

Communities in Boom:

Canada's Top Entrepreneurial Cities

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The 2009 rankings reveal that the majority of urban fringes outscore city cores. Select cities in Saskatchewan and Quebec show better than average performance in providing a good environment for small business development. Generally, areas outside of the city centre promote greater business growth through stronger entrepreneurial culture and sounder public policy for businesses.

The CFIB entrepreneurial city rankings are unique to other existing economic rankings. Besides measuring core statistics such as business start-ups and self-employment, these rankings also incorporate *direct* measures of business climate—namely the actual perspectives of a community's business owners. Measuring the current state of businesses provides insight on how well they are able to generate business within the community. Meanwhile, assessing future business outlook can help determine the viability of the businesses in an area and gauge how the local economy is performing as a whole. Using business owner views on local governance also helps rate the effectiveness of public policy on businesses.

There is no question that small and medium enterprises (SMEs) are Canada's engine of growth. After all, SMEs employ about 55% of all working individuals in the country. Businesses, whether they are located in urban or rural areas, play an integral part in the economic and social well-being of communities. In this study, Canadians can gain a better understanding of the triumphs and hardships of small business ventures within a city scope.

What makes an entrepreneurial city:

It may seem obvious, but the surest signs of an entrepreneurial hot spot are the presence of a **high concentration of entrepreneurs** and a **high business start-up rate**. It is also important that business owners have **high levels of optimism** and **success** in their operations. Good public policy is also critical, so we look at the **presence of supportive local government tax and regulatory policies**.

CFIB assembled a listing of 12 indicators. Drawing from published and custom-tabbed Statistics Canada sources, the index also contains direct perspectives from CFIB's membership, which numbers more than 105,000 business owners across Canada. The city definitions are based on Statistics Canada's Census Metropolitan Areas (CMAs) and Census Agglomerations (CAs), which cover local economic regions better than simply using municipal boundaries. There are approximately 100 CMAs and CAs with populations above 25,000 in Canada. In some

cases, CFIB disaggregates CMAs in Toronto, Montreal and Vancouver into core and suburban areas, while Ottawa-Gatineau is split into its Ontario and Quebec components.

Entrepreneurship index components:

The 12 core indicators differ substantially from one another in the way they are measured. Therefore, CFIB transforms each one into a standardized index between 0 and 100. The CMA/CA with the lowest score is given the 0 score, while the one with the highest score is given 100. Every other city is given a proportionate score within that range. To arrive at a final score, the 12 index components are placed into three major group categories: *presence*, to indicate levels of entrepreneurial activity; *perspective*, to indicate their levels of optimism and business expectations; and *policy*, to indicate the influence of local governments on business decision making. More weight is applied on presence and policy indicators.

Presence:

1. Net business start-ups: The change in the number of incorporated establishments as a percentage of population, between June 2008 and June 2009. *Source: Canadian Business Patterns.*

2. Businesses per capita: The number of incorporated establishments in June 2009 as a percentage of total population. *Source: Canadian Business Patterns and Census 2006.*

3. Self-employment intensity: The number of self-employed persons in incorporated businesses from July 2008 to June 2009 as a percentage of total employment. *Source: The Labour Force Survey.*

4. Industry employment diversity: The deviation of goods sector and service sector employment from the CMA/CA average (20.8 per cent and 79.2 per cent respectively). *Source: Census 2006.*

Perspective:

5. Future business performance: Percentage of respondents who reported that they expect their business to perform 'Much better' or 'Somewhat better' in the next 12 months. *Source: CFIB Your Business Outlook Survey, aggregate results, September 2008 to August 2009.*

6. Future full-time hiring expectations: Percentage of respondents who expect to add to full-time employment levels within the next 12 months *Source: CFIB Your Business Outlook Survey, aggregate results, September 2008 to March 2009.*

Percentage of respondents who expect to add to full-time employment levels within the next 3-4 months *Source: CFIB Your Business Outlook Survey, aggregate results, February 2009 to August 2009.*

