



Manufacturing & Delivery

This issue features articles on Polymer Technologies, a Tier II automotive manufacturer and Challenger Motor Freight. Both companies have been recognized as one of the top 50 Best Managed Companies in 2004.



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Tier II supplier of decorative automotive components

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Polymer Technologies

Polymer Technologies is yet another Cambridge industry success story. The company is headed by President and CEO, John Bell. If that name strikes a familiar chord, it is likely due to Bell's connection to another successful Cambridge venture, Shred-Tech. Under John Bell's leadership Shred-Tech grew with its innovative mobile shredding equipment to the point that it attracted the attention of, and was subsequently acquired in 1995 by a U.S. firm, freeing Bell to take on and conquer a new challenge.

components and functional electromechanical products, such as switches, relays and connectors to customers all over the world in countries such as U.S., Mexico, China, Germany and Japan.



An example of some of the automotive components manufactured by Polymer Technologies.

That challenge was Polymer Technologies. The company was 'Re-Canadianized' in February of 1996 when John Bell purchased the assets from a large U.S. based multi-national company. Under Bell's leadership, the company shifted its focus away from furniture components to high precision automotive parts, reinventing Polymer Technologies as a Tier II automotive supplier serving OEM markets. Today, Polymer designs, manufactures and ships decorative plastic injection moulded

The challenges facing Tier II suppliers are many. "As automotive customers shrink their supplier networks, the suppliers that offer well engineered solutions – meeting customers' price expectations – often are able to secure more opportunities for growth," says Michael Ritchie, Vice President and General Manager of Polymer Technologies. "Polymer's key competitive advantage is the technical and engineering resources it has available." ...continued on page 2

WHETHER RELOCATING, EXPANDING OR FORGING NEW OPPORTUNITIES, CAMBRIDGE IS A GREAT PLACE TO DO BUSINESS. FOR PROFESSIONAL ASSISTANCE WITH YOUR BUSINESS NEEDS, CONTACT THE ECONOMIC DEVELOPMENT STAFF AT 740-4536.

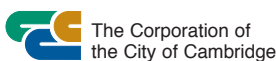
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Feeding into this competitive advantage is the community support of partnerships between Cambridge-based industries and institutes of higher education. Currently, Polymer Technologies works in partnership with the University of Waterloo, Manufacturing and Materials Ontario, and a major fuel cell manufacturer to develop and produce thermoplastic bi-polar plates for use in commercial fuel cell applications.

To fuel its short and long term growth trajectory, Polymer launched 125 new automotive programs in the past 12 months, enjoying a sales increase of 26 percent. The company has also hired more than 200 new employees and invested 4.2 million dollars in new machinery, new equipment and automation. Polymer is also expanding its global reach with the opening of a 30,000 square foot facility in San Luis Potosi, Mexico in July of 2005.

“Cambridge’s central location on the 401 makes getting to our customers’ technical centres in Toronto and Detroit efficient and seamless,” says John Bell. “The industrial park concept available to companies like Polymer is also advantageous, providing easy transportation access. Many of our suppliers and resources are within 10 to 15 kilometres of our manufacturing facility.”



John Bell, President and CEO of Polymer Technologies

“Cambridge is home to a highly educated and capable workforce, in professions ranging from engineers and technicians to lawyers and accountants. Beyond that, it is an excellent community in which to raise a family and operate a business,” extols John Bell. “Polymer’s success and growth is directly tied to our decision to operate in and support the City of Cambridge.”

Junior Achievement’s Enterprising Affair



actively participates with many organizations including the United Way, the Red Cross, Habitat for Humanity, Executive Women International, Special Olympics, Goodwill Industries, the Susan G. Komen Breast Cancer Awareness Foundation, the Arthritis Foundation, Life Path Hospice, the YMCA and Junior Achievement. Gerda Ameristeel employees have a long history of volunteering their time and money to many local organizations.

Peter Graham has lived in Cambridge most of his life and his many community accomplishments include serving in the Rotary Club of Galt, the Cambridge Sports Banquet Committee, the Chamber of Commerce, the United Way Tomorrow Fund, the Heritage Theological Seminary Advisory Committee and Junior Achievement. He is also involved with his church. Peter’s partners and staff at his firm have also made large contributions of time and funds to many non-profit organizations and foundations in the Cambridge area.

Thanks to the generous commitment and sponsorship of time, talent and financial resources from community champions like Glen

and Peter, Junior Achievement’s 2003-2004 academic year has been our most successful! For the first time in our 34 year history, we have reached over 10,000 students with our valuable experience-based programs. The success can be attributed to our many partnerships within the corporate and educational communities.

