industries</td>
<td>Transportation</td>
<td>August 2019</td>
</tr>
<tr>
<td>Copart Canada</td>
<td>Copart, Inc.</td>
<td>E-commerce vehicle auction company adds office and warehouse for added vehicle storage</td>
<td>Transportation</td>
<td>August 2019</td>
</tr>
<tr>
<td>Jollibee</td>
<td>Jollibee Foods Corporation</td>
<td>Fast food restaurant franchise</td>
<td>Retail Trade</td>
<td>September 2019</td>
</tr>
<tr>
<td>Savills</td>
<td>Savills plc</td>
<td>Branch</td>
<td>Professional Services</td>
<td>September 2019</td>
</tr>
<tr>
<td>BHE Canada</td>
<td>Berkshire Hathaway</td>
<td>Berkshire Hathaway subsidiary to break ground on $200M Alberta wind farm in 2020</td>
<td>Utilities</td>
<td>October 2019</td>
</tr>
<tr>
<td>Spear Street Capital</td>
<td>Spear Street Capital</td>
<td>San Francisco developer to convert Calgary Beltline into multi-use hub called The District at Beltline</td>
<td>Real Estate</td>
<td>October 2019</td>
</tr>
<tr>
<td>AgWorld</td>
<td>AgWorld</td>
<td>Farm management platform expansion</td>
<td>Agribusiness / Agri-Tech</td>
<td>November 2019</td>
</tr>
<tr>
<td>Aimbridge Hospitality</td>
<td>Aimbridge Hospitality</td>
<td>Aimbridge adds seven condo-hotel agreements and a head office with 18 staff</td>
<td>Real Estate</td>
<td>November 2019</td>
</tr>
</tbody>
</table>

Source: Calgary CMA; Invest In Canada; Calgary Economic Development; March 2020
Location Cost Advantage

Calgary ranked 1st in business cost competitiveness in sectors:

1st Food & Beverage Processing
1st Drone Manufacturing
1st R&D

Access the EY Calgary Location Cost Index Study [External Link]

Source: Comparing business investment and operating costs in Calgary and selected cities, EY Location Cost Index 2017-18
Cities: Albany, Calgary, Chicago, Columbus, Edmonton, Grand Rapids, Milwaukee, Minneapolis, Salt Lake City, San Jose, Saskatoon, Seattle, Toronto, Vancouver
Calgary CMA Businesses by Industry

Source: Total with Employees, All Industries 58,484, Statistics Canada, June 2020
Calgary CMA Business Establishments by Number of Employees

Total 58,484

1-4 Employees, 36,298, 62.1%
5-9 Employees, 9,018, 15.4%
10-19 Employees, 6,080, 10.4%
20-49 Employees, 4,323, 7.4%
50-99 Employees, 1,527, 2.6%
100-199 Employees, 732, 1.3%
200-499 Employees, 374, 0.6%
500+ Employees, 132, 0.2%

Source: Statistics Canada, June 2020
Small Business per Capita Across Canada

Source: Statistics Canada, CMA Population, 2018 and Canadian Business Counts, June 2020
Less Than 50 Employees (Per 1,000 Population)

- Vancouver: 40.0
- Edmonton: 34.4
- Calgary: 37.5
- Saskatoon: 30.9
- Toronto: 37.0
- Ottawa: 25.6
- Montreal: 29.6
- Canada: 33.5

Second highest small business concentration
Self-Employed per Capita and 10-Year Growth

Number of Self-Employed per Capita (per 1,000 population)

- Vancouver: 96.3 (% Growth: -1.5%)
- Edmonton: 73.5 (% Growth: -3.6%)
- Calgary: 93.2 (% Growth: 18.2%)
- Saskatoon: 69.9 (% Growth: -3.0%)
- Kitchener: 64.2 (% Growth: 4.0%)
- Waterloo: 7.9% (% Growth: 11.3%)
- Toronto: 63.9 (% Growth: -0.5%)
- Ottawa: 65.1 (% Growth: -0.8%)
- Montreal: 76.1 (% Growth: 6.2%)
- Canada: 100

10-Year Total Growth (2009-2019)

- Vancouver: 96.3 (% Growth: -1.5%)
- Edmonton: 73.5 (% Growth: -3.6%)
- Calgary: 93.2 (% Growth: 18.2%)
- Saskatoon: 69.9 (% Growth: -3.0%)
- Kitchener: 64.2 (% Growth: 4.0%)
- Waterloo: 7.9% (% Growth: 11.3%)
- Toronto: 63.9 (% Growth: -0.5%)
- Ottawa: 65.1 (% Growth: -0.8%)
- Montreal: 76.1 (% Growth: 6.2%)
- Canada: 100

Source: Statistics Canada, 2020, per 1,000 Population
Number of Self-Employed by Age Group

Ages: 15-24  Ages: 25-34  Ages: 35-44  Ages: 45-54  Ages 55-64  Ages 65+

Source: Statistics Canada, 2020
City of Calgary Business Licenses

Short-term rentals included in New Licenses and Renewals beginning February 2020.

June 2020 renewals experienced a significant increase due to waived fees for licence renewals in response to COVID-19.

New Licenses Issued + Short-Term Rentals
Moved
Renewal Licenses Issued

Source: The City of Calgary Planning and Development, August 2020
Calgary and Alberta Business Bankruptcies

Source: Office of the Superintendent of Bankruptcy Canada, Q2 2020
Business Bankruptcy Rates Across Canada

Source: Office of the Superintendent of Bankruptcy Canada, 2019, (Per 1,000 Businesses)
Head Offices per Capita Across Canada

Head Offices per Capita (per 100,000 population)

Vancouver 3.6 2010
Edmonton 3.7 2019
Calgary 9.3 2019
Regina 15.0% 2019
Saskatoon 4.3 2019
Winnipeg 4.4 2019
Toronto 4.6 2019
Ottawa 1.0 2019
Montreal 2.4 2019

10-Year Per Capita Growth Rate (2010 - 2019)
Source: FP500 2019 Database, FP500 2010 Database, Statistics Canada, 2019