7. Overall State of Business: Percentage of respondents who reported that the general situation of their company is 'Good'. *Source: CFIB Your Business Outlook Survey, aggregate results, February 2009 to August 2009.*

Policy:

8. Cost of local government: Percentage of respondents who indicate 'cost of local government' as a major concern for their business. *Source: CFIB, Our Members' Opinions Survey, July 2008 to June 2009.*

9. Local government sensitivity to local businesses: Percentage of respondents who give a 'Good' rating to their local government on 'Awareness of small business'. *Source: CFIB, Our Members' Opinions Survey, January 2009 to June 2009.*

10. Local government regulation: Percentage of respondents who indicate 'government regulation and paperburden' as a major concern for their business. *Source: CFIB, Our Members' Opinions Survey, July 2008 to June 2009.*

11. Local government tax balance: Ratio of commercial property tax rate to the residential tax rate. *Source: various municipal and provincial governments.*

12. Bizpal: Whether local government has subscribed to the 'bizpal' program, which aggregates all regulatory requirements of federal, provincial and municipal governments to a single point of contact.

Results

The results demonstrate how challenging a good entrepreneurial performance rating can be to achieve. A perfect '100' result is only a remote possibility because a city would have to have the best score of all 100 cities in all 12 categories. The top 10 scoring cities in Canada, therefore, still leave considerable room for

improvement—collecting index measures closely packed between 64.2 and 58.8. Attaining a place in the top 10 standings can be based on different reasons. Some cities have good all-round scores, while others benefit from a strong category score making up for a weaker score in another area.

Most suburban areas outperform city centres for all provinces except Saskatchewan. Overall, communities in Saskatchewan continue to dominate and have coped better in the economic downturn compared to other provinces. The top 10 also feature numerous municipalities in Quebec as a result of greater satisfaction over their current business performance. This year's findings show that many Alberta, British Columbia, and Ontario cities have been hit harder by the weaker economy and have caused rankings to fall further than other provinces.

		Overall Score	Relative Strengths		
		(Min=0, Max=100)	Presence	Perspective	Policy
1	Saskatoon (Sask.)	64.2			
2	Grande Prairie (Alta.)	63.6			
3	Joliette (Que.)	62.4			
4	Moose Jaw (Sask.)	62.1			
5	Lloydminster (Alta./Sask.)	62.0			
6	Alma (Que.)	61.8			
7	Victoriaville (Que.)	61.0			
8	Regina (Sask.)	59.8			
9	Val-d'Or (Que.)	59.7			
10	Prince Albert (Sask.)	58.8			

V. Strong Strong Moderate Modest Weak

About CFIB

The Canadian Federation of Independent Business is Canada's largest association of small- and medium-sized businesses. Encouraging the development of good public policy at the federal, provincial and municipal levels, CFIB represents more than 105,000 business owners, who collectively employ 1.25 million Canadians and account for \$75 billion in GDP.

Table 1:
Rankings 2009

		Overall Score
		(Min=0, Max=100)
1	Saskatoon (Sask.)	64.2
2	Grande Prairie (Alta.)	63.6
3	Joliette (Que.)	62.4
4	Moose Jaw (Sask.)	62.1
5	Lloydminster (Alta./Sask.)	62.0
6	Alma (Que.)	61.8
7	Victoriaville (Que.)	61.0
8	Regina (Sask.)	59.8
9	Val-d'Or (Que.)	59.7
10	Prince Albert (Sask.)	58.8
11	Rouyn-Noranda (Que.)	57.7
12	Thetford Mines (Que.)	57.3
13	Saint-Jean-sur-Richelieu (Que.)	57.1
14	Wood Buffalo (Alta.)	56.8
15	Vernon (B.C.)	55.9
16	Trois-Rivières (Que.)	55.2
17	Kentville (N.S.)	55.0
18	Bathurst (N.B.)	54.7
19	St. John's (N.L.)	54.6
19	Kelowna (B.C.)	54.6
21	Salaberry-de-Valleyfield (Que.)	54.5
22	Saint John (N.B.)	53.8
23	Sherbrooke (Que.)	53.6
24	Parksville (B.C.)	53.4
25	Fredericton (N.B.)	53.1
26	Saint-Hyacinthe (Que.)	53.0
27	Baie-Comeau (Que.)	52.9
28	Fort St. John (B.C.)	52.7
29	Chilliwack (B.C.)	52.6
30	Shawinigan (Que.)	51.8
31	Brandon (Man.)	51.7
32	Red Deer (Alta.)	51.3
33	Toronto GTA (Excluding City of Toronto)	51.2
34	Drummondville (Que.)	50.9
35	Courtenay (B.C.)	50.4
36	Campbell River (B.C.)	50.3

