

eBrochure - December 2010



CALGARY
ECONOMIC
DEVELOPMENT



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Western Economic
Diversification Canada

Diversification de l'économie
de l'Ouest Canada

Calgary overview

Calgary. North America's opportunity city. It's **the place the world is coming to**. And it's the place where the world is welcome.

In the sunny eastern foothills of Canada's towering Rocky Mountains, just where the mighty Bow and playful Elbow rivers meet, you'll find Calgary, Canada's hospitable, innovative and prosperous economic powerhouse.

And a very good place to live.

This is the city founded on vision, built with energy, and growing on ideas. A city of risk-takers with big dreams. A clean, green and safe city, where futures are being made today. And futures secured for tomorrow.

How does Calgary measure up?

- It's the number one Canadian location of choice for migrants, and the fastest place for skilled newcomers to find jobs
- It's the business and financial centre of western Canada, and the strongest economy in the entire country
- It has the second largest concentration of head offices in Canada
- It's the most business-friendly tax jurisdiction in North America
- It's within easy access of world markets, directly connected by air to more than 49 major cities, and within one airport stop of any city in the world
- It's at the crossroads of two of North America's major highway systems, the Trans-Canada Highway from the Atlantic to the Pacific, and the CANAMEX Corridor, from northern Canada to Mexico
- It's a distribution hub: a market area of more than 50 million people live within a 24-hour trucking radius



From open plains to open doors: a very brief 135 years of history.

Calgary's natural setting, in the foothills of the Rocky Mountains, where the Bow and Elbow rivers meet, is an area of rich grasses, clear rivers, and warm, moist winds.

It's a region of natural appeal to the traders, farmers, ranchers and visionaries who settled this country, cultivating lands that began with the Atlantic Ocean in the east, and continued west until there was literally nowhere further to go.

By the mid-nineteenth century, the Dominion of Canada was taking shape. To solidify the new nation's claim to the rich foothills plains, in 1875, the central government in Ottawa sent a 50-member detachment of the Northwest Mounted Police - the forerunner of Canada's famed red-coated Mounties - to bring the rule of law to what had been wide-open territory.

The police built a fort here, at the very junction of the Bow and Elbow rivers, and where the Rocky Mountains seemed literally just a short ride away.

Police Commissioner James Macleod, the troupe's ranking officer, named it Fort Calgary, after his family's ancestral home in Scotland, and wrote himself into history in the process.

Less than a decade later, in 1883, the Canadian Pacific Railway (CPR) arrived, on its way to the Pacific Ocean, the nation-building steel rails that linked this country from sea to sea.

With the railroad, Calgary's future was assured. And we haven't looked back since.

Just one year later, in 1884, Calgary was incorporated as a town. And an impressive western town it was, with 30 major buildings, a newspaper, and more than 1,000 residents.

Within a decade, the population had topped 6,000, enough to qualify for full city status.



Glenbow Museum and Archives image # NA-952-2
Dingman #1 well, Turner Valley, 1914.



The early 1900s were boom years for the fresh and friendly city. Much of the character, values, and spirit of today's Calgary were established during those years.

For example, the first 'wild west' Calgary Stampede was staged in 1912; it's grown into an annual summertime hair-down / heels-up celebration that today is known around the world.

Two years later, in 1914, just before the outbreak of the First World War, huge reserves of oil were discovered just outside of town.

The world needed oil then, and Calgary had plenty. The little-city-that-oil-built became the place everyone wanted to come to. Still is.

We've had a few economic bumps along the way, but for the most part, this city has flourished and thrived throughout its history.

We hosted the Olympic Winter Games in 1988, a meeting of the world's powerful G8 leaders in 2002, and our professional football and hockey teams have won championships throughout the years.

We're still the centre of Canada's oil, gas, and alternative fuel industry – and a worldwide energy powerhouse - but other sectors are gaining strength and international recognition.

We've had good times, and times that were not so good. Moments of celebration, and times of worry.

Visionary leaders, colorful characters, and ordinary citizens who've done extraordinary things.

Above all, Calgary has always been known for its can-do entrepreneurial attitude, backed by supportive and compassionate public policies, along with a careful respect for - and appreciation of - the natural environment we've been blessed with.

All things considered, this is truly one of the most 'livable' communities anywhere, a favoured city in one of the most favoured countries on earth.

Major Industries

1880-1900

- Ranching
- Wholesaling
- Livestock Trade

1900-1960

- Wholesale Trade
- Retail Trade
- Manufacturing
- Oil and Gas

1960-2010

- Mining and Oil and Gas Extraction
- Retail Trade

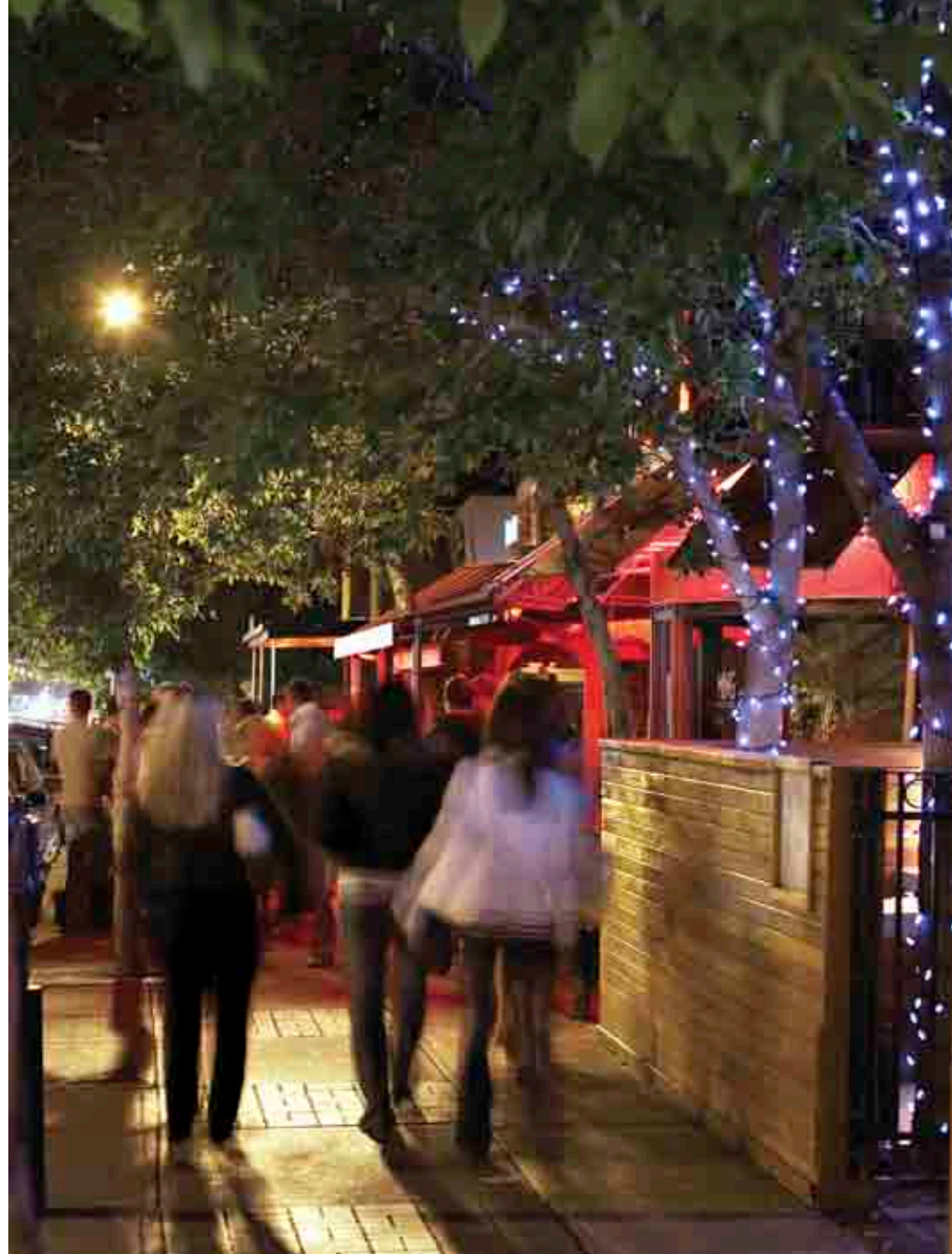
- Manufacturing
- Construction
- Professional, Scientific and Technical Services
- Health Care/ Social Assistance
- Finance, Insurance, Real Estate and Leasing
- Aerospace
- Transportation and Logistics

This is the city founded on vision, built with energy, and growing on ideas. A city of risk-takers with big dreams. A clean, green and safe city, where futures are being made today.



What **Calgary** has given the world:

- Ginger beef
- Java, a universal computer programming language
- 24-hour shopping
- North American polo
- The 'Bloody Caesar' cocktail
- The Nodwell 110 tracked vehicle
- The Remmers sleep recorder
- The Smoky oilfield firefighting truck
- The perfect water filter: inexpensive, uncomplicated, and used in more than 60 countries from Nigeria to Nicaragua, and Bangladesh to rural Canada
- The Light up the World Foundation, bringing safe, affordable and environmentally friendly home lighting to poor villages of Nepal
- Operation Eyesight: a program of eyesight restoration and blindness prevention that has reached millions of people in developing countries



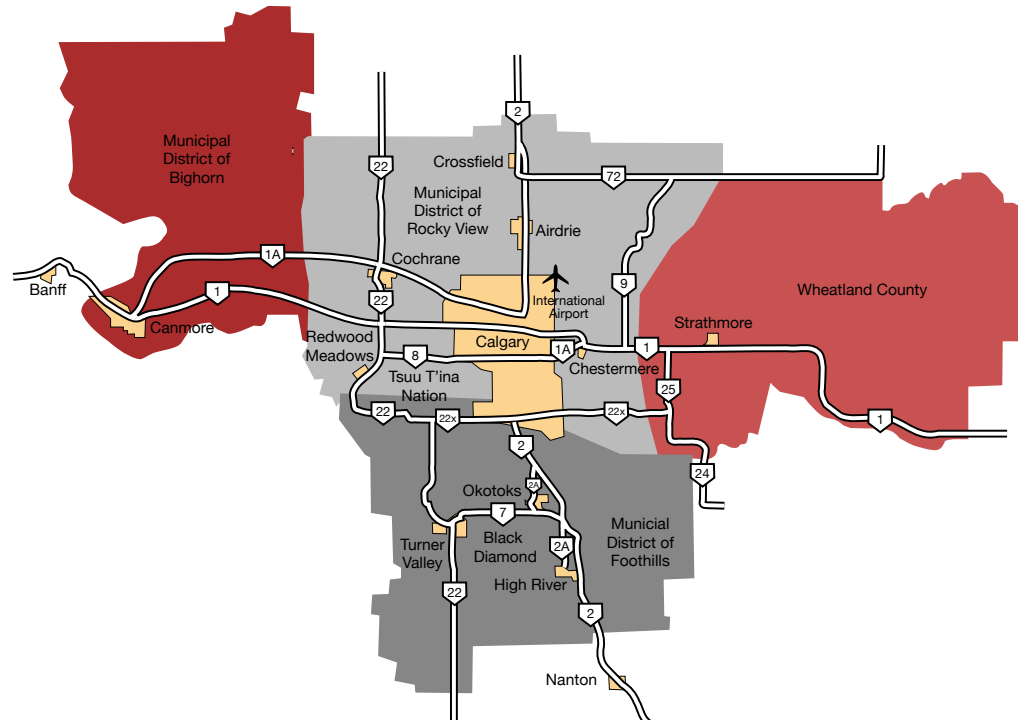
Calgary is at the centre of Canada's prosperous economic region, an area of truly **profound beauty**, an unspoiled **resource-rich** natural environment, and a **quality of life** competitive to anywhere in the world.

Calgary is a sophisticated city surrounded by 15 more rural municipalities and jurisdictions, each with its own characteristics and appeal, but combining in a regional partnership to create infrastructure and development projects of value to all.

With a population of 1,322,292 (2009), the Calgary Economic Region is a magnet for young urbanites (the median age is just 35.7)

The regional municipalities are outdoor recreation wonderlands. Hiking, horseback riding, skiing, fishing, and some of the world's finest wilderness exploration opportunities are practically on your doorstep.

All regional municipalities around Calgary enjoy the amenities the city has to offer, plus they have their own good schools, community centers, shopping, health care, arts and cultural facilities. These municipalities are within minutes of Calgary on well-maintained roads, and in fact, many already have or are planning links with Calgary's public transit system.



Not too hot. Not (often) too cold. And (almost) always sunny.

Two words describe Calgary's climate: moderate, and changeable. One word describes Calgary's weather: changeable.

Calgary is a mountain-high city: the elevation here is 1,048 metres (almost 3,500 feet) above sea level.

Our climate - directly related to our altitude - is dry; temperatures are mild, especially compared to most other parts of Canada; and even when it's cold, it's usually sunny. In fact, the sun shines an average of 2,300 hours every year, making this one of the sunniest - and therefore most cheerful - places in the entire country.

But the weather is definitely unpredictable. In the summer, the skies are as blue as a painted backdrop and temperatures can soar into the low 30s Celsius. But it almost always cools off comfortably at night.

Autumns are often long and magnificent; spring seems to take forever to arrive, and winters are usually quite pleasant, with temperatures staying in the deep freeze for a few weeks only.

The most distinctive characteristic of a Calgary winter: the Chinook, a warm, moist wind from the Pacific that can raise the temperature by as much 15 degrees in a few hours.

When the dark Chinook arch appears in the western sky, it means the warm wind is blowing in. But the Chinook can blow out just as quickly, and cold temperatures return.

Fast Facts

Temperature

Summer temperature (June - Aug.)

- Daily average: 15.2C (59.4F)
- Daily maximum: 21.9C (71.4F)

Winter temperature (Dec. - Feb.)

- Daily average: -7.5C (18.5F)
- Daily maximum: -1.4C (29.5F)

Precipitation

Rainfall per year is 321mm (12.6 inches)

Snowfall per year is 127cm (50 inches)

(Source: Environment Canada)



Calgary's population

Who is a Calgarian?

Calgary's population is young, well-educated, entrepreneurial, community-minded, generous and well-paid.

As employees, Calgarians are among the most productive and highly-skilled in the country. So it's not surprising they're also innovative industry leaders, well-paid and much in demand.

As individuals, Calgarians are family-focused, recreation-lovers and committed to a healthy work-life balance.

And as citizens, Calgarians are enthusiastic supporters of community organizations: there are more volunteers per capita here than in any other major city in Canada. And they are determinedly responsible stewards of their environment.

What is the top priority of most Calgarians? Sustaining this city's superb quality of life. This means ensuring the economic, environmental, health and wellness, recreational, educational and social service advantages Calgarians have today, will still be here for future Calgarians to enjoy.

General demographics

More and more often, a Calgarian is someone from somewhere else.

Calgary is fast becoming an international city: nearly 25 per cent of Calgarians are foreign-born.

People are coming here from around the world, particularly from the United Kingdom, China, India, the Philippines and Pakistan.

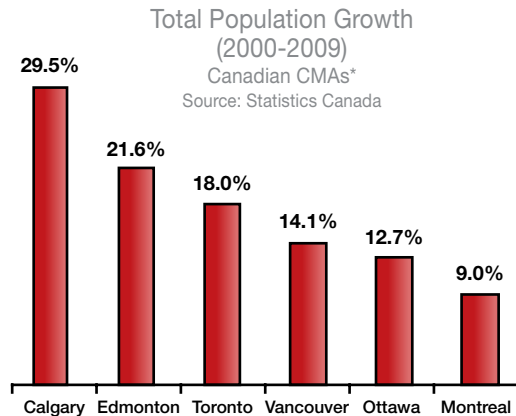
More than 252,000 Calgarians – that's 23 per cent of the population – are immigrants, which ranks us just behind Toronto, Montreal and Vancouver as the first choice of newcomers to Canada. And Calgary is the first choice of 'second movers', people who've immigrated to this country, settled, and decided to re-locate after they've been here awhile.



General demographics

How the numbers add up

Calgary led the nation in both total population growth (29.5 per cent) and average annual growth (2.9 per cent) in the decade between 2000 and 2009.

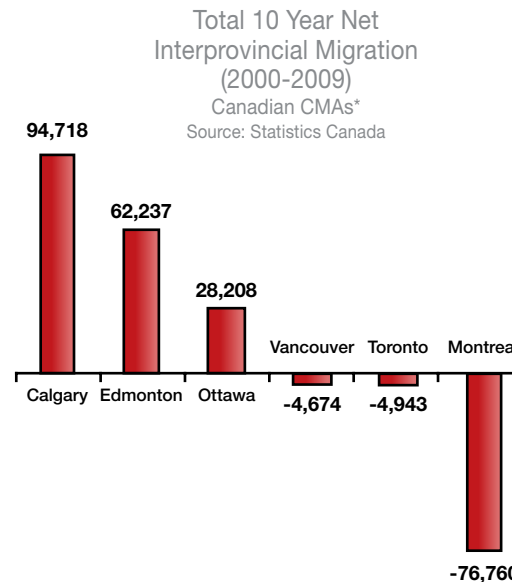


From 1999 to 2009, Calgary showed a net gain of more than 189,200 migrants, with 113,462 migrants from 2005 to 2009.

* Census Metropolitan Area

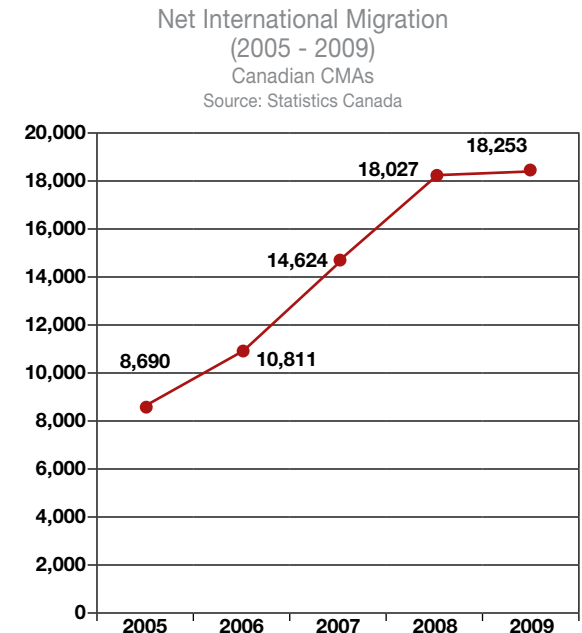
People are moving here from other parts of Canada:

Calgary also led the nation in total interprovincial migration, a total of 94,718 people between 2000 and 2009, an average of 9,472 per year.



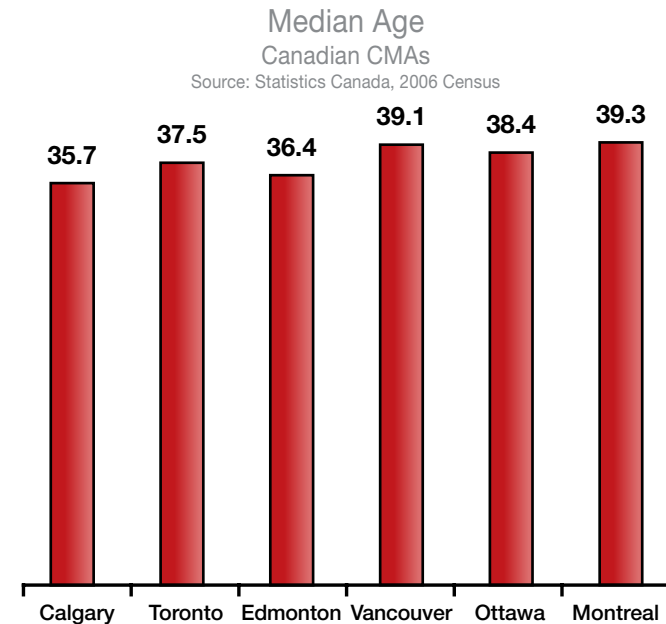
They're coming from outside of Canada, too.

Calgary's net international migration has increased significantly in recent years. A total of 70,403 people have come here from other countries in the five years from 2005 to 2009.



Calgarians **are younger** than residents of other major Canadian cities.

This has always been a city of young people, young families, and young-thinkers. It still is.



General demographics

And are not expected to get much older.

As the city's population grows over the next few years, the proportion of toddlers and preschoolers is expected to stay about the same, teenagers will decline slightly, while the ratio of seniors is set to increase. But most Calgarians (an estimated 46 per cent) will still be in the 25- to 54-year age group, the 'prime-of-life' years.

2009-2019 Population Distribution by Age - Calgary Economic Region

Source: City of Calgary. Calgary & Region Economic Outlook 2009-2019, Volume 2

Age Group	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
0-4	77,000	80,000	82,000	84,000	86,000	88,000	89,000	89,000	90,000	91,000	91,000
5-9	78,000	78,000	78,000	79,000	79,000	81,000	83,000	85,000	87,000	89,000	90,000
10-14	80,000	81,000	81,000	83,000	84,000	85,000	84,000	84,000	84,000	85,000	86,000
15-19	85,000	85,000	86,000	86,000	86,000	87,000	87,000	88,000	89,000	89,000	90,000
20-24	93,000	95,000	94,000	94,000	94,000	94,000	92,000	93,000	93,000	93,000	93,000
25-29	94,000	96,000	98,000	101,000	102,000	104,000	104,000	103,000	103,000	103,000	102,000
30-34	100,000	100,000	100,000	101,000	102,000	103,000	104,000	106,000	108,000	109,000	110,000
35-39	104,000	106,000	106,000	107,000	107,000	108,000	108,000	108,000	108,000	108,000	109,000
40-44	101,000	102,000	105,000	108,000	110,000	111,000	112,000	113,000	113,000	113,000	113,000
45-49	110,000	110,000	108,000	107,000	106,000	106,000	107,000	110,000	112,000	114,000	115,000
50-54	103,000	107,000	110,000	112,000	114,000	114,000	114,000	112,000	111,000	109,000	109,000
55-59	81,000	86,000	91,000	96,000	101,000	105,000	109,000	111,000	113,000	115,000	115,000
60-64	60,000	65,000	69,000	72,000	75,000	80,000	85,000	90,000	95,000	100,000	104,000
65-69	41,000	44,000	47,000	51,000	56,000	59,000	63,000	67,000	70,000	73,000	78,000
70-74	31,000	32,000	33,000	35,000	37,000	40,000	42,000	45,000	49,000	53,000	56,000
75-79	25,000	26,000	26,000	27,000	28,000	28,000	29,000	30,000	32,000	34,000	36,000
80-84	18,000	19,000	20,000	21,000	21,000	21,000	22,000	22,000	22,000	23,000	23,000
85-89	10,000	11,000	11,000	12,000	12,000	13,000	13,000	14,000	14,000	14,000	15,000
90+	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	6,000	6,000	6,000
Total	1,296,000	1,328,000	1,351,000	1,380,000	1,405,000	1,433,000	1,453,000	1,475,000	1,498,000	1,520,000	1,542,000

Ethnicity and diversity

Diversity: the sign of an international city.

Calgary is an increasingly diverse city – the third most ethnically diverse in all of Canada – and is attracting newcomers from around the world.

23 per cent of Calgarians identify themselves as immigrants.

Calgary has tended to attract immigrants who are well-educated skilled workers – many have a university education - with on-the-job experience. Such newcomers are likely to find work here soon after their arrival.

You'll hear many languages spoken on Calgary streets.

Close to 120 languages are spoken [here](#). In fact, the mother tongue of one in five Calgarians – more than 240,000 people – is neither one of Canada's two official languages, English or French.

Close to 56,000 Calgarians say Chinese languages are their first language. And increasingly, you'll hear the languages of Eastern Europe, or others such as Tagalog (Filipino), Vietnamese, Spanish, Punjabi, and Arabic.



Ethnicity and diversity

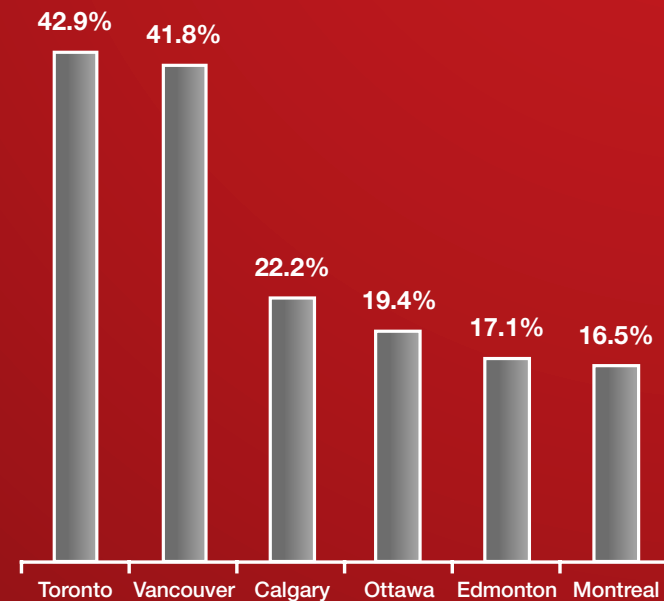
Visible minorities now make up a large percentage of the population.