Highest HQ Concentration in Canada
Number of Head Offices Across Canada

- Vancouver: 101 (2018), 97 (2019), -4.0% YoY Growth Rate
- Edmonton: 18 (2018), 20 (2019), 0.0% YoY Growth Rate
- Calgary: 115 (2018), 118 (2019), 2.6% YoY Growth Rate
- Regina: 11 (2018), 12 (2019), 0.0% YoY Growth Rate
- Saskatoon: 7 (2018), 7 (2019), 0.0% YoY Growth Rate
- Winnipeg: 23 (2018), 23 (2019), 0.0% YoY Growth Rate
- Toronto: 276 (2018), 280 (2019), 1.4% YoY Growth Rate
- Ottawa: 17 (2018), 18 (2019), 0.0% YoY Growth Rate
- Montreal: 71 (2018), 71 (2019), 0.0% YoY Growth Rate

Source: FP500 2019 Database, FP500 2018 Database
Patents per 1,000 People
Census Metropolitan Areas Across Canada

Patent Applications per 1,000 People

Calgary
Ottawa
Waterloo
Rest of Canada

Source: Benjamin Dachis and Jacob Kim, "Move over, Waterloo and Ottawa: Calgary is now out-innovating you," CBC News, May 31, 2018
Number of Calgary Patent Applications

Source: Benjamin Dachis and Jacob Kim, 
Intelligence Memo: How Calgary (Quietly) Took the Lead as Canada’s Innovation Leader, C.D. Howe, June 13, 2018
## Taxes Across Canada

### 2019 Marginal Effective Tax Rates (METR) for Select Cities

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Calgary / Alberta</td>
<td>38.4%</td>
<td>10% - 15%</td>
<td>8%</td>
<td>2.0%</td>
<td>$0</td>
<td>$0 - $900</td>
<td>$13¢/L</td>
<td>$50 + 0.02%</td>
</tr>
<tr>
<td>Vancouver / British Columbia</td>
<td>39.1%</td>
<td>5.06% - 20.5%</td>
<td>7%</td>
<td>2.0%</td>
<td>$0</td>
<td>$0 - $900</td>
<td>8.89¢/L</td>
<td>$50 + 0.02%</td>
</tr>
<tr>
<td>Edmonton / Alberta</td>
<td>36.4%</td>
<td>10% - 15%</td>
<td>0%</td>
<td>2.0%</td>
<td>$0</td>
<td>$0 - $900</td>
<td>8.89¢/L</td>
<td>$50 + 0.02%</td>
</tr>
<tr>
<td>Saskatoon / Saskatchewan</td>
<td>46.8%</td>
<td>10.5% - 14.5%</td>
<td>6% (on July 1, 2020)</td>
<td>2.0%</td>
<td>$0</td>
<td>$0 - $900</td>
<td>4.42¢/L</td>
<td>$50 + 0.02%</td>
</tr>
<tr>
<td>Winnipeg / Manitoba</td>
<td>36.8%</td>
<td>10.8% - 17.4%</td>
<td>6%</td>
<td>0.0%</td>
<td>$0</td>
<td>$0 - $900</td>
<td>4.42¢/L</td>
<td>$50 + 0.02%</td>
</tr>
<tr>
<td>Toronto / Ontario</td>
<td>43.9%</td>
<td>5.05% - 13.16%</td>
<td>8%</td>
<td>0.0%</td>
<td>$0 - $900</td>
<td>$0 - $900</td>
<td>4.42¢/L</td>
<td>$50 + 0.02%</td>
</tr>
<tr>
<td>Ottawa / Ontario</td>
<td>43.9%</td>
<td>5.05% - 13.16%</td>
<td>8%</td>
<td>0.0%</td>
<td>$0 - $900</td>
<td>$0 - $900</td>
<td>4.42¢/L</td>
<td>$50 + 0.02%</td>
</tr>
<tr>
<td>Montreal / Quebec</td>
<td>8.79% - 21%</td>
<td>15% - 25.75%</td>
<td>9.975%</td>
<td>3.2%</td>
<td>$0 - $636</td>
<td>$0</td>
<td>15.5¢/L</td>
<td>$50 + 0.02%</td>
</tr>
<tr>
<td>Halifax / Nova Scotia</td>
<td>16.0%</td>
<td>1.25% / 1.7%</td>
<td>11.6%</td>
<td>3.2%</td>
<td>0%</td>
<td>0%</td>
<td>$0.94¢/L</td>
<td>$100 + up to 1.5%</td>
</tr>
</tbody>
</table>

### Provincial Sales Tax

- **Alberta's carbon tax was repealed on May 30, 2019. A minimum carbon charge of $30/tonne will be effective April 2020 for all provinces according to the federal government's carbon pricing plan.**

- **Effective July 1, 2020.**

- **Provincial Gasoline Tax (Federal Excise Tax is 10¢/L)**

- **Federal & Provincial Carbon Taxes on Gasoline ($20 per tonne = 4.42 cents per litre) ($30 per tonne = 6.63 cents per litre)**

### Provincial Payroll Tax (Employer Health Tax)

- **Provincial Payroll Tax (Employer Health Tax)**

### Health Care Premiums (Annual)

- **Health Care Premiums (Annual)**

### Land Transfer Tax

- **Land Transfer Tax**
Estimated Commercial Property Taxes per $1,000 of Assessment

FIGURES IN THIS CHART ARE CALCULATED BY MULTIPLYING THE COMMERCIAL TAX RATE BY 1000 TO GIVE THE TAXES PAID PER $1,000 OF ASSESSMENT. WHERE MILL RATES ARE APPLICABLE, THE MILL RATE IS MULTIPLIED BY THE MILL RATE FACTOR BEFORE CALCULATING THE RATIO.