Rankings 2009 (Continued)

		Overall Score
		(Min=0, Max=100)
37	Québec (Que.)	50.0
37	Moncton (N.B.)	50.0
37	Medicine Hat (Alta.)	50.0
40	Montréal MUC (Excluding City of Montreal)	49.9
41	Winnipeg (Man.)	49.6
41	Calgary (Alta.)	49.6
43	Lethbridge (Alta.)	49.0
44	Belleville (Ont.)	48.6
45	Duncan (B.C.)	48.4
45	Oshawa (Ont.)	48.4
47	Edmonton (Alta.)	48.3
48	Charlottetown (P.E.I.)	48.2
49	Prince George (B.C.)	48.1
50	Greater Sudbury (Ont.)	47.6
51	Orillia (Ont.)	47.5
51	Cornwall (Ont.)	47.5
53	Port Alberni (B.C.)	47.4
54	Sorel-Tracy (Que.)	47.2
55	Nanaimo (B.C.)	47.1
56	Saguenay (Que.)	46.7
57	Penticton (B.C.)	46.1
58	Thunder Bay (Ont.)	45.9
59	Corner Brook (N.L.)	45.8
59	North Bay (Ont.)	45.8
61	Vancouver GVRD (Excluding City of Vancouver)	45.3
61	St. Catharines - Niagara (Ont.)	45.3
61	Sault Ste. Marie (Ont.)	45.3
64	Kamloops (B.C.)	45.2
65	Barrie (Ont.)	45.0
66	Hamilton (Ont.)	44.8
67	London (Ont.)	44.4
68	Kawartha Lakes (Ont.)	44.2
68	Brockville (Ont.)	44.2
70	Timmins (Ont.)	44.1
70	Ottawa	44.1
70	Halifax (N.S.)	44.1
73	Victoria (B.C.)	43.9

Rankings 2009 (Continued)

		Overall Score
		(Min=0, Max=100)
74	Centre Wellington (Ont.)	43.8
75	Midland (Ont.)	43.7
76	Woodstock (Ont.)	43.4
77	Guelph (Ont.)	43.1
78	Truro (N.S.)	43.0
78	Sarnia (Ont.)	43.0
80	Windsor (Ont.)	42.9
80	Leamington (Ont.)	42.9
82	Kitchener-Waterloo Region (Ont.)	42.6
83	Abbotsford (B.C.)	42.3
84	Peterborough (Ont.)	42.2
85	Chatham-Kent (Ont.)	42.1
86	Gatineau	41.8
87	Cape Breton (N.S.)	41.1
88	Montréal (City)	40.9
89	Granby (Que.)	40.7
90	Brantford (Ont.)	40.5
91	Kingston (Ont.)	40.1
92	Stratford (Ont.)	39.6
93	Vancouver (City)	39.1
94	Norfolk (Ont.)	38.8
95	Owen Sound (Ont.)	37.5
96	Toronto (City)	37.1

