



INVESTMENT PROSPECTUS

Produced by:
***Economic Development Division at
The City of Waterloo***

100 Regina St. S.
Waterloo, Ontario N2J 4A8
Tel: (519) 747-8706
Fax: (519) 747-8553
E-Mail: ecodevinfo@waterloo.ca
Website: www.waterloo.ca

intelligent waterloo



WATERLOO AT A GLANCE

Waterloo has a pervasive culture of collaboration – through harnessed entrepreneurship – which delivers in the knowledge economy.

Recognized for its ability to reinvent itself throughout history, Waterloo has evolved from a rural farming community, to an industrial city, to a telecommunications and technology powerhouse. This shift from agrarian to connected community took place over a period of less than one hundred years, with a rapid transformation taking place in the last thirty years. Most recently, the remaking of the local economy has been lead through information technology investment, which has doubled over the past four years.

The City of Waterloo, population 115,000, is home to major knowledge economy employers, global think-tank organizations, and is recognized as “One of the World’s Top 7 Intelligent Communities”. Waterloo boasts a knowledge economy that is globally recognized, including firms such as *Research In Motion (RIM)*, *Open Text*, *DALSA*, *Descartes Systems*, *Sybase Inc.*, *Raytheon*, and *Conestoga Rovers*. In addition, the knowledge economy is further bolstered by the strategic importance to the *Perimeter Institute for Theoretical Physics*, the *Centre of International Governance Innovation*, and the *University of Waterloo Research and Technology Park*.

Branded within Canada’s Technology Triangle, Waterloo experiences the benefit of a smaller, well networked community, balanced with the synergies of globally recognition and international opportunity. Surrounded by green farmland and fresh air, the City is a modern, vigorous business and industrial community. Waterloo is small enough to enjoy the best lifestyle, while close to all the amenities of the larger metropolitan areas. It is no wonder that National Post’s *Business Magazine* (August 2001) identified Waterloo (and its regional partners) as one of the “Top 9” places in Canada to grow your business

Companies locating here will find a highly skilled and well-trained labour force. A solid base in High Technology is complemented by a strong insurance and financial services sector, plus advanced manufacturing and university-related enterprises. Waterloo ranks very high in such aspects as education, average hours worked, wage and salary rates, cost of living, responsive City government, low level of union activity and value added by manufacturing.

The City of Waterloo has a strong financial services and insurance sector, sometimes referred to as “Hartford North”, and a diversified manufacturing base and significant high technology sector, with total businesses numbering over 3,130. Available Labour Force in Waterloo numbers 59,259.

The 2006 Census figures show that Waterloo Region, home to 478,121 (which includes the City of Waterloo) is the 10th largest urban area in Canada and 4th in Ontario, having a growth rate of 9% from 2001.



LEADERS BY EXAMPLE

The City of Waterloo is a dynamic, leading edge community that is committed to the future. Waterloo has earned a reputation for hard work, innovation and values that are every bit as important today as in the past.

Being part of Canada's Technology Triangle, Waterloo has the best of both worlds. Surrounded by green farmland, the City is a modern, vigorous community with a lively and entrepreneurial business sector.

It is no wonder that Waterloo was recognized as the *World's Top Intelligent Community* by the Intelligent Communities Forum in 2007.

- Testimonials -

"We think Waterloo is one of Canada's, and one of the worlds, most important technological hubs."
Phil Sorgen, President, Microsoft Canada, 2007

"[Waterloo] is a great example of how a local culture need not try to become a Silicon Valley, but can use its historic and geographic strengths, together with the intellectual capital from great universities, and harness them to broadband for good results,"
John G. Jung, ICF's co-founder and Chairman, 2007

"Most importantly, the community has an extraordinary culture of collaboration and reinvestment. People in Waterloo make partnership a priority and are eager to give back to the entire community"
ICF co-founder Louis Zacharilla, 2007

"From the Electrohome TV to the Blackberry, (Waterloo Region) has relied on a century of change and innovation to produce one of Canada's strongest economies. It's a knowledge capital with a thriving entrepreneurial culture. It's our future. If Canada is to prosper beyond the current commodities boom, we must learn from Waterloo's success, or risk becoming a global economic backwater."

The Globe and Mail, Report on Business, April 25, 2006

"You cannot do research at the level we are doing while being in an isolated area, I would say that Waterloo has already passed that point where we are recognized around the world"

Mike Lazaridus, Research In Motion President, October 2006

"We're at a point that if you have a good idea, you're going to be able to run with it here – there's access to capital, access to professional advisors and access to a support network. It's a perfect time to be starting a technology company in Waterloo."

Tim Jackson, Partner, Tech Capital Partners, 2005

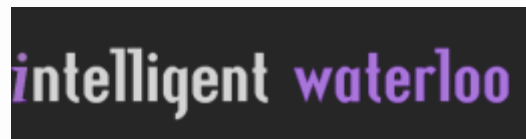


PERFORMANCE THAT DELIVERS

The City of Waterloo is known as a leader in local government and has been recognized by its peers for innovative and creative methods. We are the only local government in Canada to win the Canadian Association of Municipal Administrators Award for Program Innovation and Excellence *four* times!

Our successes include:

- ◆ Named the World's **Top Intelligent Community** by the Intelligent Communities Forum for 2007. (www.intelligentwaterloo.com)
- ◆ Waterloo, as part of the Kitchener CMA, was listed as the **“happiest city in Ontario”** by the Canadian Institute for Advanced Research, based on 2006 census information (December 2007).
- ◆ Named one of the World's **Top Seven Intelligent Communities** by the Intelligent Communities Forum for 2006. (www.intelligentcommunity.org)
- ◆ **Silver Award Winner, International Livable Cities Award**, awarded by Nations in Bloom (October 2004); and
- ◆ **Canadian Association of Municipal Administration (CAMA) Environmental Award 2003**, for the City of Waterloo Environmental Strategic Plan.



The Intelligent Communities Forum (ICF) has recognized Waterloo as being the world's Top Intelligent Community in 2007, an honour that acknowledges that this community best exemplifies the development of a prosperous economy based on broadband and information technology. Waterloo's success illustrates the power of getting critical things right and then working together over the long haul to nurture and manage the resulting success. ICF recognizes Waterloo for its commitment to fostering institutions that drive technological innovation and share its benefits through a culture of learning and technology growth within the community.

Waterloo's strong entrepreneurial character has been enhanced by the University of Waterloo's innovative policy on the commercialization of intellectual property, which allows students and faculty to retain property rights for their innovations. As a direct result of that policy, the transfer of ideas and knowledge from the academic world to the private sector and the community continues to contribute to its growth and high quality of life. In fact, over 22% of all university-based research spin-off companies in Canada originate from the University of Waterloo and its world leading incubator programs for intelligent technology companies.



THINKING STRATEGICALLY

The City of Waterloo is growing and changing like never before. In order to accommodate this growth and change, a strategic plan was developed by City Council in consultation with the community. This strategic plan will help our community move successfully into the future by identifying the key areas of focus and outlining the activities that will help build strength in each of these areas.

Community responses to the questions “What’s in Your Waterloo?” helped shape the key areas of focus and the associated strategic imperatives for the City.

The 2007-2010 Strategic Plan focuses on five key areas:

- **Our Living Environment**

- We will provide the best environment possible for those who live, play, do business or work here. This includes focusing on and protecting our natural resources and environmental features, and pursuing excellence in our city’s form and design

- **Healthy and Safe Community**

- With a focus on community wellness, we will create opportunities for all citizens to participate and to feel welcome, safe, and included. We respect and treasure our heritage and value the culture that makes Waterloo rich, vibrant and distinct.

- **Economic Vitality**

- We will build on our thriving economy by strengthening our relationships with all sectors, and by spreading the message, both near and far, that Waterloo is the place to learn, live and do business.

- **Commitment to Excellence**

- Throughout the corporation, we will encourage and strive for excellence, with a culture focused on innovation, best practices and fostering a values-based organization. This commitment to excellence will extend to all groups and organizations with whom we work.

- **Partnerships and Collaboration**

- Waterloo is a community built on collaboration and partnerships. We will continue to seek new partners and to deepen our relationships with existing partners to identify unique and innovative ways to better our community together.



MAJOR DEVELOPMENTS IN 2009

Balsillie School of International Affairs

Named after Jim Balsillie, the RIM co-CEO who donated \$33 million for its establishment, this joint venture by the Centre for International Governance Innovation (CIGI), the University of Waterloo and Wilfrid Laurier University will be located in Uptown Waterloo, adjacent to CIGI, on land that once housed the Seagram Distillery. A three storey, 50,000 sf graduate school will open in the fall of 2010 on land leased to the school by the City of Waterloo.

Programs for PhD and masters students started a year ago at local universities and it is anticipated that by the time the new building is completed 100 graduate students will be studying there.

“It will make Waterloo the centre for study of international affairs and build a lot of resources for the community,” said John English, Executive Director of the Centre for International Governance Innovation. The school has already attracted award-winning author Thomas Homer-Dixon as chair of Global Systems at the new school.

Westside Library/YMCA Facility

In 2006, the City of Waterloo together with the Waterloo Public Library, the YMCA and the University of Waterloo (UW) came together to develop a proposal that would see a new library and recreation facility developed on University lands on the City’s west side. The total anticipated investments into the project are \$32 million with the City contributing almost \$25 million and the YMCA contributing more than \$7 million towards the complex.

The key components include a combined district Library with a YMCA recreation facility, the opportunity to develop sports fields across the west campus of UW on Westmount Road, and the servicing of 87 acres of the UW’s northwest campus, that will allow continued growth for UW

The **Family YMCA** will feature facilities such as a four lane lap pool with swirl pool and recreational pool attached a fitness area, dance studio and multi-purpose exercise space, multi-purpose rooms, and a gymnasium. For the **library**, key components include a collection of approximately 100,000 items, both print and multimedia, a designated reading area for children and families, a teen zone and teen study areas, a computer technology centre, Internet workstations, and wireless access throughout the branch, a multi-purpose meeting room, and quiet study areas and collaborative work space.

Uptown Waterloo Public Square

The City of Waterloo, in conjunction with the consulting team of GSP Group and Joe Somfay Architect Inc., completed an Uptown Waterloo Public Square Study and Design Project.



The site is approximately 0.2 hectares (ha) in size and is flanked on the west by Waterloo Town Square (Shoppers Drug Mart entrance) and on the east by King Street. The railway tracks and the newly opened Willis Way define the north and south edges respectively.

On July 23, 2007, Council approved the final design for the public square based on public input and programming requirements. The project team has since completed both detailed design and construction drawing preparation, and has received the required approvals from local agencies.

On May 5, 2008 Council approved recommendations contained in staff report [DS-08-05.1](#) and awarded the tender to Gateman Milloy with a reduced tender value of \$2,848,922 (excl. GST). Construction on the public square began in June of 2008. It is anticipated that construction will be finished in the spring of 2009, including landscaping and plantings.

Research in Motion begins new Office Campus

Construction is proceeding in earnest on the first phase of a new office campus for Research in Motion Ltd.(RIM) , on 37 acres of land purchase from DALSA. The lands, located at Northfield Dr. and University Ave. E will initially hold a four storey, 185,035 sf building and a two storey parking garage. There are plans for an additional four slightly smaller buildings on the site as well.

The building permit for the office building estimates the shell worth \$35 million with the parking garage's estimated value at \$4.5 million.

RIM currently occupies 22 buildings in Waterloo housing 6000 employees.



ECONOMIC VITALITY

Waterloo will put you where the action is! With business expansion, research and development initiatives and continuing growth in new housing, Waterloo's future looks very promising.

Consumer Market

Over 500,000 people live within a half-hour (30 km) radius and over **5.2 million** within an hour and a half (100 km) radius of Waterloo.

Comparative Advantage

2008 KPMG Competitive Alternatives Report Canada ranks second overall and first among the G7 countries for low business costs, with a slight cost advantage over the United States. Among the smaller cities examined, Canadian cities generally continue to offer lower cost structures than equivalent US cities, even after allowing for the higher value of the Canadian dollar since 2004. In addition, Canada also offers some of the greatest tax incentives to encourage research and development (R&D) activities.

Waterloo Region ranked ahead of other major urban areas such as Toronto, Vancouver, Calgary, Montreal and Ottawa in cost-competitiveness. Waterloo Region also well fared against other US cities in the study, ranking 5th among the 20 principal cities in the North American Northeast.

Costs are not the only factor when determining business location and Canada ranks well when such things as environmental regulation, housing, education, labour and energy are factored into the equation. Waterloo Region ranks extremely well on issues such as access to labour, educational attainment, and research and development.

For more information on the 2008 KPMG Competitive Alternatives Report, visit:

www.competitivealternatives.com.

Foreign Direct Investment Magazine - fDI

Canada's Technology Triangle, of which Waterloo is a partner, has garnered a top 5 ranking among "Small Cities of the Future" in North America. Recognized in the "**Top 10 Small Cities of the Future**" category, Waterloo Region ranked 5th overall. The "Small Cities" category covers communities of 100,000 to 500,000 people. The area also achieved:

- 2nd for "**Best Human Resources**"
- 2nd for "**Quality of Life**"
- 4th for "**Best Infrastructure**"
- 5th for "**Best Development and Investment Promotion**"



Business Strengths

The business base of a community is an important criterion for any company examining location alternatives. Waterloo ranks extremely well in such aspects as: manufacturing diversification, workforce capability, employment levels, higher education, average hours worked, wage and salary rates, cost of living, responsive city government, low level of union activity and value added by manufacturing.

There are many Waterloo-based companies in the development or growth phase, currently employing anywhere from one to 300 employees. To balance the uncertainty that new ventures can sometimes create, there are a significant number of employees working for older, more established companies. This provides significant security against economic fluctuations.

Waterloo's Top 5 Employers

RIM - Research in Motion Limited.....	6000
University of Waterloo.....	3130
Sun Life Financial.....	2700
Manulife Financial, Canadian Operations.....	2400
Wilfrid Laurier University.....	1047

Waterloo's Top 5 Manufacturers

Company	Employment
RIM - Research in Motion Limited.....	6000
Onward Manufacturing Company Ltd.	500
Ultra Manufacturing Ltd.	500
Northfield Metal Products (1994) Ltd.....	420
Raytheon Canada Limited.....	375

Employee Size Range of Businesses Listed

Employment Range	Number of Firms	% of All Firms	Number of Employees	% of All Employees
1-5	356	41.59	1020	2.79
6-9	144	16.82	1049	2.87
10-19	137	16.00	1821	4.98
20-49	121	14.13	3670	10.02
50-99	46	5.37	3217	8.79
100-199	24	2.80	2983	8.15
200-499	19	2.22	6616	16.85
500-999	4	0.47	2200	6.01
1001-+	5	0.58	14477	39.55
	856	100	36603	100

Source: 2008 Business Directory



Export Facts

Waterloo is part of Canada’s Technology Triangle where companies are active exporters. As part of the North American Free Trade Area, in 2004 the area exported over \$12.2 billion worth of products to 53 countries and all American states, exceeding the exports of five Canadian provinces. Almost 89.2 percent of all regional exports are to the United States. Export trends suggest that CTT export markets are becoming more diversified Half of the companies in Waterloo Region are involved in this globally competitive environment.

The value of exports per employee within Canada’s Technology Triangle exceeded \$50,000 in 2004 giving the area a significant productivity rating when compared to the overall Ontario numbers at \$31,000 in the same year.

Major exporting industries are Transportation Equipment, followed by Machinery and Electrical and Electronics industry. Traditional industries like Fabricated Metals, Furniture, Food and Agriculture also figure significantly.

Population and Workforce Demographics

Over the past fifteen years (1991-2006), the City of Waterloo has seen a significant increase in population, adding 26,294 people to the total population. Over the past ten years alone, the population has increased by 25%. These amounts do not take into consideration the additional 15,000 students who reside outside of university residences. From a Regional perspective, the City’s growth has outpaced the Region of Waterloo’s population growth. The 25% population growth rate for the City and the 18% growth rate at the Regional level both outpaced the Provincial average population growth rate of 13% for the same period.

City of Waterloo Population Change 1991, 1996, 2001, 2006					
	Population				
Year	1991	1996	2001	2006	% Change 1996- 2006
City of Waterloo	71,181	77,949	86,543	97,475	25%
Region of Waterloo	377,762	405,435	438,515	478,121	18%
Province of Ontario	10,084,885	10,753,573	11,410,046	12,160,282	13%

Source: StatsCan Census Info

The Region of Waterloo estimates that by 2031 the City of Waterloo’s population will exceed 150,000, a 49% increase over 2001. Current Waterloo population is estimated at 117,000 in 2007. This number takes into account approximately 15,000 university students, that are not reflect in the Census number.

The available labour force in the CTT labour shed is approximately 273,000 persons. The workforce is widely recognized as being one that is highly skilled and productive, dedicated, conscientious and dependable. It is characterized by higher than average participation rates, low unemployment rates and



an above average education level. Waterloo Region consistently reports amongst the lowest unemployment rate in Canada. In 2006, Waterloo’s unemployment rate was 5.7% compared to 6.3% in the Province as a whole. In Waterloo, the total labour force exceeds 56,000, an increase of 19% over 2001, with a participation rate of 71.2%, clearly exceeding the Ontario rate of 67.1%. The existing economy is well diversified, providing a substantial base of existing employees, with a wide range of skills and services as outline below. Each labour force sector experience an increase in the level of employment over the 2001-2006 period.

Waterloo Labour Force by Occupations	
2006 Census	
Management	6,170
Business, Finance & Administration	10,600
Natural & Applied Sciences & Related	6,120
Health	2,435
Social Science, Education, Gov’t Service & Religion	7,105
Art, Culture, Recreation & Sport	1,820
Sales & Service	11,370
Trades, Transport, Equipment Operators & Related	5,550
Primary Industries	605
Processing, Manufacturing & Utilities	3,765
Total Labour Force (over 15 years)	55,545
Total Labour Force	56,265

Source: 2006 Census, StatsCan

Post-secondary educational institutions provide a continuous stream of new graduates to meet the needs of traditional industries and businesses, and an endless supply of graduates needed by the knowledge-based and technology-driven companies in the “new economy” sectors. Many of Canada’s brightest and best young people have chosen to study and work in the Waterloo area. Presently, there are over 24,000 full-time and over 13,000 part-time undergraduate and graduate students at the University of

Waterloo and Wilfrid Laurier University, respectively, and 6,900 full-time post-secondary students at Conestoga College.

Age

Census data for 2006 indicates that the median age of Waterloo’s population is 35.4 years well below the Regional rate of 36.4 years and the Provincial median age of 39.0 years. As the table below indicates, the largest percentage of the population is between the ages of 25 and 44, a workforce’s most productive years. The third largest percentage of the population is the 15-24 age range with 17% of the population indicating that Waterloo is able to attract and retain a younger workforce and families.

Age	Male	Female	Total	% of Pop.
0-4	2,800	2,775	5,575	5.7%
5-14	6,205	6,025	12,230	12.5%
15-19	3,750	3,460	7,210	7.4%
20-24	4,960	4,600	9,560	9.8%
25-44	14,415	14,325	28,740	29.4%
45-54	6,740	7,175	13,915	14.3%
55-64	4,540	4,840	9,380	9.6%
65-69	1,420	1,485	2,905	2.9%
Over 70	3,270	4,700	7,970	8.2%
Total	48,090	49,385	97,475	100%

Source: 2006 Census, StatsCan



Research and Development

CTT reported that Waterloo Region-based businesses spent over \$290 Million in research and development in 2004, up 90.4% from 1995. Due to the concentration of outstanding post-secondary institutions in and near Waterloo Region, the area is an attractive location for knowledge-intensive firms and for companies to remain on the leading edge of technology. These results are better than Ontario and Canada as a whole when measured in relative terms on the basis of Gross Domestic Product or employment.

Research Centres

The spirit of innovation that defines Waterloo Region's is driven by the 150-plus research institutes and has ensured a strong domestic and international reputation that also reflects on the community. This astounding concentration of research includes:

- the Perimeter Institute for Theoretical Physics (PI)
- the Centre for International Governance Innovation (CIGI)
- Institute for Quantum Computing (UW)
- WATCAR – Waterloo Centre for Automotive Research (UW)
- the Centre for Wireless Communications (UW)
- Giga-to-Nano Electronics Laboratory (UW)
- Waterloo Advanced Technology Labs (UW)
- the Nortel Networks Institute for Advanced Information Technology
- Schlege Centre for Entrepreneurship (WLU)
- the Academic Council on the United Nations System (ACUNS) (WLU)
- Centre for Business, Entrepreneurship & Technology (CBET) (UW)
- the Centre for Research in Earth and Space Technologies (CresTech)
- Manufacturing and Automation Training Centre (Conestoga College)

Four levels of government, Canada, Ontario, Region of Waterloo and City of Waterloo, have worked in partnership with the University of Waterloo to create the UW Research + Technology Park. The University of Waterloo accounts for approximately 22% of all spin-offs from Canadian universities, and reports an estimated \$1.1 billion a year in economic impact in Waterloo Region.



Centre for International Governance Innovation



The former Seagram Museum, in Uptown Waterloo, is home to the **Centre for International Governance Innovation (CIGI)**, a research centre created through a blend of public and private donations. Established in 2002, with initial funding provided by Jim Balsillie and Mike Lazaridis, co-CEOs of Research in Motion, together with matching support from the federal and provincial government. CIGI addresses the need for an institution to study, advise and educate scholars, practitioners and governments on the character and desired reforms to the system of multilateral governance, particularly within the economic and financial area. CIGI is an international centre of excellence contributing significantly to the understanding and evolution of the international, economic and financial system. In addition to its research and policy development functions, the Centre will deliver a unique form of training to junior and mid-level academics and practitioners (including many from developing countries) through a blend of workshops, seminars and information interaction.

For more information, visit www.cigionline.org

Perimeter Institute for Theoretical Physics

Located in Uptown Waterloo, the **Perimeter Institute for Theoretical Physics** is a world leader in fundamental physics research. Established with a \$100 million donation from Mike Lazaridis, founder of Research in Motion, this independent institute supports research in the foundational areas of theoretical physics. Officially launched in October 2000, with research beginning in 2001, the Institute houses 40 researchers-in-residence and up to 30 visitor and associate members. At present the fields of concentration will include a subset of the following areas: quantum gravity, string theory, quantum information theory, foundations of quantum theory and elementary particle physics.

The Perimeter Institute broke ground for its permanent facility in 2002. Land for the facility was donated by the City of Waterloo, with the support of a \$25 million grant from the Government of Canada and a \$15 million grant from the Government of Ontario.

This picture shows the Perimeter Institute's permanent building, which opened in Uptown Waterloo in October 2004. Renowned architect Gilles Saucier designed the Institute and in 2005 it was honoured with a Governor General's Medal for Architecture.

For more info, visit www.perimeterinstitute.ca

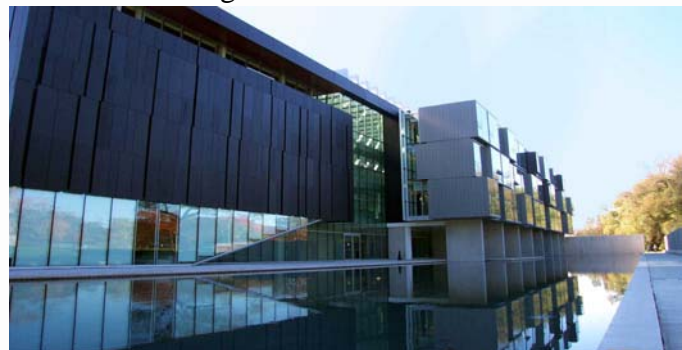


Photo compliments of Chris Hughes, University of Waterloo



FOSTERING INNOVATION

The capabilities that we boast with two world-class universities and a widely respected applied arts college means businesses around the globe take a special interest in our community.

University of Waterloo

The University of Waterloo is Canada's leading comprehensive university and a major worldwide source of graduates in science, mathematics and engineering. Waterloo has a well-earned reputation for combining academic excellence with real-world relevance. Technology transfer is a way of life at the University of Waterloo, where the bond forged between academia and the private sector has become an inherent part of the university's culture.

A few of the highlights are:

- ◆ 1000-acre campus in the City of Waterloo;
- ◆ There are over 24,000 full and part-time students, 22,328 full-time undergraduate students; 1,974 part-time undergraduate students, 3,023 full-time graduate students and 613 part-time graduate students. More than 50% of Waterloo undergraduate students are involved in the pioneering cooperative education program;
- ◆ The world's first and largest post secondary co-operative education program, Canada's largest Faculty of Mathematics and the biggest Faculty of Engineering in Canada;
- ◆ 15 percent of Canada's engineering graduates and 30 percent of all mathematics graduates in Ontario;
- ◆ Accounts for 22 percent of all university spin-off companies in Canada;
- ◆ Generates \$1.1 billion in economic activity in the Waterloo Region annually and \$1.6 billion province-wide;
- ◆ Ranked in top 3 for comprehensive universities in Canada for high quality, innovation and reputation by *MACLEANS MAGAZINE* for 17 years in a row (Nov, 2007); and
- ◆ Canada's only English-language School of Optometry.
- ◆ In 2006/7, more than 95% of Waterloo co-op students found co-op employment and they earned over \$125 million in the same year, much of which they spent back in the local community

Get to know them better: www.uwaterloo.ca

University of Waterloo's Centre for Business, Entrepreneurship and Technology

The Centre for Business, Entrepreneurship and Technology (CBET) was created to support, build on, and expand the entrepreneurial initiatives at the University Waterloo. The university's reputation for encouraging and spinning off successful entrepreneurial ventures is unmatched in Canada.

The Master of Business, Entrepreneurship and Technology (MBET) is the degree that distinguishes graduates from general business programs by emphasizing technological, innovative and entrepreneurial energies that are the foundation of the University of Waterloo's reputation. Specifically, the program has been designed to fill a market need for individuals with the business acumen to successfully move ideas and innovations into commercial practice.



This program allows leaders to have the skills to innovate, execute, and develop a culture of continuous improvement within their organization. The non-credit courses and [certificates](#) can provide you with both the theoretical and practical skills necessary to do this.

For more information, visit www.cbet.uwaterloo.ca

Wilfrid Laurier University

Wilfrid Laurier University is a small but mighty university. It has an internationally recognized Business and Economics School, as well as a broad range of arts and science programs.

A few of the highlights are:

- ◆ Continually ranked among the top undergraduate universities in Canada and the top undergraduate university in Ontario (MacLean's Nov., 2007);
- ◆ Wilfrid Laurier University has gained ground in the annual *Maclean's* rankings of Canadian universities, moving from 10th to 6th in the primarily undergraduate category, and placing first among Ontario institutions in this group.
- ◆ Over 600 full and part-time faculty with an operating budget of \$82 million.
- ◆ Over 13,000 full and part-time undergraduate students; 1,243 full and part-time graduate students
- ◆ Both graduation rates (79.4%) and employment rates (94.9%) for Laurier graduates exceed the provincial average.
- ◆ Home of the Schlegel Centre for Entrepreneurship and Canada's first one-year integrated MBA program;
- ◆ Home to the world-renowned Faculty of Music and Bachelor of Music Therapy program;
- ◆ Laurier Trade Development Centre helps small and medium sized companies become globally competitive;
- ◆ Satellite campuses in a variety of locations

Get to know them better: www.wlu.ca

WLU'S Schlegel Centre for Entrepreneurship

Another Laurier first, the Centre exists to serve the shared interests of the School of Business and Economics, its faculty and students, entrepreneurs and the private sector. Among its activities, the Centre supports SBE's academic programs, provides opportunities for Laurier students to gain real-world experience in the entrepreneurial community and facilitates the incubation of student business ideas.

The university's new **Innovation & Entrepreneurship (I&E) MBA**, which commences in **January 2008**, is the first of its kind in Canada. It will help students who have an entrepreneurial spirit and an eye for opportunity reach their goal of either founding their own company or working and thriving within an existing entrepreneurial organization.

Several critical new courses have been developed that are unique to the MBA I&E program, including *Design & Innovation*, *the Management of Creativity*, and *Leadership of Innovative Organizations*. These courses are designed to help new business owners recognize the value of design, innovation and creativity as key sources of competitive advantage, business growth, and shareholder value. Students enrolled in Laurier's MBA I&E program will also benefit from the support of *Laurier's Schlegel Centre for Entrepreneurship*.



For more information, visit www.wlu.ca/sbe/schlegel

Conestoga College Institute of Technology and Advanced Learning

The Conestoga College mandate is “education for employment”. The high level of skilled employees that the Institute produces is in demand from advanced automated manufacturing companies.

Conestoga is located in one of the fastest growing areas in Canada, Canada’s Technology Triangle and it is economically diverse and prosperous. It is home to numerous forward-looking businesses and industries with global reputations for innovations and excellence.

A few of the highlights are:

- ◆ One of only 7 Polytechnical Institutes in Canada
- ◆ For the ninth straight year ranked as Ontario’s #1 college excelling in graduate employment and graduate satisfaction;
- ◆ Offers applied degrees in Health Informatics Management, Integrated Advanced Manufacturing Technologies, Integrated Telecommunications and Computer Technologies, Advanced Manufacturing Technologies-Wood and Composite Products and Architecture-Project and Facility Management;
- ◆ Training and Development division is the area’s largest provider of customized training for business and industrial clients;
- ◆ Over 160 full time diploma, degree, certificate and apprenticeship programs in applied arts, business, health sciences, engineering technology and trades; 96 part-time programs
- ◆ Largest provider of lifelong learning in mid-western Ontario, providing continuing education for over 38,000 students;
- ◆ 6,900 full-time post-secondary students; and
- ◆ More than 800 full and part-time faculty and an operating budget of \$111 million.
- ◆ Conestoga has a productive partnership with local businesses and is a key contributor to regional growth. A recent study has also shown that Conestoga has also provided education or training to at least 40% of all adults in Waterloo Region and has a value to the local economy of at least \$1.4 billion
- ◆ For nine consecutive years, Conestoga has earned top overall ranking among Ontario colleges on the Key Performance Indicator (KPI) surveys, which measure graduate employment rates and satisfaction levels, and employer and student satisfaction.

Get to know them better: www.conestogac.on.ca

Ontario Research and Innovation Optical Network (ORION)

All three of Waterloo’s post-secondary institutions participate in ORION, a high-speed fibre optic network that brings broadband and connectivity to the provinces’ research and advanced education institutions, and which connects Ontario’s 43 post-secondary institutions and more than fifty publicly-funded research organizations to one another, and to the world. ORION was created in 2003 to bring leading-edge network capability to the publicly-funded research and education community, and to stimulate create and next generation Internet applications. With more than 8,200 km of optical fibre through 23 points of presence in major centres across Ontario, including Waterloo, ORION is one of the largest and most powerful optical research networks in the world.

For more information, www.orion.on.ca



Entrepreneur Week

Hosted in the fall, Entrepreneur week brings entrepreneurs of tomorrow together with mentors, professional service firms, investors, government, and business organizations. Canada's biggest entrepreneurial conference includes more than 16 community partners hosting 15 events during Entrepreneur Week, creating the largest celebration of entrepreneurship in Canada. Acknowledging a rich entrepreneurial history, a strong and diverse economic sector, the week celebrates the entrenched spirit of entrepreneurial spirit in Waterloo Region.

For more information, visit www.entrepreneurweek.ca

Entrepreneur Hall of Fame

The Waterloo Region Entrepreneur Hall of Fame celebrates and showcases inspirational entrepreneurs who embody the spirit of entrepreneurship in our region, and inspire that spirit in others.

The Hall of Fame:

- celebrates entrepreneur success stories from within Waterloo Region
- nurtures the community entrepreneurial spirit and encourages new start-ups in Waterloo Region
- promotes role models that inspire and encourage future entrepreneurs
- increases the profile of Waterloo Region on a national scale

Inductees in the Hall of Fame are pioneering entrepreneurs whose drive and perseverance have established a legacy of entrepreneurial excellence. Up to ten individuals are inducted annually at a gala celebration held during Waterloo Region's Entrepreneur Week in early October.

The Waterloo Way Wiki

The Wiki is a project to build the first comprehensive resource about Waterloo Region's fascinating entrepreneurial culture, from its early beginnings to the way it looks today. Share your story of an entrepreneur and his or her venture, or add to one that's already here. Help us capture the many stories of the bold entrepreneurs who built – and continue to build – a prosperous Waterloo Region!

The Wiki is part of a larger project called **thewaterlooway.com**, also home to the Waterloo Region Entrepreneur Hall of Fame

For more information on these initiatives, visit www.thewaterlooway.com

Waterloo Tech Jobs

Waterlootechjobs.com is a member-supported site managed by Communitel Technology Association. Focused on the technology industry in Waterloo Region, the site:

- lists locally available jobs
- allows member companies to post jobs
- provides useful information on the people, companies and places in the region

Communitel

For more information, contact wanda@communitel.ca or visit www.waterlootechjobs.com

LaunchPad \$50K



LaunchPad \$50K Venture Creation Competition is a pioneering initiative that provides a platform for Canadian students, alumni, researchers, and entrepreneurs to join together in teams and commercialize innovative ideas. Started in 2004 by Wilfrid Laurier University and University of Waterloo, the competition has grown to include the University of Guelph and Conestoga College. LaunchPad \$50K provides a network of resources for teambuilding, mentorship, learning and business development.

For more information, contact Lindsay Whiting, Regional Coordinator, at lwhiting@wlu.ca

iGNITION \$1K Pitch Competition is a warm-up to LaunchPad \$50K and has been designed to emulate real-life pitch conditions. Being able to deliver an effective “pitch” is of critical importance for an entrepreneur. iGNITION \$1K is a stepping-stone to writing a real business plan. Regardless of whether you win, you are encouraged to develop your idea and enter LaunchPad \$50K. This competition gives you the opportunity to meet potential teammates for LaunchPad \$50K, as students, faculty, staff, entrepreneurs, investors, and service providers are invited to watch the competition.

For more information, www.launchpad50k.ca

WATSTART: Waterloo’s Technology Startup Network

WatStart supports the creation and development of startup technology companies in the Waterloo area. An online forum allows prospective entrepreneurs and people who have very-early-stage companies to come together to learn from each other's experience and receive guidance and support from service providers who understand the needs of startup entrepreneurs. Waterloo is deep in support services for early-stage and start-up technology companies and we have an unbeatable pool of high-tech talent to help you build a world-class team. Over \$100 million in venture capital is managed within Waterloo Region and investors from Toronto and beyond are eager to find high-potential companies in this area.

WatStart creates opportunities for early-stage entrepreneurs to get together—online and in person—with each other and with local service providers to learn from each other and to receive ongoing guidance, support and encouragement.

For more information, www.watstart.ca or contact gary@garywill.com

Waterloo Region Immigrant Employment Network (WRIEN)

WRIEN is a local strategy to help ensure that the skills of immigrants are more optimally used to the benefit of immigrants and their families, our economy and the community as a whole. This initiative will help employers better find talented individuals to fuel our economy's success, while at the same time providing meaningful employment for new Canadians.

WRIEN is a dynamic community collaboration hosted by the Greater Kitchener Waterloo Chamber of Commerce and led by a Steering Committee and five work groups made up of committed individuals from community organizations and service providers, educational institutions, private sector employers, public sector employers and federal and provincial governments. WRIEN’s mandate includes five action areas of focus, which aims to:



- Provide immigrants with quality Waterloo employer networking and experience opportunities.
- Promote a fair, consistent, and accessible credential recognition and assessment process that is user-friendly for Waterloo immigrants and employers.
- Ensure employers can attract immigrants with the skill sets that compliment local labour market needs and opportunities.
- Evolve the Waterloo service delivery process to be less confusing, effective and timely from the immigrant and employer perspectives.
- Enhance stakeholder collaboration and effectiveness through the collection, interpretation and dissemination of timely and relevant information.

For more information, contact petermcfadden@greaterkwchamber.com or visit www.wrien.com

Canadian Innovation Centre

The Canadian Innovation Centre was founded in 1981 as an independent, not-for-profit corporation. Located in the University of Waterloo's Research and Technology Park, the Centre originally focused on helping individual inventors and entrepreneurs crystallize their ideas and then help commercialize the resulting products. Today the Canadian Innovation Centre is also working with innovations coming out of existing enterprises. The Centre plans to help Canadian companies exploit new technologies to generate wealth and sustain Canada's competitiveness.

Over 70,000 Canadian inventors and innovating companies have worked with the Centre; over 13,000 new product ideas have been assessed; and thousands of products have been successfully guided to the market.

For more information, contact info@innovationcentre.ca or visit www.innovationcentre.ca

Toronto Region Research Alliance

Our fundamental role is to act as a neutral convenor, facilitator, catalyst and advocate on issues and opportunities related to our R&D mission. We provide dynamic, neutral leadership to help forge a regional consensus on strategic priorities. We deliver informed analysis, prompt cross-sectoral dialogue, and lead coordinated action. Our aim is to empower the region to exploit its extraordinary strengths and compete more effectively in the international R&D marketplace.

For more information, visit www.trra.ca

Industrial Research Assistance Program (IRAP)

A program of the National Research Council, they support and share our goal of encouraging small and medium-sized businesses to forge ahead with cutting-edge innovation. IRAP sponsors our entrepreneurial support programs, helping us assist early-stage companies commercialize innovations and providing them with technical advice, financial support, coaching connections, and a range of other innovation assistance.

For more information, visit irap-pari.nrc-cnrc.gc.ca



Ontario Technology Corridor

The **Ontario Technology Corridor (OTC)** brings together Ontario's top three information and communication technology (ICT) clusters – Greater Toronto Area, Waterloo Region and Ottawa Region.

The Greater Toronto Marketing Alliance (GTMA), along with Canada's Technology Triangle Inc (CTT Inc), and Ottawa Global Marketing/OCRI in partnership with private sector partners and the Province of Ontario (MEDT), promote this unique and important technology corridor to the world.

For more information, visit www.ontariotechnologycorridor.com



PARTNERSHIP AND COLLABORATION

The local economy is enhanced by a number of organizations whose role is to attract business to the area and to advocate on behalf of local businesses. These organizations partner with the City of Waterloo to provide programs to strengthen the local economy. Waterloo is fortunate to be able to work closely with the Cities of Kitchener and Cambridge to expand our local resources and provide a more comprehensive service to local businesses.

Canada's Technology Triangle (Waterloo Region)

Canada's Technology Triangle Inc is the non-profit, private-public regional economic development partnership marketing the Region of Waterloo and the cities of Kitchener, Cambridge and Waterloo to the world. Their professional staff can assist you with all your business requirements. Whether you need specific detailed information to help with your decision making process, a meeting with the movers and shakers in our business community, or a tour of the area, they are here to provide confidential and expert assistance.

The goal is to position Canada's Technology Triangle (Waterloo Region) as a leading location in the world for investment, and to attract and retain the most innovative businesses and entrepreneurs.

Publications available include:

- ◆ General Lure Brochure
- ◆ Canada's Technology Triangle Profile
- ◆ Waterloo Region Technology Directory
- ◆ Automotive Information

Canada's Technology Triangle

(519) 747-2451 or 1-866-233-5133

Get to know them better: www.techtriangle.com

Communitech

Waterloo Region Technology Association is an industry led member driven organization driving the dynamic growth and success of Waterloo Region's technology companies. Partnerships and collaboration are the keys to all Communitech activities.

As the primary hub for initiatives and issues of concern for the area's technology industry, Communitech works diligently to remain focused on the issues that have an impact on the continued development of critical mass within the technology community of Canada's Technology Triangle.

Communitech (519) 888-9944

Get to know them better: www.communitech.org



Greater Kitchener Waterloo Chamber of Commerce

An entrepreneurial spirited business community is the foundation of the Greater Kitchener Waterloo Chamber of Commerce. Widely recognized and respected as one of Canada's most dynamic Chambers, with over 1,900 members, this organization is a reflection of greater K-W's diversified business base. Through its standing committees and task forces, over three hundred and forty dedicated chamber volunteers' work with chamber staff to identify and address issues to help businesses grow.

The Chamber has also developed a busy annual schedule of membership programs and activities, which include social and business networking opportunities, professional development opportunities, business forums and other focus groups for businesses large and small.

Greater Kitchener Waterloo Chamber of Commerce (519) 576-5000

Get to know them better: www.greaterkwchamber.com

Waterloo Region Small Business Centres

The Waterloo Region Small Business Centre's mandate is to encourage and contribute to the enterprising spirit and economic development of our community by assisting entrepreneurs with the development of new and existing businesses, from start-up through to the first 5 years.

Free Services:

- ◆ Business Plan Review
- ◆ Market Research Assistance
- ◆ One-on-One Business Consultation and Coaching
- ◆ Information Pamphlets answering Small Business FAQs
- ◆ Reference Library
- ◆ Referrals, Networking
- ◆ Ontario Government Information
- ◆ Canada Revenue Agency publications
- ◆ Canada-Ontario Business Service Centre (COBSC) regional access site
- ◆ Public Access Computers with MS-Office and Internet access for business research

Paid Services:

- ◆ Self Council Press "How To..." books for sale
- ◆ Printing, Photocopying and Fax Services
- ◆ Ontario Incorporation Documents for sale
- ◆ Workshops and Seminars
- ◆ Business Name Search (\$8 per name searched)
- ◆ Ontario Business Connects electronic Business Name Registration (\$60 provincial fee)

There are Small Business Advisors available to provide assistance with business plans, market research and general information and support involving start-up and early stage businesses.

Waterloo Small Business Centre (519) 747-6265

Get to know them better: www.bizenterprise.com



UpTown Waterloo Business Improvement Area

The Uptown Waterloo Business Improvement Area's (BIA) mandate is to promote and beautify Uptown Waterloo. The City of Waterloo works with the BIA to ensure long-term success and prosperity to Waterloo through a healthy commercial core.

The Uptown plays host to a variety of events such as:

- ◆ Ice Dogs Festival
- ◆ UpTown Country Music Festival
- ◆ UpTown Waterloo Jazz Festival
- ◆ Waterloo Busker Carnival
- ◆ Oktoberfest Barrel Race and Thanksgiving Day Parade
- ◆ Wonders of Winter

Get to know them better: www.uptownwaterloobia.com or 519-885-1921.



SERVICING YOUR BUSINESS

Development Charges (2009)

	CITY OF WATERLOO	REGION OF WATERLOO
<i>Residential (per unit)</i>		
Single Detached	\$15,030	\$9,029
Townhouse or Maisonette	\$10,455	\$6,847
Apartment (1 bedroom)	\$7,001	\$5,192
Lodging House	\$4,668 per bedroom	\$2,575 per bedroom
Non-Residential (per square foot GFA*)		
Commercial, Industrial, Institutional	\$5.38*	\$5.39*
Educational Development Charges		Residential Only - 2009
Waterloo District School Board		\$637.00 per unit
Waterloo Catholic School Board		\$112.00 per unit

There are additional rates for apartments with 2-3 bedrooms and 4-5 bedrooms as well as \$2,333 per bedroom over 5.

-*Gross Floor Area

For further information on Development Charges Policy, contact:

City of Waterloo: Erin Gray

(519) 747-8750 or ergray@waterloo.ca

Region of Waterloo:

(519) 575-4421 or rdc@region.waterloo.on.ca

Water and Sanitary Charges (2009)

WATER AND SANITARY SEWER RATES	
Water (per cubic meter)	\$1.26
Sewage (per cubic meter)	\$1.40
WATER AND SANITARY SERVICE CHARGES (per month)	
Fire Protection Charge	\$18.42
15mm Water Meter Charge (single family residential)	\$2.56
25mm Water Meter Charge (small apartments)	\$5.17
40mm Water Meter Charge (small commercial, industrial)	\$9.47
50mm Water Meter Charge (large commercial, industrial)	\$11.85
100mm Water Meter Charge (large commercial, industrial)	\$36.24
150mm Water Meter Charge (large commercial, industrial)	\$61.61
200mm Water Meter Charge (large commercial, industrial)	\$93.02
250mm Water Meter Charge (large commercial, industrial)	\$123.68



For further information on Water and Sanitary Sewer Charges, contact:

Bill Garibaldi

(519) 747-8605

bgaribaldi@city.waterloo.on.ca

(519) 747-8605

The City and Region of Waterloo continuously monitors water quality at the supply source and in the distribution system to maintain top quality drinking water that meets or surpasses the Ontario Drinking Water Objectives.

Natural Gas (2009)

Rate M1 – Small General Service Rates -less than 50,000m³/year

Monthly Fixed Charge	\$17.00
And	
First 100 m ³	4.9580 ¢ per m ³
Next 150 m ³	4.7030 ¢ per m ³
All over 250 m ³	4.0994 ¢ per m ³
Delivery – Price Adjustment (all)	(0.0044) ¢ per m ³
Gas Supply Charge	34.9565 ¢ per m ³
Gas Storage	0.9876 ¢ per m ³

Rate M4 – Firm Industrial & Commercial Contract Rates

Monthly Demand Charge	
First 8,450 m ³ (daily contracted demand)	44.8685 ¢ per m ³
Next 19,700 m ³	19.4669 ¢ per m ³
Over 28,150 m ³	16.1662 ¢ per m ³
Monthly Delivery Commodity Charge	
First 422,250 m ³	0.9277 ¢ per m ³
Next equal to 15 days use of daily contracted demand	0.9277 ¢ per m ³
For remainder of volumes delivered in the month	0.5081 ¢ per m ³
Gas Supply Charge	34.9565 ¢ per m ³

Other seasonal rates (Firm Demand, Interruptible and Seasonal) are available dependent on the quantities and terms of contract.

Union Gas

Get to know them better:

(519) 885-7400

www.uniongas.com



Waterloo North Hydro (2009)

2007 RETAIL ELECTRIC RATES (Local Distribution Portion)

RESIDENTIAL RATE*

Electricity

First 1000 kWh/month	\$0.056/kWh
Additional kWh/month	\$0.065/kWh

Delivery

Distribution Service Charge	\$15.05/month
Distribution Usage Rate	\$0.0134/kwh
Line Transformation Connection	\$0.0018/kWh
Network Services	\$0.0045/kWh

Regulatory Charges

Admin Fee – Standard Supply Service	\$0.25 per month
Wholesale market charge	\$0.0062/kWh
Debt Retirement Charge	\$0.007/kWh

COMMERCIAL/INDUSTRIAL

General Service Rate (less than 50kW*)

Electricity

First 750 kWh/month	\$0.056/kWh
Additional kWh/month	\$0.065/kWh

Delivery

Distribution Service Charge	\$31.37/month
Distribution Usage Rate	\$0.0107/kwh
Line Transformation Connection	\$0.0016/kwh
Network service	\$0.0041/kWh

Regulatory Charges

Admin Fee-Standard Supply Service	\$0.25 per month
Wholesale market charge	\$0.0062/kWh
Debt Retirement Charge	\$0.007/kWh

General Service Rate (over 50 kW)*Not Interval Metered

Electricity

Hourly Ontario Energy Price

Delivery

Distribution Service Charge	\$190.20/month
Distribution Usage Rate	\$3.6275/kw
Line Transformation Connection	\$0.6444/kw
Network Service	\$1.6762/kWh

Regulatory Charges

Admin Fee – Standard Supply Service	\$0.25 per month
Wholesale market charge	\$0.0062/kWh
Debt Retirement Charge	\$0.007/kWh

* Hydro charges include an Ontario Government Debt Reduction Charge of \$0.0070 per kWh and an Independent Market Operator Charge of \$0.0062 per kWh. Rates also include an Administration charge of \$0.25/month. Actual hydro usage is based on a variable spot rate other than residential.

For information for larger users, please contact Waterloo North Hydro.

For more information on rates visit www.wnhydro.com



Solid Waste Management (2009)

The Regional Municipality of Waterloo provides the following waste management services to the residents and businesses of the City of Waterloo:

Commercial and industrial users must hire their own contractors for waste collection. Regional landfill accounts can be established by contacting the Region of Waterloo Finance Department at 519-575-4517.

Waterloo Landfill Site (519) 883-5118

Waterloo Transfer Station (519) 883-5118

Get to know them better: www.region.waterloo.on.ca/waste

Other Services are:

- ◆ Household Hazardous Waste Depot for disposal of residential quantities is available once a month, January through November;
- ◆ Material Recycling Centre for receiving and processing of “Blue Box” or recyclable materials; and
- ◆ Industrial, Commercial and Institutional (ICI) waste reduction education and assistance.

Waste Management User Fee Schedule

There is no charge for the first 50 kg on all loads under 500 kg. Loads exceeding 50 kg will be charged based on the following rates. Fees are calculated per metric tonne.

WATERLOO AND CAMBRIDGE LANDFILL AND TRANSFER STATIONS – Effective July 1, 2008	
General Refuse / Garbage	\$6.40/100 kg
Surcharge Loads (Waterloo only)	\$12.80/100 kg
Tires (Maximum 16” – no rims)	\$10/100 kg
Segregated Loads	
Regular Blue Box Material	\$3/100 kg
Compostable Organics	\$3/100 kg
Appliances and scrap metal	\$3/100 kg
Clean fill (bricks, concrete)	\$3/100 kg
CFC Removal Charges for Appliances	
First Unit	\$10.00
Each additional unit	\$25.00
Computer Electronic Recycling	
- 1 to 4 items (cost/item)	\$10.00
- Each additional item (cost/item)	\$25.00
- Commercial/Business	\$2000/tonne

All charges will be rounded to the nearest dollar. Charges less than \$1 will be waived.



Taxation (2008)

The following is a partial listing of the City of Waterloo tax rates. Please note there are Region and Education listings as well. For a full listing, please contact the City of Waterloo Revenue Department at (519) 747-8723.

DESCRIPTION	TAX RATE
Commercial Property: Fully taxable	4.215983%
Vacant Building: Reduced Commercial	2.740389%
Vacant Land: Reduced Commercial	2.740389%
Office Building: Fully taxable	4.215983%
Vacant Building: Reduced Commercial	2.740389%
Industrial: Fully taxable	5.149355%
Vacant Building: Reduced Industrial	3.347081%
Vacant Land: Reduced Industrial	3.347081%
Multi-residential: Fully taxable	2.671249%
Residential: Fully taxable	1.383651%
Shopping Centre: Fully taxable	4.215983%
Vacant Building: Reduced Commercial	2.740389%
Parking Lot: Fully taxable commercial rate	4.215983%

To determine full taxes: **Multiply Your Assessment x Total Commercial or Industrial Tax Rate - Example:**
600,000 (assessed value of property from your tax bill) x 4.215983% = Property Taxes of \$25,295.90

The Municipal Property Assessment Corp.'s office is located at
4271 King St. E, Suite 100
Kitchener, Ontario N2P 2E9
519-653-4774
1-800-296-6722

Get to know them better: www.mpac.ca

Telecommunications Infrastructure

The top three broadband providers are listed below with their minimum and maximum speeds:

S. No.	Name of the Provider	Average broadband speed	Maximum speed provided
1	Atria Networks	100 Mbps	1000 Mbps
2	Rogers	8 Mbps	200 Mbps
3	Bell	6 Mbps	0.8 Gbps

The following broadband access systems are available in the community:

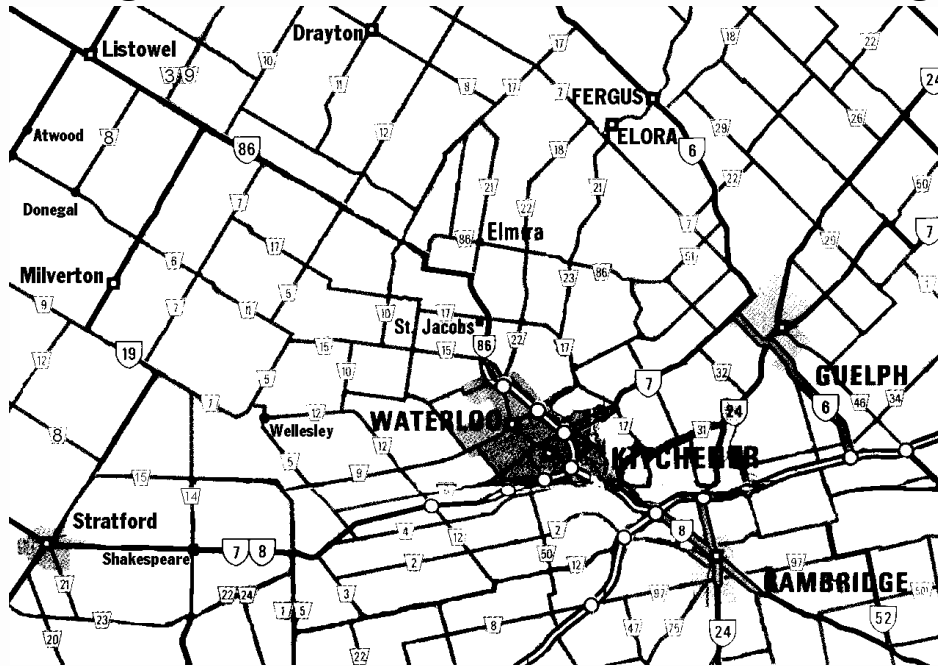
DSL Fiber optics Cable modem Wireless Satellite

Total coverage across the city is 8.5 sq. kms. (13% of entire city); including the UpTown Waterloo core, RIM Park recreational facilities, Waterloo Memorial Recreation Complex, Waterloo Inn, University Plaza and also includes the University of Waterloo and Wilfrid Laurier University campuses.



LIVE LOCALLY, ACT GLOBALLY

Waterloo will put you where the action is! Our location provides easy access to the largest markets in North America ... one of the largest in the world!



Visit www.mapquest.com for directions

London, Windsor and the United States

Within one day's drive, you can reach:

- ◆ 130 million people
- ◆ 60 percent of Canada's population
- ◆ 40 percent of the US population
- ◆ 71 percent of the nation's manufacturers

DISTANCES FROM WATERLOO

<i>Within Canada ...</i>	Kilometers	Miles	Drive Time
<i>Hamilton</i>	64	40	.5 hr
<i>Toronto</i>	100	65	1 hr
<i>Windsor</i>	289	180	3 hrs
<i>Kingston</i>	370	230	3.5 hrs
<i>North Bay</i>	418	260	4 hrs
<i>Montreal</i>	636	410	6 hrs
<i>Sault Ste. Marie</i>	771	395	8 hrs



DISTANCES FROM WATERLOO			
United States Border Crossings ...			
<i>Niagara Falls</i>	140	87	1.5 hrs
<i>Buffalo / Fort Erie</i>	169	105	2 hrs
<i>Port Huron / Sarnia</i>	195	121	2 hrs
<i>Windsor / Detroit</i>	307	191	3 hrs
<i>Grand Portage / Thunder Bay</i>	1658	1030	16 hrs

GETTING AROUND

Highway's

Canada's Technology Triangle is situated on Highway 401, Canada's superhighway network. This location provides access to key border crossings such as Detroit, Port Huron and Buffalo in 2- 3 hours. The area is also supported by an extensive series of secondary highways and intercity transportation routes, including Highways – 7, 8, 24 and 85.

Bus Services

Out of Town- Public Transit

Waterloo (CTT) is serviced by all major truck lines, with more than 45 trucking firms located in the area.

Out of town service is provided from the Transportation Centre in Kitchener via:

Greyhound Coach Lines (800) 661-8747 or (519) 585-2370

Get to know them better: www.greyhound.ca

United Trails Inc. (519) 624-2100

Cha-Co Trails (800) 265-6037

Trentway Wager Inc. (705) 748-2452

Cherry Bus Lines (519) 579-4044

In Town – Public Transit

The Region of Waterloo provides a fully integrated transit network serving all major areas in Waterloo, Kitchener and Cambridge. Modern city and regional transportation terminals ensure easy access for people working, visiting and shopping in the tri-city area.

The Region offers a unique automated voice service system known as *Telerider*. The Telerider system allows a rider to dial 888 plus the four digit number on the bus sign and a computer will give the time until the next two buses are due at that stop, as well as warn of any delays in service. Daily service from 5:55 am to 12:30 am.



Rail Services

Canadian Pacific and Canadian National provide freight services for local businesses.

Canadian National Railway (800) 265-4940

Get to know them better: www.cn.ca

Canadian Pacific Railway (800) 268-6193

Get to know them better: www.cpr.ca

A light rail system is being planned to take the Region into the future.

Grand River Transit (519) 585-7555

In addition, Via Rail provides regular passenger service daily from Kitchener-Waterloo to Toronto, and the entire Windsor and Quebec corridor. Daily service to Chicago and Amtrak connections is also available.

Via Rail Passenger Service (800) 361-1235

Get to know them better: www.viarail.ca

Port Services

Fresh water ports with direct links to the St. Lawrence Seaway, one of the most important transportation systems in the world, are available in Toronto (1½ hours) and Hamilton (1 hour).

Toronto Harbour Commission (416) 863-2000

Get to know them better: www.torontoport.com

Hamilton Harbour Commission (905) 525-4330

Get to know them better: www.hamiltonport.com

Air Services

Air services are available through the Waterloo Regional Airport, located in Breslau, Ontario, 20 minutes from Waterloo. In 2000, the Waterloo Regional Airport was the 13th busiest airport in Canada. The 745-acre Airport is equipped with fuel and maintenance facilities on the field.

Region of Waterloo International Airport (YKF) - (519) 648-2256

Get to know them better: www.waterlooairport.ca

Special Points of Interest:

- ◆ Northwest Airlines has 3 daily flights from the Region of Waterloo to its hub in Detroit through Mesaba Air
- ◆ WestJet has daily service to its hub in Calgary
- ◆ Bearskin Airlines operates 3 daily flights on weekdays and a Sunday night flight to Ottawa
- ◆ Tour Operators Signature Vacations and Transat Holidays provide charter opportunities to Sun destinations from RWIA;
- ◆ Expanded Terminal Building equipped with check-in counters, baggage handling, waiting rooms, conference room, weather office, Customs Office and an Aviation Medical Examiner;
- ◆ Charter Flights available;



- ◆ Runway:
 - 07.25 – 7,000 ft
 - 14.32 – 4,100 A

Customs and Immigration

(519) 743-6141

Get to know them better: www.ccra-adrc.gc.ca

Clearance is available at the Airport on an hour's notice. Fees are charged outside of normal hours and on weekends.

Major International Travel and Transportation is available through Toronto's International Airport, just 90 kms east of Waterloo.

Lester B. Pearson International Airport (Toronto) (905) 676-3506

Get to know them better: www.lbpia.toronto.on.ca

Hamilton International Airport (YHM)

(905) 679-1999

Get to know them better: www.flyhi.ca



SAFE AND HEALTHY COMMUNITY

With the inherent and costly problems of larger cities, the City of Waterloo is a smaller, safer and greener alternative, with all the amenities of city living.

Elementary and Secondary Schools

Elementary (Kindergarten to Grade 8) and secondary (Grade 9 to OAC) education is provided by two publicly-funded school boards:

Waterloo Region District School Board (519) 570-0300

Get to know them better: www.wrdsb.edu.on.ca

Waterloo is also served by several private schools

Waterloo Catholic District School Board (519) 578-3660

Get to know them better: www.watrc.edu.on.ca

Kitchener Waterloo Bilingual School (519) 886-6510

St. John's-Kilmarnock School (519) 648-2183

Climate

Average Growing Season	May through September
Average Frost Free Season	141 days
Warmest Month	July Mean High 25.9° C Mean Low 13.7° C
Coldest Month	January Mean High -3.1° C Mean Low -11° C
Normal Annual Rainfall	765 mm Averaging 82.03 mm monthly from April to September and 45.5 mm monthly from October to March
Normal Annual Snowfall	159.5 cm

Communications and Media

Newspapers:

- ◆ Waterloo Region Record (daily) – www.therecord.com
- ◆ Waterloo Chronicle (weekly) – www.waterloochronicle.ca

Radio:

- ◆ CHYM (96.7 FM) / CKGL (570 AM) – www.chymfm.ca
- ◆ CFCA (105.3 FM) / CKKW (1090 AM) – www.koolfm.ca
- ◆ CKMS (100.3 FM) - www.ckmsfm.ca
- ◆ Your FM (98.5 FM) – www.ckwr.ca
- ◆ The Beat (91.5 FM) – www.thebeat.com
- ◆ KIX Country (99.5 FM)



Television:

- ◆ CKCO (CTV) – www.swo.ctv.ca
- ◆ Rogers Cable 20 – www.rogers.ca/cable

Housing

WATERLOO EXISTING HOUSING 2008 ESTIMATES		AVERAGE HOUSE PRICE for WATERLOO	
Occupied Private Dwellings	40,659	Single Detached	\$229,900
Owned	29,306	Standard Two Storey	\$252,000
Single-Detached	22,980	Executive Two Storey	\$357,000
Apartment (more than 5 stories)	6,096	Senior Executive	\$529,600
Other Dwellings	13,108	Standard Condo	\$136,000
		Luxury Condo	\$419,500
		Town House	\$225,000

Source: 2008 Canadian Demographics, FP Markets

Source: Royal LePage, Survey of Canadian Housing Prices (3/2008)