



CAMP[®]

Manufacturing Success
Through Innovation



For Northern Ohio to thrive in the early 21st century, it must have a healthy manufacturing economy. This is a tall order, given the challenges facing manufacturing in our region. Even as manufacturers slowly recover from a deep and long recession, they are confronted with a changing competitive playing field, an increasingly global one.

Blessed in the 1800s as the nexus of raw materials (iron ore, coal, oil), abundant capital, a burgeoning and hungry workforce, and some of the country's most brilliant entrepreneurs, the region became one of the crucibles of the Industrial Revolution, a bright and shining (if smoky and overcrowded) version of the 1990s Silicon Valley.

Fast-forwarding to 2005, Northern Ohio's manufacturing economy is a combination of some residual legacy industries of the previous centuries and a diverse collection of evolving industries. While disinvestment generally characterizes legacy industries (BP's move to Chicago completed a 75-year trend started by Rockefeller moving to New York), Cleveland's presence in steel is now part of the world's largest steel company and is one of the most productive integrated steel mills anywhere. Other "old-line" companies also have modernized to be among the best-in-class in their sectors. In some instances, they and many evolving companies, have made significant capital investments or strategic acquisitions. But more frequently, they have applied business and manufacturing process improvements such as Lean and Six Sigma tools to boost productivity, reduce costs, and maintain competitiveness.

The key to continued viability in the region's manufacturing sector, though, is innovation. Some regional companies have successfully evolved toward market

niches and customer services more defensible against low-cost Asian imports. Such business strategies are important and complementary, but there must be renewed commitment to fundamental innovation, be it in technology, new products, or new business models. Others have pointed out that the product mix in Northeast Ohio has grown stale and that all too many innovative start-ups have been snatched away by aggressive capitalists in other regions. As the late Richard Shatten used to argue, we need to become "shark-like" in Northern Ohio, protecting our own and feasting off the efforts of others.

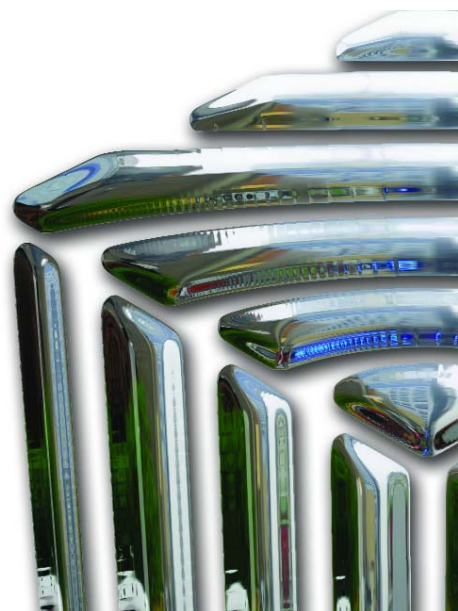
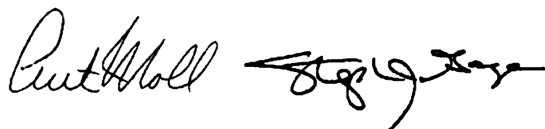
During this year, CAMP, Inc., significantly strengthened its services to help Northern Ohio companies innovate, grow, and become more competitive, as this Annual Report demonstrates. We hope these services will add momentum to the critical efforts to revitalize our regional economy. As we looked back over our first 20 years, we could count over \$1.2 billion that we've contributed to the regional economy through our services to companies and our capacity to attract private and governmental funding to the region. We aim to multiply that impressive economic impact several times during the next 20 years.

Impact

Economic impact sustains a region and makes it grow. In 20 years, CAMP has delivered \$1.2 billion worth of growth to Northern Ohio.

Curtis E. Moll
Chairman and CEO,
MTD Products, Inc.

Dr. Stephen J. Gage
President,
CAMP, Inc.



When Sandra Pianalto told us at CAMP's *Manufacturing's New Look* event

to create the future, she meant something specific. She was telling Ohio manufacturers that the old line would not serve them as it had, and they had to think and act innovatively to grow. It was an important message, and one that has become a chorus in the region.

Companies that succeed with innovation tend to do so by defining it in terms similar to continuous improvement practices; i.e., they make innovation quantifiable. As product development and innovation experts such as Robert Cooper and Doug Hall have pointed out, intelligent companies plan innovation by creating a system that provides the best chance for eureka moments to occur.

