The Corporation
of the City
of Cambridge

2005

Economic Analysis

Update

Prepared by: The Corporation of the City of Cambridge
Planning Services Department

June 2005

Introduction

In February 1995 an Economic Analysis Report was prepared for the City of Cambridge by the Randolph Group and Larry Smith, Essential Economics Corporation. Updates of a number of indicators have been undertaken on an annual basis since that time. This 2005 update will be used as a source of valuable information pertaining to the Cambridge economy.

Analysis

The following sections provide an account of observations and a brief analysis of individual data. More detailed statistics are provided in the accompanying tables and figures.

Figures 1 and 2: Economic Output and Diversification

In 2004, the Cambridge economy accounted for 26% of Waterloo Region's economic output. Cambridge continues to have a healthy, diversified economy, with an emphasis on manufacturing relative to the rest of the Region. This distinction will likely to be maintained as a result of the continuing growth of the industrial sector in Cambridge.

Figure 3: Business Growth

As of December 2004, Cambridge was home to a total of 6,662 firms. In a period of 54 months (June 2000 - December 2004), the number of businesses in Cambridge increased by 1,494 from 5,168 to 6,662. This averages out to a net increase of 27 additional new businesses per month. Between the end of 2003 and the end of 2004 the number of new businesses increased by 341. This represents a gain of almost 23% new business establishments between June 2000 and December 2004 and a 5.4% gain during 2004.

In terms of changes among the sectors over the same time period, ten sectors made gains, five sectors lost businesses, one sector stayed the same, and four new sectors were added. The largest gain occurred in the Construction Services sector with a net gain of 319 businesses. The second largest increase occurred in the Professional, Scientific and Technical Services sector with a gain of 163 businesses.

Changes among the business sectors have to be viewed with caution because the data sources have changed. Statistics Canada used the North American Industrial Classification System (NAICS) exclusively for the 2004 data. In previous years the data was also available in the Standard Industrial Classification (SIC) format and the City of Cambridge received the data in the SIC format enabling comparisons to other years.

Although the Industry categories are similar there are cases where the SIC classification does not fit perfectly with a NAIC's class. In such cases the closest match was made. Consequently some of the reported changes in industry size may have just as much to do with allocating the data to a particular industry as to economic activity. For example, many industries classified as commercial in the SIC system are classified as service industries in the NAIC system. The industries with a good match are the Construction, Manufacturing, Retail and Wholesale Trade, Transportation/Warehousing, Finance/Insurance industries and the Accommodation/Food Services industries as well as Educational Services and Health Care/Social Assistance industries.

Figure 4: Size of Businesses

Employment in small businesses continues to be central to the Cambridge economy. Approximately half (47.5%) or 1,418 firms had 1-4 employees in 2004. This shows an increase of 76 firms since 2000 with 1-4 employees. In 2003, 1478 were listed in this size category. The drop of 60 firms in the 1 – 4 staff size range in the past year is offset by increases in the other size categories. Note that in this context the words "staff" and "employees" are used interchangeably. The only staff size category that did not increase was in the 100 to 199 staff size category where the figure stayed at 74 firms. The smallest increase was 1 firm for the "500 plus staff size" and the largest increase was 35 firms in the 10 to 19 employees category.

The above calculations do not include firms with an indeterminate staff size. The number of firms reporting an indeterminate number of employees increased 53% between 2000 and 2004 (2396 to 3674). Indeterminate staff size means staffing levels fluctuate on a regular basis due to seasonal variations or economic cycles If this trend continues the value of examining staff size data will diminish as firms with indeterminate staff sizes have exceeded half of the number of businesses in the city (55%).

On the opposite end of the spectrum, firms with over 500 employees made up 0.4% of all businesses with known staff sizes in Cambridge in 2004, with 13 firms in this category (up from 12 in 2003). The percentage of large employers has decreased by one half percent (1.7% to 1.2%) since 1990. However, in quantitative terms, the number of firms in the 200 plus staff size category has increased from 37 firms in 1990, to 42 firms at the end of 2004.

It should be noted that change in the number of businesses in a category is not only due to the arrival and departure of firms, but also due to the movement into another staff size category as a result of hiring or staff reductions.

Figure 5: Type of Business by Size and Number

The Cambridge economy is quite diversified by size and types of businesses. Although the Manufacturing Industries Category is the fourth largest in number of firms (580) it has the highest number of firms in every staff size category over 10 persons. The Construction Industries sector has the highest number of firms (916) but 560 have an Indeterminate Staff Size and 211 Construction firms have less than 5 employees. Professional, Scientific and Technical Services firms are the second largest group with 824 firms. However, 537 of these firms have an Indeterminate staff size and only 50 of the firms have more than 10 employees, and none of them have more than 100 employees. The third largest sector by number of firms was Retail Trade. This group had 684 firms, of which 293 had an indeterminate staff size. After manufacturing, this group had the second highest number of firms with between 50 and 199 employees. The number of firms with an Indeterminate staff size increased from 2396 in June 2000 to 3674 establishments in December 2004 or 53%. Over half (55%) of firms now classify their staff size as Indeterminate. Almost all firms with indeterminate staff sizes have less than 100 employees.

Figure 6: Employment Growth

Cambridge's workforce increased by 15% between 1995 and 2000 according to data from Statistics Canada. Only Mississauga outpaced Cambridge among the 9 municipalities surveyed. This data is updated every five years by Statistics Canada when national Census's are held. Workforce data will next be collected for 2005 as part of the 2006 Census. An estimate of the work force growth between 2000 and 2004 can be generated by applying the provincial growth rate to Cambridge's 2000 workforce figure. Using the provincial figure of 11.8%, Cambridge's 2004 workforce can be estimated to be 65,132 people.

Figure 7: Business Bankruptcies

There were 33 business bankruptcies in 2004, 1 less than the 10-year and 15-year averages of 34. The Net Liabilities of $19.7 million were well above the 10-year average of $12.3 million and 15-year average of $11 million. This data indicates that although the number of business bankruptcies is stable the financial impact is increasing.

Figure 8: Housing Prices and Residential Taxes

The cost of resale housing in Cambridge has climbed in 2004 and appears to be at the high end of nearby Ontario cities with populations between 100,000 and 300,000. However, Cambridge housing prices remain lower than those of the majority of municipalities in the Greater Toronto Area. This is based on the Royal LePage 2004 Surveys of Canadian House Prices.

Property taxes are generally in the mid-range in comparison to other similar-sized Ontario cities. The rise in house prices in 2004 can be considered an indicator of the demand for locating in Cambridge. The moderate property taxes and location continue to make Cambridge attractive to those moving from other communities.

Figure 9 & 10: Assessment Growth

In 2004, Cambridge reported a total assessment growth of 3.51% whereas the average for the sample group of cities is 2.73%. Total Assessment Value growth decreased by 0.56 percentage points between 2003 and 2004, however Cambridge placed at the top of the group of surveyed municipalities in assessment growth. Residential Assessment continued be the largest component of assessment growth in 2004.

Figures 11 & 12: Development Charges

Cambridge's development charges are generally competitive. Total residential development charges in Cambridge ($13,993) are near the midway point between the lowest (Brantford $7,000) and highest (Oshawa $17,796), residential development charges.

Non-residential development charges are also near the group average except that there are no City development charges on industrial lands purchased from the City of Cambridge. It should be noted that differing levels of service, rates of growth and financial arrangements might account in part for different development charge levels. It is also noted that many of the surveyed municipalities have updated their Development Charges by-laws so that charges increase annually at different increments depending on the municipality.

Figure 13: Journey to Work

The most recent data are from the 2001 Census and are based on 2000 Journey to Work travel patterns. Based on this information the number of Cambridge residents who commute has gradually increased, but 61.8% of the Cambridge workforce continues to be employed in Cambridge. Kitchener is the primary commuting destination followed by Metro/Peel and Wellington County. Kitchener, the rest of Waterloo Region and Wellington County are collectively the workplace for 24.9% of the Cambridge workforce. This suggests that there are strong economic linkages between Cambridge and its immediate neighbouring communities.

The Journey to work data also reveal that the number of non-Cambridge residents travelling daily to work in Cambridge exceeds the number of Cambridge residents working daily outside of Cambridge. The majority of the 50,015 Cambridge residents who were considered to be in the employed workforce work in Cambridge (38,850) while 19,165 leave the City to work. Therefore, Cambridge is a net importer of employment with 21,645 workers from outside the City. Journey to work data are updated every five years as part of the Canadian Census. The next Census will be held in 2006.

Figure 14: Residential Housing Construction

The number of new residential units has increased considerably in recent years. A total of 832 housing units were constructed in 2004, just above the 10-year average of 803 units.

Figure 15 and 16: Value of Building Permits

The value of building permits was $220 million in 2004 and was higher than the ten and twenty year averages of the annual total value of construction across the City. The value of construction is an estimate provided by applicants when they submit applications for building permits. The $220 million in construction value built in 2004 is the second lowest amount since 2000 but only $30 million less than the five-year average annual construction value of $250 million.

Construction values are tracked across all the sectors: residential, industrial, commercial and institutional. Over the past 20 years an average of 54% of the construction value in any year was the result of residential projects. In 2004 the residential portion was 64%. The industrial sector contributed 2% more than the average of 24% of the total construction value for the City. The commercial and institutional sectors were under their sector averages by 4% and 7% respectively.

Figure 17: City-Owned Industrial Land Sales

City-owned industrial land sales have been strong since 1998, averaging 81 acres annually. The year 2000 was exceptional due to sales of 90 acres to Loblaw's and 40 acres to the Seaforth Creamery. In 2004, the City sold 44.7 acres of industrial lands which is was very close to the 17-year average of 45.3 acres annually. The City plans to add approximately 60 acres to the industrial land inventory in 2005. The lands are located at the southwest corner of Pinebush Road and Townline Road. Convenient access to highways and competitive industrial taxes make Cambridge an attractive area for businesses to locate.

Figure 18: Industrial Land Taxes

Cambridge's industrial land taxes are in the mid-range of the municipalities that were compared. Tax rates and land prices were compared on the basis of a hypothetical 20,000 square foot building with attached office on 2 acres of land at various municipalities. The construction cost for the building is typically in the area of $50 per square foot (psf).