According to the most recent national census (2006), Calgary has one of the highest visible minority rates in Canada, behind only Toronto and Vancouver. However, this rate could rise significantly with the next census.

Of Calgary's total labour force, 5.6 per cent are visible minorities, with Chinese, South Asian, Filipino, or Arab/West Asian the largest individual ethnic groups.

Compared to others in the labour force, visible minorities are much more likely to hold jobs in manufacturing, accommodation and food services, and are less likely to work in construction.

Visible Minority Rate
Canadian CMAs
Source: Statistics Canada
2006 Census



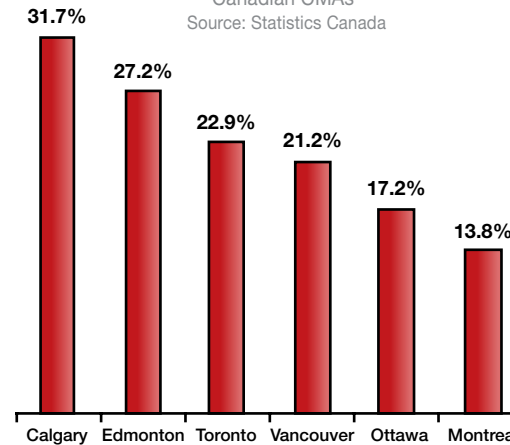
Labour force and educational levels

**High employment rates,
and high educational
levels: Calgary's labour
force has both.**

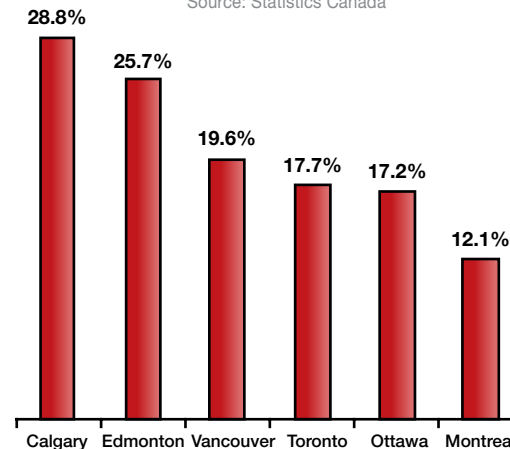
Calgary has one of the best-educated populations in North America: 66.5 per cent of the population 25 to 64 years here has post-secondary training.

In the decade from 2000 through 2009, Calgary also recorded the highest total labour force growth and highest average annual labour force growth of any major city in Canada.

Total Labour Force Growth
(2000-2009)
Canadian CMAs*
Source: Statistics Canada



Total Employment Growth
(2000-2009)
Canadian CMAs*
Source: Statistics Canada

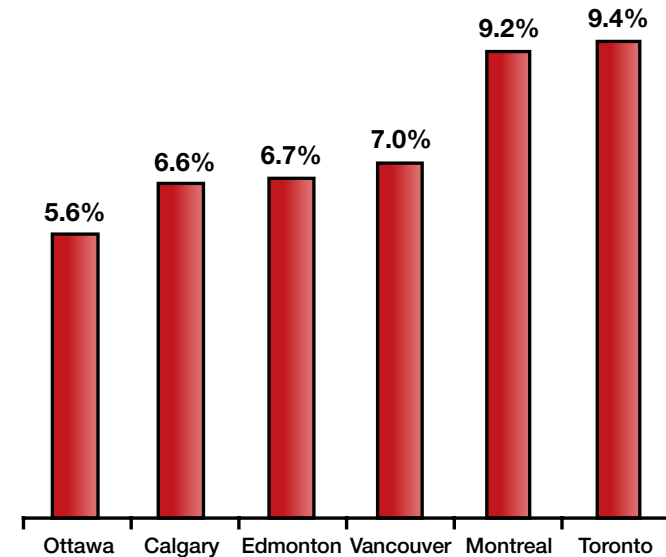


Unemployment in Calgary remains **lower than most of Canada.**

Calgary will need more skilled workers as a tight labour market reemerges due to job creation and the retirement of Baby Boomers. As these retirees leave the workforce, there are not expected to be enough people available to fill their jobs. This could mean an ongoing labour shortage especially within healthcare, the trades, manufacturing and service sectors.

- Second lowest unemployment rate in 2009, at 6.6%
- Lowest average annual unemployment rate of the major Canadian cities over the past 10 years (2000-2009), at 4.6%

Unemployment Rate
2009
Canadian CMAs
Source: Statistics Canada



Labour force and educational levels

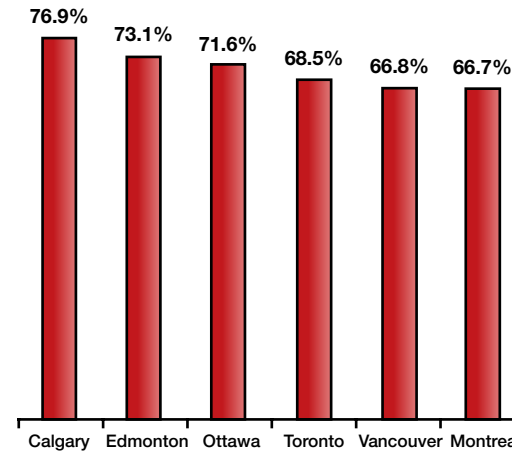
Calgary's overall labour force participation rate is high.

In fact, Calgary has consistently had the highest labour force participation rate of any major city in Canada over the past 10 years (2000-2009).

Participation Rate 2009

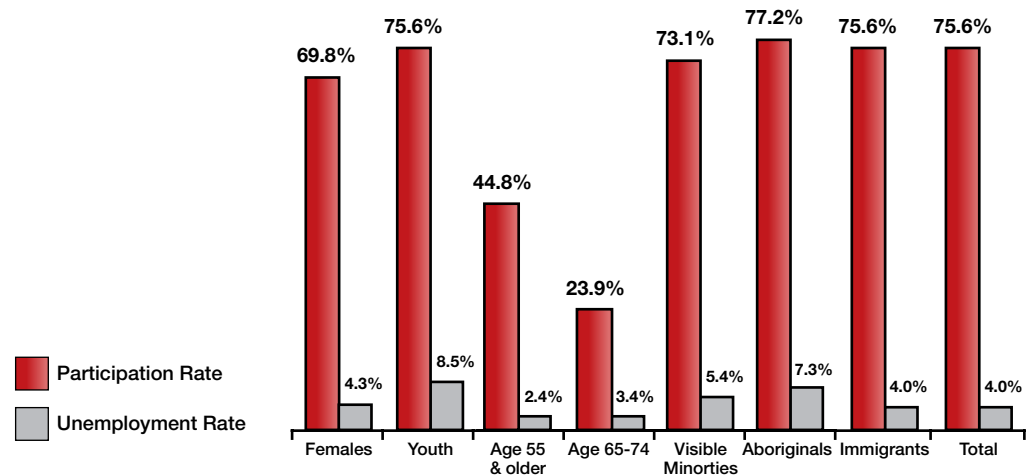
Canadian CMAs*


Source: Statistics Canada



2006 Calgary Labour Force Participation and Unemployment Rates by Selected Demographic Groups

Source: Statistics Canada





Calgary will need more skilled workers as a tight labour market reemerges due to job creation and the retirement of Baby Boomers.

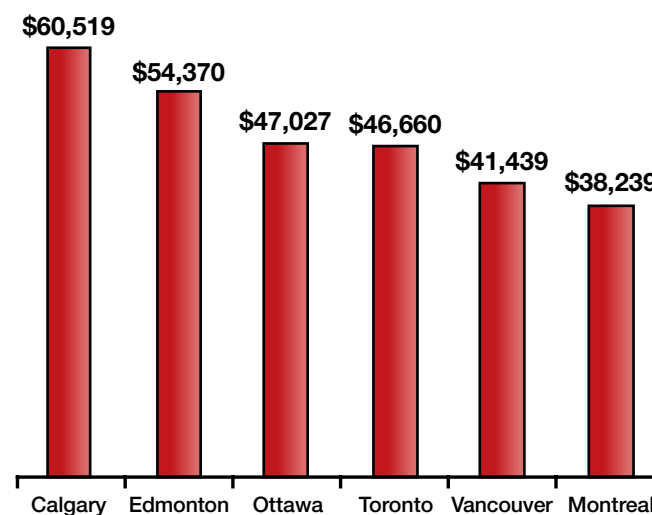
When comparing **wages and salaries per employee** in Canada's six largest cities, **Calgarians** had:

- Consistently highest wages and salaries per employee in Canada for the past 9 years - \$60,519 per employee in 2009
- Second highest average annual growth over the past five years (2005-2009) at 5.7 per cent
- The second highest total growth (56.9 per cent) and average annual growth (5.4 per cent) over the past 10 years (2000-2009)
- Third highest total growth in wages and salaries per employee over the past five years (2000-2005) at 15.6 per cent

Wages and Salaries per Employee 2009

Canadian CMAs

Source: Conference Board of Canada



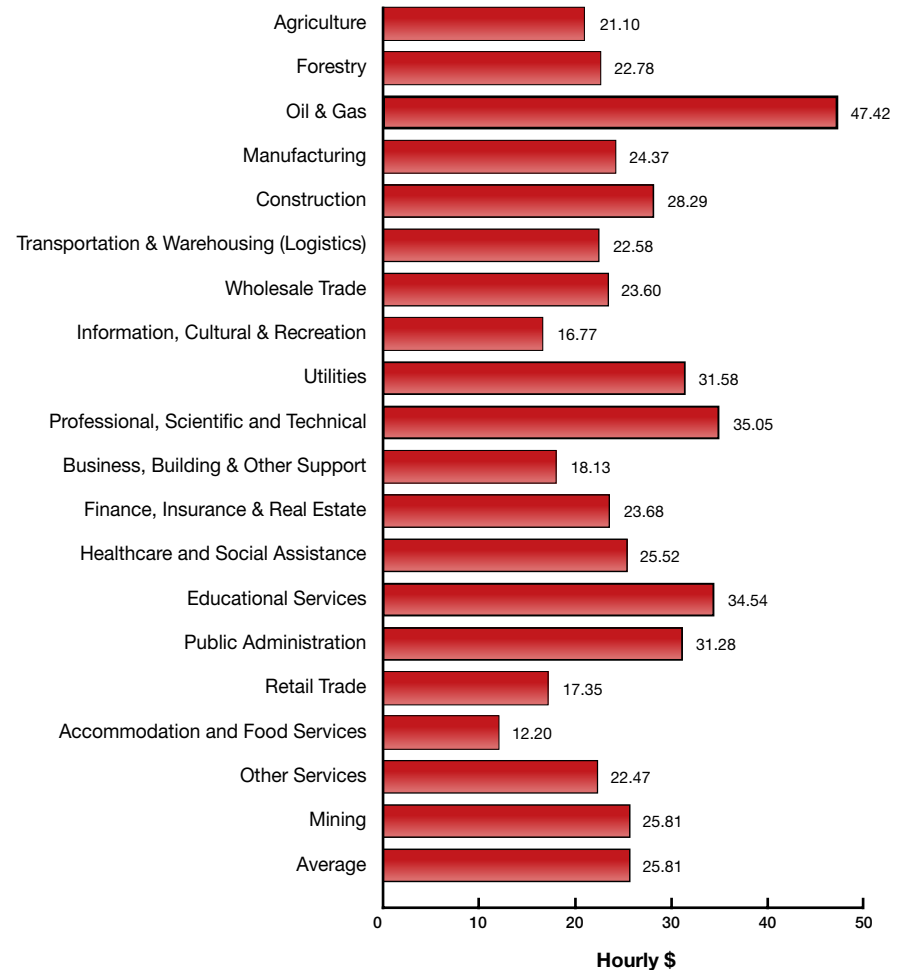
Average hourly pay rates in Calgary are **higher than in the rest of Canada.**

Of course, hourly pay rates vary considerably, depending on the industry sector, but generally, hourly rates are higher in Calgary than elsewhere in Canada.

At the top of the hourly pay scale are those working in mining and oil and gas extraction, utilities, transportation and warehousing and public administration. Professional, scientific and technical people are also high on the scale.

2009 Calgary Average Hourly Wage by Industry

Source: Alberta Wage and Salary Survey, March 2009

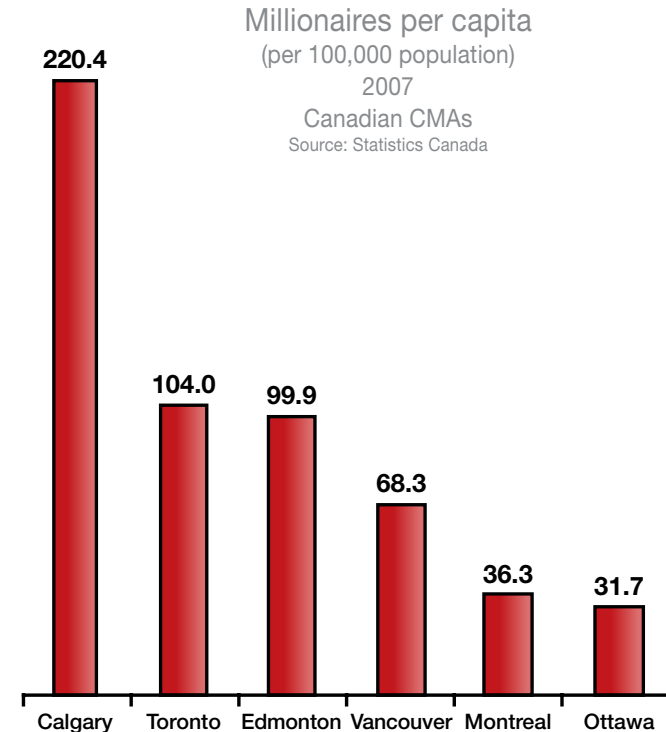


Please note: the survey results are based on wage and salary information for employees only, and do NOT include overtime, tips, bonuses, or profit sharing payments. Nor do they include the earnings of personnel in small firms, or the self-employed.

With higher than average salaries and wages, it's not surprising that Calgary also has a **higher proportion of millionaires than any other city** in Canada

As of 2007, Calgary had 220.4 millionaires per 100,000 population, the nation's highest number – on a per capita basis – of very wealthy residents.

The number of millionaires increased at a rate of 6.3 per cent in the past year (2007). Calgary had the highest 10-year growth in all of Canada, a staggering 292.3 per cent from 1998 through 2007.



Calgary's economy

Calgary's energy economy helps drive the nation.

Calgary is one of Canada's economic powerhouses.

Calgary had the highest total GDP growth over the past 10 years at 30.8 per cent and tied with Edmonton for the highest 10-year average annual GDP growth at 3.4 per cent.

The superlatives tell the story. Of the six biggest cities in Canada, Calgary has:

- The most productive and best-paid workforce
- The highest personal income, the greatest purchasing power, and the cost of living is lower than either Toronto or Vancouver
- The highest job creation rate – and the second lowest unemployment rate
- The highest retail sales growth in the country for the past 10 years

Calgary is the capital of Canada's energy industry, and has been for close to 50 years. This city is home to many of Canada's oil and gas producers, and is the decision-making hub and head office location of every energy company doing business in this country.

Increasingly, Calgary is becoming a global centre for all things energy. Many organizations are working in the areas of alternative energies, green power, and environmental technologies.

The product and service needs of the energy industry have been the catalyst for diversification and development of other sectors of Calgary's economy, industries that are now acknowledged internationally for innovation and leadership. These key sectors – originally 'spin-offs' of the oil and gas industry, now economic drivers themselves – include financial services, transportation and logistics, niche information and communications technologies, manufacturing, agri-business, health and wellness, tourism, and the digital and film creative industries.

And, as both a contributing cause and result of Calgary's economic strength, this city has the most favourable tax structure in the country, and one of the most favourable in all of North America.

Overview

A robust economy for 10 years running, and poised for continued strength.

In 2009, Calgary's total GDP value was \$61.9 billion, and predicted to rise to \$75.5 billion within five years.

Source: Calgary Corporate Economics,
Calgary's Economic Outlook: 2009-2019, 2nd Quarter 2009.

Forecast GDP By Industry

Calgary Economic Region

Source: Calgary Corporate Economics,
Calgary's Economic Outlook: 2009-2019, 2nd Quarter 2009.

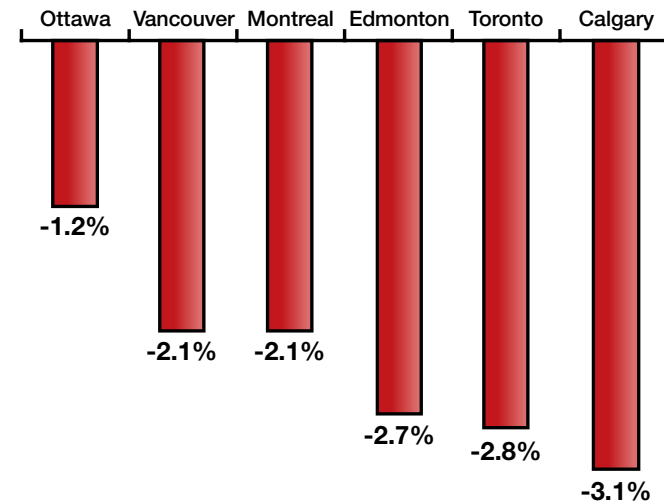
Industry	2009 (\$ Billions)	2014 (\$ Billions)	Change
Agriculture	0.50	0.61	2.2%
Other Primary (Mainly Oil & Gas)	8.95	9.63	7.6%
Manufacturing	5.23	7.22	38.0%
Construction	8.30	11.31	36.3%
Information Culture and Recreation	3.13	4.09	30.7%
Utilities	2.00	3.39	69.5%
Transportation & Warehousing	2.62	3.13	19.5%
Trade	6.00	8.55	42.5%
Finance, Insurance, Real Estate And Leasing	15.36	20.12	31.0%
Professional, Technical & Management	6.95	9.50	36.7%
Accommodation And Food Services	1.52	1.98	30.3%
Education Services	2.31	2.71	17.3%
Health & Welfare Services	2.76	4.25	54.0%
Other Services	1.52	1.96	28.9%
Government Services	1.96	2.36	20.4%
All Industries	68.00	87.80	29.1%

Canadian GDP leaders in growth over the last five years.

In 2009, Calgary ranked sixth among all major Canadian cities in Real GDP growth (-3.1 per cent).

Of the six largest cities in the country, Calgary tied with Edmonton for highest 10 year average annual growth rate at 3.4 per cent (2000-2009). Calgary had the second highest five year average annual growth rate at 2.9 per cent. Calgary also had the highest total GDP growth over the past 10 years (2000-2009) at 30.8 per cent.

Real GDP Growth (2009)
Canadian CMAs
Source: Conference Board of Canada



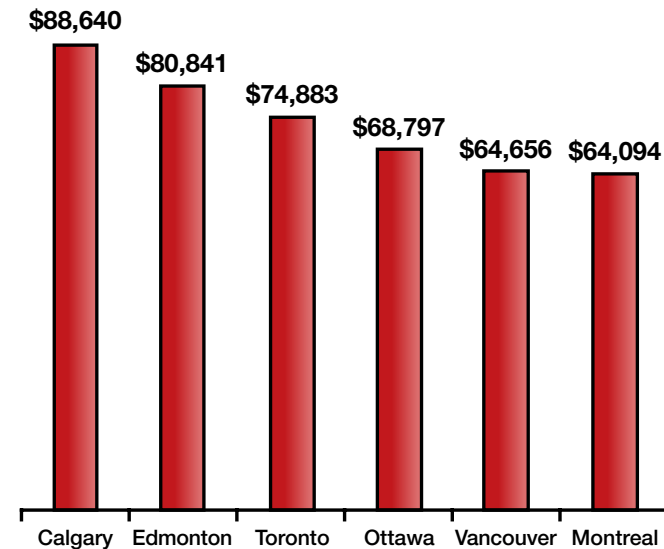
Calgary's productive workforce is **creating the city's prosperity.**

Calgary has consistently had the highest labour force productivity in all of Canada. In 2009, each worker produced an average of \$88,640 of Real GDP.

Labour Force Productivity (2009)

Canadian CMAs

Source: Statistics Canada and
Conference Board of Canada



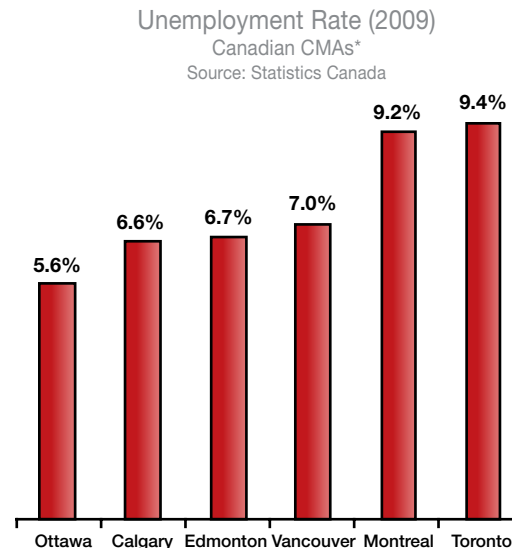
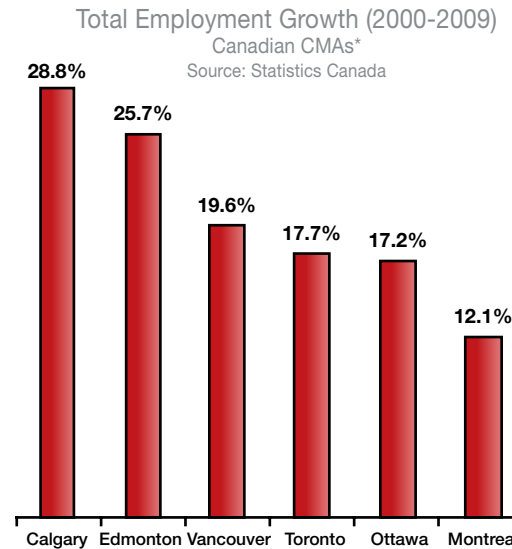
Historically high employment growth.

Over the past 10 years, 2000 through 2009, Calgary has enjoyed the highest total employment growth (28.8 per cent) and the highest average annual employment growth (3.1 per cent) of any major Canadian city.

. . . and low unemployment rates.

In 2009, Calgary's unemployment rate (6.6 per cent) was the second lowest in the country.

Over the past 10 years, from 2000 to 2009, Calgary had the lowest average annual unemployment rate (4.6 per cent) in the country.



Employment

The economy is increasingly diversified, so **Calgary's workforce is spread across a wide range of industries.**

The energy sector is still the leading individual driver of Calgary's economy. But it's followed closely by the professional services, technical, manufacturing, transportation, financial and construction sectors that took root here initially to support and service the oil and gas companies.

And there's an increasingly broad and balanced range of industries adding to the overall prosperity of the city.

Today, long-established sectors are branching out. For example, Calgary is now leveraging its position as the headquarters of Canada's oil and gas industry to become a global centre for all things energy, including sustainable and renewable technologies, and oil and gas extraction and alternate fuel development.

Employment By Industry: Calgary Economic Region, 2009
Source: Statistics Canada

Industries	Persons (thousands)	Distribution (%)
Agriculture	13.2	1.8
Forestry, Fishing, Mining, Oil and Gas	49.1	6.5
Utilities	8.2	1.1
Construction	71.3	9.5
Manufacturing	46.3	6.2
Wholesale Trade	26.1	3.5
Retail Trade	76.1	10.1
Transportation and Warehousing	42.3	5.6
Information and Cultural Industries	16.4	2.2
Finance, Insurance, Real Estate and Leasing	48.6	6.5
Professional, Scientific and Technical Services	83.0	11.1
Management of Companies and Enterprises	NA	NA
Administrative and Support, Waste Management and Remedial Services	29.5	3.9
Educational Services	44.1	5.9
Health Care and Social Assistance	70.2	9.4
Arts, Entertainment and Recreation	19.8	2.6
Accommodation and Food Services	42.6	5.7
Other Services	36.6	4.9
Public Administration	26.2	3.5
Total	749.9	100.0

What skills and job categories are in high demand?

