

Calgary

www.calgaryeconomicdevelopment.com

Welcome

Welcome to Calgary!

If you visit www.calgaryeconomicdevelopment.com you will see why Calgary is establishing a reputation around the world for offering an entire package of competitive advantages.

Calgary Advantages:

- Calgary is Canada's number one economic performer and is home to a diverse array of industries, including the energy, finance, manufacturing, transportation, technology, film and creative industry sectors.
- Calgary's employment rate and per capita income are ahead of the Canadian national average.
- Over the past five years (2000-2004), the region experienced an average annual population growth higher than any other city in Canada.
- Calgary has no provincial sales tax, no capital tax, no machinery and equipment tax and reasonable property tax on land and buildings.
- Calgary has the youngest and most highly educated population among the 6 major markets in the country.
- Calgary was ranked as the best place in Canada to work by the Globe and Mail, and Today's Parent magazine ranked Calgary among the top five best cities for families.
- Calgary continues to enhance its reputation as a world-class city playing host to such internationally renowned events as the Calgary Stampede, The Spruce Meadows Masters, and the G8 Summit.

Browse through www.calgaryeconomicdevelopment.com and discover the dynamic spirit and endless opportunities in **Calgary-Heart of the New West**.



Area Overview

Calgary's citizens enjoy a lifestyle envied by many. The City has all the benefits of a large metropolitan and sophisticated centre enjoyed in a relaxed and friendly lifestyle typical of Calgary's legendary western hospitality. Calgary's dynamic and innovative spirit, superior workforce, and clean and safe environment make Calgary a world-class city and a global business choice.

Its geographic location and size makes it a major urban centre for the southern half of the province of Alberta. Included in the Calgary Regional Partnership are 11 Municipalities and the T'suu Tina nation. This partnership initiative collaborates to create projects of value throughout the region. Read more about the Calgary Regional Partnership at www.calgaryregion.ca.

Calgary's reputation as Canada's Energy Capital stems from its thriving oil and gas industry and from the energy and enthusiasm of its business community.

With Canada's youngest and most highly educated population, it is easy to see why Calgary has such vitality and spirit. It is this combination of optimism and opportunity that continues to draw firms and entrepreneurs to this city.

Calgary is home to over 87% of Canada's oil and natural gas producers and 66% of coal producers. Companies involved in the energy sector, and its supporting industries, have flocked to Calgary and have sparked the emergence of new growth leaders.

Aside from oil and gas companies, the city has internationally recognized firms involved in finance, engineering, food production, transportation, and telecommunications. As an established advanced technology centre, Calgary is also home to dynamic information technology, health services and environmental sciences firms.

Its proximity to key national and international markets has made Calgary an important distribution hub for western Canada. With skilled labour, reliable and inexpensive energy and an advantageous tax climate, Calgary has a lot to offer the modern entrepreneur.

A further attraction of Calgary is our enviable rocky mountain lifestyle. A recent Mercer study from Geneva, Switzerland, ranked Calgary as the world's best city in terms of healthy living and in 24th place in Mercer's overall Quality of Life survey.

With a strong entrepreneurial spirit and an ability to get things done, Calgary remains one of Canada's most consistently growing economies.

Calgary Advantages:

- Strong entrepreneurial spirit and enthusiastic business community
- Population with the highest percentage of post-secondary education in Canada
- Labour force with the highest productivity rates and participation rates in Canada
- One of Canada's consistently fastest growing economies
- Centre of Canada's energy industry and western Canada's high technology industry
- Distribution hub for western Canada, the Northwest United States & the Pacific Rim
- Broad international business experience and recognition
- Pro-business governments
- Ranks first in Canada as a centre of major corporate headquarters on a per capita basis
- One of Canada's fastest growing populations
- Year round recreation and enviable Rocky Mountain Quality of Life



City of Calgary

Climate

The Calgary area enjoys a mild and ever-changing climate. During the summer months the temperatures can vary dramatically, with temperatures soaring into the 30s and dropping far below that during the night. Calgary has the sunniest winter months with an average of 2,300 hours of sunshine annually.

Because of its close proximity to the mountains the region has become famous for its Chinooks; a warm, dry wind, most noticeable in the winter, that causes the temperature to rise above freezing.

Calgary is ranked first out of Canada's 100 largest cities by Environment Canada for the sunniest days year-round and in the winter. Calgary has over 2,300 hours of sunshine annually.

Community Services

Municipal

City of Calgary
P.O. Box 2100, Station "M"
Calgary, Alberta
T2P 2M5
Tel: 403-268-CITY (2489)
Tel: 403-268-INFO (4636)
Fax: 403-268-1581

A list of departments and facilities operated by the city is included in the Blue Pages, in the front section of the Calgary and Area telephone directory. For non-emergency city services, please dial 311. Additional information can be found at the [City of Calgary's](#) web site.

Provincial

Most major provincial government departments have offices located in the City of Calgary. A list of all departments is included in the Blue Pages, in the front section of the Calgary and Area telephone directory. For further information on the Government of Alberta, telephone toll free 310-0000. Additional information can be found at [Alberta Economic Development's](#) web site.

Federal

A number of federal government departments have offices located in the City of Calgary. A list of all departments is included in the Blue Pages, in the front section of the Calgary and Area telephone directory. For further information on the Government of Canada programs and services, contact Reference Canada at 1-800-O-Canada (1-800-622-6232). Additional information can be found at the [Government of Canada's](#) web site.

Community Lifestyle

A great place to live, work and play, Calgary is a place that attracts people from across Canada and around the world. Calgary is a city where you can imagine new possibilities and build new futures.

Calgary is a community rich in arts, culture and entertainment, with an enthusiastic business culture and surrounded by playgrounds of mountains and rivers that attract and retain some of the adventurous and energetic individuals that make up Calgary's workforce.

Calgary's young and diverse population creates a stimulating and vibrant culture and it's highly productive workforce fuels the city's dynamic spirit.

Sports & Recreation in Calgary

Professional Sports

Calgary Flames

The Calgary Flames are performing in one of the best entertainment facilities in North America - Pengrowth Saddledome. During the 2004 playoff run, the Flames had attendances that reached over 19,000.

In the span of 26 years, the Calgary Flames have become one of the premier franchises in the NHL both on and off the ice. The pinnacle of their storied history was being crowned Stanley Cup champions for the 1988-89 season.

Calgary Hitmen

The 2005-06 season marks the 11th year of operation for the Calgary Hitmen. On May 7th, 1999, the Hitmen captured the Western Hockey League Championship. In four short years the Hitmen went from a struggling expansion team to Champions.

Calgary Stampeders

The Calgary Stampeders celebrated their 60th year of operations in September 2005. The Calgary Stampeders have brought the Grey Cup to Calgary five times and have been runner up six times.

Calgary Roughnecks

The Calgary Roughnecks arrived in Calgary in 2000 and, just four years later, claimed their first National Lacrosse League (NLL) championship. Since their arrival in Calgary, the Roughnecks have steadily improved their record over each campaign, culminating in the hoisting of the NLL's symbol of supremacy in 2004.

For more information on professional sports teams in Calgary please visit our [website](#).

Parks & Pathways

The City's Parks Business Unit is responsible for 7,500 hectares of parks, open spaces, and roadway greens, including Nose Hill Park, one of the largest urban natural green spaces in all of Canada.

City Parks maintains approximately:

- 7500 hectares of land in excess of 3400 sites
- 975 playgrounds
- 410 ball diamonds
- 500 soccer and football fields
- 180 tennis courts
- 335,000 trees
- 580 km of pathways
- 120 dog off-leash areas

With approximately 580 km of pathways and 260 km of on-street bikeways within its boundaries, The City of Calgary boasts the most extensive urban pathway and bikeway network in North America.

For more information on parks and pathways in Calgary please click [here](#) .

Recreation Facilities

Calgary has various public recreations facilities, including ten major athletic parks, 310 baseball diamonds, and 285 soccer/football fields. Calgary Parks and Recreation operates regional recreation and leisure centres offering pools, weight rooms, gymnasium access and climbing walls.

