

Communities in Boom:

Canada's Top Entrepreneurial Cities

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Entrepreneurship matters, particularly at the local level. Looking at a wide range of indicators on the presence, growth, health and policy environment for small business ownership and entrepreneurship, Western Canadian cities dominate the list for 2010. Alberta metropolitan areas occupy five of the top 10, including top ranking Grande Prairie. Lloydminster, on the Alberta-Saskatchewan border is close behind, followed by two more Saskatchewan communities, Saskatoon and Prince Albert.

Scores are slightly higher than last year, mainly because the economy is further in recovery. However, only two out of 100 cities in the list score higher than 70 out of 100—which shows there is room for considerable improvement even for cities near the top of the list. Typically small and mid-size cities outpoint larger urban cores.

What makes an entrepreneurial city:

There is no question that small and medium enterprises (SMEs) are Canada's engine of growth. After all, SMEs employ about 53% 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.

There is no single best way to measure the entrepreneurship quotient of cities, so CFIB combines a range of approaches to arrive at an overall score. 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 12 indicators. Drawing from published and custom tabulated Statistics Canada sources, the index also contains direct perspectives from CFIB's membership, which numbers more than 107,000 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. The scores of the three major components are then combined to arrive at an overall score and ranking. Slightly 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 2009 and June 2010. *Source: Canadian Business Patterns.*

2. Businesses per capita: The number of incorporated establishments in June 2010 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 2009 to June 2010 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 2009 to August 2010.*

6. Future full-time hiring expectations: 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, September 2009 to August 2010.*

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, September 2009 to August 2010.*

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 2009 to June 2010.*

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, July 2009 to June 2010.*

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 2009 to June 2010.*

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 Top 10

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 ranging from 73.1 and 59.3 (see Table 1).

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.

Grande Prairie is among the cities with the highest presence of small businesses. Its score in that area more than makes up for the fact the local business performance outlooks are still comparatively muted, and that local government policy toward small business is only average. Lloydminster, Saskatoon and Prince Albert score much higher on the policy scale—largely because of more sensible business property tax treatment. However these cities do not have as strong a presence of small and mid-sized businesses relative to their populations.

*Table 1:
City Entrepreneurial Index:
Top-10 Rankings, 2010*

	Overall Score	Relative Strengths		
		Presence	Perspective	Policy
		(0-100)		
1 Grande Prairie (Alta.)	73.1	86	57	68
2 Lloydminster (Alta./Sask.)	72.0	74	64	73
3 Saskatoon (Sask.)	63.5	47	68	76
4 Prince Albert (Sask.)	61.9	44	73	73
5 Kelowna (B.C.)	61.4	71	59	54
6 Edmonton (Alta.)	61.1	60	54	64
7 Red Deer (Alta.)	60.0	55	49	68
8 Parksville (B.C.)	59.8	58	67	59
9 Saint-Georges (Que.)	59.7	45	62	71
10 Wood Buffalo (Alta.)	59.3	54	67	61

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 107,000 business owners, who collectively employ 1.25 million Canadians and account for \$75 billion in GDP.