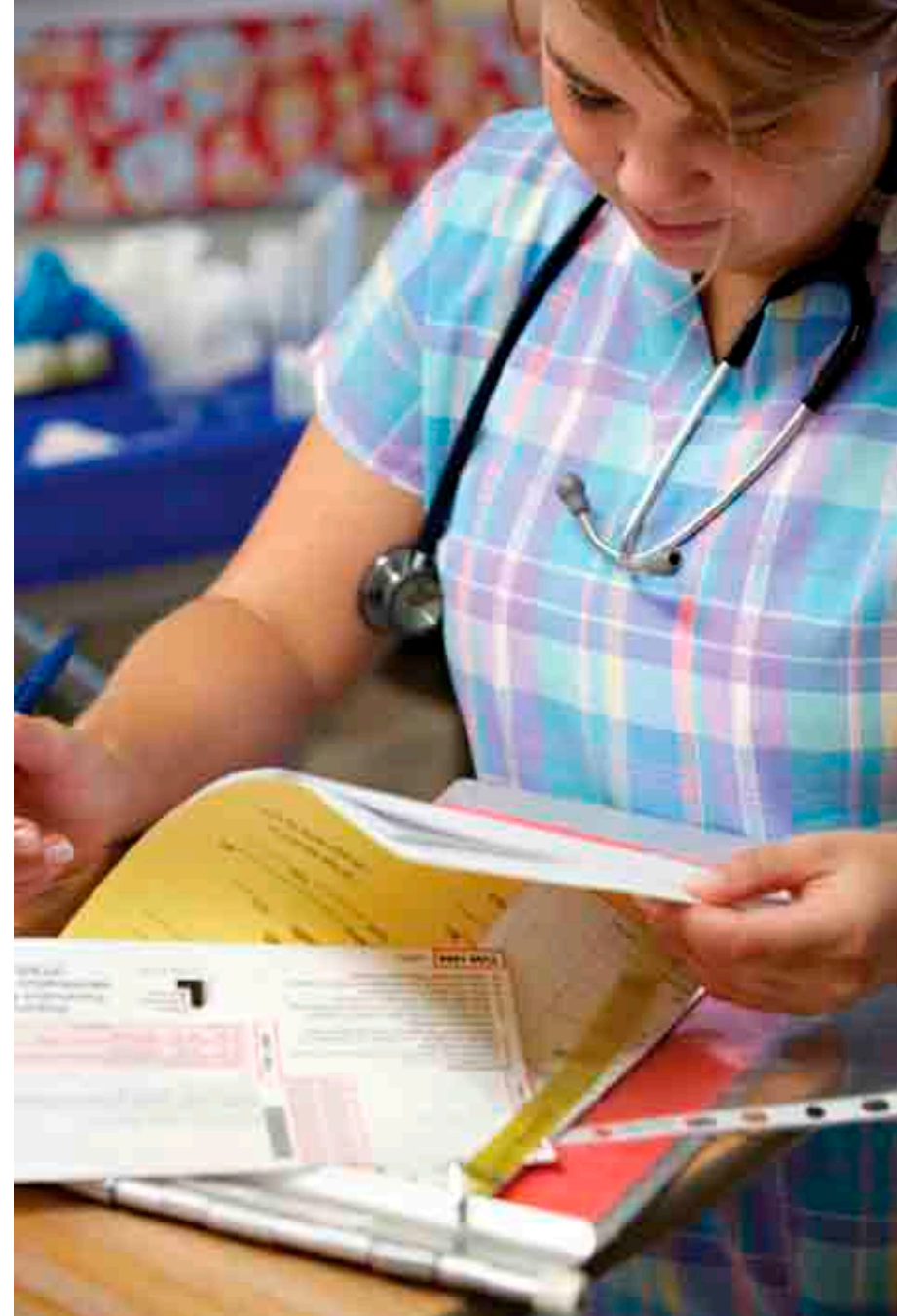
Calgary wants – and needs – to attract people with skills of every level, in virtually every industry sector.

For example, there is currently a shortage of people in all construction trades. In energy industry technologies. Health care workers of all specialties and levels. Information and communication technology specialists. Teachers, college instructors, and other professional educators.

More people are needed for the financial services, manufacturing, and transportation and logistics sectors.

The city needs more police officers, firefighters, and paramedics. Lawyers. City planners. Road builders. Transit drivers. People to work in food and beverage and hospitality.

In fact, there are opportunities in just about every employment category and industry segment needed to keep pace with a rapidly-growing city, a city that's determined to create, achieve and maintain excellence in products, services, and quality of life.



When it comes to building a business, **Calgary is one of the most cost-competitive cities in the entire world.**

Our pro-business attitude is a natural result of the can-do entrepreneurialism that is so much a part of a Calgarian's thinking.

This is a city that gets things done, whose citizens believe there's no challenge they can't handle, and where innovative ideas are encouraged, welcomed, and rewarded.

And this is a city of risk-takers, not afraid to move beyond traditional ways of thinking, to try new approaches to meeting challenges and solving problems.

This entrepreneurial attitude is supported by practical cost advantages that create the perfect conditions to establish and operate a business

And of course, **Calgary is the most competitive – and most favourable – business tax jurisdiction** in all of Canada and indeed, one of the best in North America.

• Corporate income tax	10.0%
• Sales tax	0.0%
• Payroll tax	0.0%
• Inventory tax	0.0%

Business base

The strength of Calgary's business community is the result of its diversity. And vice versa.

Businesses are operating successfully here in virtually every sector imaginable. So successfully, in fact, that many Calgary companies are growing in influence well beyond the city's borders, increasingly moving into national and international markets.

They are able to leverage Calgary's significant cost advantages to establish and operate their business, and have a productive, well-educated workforce to draw upon.

Business Establishments By Industry, Calgary Economic Region

Source: Statistics Canada

Industry	2005		2009	
	Number	Distribution (%)	Number	Distribution (%)
Agriculture, Forestry, Fishing and Hunting	705	1.4	638	1.2
Mining and Oil and Gas Extraction	1,858	3.7	1,774	3.3
Utilities	95	0.2	105	0.2
Construction	5,942	11.9	6,892	12.8
Manufacturing	1,931	3.9	1,848	3.4
Wholesale Trade	2,697	5.4	2,754	5.1
Retail Trade	4,612	9.3	4,775	8.9
Transportation and Warehousing	1,635	3.3	1,808	3.4
Information and Cultural Industries	505	1.0	505	0.9
Finance, Insurance, Real Estate Rental and Leasing	4,236	8.5	3,945	7.3
Professional, Scientific and Technical Services	11,654	23.4	11,529	21.5
Management of Companies and Enterprises	880	1.8	1,014	1.9
Administrative and Support, Waste Management & Remediation Services	2,404	4.8	2,685	5.0
Educational Services	544	1.1	566	1.1
Health Care and Social Assistance	3,300	6.6	3,524	6.6
Arts, Entertainment and Recreation	560	1.1	533	1.0
Accommodation and Food Services	2,788	5.6	2,850	5.3
Public Administration	70	0.1	75	0.1
Other Services (Except Public Administration)	3,383	6.8	5,839	10.9
All Industries	49,800	100.0	53,679	100.0

Head office base

A few blocks of downtown Calgary house the **highest concentration of head offices** in all of Canada.

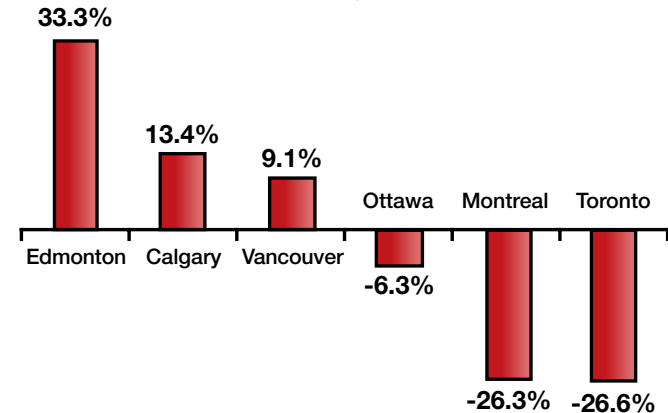
Calgary is home to close to one in seven of Canada's major corporate headquarters. The FP500 list contains 114 Calgary-based companies, ten of which are in Canada's top 50. And as Canada's energy centre, it's no surprise that 84 of Calgary's top head offices (73.7 per cent) are in some way connected to the energy business.

In an 'absolute number' survey of head offices located in Canada's top six metropolitan areas, Calgary's head offices increased from 78 in 2000 to 114 in 2009, maintaining the city's position as Western Canada's head office leader. At a rate of 46.2 per cent, Calgary's growth with respect to head office count is second only to Edmonton, which experienced an increase of 64.7 per cent over the same period.

Head Offices per Capita (per 100,000 persons)
(2000-2009)

Canadian CMAs*

Source: FP500 2009 Database;
FP500 2007 Database; Statistics Canada



Head Office Concentration (2000, 2009)

Source: FP500 2010 Database; FP500 2001 Database; Statistics Canada.

Census Metropolitan Area	2000 (per 100,000 population)	2009	2000-2009 Total Growth
Calgary	8.2	9.3	13.4%
Toronto	6.4	4.7	-26.6%
Vancouver	3.3	3.6	9.1%
Montreal	3.8	2.8	-26.3%
Edmonton	1.8	2.4	33.3%
Ottawa	1.6	1.5	-6.3%

Head offices are community-builders.

Head office numbers are about more than the numbers themselves: they're about the benefits those head offices mean for the entire community.

For example, employees of corporate head offices strengthen the entire workforce, and attract other well-educated, highly skilled people like themselves. Service professionals – ranging from financial consultants to personal fitness trainers - often establish themselves nearby, initially to support the head offices, but at the same time, adding to the critical mass of services available to the entire community.

And because the corporate head office staff is established and raising their families within the community, it is only natural that the company very often becomes a major supporter of organizations and activities that benefit that community.

This is certainly true in Calgary. Companies with head offices here are strong supporters of local charities and not-for-profit organizations, arts and cultural groups and programs, sports teams, recreational activities, and community events.



Calgary is an entrepreneurial hotbed. Small businesses take root and thrive here.

Canada's largest concentration of small businesses are located here: 40.2 per 1,000 population (2009).

How big is 'small'?

Technically, a 'small' business is one that employees fewer than 50 people.

Businesses fitting this classification – and there were close to 51,100 of them – accounted for an overwhelming 95.1 per cent of all businesses with employees operating in the Calgary Economic Region in 2009.

Close to 42,000 Calgarians work for companies with fewer than 10 employees.

Calgary Small Businesses by Employee Size
Calgary Economic Region 2005 - 2009. Source: Statistics Canada

	2005	2009	5-Year (2005-2009) Total Growth Rate (%)
1-4 Employees	27,892	33,086	18.6%
5-9 Employees	8,402	8,774	4.4%
10-19 Employees	6,007	5,501	-8.4%
20-49 Employees	4,413	3,702	-16.1%
Total (<50 Employees)	46,714	51,063	9.3%

Small business

The strength of the energy industry, in particular, has contributed to a healthy small business sector.

Many small businesses provide specialized consulting and service work for the energy industry and other large, labour-intensive sectors.

For example, small professional, scientific and technical service companies, as well as construction and retail firms, do well serving the extremely-active energy sector and its high-income employees.

In many cases, larger firms 'farm out' overflow or specialized work to the small shops, rather than trying to do it all in-house. And everybody benefits.

Small Businesses by Industry and Employee Size Calgary Economic Region, 2009. Source: Statistics Canada

Industry	1-4 Employees	5-9 Employees	10-19 Employees	20-49 Employees	Total
Total	33,086	8,774	5,501	3,702	51,063
Agriculture, Forestry, Fishing and Hunting	467	99	38	22	626
Mining and Oil and Gas Extraction	963	239	187	190	1,579
Utilities	34	15	19	13	81
Construction	4,581	1,130	585	373	6,669
Manufacturing	686	360	296	260	1,602
Wholesale Trade	1,229	655	412	320	2,616
Retail Trade	1,763	1,471	819	420	4,473
Transportation and Warehousing	1,234	212	129	129	1,704
Information and Cultural Industries	247	85	61	54	447
Finance and Insurance	1,149	268	190	154	1,761
Real Estate and Rental and Leasing	1,468	291	165	93	2,017
Professional, Scientific and Technical Services	9,549	921	505	338	11,313
Management of Companies and Enterprises	582	126	82	100	890
Administrative and Support, Waste Management and Remediation Services	1,542	516	286	185	2,529
Educational Services	303	92	72	53	520
Health Care and Social Assistance	2,023	688	465	197	3,373
Arts, Entertainment and Recreation	257	96	70	63	486
Accommodation and Food Services	722	638	690	524	2,574
Other Services (except Public Administration)	4,279	866	418	200	5,763
Public Administration	8	6	12	14	40

Many Calgarians choose to work for themselves.

This is definitely a city where people are willing to step out into the marketplace on their own.

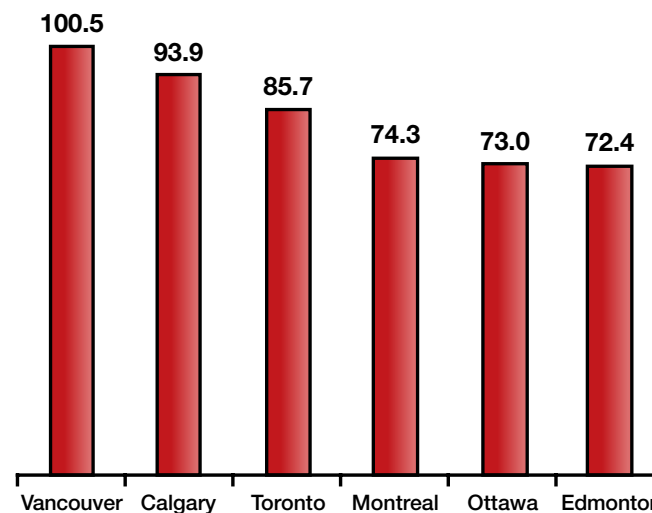
Within the overall workforce, Calgary has the second highest number of self-employed per capita, at 93.9 self-employed per 1,000 population. In 2009, 115,500 Calgarians owned and operated their own businesses.

These are the risk-taking visionaries who saw – or created – an opportunity, and set up their own company to capitalize on that opportunity.

Self-Employment per capita
(per 1,000 Population) 2009

Canadian CMAs

Source: Statistics Canada



Small business

A new generation of entrepreneurs is moving into the workforce.

And the upcoming generation of business leaders is just as entrepreneurial as the last. In fact, this is the young entrepreneurial capital of Canada. Calgary's 15-to-34 age cohort of self-employed was proportionally higher than the other major Canadian Census Metropolitan Areas in 2009, at 21.8 per cent.



For the past decade, Calgary has seen **strong growth in the real estate and development markets.**

In fact, from 1999 to 2007, the value of Calgary permits increased steadily every year, with total growth during this period of 123.6 per cent, behind Edmonton's growth of 245.6 per cent. In 2009, values of building permits for Calgary decreased 9.2 per cent from 2008 to \$4.3 billion, reflecting the global economic recession.

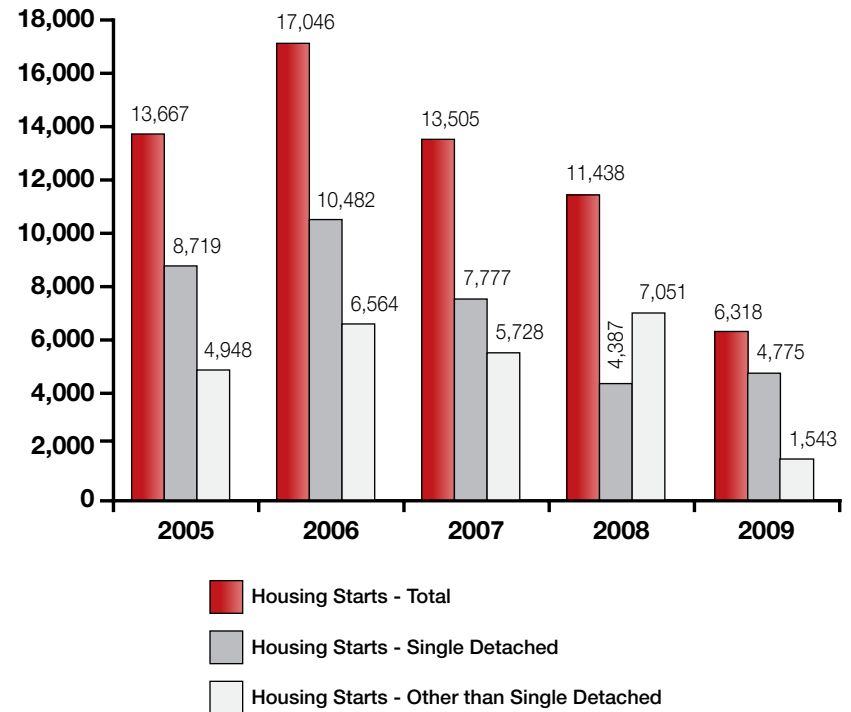


Housing industry strong

Housing starts, for example: an average of 12,400 per year – enough new homes to house another small city each were recorded in the five-year period from 2005 through 2009.

Calgary Housing Starts
(2005-2009)

Source: Statistics Canada



On average, housing in Calgary is still more affordable than other major cities.

Certainly, Calgary's housing prices have increased steadily in the past ten years, peaking in the summer of 2007, but the market has stabilized considerably since then.

Housing Affordability

Standard two-storey house (Q3 2010)

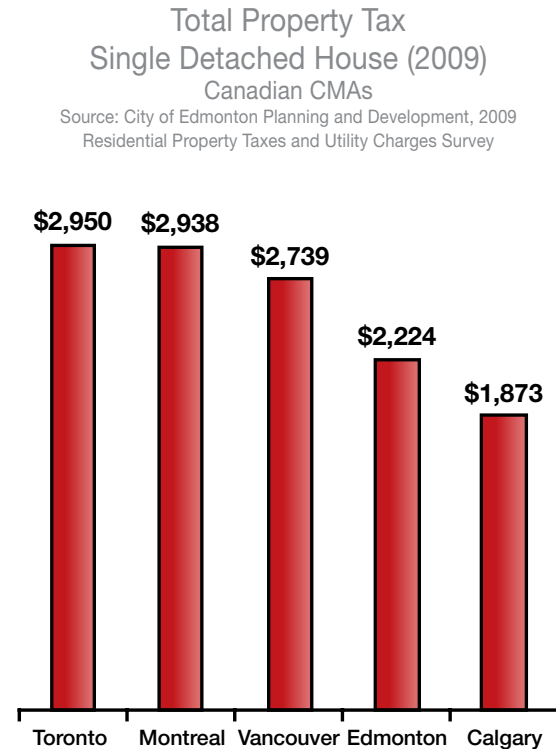
Source: RBC Economics, Housing Trends & Affordability, September 2010

Census Metropolitan Area	Average Price	Qualifying Income	Affordability Measure
Vancouver	\$768,700	\$156,700	82.6%
Toronto	\$564,600	\$126,600	60.0%
Montreal	\$331,400	\$77,900	53.3%
Ottawa	\$358,600	\$90,600	43.0%
Calgary	\$422,100	\$91,600	40.2%
Edmonton	\$373,600	\$86,400	39.0%
Canada	\$374,200	\$86,600	48.9%

And the **residential property taxes are a bargain**, the lowest of any major city in the country.

Residential property taxes here are averaging approximately 30 per cent lower than Toronto, Vancouver, Montreal and Edmonton.

And when you consider the fact that there is no sales tax in Alberta, and the personal and corporate income taxes are the lowest in Canada, the cost of living in Calgary is even more attractive.

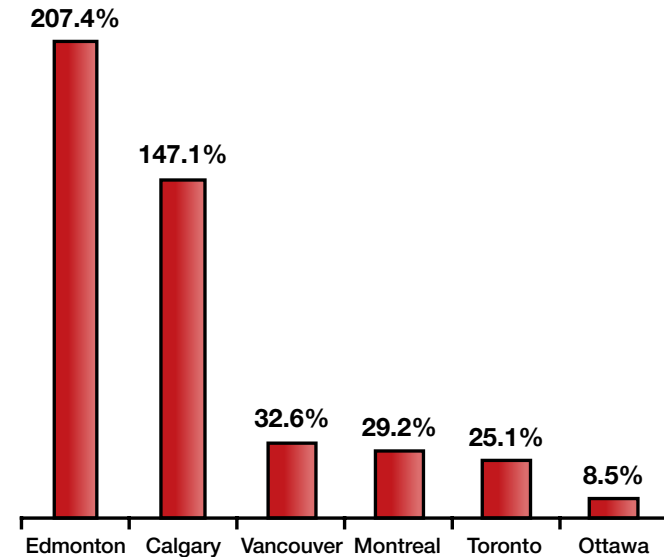


New office and institutional space is **coming on stream.**

With major expansion projects underway at the University of Calgary, Bow Valley College and within the public Light Rail Transit system and new office towers including the Bow, the nonresidential real estate market is growing.

There is now about 1.96 million square feet of office space in various stages of construction to meet the needs of a market experiencing 15.7 per cent vacancy rates.

10-Year Non-Residential Building
Permit Growth
(2000-2009)
Canadian CMAs
Source: Statistics Canada



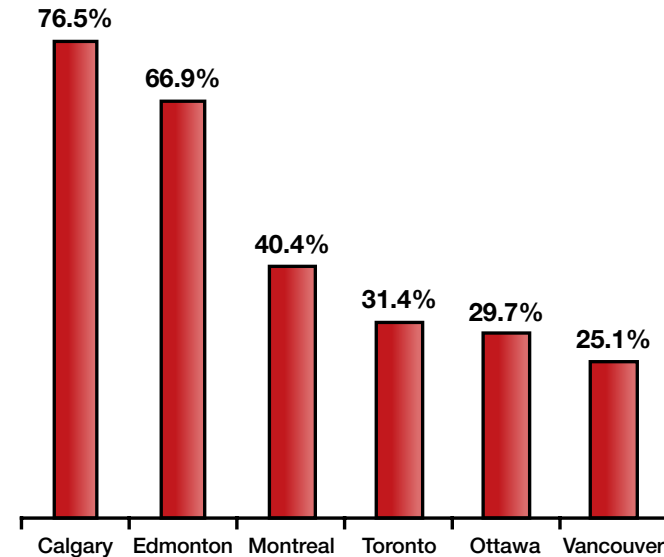
Again, Calgary's retail sales top the nation.

Calgarians' disposable income is the highest in Canada.

So not surprisingly, this city has consistently shown the highest average annual retail sales per capita over the past 10 years: a whopping \$16,438 for every man, woman and child living here in 2009.

Over a 10-year period, from 2000 through 2009, retail sales here grew by more than twice as much as in Toronto, and three times the growth in Vancouver sales.

Total Retail Sales Growth
(2000-2009)
Canadian CMAs
Source: Conference Board of Canada



Living in Calgary

Calgarians today enjoy a quality of **life that is second to none**. And they are committed to ensuring that life here will be just as good in the future.

Calgary is rated one of the top five cities in the world in which to live, one of the safest and cleanest cities anywhere on the planet.

It's a thriving, urban success story: a city that 'works'.

Calgary's economy is positioned for long-term growth. The environment is clean, safe, and carefully protected. The quality and range of health care and education services is excellent, and accessible to all.

Neighbourhoods are clean, safe, and well-designed. Recreation and sports options are plentiful and inviting. The transportation system – all forms of mobility from public transit to bicycle

pathways – is accessible, affordable, and efficient.

Shopping is excellent, and even more pleasurable because there's no provincial sales tax. Dining out is one of Calgarians' favorite things to do - not surprising when you consider there are more than 1,100 restaurants of virtually every type here, and more opening every year.

Theatre and music groups are thriving. Art galleries are offering increasingly sophisticated choices. And there are public festivals and special events to celebrate just about everything, from the May-blooming lilacs to beef barbecuing by the Bow River, from antiques to new books, and from new stage plays to Shakespeare.

It's a **lifestyle of options, and opportunities.** Of variety and balance. And of choices, experiences and rewards.

This is a city that uses its prosperity to enhance its quality of life. One that understands the value of supporting and sustaining a community in which people want to live, make their homes, and raise their families.