Junior Achievement has 5 in-school programs that range from grade 3 to grade 12 and an after-school program for high school students. We are always looking for sponsors and new and enthusiastic volunteers to teach our programs! New this year is “ESIS Month” featuring our Economics of Staying in School program. During April 2005, 200 grade 7 & 8 classes will be participating in this popular hands-on program that has students learning about the benefits of a post-secondary education and looking at the consequences of dropping out of school. All programs are free of charge to the schools and Junior Achievement provides all the materials and trains each volunteer!

For more information please contact Tracy Van Kalsbeek at 519-576-6610 or tracy@jwaterlooregion.org.

Junior Achievement’s annual Enterprising Affair was introduced in 2001 to recognize outstanding entrepreneurs of the Cambridge community who have been a long time community supporter and a champion for Junior Achievement.

This year the event honoured two prominent businessmen with the coveted “Governor’s Award”. Recipients were Glen Beeby, Vice President and General Manager of Gerda Ameristeel Corporation and Peter Graham of Graham Mathew & Partners LLP.

Glen Beeby and Gerda Ameristeel believe that community building and support is a central responsibility of leadership. The corporation

Babcock & Wilcox Canada: Generating Powerful SolutionsSM for Energy Options

Article provided by Yvette Amor, Manager, Public Relations and Communications Babcock & Wilcox Canada (Cambridge)

The Power Situation in Ontario

The supply of electricity, locally and internationally, has become a major concern to everyone. Ontario, in particular, faces an electricity supply shortfall as existing nuclear plants approach the end of their planned operating lives and the Ontario government makes good on its promise to retire from service all coal generation (about 25% of the province's power) by 2007. There is approximately 24,000 megawatts (MW) of electrical generating capacity in Ontario. On occasion, Ontario imports electricity from neighbouring provinces that, in turn, had to import power from the U.S. In order to avoid blackouts, as exemplified by last year's power failure, a long-term supply of replacement power will have to be found. Options include replacement, refurbishment or conservation.

Nuclear Energy

Nuclear presents a strategic part of the energy solution. Canadian nuclear technology is among the safest in the world and consistent with the Kyoto Accord, to which Canada is committed. Nuclear plants are almost as inexpensive as hydro to operate and their fuel, uranium, is plentiful and readily available in Canada. Existing-plant refurbishment provides an economical, emissions-friendly, relatively rapid means to provide desperately needed added capacity. That is why some speculate that Ontario's Liberal government will support the restart of additional reactors at Pickering and Bruce.

Fossil Energy and the 'Cleaner Coal' Solution

Energy from coal has a glowing future, though perhaps not in Ontario. Overall, there is thought to be a 300-year supply of coal in Canada and an even greater supply in North America. Denmark, Holland and Germany 'cleaner-coal' plants are models of technological advancement and include supercritical cycles to maximize efficiencies.

Babcock & Wilcox Canada: Generating Powerful SolutionsSM

Babcock & Wilcox Canada is a world-leading supplier of steam generators and related equipment for the nuclear utility market, providing more than 260 steam generators to nuclear plants around the world, including every nuclear power plant in Canada. B&W is also a leader in the design, erection, upgrading, and service or maintenance of fossil-fuelled boilers and environmental emission-control equipment serving utility, pulp and paper, petrochemical, and industrial markets. The company has its roots in a foundry established in 1844 in Cambridge, Ontario. Today, it employs about 1000 highly skilled employees.

Nuclear Business Profile at B&W Canada

Babcock & Wilcox Canada manufactures a range of high-end nuclear components. With a dominant share of the CANDU nuclear steam generator supply business in Canada and worldwide, it has built 223 of 227 CANDU units. The company provides replacement nuclear steam generators and reactor pressure vessel heads to the U.S. market.

B&W Fossil Business Profile

Babcock & Wilcox Canada provides utility-market maintenance, upgrades, and environmental-technologies services and pulp-and-paper market recovery wood-fired-boilers and equipment-upgrades services. Every boiler is different and most parts customized. About 50% of B&W's fossil business is now environmentally driven. B&W technology can significantly reduce all coal-fired plant emissions by more than 90%.