Table 2:
Data for Indicators

	Net Business Start-ups	Businesses per Capita	Self- employment Intensity	Industry Employment Diversity	Future Business Performance	Future Full- time Hiring Expectations	Overall State of Business	Cost of Local Government	Local Government Regulation	Local Government Sensitivity to Local Businesses	Local Government Tax Balance	Bizpal
Abbotsford (B.C.)	-0.2%	4.9%	6.2%	10.6%	42.9%	9.7%	33.3%	61.5%	64.8%	9.5%	2.9	No
Alma (Que.)	0.0%	3.9%	7.0%	9.1%	66.7%	25.0%	100.0%	20.8%	31.2%	0.0%	1.8	No
Baie-Comeau (Que.)	-0.1%	3.3%	5.8%	14.5%	35.7%	11.1%	50.0%	32.4%	23.5%	40.0%	1.9	No
Barrie (Ont.)	-0.3%	3.9%	5.2%	4.0%	41.2%	22.2%	38.2%	57.9%	76.2%	5.3%	2.3	No
Bathurst (N.B.)	-0.1%	3.5%	5.2%	0.7%	37.5%	28.6%	40.0%	21.1%	11.8%	0.0%	2.3	No
Belleville (Ont.)	-0.2%	3.2%	6.2%	1.8%	37.5%	19.5%	35.1%	32.5%	38.9%	11.4%	2.8	No
Brandon (Man.)	-0.1%	4.2%	3.0%	1.5%	42.9%	14.3%	84.6%	49.2%	68.3%	3.8%	1.9	Yes
Brantford (Ont.)	-0.2%	3.8%	3.3%	10.2%	33.8%	21.4%	25.6%	48.6%	73.6%	5.5%	2.8	Yes
Brockville (Ont.)	-0.1%	2.9%	5.3%	3.2%	10.0%	10.0%	35.3%	52.9%	69.7%	36.8%	3.0	Yes
Calgary (Alta.)	-0.4%	8.5%	9.6%	3.0%	35.3%	21.1%	28.1%	65.9%	48.5%	5.3%	4.0	Yes
Campbell River (B.C.)	-0.2%	5.9%	7.3%	9.0%	40.0%	9.1%	25.0%	44.8%	37.9%	14.3%	3.1	Yes
Cape Breton (N.S.)	-0.2%	2.4%	5.0%	6.3%	37.5%	19.2%	39.3%	75.9%	69.5%	6.0%	2.4	No
Centre Wellington (Ont.)	0.0%	4.0%	5.3%	12.5%	36.4%	20.0%	25.0%	69.8%	75.5%	9.4%	2.1	No
Charlottetown (P.E.I.)	-0.4%	5.1%	4.1%	5.0%	38.5%	19.0%	51.5%	12.4%	60.8%	5.0%	2.3	No
Chatham-Kent (Ont.)	-0.2%	3.8%	4.1%	13.4%	18.6%	13.0%	14.3%	47.7%	34.7%	2.1%	2.7	Yes
Chilliwack (B.C.)	-0.1%	4.3%	8.1%	6.4%	36.7%	23.8%	7.7%	37.5%	76.1%	22.2%	2.6	Yes
Comer Brook (N.L.)	-0.1%	3.9%	2.4%	4.4%	66.7%	45.5%	33.3%	61.5%	50.0%	0.0%	2.5	No
Comwall (Ont.)	-0.2%	3.1%	5.7%	2.6%	35.7%	17.6%	60.0%	50.0%	100.0%	100.0%	2.9	No
Courtenay (B.C.)	-0.1%	5.5%	7.3%	0.8%	45.8%	11.1%	0.0%	20.0%	52.5%	28.6%	3.1	No
Drummondville (Que.)	-0.1%	4.6%	4.1%	14.6%	17.9%	26.9%	50.0%	14.8%	47.3%	20.2%	1.7	No
Duncan (B.C.)	-0.3%	5.4%	7.3%	4.3%	54.3%	15.0%	33.3%	32.5%	60.0%	7.1%	3.1	No
Edmonton (Alta.)	-0.2%	6.8%	7.2%	1.9%	32.0%	26.5%	28.9%	43.5%	50.1%	11.9%	4.0	Yes
Fort St. John (B.C.)	-0.4%	9.6%	7.3%	13.6%	50.0%	28.6%	50.0%	58.3%	45.8%	14.3%	2.7	No
Fredericton (N.B.)	-0.3%	4.7%	5.2%	7.1%	48.1%	18.2%	61.4%	25.9%	61.7%	5.4%	2.3	Yes