Calgarians are enthusiastic supporters of the principles of work/life balance, of recognizing that life is not only about working, and that personal and family time is just as valuable as time spent on the job.



Calgarians are passionate about ‘playing’, about being active, involved, and fit. So the opportunities to ‘do things’ here are without parallel.

For example, outdoor recreational spots are everywhere in and around the city, including two of the largest urban parks in North America - and three more such major regional parks are scheduled to open in the near future - as well as literally hundreds of neighbourhood parks and playgrounds.

This city already has more than 7,500 hectares of parkland and public green spaces; 1,000 sports fields; 12 swimming pools; 18 arenas and fitness centres; hundreds of outdoor ice skating rinks; ski hills, including a world-class facility at Canada Olympic Park; public and private lakes; dozens of golf courses; and the largest free skateboard park in North America.

More regional leisure centres, indoor ice rinks, and soccer fields are currently under construction, just to keep up with the needs of Calgary’s growing suburban communities and to ensure hockey and soccer-playing kids can get practice times close to home.

Calgary also has one of the longest paved pathway systems on the continent, more than 700 kilometres, many of which run alongside one of the rivers, and easily accessible from virtually anywhere in the city.

Best of all, most of Calgary’s recreation facilities are publicly-owned, so it costs very little to enjoy them.

And of course, if you want to go a little farther afield, all the hiking, skiing, boating, fishing, whitewater sports, camping, and back-packing pleasures of the Rocky Mountains are just an hour away.

Downtown Calgary has its own shopping appeal: it's a combination of indoor malls and street-access specialty stores.

Shopping is excellent: if you want it, you'll find it. And there's **no provincial sales tax**, so your dollar goes further.

Given the higher than average salaries and disposable incomes of many Calgarians, it's not surprising that this city offers the best – and most wide-ranging – shopping of any Canadian urban area between Toronto and Vancouver.

Everything's here, from national and international chain stores to luxury goods retailers. There are specialty stores that cater to uniquely Calgary needs, such as western wear. And there are dozens of others – particularly along 17th Avenue N.E., also known as International Avenue - specializing in ethnic foods and imports, a reflection of the city's growing diversity of culture and taste.

Every form of shopping infrastructure is here, too. For example, there are major enclosed malls – some with literally hundreds of stores and services – in every part of the city.

The new shopping centre Crossiron Mills, which opened in August 2009 in Balzac, just north of Calgary International Airport, is expected to draw shoppers from across the province. And Chinook Centre, in central/southwest Calgary, is one of the highest sales-per-square-foot retail malls in Canada.

Downtown Calgary has its own shopping appeal: it's a combination of indoor malls and street-access specialty stores. Kensington, 17th Avenue S.W. and 9th Avenue N.E. in Inglewood are evolving into 'fun-to-explore' retail areas, full of art galleries, bookstores, coffee shops, bars, and one-of-a-kind places.

The giant retail stores are generally located in clusters, close to major roadways, which makes access and parking convenient.

Farmers' markets are hugely popular here, and several are open – at least on weekends - all year round.

Shopping hours are set for customer convenience, too. In many malls and big store areas, for example, stores are open seven days a week and most evenings.

And of course, there's no provincial sales tax, so compared to cities in other Canadian provinces, you'll save as much as eight cents on every dollar you spend. On big purchases, and over time, those savings can add up to significant amounts.

Leisure-time choices are available all year round.

Calgary is definitely a four-season city, blessed with an almost overwhelming choice of leisure-time activities and opportunities, some seasonal, others you can enjoy all year long.

Just a few examples:

In the winter, outdoor sport-loving Calgarians ski, skate, snowboard. Some hike or bicycle along the many snow-cleared areas of the city's pathway system.

Indoor winter sport options include skating (there are artificial ice rinks in every quadrant of the city and the best speed skating facility in the country, the Olympic Oval, is here); swimming at one of the indoor pools; fitness classes; rock-climbing (yes, indoors!); racquet sports; and just-for-fun dancing.

In the spring, it's downhill or cross country skiing at any of the resorts in the nearby Rocky Mountains. This is also the time when Calgarians resume jogging, outdoor training, hiking and roller-blading.

Summertime in Calgary is all about enjoying the outdoors, the accessible and well-maintained parks and playgrounds, golf courses, pools and pathways that are so treasured by Calgarians.

In fact, with more than 8,000 hectares of parkland – including the two largest urban parks in North America - already within Calgary's borders, and more being created every year, no doubt there's a park within a few blocks of wherever you happen to be at the moment.



Lifestyle



Fall – which can be glorious in Calgary – marks the start of the new activity year.

Fall is also when Calgarians sign up for classes: Literally thousands of classes are available, covering just about every educational, recreational, arts and cultural, or special interest subject imaginable.

What else do Calgarians like to do with their leisure time?

Sail: believe it or not, in land-locked Calgary, hundreds of miles from any ocean, you'll find one of North America's largest sailing schools.

Walk their dog: Calgary is one of the most dog-friendly cities in the country. At any given time, there are as many as 300 off-leash areas – some 'official', some 'just happened' – within the city, a few even have doggie drinking fountains.

Volunteer: Year after year, Alberta has earned the title of Volunteer Capital of Canada. 52 per cent of Albertans are volunteers, donating an average of 172 hours per person annually to community organizations compared to 48 per cent of all Canadians involved in volunteering.

Calgary is a safe city – **one of the safest big cities** in one of the safest countries in the world – and Calgarians are determined to keep it that way.

Calgarians also believe that big city problems are not the inevitable accompaniment of big city status.

That just because Calgary's population has reached and passed the one million mark – making this a big city, at least by Canadian standards - does not mean 'big city' crime-and-grime problems will be tolerated.

So Calgary's City Council, other orders of government, the private sector, and various community organizations are collaborating on various programs and initiatives to keep Calgary's streets and neighbourhoods safe, welcoming, and appealing.

The city government is also making the investment necessary to ensure that, when Calgarians need help, help arrives. Fast.

The City has made – and continues to make - a significant investment in personnel, equipment and technology for Calgary's security and protective services (police, fire, bylaw and emergency medical services), a quality-of-life investment necessary to keep pace with Calgary's growth.

The emphasis on personal security shows. In 2009, a worldwide quality of living survey by Mercer Human Resources Consulting, ranked Calgary – along with four other Canadian cities: Montreal, Ottawa, Toronto and Vancouver – among the top 26 cities in the world for personal safety and security.

Calgarians place great importance on all forms of safety. For example, on providing safe playgrounds

for children. On keeping traffic flowing safely for all, pedestrians, bicyclists, and motorists.

And on ensuring safe transportation and access to public facilities are available for the elderly, the very young, and for those who are in wheelchairs, vision-, hearing- or otherwise physically-impaired.

In 2003, Calgary became the first municipality in Canada to receive two Safe Community designations simultaneously: one from the national Safe Communities Foundation, and the other from the World Health Organization.

If you enjoy watching professional sports, remember two words: **hockey** and **football**.

The Calgary Flames, the city's National Hockey League team, has been here since 1980, and now plays in the 20,000-seat Pengrowth Saddledome. And virtually the entire city is Flames-crazy.

In fact, in the spring of 2004, when the Flames made it to the very final game of the Stanley Cup championship, the entire city wore red, in support of the team.

And before, during and after every game of the playoffs, several blocks of 17th Avenue S.W. close to the Saddledome, spilled over with tens of thousands of exuberant, good-natured

fans, a few weeks that have become known in Calgary's history as the time of the 'Red Mile'.

The other local professional team, the Calgary Stampeders in the CFL, has been a fixture here since 1945. They play in McMahon Stadium, with the first game usually scheduled for Stampede time in early July. The so-called Labour Day Classic (against the rival Edmonton Eskimos), and Thanksgiving Day Classic (against the Saskatchewan Roughriders) are always sellouts.



In 1949, the Stamps first made it to the Grey Cup final, Canada's national football championship game. And before that game was over, Calgary's legendary status as the city that really knows how to throw a party was firmly established across the entire country.

Besotted Stampeder fans - hundreds of them, plus horses – took a special football express train to the game in Toronto. Once in Toronto, the Calgarians made their presence known: they served up pancakes and dancing on the street, rode their horses into the hotel, and generally gave (relatively) staid Toronto a taste of a western-style good time.

Those Calgarians turned what had been simply an important football game into much more than a game. They made the Grey Cup, a truly national event, the celebration it is today.

Calgary was proud to host the 2009 Grey Cup Championship Game.

Cost of living

The cost of living in Calgary is **a pleasant surprise.**

All things considered – including all forms of taxes, and the value received for taxes paid – the cost of living in Calgary is much more reasonable than in many large North American cities.

The cost of living here becomes even more manageable when the low provincial taxes are factored in.

For example, personal income taxes and inheritance taxes in Alberta are among the lowest in the country. All Albertans have had provincial health care insurance costs paid by the Alberta government since January 2009.

And Alberta is the only province in Canada without a sales tax.



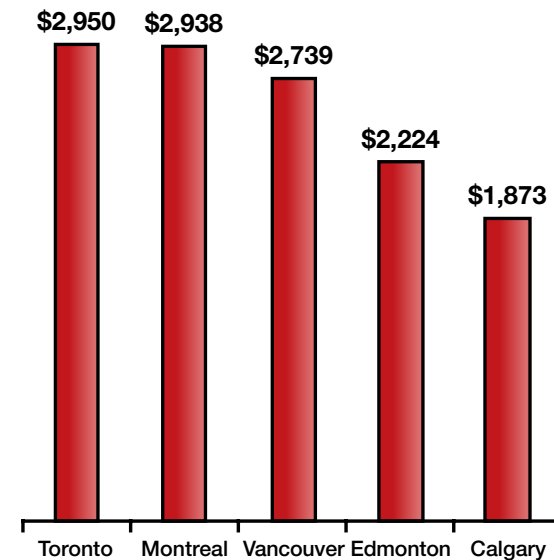
Residential property taxes are the lowest of any major city in the country. And the value received is high.

Calgary's residential property taxes are the lowest of any major Canadian city, averaging approximately 30 per cent lower than Toronto, Vancouver, Edmonton and Montreal.

Calgarians receive value for their property tax dollars: they help to pay for all the municipal infrastructure, programs and services that support and enable Calgary's excellent quality of life.

For example, property taxes cover much of the cost of maintaining the city's police, fire and ambulance services; parks, pathways and playgrounds; roads, bridges and transit systems; libraries; garbage and recycling services; recreation centres; and help support such family-favorite attractions as the Calgary Zoo, Heritage Park and Fort Calgary.

Total Property Tax
Single Detached House (2009)
Source: City of Edmonton, 2009
Residential Property Taxes and Utility Charges Survey



On average, housing is still more affordable in Calgary than in many other major Canadian cities.

The Royal Bank Housing Affordability Index, which measures a house price in relation to total payments required for a mortgage, utilities and property taxes - ranked Calgary housing as more affordable than a comparable home in Vancouver, Toronto, Ottawa, or Montreal.

In fact, Calgary housing was rated more affordable than the national average.

Virtually all housing forms, styles and price ranges are available here.

You'll find sophisticated, 'cool' inner-city condo and townhome communities. Entire new suburbs, each with a full range of housing choices. And vibrant, stylish 'refreshing' and re-development of other, more established areas.

Housing Affordability

Standard two-storey house (Q3 2010)

Source: RBC Economics, Housing Trends & Affordability, September 2010

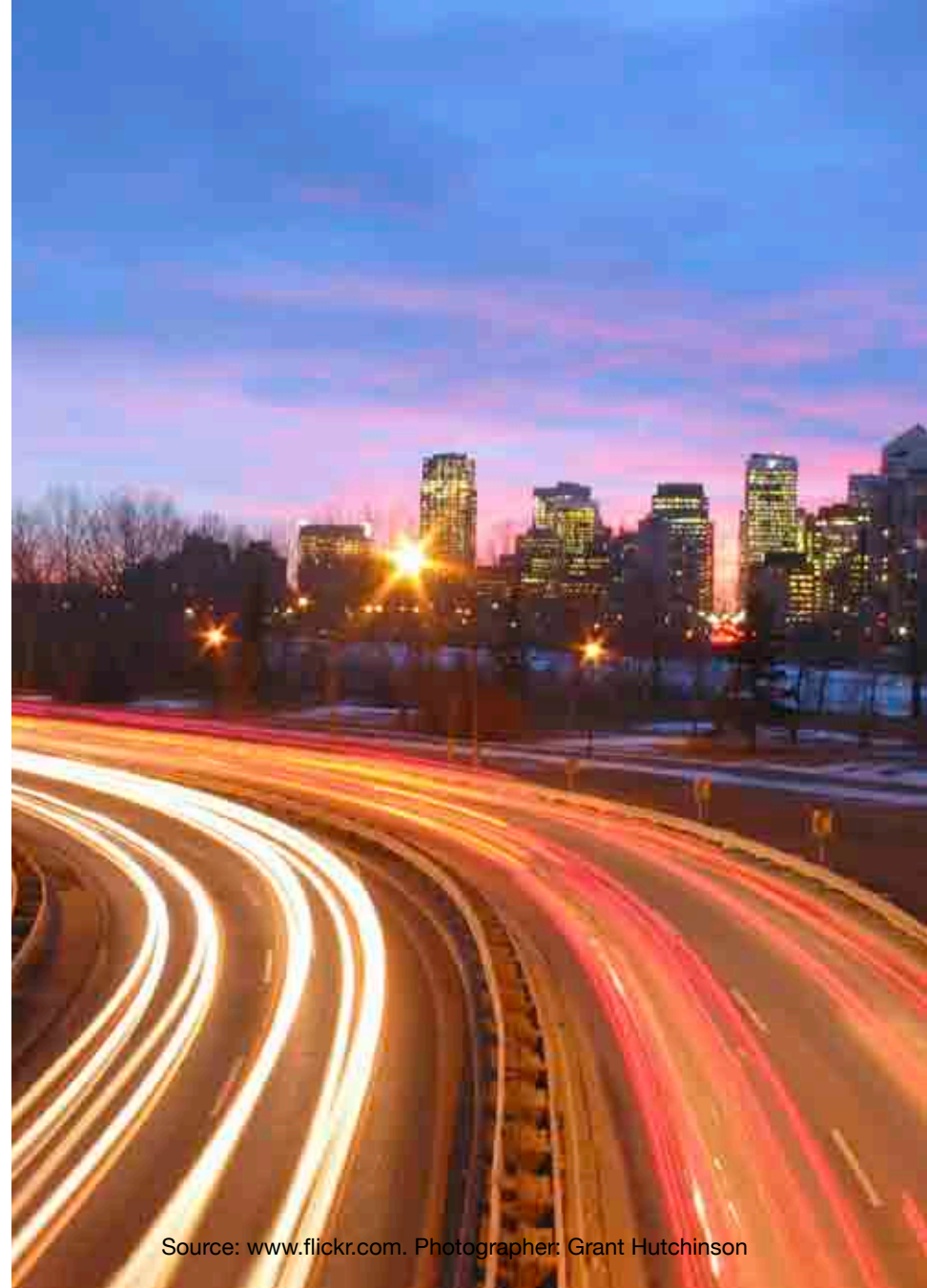
Census Metropolitan Area	Average Price	Qualifying Income	Affordability Measure
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Ottawa	\$358,600	\$90,600	43.0%
Calgary	\$422,100	\$91,600	40.2%
Edmonton	\$373,600	\$86,400	39.0%
Canada	\$374,200	\$86,600	48.9%

Transportation

Moving people and goods safely and efficiently into, through, and around the city is a quality of life necessity.

Expanding the capacity and improving the efficiency of Calgary's overall transportation network has been a priority of City Council for the past decade.

The city is spread out – it covers more than 848 square kilometres (327.4 square miles) – so moving people and goods safely and efficiently from one point to another takes a vast, integrated network of roads, CTrains and buses, pathways and bridges.



Source: www.flickr.com. Photographer: Grant Hutchinson

Calgary Transit now carries more than 94 million passengers a year, by train, bus and shuttle.

Calgary's public transit system is fully integrated, a combination of light rail transit (the CTrain), regular and 'low floor' buses, community shuttles, and a shared ride, door-to-door transportation service for Calgarians with disabilities.

The system is well used: surveys show that 45 per cent of Calgary's downtown workforce commute by public transit every day. The long-term goal: no matter where you live in Calgary, you'll be within 400 metres – a short walk – of access to public transit. Calgary Transit now carries more than 94.2 million passengers a year, by train, bus and shuttle.

Calgary's CTrain system – 90 kilometres of track, 38 stations and a fleet of 192 light rail cars – is the only emissions-free wind-powered public transit operation in all of North America.

Already considered one of the most successful light rail transit services in North America, the capacity of the CTrain system will be virtually doubled when new line construction projects are complete.



The city's road network is a work in progress. But **progress is definitely happening.**

Keeping up with Calgary's growth has put enormous demands on the city's road network.

But the most ambitious road, interchange and bridge construction and upgrading program in the city's history has been underway since 2001, along with on-going investment in infrastructure improvements and upgrades, ensure traffic flows as efficiently as possible.



The city's riverside pathway system is the pride of Calgarians.

Calgarians commute to work by bike along the system, run along the downtown portion of the system over lunch, and on pleasant weekends, everybody – walkers, strollers, bikers, rollerbladers, kids and dogs – is out on the pathways.

The system is one of the longest in North America, some 700 kilometres, and much of it is kept clear of snow and ice so it can be used even during the winter.

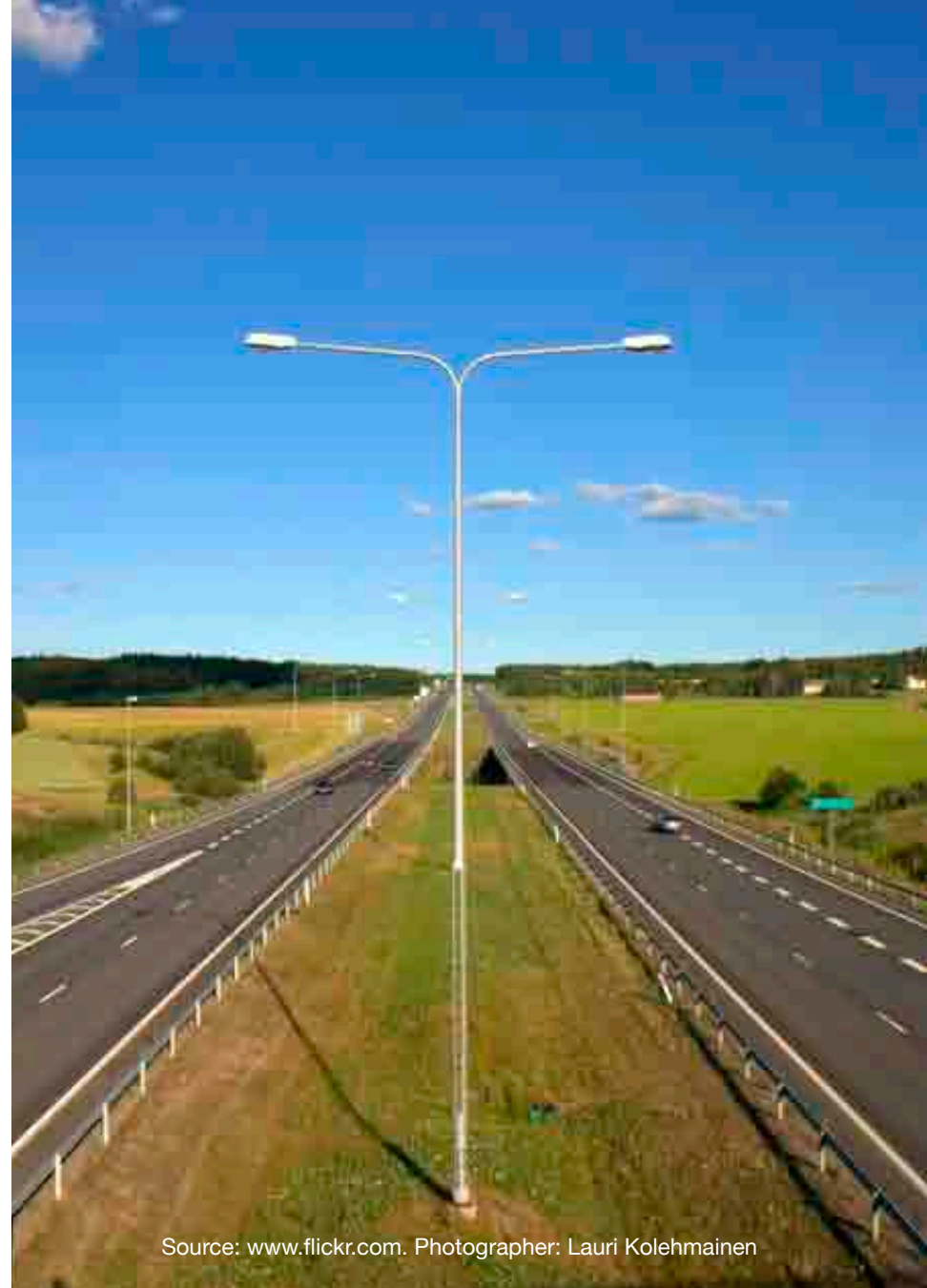


The area's highway network is fast, smooth, and very, very efficient.

Two of the largest highways in all of North America intersect in Calgary, which makes this city a major distribution hub for people, products, and services.

The CANAMEX Highway, a trade corridor of some 6,000 kilometres (3,500 miles), links Western Canada, the U.S., and Mexico. Already a super-highway, the CANAMEX is currently being upgraded by the Alberta government, a project estimated to cost some \$1.4 billion. Part of CANAMEX, the Queen Elizabeth II highway - the busiest section links Calgary and Edmonton - is one of the highest volume highways in the country. Still referred to by most Calgarians (and Edmontonians) as 'Highway 2', this multi-lane freeway is maintained by the Province, and kept in superb condition, even during the worst winter weather.

The TransCanada Highway (which Canadians call the 'number one'), is the world's longest national highway. It runs some 7,700 kilometres (4,800 miles) from the Atlantic on the east, to the Pacific on the west.



Source: www.flickr.com. Photographer: Lauri Kolehmainen

Transportation

Transportation links with communities in the surrounding region are well-established and convenient.

Communities within the greater Calgary region have fast, efficient links to the city.

Many residents of these nearby towns commute by car or bus into Calgary to work, attend post-secondary schools, to shop or to access specialized health care services.

Residents of outlying communities can often drive to the nearest Park 'N' Ride lot at a CTrain station, leave their cars, and take the train into downtown. Other communities are served by feeder express commuter buses.



Calgary residents enjoy world-class health care services.

In the worldwide quality of living survey done by the prestigious international firm of Mercer Human Resources Consulting, Calgary was ranked number one in the world: the cleanest city (health and sanitation) four times in six years, in 2002, 2004, 2006 and 2007.

Like all Canadians, Calgarians receive complete health care services under a publicly-funded insurance program. The federal government defines and governs delivery of services according to the criteria set out in the Canada Health Act, and each province administers its own plan within those guidelines.

The federal criteria set out that each provincial insurance plan must provide coverage that's publicly administered, comprehensive, universal, portable, and accessible by all.

Many provinces fund their health care programs, at least partially, through a sales tax. All Albertans have had health care premiums paid for by the Alberta government since January 2009.



Calgary's health care infrastructure is keeping pace with the city's growth.

To provide health care to some 1.3 million area residents, Alberta Health Services serves Calgary with four large acute care hospitals – the Foothills, the Rocky View, the Peter Lougheed, and the new Alberta Children's Hospital – with a total of some 2,100 beds. A fifth large acute care hospital is being built in the southeast community of Seton.

All of Calgary's acute care general hospitals provide 24-hour emergency care and operate as trauma centres for southern Alberta, southeastern British Columbia and southwestern Saskatchewan.

There are other outstanding health care facilities and services in Calgary. The Tom Baker Cancer Centre, for example. The new Sheldon M. Chumir Health Centre downtown. And literally dozens of care centres, community and continuing care sites, assisted living homes, nursing homes, and walk-in clinics.

The University of Calgary is home to the highly-respected Faculty of Medicine, a prestigious research centre. And the University's Department of Family Practice is a starting point for many newcomers looking for a family doctor.

Calgary residents also receive such publicly-funded benefits as child care and development clinics, immunization clinics, vision and hearing testing, flu shots, and home nursing visits.



In Calgary, as in other creative, knowledge-based cities, **education is about choices, challenges, and opportunities.**

This is a young city, one that understands and appreciates the world that education can uncover. It's also a city that believes this world should be accessible to everyone, child or adult, regardless of background and ability to pay.