Summary and Conclusion

Building activity in both the residential and non-residential sectors moderated somewhat in 2004, and residential dwelling construction was slightly over the 10-year average. Following six years of exceptional activity, sales of city-owned industrial land were approximately at the average for the past 17 years.

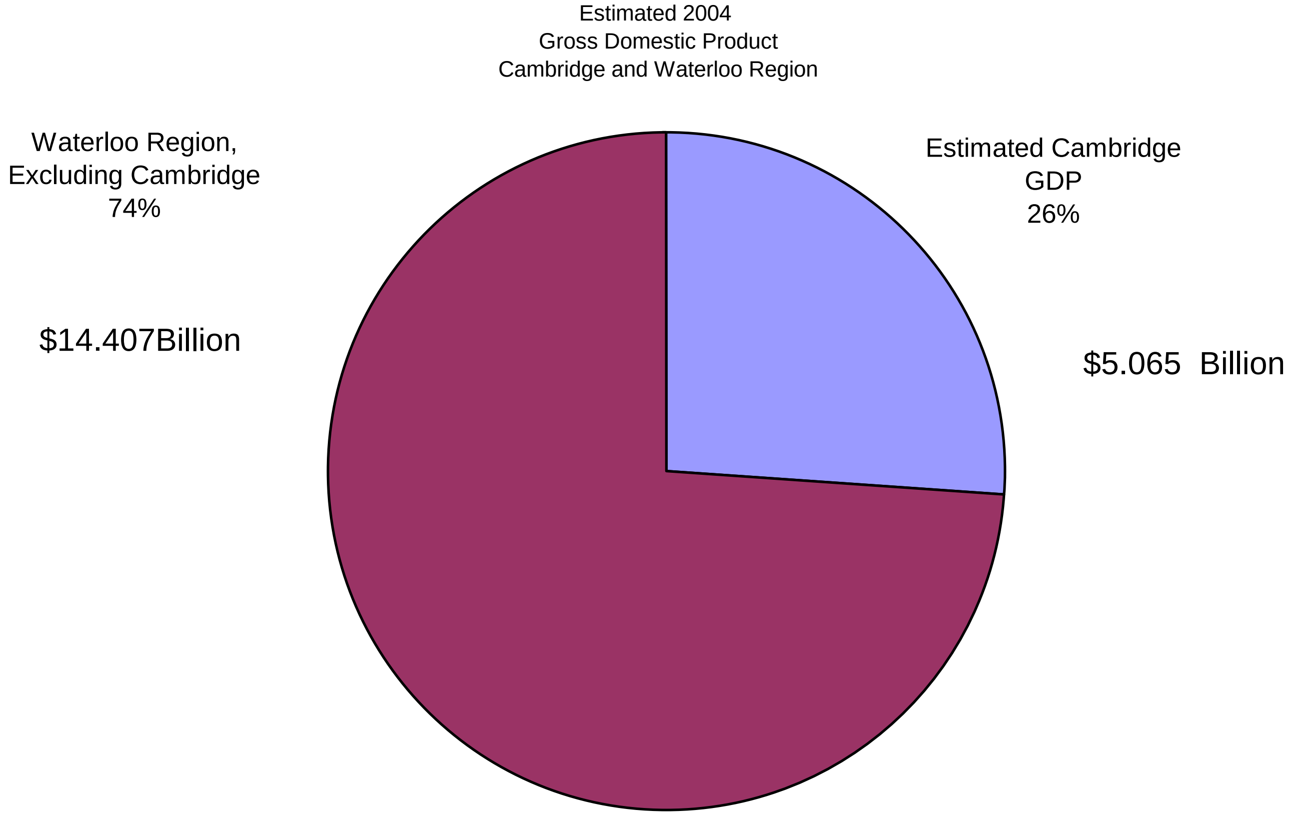
The City is generally competitive regarding development charges, housing prices and taxes as compared to other similar sized cities in Ontario.

The continued growth and diversification of the Cambridge economy is demonstrated by a number of factors examined in this report. The Canadian Business Pattern data reveal the addition of at least 1494 firms to the Cambridge economy since 2000. The diversification of the economy continued with the majority of the new firms being classified as Services Industries (Professional, Scientific, Technical, Real Estate etc.) Construction Trades or the Transportation/Warehousing Industry. Cambridge continues to be home to a higher than average number of manufacturing industries but it appears that this trend is gradually changing, with a net gain of only 46 firms classified as Manufacturing Industries since June 2000.

Based on the findings in this report, Cambridge's economy is healthy and growing. The prosperity created by the city's economy is continuing to provide a positive environment for both residents and businesses.

Figures

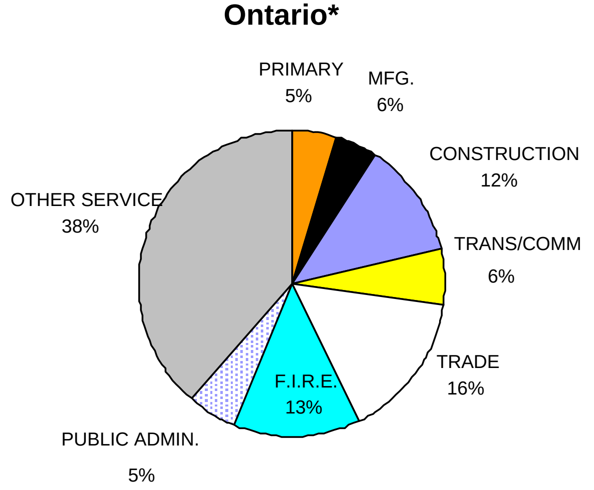
Figure1: Cambridge accounts for one quarter of Waterloo Region's Economic output.

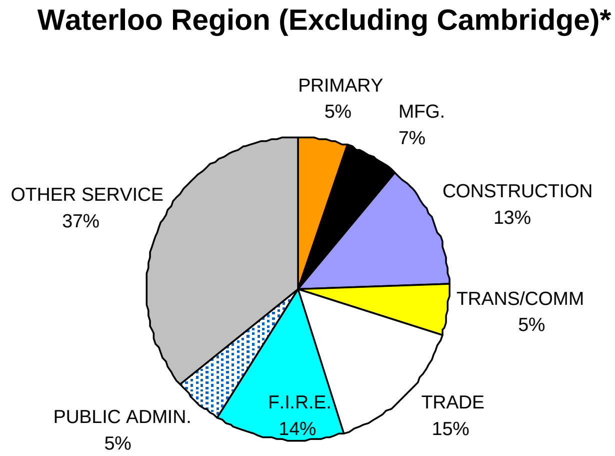


Source (Raw Data): Ontario Ministry of Finance and Human Resources Development Canada (Kitchener Office).

Note: The methodology used involves the assumption that that the productivity per worker is uniform throughout the Province of Ontario. Consequently the figures are more of an approximation based on the number of employed people. A figure based on the actual productivity of firms in the City and Region is not available.

Figure 2: Cambridge continues to have a diversified economy with particular emphasis on manufacturing relative to the rest of the Region and the Province.





*% Establishments by Industry Group

1. Trans/Comm = Transportation, Communication and Other Utilities
2. F.I.R.E. = Finance, Insurance and Real Estate Source: Statistics Canada,
3. Public Admin =Government Service Industries, Educational Service Industries, Health and Social Service Industries.
4. Other Service = Business Service Industries, Accommodation, Food and Beverage Service Industries, and, Other Service Industries.

Source: Statistics Canada, Canadian Business Patterns, 12/04

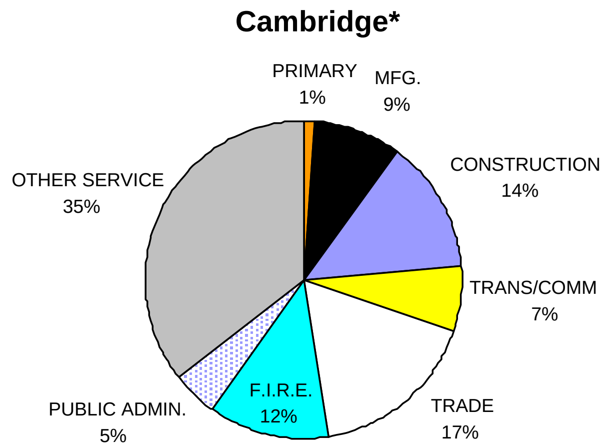
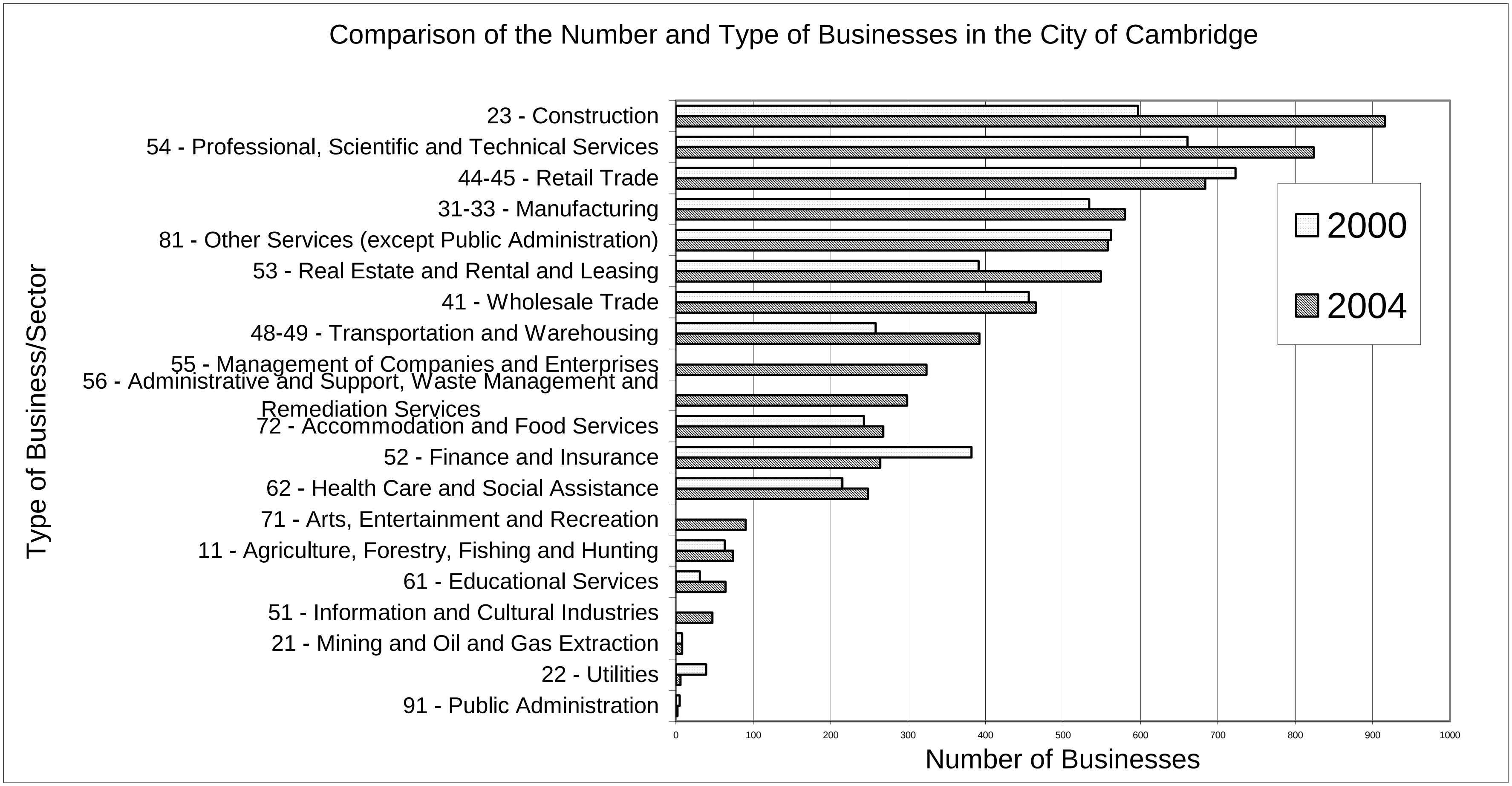
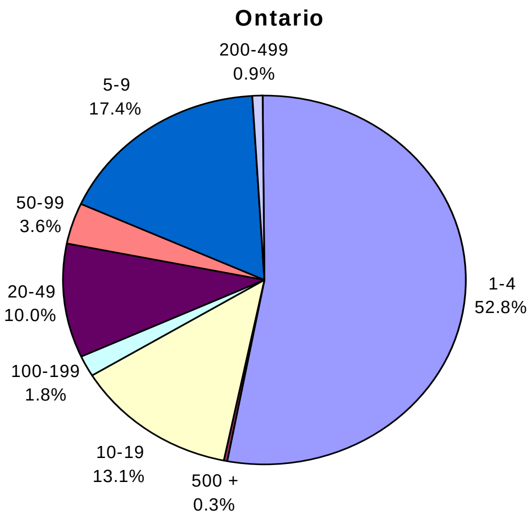