Table 2:
Data for Indicators (Continued)

	Net Business Start-ups	Businesses per Capita	Self- employment Intensity	Industry Employment Diversity	Future Business Performance	Future Full- time Hiring Expectations	Overall State of Business	Cost of Local Government	Local Government Regulation	Local Government Sensitivity to Local Businesses	Local Government Tax Balance	Bizpal
Gatineau (Que.)	-0.3%	4.1%	4.6%	8.5%	42.3%	17.5%	54.8%	56.9%	91.1%	4.5%	2.4	No
Granby (Que.)	-0.1%	4.4%	4.6%	16.1%	10.3%	0.0%	29.4%	43.3%	75.2%	11.4%	1.9	No
Grande Prairie (Alta.)	-0.3%	8.5%	12.2%	14.0%	25.0%	25.0%	28.6%	36.9%	51.2%	3.7%	2.0	Yes
Greater Sudbury (Ont.)	-0.2%	3.4%	3.4%	0.0%	30.3%	14.1%	28.6%	34.3%	52.9%	4.2%	2.5	Yes
Guelph (Ont.)	-0.2%	4.6%	4.2%	9.3%	29.5%	21.7%	31.3%	60.9%	69.4%	13.4%	2.8	Yes
Halifax (N.S.)	-0.4%	4.5%	4.3%	8.6%	40.5%	24.8%	34.5%	43.3%	64.6%	3.8%	2.9	Yes
Hamilton (Ont.)	-0.3%	4.1%	5.9%	3.0%	32.4%	21.9%	31.2%	79.0%	82.3%	3.4%	2.6	Yes
Joliette (Que.)	-0.1%	4.5%	7.0%	2.5%	44.0%	35.0%	42.9%	17.0%	63.8%	54.5%	1.6	No
Kamloops (B.C.)	-0.2%	5.2%	5.0%	0.2%	34.9%	25.0%	38.5%	74.8%	74.3%	2.7%	3.1	Yes
Kawartha Lakes (Ont.)	-0.2%	3.2%	5.0%	7.7%	19.0%	9.4%	18.8%	54.9%	74.6%	6.7%	2.1	Yes
Kelowna (B.C.)	-0.1%	6.6%	8.7%	3.1%	38.8%	23.3%	34.9%	52.8%	62.9%	3.4%	3.0	Yes
Kentville (N.S.)	0.3%	4.4%	5.0%	6.5%	33.3%	35.0%	42.9%	39.3%	57.4%	13.0%	2.3	Yes
Kingston (Ont.)	-0.2%	3.3%	4.1%	7.7%	26.7%	11.3%	27.6%	65.1%	76.7%	14.6%	2.8	Yes
Kitchener-Waterloo Region (Ont.)	-0.2%	4.3%	4.3%	9.5%	42.9%	26.4%	33.9%	64.6%	70.6%	9.4%	3.0	Yes
Leamington (Ont.)	-0.2%	3.6%	5.3%	24.2%	35.7%	25.0%	37.0%	56.3%	68.8%	14.3%	1.8	No
Lethbridge (Alta.)	0.0%	6.3%	5.5%	3.4%	32.4%	21.2%	37.8%	42.9%	61.9%	9.0%	2.7	No
Lloydminster (Alta./Sask.)	-0.9%	10.4%	12.2%	12.6%	39.4%	18.2%	13.0%	17.0%	42.5%	29.2%	2.0	No
London (Ont.)	-0.3%	4.0%	4.6%	2.3%	37.3%	16.0%	31.8%	46.2%	58.0%	5.5%	3.1	Yes
Medicine Hat (Alta.)	-0.2%	6.7%	9.4%	10.8%	37.5%	22.0%	35.3%	62.5%	75.0%	7.0%	2.6	No
Midland (Ont.)	-0.2%	3.4%	5.3%	11.5%	28.6%	4.5%	27.3%	68.7%	88.1%	16.7%	2.0	Yes
Moncton (N.B.)	-0.2%	4.4%	3.5%	6.8%	35.0%	31.1%	45.1%	28.8%	62.3%	5.9%	2.3	Yes
Montréal (City)	-0.2%	4.7%	5.8%	4.3%	25.6%	20.0%	25.9%	50.9%	53.6%	1.0%	3.4	No
Montréal MUC (Excluding City of Montréal)	-0.2%	4.7%	5.8%	0.7%	30.7%	23.3%	43.9%	34.9%	63.7%	14.9%	2.5	No
Moose Jaw (Sask.)	-0.1%	3.7%	3.9%	1.8%	50.0%	44.4%	28.6%	7.4%	42.0%	7.0%	1.4	Yes