Table 2:
City Entrepreneurial Index: All Rankings, 2010

		Overall Score	Relative Strengths					Overall Score	Relative Strengths		
			Presence	Perspective	Policy				Presence	Perspective	Policy
			(0-100)						(0-100)		
1	Grande Prairie (Alta.)	73.1	86	57	68	53	Brockville (Ont.)	49.6	53	24	55
2	Lloydminster (Alta./Sask.)	72.0	74	64	73	54	Vernon (B.C.)	49.4	56	24	52
3	Saskatoon (Sask.)	63.5	47	68	76	55	Timmins (Ont.)	49.3	37	51	59
4	Prince Albert (Sask.)	61.9	44	73	73	56	Nanaimo (B.C.)	49.2	47	32	56
5	Kelowna (B.C.)	61.4	71	59	54	57	Drummondville (Que.)	49.1	34	35	65
6	Edmonton (Alta.)	61.1	60	54	64	58	Hamilton (Ont.)	49.0	40	52	55
7	Red Deer (Alta.)	60.0	55	49	68	59	Chilliwack (B.C.)	48.3	36	39	61
8	Parksville (B.C.)	59.8	58	67	59	60	Kentville (N.S.)	48.1	38	36	60
9	Saint-Georges (Que.)	59.7	45	62	71	61	Thunder Bay (Ont.)	48.0	32	46	61
10	Wood Buffalo (Alta.)	59.3	54	67	61	62	Courtenay (B.C.)	47.9	59	30	44
11	Joliette (Que.)	58.6	49	57	67	63	Abbotsford (B.C.)	47.8	48	51	47
12	Victoriaville (Que.)	58.1	47	44	71	64	Kawartha Lakes (Ont.)	47.8	31	37	65
13	Calgary (Alta.)	58.0	68	55	51	65	Brandon (Man.)	47.6	37	43	58
14	Regina (Sask.)	57.9	39	56	73	66	Winnipeg (Man.)	47.6	36	47	57
15	Saint-Hyacinthe (Que.)	57.4	51	65	60	67	Sept-Îles (Que.)	47.4	37	31	61
16	Rimouski (Que.)	56.4	33	70	72	68	Midland (Ont.)	47.4	30	38	65
17	Prince George (B.C.)	55.7	36	80	65	69	St. Catharines - Niagara (Ont.)	47.3	39	38	57
18	Thetford Mines (Que.)	55.5	48	31	69	70	Orillia (Ont.)	47.3	43	35	54
19	Lethbridge (Alta.)	55.5	54	44	60	71	Guelph (Ont.)	47.2	37	52	54
20	Toronto GTA (Excluding City of Toronto)	55.4	54	42	61	72	New Glasgow (N.S.)	47.0	33	37	61
21	Fort St. John (B.C.)	54.6	59	25	60	73	Ottawa	46.7	36	55	53
22	Moncton (N.B.)	54.3	36	67	66	74	Vancouver GVRD (Excl. City of Vancouver)	46.6	58	41	39
23	Alma (Que.)	54.3	47	33	67	75	Québec (Que.)	46.4	35	60	52
24	Trois-Rivières (Que.)	54.3	38	48	70	76	Victoria (B.C.)	46.3	49	48	44
25	Port Alberni (B.C.)	54.2	45	54	61	77	London (Ont.)	45.9	38	46	52
26	Charlottetown (P.E.I.)	54.0	42	47	66	78	Norfolk (Ont.)	44.8	41	22	55
27	Moose Jaw (Sask.)	54.0	36	51	70	79	Montréal (City)	44.6	47	55	40
28	Penticton (B.C.)	53.9	55	34	59	80	Gatineau	44.2	33	62	48
29	Salaberry-de-Valleyfield (Que.)	53.7	46	54	60	81	Kitchener (Ont.)	44.1	36	53	48
30	Bathurst (N.B.)	53.4	39	59	63	82	Windsor (Ont.)	43.9	33	33	56
31	Rouyn-Noranda (Que.)	53.2	32	68	66	83	Belleville (Ont.)	43.9	25	61	54
32	Medicine Hat (Alta.)	53.2	54	27	61	84	Owen Sound (Ont.)	43.8	39	42	48
33	Duncan (B.C.)	52.8	54	72	46	85	Cape Breton (N.S.)	43.7	34	46	51
34	Saint-Jean-sur-Richelieu (Que.)	52.8	41	56	61	86	Leamington (Ont.)	43.3	23	40	61
35	Saint John (N.B.)	52.2	43	44	62	87	Sarnia (Ont.)	43.0	30	46	53
36	St. John's (N.L.)	52.1	32	78	61	88	Vancouver (City)	42.7	53	50	31
37	Montréal MUC (Excluding City of Montréal)	52.0	49	53	54	89	Halifax (N.S.)	42.3	34	51	47
38	Val-d'Or (Que.)	51.2	30	69	63	90	Truro (N.S.)	42.2	36	38	49
39	Baie-Comeau (Que.)	51.2	30	71	62	91	Kingston (Ont.)	42.2	29	33	56
40	Sault Ste. Marie (Ont.)	51.1	31	63	64	92	North Bay (Ont.)	42.2	26	40	56
41	Sherbrooke (Que.)	51.1	42	42	61	93	Toronto (City)	41.9	52	45	33
42	Fredericton (N.B.)	50.9	34	56	64	94	Stratford (Ont.)	41.9	35	36	50
43	Oshawa (Ont.)	50.9	33	38	69	95	Peterborough (Ont.)	41.5	35	28	51
44	Sorel-Tracy (Que.)	50.8	42	32	64	96	Chatham-Kent (Ont.)	40.7	24	26	59
45	Campbell River (B.C.)	50.8	52	32	55	97	Woodstock (Ont.)	39.3	33	31	47
46	Kamloops (B.C.)	50.6	54	40	51	98	Centre Wellington (Ont.)	38.7	26	23	54
47	Corner Brook (N.L.)	50.4	30	81	58	99	Brantford (Ont.)	38.2	25	29	51
48	Shawinigan (Que.)	50.3	32	43	68	100	Cornwall (Ont.)	34.2	24	15	49
49	Greater Sudbury / Grand Sudbury (Ont.)	50.2	35	51	62						
50	Barrie (Ont.)	49.8	46	52	52						
51	Granby (Que.)	49.8	36	54	60						
52	Saguenay (Que.)	49.8	38	66	55						