Also, like continuous improvement, successful innovation and subsequent growth are the results of a cultural commitment by a company. In 2005, CAMP took this philosophy further to heart and continued investing its cultures of business consulting, product development, and new company incubation with a commitment to innovation. This led to more expansion in each area, and helped bring greater economic impact to Northern Ohio.

On the Growth Strategies Tour, CAMP's business consulting division impacted companies from Toledo to Ashtabula with growth strategies. The product development division made a greater impact on the region with both the Cuyahoga County Product Development Loan Project and the division's designation as a Center of

Excellence in Product Innovation. Finally, CAMP's business incubator added more than 20,000 square feet of space, expanding its base of high technology start-ups.

More innovation and growth came to CAMP with a visit from product and marketing idea specialist Doug Hall, creator of the phenomenally successful Eureka! Ranch. Hall's *Jump Start Your Business (JSYB)* program, crafted to bring out as many marketing and product development ideas in as efficient a manner as possible, was adopted by CAMP as another means of improving the region's resources for innovation.

Innovation

Successful innovation and growth require a cultural commitment by a company.

CAMP fashioned the JSYB weekend format used by many Fortune 500 companies, into a six-hour business day session at an affordable rate. A response typical of the attendees was given by Ron Bone, President of Willow Hill Industries: "The session served as an eye opener as to what possibilities the future might hold for our company."

CAMP has propagated its cultural commitment to growth and innovation, focusing its offerings and making itself an even more progressive force for manufacturing excellence, and impact in Northern Ohio.



Right, Sandra Pianalto, President of the Cleveland Federal Reserve Bank, tells the audience at CAMP's *Manufacturing New Look* event to create the future. Above, Doug Hall of the Eureka! Ranch gives a similar message to the crowd at the *Jump Start Your Business* kickoff event.



**“We need
to shift
our
emphasis
from
preserving
the past
to creating
the future.”**

SANDRA
PIANALTO,
PRESIDENT,
THE CLEVELAND
FEDERAL
RESERVE
BANK



Growth Strategies:

- **Product Development**
- **Acquisition and Divestiture**
- **Partnership**
- **Market Development and Penetration**
- **Capacity and Quality Building**
- **New Channels**
- **Business Agility Services**



While growth strategies encompass many things, ultimately they are about quantifiable self-assessment leading to innovative action to grow a company.

This year, CAMP's "Growth Strategies Tour" hit Toledo, Cleveland, Akron, Canton, Lorain, Ashtabula, and Youngstown, crossing the breadth of CAMP's Northern Ohio territory. The sessions provided tools for self-assessment and planning as well as stories of best practices and success. The presentations were well attended and well rated by the attendees.

The challenge to all of us is what to do next. Companies need the will to change. It's not a complicated thing, but it takes courage and, of course, vision.

That is indeed the first step of growth planning: a vision and basic plan for growth. Each company's vision is crafted by a chosen team responsible for the growth-planning process, and can be accomplished in as little as half a day. The team has two key objectives:

- Establish a planning time horizon, and
- Identify the basic goal.

"We suggest a ten-year cycle," says CAMP Director of Business Consulting Bill Barnes. "One of the things we are trying to do is get people to plan beyond where they are today and this may mean going out of their existing markets. If you are thinking outside of your existing markets, your current business cycle may not work."

Studies show that companies that start small and grow into large organizations make significant changes about every ten years. "Don't expect precise financial detail ten years out," Barnes says. "But thinking that far in the future opens opportunities that you can start planning for now. Things like mergers, acquisitions, new product development, and partnering all take a long time to complete. You want to have a planning horizon long enough that these strategies can be implemented if they are the best ways to realize your growth goal."

Making the right choice among the various growth strategies is a question of hard-number evaluation of risks and



Growth

Growth is of tremendous strategic importance for the future.

financial return. That analysis should be tempered by the company's ability to pull off each strategy. In the end, the growth plan should be a list of strategies, including action steps, dates, and responsibilities. What it should not be is a four-inch-thick notebook that sits on your shelf.

The strategic importance of growth should not be underestimated. As Sandra Pianalta, President of the Cleveland Federal Reserve Bank, pointed out, Northern Ohio can no longer rely on what has been, and must now look to

the future. Growth strategies focus a company on the future in many ways and on many levels, leading to a cultural transformation. It is this cultural transformation that is the basis for success, just as it is the basis for innovation and improvement.

Left, CAMP Director of Business Consulting Bill Barnes lays out the steps of growth planning to a January crowd at a CAMP regional growth tour stop. Above, growth expert Joel Strom discusses the tools CAMP offers Northern Ohio companies. Below, pages from the growth series presentation.





