

BI-NATIONAL PRESENTATION

By: Kenneth M. Franasiak





Calamar is a vertically integrated, full service Real Estate organization headquartered in Wheatfield, New York;

Calamar has offices in Niagara-on-the-Lake, Toronto, Ontario and New York City. The Company is principally engaged in the ownership, development, acquisition and management of

mixed-use, commercial, residential and land development projects throughout North America.

The Company operates under four Strategic Business Units:

- **Construction**, Serving both individual clients and our own portfolio, Calamar Construction provides a staff that combines extensive construction experience with great technical capabilities. The core of Calamar is to utilize the latest in new construction technology and processes to create value for each project and client.



- *Development* owns, develops, acquires and operates flex, industrial, office buildings, medical offices, senior housing, grocery anchored Shopping centers and large land tract development.

Property Management provides expert and professional property management services for both Calamar's own portfolio and to individual clients.

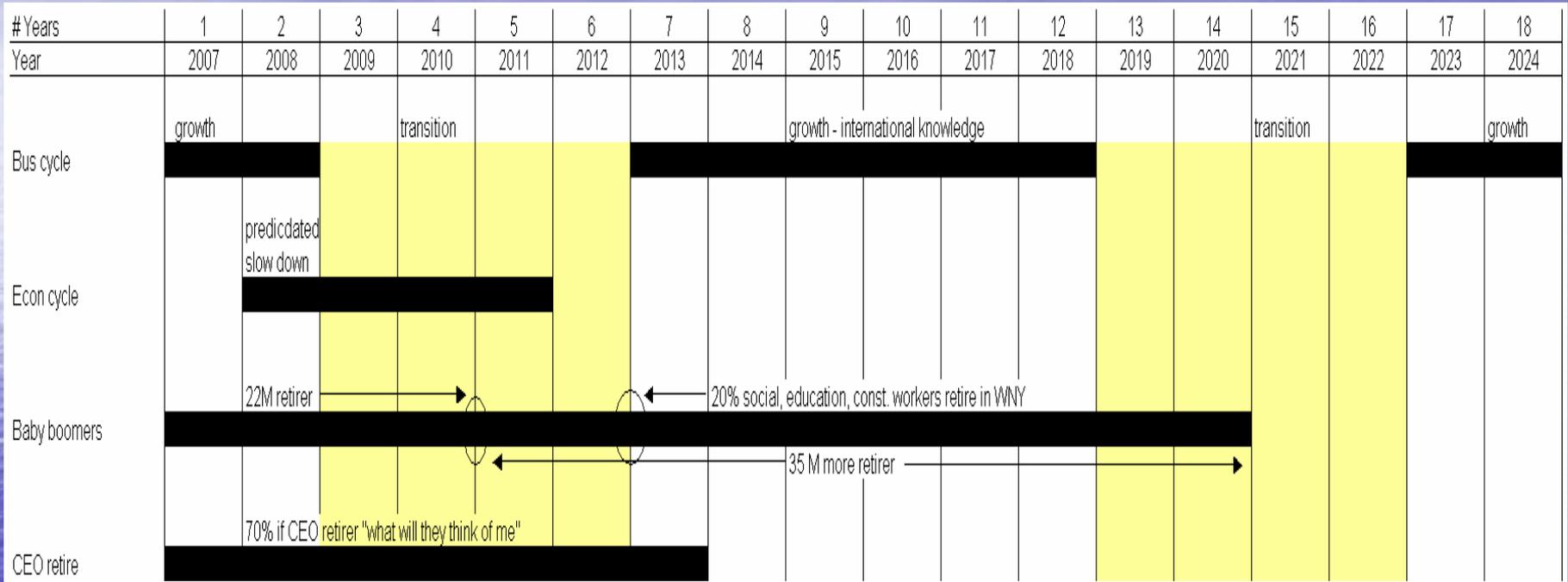


- *Investment and Finance* Calamar directs, invests, partners and assists in the capitalization, investment, and financing of real estate for its own portfolio as well as for third party clients. Calamar's resources enable us to help the client find the best and most innovative form of financing possible for their project.

NATIONAL

- **Service based economy – focus on high tech**
 - **Education system is no longer competitive on a world platform**
 - **retooling math/science**
- **Baby boomers getting set to retire**
 - **75% of CEO's will retire by 2015**
 - **Larger brain drain**
 - **Immigration reform needed**
 - **Mandarin, China will be the most highly spoken language.**
- **Next 20 years will see the USA/Canada dollar nationalized**
- **India/China**
 - **Threat to next generation – due to lack of infrastructure.**
- **Recession – deep and protracted 2008 – 2011**

Cycles



REGIONAL

- **Toronto/Niagara MSA**
- **Population – 3rd largest in North America with 9.6 million.**
- **Within a day's drive of over ½ of the Canadian & U.S. population. Over 130 million customers & a total of nearly \$15 trillion (US)/ \$22.5 trillion (Can) in yearly personal income.**
- **Industry leaders like Eastman Kodak, GM, Ford, Dofasco, Xerox, Moog, Delphi Harrison, HSBC Bank, M & T Bank, Paychex, Rich Products, Delaware North, John Deere & Verizon have a major presence in the region.**
- **The passageway for \$1 billion (US) / \$1.5 billion (Can) in international trade every week.**
- **Canada & U.S. are the world's two largest trading partners, with cross-border trade values approaching \$500 billion (US) / \$750 billion (Can) annually.**

REGIONAL (Continued):

- **More than \$1 billion (US) / \$1.5 billion (Can) in trade crosses the Canadian-US border each day.**
- **Trade between Canada & the US supports more than 2 million jobs in each country.**
- **On its own, Ontario is the US' fourth-largest trading partner with annual values of nearly \$250 billion (US) / \$375 billion (CAN) in all.**
- **Total Canada-US cross-border trade by truck increased approximately 100% during the 1990's.**

REGIONAL (CONTINUED):

- **Niagara BiNational's busiest crossing, the Peace Bridge, carries more than 1.5 million commercial and 6.5 million passenger vehicles every year, along with \$29 billion (US) / \$45 billion (Can) in annual trade between the two nations.**

The Peace Bridge is responsible for 600,000 export jobs in New York & Ontario, and over \$25 million in annual payroll in WNY and \$24 million in Ontario.

- **GTA = 2 m new immigrants**
 - **We must reach out & embrace our neighbors**

REGIONAL (CONTINUED):

- **Binational**

- **9 clusters**

- *** Advanced manufacturing, info technology – data processing**

- *** Telecom, Tourism**

- *** Biotech, Transportation**

- *** Agricultural, Transportation, Manufacturing**

- *** Higher Education**

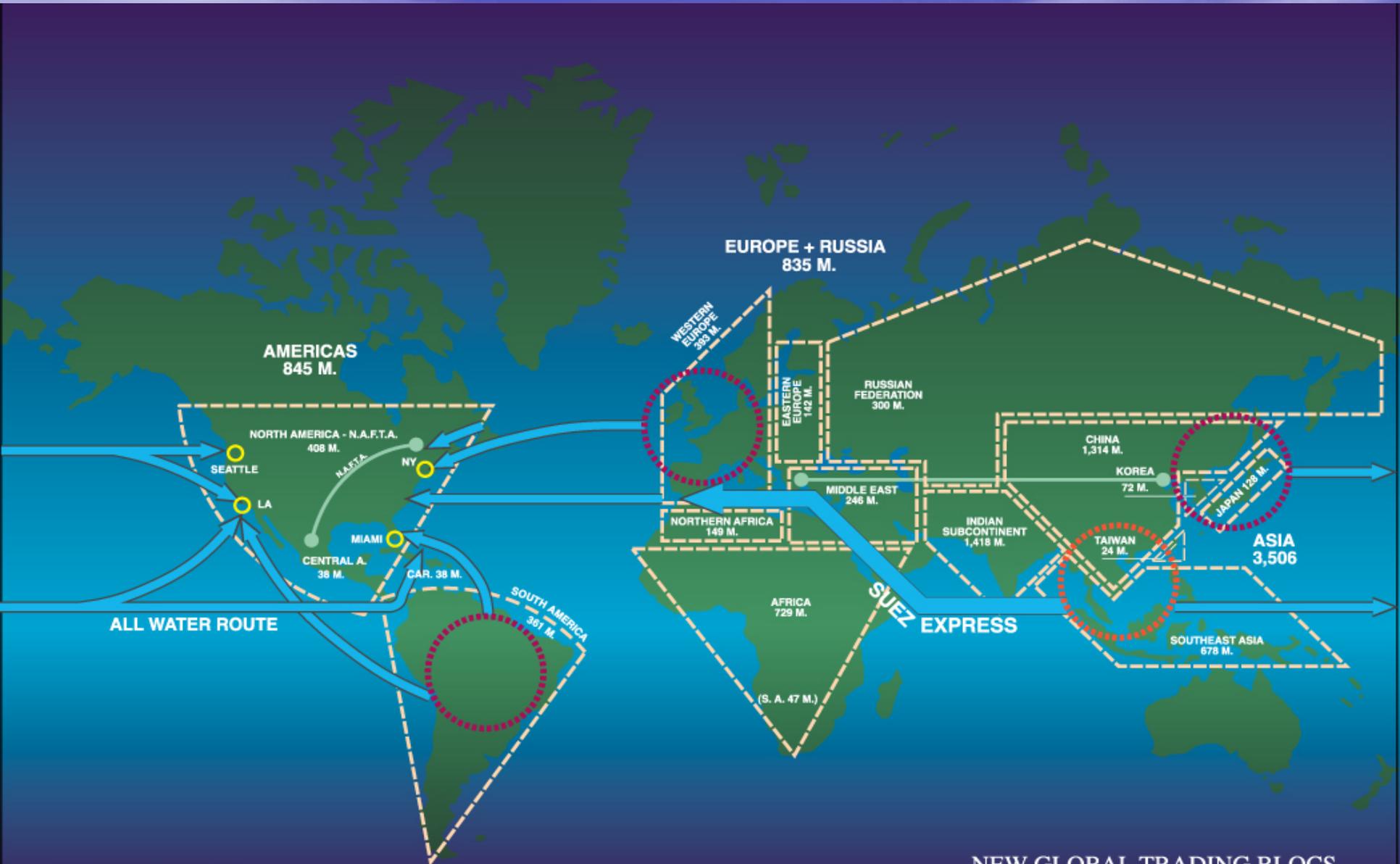
- **Colleges – 60**

- *** # students 300,000**

REGIONAL (CONTINUED)

- **Real Estate Market (GTA)**
 - **2 Billion square feet of commercial and industrial space**
 - **Office - 3rd largest market in North America with over 900 million sq. ft.**
 - **Industrial - 2nd largest in North America with over 850 million sq. ft.**
 - **Trade - \$1 Billion in trade crossings per day.**
- **Positive Trade Deficit**
 - **Canadian dollar oil currency**
 - **Devastated Manufacturing Base**
- **West Coast Inflation at 27%**
- **Trade Corridor (State of the Art Ports)**
 - **Prince Rupert/Vancouver (Edmonton)**
 - **Halifax**

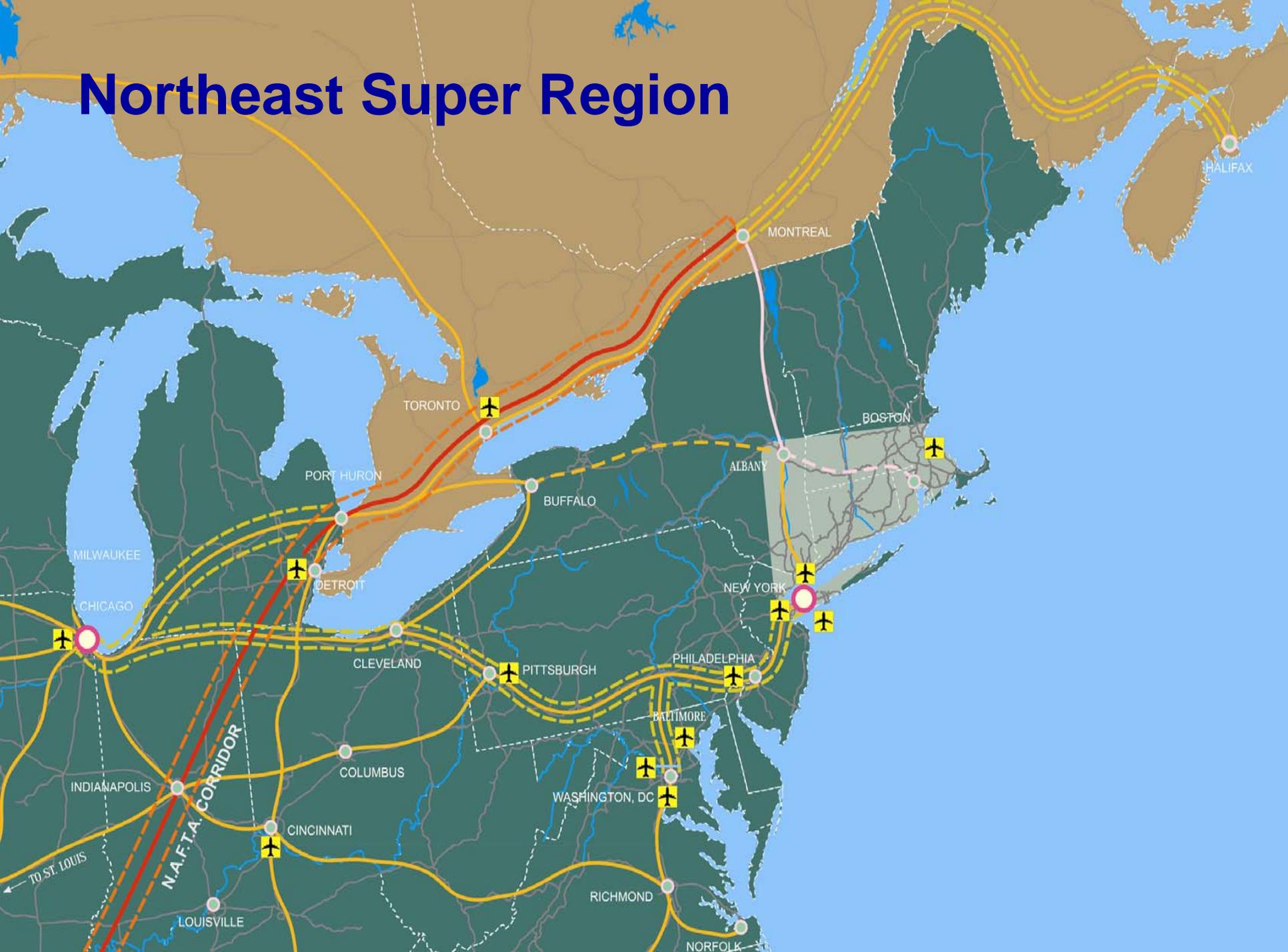
New Atlantic Triangle – Urbanization 2000



Average Traffic Density



Northeast Super Region



REGIONAL (CONTINUED):

- Consumption Zones

- **Seeing a reconfiguration of logistic models (positive growth no longer enough).**
- **Labor shortages (truck drivers), oil prices, real estate very small cost of distribution.**
- **I.E.: GTA Distribution Facility – sq. ft. cost \$40 psf vs. Miami at \$6 psf (Land pricing \$750,000 Canadian. ALR \$5.50 - \$6.50 NNN)**
- **GTA major hub but will be eclipsed by Halifax.**

CONCLUSION

- **We are located in a dynamic region**
 - **Southern Ontario over next 2 decades will be new frontier**
 - **We must look to solutions cooperating with our neighbors – for we cannot do this in a vacuum.**
 - **Great cost of living**
 - **What is needed**
 - * **Strategic focused regionalism**
 - * **Cooperation**
 - * **Leadership**