For more information on recreation facilities in Calgary please visit either [Calgary Economic Development](#) or the [City of Calgary](#) .

Skiing

Calgary's close proximity to the Rocky Mountains is a snow-lover's dream come true. With over 5 resorts within a two-hour drive the opportunities are endless for skiers or boarders.

Visit our [website](#) for more information.

Arts & Culture in Calgary

The arts are an integral part of Calgary's social fabric creating jobs, diversifying local economies and strengthening community spirit and pride.

Calgary's art facilities include:

- the [Epcor Centre](#) which showcases national, international, and local artists. It is 400,000 square feet, making it one of three major art centres in Canada. The Centre hosts concerts, programs, and entertainment events from artists around the globe.
- the [Jubilee Auditorium](#) is home to Calgary Opera and Alberta Ballet. It also hosts major international touring musicals, dramatic productions, concerts, entertainers and conferences.

Calgary is also home to Western Canada's largest cultural institution, the [Glenbow Museum](#), which includes a museum, an art program, a library, and extensive archives. The museum houses displays that celebrate the diverse people and events that shaped the Canadian West, including a new gallery exploring Blackfoot history and culture.

For more information on arts and culture events in Calgary including music, dance and theatre information please click [here](#).

Festivals

Festivals run all year round in Calgary. Some of the larger Calgary festivals include [Afrikadey!](#), the [Calgary Folk Music Festival](#), the [Calgary Winter Festival](#), the [Calgary International Childrens Festival](#), and the [Fourth Street Lilac Festival](#). The largest festival in Calgary is the [Calgary Stampede](#).

For more information and listings of festivals in Calgary please visit our [website](#).

Economic Base

While Calgary continues to be a major centre for the global energy industry, it's rapidly expanding economy has diversified far beyond its traditional strength.

Technology, Manufacturing, Financial and Business Services, Transportation and Logistics and Film and Creative Industries are examples of the many industries contributing to Calgary's exponential growth and to its international reputation for innovation.

Energy Overview

Energy plays a large role in the success of Calgary's thriving economy. Calgary has welcomed and benefited from international investment to its energy sector from its early days.

Today, many of the world's largest international oil and gas companies have established a significant presence alongside their Canadian counter-parts in Calgary. Calgary is home to the majority of Canada's oil and gas production companies, major pipeline operators, oilfield service and drilling companies, and energy-related engineering and consulting firms.

Calgary is also home to Canada's national energy regulator, the National Energy Board.

Energy Sector Fast Facts

- 2004 Employment 37,000
- Total 10-year Employment Change 18.2%
- Number of Companies 1,854

Finance & Business Services Overview

Calgary is North America's fastest growing economic region - providing many opportunities for business and financial services to the Calgary Region.

Calgary's finance and business industry is experiencing a large amount of growth with over 19,000 new jobs created over the past ten years.

Finance & Business Sector Fast Facts

- The B&FS sector in Calgary accounts for 10.4% of total employment, compared to 8.5% in Alberta and 9.7% in Canada
- Labour force growth and employment outpaces Alberta and Canada's
- Unemployment rates are lowest in Calgary at 2.5%, than in Alberta at 3.0% and Canada at 4.2%

Transportation & Logistics

Providing a variety of integrated logistics solutions, Calgary is the North American hub for the Pacific Northwest by road, rail and air and is able to move products and people in a manner unparalleled elsewhere in region.

Calgary's transportation and logistics sector has experienced huge growth in the past decade. Since 1994, employment in the sector has increased by 109%. Calgary was listed as one of the most cost-effective places in western North America to establish a transportation and logistics business, in large part due to the low tax regime in the province of Alberta.

Transportation & Warehousing Fast Facts

- 2004 Employment 39,000
- Total 10-year Employment Change 48.9%
- Number of Companies 4,064

Technology Overview

Over half of Alberta's fastest growing companies are in the Information and Communication Technology (ICT) sector. This growth has been felt in the Calgary Region as well, as Calgary is home to the largest number of technology start ups per capita in Canada.

ICT Fast Facts

- 2004 Employment 55,200
- Total 10-year Employment Change 126.8%
- Number of Companies 2350

Manufacturing Overview

Calgary's manufacturing industry drives the demands for goods and services from other sectors of the provincial economy. The city's manufacturing labour force has grown the fastest of any economic region in Canada, and this growth is forecasted to continue. From 2004-2009 over 81,000 new jobs are expected to be created in the Calgary Region.

Manufacturing Fast Facts

- 2004 Employment 53,300
- Total 10-year Employment Change 41.0%
- Number of Companies 1,979

Film Overview

Calgary is best known for the majestic, awe-inspiring scenery central to the imagery and imagination evoked by the frontier of the untamed west. Yet, Calgary's remarkably diverse geography makes it a very popular setting for a vast range of productions. From the deserts of Afghanistan, to the battlefields of feudal Japan, to a trendy restaurant in Beverly Hills, to New York City, Calgary is a chameleon able to play a wide spectrum of roles. Summer, winter, spring or fall.

Film Fast Facts

- 2004 Employment 2,200
- Total 10-year Employment Change 37.5%
- Number of Companies 163

Please refer to www.calgaryeconomicdevelopment.com for more information on Calgary industries.

Economic Facts

GDP

Calgary is among the fastest growing economies in Canada, with a Real GDP growth rate of 4.6%. Calgary's strong pace is anticipated to continue from 2006-2009, at a Real GDP rate of 3.6%

Labour Force

- Calgary had the highest total labour force growth of the major Canadian cities at 36% and annual average growth of 3.5% over the past 10 years (1995-2004)
- Calgary had the highest labour force participation rate in 2004 at 75.5%
- Consistently, Calgary experienced the highest labour force participation rate for the past 10 years with an average annual rate of 74.7% (1995-2004)
- Calgary had the highest total employment growth at a rate of 40.7% over the past 10 years (1995-2004)
- Calgary had the highest average annual growth rate of employment at 4.0% over the past 10 years (1995-2004)
- Calgary experienced the lowest 5-year average annual unemployment rate of 5.0% (2000-2004)
- Calgary had the lowest 10-year average annual unemployment rate of 5.7% (1995-2004)
- Calgary experienced the highest employment-to-population ratio at 57.7%
- 49% of Calgarians are within the core working age group of 25 - 54
- Calgary's labor force is the most productive in Canada at \$75,845 real GDP per worker

Retail Sales

- Calgary represented Canada's highest growth in retail sales in 2004 at 11%
- Calgary had the highest total retail sales growth at 106.6% over the past 10 years (1995-2004)
- Calgary experienced the highest 10-year average annual growth in retail sales at 8.0% per year (1995-2004)

Housing Starts

- Calgary had an average of 12,900 housing starts per year over a 5-year period (1995-2004)
- Calgary experienced a ten year total growth rate of 146% (1995-2004) - housing starts increased from 5,700 in 1995 to 14,000 in 2004.

Head Offices

Calgary had the highest concentration of head office employment in Canada (on a per capita basis) - head office employment increased by 37% between 2000 and 2004, with an annual average of 9.5%

Calgary had the highest number of head offices in Western Canada in 2004 - 89 Calgary-based companies on the FP500 list, 9 of which ranked among the top 50 in Canada

Small Businesses

Calgary had the largest concentration of small businesses among Canadian cities on a per capita basis 38.2 per 1000 population

Income

- Calgary had the highest personal income per capita at \$40,021.
- Calgary's growth of 4.5% of personal income over 2004 was the highest rate in Canada.
- Calgary had the highest wages and salaries per employee at \$44,335 in 2004 as well as the highest annual growth in Canada of 4.7% over 2004

For more information on Calgary's economy please visit www.calgaryeconomicdevelopment.com.

Education

Calgary is a dynamic centre for learning, offering outstanding educational option from pre-school to the city's post-secondary institutions. Calgary's learning environment profiles a variety of world-class programs to prepare its students for the challenges that lie ahead.

Pre School and Day Care

In Alberta, Children's Services sets the standards for daycares, nursery schools, drop-in centres and family day homes. Children Services also offer subsidies to help lower income parents cover the costs of day care.