Low commercial property taxes

Source: Altus REALpac, October 2019
labour market
Calgary ranked in the global **Top 10 Most Attractive Cities for Workers**

Financial (salary levels, living costs, taxes) + Lifestyle (quality of living, social benefits)

AIRINC, Global 150 Scorecard, March 2017
Of 8 peer cities assessed, Calgary has the highest level of **educational attainment**.
- Deloitte, Benchmarking Calgary’s Competitiveness, 2015

Calgary has the highest proportion of **STEM graduates** of major Canadian cities.
- Census 2016, Statistics Canada

Calgary has the highest number of **engineers and geoscientists per capita** of major Canadian cities.
- Statistics Canada, 2018

Calgary has the highest **labour force productivity and labour force participation** of major Canadian cities.
- The Conference Board of Canada and Statistics Canada, Spring 2020

Calgary has the highest **millionaires per capita** of major Canadian cities.
- Statistics Canada, 2017

Calgary has the **highest concentration of high-tech workers** of Canadian cities
- Who Are Canada’s Tech Workers, Brookfield Institute, January 2019
Labour Demand

ICTC forecasts Alberta will see demand for nearly 9,000 **digital jobs** by 2023.
- ICTC, A Digital Future for Alberta, June 2019

**Finance, Insurance & Real Estate** will grow by 1.6% annually, reaching 4.8% of total employment in 2019 and gain 68,100 jobs by 2024.

**Manufacturing** accounts for 5.2% of total employment in Alberta and is expected to grow at an average rate of 1.0% from 2017 to 2021.
- Industry Profiles 2018, Manufacturing, Government of Alberta, 2018

**Agriculture** will need to fill 23,300 potential jobs in Alberta by 2025.
- AgriLMI CAHRC, 2016

The **Logistics** sector in Alberta will grow by about 7,470 workers from 2016 to 2025.
- APGC, 2016

**Oil and Gas** employment in Canada is expected to shrink by 7%, or 12,500 positions, to 173,300 workers in 2019 from 185,800 workers in 2018.
- 2019 Oil and Gas Labour Market Update, PetroLMI, April 2019

**Clean Tech and Clean Resources** in Canada will see a demand for approximately 25,500 and 10,500 workers respectively, by 2023.
- Canada’s Growth Currency: Digital Talent Outlook 2023, ICTC, 2019

**Energy Efficiency** employed 436,000 permanent workers in Canada in 2018, with expected growth of 8.3% in 2019, creating over 36,000 jobs.
- Energy Efficiency Employment in Canada, ECO Canada, April 2019

Energy Efficiency
Calgary CMA Historical Unemployment Rate, Labour Force & Employment

Source: Statistics Canada, August 2020
Youth Unemployment Rate Across Canada
(Ages: 15 to 24 Years)

August 2019  August 2020

Source: Statistics Canada
Labour Force Participation Rate Across Canada

August 2019 August 2020

Source: Statistics Canada

Highest labour force participation rate in Canada

68.1% 71.5% 74.4% 69.1% 66.7% 69.6% 66.4% 67.3% 71.7% 67.2% 64.6%
Labour Force Growth Across Canada

The employed are persons having a job or business, whereas the unemployed are without work, are available for work, and are actively seeking work. Together the unemployed and the employed constitute the labour force. Persons not in the labour force are those who, during the reference period, were unwilling or unable to offer or supply labour services under conditions existing in their labour markets (this includes persons who were full-time students currently attending school).

The diagram shows the 12-month, 5-year, and 10-year labour force growth rates for various cities across Canada. The source of the data is Statistics Canada, August 2020.
Employment Growth Across Canada

Source: Statistics Canada, August 2020
Annual Employment Growth

Source: Statistics Canada, August 2019 - August 2020
Calgary CMA Employment by Industry (807,100)

Source: Statistics Canada, August 2020
Calgary Historical Employment by Industry

Source: Conference Board of Canada, Spring 2020

Total Employment: 367,775

- 8.8%, Health Care & Social Assistance
- 7.1%, Professional, Scientific & Technical
- 13.0%, Retail Trade
- 9.9%, Construction
- 5.6%, Finance & Insurance, Real Estate
- 11.3%, Primary & Utilities
- 5.3%, Accommodation & Food Services
- 5.7%, Transportation & Warehousing
- 6.1%, Educational Services
- 7.9%, Manufacturing
- 4.6%, Other Services
- 5.4%, Wholesale Trade
- 4.3%, Public Administration

Total Employment: 860,518

- 11.6%, Health Care & Social Assistance
- 11.1%, Professional, Scientific & Technical
- 10.5%, Retail Trade
- 9.4%, Construction
- 8.5%, Finance & Insurance, Real Estate
- 7.6%, Primary & Utilities
- 7.0%, Accommodation & Food Services
- 6.6%, Transportation & Warehousing
- 5.8%, Educational Services
- 5.7%, Manufacturing
- 5.0%, Other Services
- 3.7%, Wholesale Trade
- 3.4%, Public Administration

1987

2019

128% Growth in Total Employment

2.8%, Information & Cultural
2.5%, Arts, Entertainment, Recreation
1.4%, Information & Cultural