Table 2:
Data for Indicators (Continued)

	Net Business Start-ups	Businesses per Capita	Self- employment Intensity	Industry Employment Diversity	Future Business Performance	Future Full- time Hiring Expectations	Overall State of Business	Cost of Local Government	Local Government Regulation	Local Government Sensitivity to Local Businesses	Local Government Tax Balance	Bizpal
Nanaimo (B.C.)	-0.2%	5.1%	5.1%	2.5%	31.3%	5.9%	33.3%	37.3%	57.8%	5.3%	2.9	Yes
Norfolk (Ont.)	-0.2%	3.7%	5.4%	19.8%	19.5%	10.0%	36.8%	59.1%	79.3%	2.7%	2.7	Yes
North Bay (Ont.)	-0.2%	3.6%	6.0%	6.4%	42.5%	14.3%	36.8%	46.3%	58.1%	22.1%	2.7	No
Orillia (Ont.)	-0.2%	4.4%	5.3%	2.4%	40.0%	21.1%	7.1%	35.4%	67.7%	26.7%	2.5	No
Oshawa (Ont.)	-0.2%	2.8%	3.9%	4.2%	29.9%	11.8%	18.6%	21.9%	54.7%	8.5%	2.1	Yes
Ottawa (Ont.)	-0.3%	4.1%	4.3%	10.8%	38.9%	22.7%	40.7%	42.2%	55.2%	1.9%	2.9	Yes
Owen Sound (Ont.)	-0.2%	3.4%	5.3%	3.0%	37.2%	9.7%	36.8%	60.6%	98.7%	1.6%	3.1	No
Parksville (B.C.)	-0.3%	5.8%	7.3%	0.4%	53.8%	0.0%	40.0%	60.0%	25.0%	0.0%	2.9	Yes
Penticton (B.C.)	-0.2%	5.2%	7.3%	4.5%	28.0%	0.0%	35.3%	93.1%	75.0%	7.8%	2.5	Yes
Peterborough (Ont.)	-0.2%	3.5%	4.9%	0.6%	26.2%	10.5%	34.5%	57.7%	60.4%	15.7%	2.8	No
Port Alberni (B.C.)	-0.1%	3.8%	7.3%	11.3%	25.0%	23.5%	25.0%	54.5%	48.5%	0.0%	2.8	Yes
Prince Albert (Sask.)	-0.1%	3.6%	5.0%	3.8%	55.0%	18.2%	41.7%	32.9%	64.7%	46.3%	1.6	Yes
Prince George (B.C.)	-0.3%	4.6%	4.0%	3.0%	20.8%	22.2%	25.0%	52.3%	57.7%	8.5%	2.2	Yes
Québec (Que.)	-0.1%	4.0%	5.6%	5.9%	36.5%	25.2%	62.9%	28.0%	62.8%	4.2%	2.4	No
Red Deer (Alta.)	-0.2%	7.4%	6.3%	9.0%	35.5%	26.2%	33.3%	28.1%	58.8%	18.0%	2.5	No
Regina (Sask.)	-0.2%	4.4%	4.6%	6.5%	46.5%	33.3%	81.1%	24.4%	54.1%	9.0%	1.6	Yes
Rouyn-Noranda (Que.)	-0.2%	3.6%	4.7%	3.0%	52.9%	23.8%	57.1%	5.3%	69.0%	3.4%	1.1	No
Saguenay (Que.)	-0.1%	3.2%	3.0%	2.4%	26.5%	17.4%	64.9%	30.4%	47.2%	8.4%	2.3	No
Saint John (N.B.)	-0.1%	3.8%	5.1%	2.0%	52.3%	21.8%	41.8%	32.6%	66.4%	9.0%	2.3	Yes
Saint-Hyacinthe (Que.)	-0.1%	5.2%	7.0%	8.3%	45.0%	14.3%	50.0%	40.5%	73.8%	8.5%	1.9	No
Saint-Jean-sur-Richelieu (Que.)	-0.1%	3.8%	6.7%	5.2%	38.5%	40.0%	66.7%	38.1%	52.4%	7.0%	1.9	No
Salaberry-de-Valleyfield (Que.)	-0.1%	3.6%	7.0%	8.5%	38.5%	50.0%	7.0%	12.0%	44.0%	9.4%	2.2	No
Samia (Ont.)	-0.2%	3.3%	3.9%	5.9%	33.3%	16.1%	37.8%	46.0%	50.2%	9.1%	2.5	No
Saskatoon (Sask.)	-0.1%	5.1%	4.9%	0.6%	47.1%	33.7%	58.0%	40.3%	58.2%	34.0%	1.3	Yes