B&W Canada Best Practices that make it internationally competitive:

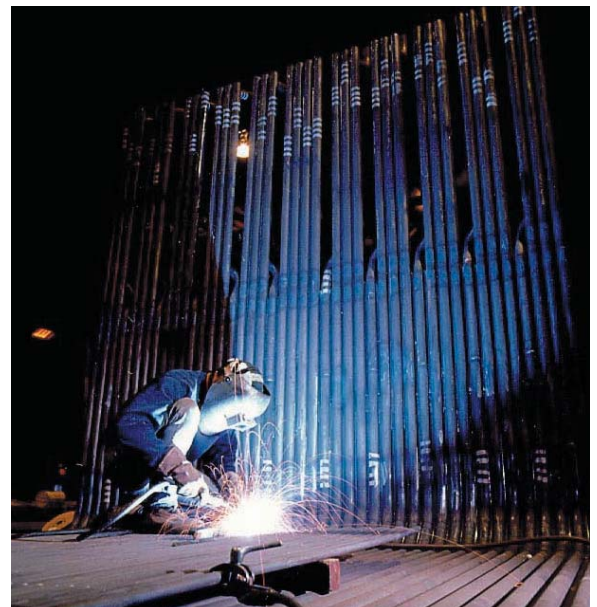
- Increasing use of automation to improve flexibility, quality, and efficiencies
- Continuous process improvement program
- Extensive safety and quality programs
- 100% custom-engineered components
- Employee suggestion and patent incentive programs

A New Look for a Long-Established Company



Two thousand years ago, Hero of Alexandria changed the world with Hero's Engine, a design for a technology that uses steam as a power source. Inspired by Hero's spirit of innovation, Babcock & Wilcox

Canada launched a company-wide rebranding campaign featuring a logo and new tagline, Generating Powerful SolutionsSM. The rebranding underscores B&W Canada's reputation for working with customers to achieve technological solutions. Babcock & Wilcox Canada supplies high quality steam generation products and services to a worldwide customer base and brings the power of Hero to all of its work.



Junior Achievement of the Waterloo Region needs you!

Junior Achievement is a non-profit organization dedicated to providing business education to youth who will one day become the future work force of our country. Many dedicated members of the community volunteer their time to help students learn about the world of business and economics. All programs are offered free of charge to schools and Junior Achievement provides the program materials and training for the volunteers! Most programs run during the school day in a classroom and the volunteer and teacher discuss their own teaching schedules.

Junior Achievement programs are funded by businesses, service clubs, and private individuals from the Waterloo Region. Let us know if your company is interested in sponsoring a program!

Junior Achievement offers many unique program experiences to the youth in Waterloo Region.

Business Basics

An exciting new series of business education programs for students in elementary school. These programs help students in grade 3, 5 & 6 understand the organization and operations of the businesses in their community. (4 one-hour sessions plus one-hour training.)

Project Business

Delivered in two forms with Dollars with Sense as the grade 7 module and Making Sense of Business as the grade 8 module. Dollars with Sense focuses on assessment of personal skills, strengths, values and interests. The students explore career options and learn about working effectively with everyday financial concepts. Making Sense of Business facilitates an improved understanding of the inner workings of a business while examining how consumers, competitors and governments influence the Canadian economy. (Time Commitment: 6-8 one-hour sessions plus one-hour training.)

The Economics of Staying in School

Facilitated to grade 7 and 8 students, this program challenges students to explore the consequences of dropping out of school. Interactive games, household budgeting and role-playing demonstrate the economic benefits of receiving an education. New this year...ESIS Month, April 2005! Call us for details! (Time commitment: 1 full day (8am – 3pm) plus one-hour training.)

Banks in Action

Designed to give high school students (grades 9 & 10) the opportunity to understand the world of banking. Through a fast-paced series of activities, the students learn the fundamentals of borrowing and lending money, as well as the impact of interest rates on banks and customers. (Time commitment: 3 one-hour sessions plus one-hour training.)

Student Venture

Offered to grade 11 and 12 classes, this program allows students to experience the risks and rewards of entrepreneurship by starting and operating a classroom-based business enterprise. (Time commitment: 12 – 16 one-hour sessions plus 1 1/2-hour training.)

The Company Program

Junior Achievement's only after school program. It is an expanded version of the Student Venture program teaching students about the realities of running a business. (Time commitment: up to 20 weeks plus training)

If you would like to volunteer for any of these programs or wish to have more information, please contact Tracy Van Kalsbeek at (519) 576-6610.