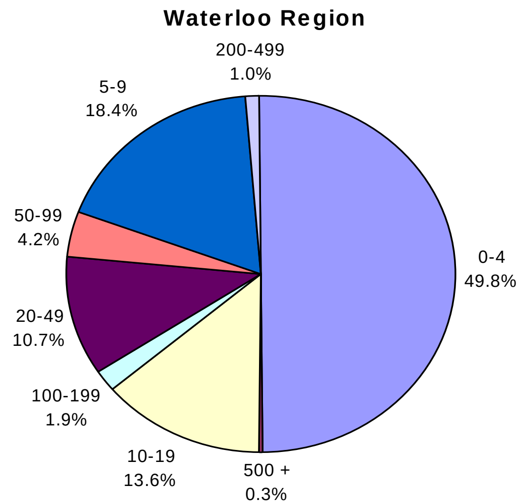
Figure 3: The Construction and Business Services sectors experienced the highest growth since 2000.

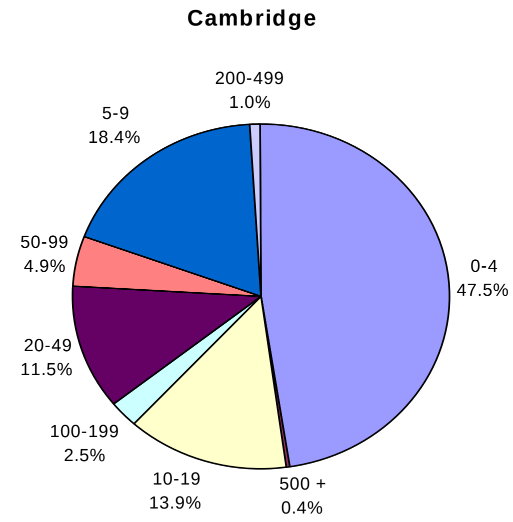


Source: Statistics Canada, Canadian Business Patterns, June 2000 and December 2004.
Note: Number preceding the description is the North American Industrial Classification System (NAICS) group identification number.
In some cases only one bar (representing NAICs 2004 data) is shown as a comparable 2000 SIC classification was not available.

Figure 4: Almost half of the businesses in Cambridge have 4 or fewer employees



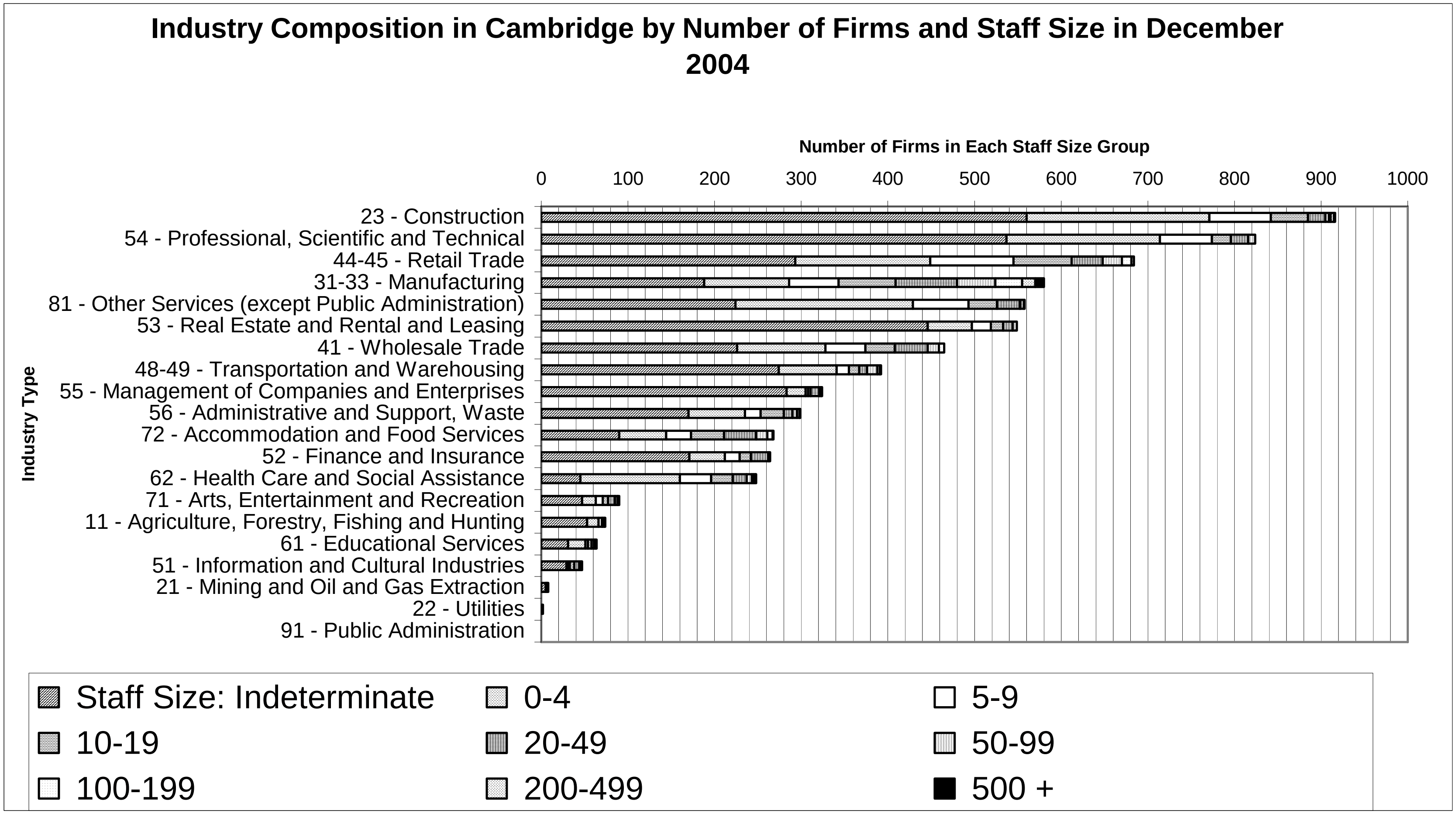




Note: Total number of establishments in Cambridge was 6,662. 3,674 were reported to have an indeterminant number of employees. Indeterminate employees figures not included in the calculations. Region figures include Cambridge.