3.4% Growth in Information & Cultural

5.4% Growth in Manufacturing

2.3% Growth in Educational Services
## Forecast Employment by Industry

<table>
<thead>
<tr>
<th>Calgary CMA Employment Forecast by Industry</th>
<th>2020F</th>
<th>2023F</th>
<th>Total Change 2020F-2023F (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goods-Producing Industries</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manufacturing</td>
<td>36,581</td>
<td>40,374</td>
<td>10.4%</td>
</tr>
<tr>
<td>Construction</td>
<td>61,633</td>
<td>70,836</td>
<td>14.9%</td>
</tr>
<tr>
<td>Primary and utilities</td>
<td>61,169</td>
<td>66,826</td>
<td>9.2%</td>
</tr>
<tr>
<td><strong>Services-Producing Industries</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>25,227</td>
<td>26,841</td>
<td>6.4%</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>84,161</td>
<td>88,790</td>
<td>5.5%</td>
</tr>
<tr>
<td>Transportation and Warehousing</td>
<td>54,433</td>
<td>62,288</td>
<td>14.4%</td>
</tr>
<tr>
<td>Information and Cultural Industries</td>
<td>11,081</td>
<td>11,894</td>
<td>7.3%</td>
</tr>
<tr>
<td>Finance and Insurance, Real Estate and Rental and Leasing, and Building, Business and Other Support Services</td>
<td>71,696</td>
<td>77,462</td>
<td>8.0%</td>
</tr>
<tr>
<td>Professional, Scientific and Technical Services</td>
<td>96,206</td>
<td>106,228</td>
<td>10.4%</td>
</tr>
<tr>
<td>Educational Services</td>
<td>67,013</td>
<td>68,113</td>
<td>1.6%</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>116,176</td>
<td>120,856</td>
<td>4.0%</td>
</tr>
<tr>
<td>Arts, Entertainment and Recreation</td>
<td>18,981</td>
<td>22,743</td>
<td>19.8%</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>53,191</td>
<td>61,104</td>
<td>14.9%</td>
</tr>
<tr>
<td>Other Services</td>
<td>34,474</td>
<td>40,292</td>
<td>16.9%</td>
</tr>
<tr>
<td>Public Administration</td>
<td>26,528</td>
<td>28,641</td>
<td>8.0%</td>
</tr>
<tr>
<td><strong>All Industries</strong></td>
<td>818,549</td>
<td>893,287</td>
<td>9.1%</td>
</tr>
</tbody>
</table>

Source: The Conference Board of Canada, Spring 2020
Economic Structure is a measure of **economic diversity**. Using the Hachman Index and employment by industry data, this measure benchmarks the economic structure of Calgary to that of Canada as a whole. The higher the number the higher the implied diversity in employment (highly diverse = 1 and not diverse = 0). For example, if Calgary’s economic structure were exactly like Canada’s then it would score a 1. If it were nothing like Canada’s it would score a 0. We can say, **over the years Calgary has become more diverse in employment - more than it has ever been before!**

Source: The Conference Board of Canada, Spring 2020; Statistics Canada; 2019
Labour Force Productivity

- Most productive workforce in Canada

Calgary CMA Average Hourly Wages by Industry, 2019

Source: Statistics Canada; Updated May 2020
Average Weekly Earnings Across Canada and Growth Rates

Source: Statistics Canada, June 2019 - June 2020
Average Wages and Salaries Across Canada

2019 Average Wages and Salaries per Employee
2020F Average Wages and Salaries per Employee
2019 Growth Rate
2020F Growth Rate

Source: The Conference Board of Canada, Spring 2020
Average Wages and Salaries Growth Rates Across Canada

5-Year Total Growth Rate (2014-2019)
10-Year Total Growth Rate (2009-2019)

Source: The Conference Board of Canada, Spring 2020
### Personal Income per Capita

<table>
<thead>
<tr>
<th>City</th>
<th>2019 Personal Income per Capita</th>
<th>2020F Personal Income per Capita</th>
<th>2019 Growth Rate</th>
<th>2020F Growth Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vancouver</td>
<td>$51,528</td>
<td>$52,605</td>
<td>3.8%</td>
<td>-1.6%</td>
</tr>
<tr>
<td>Edmonton</td>
<td>$55,103</td>
<td>$54,210</td>
<td>1.5%</td>
<td>2.6%</td>
</tr>
<tr>
<td>Calgary</td>
<td>$60,976</td>
<td>$59,907</td>
<td>2.6%</td>
<td>-1.8%</td>
</tr>
<tr>
<td>Regina</td>
<td>$52,171</td>
<td>$52,631</td>
<td>1.4%</td>
<td>0.9%</td>
</tr>
<tr>
<td>Saskatoon</td>
<td>$50,978</td>
<td>$50,812</td>
<td>1.8%</td>
<td>-0.3%</td>
</tr>
<tr>
<td>Winnipeg</td>
<td>$48,238</td>
<td>$49,030</td>
<td>2.8%</td>
<td>1.6%</td>
</tr>
<tr>
<td>Toronto</td>
<td>$49,995</td>
<td>$50,757</td>
<td>2.8%</td>
<td>1.5%</td>
</tr>
<tr>
<td>Ottawa</td>
<td>$54,053</td>
<td>$54,622</td>
<td>2.3%</td>
<td>1.1%</td>
</tr>
<tr>
<td>Montreal</td>
<td>$47,679</td>
<td>$48,774</td>
<td>2.9%</td>
<td>2.3%</td>
</tr>
</tbody>
</table>

Source: The Conference Board of Canada, Spring 2020
Personal Income per Capita
Historical Growth Rates

Source: The Conference Board of Canada, Spring 2020
Millionaires Per Capita

Data released on a 2 year lag to current year.
Source: Statistics Canada, July 2019, Per 100,000 Population

Millionaires in Calgary reported a median income of $1.49 million in 2017.
demographics
76.2 per cent of Calgarians are aged 20 and older; 45.8 per cent are within the core working age group of 25 to 54.
- Calgary CMA, Statistics Canada, July 1, 2019

29.4 per cent of Calgary’s population are immigrants and 33.7 per cent are visible minority.
- Calgary CMA, Census 2016, Statistics Canada

Calgary has the highest proportion of population 15 to 64 years of Canadian cities.
- CMAs, Census 2016, Statistics Canada

Most frequently reported ethnic origins for Calgary are English (21.7 per cent), Canadian (20.1 per cent) and Scottish (17.5 per cent).
- Calgary CMA, Census 2016, Statistics Canada
Who are Calgarians?