SPRING SESSION JUNIOR ACHIEVEMENT PROGRAMS REQUIRING VOLUNTEERS

PROGRAM

SCHOOL

Business Basics – Grade 3 (Our Community, Needs, Jobs, Tools)

Tentative Training Session: February 22/05

Cedar Creek Public School, Ayr
John Sweeney Catholic School, Kitchener
Woodland Park Public School, Cambridge
St. Matthew Catholic School, Waterloo
St. Boniface Catholic School, Maryhill
Monsignor Haller Catholic School, Kitchener
Rockway Public School, Kitchener
Manchester Public School, Cambridge

Business Basics – Grade 5 & 6 (Our Business World)

Tentative Training Session: February 22/05

Park Manor Public School, Elmira
Meadowlane Public School, Kitchener
Blair Road Public School, Cambridge
John Sweeney Catholic School, Kitchener
Sir Edgar Bauer Catholic School, Waterloo
St. Dominic Catholic School, Kitchener
Cedar Creek Public School, Ayr
JF Carmichael Public School, Kitchener
Woodland Park Public School, Cambridge
Monsignor Haller Catholic School, Kitchener
St. Matthew Catholic School, Waterloo
St. Ambrose Catholic School, Cambridge
St. Boniface Catholic School, Maryhill
Rockway Public School, Kitchener
Manchester Public School, Cambridge
Our Lady of Lourdes Catholic School, Waterloo
Conestogo Public School, Conestogo

Project Business Dollars with Sense (Grade 7)

Tentative Training Session: February 21/05

Cedar Creek Public School, Ayr
Our Lady of Grace Catholic School, Kitchener
Park Manor Public School, Elmira
St. Dominic Catholic School, Kitchener
Westheights Public School, Kitchener
St. Joseph Catholic School, Cambridge
St. John Catholic School, Kitchener
Our Lady of Lourdes Catholic School, Waterloo
St. Agnes Catholic School, Waterloo

Project Business Making Sense of Business (Grade 8)

Tentative Training Session: February 21/05

Our Lady of Grace Catholic School, Kitchener
Park Manor Public School, Elmira
St. Dominic Catholic School, Kitchener
Centennial Public School, Waterloo
New Dawn School, Kitchener
St. John Catholic School, Kitchener
St. Nicolas Catholic School, Waterloo

Banks in Action (Grade 9 & 10)

Tentative Training Session: February 28/05

Galt Collegiate, Cambridge
Southwood Secondary, Cambridge
St. Benedicts, Cambridge
Sir John A. Macdonald, Waterloo
Grand River Collegiate, Kitchener
Cameron Heights, Kitchener
Forest Heights, Kitchener

Student Venture (Grade 11 & 12)

Tentative Training Session: February 17/05

Glenview Park, Cambridge
Galt Collegiate, Cambridge
Waterloo Oxford, New Hamburg
Southwood Secondary, Cambridge
Cameron Heights, Kitchener
Forest Heights, Kitchener

Challenger Motor Freight and Today's Competitive Trucking Industry



Today's trucking transportation industry is a competitive and challenging business, a fact of which Challenger Motor Freight's President, Dan Einwechter is keenly aware. With the spectre of escalating fuel prices, sky-rocketing insurance premiums, new hours of service regulations – not to mention border security issues, Einwechter must continually push Challenger to set new standards in order to deliver the kind of service his customers demand.

Dan is the founder and owner of the Challenger Group of companies, headquartered in Cambridge. Einwechter began his career in the transportation business in 1975 as a means to support his university studies. From that humble start, the company has grown and in 1981, the company that would ultimately be known as Challenger Motor Freight located its headquarters to Cambridge. By 1985 Challenger had grown to a fleet of 100 trucks, and by 1988 was the first Canadian carrier using two-way satellite tracking. Today, Challenger has more than 1200 tractors on the road hauling more than 3400 trailers to locations all over North America and is recognized in the industry as one of the most technically advanced carriers in Canada.

Challenger offers a wide variety of services to its customers. From specialized truckload, less than truckload (LTL), special

commodities and expedite services, Challenger Logistics Division also offers supply chain management, warehousing and distribution services.

2005 is a big year for Challenger. By April of this year the company will have completed its expansion and move to a new location at 300 Maple Grove Road. The new 53 acre – 113,000 square foot location is the most recent acknowledgment of Challenger's, and Einwechter's success. "Over 70 percent of manufactured goods produced in Canada are within a 100 mile radius of our location," says Dan Einwechter. "And we're right in the heart of the action."

"Cambridge offers us the benefit of being close – but not too close to Toronto, and our access to the 401 is a major advantage in our business," says Einwechter. "Our new facility will be unlike any in Canada – with a fully computerized yard management system." This system will allow drivers and yard operators to know exactly where any particular tractor or trailer is at any time. This technology enables drivers to quickly identify the vehicle to which they have been assigned – hastening their processing through the main yard.

With qualified drivers in short supply and high demand, the new location was built with driver comfort and convenience in mind. The new headquarters will offer a lounge area, cafeteria, banking facilities, showers and change rooms. Also being installed this year is a state-of-the-art driver simulation. This unit will be used as an evaluation tool, and allow drivers to practice various maneuvers in a controlled environment with the ability to assess the outcome and gain suggestions for improvement.