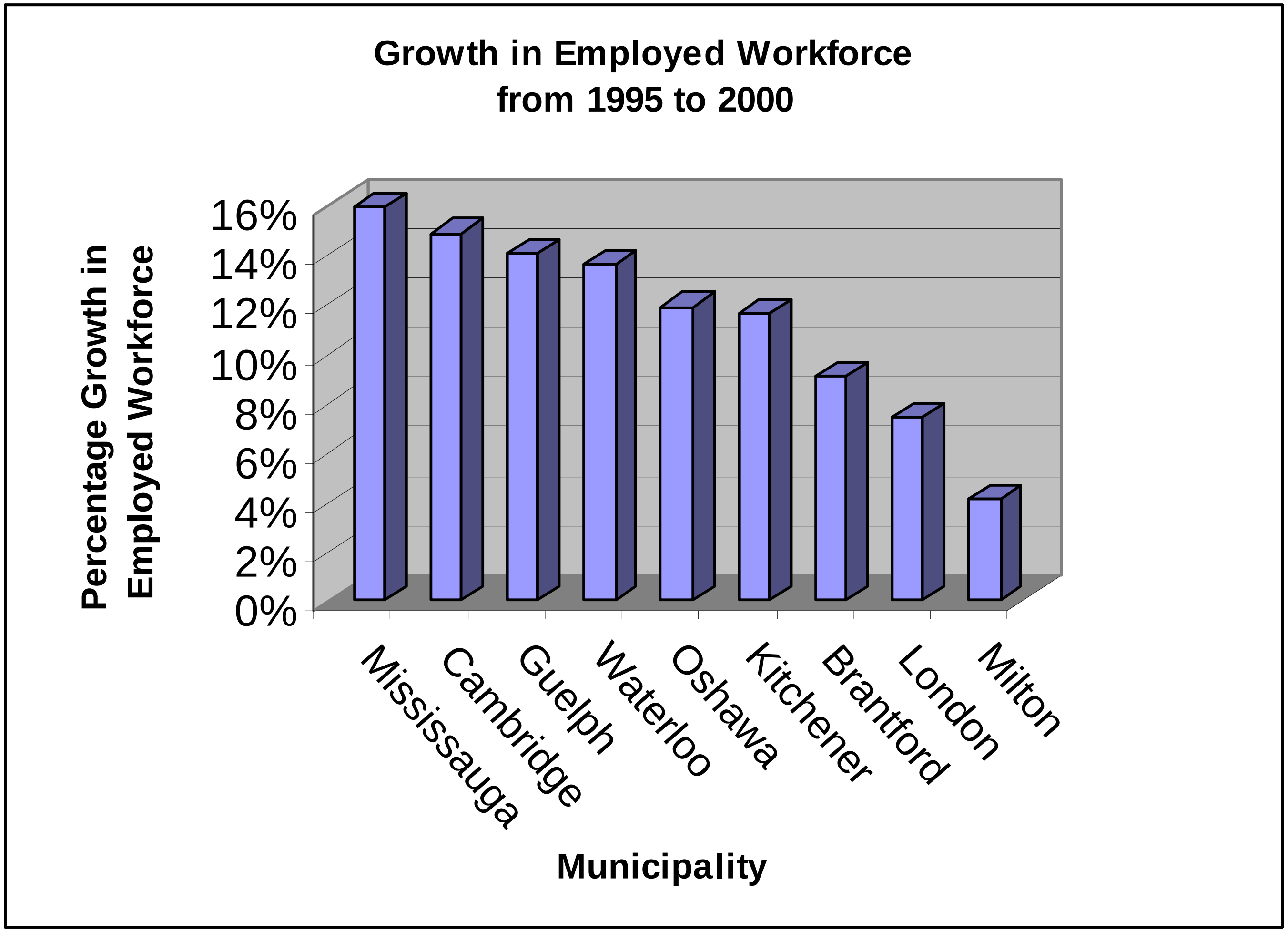
Source: Statistics Canada, Canadian Business Patterns, December, 2004.

Figure 5: The Cambridge economy is quite diversified by size and type of firms.



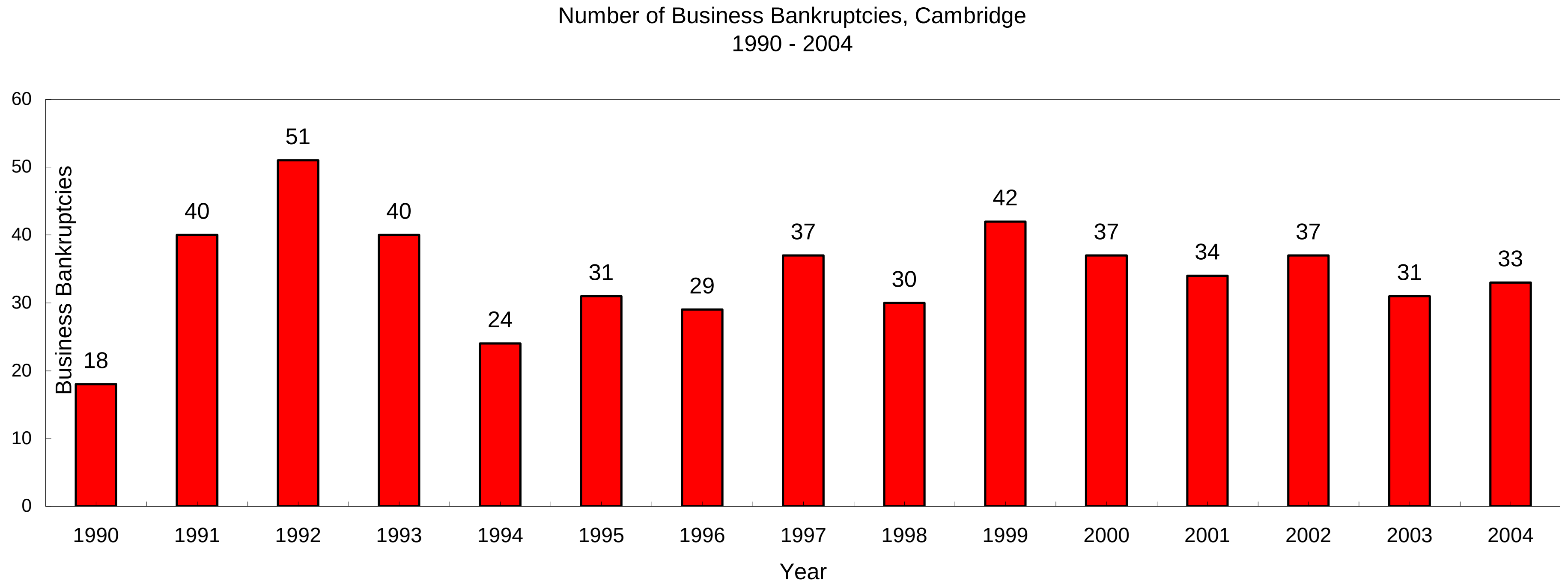
Source: Statistics Canadian, Canadian Business Patterns, December 2004.
Note: Statistics Canada data indicates that almost half the businesses in Cambridge have an indeterminate number of staff meaning that staff size is reported to fluctuate regularly.

Figure 6: Employment Growth has been healthy in comparison to other municipalities.



Source: Statistics Canada, Census, 1996 and 2001.

Figure 7: The number of Bankruptcies remained stable in 2004, however the net liabilities have increased.



Net Liabilities:

$2.5m	***$2.1m***	***$5.1m***	***$10.4m***	***$7.3m***	***$6.4m***	***$8.0m***	***$3.6m***	***$4.4m***	***$2.9m***	***$10.2m***	***$11.5m***	***$12.8m***	***$6.7m***	***$19.7m***

Source: Office of the Superintendent of Bankruptcy Canada

Figure 8: Cambridge Housing Prices have risen this year while taxes are on the lower side.

Detached Bungalow, Fall 2004.
(ranked lowest price to highest price)

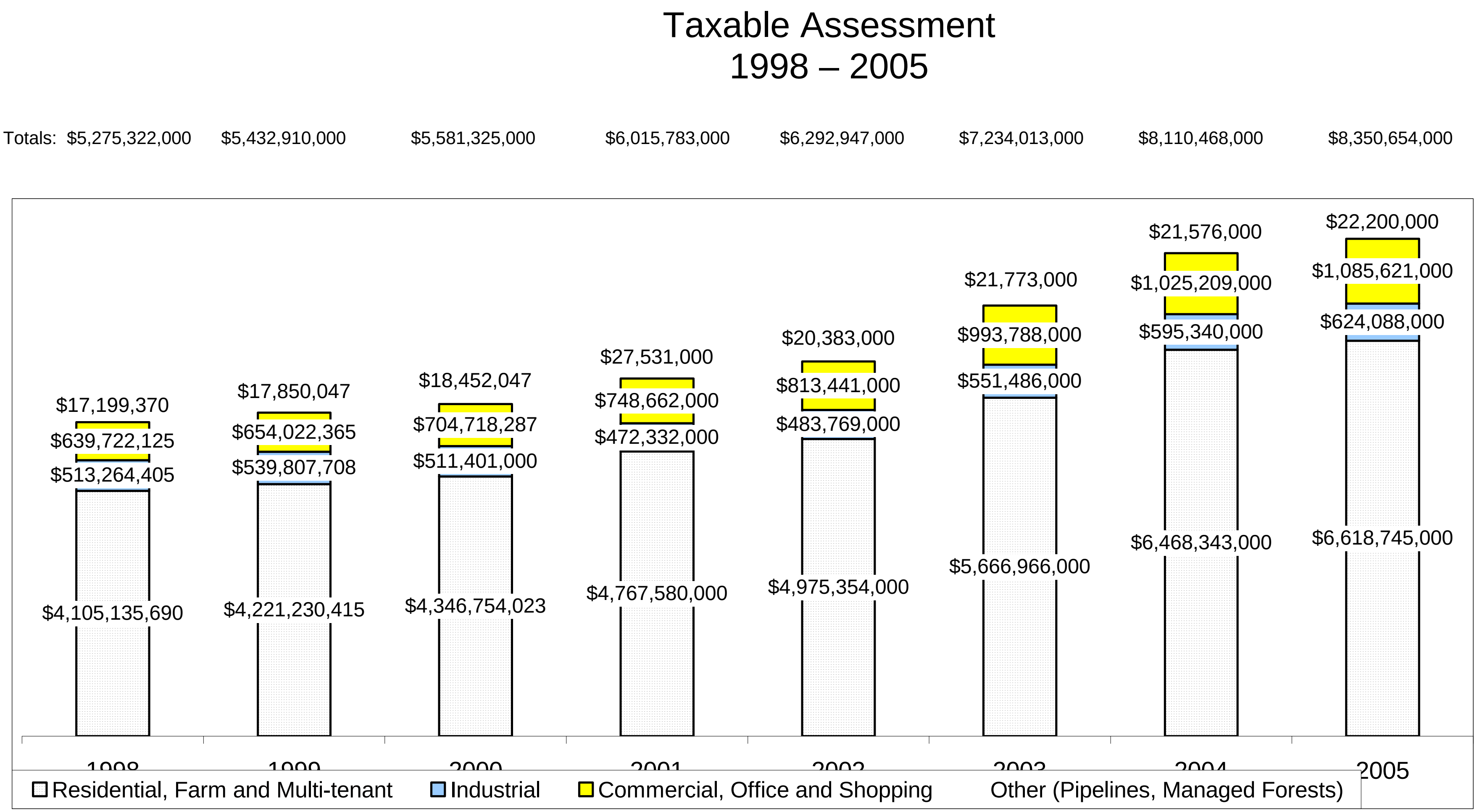
Location	House Price	Estimated Taxes
Oshawa(1)	$169,900	$2,414
London	$181,000	$0
Brantford	$183,000	$2,828
Kitchener	$204,500	$3,000
Guelph(2)	$205,000	$2,300
Cambridge	**$220,000**	**$2,550**
Greater Toronto Area	$270,000 to $550,000	$2,587 to $4,152

Senior Executive House, Fall 2004
(ranked lowest price to highest price)

Location	House Price	Estimated Taxes
Oshawa(1)	$312,100	$3,800
Brantford	$320,000	$4,850
London	$362,500	-
Kitchener	$389,200	$6,500
Cambridge	**$427,000**	**$4,600**
Guelph(2)	$500,000	$5,200
Greater Toronto Area	$410,000 to $2.5 million	$4100 to $20,000

Source: Royal LePage Survey of Canadian House Prices, 4th Quarter 2004 except where otherwise noted by number in brackets.
Note: Data for Oshawa only available from 1st quarter, 2004 and Guelph only available from 2nd Quarter 2004. No Royal LePage data for Waterloo in 2004.
Tax data for London not provided.