- Calgarians are young. The median age is **37.2 years old**. (Calgary CMA, Statistics Canada, July 1, 2019)

- More than **120 languages** spoken in Calgary. (Calgary CMA, Census 2016, Statistics Canada)

- **33.7%** of Calgary’s population is visible minority. (Calgary CMA, Census 2016, Statistics Canada)

- **$99,583** median 2015 total household income. (Calgary CMA, Census 2016, Statistics Canada)

- Calgary has the 3rd **highest education level** attained of major cities in Canada. (Calgary CMA, Census 2016, Statistics Canada)

- Average household is comprised of **2.6 people**. (Calgary CMA, Census 2016, Statistics Canada)

**POPULATION: 1.47 MILLION** (Calgary CMA, Metropolitan Outlook, Conference Board of Canada, 2016)
Calgary and Region Population

Source: City of Calgary Civic Census (as at April 1), Statistics Canada (as at July 1), Tables 17-10-0135-01 and 17-10-0137-01
City of Calgary Population Growth

Population Growth

2008: 22,950
2009: 22,563
2010: -4,154
2011: 10,214
2012: 29,289
2013: 36,461
2014: 38,508
2015: 35,721
2016: -6,527
2017: 11,166
2018: 11,588
2019: 18,367

Source: City of Calgary, Civic Census is Conducted Annually on April 1
Calgary CMA Components of Population Growth

In 2018/19, 54.8% of migrants to Calgary were from international origins. Over the last 5 years, 54% of people moving to Calgary were of international origin.

Source: Calgary Census Metropolitan Area (CMA), Statistics Canada, July 1, 2019 (Updated February 2020)
CMA Population Across Canada

Canadian Population: 37,589,262
Growth Over Previous Year: 1.43%

Source: Statistics Canada, July 1, 2019; Updated February 2020
CMA Population Growth Rates Across Canada

<table>
<thead>
<tr>
<th>City</th>
<th>2018 Growth Rate</th>
<th>2017 Growth Rate</th>
<th>5-Year Total Growth Rate (2014-2019)</th>
<th>10-Year Total Growth Rate (2008-2019)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vancouver</td>
<td>1.5%</td>
<td>1.2%</td>
<td>7.3%</td>
<td>19.4%</td>
</tr>
<tr>
<td>Edmonton</td>
<td>1.9%</td>
<td>2.0%</td>
<td>10.3%</td>
<td>19.5%</td>
</tr>
<tr>
<td>Calgary</td>
<td>1.7%</td>
<td>1.5%</td>
<td>9.2%</td>
<td>18.1%</td>
</tr>
<tr>
<td>Regina</td>
<td>2.1%</td>
<td>2.5%</td>
<td>10.9%</td>
<td>18.5%</td>
</tr>
<tr>
<td>Saskatoon</td>
<td>2.4%</td>
<td>2.8%</td>
<td>12.4%</td>
<td>20.9%</td>
</tr>
<tr>
<td>Winnipeg</td>
<td>1.8%</td>
<td>2.1%</td>
<td>8.7%</td>
<td>16.8%</td>
</tr>
<tr>
<td>Toronto</td>
<td>2.0%</td>
<td>1.5%</td>
<td>7.9%</td>
<td>17.6%</td>
</tr>
<tr>
<td>Ottawa</td>
<td>2.0%</td>
<td>2.0%</td>
<td>8.6%</td>
<td>17.6%</td>
</tr>
<tr>
<td>Montreal</td>
<td>1.5%</td>
<td>1.2%</td>
<td>5.5%</td>
<td>11.9%</td>
</tr>
<tr>
<td>Alberta</td>
<td>1.3%</td>
<td>1.1%</td>
<td>7.0%</td>
<td>13.1%</td>
</tr>
<tr>
<td>Canada</td>
<td>1.4%</td>
<td>1.2%</td>
<td>6.1%</td>
<td>13.1%</td>
</tr>
</tbody>
</table>

Source: Statistics Canada, July 1, 2018, Updated February 2020
Components of Population Growth Across Canada

<table>
<thead>
<tr>
<th>City</th>
<th>Natural Increase</th>
<th>Net Intraprovincial Migration</th>
<th>Net Interprovincial Migration</th>
<th>Net International Migration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vancouver</td>
<td>-14,241</td>
<td>9,297</td>
<td>15,127</td>
<td>10,307</td>
</tr>
<tr>
<td>Edmonton</td>
<td>7,422</td>
<td>3,881</td>
<td>1,354</td>
<td>-14,241</td>
</tr>
<tr>
<td>Calgary</td>
<td>25,000</td>
<td>1,776</td>
<td>2,239</td>
<td>3,881</td>
</tr>
<tr>
<td>Toronto</td>
<td>42,838</td>
<td>16,840</td>
<td>138,317</td>
<td>5,410</td>
</tr>
<tr>
<td>Ottawa</td>
<td>50,000</td>
<td>4,667</td>
<td>3,789</td>
<td>14,006</td>
</tr>
<tr>
<td>Montreal</td>
<td>75,000</td>
<td>16,115</td>
<td>14,060</td>
<td>-14,117</td>
</tr>
</tbody>
</table>

Source: Statistics Canada, July 1, 2019 (Updated February 2020)
Calgary CMA Population by Age Group

Source: Statistics Canada, July 1, 2019
(Updated February 2020)
Top Source Countries for Permanent Residents, 2019

- India: 3,995 (20%)
- Philippines: 2,675 (14%)
- Nigeria: 1,860 (10%)
- Eritrea: 1,265 (6%)
- China, People's Republic of: 1,190 (6%)
- Pakistan: 635 (3%)
- Korea, Republic of: 540 (3%)
- United States of America: 585 (3%)
- Syria: 325 (2%)
- Ethiopia: 480 (2%)
- Other (112 Countries): 6,075 (31%)

Total: 19,625

Source: Calgary CMA, IRCC, March 2020
Top Source Countries for Permanent Residents, 2010 to 2019

Source: Calgary CMA, IRCC, March 2020

Total: 184,760

- Philippines: 39,080 (21%)
- India: 29,500 (16%)
- China, People's Republic of: 11,930 (6%)
- Nigeria: 9,995 (5%)
- Pakistan: 8,880 (5%)
- United States of America: 5,675 (3%)
- United Kingdom and Overseas Territories: 5,625 (3%)
- Korea, Republic of: 3,715 (2%)
- Syria: 3,745 (2%)
- Eritrea: 4,770 (3%)
- Other (144 Countries): 61,845 (34%)
<table>
<thead>
<tr>
<th>Education Level</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>1,160</td>
<td>5.9%</td>
</tr>
<tr>
<td>Secondary or Less</td>
<td>5,275</td>
<td>26.9%</td>
</tr>
<tr>
<td>Diploma/Certificate (Trade)</td>
<td>805</td>
<td>4.1%</td>
</tr>
<tr>
<td>Diploma/Certificate (Non-University)</td>
<td>1,190</td>
<td>6.1%</td>
</tr>
<tr>
<td>Post-Secondary – No Degree</td>
<td>1,295</td>
<td>6.6%</td>
</tr>
<tr>
<td>Bachelor's Degree</td>
<td>3,580</td>
<td>18.3%</td>
</tr>
<tr>
<td>Master's Degree</td>
<td>990</td>
<td>5.0%</td>
</tr>
<tr>
<td>Doctorate - Ph D</td>
<td>115</td>
<td>0.6%</td>
</tr>
<tr>
<td>Not Stated</td>
<td>4,990</td>
<td>25.4%</td>
</tr>
<tr>
<td>Post Graduate – No Degree</td>
<td>215</td>
<td>1.1%</td>
</tr>
<tr>
<td>Total</td>
<td>19,625</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

Source: Calgary CMA, IRCC, March 2020
Permanent Residents by Age Group 2019

- 15 to 29 years: 6,260 (31.9%)
- 30 to 44 years: 6,650 (33.9%)
- 45 to 59 years: 1,505 (7.7%)
- 60 to 74 years: 1,670 (8.5%)
- 75 years or over: 320 (1.6%)
- 0 to 14 years: 3,210 (16.4%)

Total: 19,625

Source: Calgary CMA, IRCC, March 2020
Median Age Across Canada

Source: Statistics Canada, July 1, 2019; Updated February 2020

Vancouver 40.0
Edmonton 36.6
Calgary 37.2
Regina 36.5
Saskatoon 35.8
Winnipeg 38.0
Toronto 38.6
Ottawa 39.6
Montreal 40.3

Young population
Visible Minority Rate Across Canada

- Vancouver: 48.9%
- Edmonton: 28.1%
- Calgary: 33.7%
- Saskatoon: 17.1%
- Regina: 17.7%
- Winnipeg: 25.7%
- Ottawa: 21.6%
- Montreal: 22.6%
- Canada: 22.3%
- Toronto: 51.4%

Third most diverse metropolitan area in Canada

Source: Census 2016, Statistics Canada
Migration Rate Across Canada

- Vancouver: 11.7
- Edmonton: 14.4
- Calgary: 13.5
- Regina: 13.0
- Saskatoon: 15.3
- Winnipeg: 11.4
- Toronto: 14.9
- Ottawa: 17.4
- Montreal: 11.9

Source: Migrants per Capita; Statistics Canada, July 1, 2019 (Updated February 2020)

Attractive to migrants
education
University of Calgary ranked as a Top 20 University Under 50 Years Old

Highest proportion of STEM graduates of population 25 to 64 of major Canadian cities

19,203 post-secondary program completions in Calgary

Times Higher Education, 2016
Census 2016, Statistics Canada
Alberta Advanced Education Program Completions 2018/2019
More than **91,300 students** enrolled at Calgary post-secondary institutions*

SAIT
24,260

Bow Valley
College
13,719

AUArts
1,150

Ambrose
University
696

University of
Calgary
35,898

Mount Royal
University
14,562

Olds College
1,860

St. Mary’s
University
1023

*Excluding Olds College

3,780 Post-Secondary STEM Completions

**STEM** programs account for **27 percent** of all bachelors degree or higher program completions in Calgary

- 1,420 science & science technology completions
- 1,740 engineering & engineering technology completions
- 630 mathematics & computer science completions

Note: STEM groupings will not sum to total due to rounding. Source: Alberta Advanced Education, Credential Completions by 6-digit CIP code, 2018/2019.
360 public schools
60 private & charter schools
48 public and private French immersion
5 Chinese (Mandarin) schools
37 announced, new or modernized schools

Source: Calgary Board of Education, Calgary Catholic School Board, 2018/2019
real estate
# Real Estate Indicators Summary

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Date</th>
<th>Value</th>
<th>Change/Rate (%)</th>
<th>Geography</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Starts Year-to-Date</td>
<td>July</td>
<td>4,690</td>
<td>-13.0%</td>
<td>Calgary CMA</td>
</tr>
<tr>
<td>Year-Over-Year Change; YTD</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Monthly Value of Building Permits</td>
<td>July 2020</td>
<td>$291,348</td>
<td>-32.1%</td>
<td>Calgary CMA</td>
</tr>
<tr>
<td>Seasonally Adjusted; Thousands; Year-Over-Year % Change</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Major Calgary Projects</td>
<td>August 2020</td>
<td>$23.5</td>
<td>-0.4%</td>
<td>City of Calgary</td>
</tr>
<tr>
<td>Billions; Year-Over-Year Change</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Benchmark Detached Calgary House Price</td>
<td>August 2020</td>
<td>$488,100</td>
<td>0.85%</td>
<td>City of Calgary</td>
</tr>
<tr>
<td>Year-Over-Year Change</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Downtown Office Vacancy Rate</td>
<td>Q2 2020</td>
<td>27.0%</td>
<td></td>
<td>City of Calgary</td>
</tr>
<tr>
<td>Suburban Office Vacancy Rate</td>
<td>Q2 2020</td>
<td>19.8%</td>
<td></td>
<td>City of Calgary</td>
</tr>
<tr>
<td>Industrial Real Estate Availability Rate</td>
<td>Q2 2020</td>
<td>8.7%</td>
<td></td>
<td>City of Calgary</td>
</tr>
</tbody>
</table>

* Seasonally adjusted, 3 month moving average

Sources: City of Calgary Corporate Economics, Statistics Canada, Conference Board of Canada, CMHC, CB Richard Ellis, Calgary Real Estate Board, Alberta Enterprise and Advanced Education, Alberta Major Projects
## Major Canadian City Comparison