The main terminal will feature an indoor refueling centre. Upon return to the yard, drivers will pull up to an automatic door that will open and close behind the truck. Refueling stations on both sides of the

vehicle will proceed with the refueling, while the truck, positioned over an alignment machine, undergoes an alignment check and a complete mechanical survey and inspection.

Border security is perhaps one of the leading issues in the trucking industry post September 11, and Challenger is going to great lengths to accommodate the ever increasing security. "Having our trucks pass across the border with a minimum of delays is paramount to the timely delivery of our loads to their destination," says Einwechter. Challenger is certified as a FAST carrier (Free and Secure Trade Program) – a joint Canada-U.S. initiative involving the



An artist's conception of the new Challenger Motor Freight headquarters on Maple Grove Road in Cambridge.

Canada Border Services Agency, Citizenship and Immigration Canada, the United States Bureau of Customs and Border Protection (CBP). FAST supports moving pre-approved eligible goods across the border quickly and verifying trade compliance away from the border.

A strengthening Canadian dollar and new U.S. EPA (Environmental Protection Agency) standards will soon require transport trucks to virtually eliminate smog emissions (Oxides of Nitrogen and Particulate Matter). Challenger will need to be innovative and responsive. All of the demands of the transportation industry aside, Einwechter remains very optimistic about the future. "We have a great new facility and Cambridge continues to be a great location from which to do business – today, and into the future."

BUILDING ACTIVITY

ESTIMATED VALUES FOR ALL PERMITS FROM JULY 1, 2004 TO DECEMBER 31, 2004
(Projects listed are those with Construction values \$50,000 and over.)

INDUSTRIAL BUILDING ACTIVITY

Total Six Month Value \$29,690,289.
640,663 sq.ft. of industrial space constructed in 2004.

BUILDING PERMIT ISSUED	PROJECT	APPROXIMATE CONSTRUCTION VALUE	BUILDING PERMIT ISSUED	PROJECT	APPROXIMATE CONSTRUCTION VALUE
2027103 Ontario Ltd. (Challenger Motor Freight) 300 Maple Grove Road	a)4,309 sq.m. (46,386 sq.ft.) construction of Operations office building b)5,099 sq.m. (54,892 sq.ft.) construction of truck and trailer facility c)669 sq.m. (7,199 sq.ft.) construction of new truck fuelling and inspection facility	3,969,916. 2,202,665. 489,908.	Tacha Holdings 690 Bishop Street	695 sq.m. (7,485 sq.ft.) warehouse addition	200,000.
Greentec International 95 Struck Court	5,056 sq.m. (54,429 sq.ft.) construction of two storey office and warehouse building	3,410,000.	dds Automated Machinery Design Inc. 35 Thompson Drive	1,590 sq.m. (17,115 sq.ft.) addition of offices to factory	200,000.
1201017 Ontario Inc. 685 Boxwood Drive	2,553 sq.m. (27,480 sq.ft.) construction of new plant warehouse, office and mezzanine	2,850,000.	Rockwell Automation Canada Inc. 135 Dundas Street	145 sq.m. (1,560 sq.ft.) recycling dock addition	179,300.