Elementary & Secondary

Class Size

According to Alberta Learning, in a 2004 survey of school boards, elementary school sizes across the province averaged 19.5 students per class in kindergarten and 23.2 students per class in Grades 1 to 6.

Special Needs

Under the provincial School Act school boards are required to provide educational programs for every resident student, including those with special needs. School board staff work collaboratively with parents of students who are gifted and talented or who have mild, moderate or severe disabilities to provide individualized learning programs that help students reach their potential.

For more information, please visit our [website](#).

Other Links:

- [Calgary Board of Education](#)
- [Calgary Catholic School District](#)
- [Charter Schools](#)
- [Private Schools](#)

Emergency Services

Feeling secure in a community greatly contributes to quality of life. In Calgary, thousands of individuals are committed to protecting the community to ensure its health and safety.

Calgary Fire Department

The Calgary Fire Department serves the community by reducing or eliminating the threat of fire, environmental spills, accidents, and disasters. These accidents may be the result of nature or human actions.

The Fire Department is committed to making Calgary a healthier and safer community by cooperating with the many agencies and individuals who share this goal.

Calgary Police Service

The Calgary Police Service is made up of more than 1,450 police officers and 580 civilian members. In concert with other agencies

and the citizens of Calgary, the Calgary Police Service strives to preserve the quality of life in our community by maintaining Calgary as a safe place to live, work and visit.

Calgary Emergency Medical Services

Emergency Medical Services is committed to promoting the safety and well being of citizens. No longer viewed as just transportation to health care facilities, ground ambulance services and ambulance crews serve as the front-line of Calgary's emergency health care system and play a critical role in the provision of emergency care and treatment of a patient's medical condition or traumatic injuries.

Calgary EMS experiences over 90,000 emergency responses a year, and operates 43 advanced life support (ALS) response vehicles during peak times of the day when call volumes are highest. On certain time-dependent life threatening calls, paramedics are assisted by the Calgary Fire Department first responders. Calgary Emergency services also has the **Stars Air Ambulance** to assist them with remote medical emergencies.

Health Care

Calgary residents receive a complete range of health care services. Under the Canada Health Act, health care is provided through publicly funded insured services. There are five criteria and conditions provincial health insurance plans must meet: public administration, comprehensiveness, universality, portability and accessibility. Residents also benefit from internationally renowned medical research at the University of Calgary Faculty of Medicine.

In Alberta, health care is funded through the Alberta Health Care Insurance Plan. The Plan provides full and/or partial coverage for many health services including long-term care, immunization for children and extended benefits for seniors.

Calgary Health Region

The Calgary Health Region oversees a large integrated system that includes nine acute care sites, long term care facilities and public community health services. In 2005/2006 it expects an operating budget of \$2.3billion and will employ approximately 22,000 full-time, part-time, temporary and casual staff.

Calgary Hospitals

- The four Calgary hospitals have a combined total of more than 1,829 beds.
- All provide 24-hour emergency care and operate as - , trauma centres for southern Alberta, southeastern British Columbia and southwestern Saskatchewan.
- The Alberta Children's Hospital is the Pediatric Trauma Centre for these areas. The hospitals have a combined total employee population over 11,500.

Foothills Medical Centre

- Partnerships with the Grace Women's Health Centre, the University of Calgary Faculty of Medicine and the Alberta Cancer Board's Tom Baker Centre.
- Is one of Alberta's two principal medical teaching and research centres.
- Serves half a million patients each year.
- Is the major trauma centre for southern Alberta, southeastern British Columbia and southwestern Saskatchewan, and has a 22 bed Intensive Care unit, a 24 bed Cardiac Care unit, and 22 Operating Theatres including a specially designated trauma operating room.
- Has a High-Risk Maternity and Neonatal Intensive Care unit. Provides special programs in cardiology, neurosciences, provincial bone marrow transplants and in multiple transplantation (i.e. kidney, pancreas, corneal and tissue).
Telephone 403.944.1110

Rockyview General Hospital

- Provides acute care through an Intensive Care and Coronary Care units.
- Has various Maternal Newborn programs as well as a Special Care Nursery.

- Conducts both day surgeries and surgeries requiring a stay in the hospital.
- Provides Mental Health, Psychiatric Services and a Senior's Health program.
- Is the Regional Centre for recovery of donated eye tissue for corneal transplants and research.
Telephone 403.943.3000

Peter Lougheed Hospital

- Has a 24 hour emergency department.
- Holds 506 beds.
- Offers specialized programs including: Maternal Newborn, Child Inpatient Unit and Day Surgery, southern Alberta Geriatrics and Mental Health
- Ambulatory Care Services such as Cardiac Diagnosis, Medicine, Respiratory, Gastrointestinal, Neurodiagnostics, and Gynecology Outpatient.
- Has an Intensive Care unit.
- Provides additional services through ambulatory care and 33 clinics.
Telephone 403.943.4555

Alberta Children's Hospital

- Admits 6,000 children annually.
- Has a 15 bed Intensive Care unit with nine Pediatric beds and six Neonatal beds.
- Offers specialty programs including Oncology and Bone Marrow Transplant, Burns and Plastic Surgery.
- Provides diagnostic assessment and treatment through 27 specialty clinics that result in more than 75,000 outpatient visits a year.
Telephone 403.943.7211

Find out more about [physician and dental care](#) in Calgary.

Other Health Information

Alberta Health Care Insurance Plan

The Alberta Health Care Insurance Plan uses funds allocated by the federal government to cover medical services. All residents must register and pay monthly health premiums that entitles them to benefits within the province and elsewhere in Canada. Those covered are entitled to all insured medically required services provided by physicians and osteopaths. Certain services provided by dental surgeons are also covered and the plan provides limited coverage for chiropractic, podiatry and optometric services. Benefits for medically required hospital services are administered through the Regional Health Authorities.

Alberta Blue Cross

Alberta Blue Cross is an independent, non-profit organization that covers supplementary health needs not included in the Alberta Health Care Insurance Plan. Benefit plans are available for individuals and families, seniors and employers. Coverage includes prescription drugs, vision care, semi-private and private hospital rooms, short and long term disability, emergency medical travel, dental, ambulance, home nursing, chiropractic and life insurance.

For more information on Calgary health information please visit either the [Calgary Health Region website](#) or [Calgary Economic Development](#).

Key Contacts for Business Development

Municipal

City of Calgary
PO Box 2100 Postal Station M
Calgary AB

T2P 2M5
Tel: (403)268-2111
Fax: (403)268-2362

Dave Bronconnier
Mayor

Owen Tobert
City Manager
owen.tobert@calgary.ca

Key Business Development Contacts in Calgary

Calgary Economic Development

Michael Brown
Director, Industry Development
#731-1st Street SE
Calgary, Alberta T2G 2G9

Tel: 403-221-7831
Toll Free 1-888-222-5855
Fax: 403-221-7828
E-mail: Michael@calgaryeconomicdevelopment.com
Web site: www.calgaryeconomicdevelopment.com

Calgary Business Information Centre

Kristi Rosko
Executive Director
#250, 639 - 5th Avenue, SW
Calgary, Alberta T2P 0M9

Tel: 403-221-7800
Fax: 403-221-7817
E-Mail: Williamson.Daniele@ic.gc.ca
Web site: www.calgary-smallbusiness.com

Calgary Chamber of Commerce

Heather Douglas
President & CEO
100 6th Ave SW
Calgary, Alberta T2P 0P5

Tel: 403-750-0400
Fax: 403-266-3413
E-Mail: msigler@calgarychamber.com
Web site: www.calgarychamber.com

Calgary Technologies Inc.