<table>
<thead>
<tr>
<th></th>
<th>Vancouver</th>
<th>Edmonton</th>
<th>Calgary</th>
<th>Saskatoon</th>
<th>Toronto</th>
<th>Ottawa</th>
<th>Montreal</th>
<th>Canada</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Housing Starts</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>YTD July 2020</td>
<td>11,843</td>
<td>5,960</td>
<td><strong>4,690</strong></td>
<td>1,272</td>
<td>22,051</td>
<td>6,219</td>
<td>14,311</td>
<td>98,463</td>
</tr>
<tr>
<td><strong>Total Value of Building Permits (Billions)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>YTD July 2020</td>
<td>$6.41</td>
<td>$2.31</td>
<td><strong>$2.44</strong></td>
<td>$0.33</td>
<td>$10.93</td>
<td>$3.03</td>
<td>$5.52</td>
<td>$54.63</td>
</tr>
<tr>
<td><strong>Downtown Office Vacancy Rate</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q2 2020</td>
<td>3.3%</td>
<td>19.7%</td>
<td><strong>27.0%</strong></td>
<td>N/A</td>
<td>2.7%</td>
<td>7.7%</td>
<td>7.3%</td>
<td>10.0%</td>
</tr>
<tr>
<td><strong>MLS Single Detached Benchmark Housing Price</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>August 2020</td>
<td>$1,501,900</td>
<td>$377,300</td>
<td><strong>$466,000</strong></td>
<td>$319,400</td>
<td>$999,200</td>
<td>$566,100</td>
<td>$450,700</td>
<td>$683,400</td>
</tr>
<tr>
<td><strong>MLS Composite Benchmark Housing Price Growth</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>August 2019 – August 2020</td>
<td>4.6%</td>
<td>0.4%</td>
<td><strong>-1.5%</strong></td>
<td>3.6%</td>
<td>11.0%</td>
<td>20.0%</td>
<td>10.5%</td>
<td>0.6%</td>
</tr>
</tbody>
</table>

*Source: Canada Mortgage and Housing Corporation, Canadian Real Estate Association, CBRE Limited, Statistics Canada*
Total Value of Building Permits Across Canada

Source: Table 026-0021, Seasonally Adjusted, Statistics Canada, July 2020
City of Calgary Annual Building Permit Values

Note: Number of permits does not include demolition permits.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Value of Permits ($ Billions)</th>
<th>Number of Permits</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>$2.26 (15,514 permits)</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>$2.59 (16,592 permits)</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>$3.43 (17,944 permits)</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>$4.02 (17,944 permits)</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>$4.26 (18,350 permits)</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>$4.58 (8,119 permits)</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>$4.85 (15,855 permits)</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>$5.17 (15,954 permits)</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>$5.40 (15,954 permits)</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>$5.72 (6,290 permits)</td>
<td></td>
</tr>
</tbody>
</table>

Growth Rate Year-Over-Year

2011-2012: 23.9%
2012-2013: 35.3%
2013-2014: 35.3%
2014-2015: 35.3%
2015-2016: 35.3%
2016-2017: 35.3%
2017-2018: 35.3%
2018-2019: 35.3%
2019-2020: 35.3%

Source: City of Calgary, May 2020
Commercial Real Estate Vacancy Rates Across Canada

Source: CBRE Limited, Q2 2020
Commercial Real Estate Net Rental Rates Across Canada

Average Rental Rate (per square foot per year)

Vancouver: $44.62
Edmonton: $21.16
Calgary: $17.54
Toronto: $35.38
Ottawa: $23.18
Montreal: $24.37
Canada: $21.93

Lowest downtown office Class A net rental rates compared to other markets.

Source: CBRE Limited, Q2 2020
Office Space Absorption Across Canada

Source: CBRE Limited, Q2 2020
Industrial Space Absorption Across Canada

Source: CBRE Limited, Q2 2020
Downtown Office Space Under Construction Across Canada

- **Vancouver**: 3,738,984 sq ft, 15.5% of inventory
- **Edmonton**: 0 sq ft, 0% of inventory
- **Calgary**: 0 sq ft, 0% of inventory
- **Toronto**: 9,132,072 sq ft, 10.4% of inventory
- **Montreal**: 531,500 sq ft, 1.2% of inventory
- **Canada**: 13,795,798 sq ft, 15.5% of inventory

**Source:** CBRE Limited, Q2 2020
Suburban Office Space Under Construction Across Canada

Source: CBRE Limited, Q2 2020
Industrial Space Under Construction Across Canada

Source: CBRE Limited, Q2 2020
<table>
<thead>
<tr>
<th>City</th>
<th>Estimated Residential Property Taxes per $1,000 of Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vancouver</td>
<td>$2.56</td>
</tr>
<tr>
<td>Edmonton</td>
<td>$9.08</td>
</tr>
<tr>
<td>Calgary</td>
<td>$6.65</td>
</tr>
<tr>
<td>Saskatoon</td>
<td>$8.91</td>
</tr>
<tr>
<td>Toronto</td>
<td>$6.15</td>
</tr>
<tr>
<td>Ottawa</td>
<td>$10.77</td>
</tr>
<tr>
<td>Montreal</td>
<td>$9.66</td>
</tr>
</tbody>
</table>

**Source:** Altus REALpac, October 2019
Year-to-Date Housing Starts Across Canada and their Five-Year Averages

Detached Housing Starts YTD 2020
Multi-Family Housing Starts YTD 2020
Detached 5-Year Average (2015-2019)
Multi-Family 5-Year Average (2015-2019)

Source: Canada Mortgage and Housing Corporation, July 2020
Current Benchmark Resale Housing Prices Across Canada

Affordable housing prices

Source: Canadian Real Estate Association, August 2020
### Year-Over-Year Growth in Benchmark Resale Housing Prices Across Canada

**Graph**: Year-over-year growth rates in benchmark resale housing prices across Canada for various cities and housing types.