Diversco Energy Management Inc. 495 Conestoga Boulevard	5,176 sq.m. (55,720 sq.ft.) construction of new warehouse and office area	2,400,000.	Langton Properties Ltd. 405 Maple Grove Road	537 sq.m. (5,786 sq.ft.) second floor addition to existing building	166,000.
Properties R'Us Group 420 Sheldon Drive	3,307 sq.m. (35,600 sq.ft.) construction of new industrial technical centre building	2,000,000.	Bennett Chev. Olds Ltd. 445 Hespeler Road	171 sq.m. (1,845 sq.ft.) addition to car dealership	160,000.
Giffels Management Ltd. 550 Boxwood Drive	893 sq.m. (9,617 sq.ft.) addition to warehouse	2,000,000.	Custom Properties Inc. 1090 Fountain Street	a)1,681 sq.m. (18,100 sq.ft.) interior finishing to additional units. b)1,130 sq.m. (12,162 sq.ft.) interior finishing to office area and shop area	140,000. 125,000.
Clappison Developments Ltd. 1080 Fountain Street	3,278 sq.m. (35,280 sq.ft.) construction of industrial building	1,200,000.	Karanda Properties Ltd. 284 Pinebush Road 55 Fleming Drive 1040 Fountain St.	a)447 sq.m. (4,808 sq.ft.) addition/renovation to industrial building b)86 sq.m. (927 sq.ft.) mezzanine addition to warehouse c)655 sq.m. (7,050 sq.ft.) interior finishing to warehouse and office building.	130,000. 80,000. 51,000.
2004191 Ontario Ltd. 24 Cherry Blossom Road	2,160 sq.m. (23,248 sq.ft.) addition to existing plant (Centra Industries Inc.)	1,200,000.	Hostess Frito-Lay 1001 Bishop Street	79 sq.m. (855 sq.ft.) addition to existing factory	125,000.
Gateman-Milloy Inc. 370 Industrial Road	892 sq.m. (9,600 sq.ft.) construction of new manufacturing/office building including foundation	1,020,000.	COM DEV Ltd. 165 Sheldon Drive	825 sq.m. (8,883 sq.ft.) interior renovation to machine shop and mezzanine addition	122,000.
Algre Holdings Ltd. 95 Vondrau Drive	2,774 sq.ft. (29,862 sq.ft.) addition to industrial building	1,000,000.	JKM Custom Fabricating Inc. 280 Sheldon Drive	200 sq.m. (2,157 sq.ft.) plant addition and office alteration	120,000.
Colson Casters Ltd. 1600 Bishop Street	2,403 sq.m. (25,870 sq.ft.) addition of warehouse and office	860,000.	1573781 Ontario Inc. 555 Conestoga Blvd.	353 sq.m. (3,800 sq.ft.) interior renovation to existing office	104,500.
P A Racing Support Services 150 Vondrau Drive	990 sq.m. (10,655 sq.ft.) construction of new industrial facility.	600,000.	City of Cambridge 1310 Bishop Street	357 sq.m. (3,840 sq.ft.) construction of new sand storage building	100,000.
Shergill Group Inc. 255 Thompson Drive	781 sq.m. (8,410 sq.ft.) construction of new industrial plant and office.	420,000.	Gerdau Ameristeel Grp. 160 Orion Place	83 sq.m. (900 sq.ft.) construction of a lime silo building	85,000.
Idlecreek Holding Inc. 35 Cherry Blossom Road	828 sq.m. (8,918 sq.ft.) construction of new industrial building	315,000.	Toyota Motor Manufacturing Canada Inc. 1055 Fountain Street	35 sq.m. (377 sq.ft.) factory addition for security kiosk and washroom facility	80,000.
Towcon Holdings Inc. 200 Turnbull Court	2,417 sq.m. (26,016 sq.ft.) addition/renovation to existing warehouse	270,000.	Eclipse Automation Holdings Inc. 130 Thompson Drive	2,224 sq.m. (23,940 sq.ft.) foundation and site services for new factory	60,000.
			Tayside Industries Ltd. 41 Raglin Place	446 sq.m. (4,800 sq.ft.) construction of foundation for factory addition.	50,000.