Figure 9: Cambridge's assessment base has grown in recent years, primarily due to residential growth



Source: City of Cambridge

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Figure 10: Cambridge tops the list of comparitors in the growth of its assessment base.

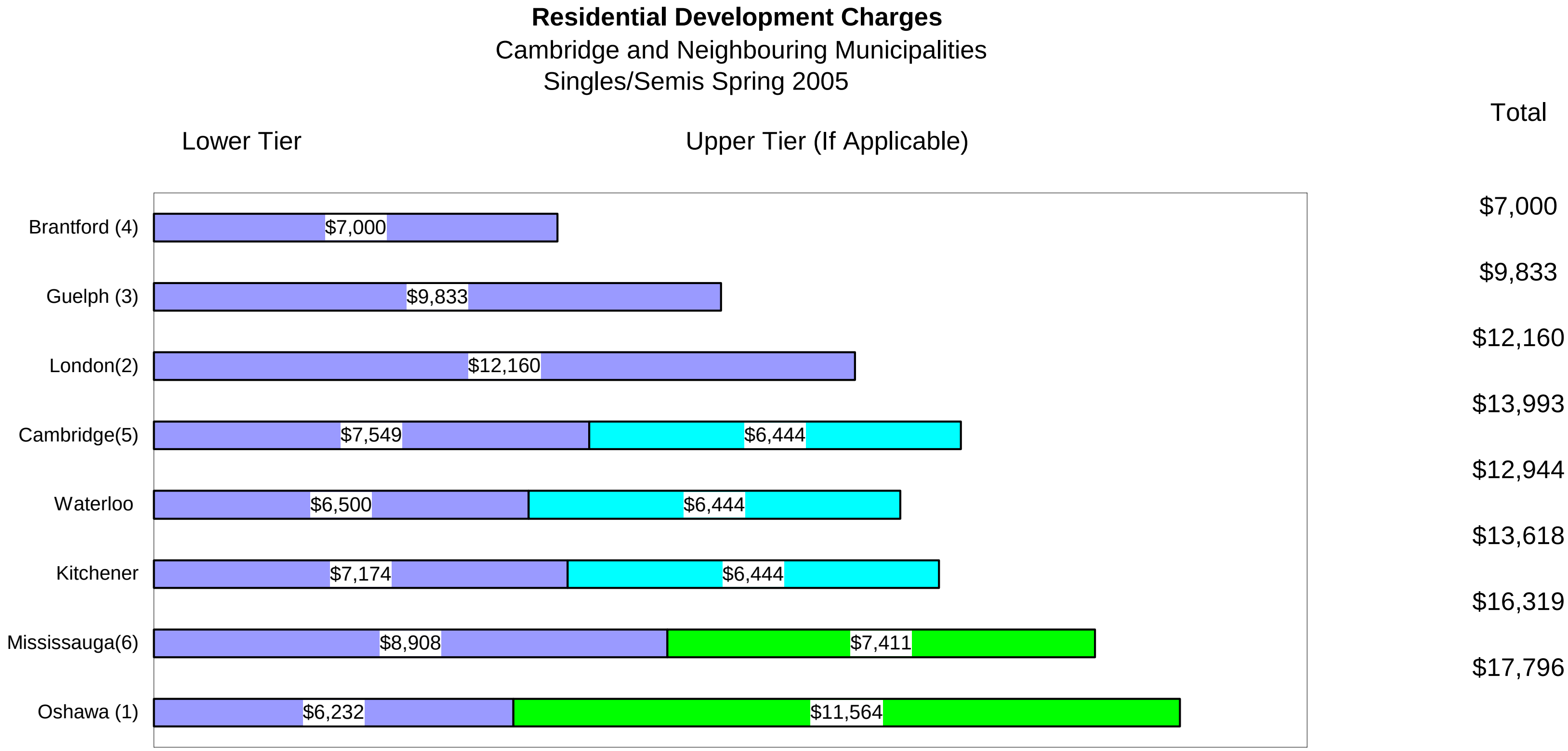
Comparison of Assessment Growth - Total
1989-2004

Year	Brantford	Guelph	Kitchener	Waterloo	Oshawa	Cambridge	Average Assessment Growth (All Cities)
1989	2.70%	4.00%	4.60%	6.00%	2.70%	8.80%	4.80%
1990	4.30%	4.90%	4.20%	7.40%	2.10%	6.87%	4.96%
1991	4.70%	2.40%	2.60%	5.00%	2.20%	4.50%	3.57%
1992	0.40%	3.10%	1.70%	1.60%	0.50%	3.61%	1.82%
1993	1.10%	2.80%	0.80%	0.15%	0.50%	1.16%	1.08%
1994	0.50%	1.70%	1.50%	1.05%	-0.90%	1.91%	0.96%
1995	-0.50%	2.13%	-1.00%	1.05%	0.14%	1.45%	0.54%
1996	0.42%	0.01%	0.05%	1.53%	0.04%	0.83%	0.48%
1997	0.52%	2.36%	1.12%	1.84%	0.45%	4.57%	1.81%
1998	1.10%	1.81%	0.63%	0.21%	0.00%	4.07%	1.30%
1999	0.65%	1.31%	2.09%	3.15%	0.40%	4.54%	2.02%
2000	0.81%	3.50%	1.50%	2.99%	2.81%	*1.71%	1.94%
2001	1.63%	7.65%	1.09%	2.68%	1.50%	1.74%	2.72%
2002	3.57%	3.09%	2.33%	4.25%	2.00%	5.33%	3.43%
2003	1.60%	2.20%	2.63%	4.25%	1.25%	4.07%	2.67%
2004	2.12%	2.09%	3.17%	3.50%	2.00%	3.51%	2.73%

Source: Provincial Assessment Offices and Municipal Finance Departments

*Lower due to re-assessment of space being used at a major manufacturing faciltiy resulting in an over-all decrease in assessment value.

Figure 11:Cambridge is in the middle for residential development charges.



Source: Contact with municipalities and/or their websites, Spring 2005

(1) Oshawa: Upper tier Semi-detached charge is $8,848. Additional charges for Go Transit, Public and Separate Schools and Cash-in-lieu of Parkland are also charged (totalling $5,417 for single, $4,947 for semi).

(2) London District Catholic School Board charges an additional $755/unit. Charges shown are for inside the Urban Growth Area.

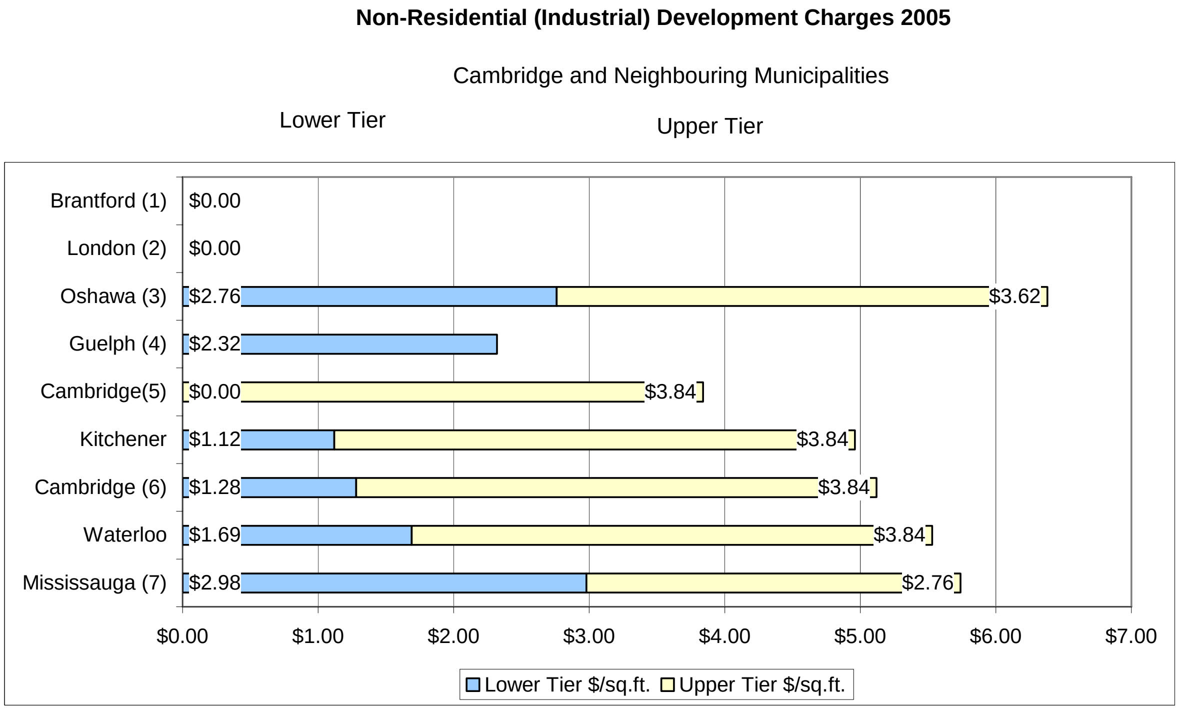
(3) Guelph: Education DCs are an addiitonal $1,158.

(4) Brantford: Education DCs are an addiitonal $264.

(5) Cambridge: Education DC's are an additional $190.72 and $102.04 for the Public and Separate Boards respectively.

(6) Mississauga: Additional $329 for GO Transit, $1,281 and $855 for Public and Separate School Boards and $36,781/ha for Storm Water Management.

Figure 12: Cambridge is competitive regionally on non-residential development charges.



Rates are for Industrial Development except where noted otherwise.

Source: Contact with municipalities and/or their websites, Spring 2005

(1) Brantford quoted their Development Charges at $4.50 sq.ft for commercial and institutional, nothing for industrial until July 1, 2005 when the an Industrial Rate of $30,492/acre will be charged. Also no DCs in core area and reduced Residential DC's in designated infill area.

(2) London: No Non-residential DC's on industrial land but $9.29/sq.ft. on commercial land, and $6.83/ sq.ft. on institutional lands.

(3) Oshawa: No Non-residential DC's. In addition to upper tier charge ($3.62/sq.ft), the Separate School Board charges$0.18 of gross floor area of non-residential development.

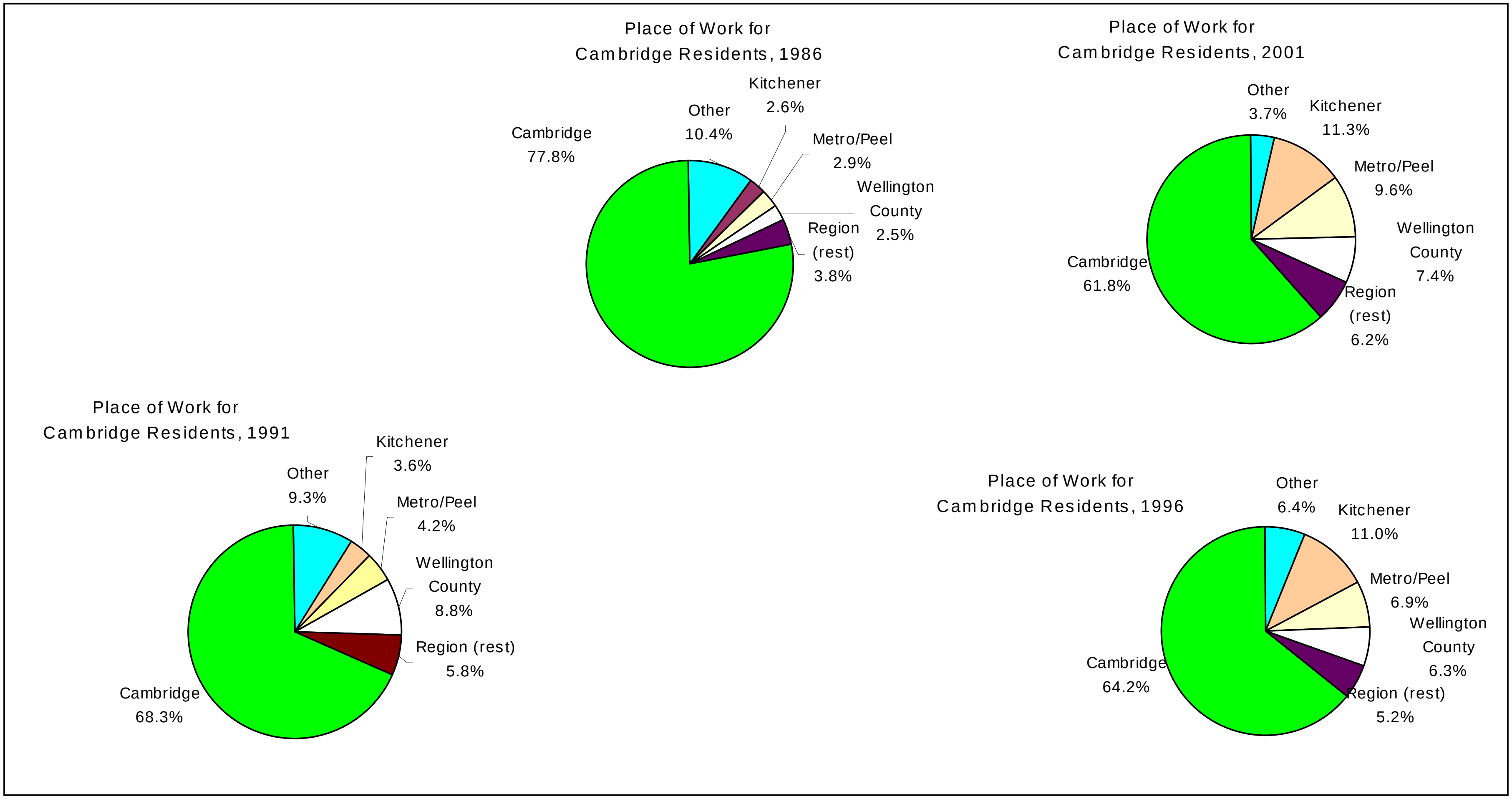
(4) Guelph: DC of $6.26 charged on commercial and institutional land development. Slightly lower charges for "Downtown Area" .

(5) Cambridge: No city DC for city owned industrial lands. Applies to Industrial, Commercial and Institutional uses.

(6) Cambridge: DC for privately owned non-residential land development (industrial, commercial, institutional)

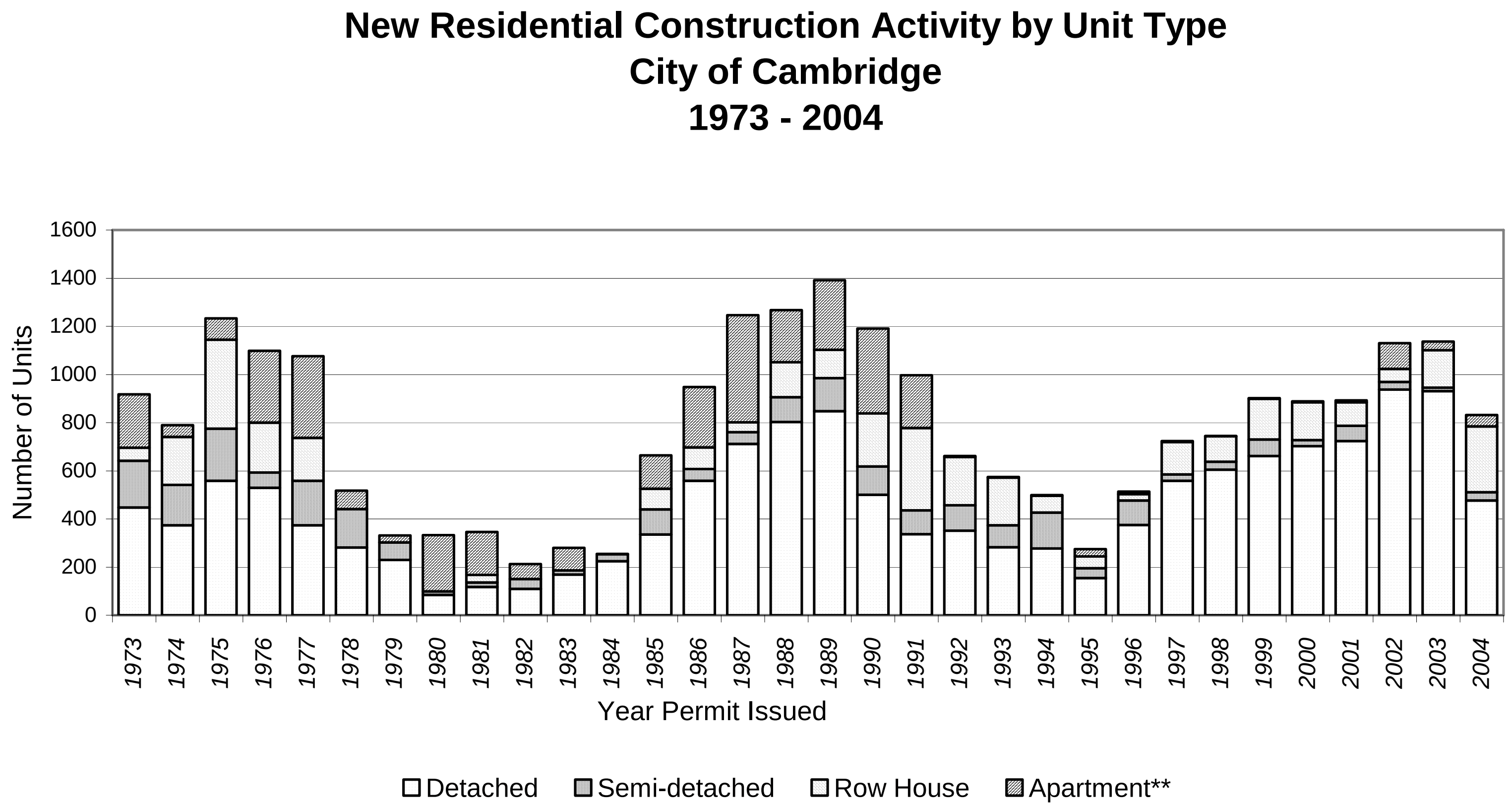
(7) Mississauga: DC's are $3.66 (city) and $3.83 (region) for non-industrial land. In addition $0.17/sq.ft and $0.20/sq.ft is charged by the Public and Separate Boards. of Education as well as $48,663.94/ha for Storm Water Management.

Figure 13: The number of Cambridge residents who commute has increased slightly but most commuters travel to nearby communities.



Source: 1986, 1991, 1996 and 2001 Data drawn from Statistics Canada Census Place of Work Data

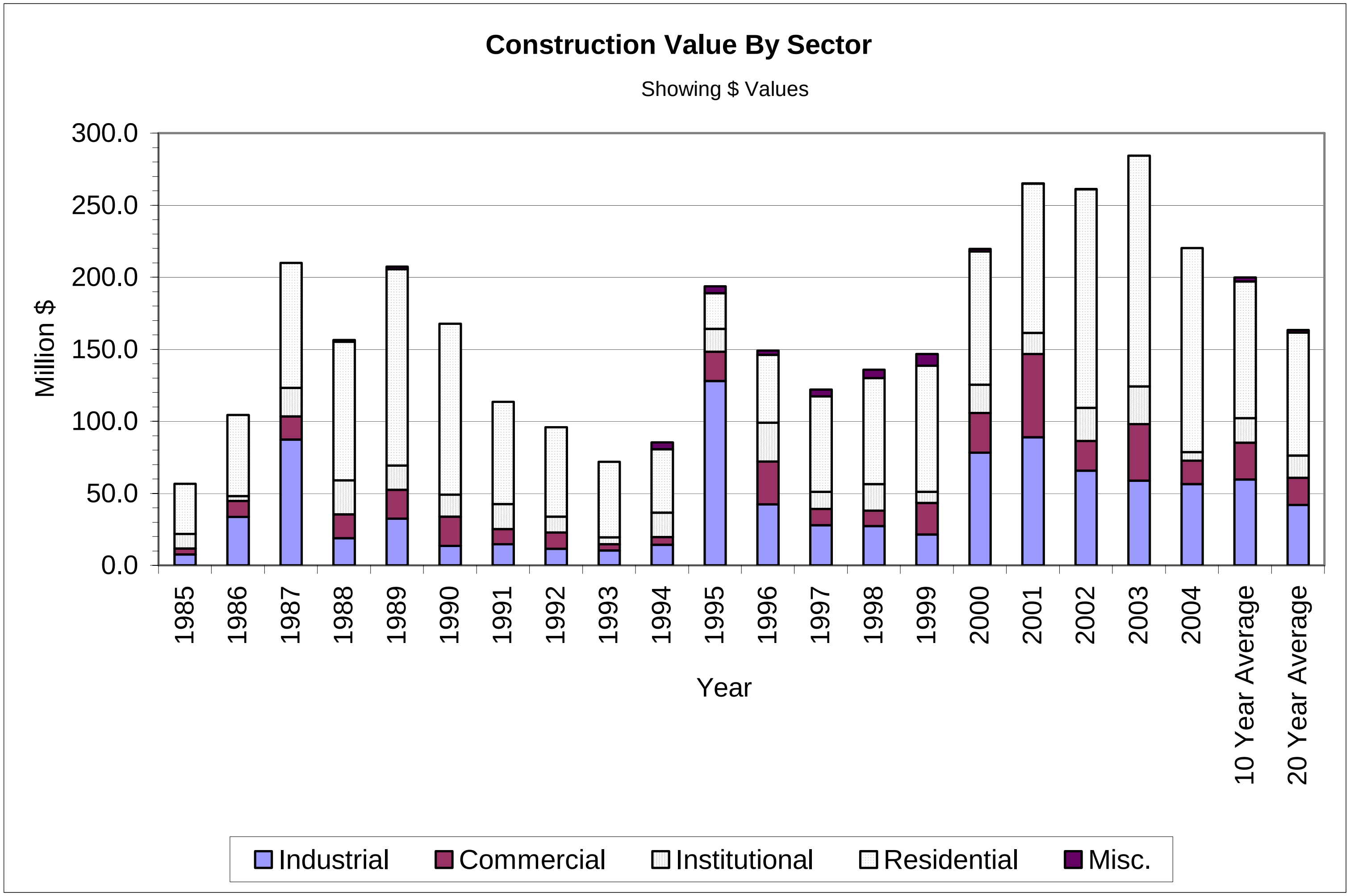
Figure 14: Residential construction activity decreased after two exceptional years



** Apartment figures include units created through mixed residential uses (e.g. dwelling units above commercial uses).

Source: City of Cambridge Planning Services Department

Figure 15: 2004 Value of Construction was above the Ten and Twenty Year Averages



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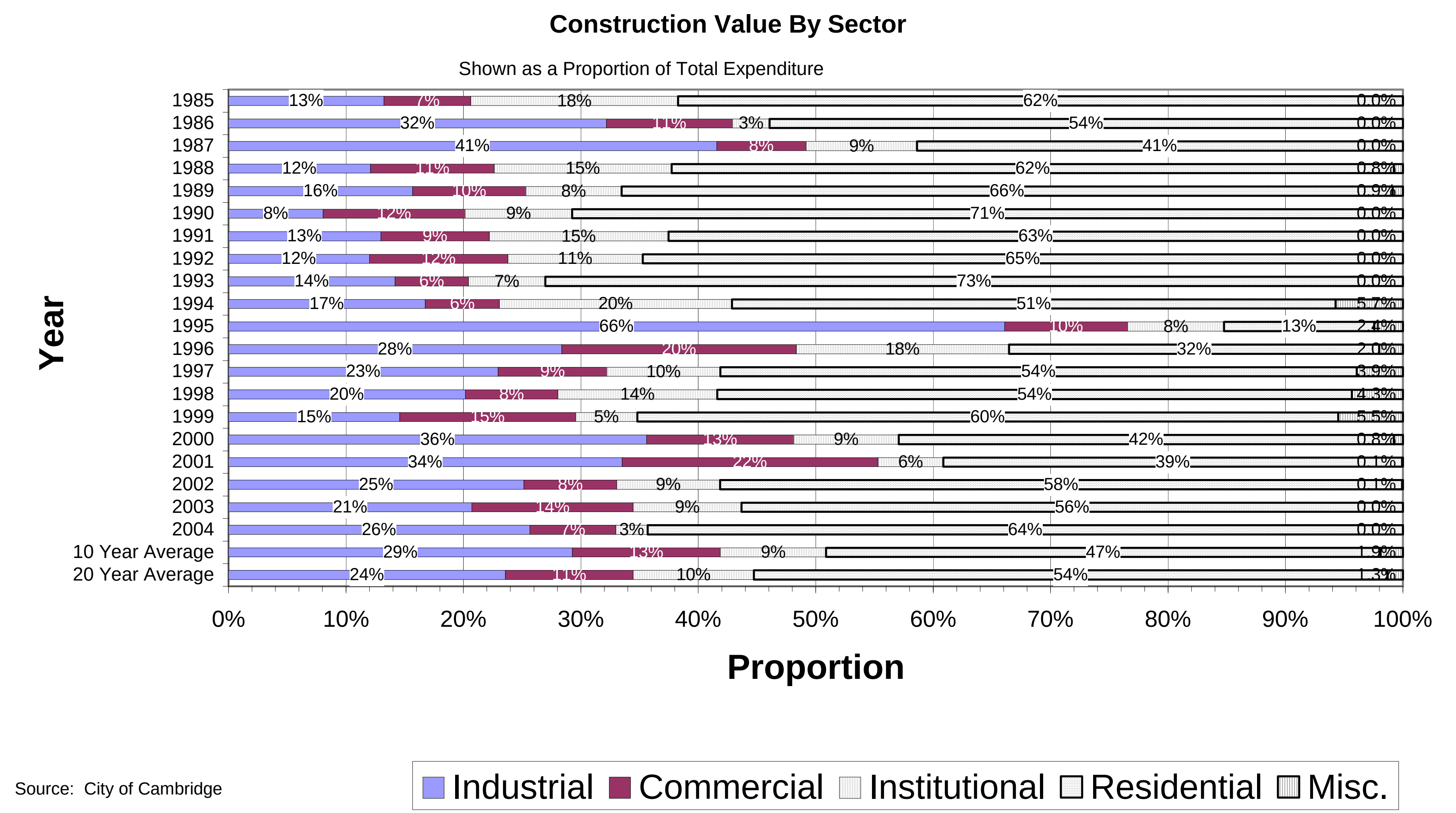
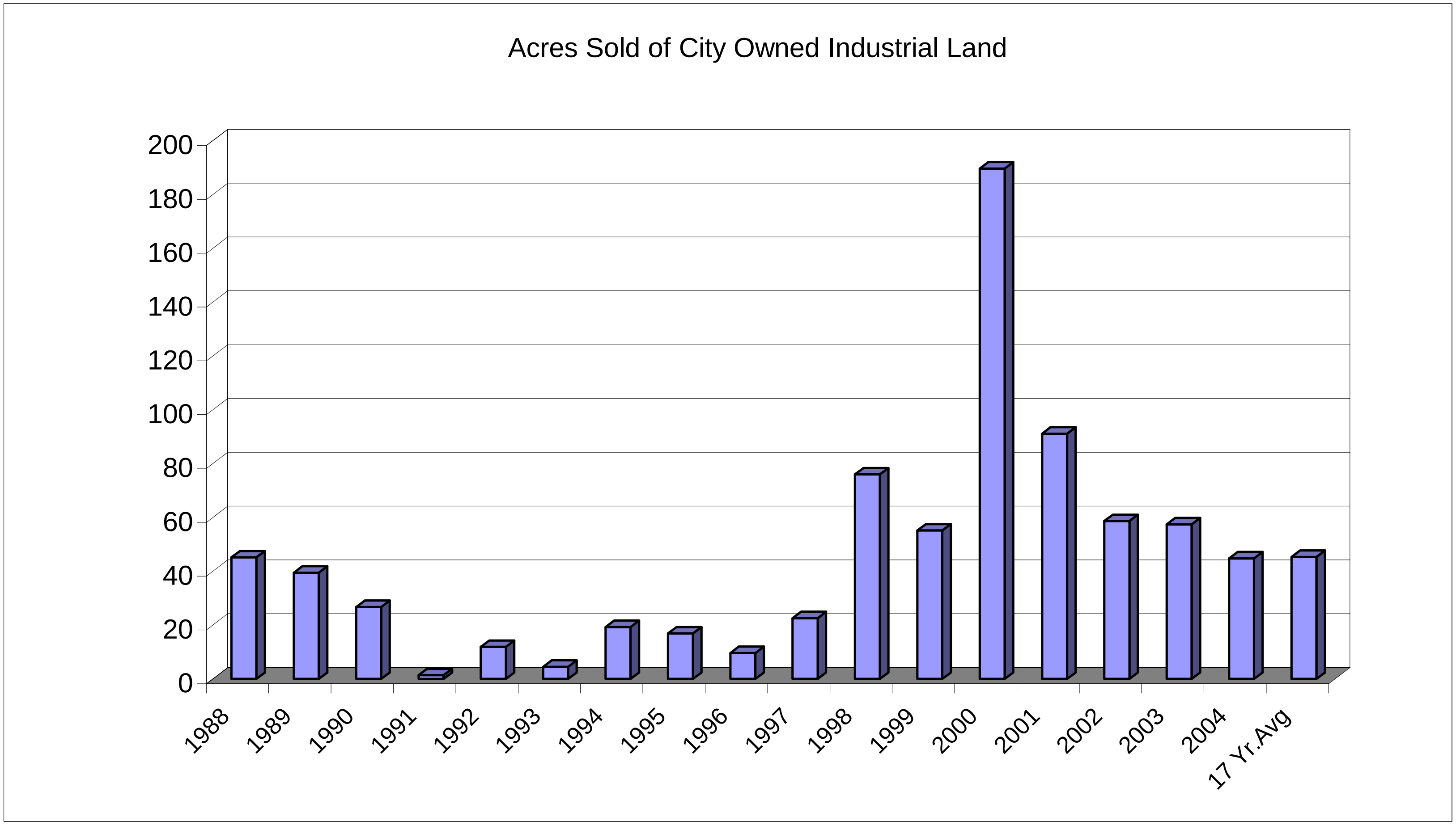
Source: City of Cambridge Planning Services Department

Figure 16: The distribution of Construction Values by sector in 2004 is comparable to the average distribution for the past 20 years.