Table 2:
Data for Indicators (Continued)

	Net Business Start-ups	Businesses per Capita	Self- employment Intensity	Industry Employment Diversity	Future Business Performance	Future Full- time Hiring Expectations	Overall State of Business	Cost of Local Government	Local Government Regulation	Local Government Sensitivity to Local Businesses	Local Government Tax Balance	Bizpal
Sault Ste. Marie (Ont.)	-0.2%	2.8%	2.0%	1.3%	33.3%	13.0%	16.7%	18.4%	49.5%	5.0%	2.5	Yes
Shawinigan (Que.)	-0.2%	3.1%	3.6%	7.0%	28.6%	50.0%	50.0%	26.6%	63.3%	4.4%	1.5	No
Sherbrooke (Que.)	-0.2%	4.1%	5.7%	3.1%	26.4%	16.1%	48.1%	36.9%	72.8%	20.6%	1.4	No
Sorel-Tracy (Que.)	-0.1%	3.2%	7.0%	11.4%	11.1%	20.0%	0.0%	38.6%	62.9%	5.9%	1.8	No
St. Catharines - Niagara (Ont.)	-0.3%	3.6%	5.2%	2.1%	31.5%	20.5%	27.7%	70.7%	82.1%	6.5%	2.4	Yes
St. John's (N.L.)	-0.3%	4.4%	4.8%	7.0%	60.4%	41.0%	63.2%	34.0%	48.0%	2.8%	2.5	Yes
Stratford (Ont.)	-0.2%	4.5%	5.3%	9.6%	28.6%	8.8%	42.5%	72.8%	82.5%	7.5%	3.2	Yes
Thetford Mines (Que.)	-0.1%	4.5%	7.0%	8.9%	20.0%	36.4%	50.0%	17.9%	62.5%	14.3%	1.5	No
Thunder Bay (Ont.)	-0.3%	3.7%	4.1%	3.6%	25.0%	17.1%	34.9%	32.4%	54.4%	5.3%	2.7	Yes
Timmins (Ont.)	-0.2%	3.3%	5.3%	5.8%	28.6%	20.0%	33.3%	81.3%	79.7%	3.6%	2.4	Yes
Toronto (City)	-0.5%	6.2%	6.7%	3.5%	36.1%	17.4%	24.0%	71.3%	69.0%	1.4%	4.5	Yes
Toronto GTA (Excluding City of Toronto)	-0.5%	6.2%	6.7%	1.6%	35.2%	17.3%	22.3%	45.6%	67.9%	14.5%	2.3	Partial
Trois-Rivières (Que.)	-0.1%	3.7%	4.3%	4.2%	39.0%	36.7%	46.7%	53.2%	67.7%	55.6%	1.5	No
Truro (N.S.)	-0.2%	3.7%	5.0%	4.2%	23.3%	16.7%	42.9%	44.5%	83.9%	3.5%	2.4	No
Val-d'Or (Que.)	-0.2%	4.4%	7.0%	4.4%	41.4%	45.5%	41.7%	0.7%	73.0%	5.3%	1.5	No
Vancouver (City)	-0.4%	6.4%	7.7%	7.8%	41.2%	19.4%	30.2%	69.0%	54.0%	1.1%	4.7	Yes
Vancouver GVRD (Excluding City of Vancouver)	-0.4%	6.4%	7.7%	2.4%	32.6%	21.0%	26.9%	55.4%	57.8%	15.9%	3.7	Partial
Vernon (B.C.)	-0.2%	5.8%	10.7%	5.0%	40.0%	35.7%	16.7%	59.7%	68.1%	3.1%	2.9	Yes
Victoria (B.C.)	-0.2%	5.4%	6.4%	8.2%	40.0%	12.3%	40.8%	55.6%	58.6%	9.5%	3.6	Yes