RESIDENTIAL BUILDING ACTIVITY

For the year 2004, 911 units were constructed with a total combined value of \$131,976,066

BUILDING ACTIVITY

ESTIMATED VALUES FOR ALL PERMITS FROM JULY 1, 2004 TO DECEMBER 31, 2004
(Construction values listed are for projects \$50,000 and over.)

COMMERCIAL BUILDING ACTIVITY

Total Six Month Value \$7,365,418.
75,069 sq.ft. of commercial space constructed in 2004.

BUILDING PERMIT ISSUED	PROJECT	APPROXIMATE
Sophisticated Inv. Ltd. 200 Franklin Boulevard	1,717 sq.m. (18,479 sq.ft.) construction of a new commercial retail building	1,125,000.
Rostel 605 Boxwood Drive	1,521 sq.m. (16,368 sq.ft.) construction of new industrial building	1,118,000.
McDonald's Restaurants of Canada 416 Hespeler Road	485 sq.m. (5,216 sq.ft.) rebuilding of new McDonald's restaurant	1,025,000.
1473645 Ontario Ltd. 895 Langs Drive	903 sq.m. (9,720 sq.ft.) construction of new commercial plaza	700,000.
H. DeGroot Real Estate Ltd. 380 Jamieson Parkway	a)899 sq.m. (9,672 sq.ft.) interior finishing to offices b)199 sq.m. (2,144 sq.ft.) interior refinishing to offices	350,000. 70,000.
629877 Ontario Inc. 580 Hespeler Road	a)228 sq.m. (2,454 sq.ft.) interior refinishing for restaurant b)118 sq.m. (1,275 sq.ft.) interior refinishing for "Mary Brown's Fried Chicken" restaurant.	440,000. 125,000.
415641 Ontario Ltd. 435 Dundas Street	376 sq.m. (4,050 sq.ft.) addition/renovation to retail establishment.	250,000.
Frum Development Group 200 Franklin Boulevard	164 sq.m. (1,760 sq.ft.) construction of "A & W" restaurant	234,670.
Bridgcam Shopping Centres. 22 Pinebush Road	215 sq.m. (2,315 sq.ft.) renovation for installation of refrigeration units at Wal-Mart	180,000.
Regional Municipality of Waterloo 150 Main Street	a)630 sq.m. (6,781 sq.ft.) storage building relocation b)232 sq.m. (2,500 sq.ft.) office renovation for Ontario Addiction Treatment Centre - Cambridge	150,000. 90,000.
Garry Frazer 825-829 King Street East	204 sq.m. (2,192 sq.ft.) interior and exterior renovation to Cambridge Insurance Brokers Ltd.	136,000.
Corporation of the City of Cambridge 7 Melville Street 615 King Street East	a)232 sq.m. (2,500 sq.ft.) interior renovation to "Melville Café". b)70 sq.m. (750 sq.ft.) construction of Gazebo/new grandstand	110,000. 100,000.
Bishop Gate Dev. Ltd. 425 Hespeler Road	222 sq.m. (2,385 sq.ft.) addition/renovations to existing retail establishment	100,000.
Penretail co/ Penreal Capital Management 600 Hespeler Road	a)211 sq.m. (2,268 sq.ft.) interior renovations to Home Life Realty b)167 sq.m. (1,800 sq.ft.) interior renovation to Topper's Pizza Delivery	89,398. 50,000.
Cindy Martin 336 Eagle Street	302 sq.m. (3,256 sq.ft.) renovation to floor area	80,000.
Morguard Real Estate Investment Trust 355 Hespeler Road (Cambridge Centre)	a)90 sq.m. (965 sq.ft.) interior renovations to "J. Interiors" b)105 sq.m. (1,125 sq.ft.) interior renovation c)46 sq.m. (494 sq.ft.) renovation for Mrs. Field's/ Pretzelmaker d)95 sq.m. (1,025 sq.ft.) interior renovation and HVAC to "Image Fashion" e)17 sq.m. (180 sq.ft.) interior finishing to coffee kiosk	80,000. 50,000. 50,000. 50,000. 50,000.

BUILDING PERMIT ISSUED	PROJECT	APPROXIMATE
2004191 Ontario Ltd. 24 Cherry Blossom Road	249 sq.m. (2,677 sq.ft.) renovation to existing storage mezzanine for office use at Centra Industries Inc.	60,000.
Aegis Holdings (Guelph) c/o Black Bear Management 400 Collier MacMillan Drive	102 sq.m. (1,095 sq.ft.) interior renovations to offices	52,750.
Arnie Attwoll 580 Hespeler Road	166 sq.m. (1,787 sq.ft.) interior finishing to "Quiznos Subs"	50,000.
Samuel Rosen & Sons Ltd. 295 Jamieson Parkway	42 sq.m. (448 sq.ft.) interior refinishing to medical office	50,000.
Cul-Bridge Development 1315 Bishop Street	139 sq.m. (1,500 sq.ft.) interior office renovation	50,000.

INSTITUTIONAL BUILDING ACTIVITY

Total Six Month Value \$381,000.

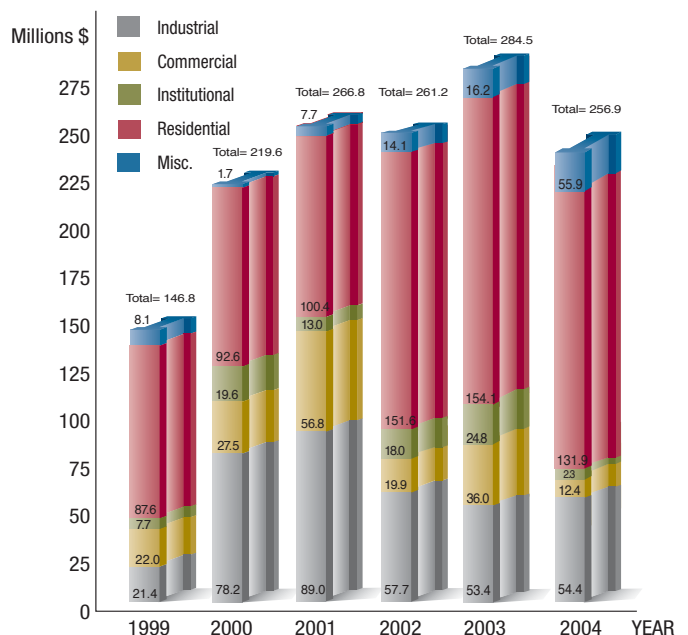
Estimated Values for Permits Issued from July 1, 2004 to December 31, 2004
(Projects listed are those with Construction Values of \$50,000 and over)

BUILDING PERMIT ISSUED	PROJECT	APPROXIMATE CONSTRUCTION VALUE
Waterloo Region District School Board 355 Holiday Inn Drive	223 sq.m. (2,400 sq.ft.) interior renovation to Jacob Hespeler Secondary School	150,000.
Hespeler Baptist Church 76 Adam Street	211 sq.m. (2,268 sq.ft.) renovation to church	100,000.