On-going education and 'lifelong learning' opportunities are virtually limitless. If you want to learn, there's someone who wants to teach you. And you'll probably have a choice of where and when you want to attend the class.



Close to 200,000 students are enrolled in more than 350 schools of all types and sizes.

Parents can choose from a wide range of K-12 (kindergarten to grade 12) schooling options for their children.

There are public schools, Catholic schools, francophone schools, bilingual programs (usually French-English, Spanish-English, or Chinese-English), private schools, and charter schools.

There are university-college schools, Hebrew schools, holistic colleges, sport schools, and art schools. The International Baccalaureate program is well-established. So are art schools, music schools, and schools for serious competitive skiers.

Parents can also access a number of innovative programs, including home education partnership / blended programs, online (virtual) learning, special needs programs, outreach and alternative programs. Or they may decide to home-school their children.

Calgary's schools are well plugged-in: the best in today's technology is provided for the students, often with the assistance of private companies doing business in Calgary's thriving technology sector.

Just some of Calgary's numbers:

- Public school (Calgary Board of Education) 2009-2010 enrolment K-12: 99,244
- Calgary Catholic School District 2009-2010 enrolment K-12: 45,066
- 218 total public schools, 106 Catholic schools, 65 private schools, 6 charter schools
- New schools built since 2003: 16 public (CBE) schools, with another 15 planned or under construction; 15 Catholic schools

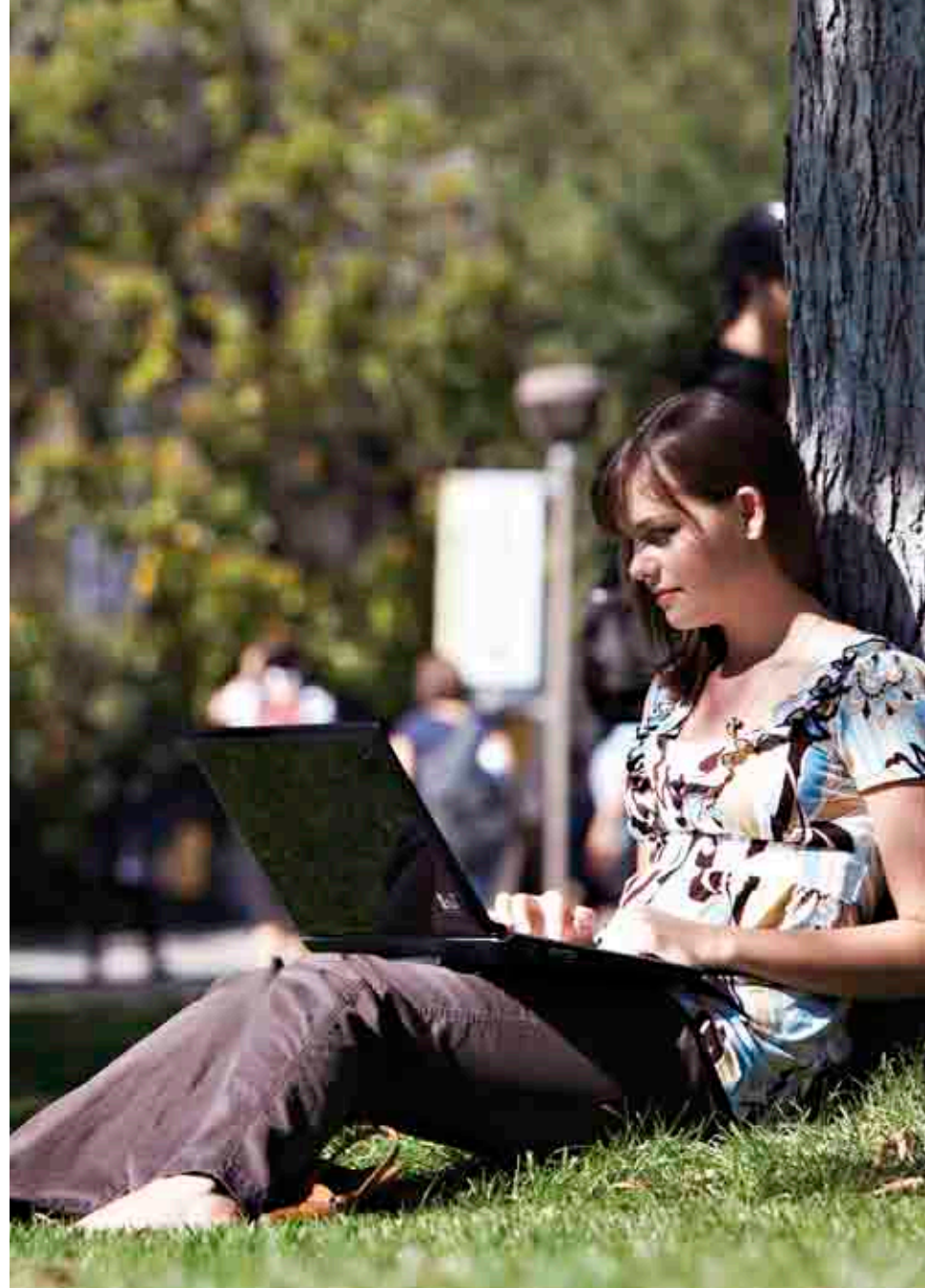
Post-secondary institutions serve students, adult learners, and the community.

Calgary has the highest rate of post-secondary attendance in Canada (73 per cent), which isn't surprising considering the quality, variety and accessibility of advanced education here.

Also worth noting is how closely Calgary's post-secondary institutions collaborate with - and mutually support - the city's business, professional, technological, arts, cultural, sports, and not-for-profit communities.

For example, the schools make every effort to increase the number of students in areas where Calgary is experiencing a serious labour shortage - such as nursing, engineering technologies, and skilled trades - and thereby help provide the skilled people the city needs to sustain its quality of life.

Calgary is a community where that enjoys a mutually-beneficial integration of the post-secondary institutions and the city in which they're located. Everybody wins.



Many choices, many doors.

There are five public post-secondary institutions in Calgary, including 2 major universities.

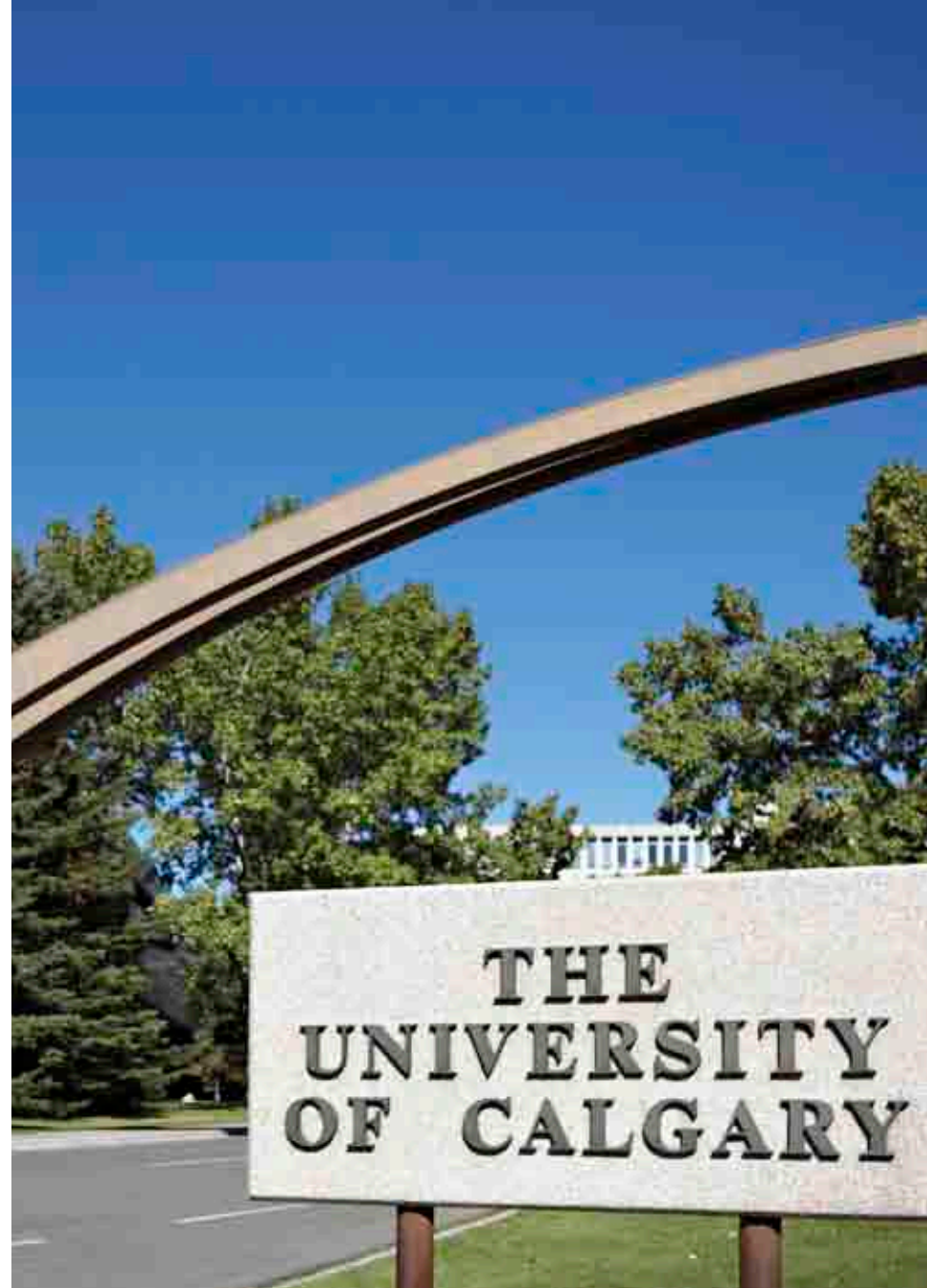
- University of Calgary: 30,761 students
- Mount Royal University: 15,187 students
- SAIT Polytechnic (SAIT): 28,632 students
- Bow Valley College: 8,228 students
- Alberta College of Art+Design: 1,324 students

There are also satellite campuses – or soon will be – of the University of Lethbridge, Olds College, the Banff Centre and Athabasca University.

There are also private post-secondary institutions:

- St. Mary's University College
- Ambrose University College
- DeVry Institute of Technology – Calgary
- University of Phoenix – Calgary

There are 46 private vocational institutions providing training programs under license by Alberta Advanced Education and Technology.



Calgary wants and welcomes newcomers, so there are **dozens of organizations and agencies specifically dedicated to helping you move and happily settle here.**

Start by going to the Calgary Economic Development's authoritative resource for moving to Calgary, [LiveinCalgary.com](https://liveincalgary.com) and follow the links to the Moving to Calgary page.

You'll find other links to most of the government and community agencies and information on subjects as wide-ranging as what you'll need to immigrate to Canada, getting your educational skills and qualifications assessed, employment workshops, the processes for obtaining professional or trades accreditation, health care, children's services, ESL (English as a second language), and cultural education support services.



English as a second language (ESL) services and classes are available just about everywhere in the city.

Just a few of the organizations that provide these services, usually at no (or, very low) cost:

- [The Calgary Board of Education](http://www.cbe.ab.ca) - www.cbe.ab.ca
- [Bow Valley College](http://www.bowvalleycollege.ca) - www.bowvalleycollege.ca
- [The Calgary Public Library](http://www.calgarypubliclibrary.com) - www.calgarypubliclibrary.com
- [The YWCA and YMCA](http://www.ymca.ca) - www.ymca.ca



What's on where?

Take your pick: whatever you want to see, hear, join and enjoy, you'll find it in Calgary.

There are everybody's favorite family-focused attractions; fun-and-food festivals practically every weekend, especially during the summer; and dozens of art galleries, theatres, museums, and music stages.

There are also professional musical groups from orchestral to rap; and professional dance companies serving up everything from ballet to jazz.

There are writers' organizations, craft groups, and improv theatre. Western /cowboy poetry groups (yes, really!); performances by fine arts and music students at the University or Mount Royal University; and exhibitions of work by the talented students at the Alberta College of Art & Design.

And the list of choices gets longer every year.



What's on where?

Start with the major attractions.

At the top of the list: the Calgary Zoo, Heritage Park Historical Village, Calgary Public Library, Fort Calgary Historic Park, Canada Olympic Park, the TELUS World of Science, the Glenbow Museum, Spruce Meadows Equestrian Centre, and Stampede Park.

Admission costs are generally low, and most are open seven days a week. Check to see if there are any special events happening – the zoo, for example, may be doing a ‘bathe the elephants’ demonstration - then take the kids, and enjoy.



What's on where?

There are festivals celebrating just about everything.

Check out www.calgaryculture.com to get the schedule of major festivals, but keep your eyes open for smaller celebrations, block parties, markets, community picnics, etc. in your own neighbourhood.

Music festivals: the big one is the Calgary Folk Music Festival on Prince's Island for four days late in July. Tickets sell out fast, so get yours early.

There's also the prestigious Esther Honen International Piano Competition and the Calgary International Organ Competition, when the magnificent – and massive – pipe organ in the Jack Singer Concert Hall shows off in all its glory.

You'll also want to check out the Calgary Jazz Festival and any performances (usually three or four major shows each season) by the Decidedly Jazz dance company.



A close-up photograph of a man with a shaved head, glasses, and a beard, wearing a light purple button-down shirt over a grey t-shirt. He is seated and playing an acoustic guitar. His left hand is on the fretboard, and his right hand is strumming the strings. He is looking down at the guitar. A green wristband is visible on his right wrist. The background is blurred, showing what appears to be a window or a bright outdoor setting.

What's on where?

Special event festivals: Watch for dates of special international competitions at Spruce Meadows: they attract some the best equestrians in the world. And the Children's Festival is always a hit.

Street festivals: The Lilac Festival on 4th Street S.W. is hugely popular – it means summer has arrived. Also check out Marda Gras and the Kensington Sun and Salsa Festival.

Calgarians have festivals to celebrate ethnic diversity: Afrikadey, Carifest, Expo latino, the Chinese New Year, and Globalfest, to mention a few.

In the winter, there's the much-acclaimed PlayRites festival, featuring new works by Canadians, various holiday season festivals and events.

WordFest, seminars, workshops and readings by both well-established and newly-published authors, happen in the fall.

And there are dozens more.

What's on where?

There are museums of western Canadiana, of sport, music, and military history. And there are 'living' museums where you can be part of the exhibit.

Start at the Glenbow Museum, home of the world's finest collection of western Canadiana. In fact, the Glenbow's entire art and archives collection is one of the most extensive in the country. Displays are changed constantly so there's always something new and fresh to see.

Other favorites: Canada Olympic Park; the new (and western Canada's largest) Military Museums; the Aerospace Museum, where staff and volunteers lovingly restore aging aircraft; the Cantos Music Museum, the Nickle Arts Museum, and the 'living' displays at Heritage Park Historical Village and Fort Calgary Historic Park.

And of course, there's the world-renowned Royal Tyrrell Museum, just a short drive away in Drumheller. Any kid who loves dinosaurs will be enthralled.



Source: www.flickr.com. Photographer: D'Arcy Norman

What's on where?

The performing arts scene is thriving, innovative, and well-supported.

There are literally dozens of professional and semi-professional performing arts choices here, from mainstream to mystery to musical dinner theatre groups; from nationally-acclaimed improv to summer evening Shakespeare at Prince's Island Park.

Calgary is home to the superb Alberta Ballet and Decidedly Jazz Dance companies, the Calgary Philharmonic Orchestra, and dozens of theatre groups, from mainstream and hugely popular Theatre Calgary to Lunchbox Theatre, and to the hip and urbane One Yellow Rabbit.

Calgarians are loyal supporters of local theatre, and most groups have a strong base of season ticket holders. And the high quality fine arts programs offered in the schools and post-secondary institutions are a constant and growing source of both new performing talent and enthusiastic audiences.



Business and investment in Calgary

Calgary is one of the **best places in the world to establish, operate, and grow a business.**

Businesses located in Calgary enjoy one of the most favourable tax rates anywhere in the world.

Just as important are the abstract advantages: the business-supportive attitude of the city government and the community itself. Calgary is a city largely created and sustained by the 'can do' business community, one that values innovation and visionary risk-taking, and welcomes the opportunity to compete in a global marketplace.

This is a city that recognizes the importance of creating and maintaining such an environment, one within which businesses can grow and thrive. Calgary actively seeks to attract businesses, skilled workers, and investment from both within and beyond North America.

The city's government is stable, well-funded and business-friendly, able to provide the programs and services that support the enviable quality of life that makes this an appealing place to relocate, a family-oriented community employees want to come to.

And judging by the thousands of people moving here every year, Calgary's appeal is being recognized around the world.

Calgary is Western Canada's head office centre, Western Canada's distribution hub, and **Canada's energy centre.**

There are good reasons why entrepreneurial businesses do so well here:

- Calgary has had the highest total population growth (29.5 per cent) and highest average annual growth (2.9 per cent) of any city in Canada over the past 10 years (2000-2009)
- People are moving here from all over Canada: Calgary leads all major Canadian cities with the highest net interprovincial migration (almost 95,000 people) over the 10 years (2000-2009)
- They're coming from other countries, too: Calgary's net international migration has increased steadily since 2004
- Calgary ranked sixth among major Canadian cities in Real GDP growth of -3.1 per cent in 2009, and projected to remain at the top from 2011-2014 with a predicted average annual Real GDP growth rate of 4.2 per cent
- Labour force productivity is higher in Calgary than any other major city in the country; \$88,640 Real GDP per worker in 2009
- Calgary is an entrepreneurial hotbed: of all major cities in Canada, on a per capita basis, we have the second highest number of self-employed people (93.9 per 1,000 population in 2009), and the largest concentration of small businesses (40.2 per 1,000 population in 2009)

There are **major investment opportunities here** in land development, transportation, energy, and tourism.

The opportunities are virtually unlimited in scope. Calgary is one of the most attractive urban investment areas in North America, and offers an investment potential that's been compared to Dubai, Abu Dhabi, and Shanghai.

There are investment opportunities in the public, private and corporate sectors, for public infrastructure and private residences, for public use recreational and educational facilities and privately-operated cultural amenities and attractions.

Potential investment projects already in the planning stages are wide-ranging, visionary, and innovative.

Some examples: an entire new leg of the city's light rail public transit line; a world-leading wastewater treatment facility; an electrical generation capacity expansion project; and a re-development of Calgary's earliest inner city neighbourhoods.

More examples: an expanded river walk and waterfront plaza; an expansion of the Calgary International Airport; a major expansion of the Telus Convention Centre; a new University Innovation Park; and an imaginative re-development and expansion of Stampede Park that will make it one of the most appealing year-round attractions in all of Calgary.



Taxation

Calgary's tax regime is one of the most business-friendly in all of North America.

Calgary's tax system – like others in Alberta – is structured to accomplish two goals:

- Create an environment within which businesses can operate profitably; and
- Ensure individuals can keep more of what they earn.

Alberta's tax system has:

- No municipal or provincial sales tax
- No provincial general capital tax
- One of the lowest corporate tax rates (10 per cent) in Canada and lower than most places in the U.S.
- No inventory tax, no machinery and equipment tax, and no payroll tax
- The only 'flat' personal income tax rate in the country (10 per cent)
- A small business tax rate of just 3 per cent, and a small business income threshold that has increased to \$500,000
- With a population of more than 38,000, Airdrie is the second largest city – after Calgary itself – in the region

Within Alberta, Calgary offers even more favourable tax advantages.

Calgarians pay less in municipal property taxes than residents of any other major urban centre in Canada.

Alberta's cost advantages

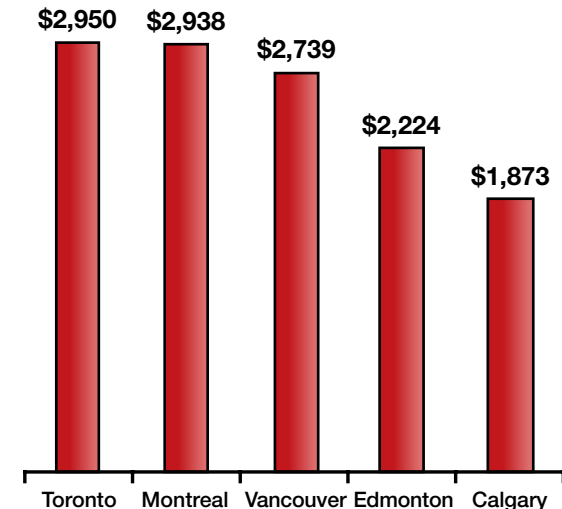
Most competitive provincial corporate tax jurisdiction in Canada

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

Lowest provincial personal income tax rate in Canada

Marginal personal income tax rate	10 %
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Total Property Tax
Single Detached House (2009)
Canadian CMAs
Source: City of Edmonton



Calgary's commercial **real estate market is competitive** with other Canadian cities.

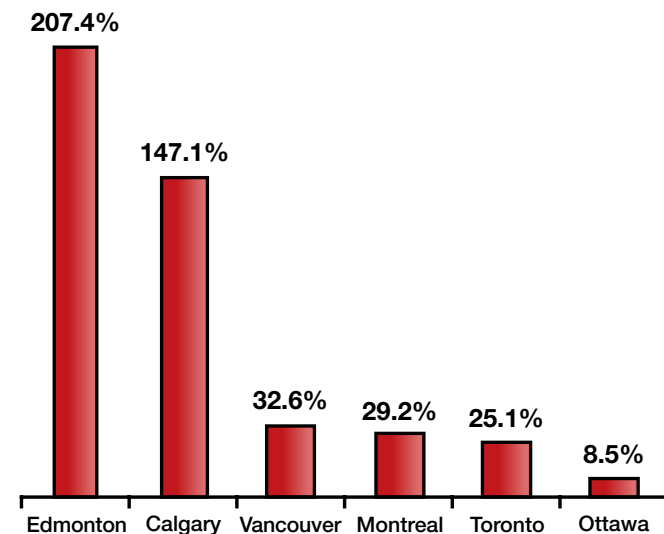
Demand for office, retail, and industrial space has been strong in Calgary over many of the past 10 years, and the value of building permits issued has set records almost every year.

New buildings are regularly coming on the market and construction activity continues to keep up with the space needs of a healthy economy.

Calgary has:

- The second highest total growth in total building permits at 87.4 per cent over the past ten years (2000-2009)
- Second highest total growth in non-residential building permits over the past 10 years (2000-2009), at a rate of 147.1 per cent% (see graph)

10-Year Non-Residential Building
Permit Growth
(2000-2009)
Canadian CMAs
Source: Statistics Canada



Many new buildings are environmentally efficient and technology-supportive.

An added benefit of such a major construction program: the average age of Calgary's office buildings is the youngest of any major Canadian city.

That means the buildings incorporate 'best practices' in environmental construction, operations, and include the latest technology-enabling infrastructure.



Residential housing sales – both new and re-sale homes – are at a sustainable level.

The feverish level of residential housing construction that went on almost constantly through the late-1990s until late 2007 brought as many as 14,000 new homes onto the Calgary market every year.

The housing market here is stable, strong and healthy. There's a good supply of both new and resale homes of all sizes, forms and price ranges available in virtually every part of the city.

And that's welcome news for anyone planning to relocate to Calgary.



Research and development

Calgary's post-secondary institutions and specialized **research facilities** are doing work that will have lasting and **far-reaching benefits**.

Calgary is rapidly becoming a Canadian centre of research and development excellence, a sophisticated knowledge-generating city that's attracting some of the best minds – and most generous funding sources.

The educational infrastructure is here: there are already five post-secondary institutions within the city, two more nearby, three satellite campuses of other Alberta universities or colleges, and at least 30 independent research centres.

They're doing world-class research and development in subjects ranging from environmental technologies to migraine headaches; from anthrax and food supply safety to 'green' sustainable and renewable energy; and from entrepreneurial start-ups to non-profit organizational management.

Innovative ideas are also originating in Calgary's post-secondary and research institutions in the areas of financial services, health and wellness, transportation logistics, value-added manufacturing, niche information and communication technology, tourism and hospitality, and the creative industries, especially film and digital media.