John Masters
President & CEO
#100, 3553 - 31 Street NW
Calgary, Alberta T2L 2K7

Tel: 403-284-6424
Fax: 403-282-1238
E-Mail: jmasters@calgarytechnologies.com
Web site: www.calgarytechnologies.com

Calgary Airport Authority

Garth Atkinson
President & CEO
2000 Airport Road NE
Calgary, Alberta T2E 6W5

Tel: 403-735-1200
Fax: 403-735-1286
E-Mail: gartha@yc.com
Web site: www.calgaryairport.com

Tourism Calgary

Joe Fardell
President & CEO
#200, 238 11th Avenue SE
Calgary, Alberta T2G 0X8

Tel: 403-263-8510
Fax: 403-262-3809
Toll Free: 1-800-661-1678
E-mail: carole@tourismcalgary.com
Web site: www.tourismcalgary.com

Provincial

Alberta Economic Development

Walter Valentini
Regional Manager, Calgary
#300, 639 - 5th Avenue, SW
Calgary, Alberta T2P 0M9

Tel: 403-297-8920
Fax: 403-297-6168
E-mail: walter.valentini@gov.ab.ca
Web site: www.Alberta-canada.com

Federal

Industry Canada

Jessie Hislop
Senior Trade Commissioner
#400, 639 - 5th Avenue, SW
Calgary, Alberta T2P 0M9

Tel: 403-292-6408
Fax: 403-292-4595
E-Mail: hislop.jessie@ic.gc.ca
Web Site: www.ic.gc.ca

Location

Calgary, Alberta, Canada, is located at: latitude 51 03' 07" North; longitude 114 22' 14" west at the corner of 9th Avenue and Centre Street SW. The City's elevation is 1,048.43 metres [3,439.71 feet] as taken at the fundamental benchmark, Central Park. The area of the city is 721 square km [278 square miles] making Calgary the second largest city in Canada by area.

Post Secondary Education

Post Secondary Institutions

Calgary's post-secondary system represents a wide array of institutions, program types, and subject areas. Individually, these institutions have competitive strengths; as a whole, they provide a continuum of education offerings that help to meet the diverse needs of adult learners and employers in the region. Public Institutions

- **University of Calgary**

The University of Calgary has over 28,000 full and part-time students, including 900 international students from 87 countries, enrolled in undergraduate, graduate and professional degree programs. The University has 16 faculties, 53 departments, and offers over 83 undergraduate courses. In 2003/04, the University graduated over 6,000 students from bachelor, masters and doctorate programs.

The University of Calgary prides itself in being a comprehensive research university, and is one of Canada's top seven research universities. The University belongs to 17 Networks of Centres of Excellence, and is home to 30 research institutes and centres. The University has set a target to be among the top five research universities in Canada by 2010. The University has over 1,900 full-time equivalent teaching and research faculty, as well as over 2,500 full-time equivalent support staff, making it Calgary's fourth largest employer.

- **Mount Royal College**

Established in 1910, Mount Royal College is a public college serving approximately 13,000 students in over 60 certificate, diploma, university transfer, and applied degree programs. In 2003/04, Mount Royal graduated approximately 2,000 students from its certificate, diploma and applied degree programs in such areas as business, communications, health and community studies, and science and technology.

Mount Royal College is recognized for its liberal arts programming and is more academically oriented than many other comparable colleges in Canada. Through the Mount Royal College Conservatory, more than 4,000 students annually receive instruction each year in credit and non-credit programs in the arts. Private lessons in music, theatre, and speech are also provided through the Conservatory.

Mount Royal College offers a number of university transfer programs and refers to itself as "Canada's premier undergraduate college". Mount Royal is seeking a mandate change at this time to allow it to gain university status within Alberta's post-secondary system.

- **Southern Alberta Institute of Technology (S.A.I.T.) Polytechnic**

SAIT is one of Alberta's two public technical institutes. It has over 23,000 full and part-time students enrolled in upgrading, skills training, certificate, diploma, apprenticeship, and applied degree programs. SAIT also offers over 2,300 continuing education courses.

SAIT supports the development of the regional and provincial workforce and economy by providing hands-on training and partnering with business in the areas of program development and applied research. Since the 1990s, SAIT has launched 11 world-class Centres of Technology Development.

Employers are actively engaged in the development of SAIT's instructional programs.

- **Alberta College of Art and Design**

ACAD is one of only four accredited, public art and design colleges in Canada, and is the only post-secondary institution in the prairie provinces devoted exclusively to advanced education, practice, and research in visual culture, design, associated fields, and emergent fields.

ACAD has over 1,300 full and part-time students enrolled in a variety of programs including bachelor programs in the areas of Fine Arts, Design, Media Arts and Digital Technologies. ACAD distinguishes itself from many other institutions by providing a studio-based experience for students in these programs.

- **Bow Valley College** Bow Valley College provides its over 10,000 full and part-time students with highly focused career-oriented training to help students get into the workforce quickly. The College offers ESL, academic upgrading, and career certificate and diploma programs in business, accounting, health care, administration, computers, and a number of community-oriented subject areas (i.e., early childhood, education assistant, etc.).

Bow Valley College distinguishes itself by providing short-term, focused training in a supportive environment. In 2004, the

College was recognized by the Calgary Chamber of Commerce with an award for medium-sized businesses for its leadership in adult education. Bow Valley is also the co-developer, and now sole owner, of the Test of Workplace Essential Skills (TOWES), Canada's leading workplace essential skills assessment tool.

Private Institutions

- [St. Mary's University College](#)
- [Alliance University College/Nazarene University College](#)
- [DeVry Institute of Technology](#)
- [University of Phoenix-Calgary Campus](#)

Private Vocational Schools

- [Columbia College](#)
- [Academy of Learning](#)
- [CDI College](#)

For more information on the Post Secondary Institutions listed please visit our [website](#).

Taxation

Calgary benefits from a low tax regime: the province of Alberta has no municipal or provincial sales tax and has one of the lowest provincial corporate tax rates in Canada (11.5 per cent). Furthermore, the Canadian corporate tax rate is declining to 21 per cent (as outlined in the 2004 federal budget), lower than most U.S. jurisdictions, and there is no provincial general capital tax. Calgary businesses also benefit from the fact that Alberta has no inventory tax, no machinery and equipment tax and no payroll tax.

Alberta is the only Canadian province to have a flat personal income tax rate (10 per cent). All other Canadian provinces work on a sliding income scale. In addition, the provincial government is debt-free; Calgary's low tax regime is expected to continue. Alberta's beneficial tax regime creates an environment in which businesses can operate more profitably, and individuals can retain more of their personal incomes.

Effective April 2004, the provincial government dropped the general corporate income tax rate to 11.5 per cent from 12.5 per cent; at the same time, Alberta's small business rate fell to three per cent from four per cent.

Since 2001, the provincial government has cut the small business rate in half and doubled the small business income threshold to \$400,000. The general corporate tax rate decreased by 25 per cent. The government has pledged to further reduce the general rate to eight per cent.

Other Links:

- [Major Provincial Tax Rates](#)
- [Interprovincial Tax and Health Care Insurance Premium Comparison](#)
- [Provincial Income Tax Rates](#)
- [State Effective Corporate Income Tax Rates](#)
- [Top Marginal Personal Income Tax Rates](#)
- [Property Tax for a Single Family Home](#)

For more information on taxes in Calgary please visit our [website](#).

Transportation

Air

Calgary is a gateway to many destinations throughout North America. Direct flights are offered to many destinations, from Munich to Moncton.

Calgary is serviced by one International Airport and one Regional Airport. In addition to a modern terminal, the Calgary International Airport has award-winning, first-class cargo facilities and services for any needs, including a premier livestock handling facility, on-airport refrigeration facilities and 24/7 operations with no curfew.

Five Trade Parks on airport land promote and support economic development and enhance businesses' abilities to reach over 50 million people within one day's travel by truck.

Calgary is the only Canadian city with 24/7 air cargo service to Asia and Europe.

Highways/Roads

Two of North America's largest highways run through Calgary: The Canamex Highway and the TransCanada Highway. A 4,000 kilometre network of municipal streets and roads makes up the City of Calgary.

The CANAMEX Highway is the cornerstone for efficient transportation of goods, services, people and information between Western Canada, the U.S. and Mexico. It is a 6,000 kilometre (3,500 miles) trade corridor. By 2009, the Alberta government will have spent \$1.4 billion to upgrade the CANAMEX corridor in the province.

The TransCanada Highway is the world's longest national highway. It runs 7,700 kilometres (4,800 miles) east/west across the country from St. John's Newfoundland to Tofino, British Columbia.