Victoriaville (Que.)	-0.1%	5.3%	7.0%	11.8%	40.0%	33.3%	35.7%	19.4%	30.6%	31.7%	1.5	No
Windsor (Ont.)	-0.3%	3.6%	4.5%	9.5%	33.7%	19.7%	11.9%	54.0%	54.0%	7.3%	2.7	Yes
Winnipeg (Man.)	-0.2%	3.9%	3.7%	2.4%	38.5%	18.3%	40.7%	63.7%	65.2%	4.3%	1.9	Yes
Wood Buffalo (Alta.)	-0.1%	3.9%	12.2%	25.4%	72.7%	44.4%	16.7%	47.9%	50.0%	6.1%	2.9	Yes
Woodstock (Ont.)	0.0%	4.4%	5.3%	12.2%	37.2%	20.7%	32.0%	61.0%	65.9%	26.1%	2.8	No

Notes:

- 1) Out of 100 CAs and CMAs with a population at least 25,000, Rimouski, Sept-îles, Saint-Georges, and New Glasgow were excluded from the study due to insufficient data.
- 2) For Montreal, Toronto, and Vancouver, CMA data for Net Business Start-ups, Businesses per Capita, and Self-employment Intensity were applied to city cores and outskirts.
- 3) For Ottawa and Gatineau, Ottawa-Gatineau CMA data for Net Business Start-ups and Businesses per Capita were applied.
- 4) Capital cities may show lower levels of entrepreneurial activity given the increased presence of public sector employment.
- 5) One main reason behind using CA and CMA definitions for cities is due to data availability from Statistics Canada. In addition, economic activity is not limited to only city cores and is likely to have spill over effects on city outskirts which would be covered under the regions defined by CAs and CMAs.
- 6) A census metropolitan area (CMA) or a census agglomeration (CA) is formed by one or more adjacent municipalities centred on a large urban area (known as the urban core). A CMA must have a total population of at least 100,000 of which 50,000 or more must live in the urban core. A CA must have an urban core population of at least 10,000. To be included in the CMA or CA, other adjacent municipalities must have a high degree of integration with the central urban area, as measured by commuting flows derived from census place of work data. Source: Statistics Canada.
- 7) Industry employment diversity: The lower the deviation from the average CMA/CA value, the higher the score the city receives.