Just a few examples:

- The Institute for Sustainable Environment, Energy and the Economy (ISEEE) at the University of Calgary, another example of this city's growing strength in this area
- The Integrative Health Institute at Mount Royal University, Canada's first post-secondary institute dedicated to advancing complementary and alternative health and wellness research, education and practice
- The new Faculty of Veterinary Medicine at the University of Calgary, is doing global research into animal diseases and food supply safety, both areas of growing urgency and international concern
- The Centre for Innovative Information Technology Solutions (CIITS) at SAIT Polytechnic established to work with small- and mid-sized enterprises to decrease the cost and risk of adopting new information technology
- The Institute for Non-Profit Studies at Mount Royal University, the first in Canada to bring together education, training and research to meet the rapidly-changing needs of the non-profit sector
- The Calgary Fire Department's industry-leading urban search and rescue training program, attended by security services personnel from across Canada

The infrastructure – the transportation network, utilities, technology – is in place to support growing businesses. And new infrastructure will keep up with new growth.

Calgary is a business-friendly hub city, directly connected with major markets throughout North America and the world. The facilities, systems and technologies are in place that enable Calgary-based companies to do business anywhere on the planet.



Calgary is a direct flight to some 50 cities around the world, and is just a one-stop flight from practically any city anywhere.

Calgary's International Airport, the fourth busiest in the country, serves 12.2 million travelers a year, coming and going on more than 30 different airlines, and connecting to Asia, the Middle East, Europe, and every corner of North America.

The Calgary International Airport is one of the city's major economic engines, generating more than \$6 billion in economic activity annually, and directly employing more than 15,000 people.

In 2008, the not-for-profit Calgary Airport Authority introduced the YYC Global Logistics Parks, connecting Calgary's business community with the world, and providing 24/7 access to cargo services and to an impressive network of intermodal transportation systems, services and companies, all on airport land.

Calgary International Airport is Alberta's premier 'air cargo bridge' and one of only two airports in Canada to offer main-deck cargo services to Asia and Europe.

The Springbank Regional Airport, just west of Calgary, serves smaller, mostly private aircraft, and is the 12th busiest airport in Canada.



Source: www.flickr.com. Photographer: Ben Tong

Canada's two major freight railways – **Canadian Pacific (CP)** and **Canadian National (CN)** - move products and services through **Calgary** to markets throughout North America.

Canadian Pacific, which moved its head office from Montreal to Calgary in 1996, recently opened a new intermodal facility that moves some 50,000 rail cars a week to markets in western Canada, the United States and Mexico.

CP also has an automotive compound and reload centre located in Calgary, both of which are equipped with the technology and systems that ensure efficient tracking and timely delivery of goods.



Source: www.flickr.com. Photographer: Matt Clare

Calgary is within a one day's drive of a market of 50 million people.

This city has the strongest transportation and logistics sector of any western Canadian city, and is within a 24-hour trucking radius of a market area of more than 50 million people.

Two of North America's busiest highway systems – and most efficient trade routes – intersect in Calgary.

The CANAMEX Corridor links northern Canada, the United States, and Mexico, and the Trans-Canada Highway connects all of Canada, from Newfoundland to British Columbia.

Calgary is a distribution hub for consumer, energy and manufactured goods, and a re-distribution point for goods arriving from other points in Canada, the United States, Europe and Asia.



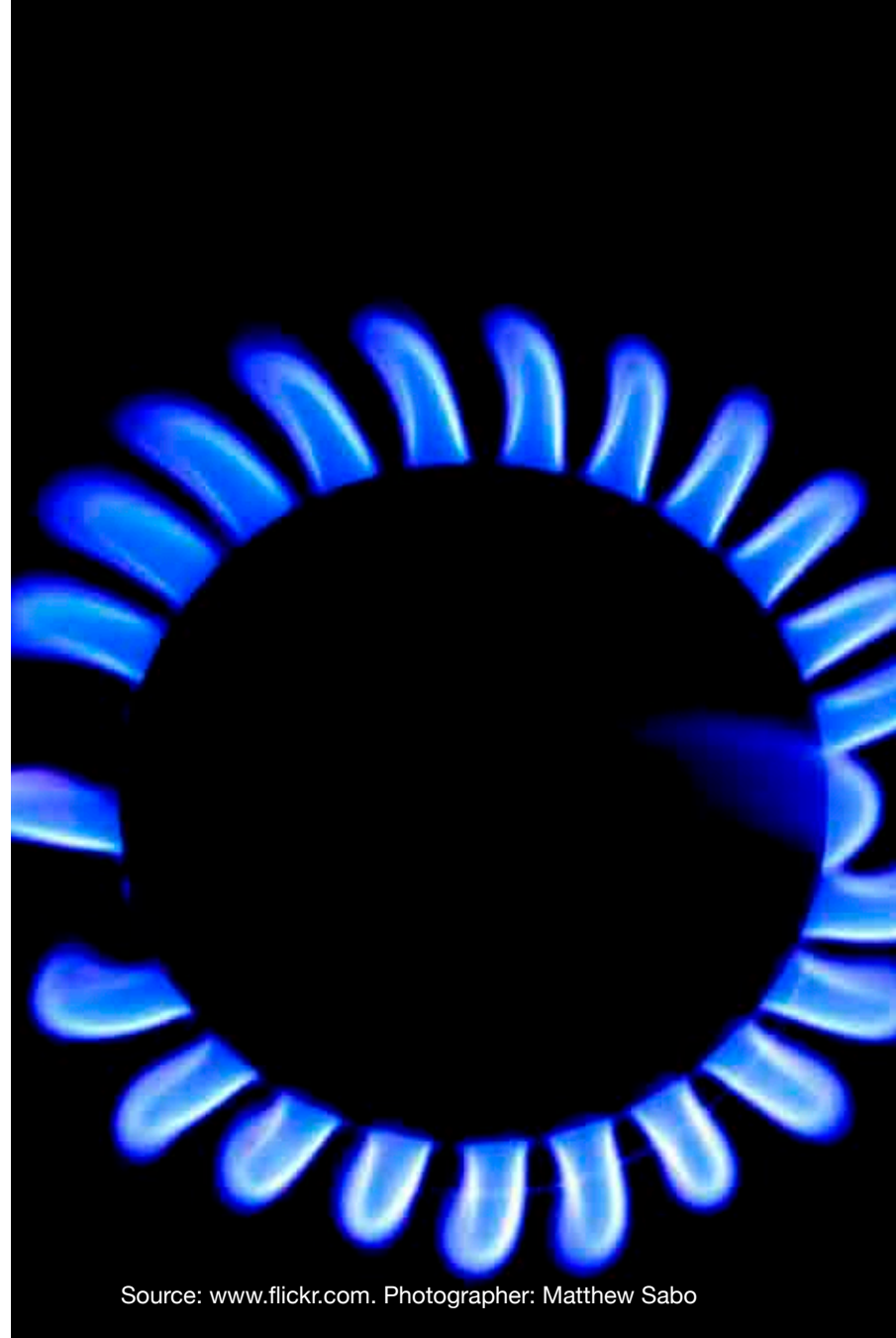
Source: www.flickr.com. Photographer: Thomas Quine

Compared to many other large North American cities, utility costs are low in Calgary.

Albertans have a choice of electricity and natural gas companies, most of which are based in Calgary. Within this de-regulated market, a mix of investor- and municipally-owned utility companies compete to provide electricity, natural gas, and renewable energy products and services.

Natural gas, one of the cleanest, cheapest, and most efficient forms of energy, is hugely popular with Albertans: this province has a large natural gas resource base, and accounts for approximately 80 per cent of all natural gas produced in Canada.

People moving here from cities in which most homes are heated by electricity, for example, are usually pleasantly surprised by how little it costs to heat their Calgary homes with natural gas.



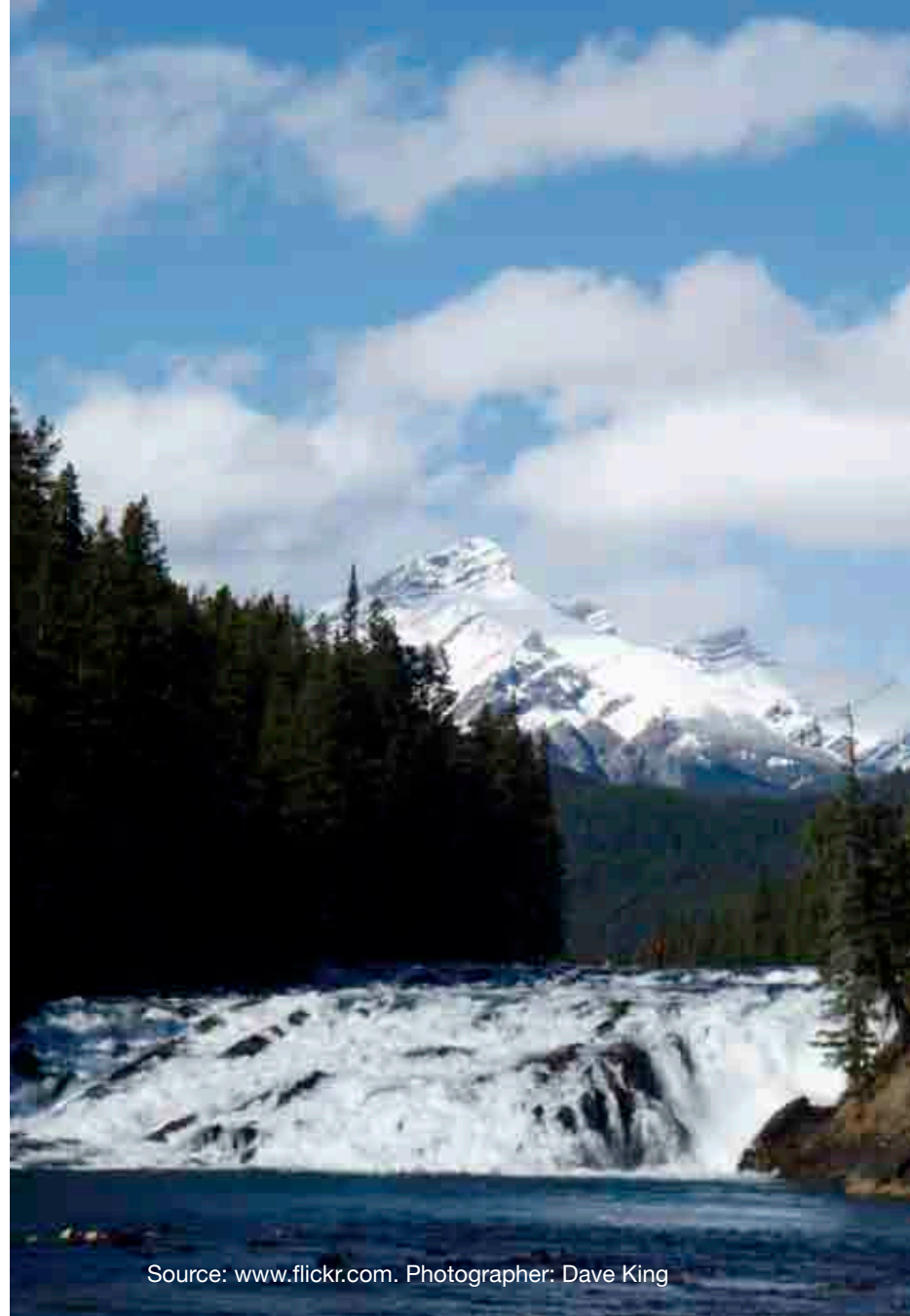
Source: www.flickr.com. Photographer: Matthew Sabo

The quality and delivery of water are municipal government responsibilities. And Calgary's **water and wastewater services have won international recognition.**

Calgary's drinking water comes from the Bow River, and the city's wastewater, after treatment, is returned to the Bow, often cleaner than when it was taken out.

Calgary's drinking water meets – and often exceeds – the high health and safety standards set by both the Alberta and Canadian governments.

In 2010, Calgary ranked first in the world in the first Mercer Quality of Living Eco-City ranking based on water availability and drinkability, waste removal, quality of sewage systems, air pollution and traffic congestion. And Calgary is the only city in Canada to have won an A+ rating for wastewater treatment – putting the city at the very top of the class – from the prestigious Sierra Legal Defense Fund.



Source: www.flickr.com. Photographer: Dave King



Being able to rely on the quality and supply of this drinking water, as well as the environmentally-sensitive treatment of the entire watershed, is a reflection of a high quality of life.

Water conservation programs are a big part of life in Calgary, and enthusiastically supported by much of the population. Low water use fixtures are standard in all new and recently-renovated buildings, and by 2014, all Calgary homes – more than 280,000 of them - will be equipped with water meters.

Source: www.flickr.com. Photographer: Kelsey Scholtz

Curbside recycling services are in place across the city.

The City of Calgary provides residential weekly garbage pickup services as well as curbside recycling pickup of plastics, paper, glass and tin. As well, The City operates 50 community recycling depots, electronics drop-off spots, and special seasonal services or “events” such as hazardous materials disposal days, Christmas-tree drop-off and leaf and pumpkin disposal depots.

The City’s long-term waste management goal is both simple and ambitious; by the year 2020, Calgarians will recycle 80 per cent of their waste and send just 20 per cent to the landfills.



Source: www.flickr.com. Photographer: A Hermida

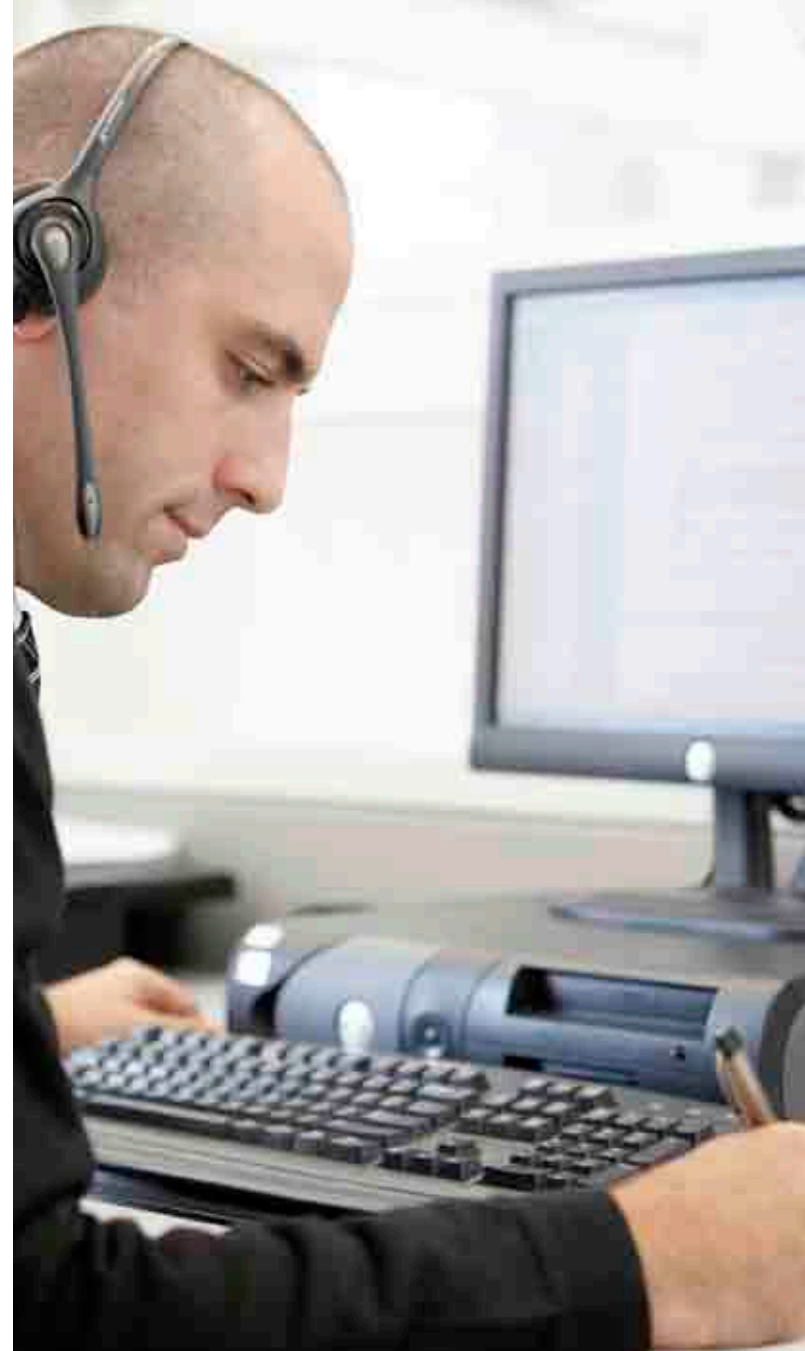
Information and communications technology services are all here. So are the people who create and deliver those services.

Calgary is definitely a tech-savvy community. High-speed internet service is available to 100 per cent of Calgary homes, and this city has the highest rate of internet connectivity and usage (89 per cent) in all of Canada.

An extensive fibre optic infrastructure is in place, and sophisticated voice and transfer technology readily available.

VOIP (Voice Over Internet Protocol) is expected to revolutionize Calgary's multi-billion-dollar phone industry. Users can make 'telephone' calls using a broadband internet connection, instead of a traditional analog phone line.

Public buildings all over the province – schools, libraries, health care facilities, government offices, etc. – are linked via Alberta SuperNet, a high-speed, high-capacity broadband network providing information and live audio and video to more than 430 communities.



The Calgary Region

The regional lifestyle

When you live in one of the many communities close to Calgary, you enjoy **all the friendly comforts of small town living**, plus the advantages of close-by big city services and opportunities.

It's a way of life that's increasingly popular, especially for young families: live and work in a small community. Being close to a larger center allows people to travel into the city for work, specialized medical care, to take in a concert, or to attend classes at one of the many post-secondary institutions.





The regional lifestyle

There are 15 municipalities and one First Nation (the Tsuu T'ina) in the Calgary Region, from Banff (in the world-famous Banff National Park) on the west, to Wheatland County in the east, and from Crossfield and Airdrie in the north, to the Municipal District of Foothills and Nanton in the south, close to the Canada-U.S. border.

Some towns in the region – Canmore, Okotoks and Strathmore, for example – are among the fastest-growing communities in the province, and have more than doubled their population in just a decade.

It's definitely the best of all worlds.

In many of the towns and villages, the views are simply breathtaking: the Rocky Mountains, the Bow River, local creeks, the foothills, or the rich, rolling ranchland plains.

The air is fresh, cool and clean: many of these towns are located at high near-mountain altitudes, and you can literally feel the crispness in the air. Some of the finest untouched wilderness areas in all of Canada are practically on your doorstep, with limitless opportunities for hiking, camping, exploring, skiing, fishing, and just about every other outdoor activity imaginable.

These communities appreciate the pristine natural environment in which they live, and are committed to its protection and preservation. 'Green' programs and practices are well-established and universally supported; it seems everyone is a responsible environmentalist.

But these small towns also have all the advantages of modern, well-serviced communities.

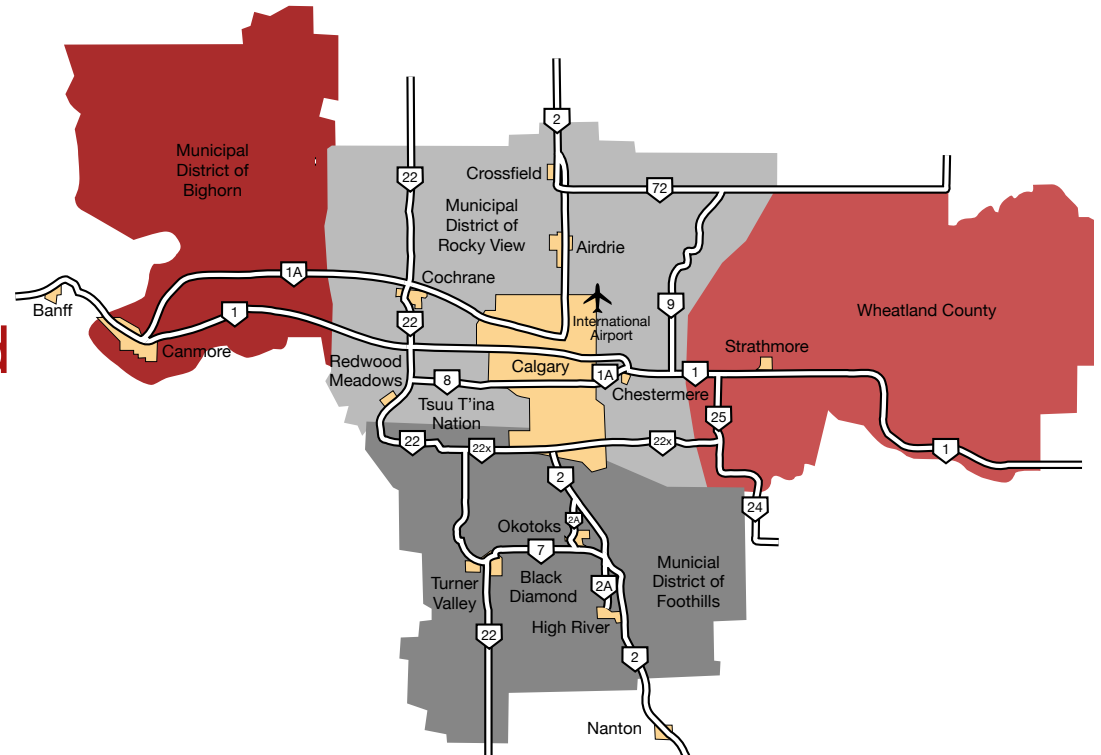
Schools are well-established, and offer a good range of specialty subject and extra-curricular choices. Many towns have their own hospitals and municipal services, including recreation facilities, police and fire departments, garbage pick-up, and some transportation links with Calgary.

There are an increasing number of employment opportunities, too. The economies of the regional towns are healthy - strong, growing, thriving and diversifying.

The services-producing sector is particularly strong: professional and business services; educational services; health care; accommodation and food services; finance, insurance, real estate and leasing.

The regional lifestyle

Each community has its own unique character, but all share one common quality:
a superb, well-balanced lifestyle.