Transit

The Calgary Transit system provides safe transportation to thousands of Calgarians using the CTrain or buses.

Over the past 23 years, the CTrain has become the backbone of the Calgary Transit system and is widely regarded as one of the most successful Light Rail Transit (LRT) systems in the world. Since 2002, The City of Calgary has committed more than \$600 million to maintain, upgrade and expand Calgary's transportation system, which also includes a city-wide transit system (buses, handi-buses and Light Rail Transit) that provides more than 80 million passenger trips a year.

Rail

People, products and services are moved throughout North America by Calgary's railways.

Canadian Pacific Railway (CP) and Canadian National Railway (CN) are Canada's two major freight railways. CP, which moved its head office to Calgary in 1996, recently opened a new intermodal facility that gives unparalleled access to western Canadian, American and Mexican markets: 50,000 rail cars a week pass through the facility with more predicted for the future. CP's Automotive Compound and its Reload Centre Network Management Centre are also located in Calgary. These facilities utilize innovative technology and communication systems to track the movement of goods to ensure their timely delivery.

Vancouver Port

Vancouver is Calgary's port. Forty per cent of all in-bound shipments to Vancouver are redistributed through Calgary.

In 2004, the Port of Vancouver had total shipments of 73.9 million tonnes, 2,718 foreign vehicle arrivals and an all-time high of 1.66 million TEUs (20-foot equivalent units). It is Canada's largest and most diversified port, trading \$29 billion in goods with more than 90 economies every year.

The Port of Vancouver employs 62,000 workers and adds \$1.6 billion in gross domestic product to the economy. In 2003, the port was ranked first on North America's west coast for total cargo volume and was first in North America in total foreign exports. Rail links from Halifax, via Montreal and Toronto, also bring goods from eastern ports through Calgary for distribution.

For more information on transportation in Calgary please visit our [website](#).

Utilities

Water

The City of Calgary Water System provides safe reliable drinking water to a variety of customers. It serves almost 260,000 residential customers, 20,000 industrial, commercial and institutional customers as well as customers in the surrounding communities of Airdrie and Chestermere. In order to provide this valuable resource to all these customers, the City of Calgary operates, maintains and enhances a world class utility with a complex system of treatment plants, water mains, reservoirs and pump stations.

[City of Calgary Water & Sanitary Sewer Rates](#)

Wastewater

The City of Calgary Wastewater treats enough sewage to fill 128 Olympic sized swimming pools each day. The wastewater drainage system protects public health and the environment by collecting and treating wastewater from residences, schools, hospitals, businesses, and industries. Residential wastewater typically enters the sanitary sewer system through sinks, toilets, bathtubs, and major appliances such as washing machines and dishwashers.

Fast Facts

- Manholes 35,181
- Storm drains 46,208
- Storm drainage outfalls 537
- Lift stations 20
- Dry ponds 18
- Wet ponds 21
- Localized impoundment ponds 10
- Inlet control devices 1,707
- Rain-gauge stations 30

Recycling & Composting

The City of Calgary is serious about recycling, and as such has set ambitious goals for the future to reduce waste added to its landfills. Its long-term goal is to reduce the amount of waste going to landfills to just 20%, and recycling or recovering 80% of waste materials by the year 2020. Currently, the numbers are the opposite around: 80% of waste goes into the landfills and 20% is recycled.

Electricity

Alberta's electricity system is owned and operated by a mix of investor-owned and municipally owned companies (most of them based in Calgary), not by the Alberta government, which in turn, offers consumers a choice in the purchase of power. The province's department of energy, Alberta Energy, develops, supports and monitors the framework for bringing new generation on-line, competitive electricity markets, and efficient delivery systems.

Natural Gas

Alberta offers a choice for consumers of natural gas. It is one of the cleanest, cheapest and most efficient sources of energy, making it a necessary component of an environmentally friendly economy. Alberta is home to a large natural gas resource base and accounts for just over 80 per cent of the natural gas produced in Canada.

For more information on Calgary Utilities please visit our [website](#).

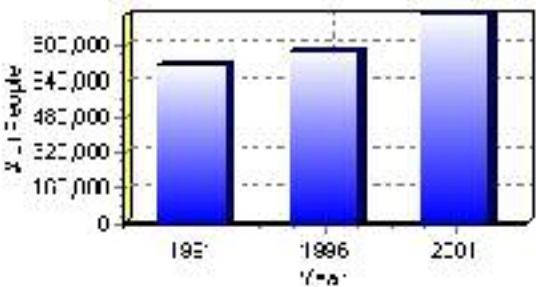
Population

Total Population

Population 2004*	933,495
Population 2003*	922,315
Population 2002*	904,987
Population 2001**	878,870
Population 2000*	860,749
Population 1996**	768,082
Population 1991**	710,677
Population % change 1991-1996	7.47%
Population % change 1996-2001	15.13%

* Source: Official Population List, Alberta Municipal Affairs
** Source: Statistics Canada 1991, 1996, & 2001 Census

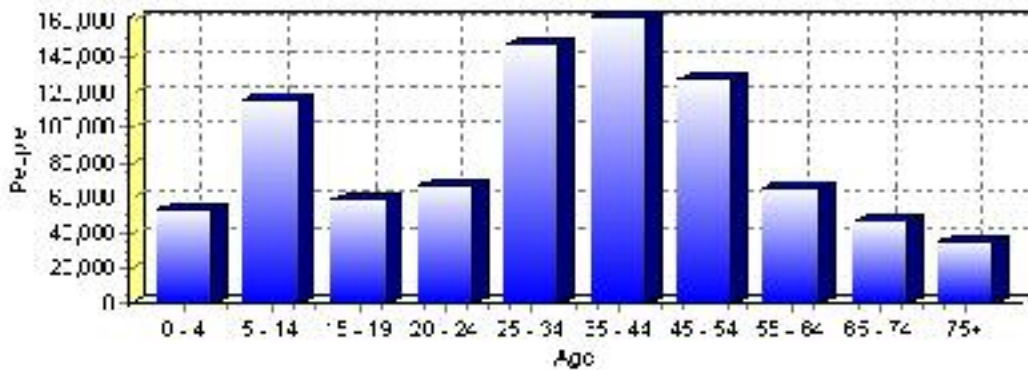
Total Population 1991-2001



Population by Age and Gender	1996 Male	1996 Female	1996 Total	2001 Male	2001 Female	2001 Total
Age 0 - 4	27,345	26,010	53,355	27,140	26,070	53,210
Age 5 - 14	55,805	53,430	109,235	58,985	56,615	115,600
Age 15 - 19	24,720	23,505	48,225	30,450	29,120	59,570
Age 20 - 24	27,825	27,645	55,470	34,050	32,800	66,850
Age 25 - 34	69,490	69,035	138,525	74,205	72,380	146,585
Age 35 - 44	74,385	72,705	147,090	81,625	81,030	162,655
Age 45 - 54	47,025	46,005	93,030	64,420	62,945	127,365
Age 55 - 64	26,890	27,995	54,885	32,635	33,235	65,870
Age 65 - 74	18,810	22,615	41,425	21,575	24,845	46,420
Age 75 and older	9,770	17,070	26,840	12,945	21,795	34,740
Total All Persons	382,065	386,015	768,080	438,020	440,840	878,860

Source: Statistics Canada 1996 & 2001 Census (numbers may not add up due to rounding)

Calgary Population by Age Group (2001)

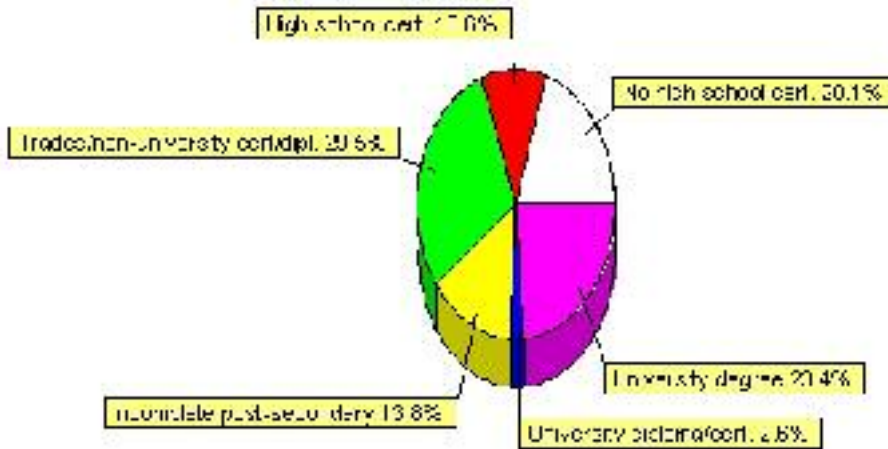


Education Statistics

Highest level of schooling for Population 20yrs and older	2001	%
People without high school certificates	129,145	20.09%
People with high school certificates	68,195	10.61%
People with trades or non-university certificate or diploma	189,320	29.46%
People with post-secondary education (not completed)	88,675	13.80%
People with university diploma/certificate	16,690	2.60%
People with university degree	150,705	23.45%
Total Population 20 years and older	642,735	100.00%

Source: Statistics Canada 2001 Census (numbers may not add up due to rounding)

Calgary Highest Level of Schooling 2001



Population with Post Secondary Qualifications	1996	%	2001	%
Agriculture and biological sciences	11,735	4.13%	13,975	3.90%
Commerce, management and business administration	68,900	24.23%	83,105	23.22%
Educational, recreational and counseling services	28,125	9.89%	34,385	9.61%
Engineering and applied science tech. and trades	58,130	20.44%	71,590	20.00%
Engineering and applied sciences	18,415	6.48%	26,420	7.38%
Fine and applied arts	14,850	5.22%	18,040	5.04%
Health professionals, science and technologies	29,160	10.26%	36,705	10.25%
Humanities and related fields	13,870	4.88%	19,100	5.34%
Mathematics and physical sciences	14,520	5.11%	19,290	5.39%
Social sciences and related fields	26,145	9.20%	34,320	9.59%
Other and/or no specialization	485	0.17%	1,000	0.28%
Total people with post secondary qualifications	284,325	100.00%	357,945	100.00%
Females with post-secondary qualifications	136,925	48.16%	175,325	48.98%
Males with post-secondary qualifications	147,400	51.84%	182,620	51.02%

Source: Statistics Canada 1996 & 2001 Census (numbers may not add up due to rounding)

Labour Force

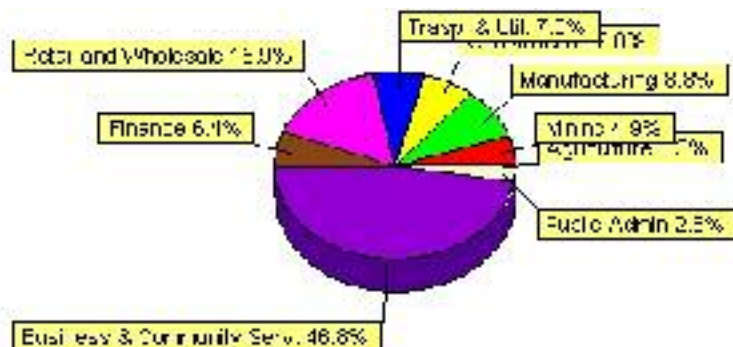
Labour force by activity	1996	2001
In the labour force, both sexes	442,530	525,865
Not in the labour force, both sexes	157,685	175,880
Total population 15 and over	600,220	701,740
Employed, both sexes	412,720	499,425
Unemployed, both sexes	29,810	26,445
Participation rate, both sexes	74.00%	75.00%
Unemployment rate, both sexes	6.00%	5.00%

Source: Statistics Canada 1996 & 2001 Census (numbers may not add up due to rounding)

Labour Force by Industry Division	1996	% of total	2001	% of total
Agriculture	2,840	0.65%	1,755	0.34%
Mining	23,660	5.44%	25,585	4.90%
Manufacturing	41,370	9.51%	45,665	8.75%
Construction	28,650	6.59%	36,730	7.04%
Transportation & Utilities	38,065	8.75%	36,420	6.98%
Retail and Wholesale	76,665	17.62%	82,910	15.89%
Finance	25,790	5.93%	33,605	6.44%
Business & Community Services	159,520	36.67%	244,290	46.83%
Public Administration	16,390	3.77%	14,715	2.82%
Total All Industries	434,985	100.00%	521,675	100.00%

Source: Statistics Canada 1996 & 2001 Census (numbers may not add up due to rounding)

Calgary Labour Force By Industry - 2001



Labour Force by Major Occupational Groups	1996	%	2001	%
Management occupations	40,675	9.35%	61,895	11.86%
Business, Finances and administrative occupations	97,845	22.49%	106,005	20.32%
Natural and applied sciences and related occupations	36,020	8.28%	55,360	10.61%
Health occupations	18,510	4.26%	24,030	4.61%
Occupations in social science; education; government and religion	27,125	6.24%	36,740	7.04%
Occupations in art; culture; recreation and sport	11,490	2.64%	14,610	2.80%

Sales and service occupations	120,695	27.75%	122,960	23.57%
Trades; transport; equipment operators and related occupations	55,835	12.84%	72,360	13.87%
Occupations unique to primary industry	7,820	1.80%	8,085	1.55%
Occupations unique to processing; manufacturing and utilities	18,975	4.36%	19,640	3.76%
Occupations not elsewhere classified	7,545	1.73%	4,190	0.80%
Total - All Occupations (major groups)	434,985	100.00%	521,680	100.00%
Females - All Occupations	200,315	46.05%	241,150	46.23%
Males - All Occupations	234,670	53.95%	280,525	53.77%

Source: Statistics Canada 1996 & 2001 Census (numbers may not add up due to rounding)

Income

Family Income (Number of Families)	1996	%	2001	%
less than \$19,999	14,805	8.40%	18,965	10.08%
\$20,000 - \$39,999	37,435	21.24%	41,395	21.99%
\$40,000 - \$59,999	41,560	23.58%	47,580	25.28%
\$60,000 and over	82,475	46.79%	101,580	53.97%
Total number of families	176,275	100.00%	209,520	111.32%
Average family income	\$67,309		\$80,632	
Median family income	\$57,006		\$64,603	

Source: Statistics Canada 1996 & 2001 Census (numbers may not add up due to rounding)

Household Income (Number of Households)	1996	%	2001	%
less than \$19,999	52,855	18.33%	41,480	12.46%
\$20,000 - \$39,999	71,600	24.83%	65,250	19.60%
\$40,000 - \$59,999	61,830	21.44%	65,920	19.80%
\$60,000 and over	24,295	8.43%	160,300	48.14%
Total number of households	288,320	100.00%	332,960	100.00%
Average household income	\$55,915		\$72,663	
Median household income	\$45,777		\$57,879	

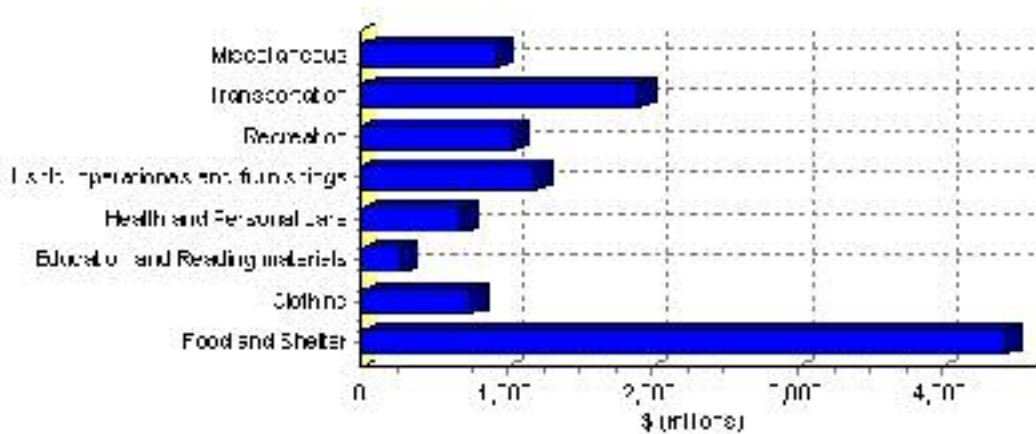
Source: Statistics Canada 1996 & 2001 Census (numbers may not add up due to rounding)