**Key Observations**:
- **Vancouver**: Single Detached (4.5%), Townhouse (4.6%), Apartment (1.3%), All Housing Types (6.4%).
- **Edmonton**: Single Detached (-2.6%), Townhouse (-2.6%), Apartment (0.4%), All Housing Types (-2.6%).
- **Calgary**: Single Detached (-0.9%), Townhouse (-0.3%), Apartment (-1.5%), All Housing Types (-4.1%).
- **Saskatoon**: Single Detached (3.4%), Townhouse (5.4%), Apartment (4.8%), All Housing Types (3.6%).
- **Toronto**: Single Detached (12.0%), Townhouse (12.5%), Apartment (11.0%), All Housing Types (19.2%).
- **Ottawa**: Single Detached (16.0%), Townhouse (16.0%), Apartment (10.5%), All Housing Types (27.2%).
- **Montreal**: Single Detached (3.6%), Townhouse (10.5%), Apartment (5.5%), All Housing Types (5.5%).
- **Canada**: Single Detached (4.9%), Townhouse (4.8%), Apartment (5.4%), All Housing Types (12.5%).

**Source**: Canadian Real Estate Association, August 2020

**Note**: The graph indicates balanced housing market across Canada, with growth rates varying from negative to positive across different cities and housing types.
Average Two-Bedroom Apartment Rent & Vacancy Rates Across Canada

Calgary is 25.3% more affordable than Vancouver and 16.5% more affordable than Toronto.

Source: Canada Mortgage and Housing Corporation, October 2019 (Updated Annually)
Calgary is 23.1% more affordable than Vancouver and 36.5% more affordable than Toronto.
Canada ranked 2nd globally in LEED-certified projects.

All new occupied City-owned and City-funded buildings in excess of 500m² must meet or exceed the Gold level of the LEED® New Construction rating system.

415 LEED Buildings
14 LEED Platinum
117 LEED Gold
105 LEED Silver

Source: The City of Calgary, 2019; Canada Green Building Council (CaGBC), 2020; U.S. Green Building Council (USGBC), 2019
# Calgary Major Projects

## August 2020

<table>
<thead>
<tr>
<th>Developer</th>
<th>Project Description</th>
<th>Project Cost $ Millions</th>
<th>Timing</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Calgary</td>
<td>Green Line LRT, Stage 1</td>
<td>$5,500.0</td>
<td>2021 - 2026</td>
<td>Proposed</td>
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<tr>
<td>WAM Development Group / AIMCo</td>
<td>StoneGate Landing</td>
<td>$3,000.0</td>
<td>2010 - 2021</td>
<td>Under Construction</td>
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<tr>
<td>City of Calgary</td>
<td>Crowchild Trail Project</td>
<td>$1,550.0</td>
<td>Commencing 2017</td>
<td>Under Construction</td>
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<tr>
<td>Government of Alberta / Alberta Cancer Foundation</td>
<td>Calgary Cancer Centre</td>
<td>$1,400.0</td>
<td>2017 - 2023</td>
<td>Under Construction</td>
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<tr>
<td>Maple Projects Inc.</td>
<td>Highland Park Redevelopment</td>
<td>$1,000.0</td>
<td></td>
<td>Proposed</td>
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<tr>
<td>The City of Calgary, Calgary Sports and Entertainment Corporation</td>
<td>Calgary Arena and Events Centre</td>
<td>$565.0</td>
<td>2021 - 2024</td>
<td>Proposed</td>
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<tr>
<td>Oxford Properties</td>
<td>Oxford Airport Business Park</td>
<td>$500.0</td>
<td>2011 - 2020</td>
<td>Under Construction</td>
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<tr>
<td>Calgary Stampede and Calgary Municipal Land Corp.</td>
<td>BMO Centre Expansion</td>
<td>$500.0</td>
<td>2021 - 2024</td>
<td>Proposed</td>
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<tr>
<td>ATCO Pipelines</td>
<td>Calgary Urban Pipeline Replacement Project</td>
<td>$450.0</td>
<td>2017 - 2022</td>
<td>Under Construction</td>
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<tr>
<td>City of Calgary</td>
<td>Calgary Arts Commons Transformation Project</td>
<td>$444.0</td>
<td>Commencing 2024</td>
<td>Proposed</td>
</tr>
</tbody>
</table>

Source: Alberta Major Projects, Government of Alberta
## Alberta Major Projects

### August 2020

<table>
<thead>
<tr>
<th>Sector</th>
<th>Number of Projects</th>
<th>Total Value of Projects $ Millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture and Related</td>
<td>9</td>
<td>$416.8</td>
</tr>
<tr>
<td>Bioproduct</td>
<td>4</td>
<td>$104.8</td>
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<tr>
<td>Chemical</td>
<td>4</td>
<td>$11,900.0</td>
</tr>
<tr>
<td>Commercial</td>
<td>52</td>
<td>$1,721.5</td>
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<tr>
<td>Forestry and Related</td>
<td>0</td>
<td>$0.0</td>
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<tr>
<td>Industrial</td>
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<td>$1,146.8</td>
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<tr>
<td>Infrastructure</td>
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<td>$21,790.4</td>
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<tr>
<td>Institutional</td>
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<td>$8,352.9</td>
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<td>Metals</td>
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<td>$875.0</td>
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<tr>
<td>Mixed-Use</td>
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<td>$11,742.3</td>
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<tr>
<td>Oil and Gas</td>
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<td>$14,796.0</td>
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<tr>
<td>Oil Sands</td>
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<td>$16,668.0</td>
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<tr>
<td>Pipelines</td>
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<td>$25,939.0</td>
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<tr>
<td>Power</td>
<td>42</td>
<td>$12,080.2</td>
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<tr>
<td>Residential</td>
<td>112</td>
<td>$6,510.1</td>
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<tr>
<td>Retail</td>
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<td>$277.9</td>
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<tr>
<td>Telecommunication</td>
<td>9</td>
<td>$17,364.4</td>
</tr>
<tr>
<td>Tourism / Recreation</td>
<td>78</td>
<td>$5,009.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>713</strong></td>
<td><strong>$156,695.1</strong></td>
</tr>
</tbody>
</table>

Source: Alberta Major Projects, Government of Alberta
Why Calgary

- Built-in Incentives, Competitive Tax Rates
- Favourable Real Estate Market
- High Quality Talent
- Enviable Lifestyle
Keep in Touch

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