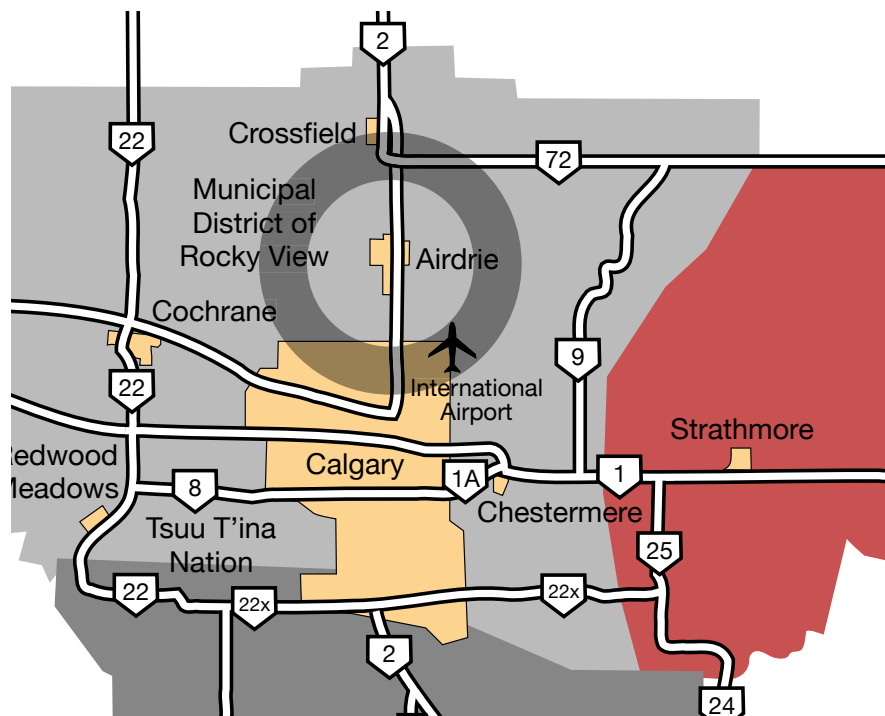


The regional lifestyle

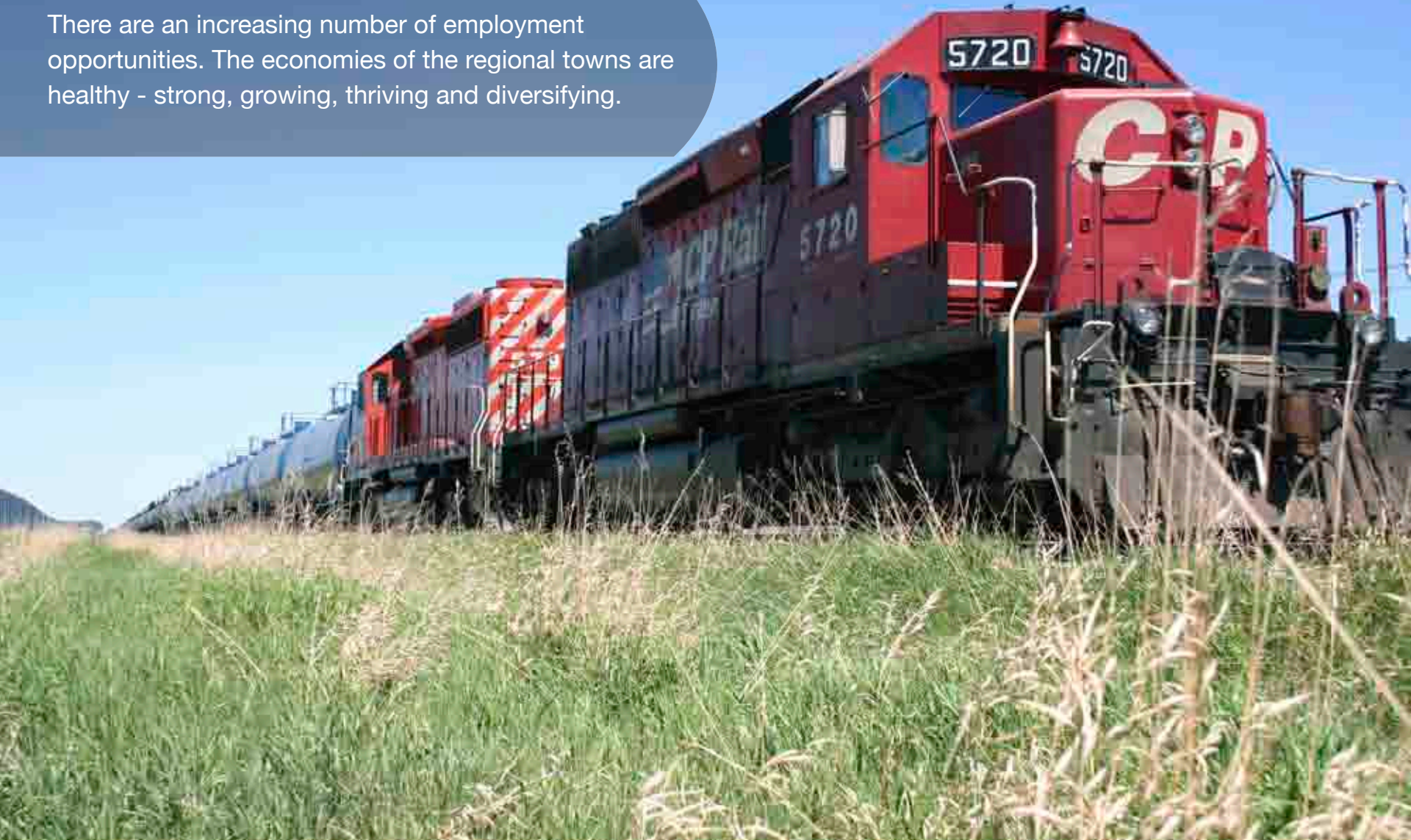
Airdrie

With a population of more than 38,090, [Airdrie](#) is the second largest city – after Calgary itself – in the region. It's located on the heavily-travelled Queen Elizabeth II highway, the major transportation link between Calgary and Edmonton, and is less than 15 minutes from the Calgary International Airport.

Like other towns in the region, Airdrie has its own municipal government and excellent local services and facilities. It's an increasingly popular choice for commuters who appreciate the fast and easy access via the QEII to any area in Calgary.



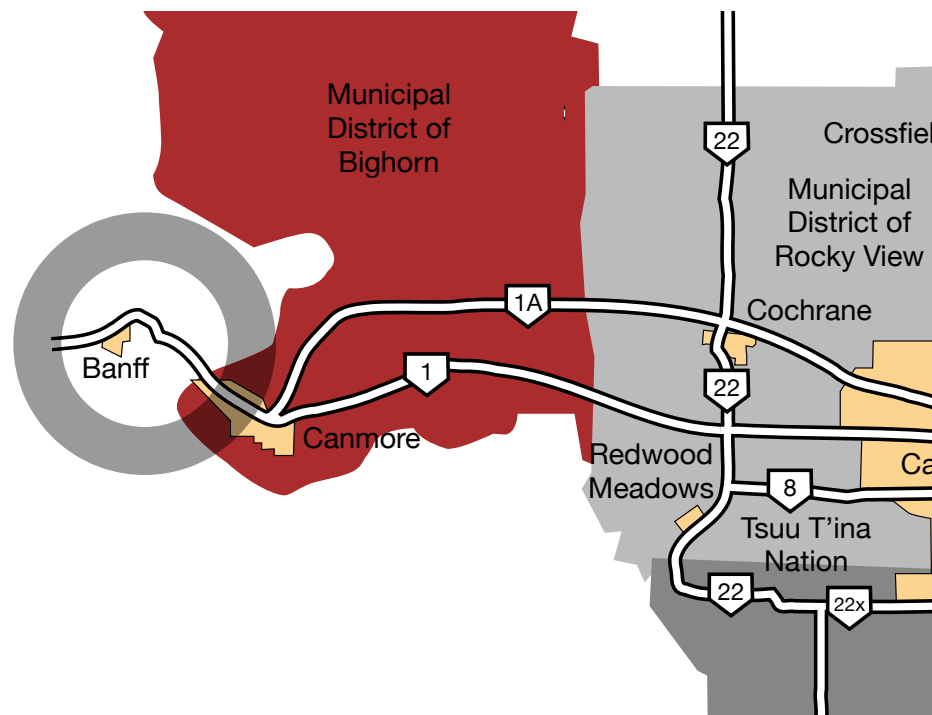
There are an increasing number of employment opportunities. The economies of the regional towns are healthy - strong, growing, thriving and diversifying.



Banff

The town of **Banff** is famous for its spectacular setting. It's Canada's first incorporated municipality in a national park, so while its population (just over 8,700) is limited, the town welcomes some four million visitors every year.

As one of most important tourist sites in the country, Banff is particularly well-served, with museums, heritage buildings, one of Canada's leading performing arts school, the world-renowned Banff School of Advanced Management, and, of course, the unparalleled ski hills of the Rocky Mountains. The town welcomes more than 4 million visitors every year.

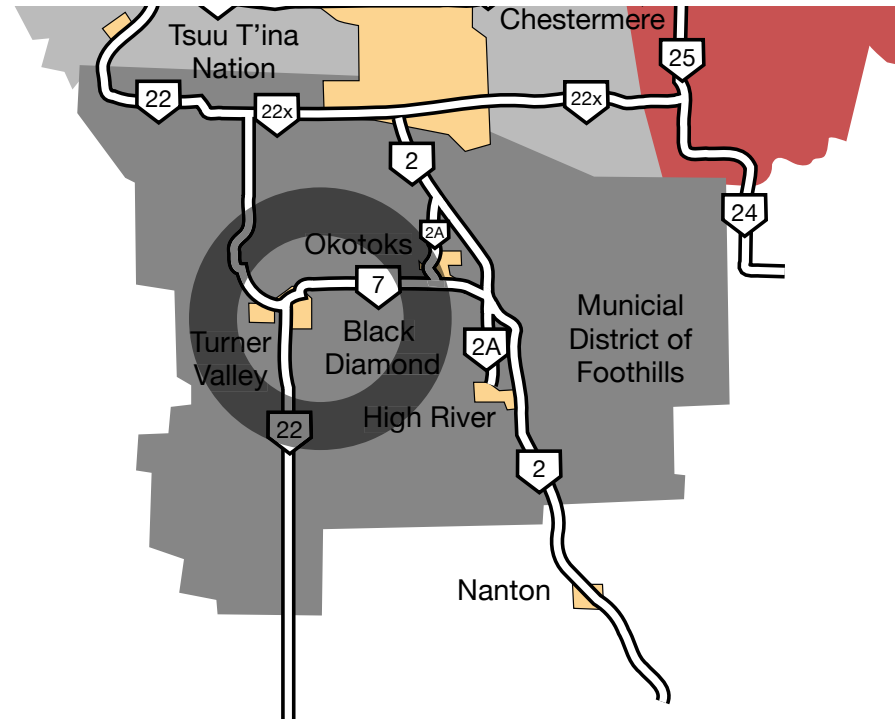


The regional lifestyle

Black Diamond

Located alongside the Sheep River in the tranquil foothills of the Rocky Mountains, Black Diamond (population 2,308) sits 52 kilometres (32 miles) southwest of Calgary on Highway 22, also known as the Cowboy Trail. Surrounded by true-blue 'Western' country, with working ranches, real cowboys on horseback and cattle drives, Black Diamond is also recognized for its proximity to unspoiled Kananaskis Country. Here, outdoor enthusiasts are provided easy access to an awe-inspiring nature's playground.

Rich with artistic flair, Black Diamond is a nurturing home for its abundant artists, galleries, working studios and musicians. Its historic 'boomtown' storefronts include both renowned Black Diamond Bakery and Marv's Classic Soda Shop. Equipped with a hospital, pharmacies, alternative health and wellness practitioners, recreational facilities, schools and a vibrant business community, this charismatic little town offers a charming rural lifestyle with all the modern amenities, and a short scenic commute to the 'big city'.

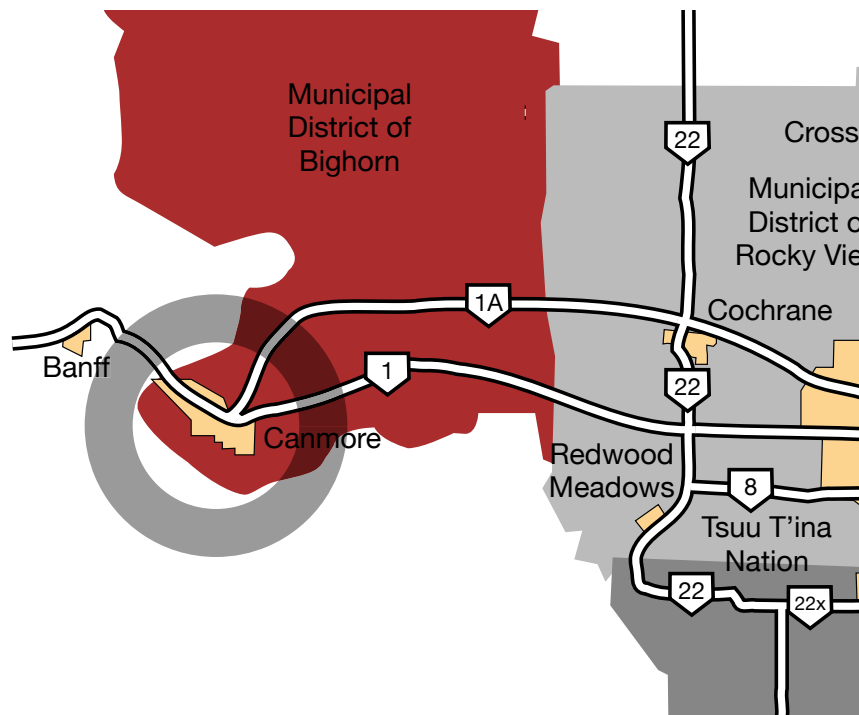


The regional lifestyle

Canmore

One of the venues for the 1988 Olympic Winter Games, [Canmore](#) (population 12,226) is one of the fastest-growing communities in the province. Thanks to the television images beamed to the world during those Olympics, Canmore has grown from a small mining town to an international tourist destination and a model of sustainable environmental sensitivity.

It's minutes from a world heritage wilderness park, three provincial parks, the high performance Nordic training centre, six golf courses, and the Calgary International Airport.

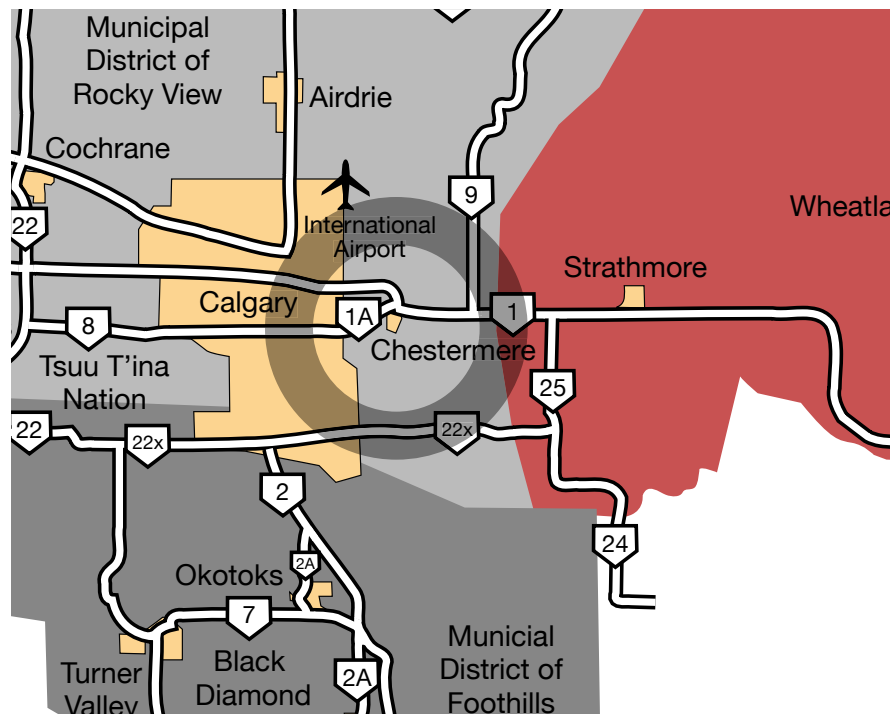


A person is kayaking on a calm, blue lake. In the background, there are large, rugged mountains with patches of snow, partially covered by a layer of green forest. The sky is bright blue with scattered white clouds. The water reflects the sky and the surrounding landscape.

Some of the finest, untouched wilderness areas are practically on your doorstep

Chestermere

A town of some 13,760 people, [Chestermere](#) is on a lake just 10 kilometres (six miles) east of Calgary. It's a popular residential area for Calgary commuters, and is developing its own strong retail and industrial sectors.

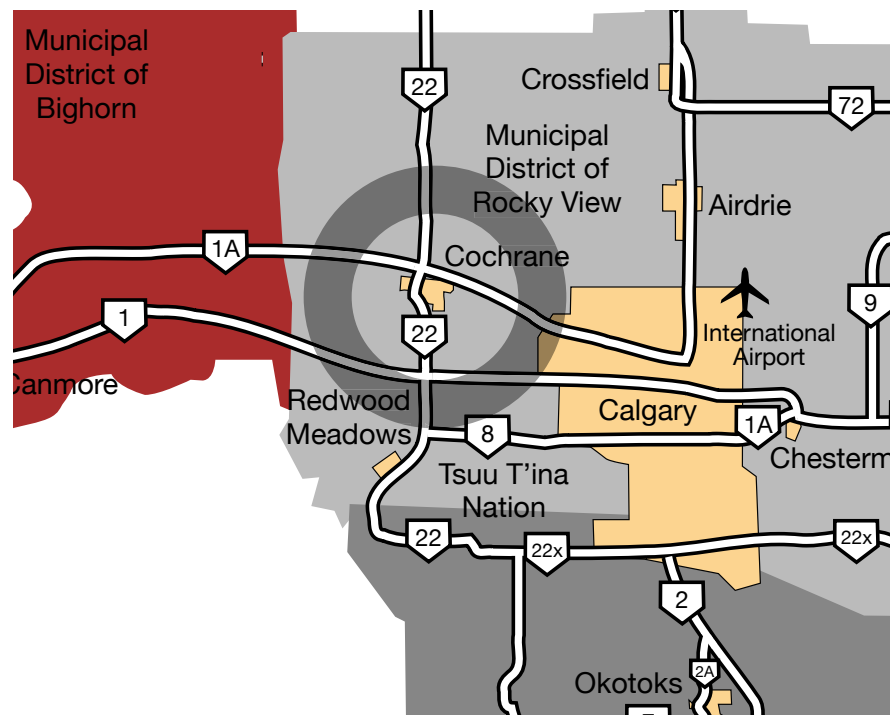


The regional lifestyle

Cochrane

Cochrane is just 18 kilometres (11 miles) directly west of Calgary on the banks of the Bow River, with the Rocky Mountains framed in many windows. It's an easy commute into Calgary – and many commute by Calgary's CTrain every working day – and the TransCanada Highway is immediately accessible.

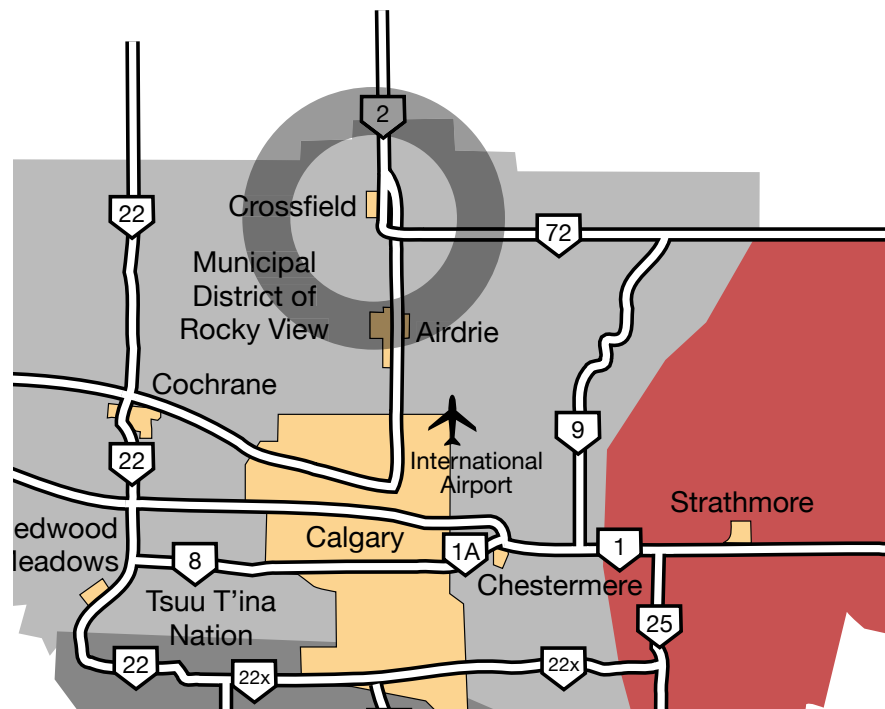
Cochrane's population of about 15,424 includes many artisans, musicians and writers, who stage many major cultural events during the year. The first major cattle ranching operation in western Canada was located here, and the Cochrane Ranche Historic site offers guided tours during the summer.



Crossfield

Crossfield is a small (population 2,648), quiet community 51 kilometres (about 32 miles) north of Calgary, on the Queen Elizabeth II highway.

Crossfield is well-served with two schools, a community centre, and excellent indoor and outdoor recreational facilities. A large and thriving industrial park provides employment opportunities for many local residents.

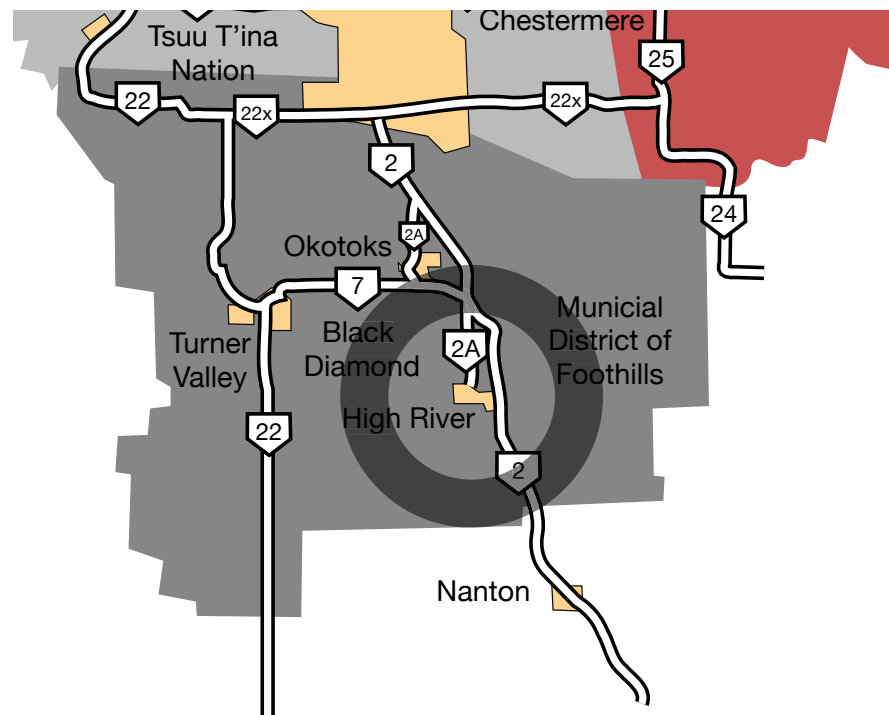


The regional lifestyle

High River

On the Highwood River just 20 minutes south of Calgary, [High River](#) is a city known for its colourful past and colourful residents. Murals throughout the downtown area tell the stories of the events and the people that made this small town so famous.

Now a town of 11,346, High River is still one of the most beautiful and well-treed riverside communities in southern Alberta. It's one of the most active, too, with many chuckwagon, rodeo and family-fun events held every year.



It's a way of life that's increasingly popular: live in a small community within an easy drive of downtown Calgary, and travel into the city for work, medical care, or to take in a concert.

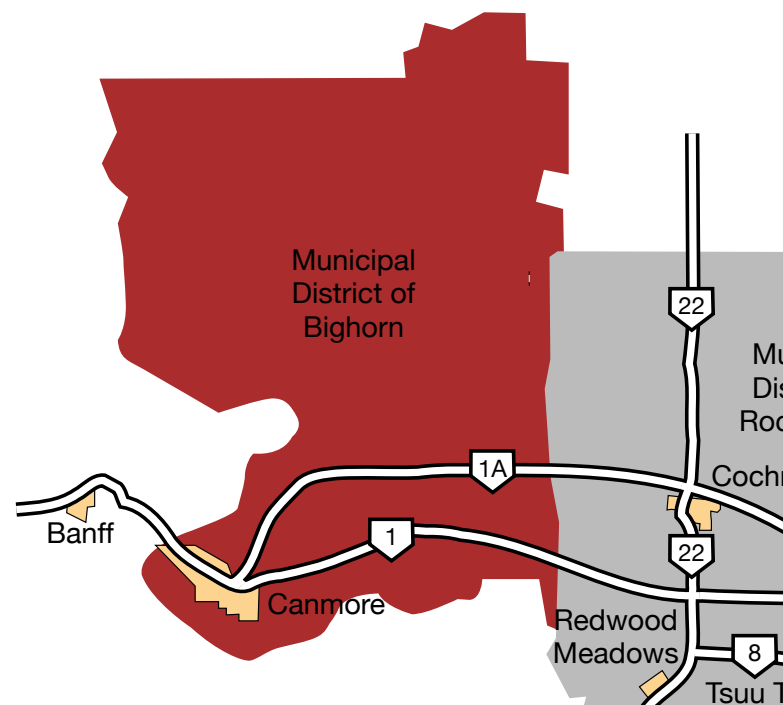


Municipal District (M.D.) of Bighorn

This is a district of some 2,264 square kilometres (1,029 square miles) with a population of 1,454 in 2006.

It's a major industrial area immediately adjacent to Banff National Park. The district is home to oil and gas exploration and drilling, cement production, gravel and concrete operations, magnesium oxide production, and lime and calcium carbonate production.

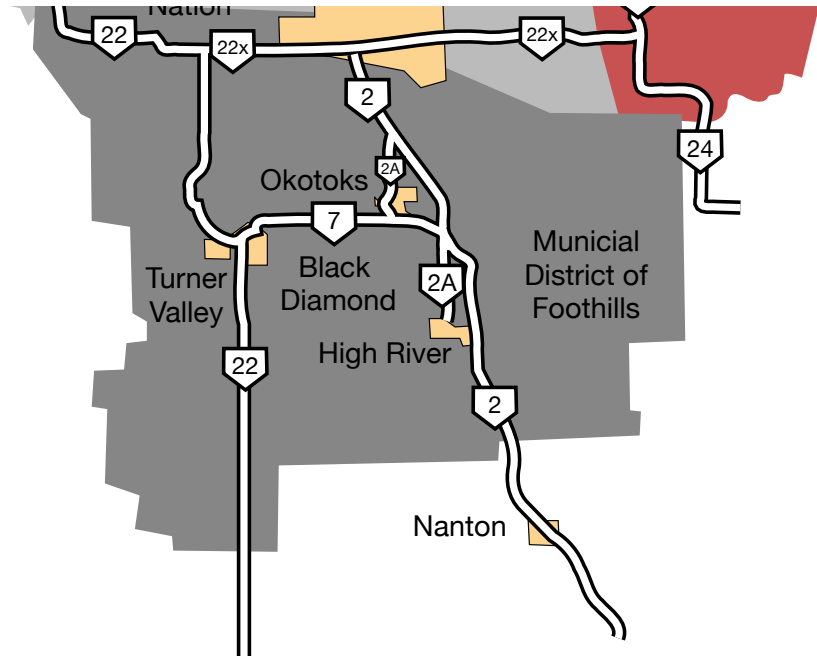
Like other areas in the Calgary Region, the [M.D. of Bighorn](#) also offers superb outdoor recreation opportunities.



Municipal District (M.D.) of Foothills

This is a rural district of some 3,600 square kilometres (1,400 square miles) of gracious family homes in the foothills, and bordering on the magnificent golf courses of the Kananaskis Wilderness Area.

The [M.D. of Foothills](#) surrounds the towns of Okotoks, High River, Turner Valley, and Black Diamond, as well as the village of Longview and the Eden Valley First Nations Reserve. It has a population of 19,700 (2006).

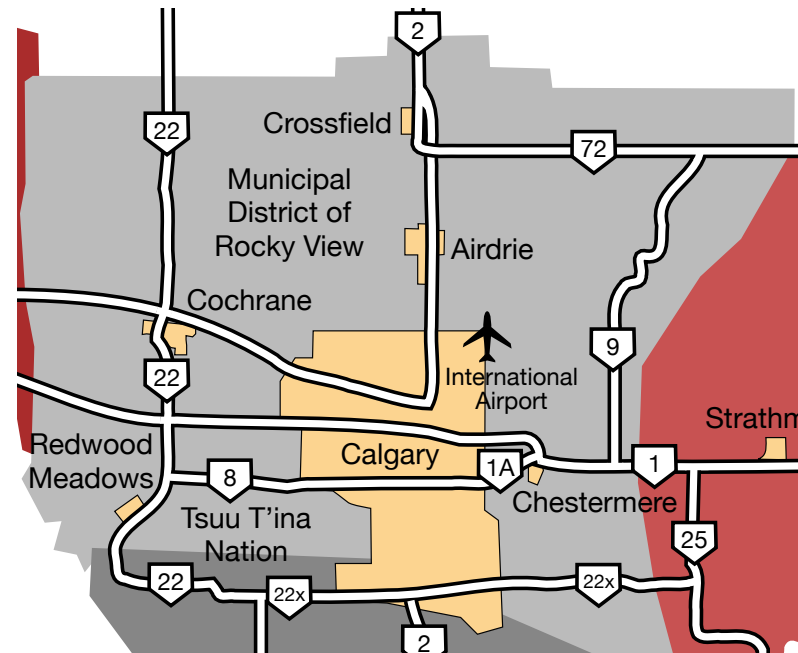


Municipal District (M.D.) of Rockyview

This is a district that borders Calgary on three sides – north, west and east – one of the longest common boundaries between a municipal district and city anywhere in Canada.

With a population of close to 35,000 (2006), [Rockyview](#) includes some of the most desirable small residential communities in Alberta – such as Bearspaw, Bragg Creek, Cochrane Lakes, Elbow Valley, Langdon and Springbank. At the same time, the district is taking full advantage of the development opportunities within the Calgary-Edmonton corridor.

Built on a solid economic mix of oil and gas production, value-added agriculture, and highway commercial growth, Rockyview has exceptional transportation links, easy airport access, and a diverse land base few other places in western Canada can match.

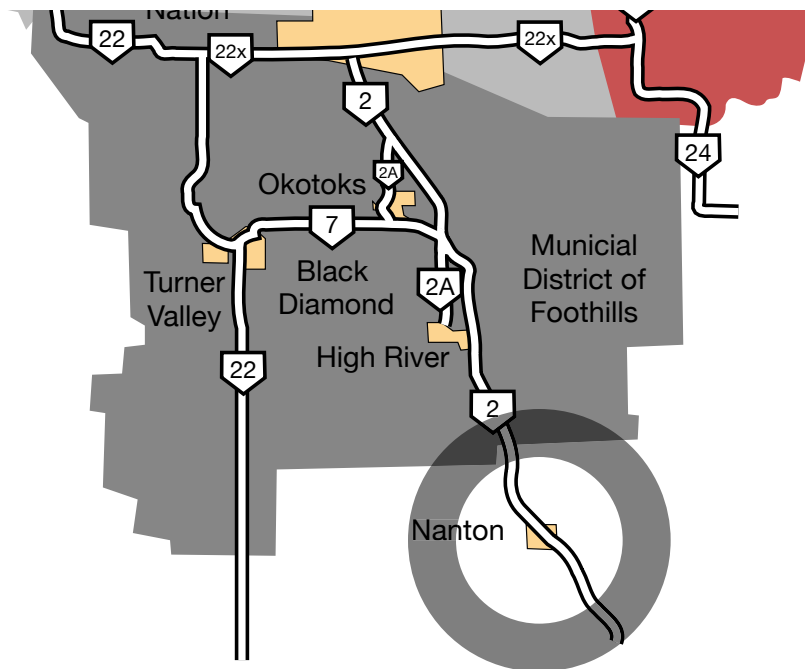


The regional lifestyle

Nanton

Just 40 minutes south of Calgary, [Nanton](#), with a population of 2,212 in 2009, is on the Queen Elizabeth II highway (called Highway 2), so has direct access to markets in the United States and across Alberta. Another major highway, #533, links the community with other provincial market areas.

Nanton is close to urban facilities and conveniences, and provides residents with excellent lifestyle and business opportunities close to home. Its agricultural and ranching roots and sense of community help maintain Nanton's small town character and appeal.



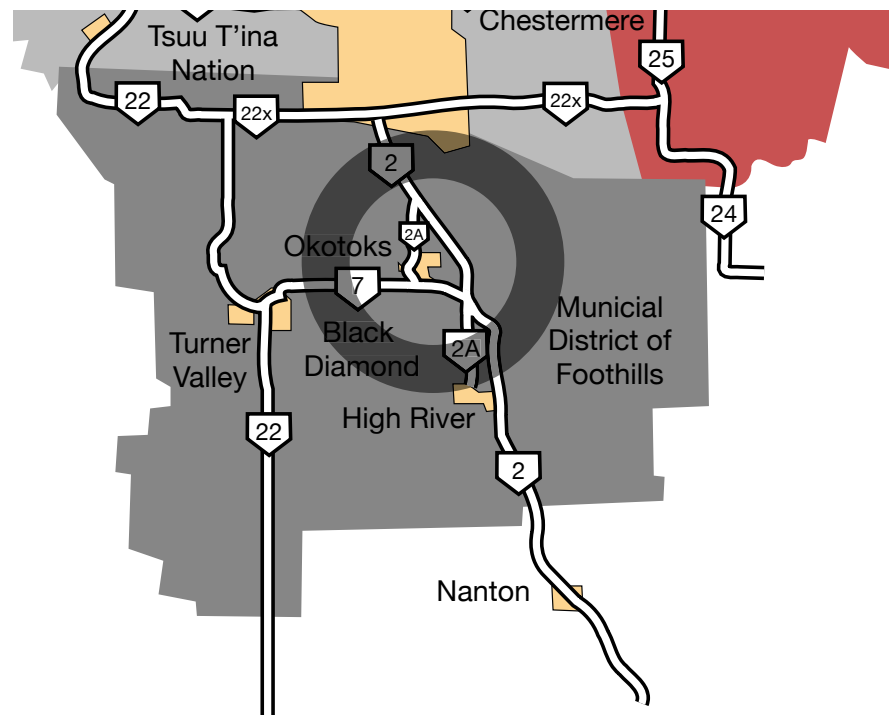
The regional lifestyle

Okotoks

Okotoks is surrounded by magnificent Rocky Mountain views, beautiful rolling hills and the splendid Sheep River Valley. Okotoks is located 15 minutes or 20 kilometres south of Calgary's city limits and has a population of 23,201 (2010). Okotoks is the largest commercial centre and services community between Lethbridge and Calgary, and has the largest regional trading centre in the Foothills.

The town of Okotoks continues to experience high levels of growth with 7.0 per cent population growth in 2009 and construction values for residential, industrial and commercial development approaching \$97.9 million in 2009.

Okotoks is committed to maintaining well-planned, safe, friendly neighbourhoods, as well as enhancing a robust and diverse business community. Okotoks was ranked in 2010 by Alberta Venture Magazine as one of the top five "communities to watch" for development and growth in the future.

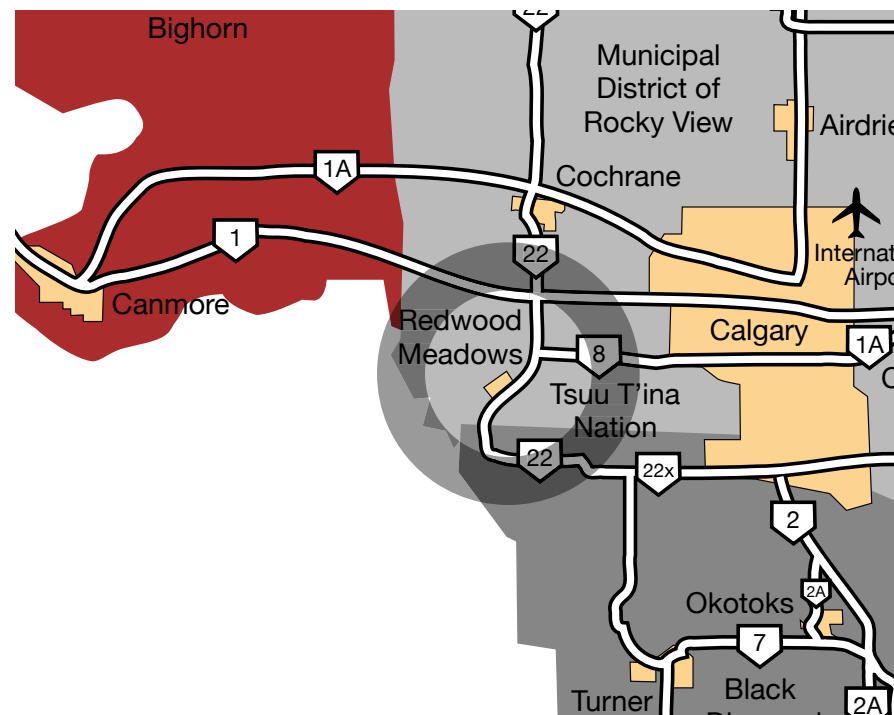


The regional lifestyle

Redwood Meadows

The townsite of Redwood Meadows is located in the foothills on the Tsuu T'ina Nation. It's adjacent to Highway #22 and the Elbow River, northeast of Bragg Creek and just 20 minutes from the Calgary city limits.

The homes are on lots leased for 75 years, in a forested setting amidst a championship golf course. The community operates like other Alberta municipalities, and property taxes are calculated on the same principles as the rest of the province.

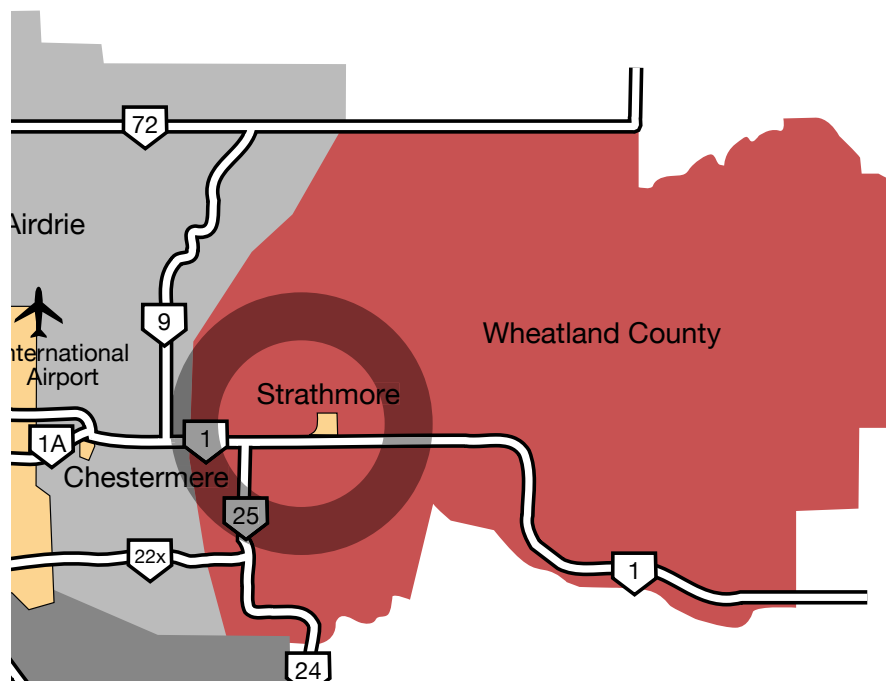


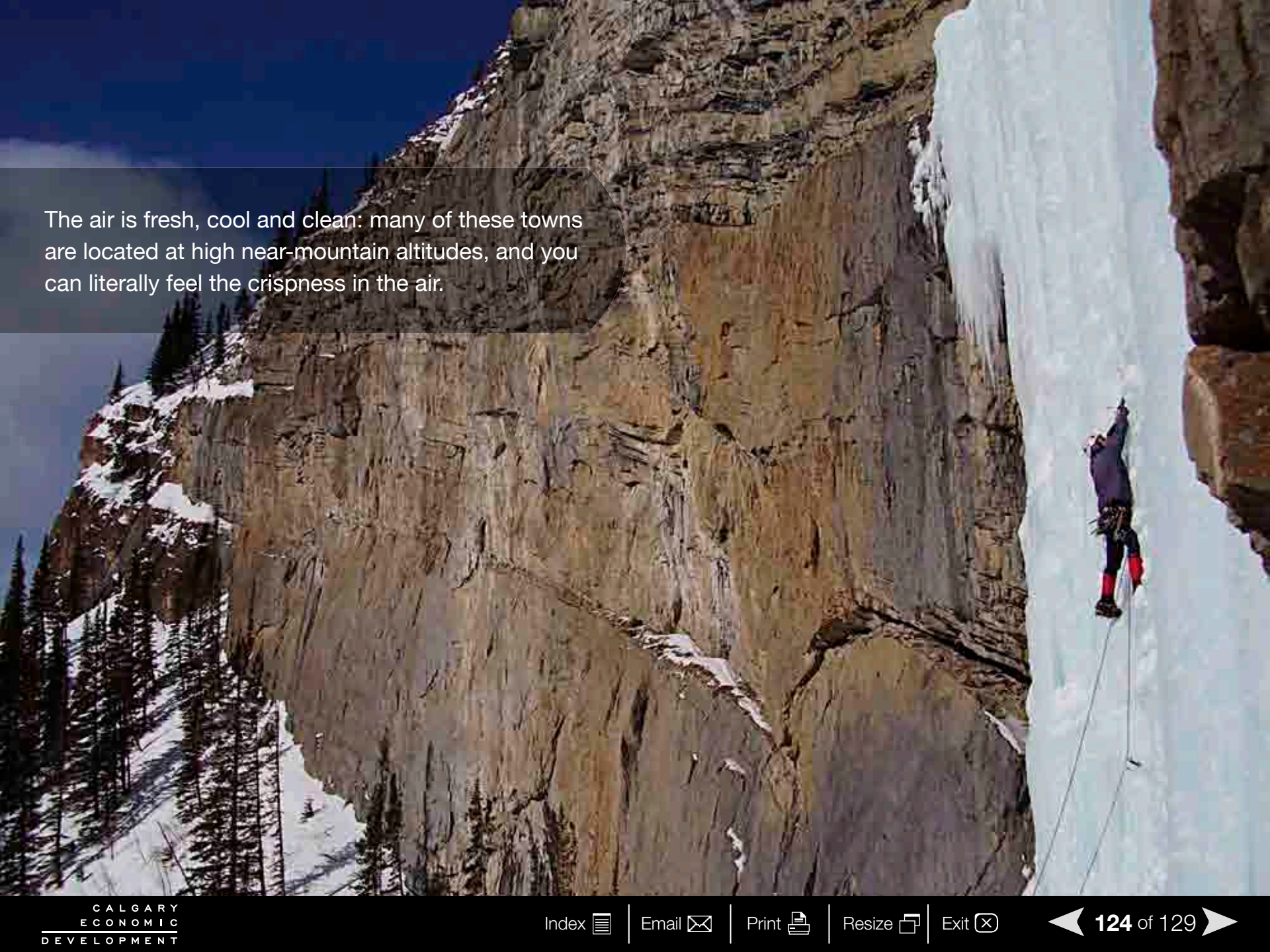
The regional lifestyle

Strathmore

Just 40 kilometres (25 miles) east of Calgary on the TransCanada Highway, [Strathmore](#) has many of the advantages that come with growth.

Now a town of more than 11,838, Strathmore offers excellent business opportunities, affordable housing, good educational and recreation facilities, and 'big city' health care, including a hospital.





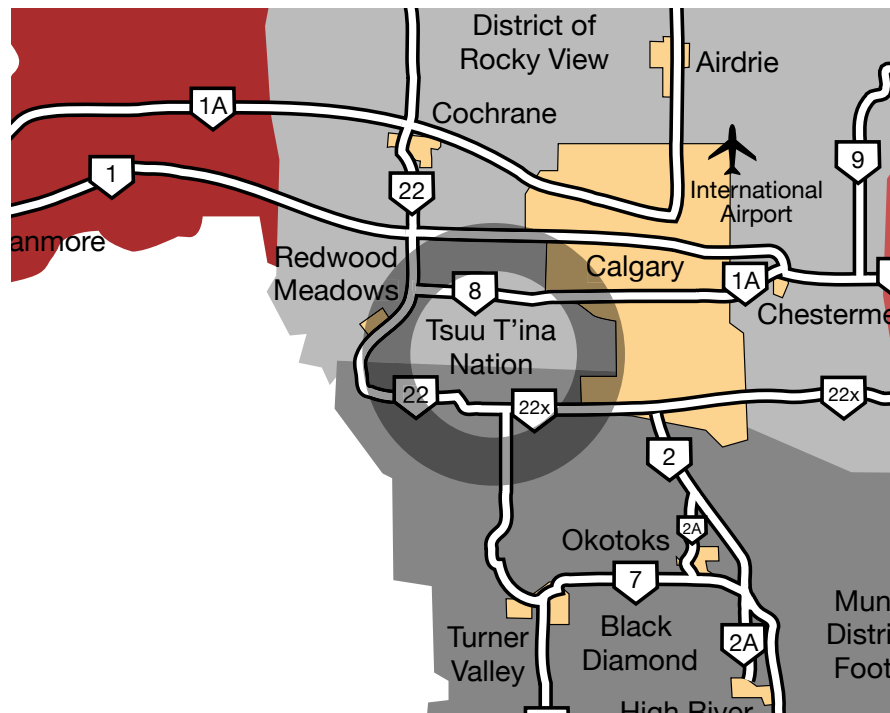
The air is fresh, cool and clean: many of these towns are located at high near-mountain altitudes, and you can literally feel the crispness in the air.

The regional lifestyle

Tsuu T'ina Nation

This First Nation, the Sarcee Indian Reserve, is located on the outskirts of Calgary, just 15 kilometres (five miles) west of the city. The Tsuu T'ina, of whom about 1,405 (2006 Census) now live on the Sarcee Reserve, have a strong influence in the development and culture of the entire Calgary region.

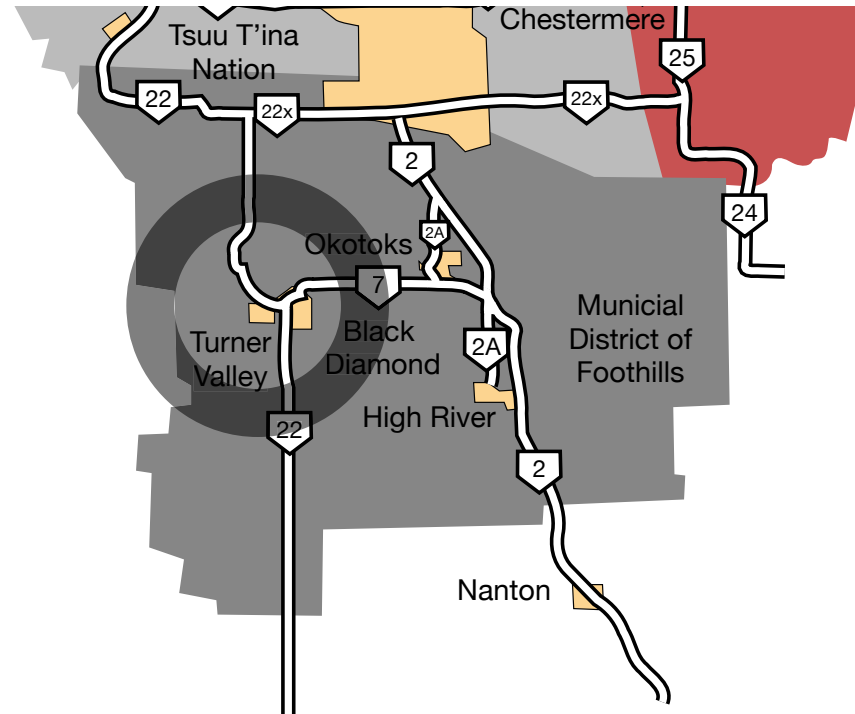
Economic expansion projects are currently underway on the Reserve, including a casino and retail/commercial development.



Turner Valley

This was where Alberta's first major oilfield was discovered, the 'black gold' that has powered the province's economy ever since. At one time, Turner Valley was the largest oil producing field in the British Empire.

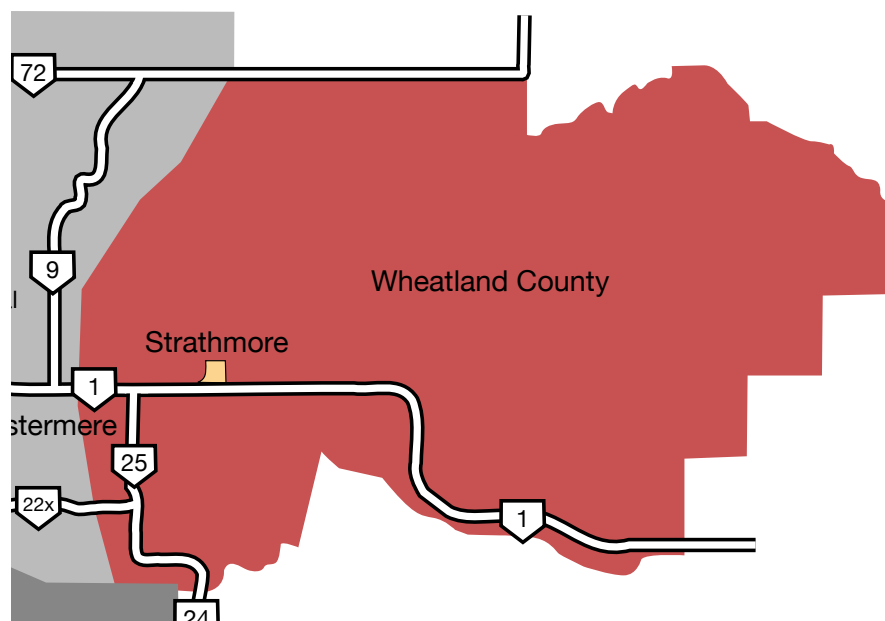
Just 35 minutes southwest of Calgary, [Turner Valley](#), with a 2008 population of 2,022, is now considered the gateway to Kananaskis Country, one of western Canada's favorite recreation playgrounds. As a prime tourist destination, Turner Valley is well-served with medical care, educational, recreational and retail facilities.



Wheatland County

Forty kilometres (25 miles) east of Calgary, [Wheatland County](#), with a population of 8,164, is a district that touches on the urban centres of Brooks, Drumheller, Strathmore, and Calgary itself, and has excellent access to key transportation links to major markets.

Dedicated stewardship of the land, once primarily agricultural, continues to be the strength of Wheatland County's economy, and the commercial and industrial opportunities the area offers.



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