Family Expenditure

Expenditure Category	1992	% of total	1996	% of total
Food and Shelter	\$3,166,752,640	0.00%	\$4,438,405,610	39.38%
Clothing	\$616,066,550	0.00%	\$755,746,973	6.70%
Education and Reading materials	\$201,971,105	0.00%	\$282,465,061	2.51%
Health and Personal care	\$531,904,830	0.00%	\$685,847,909	6.08%
Hshld. operations and furnishings	\$960,726,535	0.00%	\$1,205,928,878	10.70%
Recreation	\$757,678,455	0.00%	\$1,050,228,780	9.32%
Transportation	\$1,762,186,555	0.00%	\$1,922,164,591	17.05%
Miscellaneous	\$665,245,510	0.00%	\$930,716,995	8.26%
Total Current Consumption	\$0	0.00%	\$11,271,504,797	100.00%
Total # of Households	262,370		288,323	
Average Consumption per Household	\$0		\$39,093	

Source: Statistics Canada Family Expenditure Survey 1992 & 1996 (numbers may not add up due to rounding).

Calgary Family Expenditures (1996)

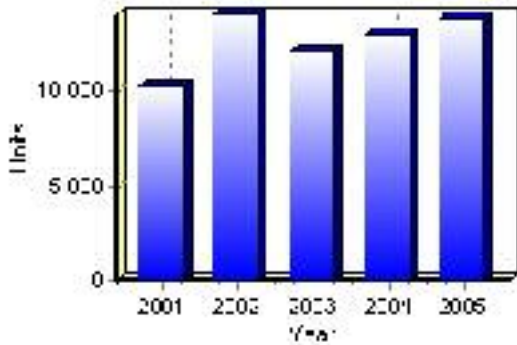


Building Permits

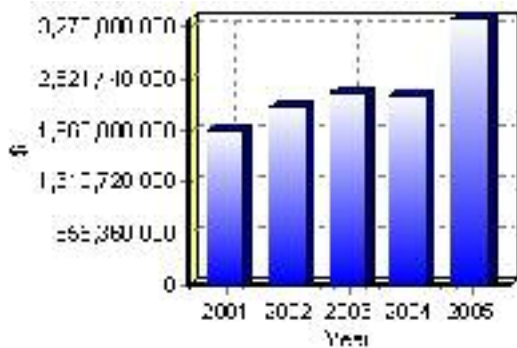
Total Building Permit Values	2001	2002	2003	2004	2005
Building Permits Value, Commercial	\$521,037,000	\$480,090,000	\$510,014,000	\$600,296,000	\$978,068,000
Building Permits Value, Industrial	\$99,616,000	\$40,520,000	\$80,859,000	\$53,220,000	\$122,348,000
Building Permits Value, Institutional	\$176,190,000	\$137,436,000	\$372,423,000	\$182,568,000	\$367,393,000
Building Permits Value, Residential	\$1,171,989,000	\$1,613,039,000	\$1,477,954,000	\$1,591,059,000	\$1,916,615,000
Building Permits Value, Total	\$1,968,832,000	\$2,271,085,000	\$2,441,250,000	\$2,427,143,000	\$3,384,424,000
Total Housing Starts	10,287	14,033	12,072	13,022	13,782

Source: Statistics Canada 2000-2004 Building Permits (numbers may not add up due to rounding)

Total Housing Starts



Value of Building Permits



Dwellings

Occupied Private Dwellings by Type	1996	% of total	2001	% of total
Apartments	63,830	22.14%	70,195	21.08%
Detached Duplexes	11,250	3.90%	11,845	3.56%
Movable Dwellings	1,800	0.62%	1,515	0.46%
Other single attached house	140	0.05%	220	0.07%
Row and semi-detached house	45,105	15.64%	50,850	15.27%
Single-detached house	166,185	57.64%	198,335	59.57%
Total number of occupied private dwellings	288,325	100.00%	332,955	100.00%
Private dwellings, owned	185,515	64.34%	230,820	69.32%
Private Dwellings, rented	102,805	35.66%	102,140	30.68%

Source: Statistics Canada 1996 & 2001 Census (numbers may not add up due to rounding)

Private Dwellings by Period of Construction	# of Dwellings	% of total
Period of construction, before 1946	15,940	4.79%
Period of construction, 1946 - 1960	42,080	12.64%
Period of construction, 1961 - 1970	50,980	15.31%
Period of construction, 1971 - 1980	91,410	27.45%
Period of construction, 1981 - 1990	59,335	17.82%
Period of construction, 1991 - 2001	73,210	21.99%
Total number of private dwellings constructed	332,955	100.00%

Source: Statistics Canada 2001 Census (numbers may not add up due to rounding)

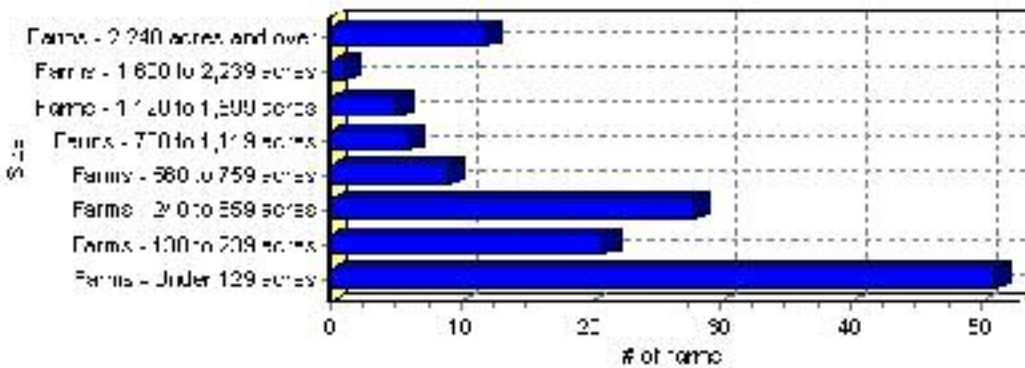
Farming

Calgary Total Farm Area : 135 acres

Farms by Total Farm Area (2001)	# of Farms	% of total
Farms - Under 129 acres	51	38.35%
Farms - 130 to 239 acres	21	15.79%
Farms - 240 to 559 acres	28	21.05%
Farms - 560 to 759 acres	9	6.77%
Farms - 760 to 1,119 acres	6	4.51%
Farms - 1,120 to 1,599 acres	5	3.76%
Farms - 1,600 to 2,239 acres	1	0.75%
Farms - 2,240 acres and over	12	9.02%
Total number of farms reporting	133	100.00%

Source: Statistics Canada 2001 Census of Agriculture(numbers may not add up due to rounding)

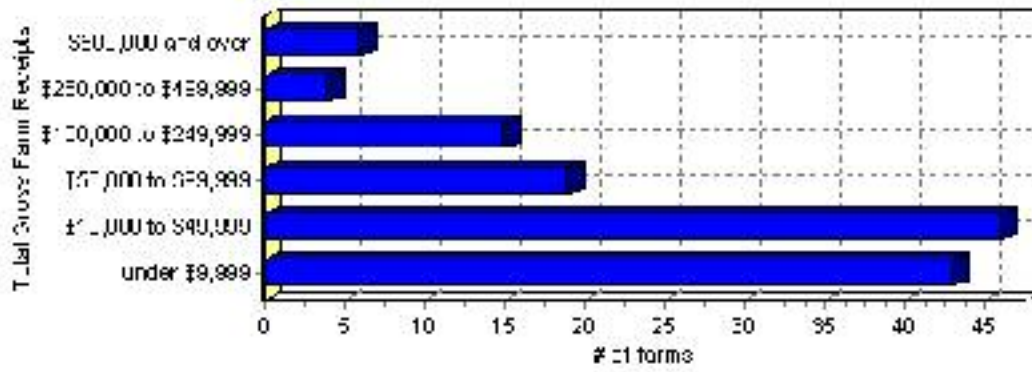
of Farms by Total Farm Area



Farms by Total Gross Farm Receipts - 2001	# of Farms	% of total
Farms gross farm receipts - under \$9,999	43	32.33%
Farms gross farm receipts - \$10,000 to \$49,999	46	34.59%
Farms gross farm receipts - \$50,000 to \$99,999	19	14.29%
Farms gross farm receipts - \$100,000 to \$249,999	15	11.28%
Farms gross farm receipts - \$250,000 to \$499,999	4	3.01%
Farms gross farm receipts - \$500,000 and over	6	4.51%
Total number of farms reporting	133	100.00%

Source: Statistics Canada 2001 Census of Agriculture(numbers may not add up due to rounding)

Total Gross Farm Receipts

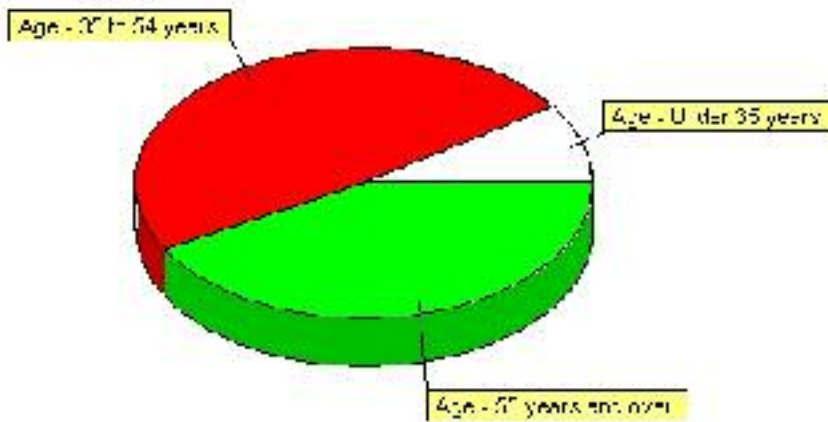


Farming, Continued

Characteristics of Farm Operators	#	%
Age - Under 35 years	15	9.68%
Age - 35 to 54 years	75	48.39%
Age - 55 years and over	65	41.94%
Average age of operators	53	
Number of operators - Female	50	32.26%
Number of operators - Male	105	67.74%
Total number of operators reporting	155	100.00%

Source: Statistics Canada 2001 Census of Agriculture(numbers may not add up due to rounding)

Age of Farm Operators



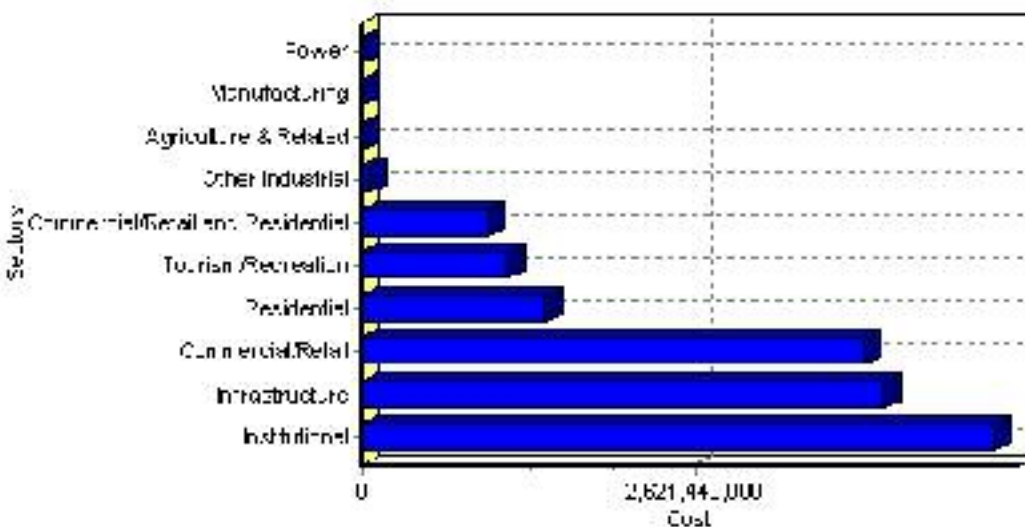
Projects

Summary of Projects in Calgary as of September 2006

Project Sector	Number of Projects	Project Cost
Institutional	54	\$4,956,600,000
Infrastructure	87	\$4,093,900,000
Commercial/Retail	82	\$3,939,000,000
Residential	48	\$1,443,400,000
Tourism/Recreation	32	\$1,148,900,000
Commercial/Retail and Residential	4	\$994,500,000
Other Industrial	4	\$61,800,000
Agriculture & Related	1	\$6,900,000
Manufacturing	1	\$3,000,000
Power	1	\$2,500,000
Total	314	\$16,650,500,000

This inventory lists projects in Alberta that have recently been completed, are under construction, or are proposed to start construction. Not all projects are listed due to reasons of confidentiality and/or due to information not being available at the time of printing. Project data is obtained from public information sources, where possible, this data has been verified with the project proponent/developer, users of the Inventory may wish to confirm project data with the proponent/developer. The inventory does not breakdown project expenditures by any given year. The cost of a project is the value of expenditures expected over all phases of project construction, which may span over two or more years. Cost of projects listed in the Inventory are estimated values only. Source: Alberta Economic Development, 2004.

Value of Projects by Sector (as of September 2006)



Project Status	Number of Projects	Project Cost
Announced	41	\$3,004,400,000
Completed	47	\$719,400,000
Nearing Completion	20	\$292,700,000
Proposed	143	\$6,821,300,000
Under Construction	63	\$5,812,700,000
Total	314	\$16,650,500,000

This inventory lists projects in Alberta that have recently been completed, are under construction, or are proposed to start construction. Not all projects are listed due to reasons of confidentiality and/or due to information not being available at the time of printing. Project data is obtained from public information sources, where possible, this data has been verified with the project proponent/developer, users of the Inventory may wish to confirm project data with the proponent/developer. The inventory does not breakdown project expenditures by any given year. The cost of a project is

the value of expenditures expected over all phases of project construction, which may span over two or more years. Cost of projects listed in the Inventory are estimated values only. Source: Alberta Economic Development, 2004.

Largest Projects in Calgary as of September 2006

Company Name	Project Description	Project Location	Project Cost	Construction Schedule	Status
Calgary Airport Authority	Airport Improvements	Calgary	\$850,000,000	1998-2007	Under Construction
Alberta Cancer Board (formerly listed as Tom Baker Cancer Centre)	Replacement Building for Tom Baker Cancer Centre	Calgary	\$600,000,000	-	Proposed
Calgary Health Region	Hospital for South Calgary (South Health Campus phase 1)	Calgary	\$550,000,000	2007-2010	Announced
Encana Corp.	Office Tower Complex (Two Towers)	Calgary	\$540,000,000	2006-2008	Announced
Remington Development Corp.	'Quarry Park' MIXED-USE DEVELOPMENT	Calgary	\$500,000,000	2006-2010	Announced
Heritage Partners	'Deerfoot Meadows' Retail Complex	Calgary	\$500,000,000	2003-2007	Under Construction
Matco Investments Ltd. / Alberta Investment Management / SITQ	Office and Retail Complex	Calgary	\$450,000,000	-	Proposed
Oxford Properties	'Centennial Place' Office Tower plus Second Office Tower	Calgary	\$400,000,000	2006-2009	Under Construction
WAM Development / Opus Building Corp.	'Stampede Station' Retail / Office Space, Hotel and Residential Buildings	Calgary	\$400,000,000	2004-2011	Under Construction
Calgary Airport Authority	Facility Expansion (Concourse B / C)	Calgary	\$400,000,000	-	Proposed

Disclaimer: Information in this profile has been provided from a variety of external sources. Although every effort has been made to ensure the accuracy, currency and reliability of the content and data, AlbertaFirst.com Ltd. accepts no responsibility in this regard.

© AlbertaFirst.com Ltd., 2006.