V. Strong Strong Moderate Modest Weak

Table 3:
Source Data

	Area(3)	Change in Establishments Per Capita	Establishments Per Capita	Self-empl. as a share of total empl.	Industry Diversity	Next 12mth Business Expectations = "Stronger"	Increase in FT Hiring Expectations	Overall State of Business = "Good"	Cost of Local Government a Concern	Government Awareness of Small Business = "Good"	Regulation & Paper Burden a Concern	Local Property Tax Gap	Bizpal
		%	per 100	%	% deviation from average	% response	% response	% response	% response	% response	% response	Commercial rate / Residential rate	1 = Yes
Abbotsford (B.C.)	CMA	0.10	4.99	7.69	10.60	45.2	16.2	46.3	68.9	5.2	59.0	2,720	0
Alma (Que.)	CA	0.07	3.97	7.90	9.10	21.7	2.8	71.4	14.9	8.1	18.9	1,912	0
Baie-Comeau (Que.)	CA	0.05	3.37	5.10	14.52	63.6	10.0	71.4	31.4	2.6	47.7	1,911	0
Barrie (Ont.)	CMA	-0.01	3.93	7.00	4.00	57.7	15.0	35.3	51.9	1.9	84.2	2,492	0
Bathurst (N.B.)	CA	-0.02	3.46	4.81	0.71	41.7	33.3	33.3	54.7	1.4	37.3	2,250	1
Belleville (Ont.)	CA	-0.07	3.17	1.74	1.79	57.9	21.3	39.3	23.6	13.9	40.3	2,764	0
Brandon (Man.)	CA	0.11	4.28	3.27	1.53	21.7	21.7	52.2	38.9	3.3	83.3	2,490	1
Brantford (Ont.) †	CMA	-0.19	3.56	3.89	10.23	43.4	13.8	15.8	61.3	8.2	67.2	2,971	1
Brockville (Ont.)	CA	0.80	3.73	5.10	3.16	36.7	3.6	34.5	49.3	19.6	66.7	2,951	1
Calgary (Alta.) †	CMA	0.15	8.61	8.85	3.01	57.1	19.7	32.2	63.4	4.7	58.6	2,990	1
Campbell River (B.C.)	CA	0.09	6.01	7.96	9.02	45.5	9.1	27.3	65.6	0.0	43.8	2,699	1
Cape Breton (N.S.)	CA	-0.01	2.34	5.34	6.27	42.5	20.0	35.0	40.7	1.7	70.9	2,504	0
Centre Wellington (Ont.)	CA	-0.34	3.64	5.10	12.50	47.1	7.1	12.5	75.9	8.9	86.2	2,035	0
Charlottetown (P.E.I.)	CA	0.05	5.13	5.06	4.99	47.4	11.7	46.5	14.0	5.6	47.5	2,302	1
Chatham-Kent (Ont.)	CA	-0.27	3.52	4.64	13.40	39.3	7.7	27.1	47.3	3.2	32.3	2,685	1
Chilliwack (B.C.)	CA	-0.03	4.31	4.62	6.36	51.7	14.3	20.7	65.1	21.4	72.1	2,352	1
Corner Brook (N.L.)	CA	0.04	3.93	2.53	4.42	55.6	28.6	62.5	24.2	0.0	30.3	2,860	1
Cornwall (Ont.)	CA	-0.24	2.82	2.49	2.58	35.0	2.8	22.2	44.4	0.0	33.3	2,858	0
Courtenay (B.C.)	CA	0.17	5.72	7.96	0.84	46.4	7.1	25.0	50.0	0.0	57.7	3,001	0
Drummondville (Que.)	CA	0.08	4.69	5.19	14.64	41.7	9.4	37.1	25.9	16.3	56.5	1,826	0
Duncan (B.C.)	CA	0.06	5.44	7.96	4.25	65.9	16.7	57.5	39.5	7.9	60.5	3,021	0