**“ We can
no longer
just look
at the
past and
say this is
all that
we are. ”**

**DR. STEPHEN J.
GAGE,
PRESIDENT,
CAMP**

CAMP's 20th anniversary marked the completion of renovations to the CAMP Manufacturing & Technology Complex (CMTC); 20,000 square feet of new incubator space was added to the third floor for BUILD incubator companies. Tenants were signed and the new offices and labs are now well on their way to being filled.

To mark the completed work and to honor our Platinum members, CAMP held an event at the CMTC in June entitled *Manufacturing's New Look*. The event was highlighted by three guest speakers as well as CAMP Vice President of Operations Dr. Fatima Weathers and CAMP President Dr. Stephen J. Gage.

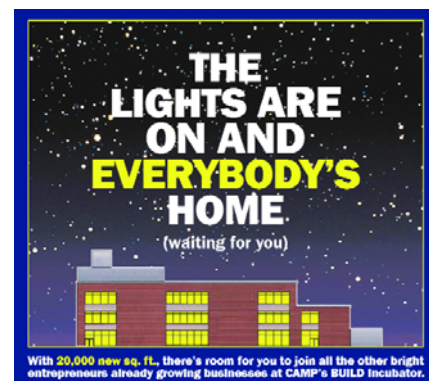
Ohio's Lieutenant Governor Bruce Johnson began the day speaking about the need for business-friendly tax structures and the Third Frontier investment program in high technology. Sandra Pianalto, President of the Cleveland Federal Reserve Bank, talked of the change in manufacturing from old line to new. Then Patricia Panchak, Editor-in-Chief of *IndustryWeek* Magazine, spoke of the importance of developing new products. Each spoke authoritatively about what is and what needs to be.

The current state of Northern Ohio manufacturing jobs was a touchstone for each speaker. Lieutenant Governor Johnson pointed out that new tax structures would support innovation and job growth, while the Third Frontier initiative would aid innovative, high-technology business in the region.

A somewhat different tack was taken by Pianalto, who said that job loss is not entirely unexpected, or even undesirable. In the theory of "creative

destruction," as she put it, new businesses will spur new jobs, replacing those lost. Innovation is accompanied by temporary periods of business stress as the economic system becomes more efficient. So what to do? Pianalto summarized: "It is time to stop focusing on short-term job loss and focus more on the long-term adaptability of our businesses and our capacity to grow new ones. We need to shift our emphasis from preserving the past to creating the future. The jobs will follow."

New products also should follow. The most successful strategy for growing companies is new product development, said Panchak. She gave an example of an oil and water pump manufacturer that began thinking like a high-tech



Above, CAMP's Manufacturing & Technology Center (CMTC) incubator renovations are complete and companies are invited to join. Below, Dr. Stephen J. Gage, CAMP President, points out that manufacturers must be prepared for major changes in the future. Left, the renovated CMTC on the day of CAMP's event highlighting *Manufacturing's New Look*.

Investment in the Future

Invest in the Future. Jobs will follow.

Silicon Valley company, introducing new products every eight to 12 months. Sales jumped from \$9.6 million in 1992 to \$300 million in 2003. Part of the manufacturer's strategy was to stroke the company's engineers, giving them full-fledged offices, not just cubicles.

Capping the day, Dr. Gage brought the message home that Northern Ohio is still outperforming the rest of the country in many key manufacturing areas. We focus on our losses for obvious reasons, but the truth is our ability to innovate in Northern Ohio manufacturing is growing.

Dr. Gage pointed out that there is "creative destruction" still to come, and manufacturers in the region should be prepared. While there will be some losses, the future is not about cutting

costs to combat them, but about innovation and new product development to grow past them.



In 2005, CAMP was designated as a Center of Excellence in Product Innovation by the State of Ohio. The designation carried with it \$866,000 in funding from the Third Frontier for a product development project involving CAMP, several private companies, the University of Toledo, and the Medical College of Ohio. Each of CAMP's partners contributed money to match the state's investment, making the entire project an over \$1.6 million undertaking.

The project is for the development of a photobiotherapy device initially to enhance wound healing at a significantly lower cost than currently available devices. Its use will be covered by 510K approvals, thus speeding its introduction into the market. As a platform technology, the device not surprisingly has numerous potential biomedical and industrial applications and markets.

What this project demonstrates is the reach CAMP has now made to the northwest part of the state, something we have worked toward since being given that territory last year by the Manufacturing Extension Partnership (MEP).

Further evidence of CAMP's community reach was the \$1 million Cuyahoga County Product Development Loan Fund put together jointly by CAMP and the Cuyahoga County Board of Commissioners. CAMP personnel and members of the County Board spoke about it on WCPN and WERE radio. The launch succeeded beyond our expectations, as nearly 100 applicants applied for the first round of funding.

After a careful evaluation and selection process, 14 winners came to the CAMP Manufacturing &

Technology Complex (CMTC) to claim their awards from the Honorable Peter Lawson Jones, President of the Cuyahoga County Board of Commissioners. The winners were cut from similar cloth: people with good ideas and vision and a drive to make that vision real. Talking to these people, you could see the will in their eyes, and the courage it took to do something new.

Numerous manufacturers in Northern Ohio share this will, and CAMP is committed to providing the services they need to achieve breakthrough growth. CAMP's Invitation to Innovate program is a part of this. In the program, companies tour our product development facilities and discuss their own innovation challenges with CAMP engineers and designers.



Excellence in Product Development

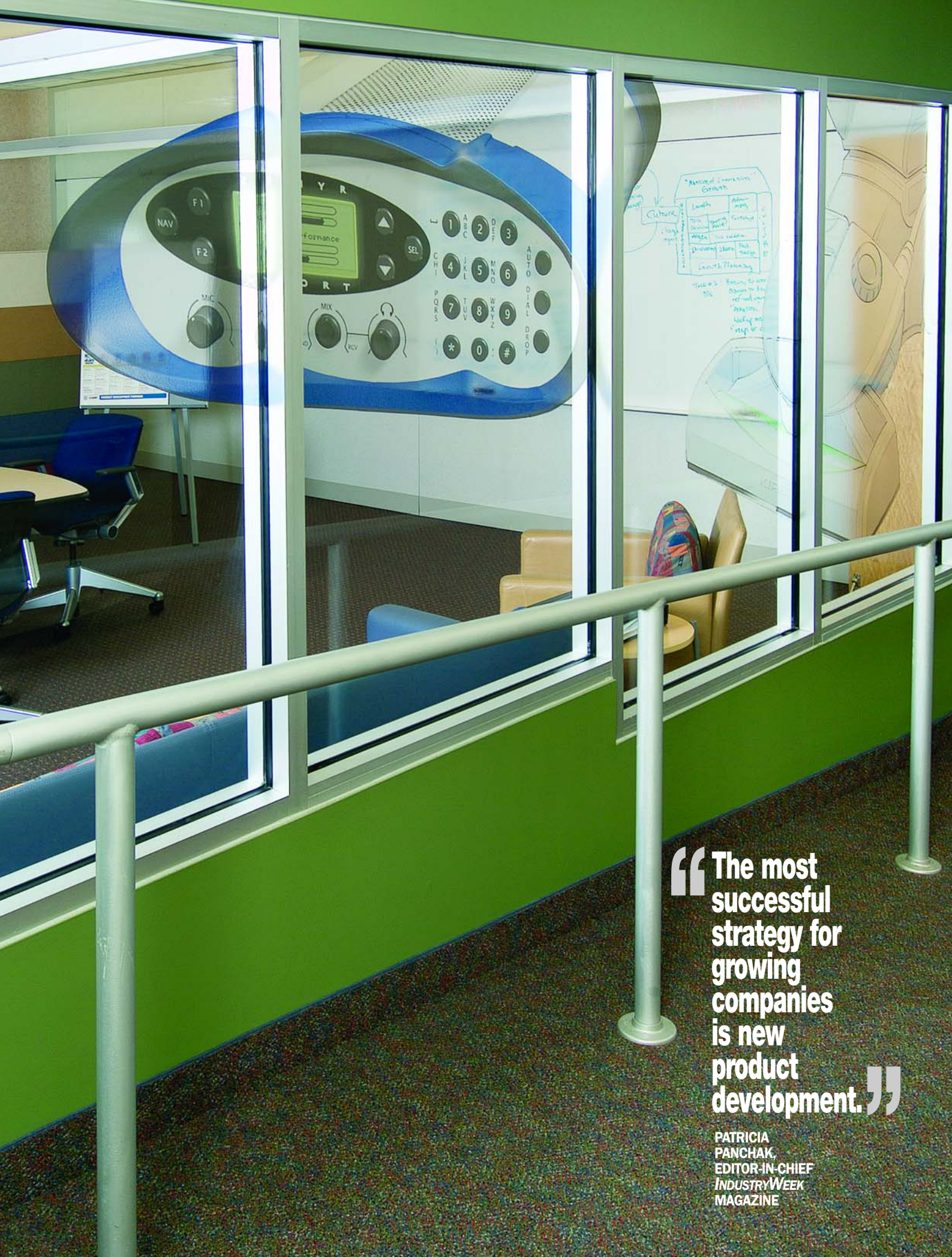
New initiatives marked CAMP's designation as a Center of Excellence in Product Innovation.

From this meeting a "Roadmap to Product Development Success" is generated, mapping out these companies' steps for new product success.

The map for manufacturers in Northern Ohio shows innovation and growth as the roads to success. In 2005, CAMP supported both.

Immediate right, the Honorable Peter Lawson Jones announces the winners of the Cuyahoga County Product Development Loan Fund, including (above) Scott Ramsey and Manny Kohelis of RamKoh. Right, CAMP is named a Center of Excellence in Product Innovation by the State of Ohio.





“The most successful strategy for growing companies is new product development.”

PATRICIA
PANCHAK,
EDITOR-IN-CHIEF
INDUSTRYWEEK
MAGAZINE



In 2005, CAMP made official what had been a de facto partnership with the Mahoning Valley's Youngstown Regional Chamber of Commerce. On a spring day at Youngstown's Thomas Steel Strip Co., Reid Dulberger, Executive Vice President of the Chamber, Dennis Wist, President of Thomas Steel Strip, and Stephen Gage, CAMP President, announced that CAMP and the Chamber had joined in what Dulberger called "an informal marriage."

"We will work on marketing programs together," Dulberger said, with a goal of creating more jobs and better jobs. "The chamber," he said, will "refer clients to CAMP, and they opportunities to us, since our missions are identical."

CAMP and the Youngstown Regional Chamber chose Thomas Steel Strip to make the announcement because they represent the positive impact CAMP has had on the region. CAMP consultants helped the company increase its capacity by 13%. This was done with absolutely no capital costs, according to Wist.

Along with Youngstown, CAMP's partnership reach extended to new alliances with the Akron and the Canton Chambers of Commerce. The regional interest and understanding of the need for innovation, improvement and growth has moved the champions of the region to look to CAMP now for the benefit of all.

CAMP, of course, continues its relationships with existing partners COSE, Team NEO, NEOSA, NorTech, Jumpstart, NEO 411.biz, and the Greater Cleveland Partnership, each of us supporting one another in our unique ways, with the shared interest in regional prosperity guiding us all.

CAMP's friendships also extended in another direction this year. CAMP began a relationship with worldwide product development and marketing expert Doug Hall of The Eureka! Ranch, one of the most successful marketing and product ideation think tanks in the world. Hall decided to come to us because, after visiting CAMP, he saw our organization was exemplary compared with others of its kind.

Hall offered highlights of the *Jump Start Your Business (JSYB)* program to an enthusiastic and highly receptive audience at a CAMP Growth Event on Jan. 24, 2005. JSYB focuses on getting the right product and the right message to customers, and makes numerous recommendations for companies looking to grow via innovation in new products, marketing strategy, and sales.



Left, CAMP establishes partnerships with the regional Chambers of Canton, Akron, and Youngstown. Above, attendees at a CAMP's *Jump Start Your Business* event discuss new product and marketing techniques. Below, CAMP's regional partners.

Alliances

Alliances give new and greater options for success.

Alliances are more and more the way of success in manufacturing, allowing fast and efficient action to solve problems and innovate solutions. Educating on the need for partnering,

like the need for innovation, is a matter of getting companies to look at the reality in front of them every day, and then urging them to exhibit the will to do something about it.



Beyond alliance is community, and community requires service to its members. This year, CAMP restructured its member program to provide more value to its member companies. In addition to the community-based learning programs and access to events that CAMP members have enjoyed in the past, CAMP added the *Business Excellence and Leadership (BEL)* series as a new member benefit.

The series, offered exclusively to CAMP members, was presented by respected industry leaders and featured headline topics such as innovation, Lean, Six Sigma, and new product development. The series fostered a learning environment and provided opportunities to benchmark, share knowledge, and network with hundreds of CAMP members.

Openness and communication remain CAMP's key benefits, and the ones we want the entire region to practice. In that spirit, CAMP began a new initiative to better serve manufacturers under \$10 million in size: the Community of Smaller Manufacturers (CSM).

CSM is organized to help its members share best practices and knowledge. Also, with the help of special Web-based tools, networking events, and other assets, CSM gives smaller manufacturers a much better chance to compete in the global marketplace.

CAMP's BUILD program (Building Business Through Innovation, Learning and

Doing) also promotes openness and communication among its participants. BUILD is an open environment of entrepreneurs and young companies. The BUILD Roundtable regularly brings start-ups together to discuss the issues they face. Also BUILD brings mentoring services to its companies and educates them in other aspects of the business process.

This year, as in the past, BUILD was blessed with the generous support of volunteers from the business community who evaluated and counseled our start-up companies. The support CAMP receives from these private volunteers and from our Platinum members is a continuing inspiration.

Along with moving companies into new spaces, BUILD began moving companies to new levels of success.

Community

CAMP is committed to service and open communication.

Enhanced Process Technology, LLC (EPT), a vetted BUILD client, was bought by Cleveland Gas Systems, and subsequently won an award from the Cuyahoga County Product Development Loan Fund. 5i Tech, our client with ties to new Russian technology, spun off its first new company, Aria Analytics, which also became a BUILD client. Dx-PRN was featured in the *Cleveland Plain Dealer* for its Lexar Memory Stick device which stores X-ray images and other medical records while being worn like a keychain. Innovative Process Administration, LLC (IPA), makers of health benefit enrollment and administrative software, was lauded in *Ohio Entrepreneur Magazine* for its intellectual resources and mature operation.

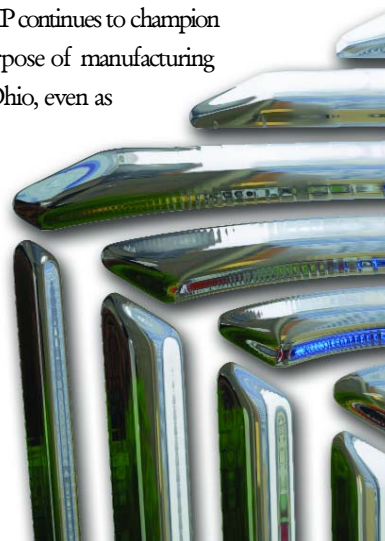
What our BUILD companies do is the essence of modern manufacturing.



Above, Dr. Fatima Weathers, CAMP Vice President of Operations recognizes CAMP's Platinum members for their commitment and contributions to Northern Ohio. Right, CAMP members participate in CAMP's *Manufacturing's New Look* event and the members-only BEL series.

They don't just make machines that people operate, but better processes for removing gases from liquids, better blood glucose sensors, and better polymers for changing the surface properties of biomaterials. In short, they manufacture first on an *idea* level.

With these ideas and initiatives, and the spirit and energy to bring communities together, CAMP continues to champion the unified purpose of manufacturing in Northern Ohio, even as we all redefine ourselves and our missions in a changing global landscape.







“Great
ideas
serve
both
individuals
and
nations.”

TOM ALTOBELLI,
N-STEP PROGRAM
DIRECTOR,
NATIONAL
AUTOMOTIVE
CENTER (NAC)

When modern manufacturing exists on an idea level, obviously the ideas need to be good. In 2005, CAMP spearheaded initiatives based on great ideas that hold even greater promise for the future of manufacturing in our region and the world.

N-STEP (NAC Standardized Exchange of Product Data Program) is one such idea. N-STEP is the National Automotive Center's (NAC) initiative for STandard Exchange of Product (STEP) data. It is a technology developed to reduce or eliminate technical inaccuracies commonly associated with digital document packages. The technology enables users to create models rapidly and accurately, ensuring that the manufacturer's end product is 100% correct.

The N-STEP software protocols convert two-dimensional plans to three-dimensional electronic models for easy storage and satellite transmission. The protocols also allow for reverse engineering of parts where no documentation exists.

N-STEP encompasses all complex engineering data relating to a product throughout its life cycle and provides a framework into which extensions of the domain can be built. It is efficient in terms of computer resources and is compatible with other standards. Finally, N-STEP is independent of either computer hardware or software platforms, including database technologies that are to be used to access and manipulate the data.

The technology actually is now in use. The U.S. Army in Kuwait uses N-STEP for rapid deployment of parts to the field in support of the Army's Logistics Transformation Strategy.

In 2005, CAMP put together a series of seminars introducing N-STEP that were so popular, several had to be added to the schedule to accommodate the influx. Attendees were impressed by N-STEP's different approach to the "design in part" manufacturing system that allows constant monitoring of both part integrity and manufacturing planning in one suite of software protocols.

CAMP's involvement with NAC extended to product development for the HMMWV Repower Program. CAMP successfully engineered and fabricated a flip-away hood assembly retrofit hinge kit. Fabricated parts were used for repairs to HEMTT 8V92TAs, M88/1790 engines, and M2 Bradley engines.

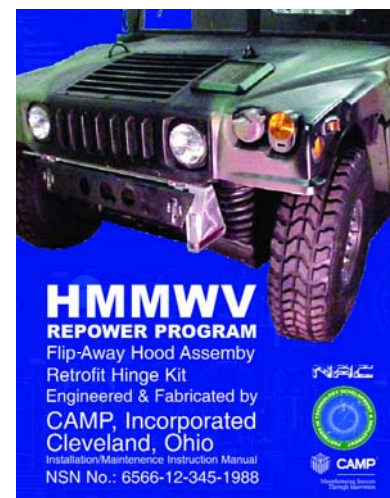
Another area where, this past year, CAMP laid the groundwork for

Ideas

Great ideas are at the heart of anything that serves the public.

assisting companies in innovation and new product development was nanotechnology. Dr. Alan Brown, CAMP's Vice President and Chief Technology Officer, began a new initiative in commercialization of new nano-based materials currently in development or just entering the market. CAMP's initiative has three objectives: 1. Educate companies in the potential of nanotechnology for new and enhanced products. 2. Understand the specific product applications that companies are looking for which utilize nanomaterials. 3. Assist companies to find these technologies worldwide and form partnerships with researchers and other companies to commercialize the technology.

Many companies in the region have expressed interest in specific applications of nanomaterials in new



Left, Dick Bertino greets Tom Altobelli, N-STEP Program Director for the National Automotive Center (NAC). Above, the HMMWV Repower Program. Below, a comparison showcasing the greater luminescent efficacy of quantum dot nanotechnology.

coatings, films, laminates, and polymer-based products. CAMP has established partnerships with local open innovation companies to assist manufacturers in finding the nanotechnologies they need from both researchers and companies around the world. Already, several searches show promise for new product applications using this new technology.





**“ We
have to
lead our
customers.”**

**DOUG HALL,
FOUNDER,
THE EUREKA!
RANCH**

Many companies have inspired CAMP's vision of growth and innovation.

Several of these were honored this year at events including *The Manny Awards*, which CAMP sponsored with *Inside Business* magazine, *The Evolution of Manufacturing Awards*, which CAMP hosted with the help of *Smart Business* magazine, and CAMP's own event entitled *Manufacturing's New Look*.

The attendance and enthusiasm at these events was high, due in part to the improved attention given manufacturing. *The Manny Awards*, held at Windows on the River in Cleveland, honored companies in the categories of New Growth, Best Place to Work, and Biggest Turnaround. It was a crisp and interesting evening with evocative comments by Les Vinney, President and CEO of Steris Corp., challenging the participants to embrace the future.

The Evolution of Manufacturing event was consciously different from years before. The theme was transformed from electronic evolution to evolution in the global sense; i.e., improved and innovative manufacturing adapting to a global economy.

The Evolution of Manufacturing event showcased the nearly renovated third floor of the CMTC. The highlight of the evening was an exciting presentation by Joseph P. Keithley, President and CEO of Keithley Instruments.

Ultimately the biggest event of the year was CAMP's *Manufacturing's New Look*, which marked our first two decades and the completion of renovations on the CMTC. The event also honored our Platinum member companies, who have made significant investments and impact on the

Northern Ohio economy. Sandra Pianalto, Bruce Johnson, Patricia Panchak, and Dr. Stephen Gage all gave memorable talks, but the event itself was of equal interest, as participants lingered, enjoying the updated design of CAMP's product development wing and incubator space.

CAMP's marking 20 years also marked a more somber transition. One of our founders, Pat Parker of Parker Hannifin, passed away July 6, 2005, three weeks after our event. It saddened the entire manufacturing community.

His contribution to CAMP was not just in its physical founding, but in its spirit of innovation and anticipation of manufacturing's needs. Pat Parker introduced Lean thinking to Northern Ohio back in the 1960s, and helped launch CAMP to propagate it. Over the

Vision

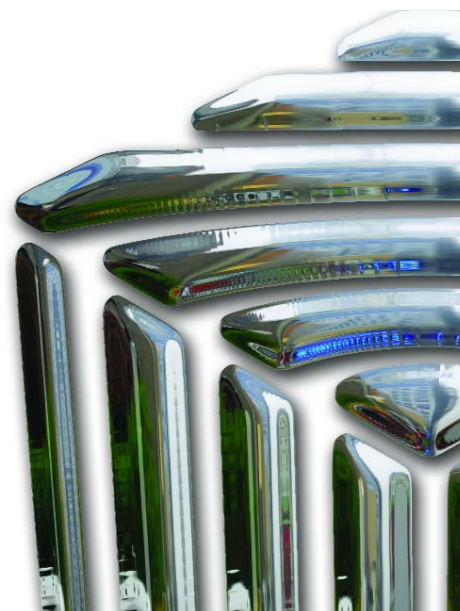
CAMP's vision will always be inspired by the people of Northern Ohio.

years CAMP grew and changed, anticipating the needs of manufacturers, but the spirit remained the same, the spirit of smart thinking for innovative and practical ends.

Northern Ohio companies are where CAMP will always be first. It is the awareness of what is on the shop floor as well as in the office and in the annual report that distinguishes CAMP from other organizations, along with its depth of commitment to the future of manufacturing in Northern Ohio.



Whether hosting the *Evolution of Manufacturing Awards*, which honor companies finding unique ways to adapt to a global economy, or supporting product development for progressive technologies, CAMP is a visionary organization grounded in its commitment to manufacturers in Northern Ohio.



2005 Financials

Condensed Statement of Financial Position

Assets	Year Ended June 30, 2005	Year Ended June 30, 2004
Cash	\$77,473	\$1,885,582
Marketable Securities	\$1,343,975	\$1,313,062
Pledges Receivable	\$0	\$7,539
Accounts Receivable and Other Current Assets	\$3,313,439	\$1,398,202
Fixed Assets	\$3,631,406	\$3,000,577
Total Assets	\$8,366,293	\$7,604,962
Liabilities and Net Assets		
Deferred Revenue	\$404,633	\$565,308
Accounts Payable	\$874,750	\$717,744
Accrued Payroll and Other Expenses	\$579,353	\$591,232
Total Liabilities	\$1,858,736	\$1,874,283
Net Assets		
Unrestricted Net Assets	\$6,507,557	\$5,637,782
Temporarily Restricted Net Assets	\$0	\$92,896
Total Net Assets	\$6,507,557	\$5,730,678
Total Liabilities and Net Assets	\$8,366,293	\$7,604,962

Condensed Statement of Activities and Changes in Net Assets

Revenues	2005			2004
	Unrestricted	Temporarily Restricted	Total	Total
Grants and Contracts	\$7,177,047	-	\$7,177,047	\$5,933,904
Projects	\$2,932,510	-	\$2,932,510	\$3,529,736
Membership	\$20,584	-	\$20,584	\$24,828
Investment	\$27,809	-	\$27,809	\$13,105
Events	\$10,265	-	\$10,265	\$97,821
Other	\$175,810	-	\$175,810	\$101,810
Pledges	\$0	\$10,000	\$10,000	\$5,000
Net Assets Released from Restrictions	\$102,896	(\$102,896)	\$0	\$0
Total Revenues	\$10,446,921	(\$92,896)	\$10,354,025	\$9,706,204
Expenses				
Program Costs	\$8,369,909	-	\$8,369,909	\$8,295,536
Administrative	\$1,207,236	-	\$1,207,236	\$1,229,117
Total Expenses	\$9,577,146	-	\$9,577,146	\$9,524,654
Change in Net Assets	\$869,775	(\$92,896)	776,879	181,550
Net Assets at Beginning of Year	\$5,637,782	\$92,896	\$5,730,678	\$5,549,128
Net Assets at End of Year	\$6,507,557	\$0	\$6,507,557	\$5,730,678

CAMP Members

We would like to thank our members, customers, and stakeholders for their continued support in 2005, and in particular for their generous help in renovating the CAMP Complex for Manufacturing & Technology (CMTC).

AAP Saint Marys Corp.
Accurate Metal Sawing
Agility, Inc.
Allen Aircraft Products, Inc.
Ameritech Ohio
AMRESCO, Inc.
Apsco, Incorporated International
Artesian Pools LLC
Astro Model Development Corp.
Atlas Industries, Inc.
Automated Packaging Systems
Avalon Precision Casting Co.
Bardons & Oliver, Inc.
Battelle
Beckett Gas, Inc.
Bonne Bell, Inc.
Braun Industries, Inc.
British-American Chamber Of Commerce
Brush Wellman, Inc.
Buckeye Nutrition
Bud Industries, Inc.
BVQI Great Lakes Regional
C. E. White Co.
Calfee, