

Big Manufacturing in Cambridge

This issue profiles two of the largest manufacturers in Cambridge – Toyota and Automation Tooling Systems (ATS). Both companies have experienced tremendous growth and opportunity – and are proud to call Cambridge their home.

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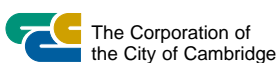
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Canada's
 Technology
 Triangle



The Corporation of
 the City of Cambridge

Toyota Motor Manufacturing

Back in 1985, an announcement took place that would change the City of Cambridge forever. It was the news that Toyota would begin construction of an automobile manufacturing facility on a 400-acre parcel of land located on Fountain Street North. The one million square foot facility, which opened in November of 1988, was built to produce 50,000 four-door Corolla sedans a year. A significant investment indeed... yet those present at the ribbon cutting back in 1988 could not dream of where this project might lead.

“Certainly Toyota’s head office in Japan had high expectations for the Cambridge facility, but I don’t believe anybody at that time had any idea of how far we could go,” says Greig Mordue, Assistant General Manager, Corporate Planning Office.

By 1993, production at the Cambridge facility reached 97,000 vehicles – far beyond original plans, expectations and capacity. A year later, the company announced its first plan to expand the Cambridge plant – with a goal to increase production to 180,000 units, which included introduction of the Solara coupe, based on the Camry platform.

As it turns out, addition of the Solara model line was just another step in the expansion of the Cambridge plant. In 1999, Toyota announced its plan to build the all-new Matrix, creating a new market niche of a “crossover utility vehicle” or CUV, which would be built on an expanded line with Corolla. Then in 2000 the big news came.

Toyota Motor Corporation in Japan announced it would expand the Cambridge facility for production of the new Lexus RX 330. Cambridge would become the



The Lexus RX330 makes its dramatic debut. The RX330 is the first Lexus automobile to be manufactured outside of Japan.

first plant outside of Japan to have the honour of building a Lexus product. Toyota invested \$650 million in upgrades and new construction for the Lexus, which has separate welding and assembly lines, and a new state-of-the-art paint shop using waterborne cartridge paint technology.

“This was a huge vote of confidence in TMMC,” states Mordue. “The Lexus line is known foremost for its luxury and quality - and for Toyota to feel TMMC was up to the job of producing its crown jewel was very gratifying for us.”

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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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The Cambridge facility now manufactures 75 per cent of the Lexus RX 330 luxury SUVs sold in North America.

“Production of the RX 330 presented many challenges,” according to Mordue. Not only was the Cambridge plant tasked with building a product that must meet or exceed the quality of the Lexus brand benchmark... it must depend on all of its secondary suppliers to provide top quality components.

In fact, on March 1, three area suppliers were honoured in Cincinnati by Toyota Motor Manufacturing North America Inc., which oversees all Toyota's North American manufacturing facilities. Tenneco in Cambridge, Mitchell Plastics in Kitchener, and TG Minto in Palmerston all received awards of excellence for their contribution to the successful launch of Lexus in Cambridge. The RX 330 is a 'build-on-demand' product. They are ordered from customers at Lexus dealerships, with specific option requirements. The challenge for the Cambridge line is to deliver these vehicles to the dealerships in a timely manner, precisely as ordered.



“Locating here in **Cambridge** was the easiest decision we ever made. It has everything to offer – location, economical land prices, a solid infrastructure, great educational facilities in the area, skilled trades and an excellent workforce.

But best of all, Cambridge has a great attitude.”

Ray Tanguay, President, Toyota Motor Manufacturing Canada

Today, Toyota Motor Manufacturing in Cambridge has the capacity to manufacture 250,000 vehicles a year, a production volume that is five times the original plan. It also employs 4,000 people, and represents a CAD \$3 billion dollar investment in the community. The economic benefits of the Toyota facility to the local economy are nearly immeasurable.

“Attracting investment by new suppliers to provide the many parts and components required to build cars at the Cambridge facility has benefited the entire Region,” says Mordue.

The reasons for Toyota's continued expansion and investment in Cambridge are the same as they were in 1985 when the company first decided to locate here, adds Mordue. “Cambridge offers us many benefits. Its access to transportation and major markets, an existing infrastructure, and an available and skilled workforce are just a few of the advantages this City brings Toyota.” Toyota Motor Manufacturing Canada Inc. continues to prove itself by steadily producing vehicles that meet and exceed the high expectations of both Toyota and Lexus buyers.

Companies Cannot Lose With ON-SITE!

How would you like to hire a well-educated, skilled individual for 26-weeks at a mere \$100.00 per week? Read on!

Do you have a wish list of projects you have been thinking about but perhaps due to budget restraints and/or lack of expertise, these projects remain on hold...indefinitely? ON-SITE may be the answer! ON-SITE is a federally funded initiative aimed at assisting companies to move ahead with those 'back-burner' projects that may improve overall business practices and/or provide an edge in the marketplace.

Ralph Rossdeutscher, President of Performance Assembly and Natura World, local Cambridge companies, has recently participated in the ON-SITE program. An ON-SITE candidate was hired to enhance the overall information systems and programs at Performance Assembly and, subsequently, has been hired full-time since ending his workterm. According to Ralph, “ON-SITE has benefited my company by providing a competent candidate at a nominal cost.” He also notes he likes the program because it assists individuals in getting back in the workforce.

ON-SITE support is available to companies, not-for-profits, organizations, and/or associations in the areas of:

IT ADOPTION & DEVELOPMENT (e.g. web development, EDI/MRP implementation, network integration);

EXPORT DEVELOPMENT (e.g. develop international market potential);

QUALITY MANAGEMENT (e.g. ISO, QS certification);

OCCUPATIONAL HEALTH & SAFETY (e.g. OHS/WHMIS program updates);

ENVIRONMENTAL AND ENERGY MANAGEMENT.

ON-SITE provides salary-free candidates for a 26-week work term. Program participants are paid through Employment Insurance benefits. Most candidates have a post-secondary education and/or a professional background and join the ON-SITE program to gain career-building experience. The administrative fee of \$2,600 (+GST) covers the operational and managerial costs of the program.

ON-SITE is a unique private / public sector initiative and is currently celebrating 21 years in Ontario. ON-SITE is funded by Human Resources Development Canada (HRDC) and sponsored by the Canadian Manufacturers and Exporters Canada (CME).

ON-SITE Project Coordinators would be delighted to provide you with details on how the program can help your operation. Please contact us at (519) 576-0003 or visit our website at www.epi.ca.

Small Business Info Nights for 2004

The Economic Development staff will be at the Cambridge Centre Mall for “Small Business Information Nights” on March 23, April 27, June 15, September 28 and November 23 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.

NRC-IRAP Open to Business in Cambridge

The National Research Council's Industrial Research Assistance Program (NRC-IRAP) has now established a city office to serve Cambridge and area. Local resident, Dave Thoms, is an Industrial Technology Advisor with NRC-IRAP, and will be working closely with the City of Cambridge Economic Development Division and the other programs at 73 Water Street North, such as the Business Enterprise Center.

Dave Thoms is a metallurgical engineer, with wide industrial experience in the private sector, who has been with NRC-IRAP for many years, and is expert in catalyzing the growth of local firms. NRC-IRAP is designed to help companies solve technological challenges, increase their capacity for innovation and accelerate their growth. Eligibility for this very targeted federal program is based on the completion and evaluation of a proposal. Not all firms qualify. Companies must be incorporated in Canada, be a for-profit firm with fewer than 500 employees and be committed to innovation. Assistance may be in the form of financial contributions or advice, and must be directed to a socio-economic benefit to all Canadians and not just to the enterprise.

Eligible Local Firms Enthusiastic About Benefits

The staff of the biotech company, Agribiotics Inc., has grown from four employees to about 40 during the span of NRC-IRAP's involvement. This addition of a skilled technological workforce, including a core of skilled doctoral, masters and college graduates, is a considerable benefit to the community. Agribiotic's legume inoculants are Canadian leaders, and the company has recently completed commercializing a new inoculant for crops other than legumes. NRC-IRAP's contribution was to provide financial support in the form of a repayable contribution by the IRAP-

Technology Partnership Canada program, an investment that is repayable to the government through a royalty on their future sales.

NRC-IRAP helps with much more than funding. Kimputer EVolutions Inc. is an emerging software company in Cambridge. The company recognized the need for growth and new technology. The company developed a school-banking program for the cash management and commercial-bank tracking of all financial transactions that are specific to one school, and are not school board funded. The software is now in thousands of schools and 28 school boards. The company owners recognized the value of NRC-IRAP's guidance and professional advice, which often came in practical forms that made day-to-day business sense. "They made us write it all down," says one of the owners, "so we had to define what our goals were." NRC-IRAP provided technical information, assisted in a market survey, and brought an advisor from Toronto to assist in the technological growth. Local contacts, such as Mr. Robert Adamson, of Parkwood Computer Services, the developers of the well-known 'Payweb' payroll system, assisted technically and Agribiotics provided mentoring, especially in what not to do. IRAP continues to work with this company, whose innovative products satisfied the regulatory requirements, even before these requirements were defined.

Mechtron Innovations Inc. is a supplier to one of the big four automotive companies, an industry vital to Cambridge. With eleven staff, this new and growing company has standard production items and manufactures specialized tooling for tube-bending equipment. Like all small technology companies they find the cost of skilled help a challenge. With Mr. Thoms' help, Mechtron Innovations learned about the Youth Internship Program, which is designed to assist new

young graduates, without work experience after graduation, in their first relevant employment. The company applied, provided an appropriate work plan for the new graduates, and was accepted for funding, which enabled them to hire two local graduates, one from the University of Waterloo, the other from Conestoga College. With their help Mechtron has been able to advance technologically, and the students are launched on their careers.

Multiple Technology Services Based on Local and National Network

These are only a few examples of how NRC-IRAP assistance promotes the long-term benefit of the company and the community.

Advisory services include technology-information searches, management-advisory services, and competitive intelligence such as market data. They link clients to research institutes, including those at the National Research Council of Canada, to the Canada-wide knowledge and experience of the Industrial Technology Advisors, and to the Canadian Technology Network.

The financial investment from this program involves a discretionary contribution with the object of advancing unproven technology to the point of commercialization. The investment only partially covers employee costs. All proposals are evaluated with respect to technological risk, benefits to Canadians, financial need, ability to commercialize, and markets.

Contact Dave Thoms at (519) 624-8258, or at his office at 73 Water Street North (116B), Cambridge (Cambridge, Blair, and North Dumfries).

Canada⁺

Business Enterprise Centre Update for 2000-2003

Business is booming at the Business Enterprise Centre! May marks the fourth anniversary of the full-time opening of the Cambridge Business Enterprise Centre. In 2003, we assisted over 3300 people who needed information to start their business, needed to register their business name or required business advice in a one-on-one counselling session. At the Cambridge Business Enterprise Centre alone, there were 750 businesses registered or renewed in 2003. The Business Enterprise Centre offers free one-on-

one business plan development counselling and guidance, a small business web site, seminars and workshops, and free Internet access for business research. 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 Business Enterprise Centre is located on the main floor of Cambridge Place, 73 Water Street North. It is open Monday to Friday, 8:30am to 4:30pm. We are always looking for examples of successful local small businesses that we have helped in the past. If you have any business related questions, please contact Jim Callahan at (519) 740-4536 Ext. 4615.



www.bizenterprizecentre.com

ATS Automation Tooling Systems



Klaus Woerner, ATS President and Chief Executive Officer. ATS designs and manufactures advanced automation systems, custom automation equipment and turn-key assembly machinery.

ATS designs and manufactures advanced automation systems, custom automation equipment for its clients world-wide. Other key markets include pharmaceuticals and computer electronics, such as test and assembly systems for disc drives and flat panel displays. ATS also produces high-volume precision components and sub assemblies, and recently has made a leap to the production of solar cells and modules.

A significant breakthrough in renewable energy, Spherical Solar Power cells produce electricity at considerably lower cost than conventional solar technology, and on a cost-par with fossil-fuel based electricity in many regions of the world.

Automation Tooling Systems (ATS) has just passed a milestone – in 2003 the company celebrated 25 years in business, and it looks like this is just the beginning. During its existence, company founder Klaus Woerner has watched industrial automation emerge from almost archaic status – to the sophisticated, high-technology industry it is today. And ATS has been – and continues to be a very big part of that transformation.

With sales of 584 million last year, Automation Tooling Systems positions itself as the world's leading industrial automation supplier.

With its head office located at 250 Royal Oak Road, just off highway 401 in Cambridge, ATS employs 3800 and has 26 facilities worldwide, including Germany, Malaysia, Singapore and France.



Spherical Solar™ flexible solar panel manufactured by ATS is a portable power supply for marine or recreational vehicle use.

“Once commercially available, Spherical Solar™ cells will make solar power feasible for a vast array of new applications and markets,” according to Milfred Hammerbacher.

ATS also prides itself as an industry leader in skills development. Most recently, ATS was awarded the ‘Company of the Year’ award from the Yves Landry Foundation. The Foundation, which aims to recognize leaders in technical-skills training took notice of ATS for its multi-million dollar investment in mentoring over 142 apprentices over the past five years.

“Cambridge offers ATS an excellent base of skilled labour,” according to Klaus Woerner, ATS President and Chief Executive Officer. “With the proximity of Universities and Community Colleges, we always know we can find the skilled individuals to get the job done.”



The ATS Supertrak™ is a system that transports components to different workstations – for automated manufacturing processes.

City Recognized for Site Cleanup Efforts

The City's initiative to clean up contaminated industrial sites was recognized by the Canadian Urban Institute. The City received the Brownie Award in October at the institute's annual meeting held in Kitchener. The award recognizes the City's Brownfield (contaminated site) strategy. Through the contaminated sites grant program, Cambridge has been able to offer developers an incentive to clean up old manufacturing sites with contaminated soil. The City used the Wellington Square development as an example of the program.



Congratulations Award Winners

Automation Tooling Systems Inc.

The Yves Landry Foundation has chosen ATS Automation Tooling Systems in Cambridge as "Company of the Year" for taking apprentices and training them in skilled trades. The company has taken on 142 apprentices at its facilities in Cambridge in the past five years alone.

Toyota Motor Manufacturing Canada

Toyota Motor Manufacturing Canada Inc. received a platinum award from the Recycling Council of Ontario. TMMC received the award as a business that has demonstrated a commitment to environmental protection by reducing resource and energy requirements, waste materials, and air and water pollution.

The Beat Goes On

The Beat Goes On received the Royal Bank Financial Group Retailer of the Year award. The award honours local businesses that have excelled or made an outstanding community contribution.

Exact Software Canada

The Gowlings New Business Award went to the Canadian division of Exact Software in Cambridge. Exact, based in the Netherlands, is a multi-national company that manufactures software for accounting, human resource and customer relationship management, e-business and enterprise resource planning.

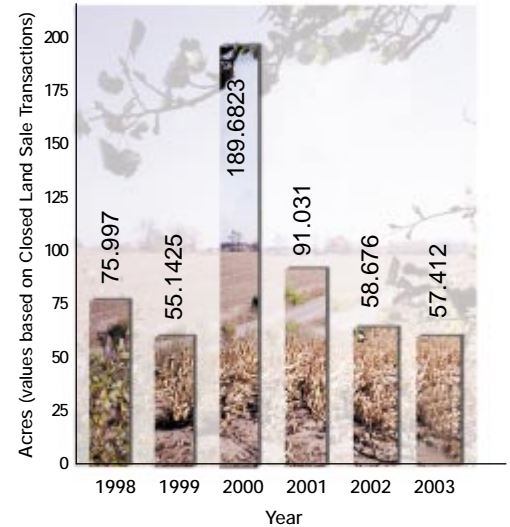
Grey Owl Paddle Co.

Grey Owl Paddle Co. received The Record Small Business Award. This company makes 60,000 quality canoe, kayak and dragon boat paddles a year that are sold around the world with annual sales of about \$2 million.

Polymer Technologies Inc.

Polymer Technologies Inc. was honoured with the 2003 Canada's 50 Best Managed Companies Award. Polymer Technologies is a Tier II automotive parts manufacturer serving OEM markets for both decorative interior products and functional electromechanical products.

City Owned Industrial Land Sales



2003 Ontario Economic Development Awards



The Economic Developers Council of Ontario (EDCO) is the provincial, non-profit association of professionals engaged in the field of economic development. Each year, through their Annual Awards Program, members are recognized for excellence in marketing and product development activities. This year, over 250 submissions from all over Ontario were entered in

various categories for the 2003 awards. Cambridge was honoured in the following categories with 5 awards at the 47th EDCO Annual Awards Banquet held February 4th, 2004.

In the category Physical Infrastructure first place went to the Breslau By-Pass Agreement. For Workforce Development, first place went to the Mayor's Award for Excellence in Workforce Development & Training. In the category Advertising

Campaign, a Certificate of Recognition went to the City of Cambridge Testimonials (from Cambridge Companies), and for Specialty Publications a Certificate of Recognition went to the City of Cambridge Planning Services Department Financial Incentives Brochure. Also, under the Category: Publications - Travel Trade &/or Group Tour Category, Cambridge

Tourism was also honoured with a Certificate of Recognition for their Group Sales Co-Op Marketing Flyer.

COM DEV RELOCATED ITS HEADQUARTERS TO CAMBRIDGE IN 1979. CAMBRIDGE'S PROXIMITY TO MAJOR UNIVERSITIES WAS A STRATEGIC CHOICE BENEFITING COM DEV AS A COMPANY BY PROVIDING A SKILLED WORKFORCE.

The City of Cambridge, Economic Development Director, Office of the C.A.O., 75 White Street North, P.O. Box 1000, Cambridge, Ontario, Canada N1R 9B9. Website: 519-740-4100. Fax: 519-740-4107. www.cityofcambridge.on.ca

BUILDING ACTIVITY

Estimated Values for All Permits From July 1, 2003 to December 31, 2003
(Projects listed are those with Construction values \$50,000 and over.)

INDUSTRIAL BUILDING ACTIVITY

Total Six Month Value \$18,866,200.

1,178,336 sq.ft. of industrial space constructed in 2003. Total industrial space inventory now stands at 26,249,000 sq.ft.

BUILDING PERMIT ISSUED	PROJECT	APPROXIMATE CONSTRUCTION VALUE	BUILDING PERMIT ISSUED	PROJECT	APPROXIMATE CONSTRUCTION VALUE
Loblaw Properties Ltd. 1105 Fountain Street	19,211 sq.m. (206,790 sq.ft.) addition of freezer/cooler to existing warehouse.	7,200,000	Traugott Construction (Kitchener) Ltd. 95 Thompson Drive	1,883 sq.m. (20,271 sq.ft.) construction of new warehouse and office building (foundation and site services only).	100,000
2023860 Ontario Inc. 400 Jamieson Parkway	4,720 sq.m. (50,807 sq.ft.) construction of new office and warehouse for McCordick Glove & Safety Inc.	2,200,000	415641 Ontario Ltd. 1315 Industrial Road	780 sq.m. (8,400 sq.ft.) interior renovations to industrial building.	95,000
Slotegraaf Ltd. 1220 Franklin Blvd.	3,026 sq.m. (32,574 sq.ft.) construction of new industrial building for Cambridge Mack	1,800,000	CIPA Drywall Ltd. 290 Thompson Drive	371 sq.m. (3,991 sq.ft.) addition/interior renovation to industrial building.	90,000
W.P.W. Properties of Canada Inc. 4 Cherry Blossom Road	2,618 sq.m. (28,176 sq.ft.) addition to Precision Resource Canada Ltd.	1,300,000	Karanda Properties Ltd. 55 Fleming Drive	a) 261 sq.m. (2,815 sq.ft.) interior renovation and mezzanine addition. b) 319 sq.m. (3,435 sq.ft.) interior finishing and addition to mezzanine for Flexx Corporation c) Construction of demising walls for a warehouse.	80,000 70,000 60,000
LIKA Gold Ltd. 400 Sheldon Drive	3,572 sq.m. (38,450 sq.ft.) construction of new industrial mall.	1,100,000	Galt Chrysler Dodge 2440 Eagle Street	14 sq.m. (152 sq.ft.) entrance addition and renovation to automobile dealership	50,000
City of Cambridge 1625 Bishop Street	611 sq.m. (6,575 sq.ft.) renovation to Cambridge Fire Department Headquarters.	1,000,000	Grand Place Ltd 7 - 23 Grand Avenue	556 sq.m. (5,983 sq.ft.) installation of HVAC and plumbing fixtures for eight (8) residential units.	50,000
2019678 Ontario Inc. 475 Sheldon Drive	1,484 sq.m. (15,974 sq.ft.) construction of new industrial building for MAFNA Air Technologies.	750,000	934625 Ontario Ltd. 70 Thompson Drive	1,420 sq.m. (15,289 sq.ft.) interior finishing to industrial mall building.	50,000
Mr. Abdul-Hakim 520 Sheldon Drive	949 sq.m. (10,218 sq.ft.) construction of new industrial building for automotive repair shop.	325,000	INSTITUTIONAL BUILDING ACTIVITY Total Six Month Value \$16,946,000 134,584 sq.ft. of institutional space constructed in 2003.		
Precimac Tool Ltd. 374 Franklin Boulevard	724 sq.m. (7,790 sq.ft.) addition to existing plant.	300,000	BUILDING PERMIT ISSUED	PROJECT	APPROXIMATE CONSTRUCTION VALUE
Lidamac Inc. 231 Elgin Street	360 sq.m. (3,874 sq.ft.) construction of industrial mall (shell only)	230,000	Corporation of the City of Cambridge 7 Melville Street	6,452 sq.m. (69,449 sq.ft.) renovation to existing warehouse into new School of Architecture.	8,200,000
Engineered Electric Controls Ltd. 230 Sheldon Drive	732 sq.m. (7,878 sq.ft.) addition to existing plant.	188,000	Waterloo Catholic District School Board 55 Hammett Street	3,305 sq.m. (35,576 sq.ft.) addition and renovation to "Our Lady of Fatima School"	4,000,000
1574 Eagle St., Ontario Inc. 1574 Eagle Street	Renovation to warehouse (general repairs, demising walls)	185,000	50 Saginaw Parkway	121 sq.m. (1,300 sq.ft.) renovation to food services /hospitality room at secondary school	300,000
Golden Triangle Collision Ltd. 435 Sheldon Drive	1,231 sq.m. (13,252 sq.ft.) addition/renovation to existing industrial building.	150,000	Regional Municipality of Waterloo 651 Concession Street	809 sq.m. (8,707 sq.ft.) construction of new building for a daycare centre	1,700,000
Barrday Inc. 75 Moorefield Street	56 sq.m (600 sq.ft.) building addition.	140,000	176 Hespeler Road	1,131 sq.m. (12,177 sq.ft.) one-storey renovation to existing Police Station.	1,500,000
Galt Display Rack Company Ltd. 141 Savage Drive	458 sq.m. (4,927 sq.ft.) addition to existing industrial building.	135,000	Selective Living Centres 611 Dunbar Road	858 sq.m. (9,233 sq.ft.) construction of new two-storey addition and renovation to nursing home	600,000
Classic 59 Investments Inc. 375 Franklin Blvd.	689 sq.m. (7,420 sq.ft.) construction of mini-storage building.	120,000	Waterloo Region District School Board 55 McKay Street	197 sq.m. (2,122 sq.ft.) renovation of existing washrooms to barrier free.	250,000
Mr. Mauro Pennacchioli 25 Struck Court	228 sq.m. (2,454 sq.ft.) addition to industrial mall (shell only)	120,000	30 Southwood Drive	277 sq.m. (2,980 sq.ft.) renovation to existing art room and port-a-pak.	50,000
COM DEV International Ltd. 165 Sheldon Drive	a) 87 sq.m. (934 sq.ft.) addition to industrial building	106,000	335 Saginaw Parkway	26 sq.m. (280 sq.ft.) renovation of shower rooms to student washrooms.	50,000
155 Sheldon	b) 459 sq.m. (4,939 sq.ft.) interior renovation to industrial building	100,000	Temple Baptist Church 400 Holiday Inn Drive	129 sq.m. (1,392 sq.ft.) addition of a portable	50,000

BUILDING ACTIVITY

Estimated Values for All Permits From July 1, 2003 to December 31, 2003
(Construction values listed are for projects \$50,000 and over.)

COMMERCIAL BUILDING ACTIVITY

Total Six Month Value \$28,577,310.
539,642 sq.ft. of commercial space constructed in 2003.

BUILDING PERMIT ISSUED	PROJECT	APPROXIMATE CONSTRUCTION VALUE
Sophisticated Investments Ltd. 200 Franklin Blvd.	a) 11,738 sq.m. (126,350 sq.ft.) construction of two storey steel frame commercial building with mezzanine (Zehrs) b) 888 sq.m. (9,560 sq.ft.) interior finishing to LCBO retail store.	6,900,000 800,000
Home Depot Holdings Inc. 35 Pinebush Road	9,220 sq.m. (99,250 sq.ft.) construction of new 'Home Depot' retail establishment.	5,000,000
Wal-Mart Canada Corp. 65 Pinebush Road	12,049 sq.ft. (129,695 sq.ft.) construction of new Sam's Club Warehouse.	5,000,000
Regional Municipality of Waterloo 120 Maple Grove Road	a) 2,034 sq.m. (21,895 sq.ft.) construction of new building for vehicle storage bays, and offices associated with central fleet services for emergency medical services. Office portion includes mezzanine. b) 2,034 sq.m. (21,895 sq.ft.) construction of new building for vehicle storage bays and office for Emergency Medical Services. (Foundation Permit Only).	2,500,000 50,000
H. DeGroot Real Estate Ltd. 380 Jamieson Parkway	2,235 sq.m. (24,062 sq.ft.) construction of new twelve unit office building.	1,500,000
First Capital (Cambridge) Corp. 1 Hespeler Road	2,879 sq.m. (31,000 sq.ft.) construction of addition to existing Price Chopper building.	1,250,000
Frum Development Group 200 Franklin Blvd.	897 sq.m. (9,657 sq.ft.) construction of new LCBO retail store	1,000,000
Canadian Commercial Cambridge Inc. 137 Water Street	1,512 sq.m. (16,275 sq.ft.) construction of new Shoppers Drug Mart.	850,000.
Pinebush Limited Partnership 278 Pinebush Road	2,540 sq.m. (27,336 sq.ft.) interior renovation for a Call Centre (Intellirisk)	700,000
Grand Place Ltd. 7 - 23 Grand Avenue	2,032 sq.m. (21,865 sq.ft.) conversion of second floor to eight apartment units and first floor to office space.	480,000
Maple Crown Developments Group 225 Franklin Blvd.	316 sq.m. (3,400 sq.ft.) construction of new Wendy's Restaurant	430,000
629877 Ontario Ltd. 580 Hespeler Road	1,185 sq.m. (12,756 sq.ft.) construction of retail establishment.	375,000
Grand River Conservation Authority 400 Clyde Road	817 sq.m. (8,795 sq.ft.) interior renovation to commercial office building.	240,000
O & Y Enterprises Retail Management 480 Hespeler Road	a) 330 sq.m. (3,554 sq.ft.) interior renovation to real estate office (Royal LePage Crown Realty Services) b) 260 sq.m. (2,795 sq.ft.) interior renovation to retail establishment for Grand & Toy	120,000 75,000
Cherl Warkentin 717 King Street	238 sq.m. (2,562 sq.ft.) interior renovation.	80,000

BUILDING PERMIT ISSUED	PROJECT	APPROXIMATE CONSTRUCTION VALUE
Penretail c/o Penreal Capital Management 600 Hespeler Road	a) 893 sq.m. (9,611 sq.ft.) interior finishing to Sport Mart. b) 121 sq.m. (1,300 sq.ft.) interior finishing to retail store. c) Construction of demising walls to retail plaza.	100,000 75,000 50,000
Morguard Real Estate Investment Trust 355 Hespeler Road	a) 77 sq.m. (830 sq.ft.) interior finishing to S & H Health Foods b) 133 sq.m. (1,435 sq.ft.) interior finishing to Roots Canada Ltd. c) 19 sq.m. (200 sq.ft.) interior finishing to "Second Cup Coffee" kiosk. d) 49 sq.m. (530 sq.ft.) interior finishing to Cinnabon World Famous Cinnamon Rolls.	80,000 75,000 75,000 50,000
Cambridge Place Commercial Corp. 73 Water Street North	557 sq.m. (6,000 sq.ft.) interior renovation to office unit in commercial / retail building.	61,000
Cambridge Family YMCA 256-258 Hespeler Road	471 sq.m. (5,070 sq.ft.) improvements to Resource Centre in existing building.	60,000
Park Hill Four Ltd. 4 Park Hill Road	Water damage restoration to Riverbank Steakhouse Restaurant.	50,000

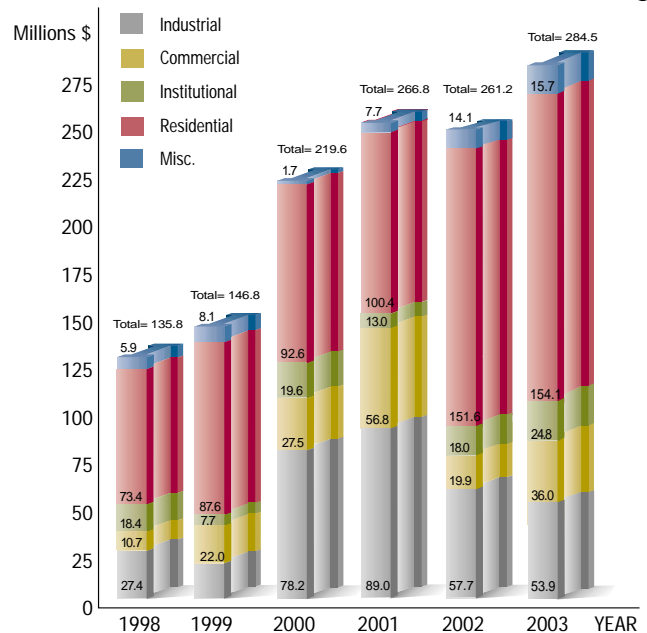
MISCELLANEOUS BUILDING ACTIVITY

Estimated Values for Permits Issued from July 1 to December 31, 2003 - \$3,327,152.

RESIDENTIAL BUILDING ACTIVITY

For the year 2003, 1,136 units were constructed with a total combined value of \$154,059,558.

Construction Activity



Driving Business Right to Your Door

Best Western Cambridge Hotel in partnership with Cambridge Chamber of Commerce and Cambridge Tourism offers shuttle service for area visitors

A seven passenger Ford Windstar luxury van will operate seven days a week and will be made available to all guests of the Cambridge area hotels and visitors to Cambridge Tourism and Chamber of Commerce. "Destination sponsors were instrumental in turning this idea into a reality," says Romy Ahuja, newly appointed Director of Sales at the Best Western Cambridge Hotel. "Visitors that stay at any of Cambridge's hotels will no longer have to get around the City on their own, scrambling for things to do, or searching how to get there. They can now simply relax and leave the driving to us."

Carmine Stumpo, General Manager of the Best Western Cambridge Hotel states, "This is yet another part of our ongoing efforts to exceed guest expectations with respect to our facilities and services. This shuttle is long overdue and many businesses will definitely benefit from this program. We will literally be driving business to their door."

Mary-Ellen Willard – Director of Cambridge Tourism states, "We definitely give the Best Western high marks for initiating this project. Transporting visitors throughout the Cambridge community has always been a challenge and this partnership will go a long way to resolving that problem."

The selected guests at the launch included: Cambridge Mayor Doug Craig; Bo Densmore, Director of Economic Development; Mary-Ellen Willard, Director of Tourism; Greg Durocher, General Manager of the Cambridge Chamber of Commerce; Brandi Sinclair, Chamber Business Development Manager; and Carmine Stumpo, General Manager of Best Western Cambridge Hotel.



Mayor Doug Craig is one of the first passengers in the Best Western Shuttle.

For information and logistics on the visitor shuttle service, contact: Romy Ahuja at the Best Western Cambridge Hotel: (519) 623-4600 ext. 7112.



For information on becoming a destination location for all visitors of Cambridge, contact: Brandi Sinclair at Cambridge Tourism: (519) 622-2336 ext. 2234.