Edmonton (Alta.)	CMA	0.12	6.97	7.66	1.92	50.2	24.0	31.2	45.3	10.6	52.3	2,250	1
Fort St. John (B.C.)	CA	0.16	9.73	7.96	13.62	36.4	12.5	20.0	34.7	14.7	55.1	2,673	1
Fredericton (N.B.)	CA	-0.03	4.64	3.98	7.10	51.3	11.8	55.8	24.1	2.7	66.2	2,250	1
Gatineau CMA (Que.) (2)		0.04	4.13	4.05	8.55	52.0	20.2	49.5	72.3	2.8	94.8	2,354	0
Granby (Que.)	CA	0.13	4.56	5.80	16.08	38.7	28.6	36.7	48.3	11.1	67.6	1,940	0
Grande Prairie (Alta.)	CA	0.75	9.26	12.81	13.96	53.5	25.0	30.8	52.6	2.0	68.4	1,756	1
Greater Sudbury (Ont.)	CMA	0.01	3.37	3.59	0.04	55.2	11.5	43.1	29.2	6.6	55.2	2,450	1
Guelph (Ont.)	CMA	0.06	4.61	4.79	9.31	59.5	15.3	32.5	53.6	6.6	68.2	2,765	1
Halifax (N.S.)	CMA	0.03	4.54	4.01	8.55	54.0	12.6	42.0	38.4	3.0	65.3	3,370	1
Hamilton (Ont.)	CMA	-0.02	4.04	5.13	3.01	54.4	18.7	32.9	68.2	5.7	71.4	2,567	1
Joliette (Que.)	CA	-0.16	4.37	7.90	2.46	55.0	6.7	63.2	17.0	14.0	66.0	1,655	0
Kamloops (B.C.)	CA	0.09	5.26	7.16	0.25	59.1	6.7	28.6	48.3	6.0	80.6	2,966	1
Kawartha Lakes (Ont.)	CA	-0.30	2.88	5.93	7.69	52.6	9.4	26.3	59.3	19.2	74.1	2,112	1
Kelowna (B.C.)	CMA	0.16	6.80	10.90	3.09	62.7	18.9	33.7	54.5	3.0	63.4	2,737	1
Kentville (N.S.)	CA	-0.07	4.30	5.34	6.50	43.2	15.2	24.3	34.1	5.3	82.9	2,345	1
Kingston (Ont.)	CMA	-0.10	3.20	4.02	7.67	40.4	7.5	37.2	52.8	15.7	66.0	2,773	1
Kitchener (Ont.)	CMA	0.04	4.29	4.96	9.49	51.9	17.8	38.2	57.5	5.8	66.7	2,921	0
Leamington (Ont.)	CA	0.02	3.60	5.10	24.22	43.2	12.8	36.4	52.9	10.2	70.2	1,786	0
Lethbridge (Alta.)	CA	0.17	6.45	6.58	3.38	46.8	10.3	43.2	44.6	8.0	65.5	2,440	1
Lloydminster (Alta./Sask.)	CA	-0.13	10.26	12.81	12.63	45.5	33.3	36.4	16.9	14.6	68.7	1,752	1
London (Ont.)	CMA	0.00	3.99	4.53	2.31	52.1	14.5	33.5	43.2	6.8	55.8	3,092	1
Medicine Hat (Alta.)	CA	0.11	6.77	8.16	10.82	45.1	9.8	17.0	48.0	7.0	84.3	2,237	1
Midland (Ont.)	CA	-0.10	3.33	5.10	11.54	53.6	12.0	21.4	68.7	14.3	77.6	1,973	1
Moncton (N.B.)	CMA	0.06	4.45	4.18	6.80	58.9	22.5	45.1	19.5	7.3	56.5	2,250	1
Montréal CSD (1)		0.06	4.80	6.35	4.25	51.8	16.7	44.3	55.4	1.3	65.8	3,231	0
Montréal Rest of CMA (1)		0.06	4.80	6.35	0.69	49.2	17.5	42.9	32.5	14.8	60.5	2,581	0
Moose Jaw (Sask.)	CA	0.15	3.84	3.05	1.79	55.6	12.5	41.2	14.5	5.4	27.6	2,144	1
Nanaimo (B.C.)	CA	-0.20	4.88	7.27	2.50	42.9	6.1	35.7	41.9	1.3	52.7	2,732	1

