

COMPETITIVE ALTERNATIVES 2014 COST MODEL DETAILED COMPARISON REPORT

INDUSTRY: OVERALL RESULT

RUN DATE: 6/20/2014 7:53:51
AMOPERATION: Average of services and manufacturing sectors
(USD\$'000)

City	Edmonton	Toronto	Vancouve	Baton Ro	Denver	Houston	New Orle
Region	AB	ON	BC	LA	CO	TX	LA
Country	CA	CA	CA	US	US	US	US
Exchange rate per USD\$	C\$1.050	C\$1.050	C\$1.050	\$1.000	\$1.000	\$1.000	\$1.000

Initial Investment

Cash	313	313	313	313	313	313	313
Inventory	2,208	2,208	2,208	2,208	2,208	2,208	2,208
Fixed assets	9,499	9,499	9,499	9,499	9,499	9,499	9,499
	\$12,020	\$12,020	\$12,020	\$12,020	\$12,020	\$12,020	\$12,020

Initial Financing

Debt	5,275	5,275	5,275	5,275	5,275	5,275	5,275
Equity	6,745	6,745	6,745	6,745	6,745	6,745	6,745
	\$12,020	\$12,020	\$12,020	\$12,020	\$12,020	\$12,020	\$12,020

10-Year Average Profit & Loss

	Edmonton	Toronto	Vancouve	Baton Ro	Denver	Houston	New Orle
Sales	24,312	24,361	24,331	24,322	24,474	24,622	24,359
Location-sensitive costs							
Salary and wages	5,860	5,902	5,953	5,510	5,871	5,903	5,760
Statutory plans	330	469	331	488	516	532	509
Other benefits	1,526	1,593	1,514	1,835	1,936	1,964	1,919
Total labor	7,715	7,963	7,798	7,834	8,323	8,399	8,188
Rank, total labor	1	4	2	3	6	7	5
Facility lease	688	590	689	486	446	607	421
Rank, facility lease	6	4	7	3	2	5	1
Surface freight	1,179	921	1,097	933	1,274	960	803
Air freight	283	226	281	259	267	235	259
Total transportation	1,462	1,147	1,378	1,191	1,541	1,196	1,062

<i>Rank, transportation</i>	6	2	5	3	7	4	1
Electricity	218	212	128	91	107	99	125
Gas	32	38	48	27	43	27	27
<i>Total utilities</i>	250	250	177	117	150	126	151
<i>Rank, electricity</i>	7	6	5	1	3	2	4
<i>Rank, gas</i>	4	5	7	1	6	3	1
<i>Total operating costs</i>	10,115	9,950	10,042	9,628	10,459	10,327	9,822
<i>Rank, operating costs</i>	5	3	4	1	7	6	2
	Edmonton	Toronto	Vancouve	Baton Ro	Denver	Houston	New Orle
Interest	117	108	123	168	188	183	170
Depreciation	1,169	1,169	1,169	1,169	1,169	1,169	1,169
<i>Total interest, depreciation</i>	1,286	1,277	1,293	1,338	1,357	1,352	1,339
Income tax, national	276	339	292	1,157	701	797	1,112
Income tax, regional	152	128	200	-397	108	26	-422
Income tax, local	-	-	-	-	-	-	-
Capital tax, national	-	-	-	-	-	-	-
Capital tax, regional	-	-	-	20	-	-	20
Sales tax	-	1	105	120	91	108	119
Property tax	120	152	155	52	268	286	56
Gross receipts tax	-	-	-	9	9	9	9
Business tax	-	-	-	-	-	-	-
Grants, subsidies	-	-	-	-78	-32	-38	-82
<i>Total taxes (net of grants)</i>	548	620	751	882	1,144	1,188	811
<i>Total location-sensitive costs</i>	11,949	11,847	12,086	11,847	12,960	12,867	11,972
Location-insensitive costs							
Materials	7,729	7,729	7,729	7,729	7,729	7,729	7,729
Other operating expenses	1,886	1,886	1,886	1,886	1,886	1,886	1,886
<i>Total location-insensitive costs</i>	9,615	9,615	9,615	9,615	9,615	9,615	9,615
<i>Total costs</i>	21,564	21,462	21,700	21,462	22,575	22,482	21,587
<i>Net profit after tax</i>	\$2,748	\$2,900	\$2,631	\$2,861	\$1,898	\$2,141	\$2,772
<i>% of sales</i>	11.3%	11.9%	10.8%	11.8%	7.8%	8.7%	11.4%
Overall rank	3	1	5	2	7	6	4
Overall index	94.0	93.6	94.6	93.6	98.4	98.0	94.1

Summary Measures

Edmonton Toronto Vancouve Baton Denver Houston New Orle

Ro

Net profit before income tax	\$3,176	\$3,367	\$3,123	\$3,541	\$2,675	\$2,926	\$3,380
Effective income tax rate	13.5%	13.9%	15.8%	19.2%	29.0%	26.8%	18.0%
Rank	1	2	3	5	7	6	4
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Property-based taxes per sq.ft.	\$1.78	\$2.01	\$2.05	\$0.99	\$4.16	\$4.49	\$1.06
Rank	3	4	5	1	6	7	2
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Effective tax rates are not shown where results are not meaningful due to marginal profitability.
 Effective tax rates may be negative due to refundable tax credits exceeding taxes paid.

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The analysis on this website is based on cost information collected primarily between July 2013 and January 2014. Taxes reflect tax rates in effect on January 1, 2014, and also incorporate any announced changes at that time to take effect at specified later dates. Exchange rates and other cost factors will, of course, change over time. Tax rates and other tax-related information are also subject to change as a result of new legislation, judicial decisions, and administrative pronouncements.

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