MISCELLANEOUS BUILDING ACTIVITY

Estimated Values for Permits Issued from July 1 to December 31, 2004 - \$4,553,753

Construction Activity



Congratulations Award Winners

Conestoga College

Conestoga College Job Connect program has been selected for a service quality award granted by the Ontario Ministry of Training, Colleges and Universities. This award goes to job Connect agencies who recognize business practices that achieve or exceed provincial standards in customer service, effectiveness and efficiency.

Waterloo International Airport

The Airport Management Conference of Ontario has awarded top honours for innovative airport design to The Region of Waterloo International Airport. The region's airport was awarded first place based on its originality in terminal and security design.

ATS Automation Tooling Systems Inc.

Congratulations to Automation Tooling Systems on winning the KPMG Excellence in Technology Award at the 20th Annual Waterloo Region Business Achievement Award Banquet.

Agribiotics Inc.

Alison and Hannah McIver earned the Business Development Bank of Canada's Young Entrepreneur Award for Agribiotics Inc. The company manufactures and markets innovative products called inoculants. The company has grown 50 percent a year since the two sisters started it in 1997.

O'Dell Engineering

This is a Cambridge company that sells a decontamination lotion and has won a business achievement award from the Canadian American Business Council. O'Dell Engineering was granted the award with its manufacturing partner, E-Z-EM Inc. of Lake Success, N.Y.

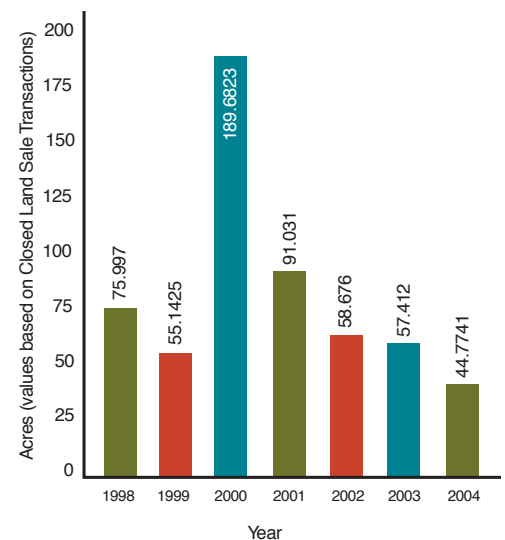
Conestoga Roofing & Sheet Metal Ltd.

Conestoga Roofing & Sheet Metal was the winner of The Record Small Business Award at the 20th Annual Waterloo Region Business Achievement Award Banquet.

Small Business Info Nights for 2005

The Economic Development staff will be at the Cambridge Centre Mall for "Small Business Information Nights" on March 15, April 26, June 21, September 20 and November 29 from 3:00 p.m. to 9:00 p.m. Staff will display and distribute small business literature and brochures, answer questions and provide assistance to existing small business owners and potential entrepreneurs.

City Owned Industrial Land Sales



Business Enterprise Centre Update for 2004

Since its opening in August 1998, the Cambridge Business Enterprise Centre has steadily increased business. In 2004, approximately 3,600 people were assisted in various small business issues including small business start-up, business name registration, and business advice in one-on-one counselling sessions. This is an increase of 9% over 2003. At the Cambridge Business Enterprise Centre alone, there were 710 businesses registered or renewed in 2004.

The Business Enterprise Centre offers free one-on-one business plan development, counselling and guidance; a small business

web site, and free internet access for business research.

Seminars and workshops are also available dealing in topics such as Creating a Business Plan, Market Research, Income Tax and Small Business, and many more. For the January to March, 2005 Seminar listing, check the Business Enterprise Centre web site.

Additionally, the Ontario Business Connects business registration terminal is available for business name searches (\$8 for each name searched) and business name registration (\$60 for sole proprietorships,

general partnerships and trade names of existing corporations.) Please call for an appointment to register.

The Cambridge Business Enterprise Centre is located on the main floor of Cambridge Place, 73 Water Street North. It is open Monday to Friday, 8:30 a.m. to 4:30 p.m. For assistance with your small business needs, please contact Jennifer Penney at (519) 740-4536, Ext. 4615.



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