	Area(3)	Change in Establishments Per Capita	Establishments Per Capita	Self-empl. as a share of total empl.	Industry Diversity	Next 12mth Business Expectations = "Stronger"	Increase in FT Hiring Expectations	Overall State of Business = "Good"	Cost of Local Government a Concern	Government Awareness of Small Business = "Good"	Regulation & Paper Burden a Concern	Local Property Tax Gap	Bizpal
		%	per 100	%	% deviation from average	% response	% response	% response	% response	% response	% response	Commercial rate / Residential rate	1 = Yes
New Glasgow (N.S.)	CA	0.02	3.15	4.09	4.73	42.9	15.8	26.3	57.1	9.1	64.3	2.306	1
Norfolk (Ont.)	CA	0.38	4.12	7.05	19.76	36.8	3.4	31.6	64.1	11.7	77.2	2.665	1
North Bay (Ont.)	CA	-0.05	3.51	2.51	6.38	41.2	15.2	35.3	41.6	17.3	51.1	2.448	0
Orillia (Ont.)	CA	0.10	4.47	5.10	2.37	56.5	2.8	30.4	75.0	0.0	75.0	2.523	1
Oshawa (Ont.)	CMA	0.00	2.79	4.25	4.18	54.4	11.3	22.1	18.3	7.5	43.0	2.074	1
Ottawa CMA (2)		0.04	4.13	5.32	10.85	45.5	21.0	44.8	59.2	4.2	67.4	2.789	1
Owen Sound (Ont.)	CA	0.05	3.41	5.10	2.98	47.6	5.0	48.8	56.6	1.7	98.8	2.941	1
Parksville (B.C.)	CA	0.05	5.82	7.96	0.44	68.2	18.2	41.7	44.8	19.0	51.7	2.717	1
Penticton (B.C.)	CA	0.15	5.32	7.96	4.55	34.4	17.2	28.1	68.2	9.4	73.5	2.328	1
Peterborough (Ont.)	CMA	0.04	3.55	3.47	0.65	36.2	5.9	37.9	53.5	12.9	60.6	2.651	0
Port Alberni (B.C.)	CA	0.09	3.93	7.96	11.27	63.6	22.2	18.2	76.2	3.4	40.5	2.258	1
Prince Albert (Sask.)	CA	0.13	3.73	6.02	3.80	66.7	20.0	52.2	19.8	41.2	61.1	2.134	1
Prince George (B.C.)	CA	-0.07	4.58	3.85	3.05	68.2	28.2	45.2	59.6	2.0	40.6	2.099	1
Québec (Que.) †	CMA	0.07	4.07	3.93	5.87	44.2	17.6	61.1	33.6	2.9	63.6	2.548	0
Red Deer (Alta.)	CA	0.14	7.50	7.41	9.03	57.1	21.9	16.7	27.8	16.4	80.0	2.013	1
Regina (Sask.)	CMA	0.14	4.56	4.64	6.53	38.2	16.7	64.2	29.5	26.8	57.0	1.861	1
Rimouski (Que.)	CA	0.07	4.16	3.83	8.18	40.0	25.0	70.0	8.5	11.1	60.3	1.402	0
Rouyn-Noranda (Que.)	CA	0.08	3.69	2.82	3.02	41.2	21.4	71.4	0.9	5.8	68.2	1.734	0
Saguenay (Que.)	CMA	0.01	3.16	5.00	2.41	50.0	22.2	55.1	46.3	16.1	75.6	2.356	0
Saint John (N.B.)	CMA	0.07	3.90	5.44	2.01	49.5	11.0	39.4	36.4	4.1	71.5	2.250	1
Saint-Georges (Que.)	CA	0.01	5.37	7.90	14.22	41.7	27.3	50.0	12.3	21.9	90.8	1.346	0
Saint-Hyacinthe (Que.)	CA	0.12	5.32	7.90	8.35	40.0	23.1	64.3	34.3	11.3	69.3	2.010	0
Saint-Jean-sur-Richelieu (Que.)	CA	0.04	3.83	5.82	5.17	41.2	13.3	66.7	22.1	1.6	30.9	2.134	0
Salaberry-de-Valleyfield (Que.)	CA	0.07	3.64	7.90	8.54	50.0	2.8	71.4	12.5	2.0	48.2	2.173	0