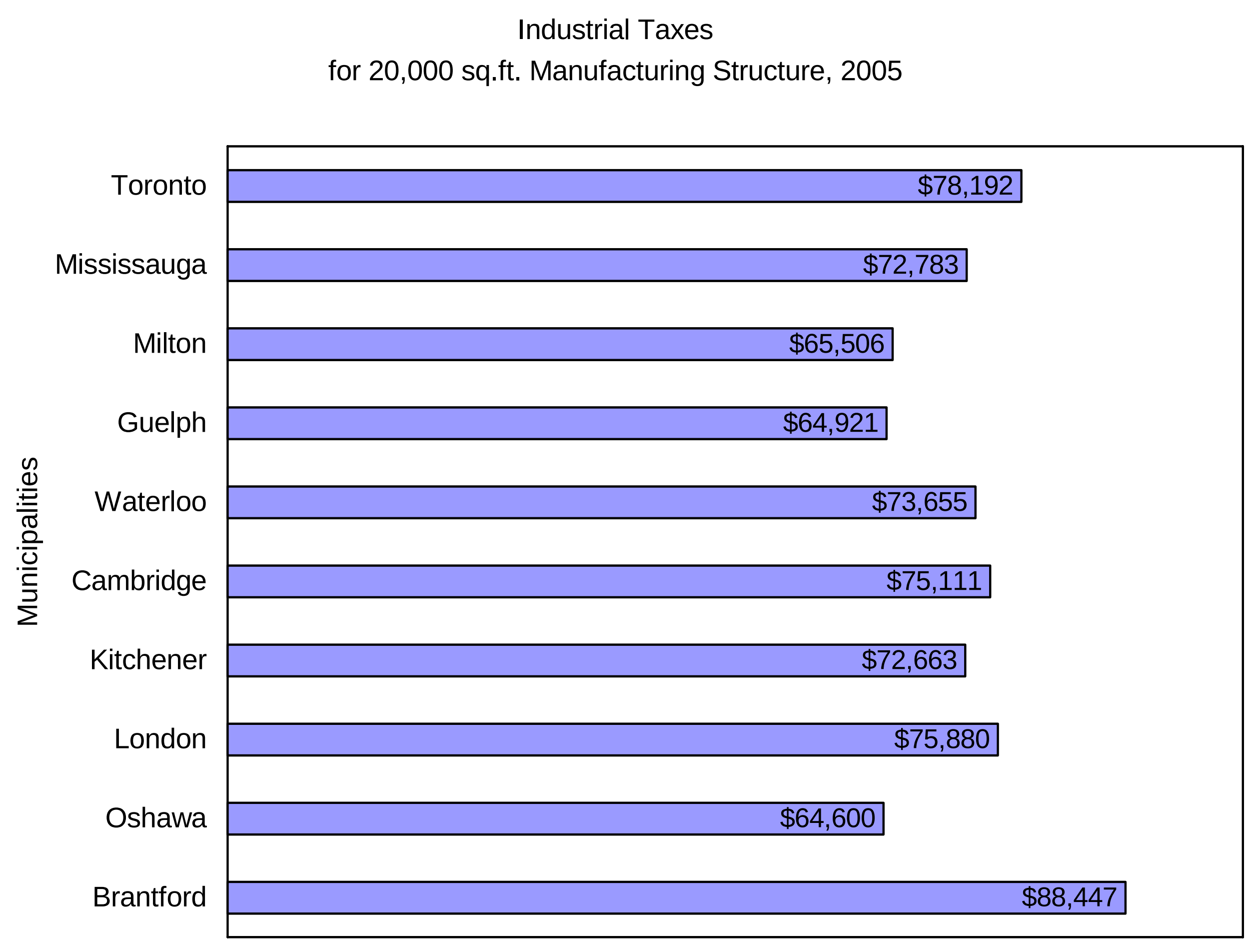
Source: City of Cambridge

Figure 17: City owned industrial land sales in 2004 were in the top half of the time period tracked and in line with the 17-year average.



Source: City of Cambridge Economic Development Department

Figure 18: Cambridge industrial taxes are in the mid-range.



Above taxes are based on estimates of cost of land, tax rates provided by the municipalities as well as uniform construction cost of $50 psf.
The estimates are for a 20,000 sq.ft. industrial manufacturing structure with an attached office, located on 2.0 acres of land.

Glossary

Explanation of Terms and Concepts

In order for all users to benefit from this document, a brief glossary is provided to assist the reader with the analysis. Reading through this introductory section clarifies what methodology was used in order to produce an analysis on the Cambridge economy.

The following terms and concepts are not in alphabetical order. They appear in the same order as they do within this report.

Economic Output –

This economic indicator is summed up through the use of the gross domestic product (GDP) for Cambridge. The GDP is an estimate of the value of all goods and services produced by the citizens of Cambridge. This value is estimated (in dollars) using data provided by the Ministry of Finance for the Province of Ontario. Ontario's total GDP is divided by the total number of persons employed in the Province and results in an average amount an individual worker output. The City of Cambridge's GDP can be determined when this figure is multiplied by the number of persons employed in Cambridge.

Another factor used to describe economic output is economic diversity, which basically describes the various types of industries where employment is distributed. Industry groups for this section of the report are classified as follows: primary, manufacturing, construction, transportation/communication/other utilities, trade, finance/insurance/real estate, public administration, and other services.

Business Growth –

Patterns of business growth are a function of annual comparisons, and success is judged on how well the City is doing today compared with yesterday. The Canadian Business Pattern data from Statistics Canada uses the North American Industrial Classification System (NAICS) for categorizing. Individual business types are grouped into progressively broader categories. The SIC code consists of a string of characters, with the first two numbers describing the broadest category, the Industry Division. Each Division is further broken into Major Groups (represented by two digit numerical characters), and each Major Group is broken into Industry Groups (2 more digits added), resulting in six digits for the highest level of detail. Statistics are released each year in June and December describing new counts for each industrial category. The data presented in this report reflects business sizes (employment created) as well as the frequency of the number of firms in a specific category. Past and current trends are also provided in order to interpret where growth and decline are occurring.

Employed Workforce

This is a Statistics Canada variable typically used in the Census. It describes people over the age of 15 years who were employed full time or part time in the year prior to the Census.

Business Bankruptcies –

This is the number of commercial firms who went bankrupt last year and their total net liabilities. A graph is provided comparing recent years of this data.

Housing Prices & Taxes –

Royal LePage publishes quarterly reports on housing prices in Canada. These reports contain data on various housing types, the average price a particular unit is sold, and the estimated property taxes for that unit. For the purposes of this report, similar sized cities were chosen in order to analyse how competitive Cambridge is in this market.

Assessment Growth –

Substantial assessment growth has continued throughout the 1990s. In 1998, the Province of Ontario adopted the "Market Value Assessment System". Assessment valuations in 1998, 1999 and 2000 used 1996 Market Values as their base in calculating value. The 1999 Market Values were first used for the 2001 Assessments. Assessment growth is measured by the increases or decreases from the previous year in the total assessment value, exclusive of tax increases or decreases. Assessment growth is based on projected tax revenues.

Development Charges –

Municipal Development Charges are imposed to offset the growth related net capital costs of development in the City of Cambridge. Again, similar sized cities were chosen in order to rate the competitiveness of Cambridge.

There are a few things to consider when reading this data:

(a) Development charge rates differ for residential and non-residential development and this difference is indicated in this report;
(b) Cambridge is a part of a two-tier system of government (meaning there are fees for the City of Cambridge as well as the Regional Municipality of Waterloo), some cities have a one-tier system; and
(c) For the Core Areas within the City, the Development Charges By-law of the City and the Region exempt development charges.
(d) The analysis excludes the Education Development Charges of the School Boards

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Journey to Work –

This section is not about analyzing commuting distances to work, but illustrates the number of non-Cambridge residents travelling daily to work in Cambridge versus the number of Cambridge residents travelling to work outside of Cambridge. The data for this section was collected in 1995 and 2000 and reported in the 1996 and 2001 Censuses respectively.

Residential Housing Construction –

A comparison of the number of new residential units is provided in this section, dating back to 1973. The data includes the number of detached, semi-detached, row houses, and apartment complexes constructed. This enables a broad comparison of the total number of new residential units over the past 31 years as well as specific housing types.

Value of Building Permits –

To determine what specific sectors of the economy are growing, the estimated construction values for industrial, commercial, residential, institutional, and miscellaneous sectors are compared. A graph comparing these values over the past 20 years is provided. These values are estimates made by the municipal building department during the building permit stage and are not assessment values.

City-Owned Industrial Land Sales –

City-owned land sales are recorded by the Economic Development Division. Only closed sales are reported. This is an important indicator for the City when determining if more land should be re-zoned for industrial use or if the supply of industrial land is ample enough to support growth in this sector of Cambridge's economy.

Industrial Taxes

This figure illustrates the variation in municipal taxes paid in various cities in southern Ontario. The taxes are based on a combination of the value of the land and building multiplied by the tax or mill rate. The specified municipalities were contacted for the tax rates and land value (a typical 2 acre parcel of industrial land). A typical building value of $50 per square foot (psf) was used for all cities.