Sarnia (Ont.)	CA	0.01	3.35	3.39	5.90	47.3	16.7	35.2	54.2	8.2	56.4	2.463	0
Saskatoon (Sask.)	CMA	0.03	5.17	5.53	0.56	57.7	18.8	55.7	31.4	30.3	54.6	1.746	1
Sault Ste. Marie (Ont.)	CA	0.17	2.98	2.07	1.29	64.3	11.5	53.6	15.4	3.7	63.4	2.307	1
Sept-Îles (Que.)	CA	0.01	3.68	4.39	3.35	21.7	2.8	66.7	29.0	8.0	19.4	2.228	0
Shawinigan (Que.)	CA	0.10	3.23	3.77	7.05	33.3	20.0	40.0	17.6	5.1	39.2	1.678	0
Sherbrooke (Que.)	CMA	0.08	4.20	5.27	3.08	45.8	10.9	40.7	36.8	6.5	69.9	1.871	0
Sorel-Tracy (Que.)	CA	0.00	3.23	7.90	11.37	42.9	2.8	42.9	16.7	1.7	23.3	2.012	0
St. Catharines - Niagara (Ont.)	CMA	-0.04	3.60	4.99	2.06	47.9	12.1	28.9	66.7	8.8	83.6	2.408	1
St. John's (N.L.)	CMA	-0.05	4.31	3.68	6.99	55.3	24.2	67.1	31.5	3.8	58.8	2.460	1
Stratford (Ont.)	CA	-0.06	4.44	5.10	9.61	43.6	8.7	36.4	56.3	10.9	81.7	3.062	1
Thetford Mines (Que.)	CA	0.08	4.56	7.90	8.93	21.7	2.8	66.7	25.0	2.9	67.5	1.325	0
Thunder Bay (Ont.)	CMA	-0.07	3.63	3.67	3.58	49.2	16.1	33.9	36.3	5.5	54.9	2.438	1
Timmins (Ont.)	CA	0.03	3.32	5.10	5.76	21.7	20.0	70.0	83.6	0.0	58.2	2.226	1
Toronto CSD (1)		-0.01	6.23	7.11	3.50	52.4	16.7	26.0	68.3	1.4	62.6	4.219	1
Toronto Rest of CMA (1)		-0.01	6.23	7.11	1.65	52.1	14.4	25.2	44.4	18.1	65.9	2.254	0
Trois-Rivières (Que.)	CMA	0.03	3.68	4.80	4.19	53.8	14.3	34.8	27.6	13.3	40.2	1.574	0
Truro (N.S.)	CA	-0.18	3.54	5.34	4.24	36.7	14.8	36.7	29.6	0.7	94.1	2.537	0
Val-d'Or (Que.)	CA	-0.07	4.32	2.80	4.42	33.3	27.8	71.4	1.9	1.3	81.8	1.795	0
Vancouver CSD (1)		0.05	6.42	7.94	7.79	59.7	12.6	34.6	61.6	1.8	51.2	4.416	1
Vancouver Rest of CMA (1)		0.05	6.42	7.90	2.37	51.0	13.2	27.4	63.0	8.7	66.5	3.562	0
Vernon (B.C.)	CA	0.12	5.88	7.99	4.97	38.5	8.3	23.1	67.2	3.7	74.1	2.781	1
Victoria (B.C.) †	CMA	0.04	5.48	7.52	8.20	52.8	15.0	34.3	65.5	6.2	61.1	3.513	1
Victoria (B.C.)	CA	0.04	5.30	7.90	11.78	46.7	13.6	38.5	36.7	37.4	80.6	1.448	0
Windsor (Ont.)	CMA	0.02	3.57	4.69	9.52	44.2	14.1	20.9	48.5	1.9	61.2	2.641	1
Winnipeg (Man.)	CMA	0.02	3.95	3.85	2.45	48.2	14.8	38.0	58.6	7.9	66.1	2.550	1
Wood Buffalo (Alta.)	CA	0.22	4.11	12.81	25.42	60.0	20.0	50.0	45.8	4.3	76.3	2.262	1
Woodstock (Ont.)	CA	-0.02	4.36	5.10	12.16	51.1	2.8	29.5	65.4	14.4	76.5	2.768	0

Notes:

- 1) 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.
- 2) For Ottawa and Gatineau, Ottawa-Gatineau CMA data for Net Business Start-ups and Businesses per Capita were applied.
- 3) 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.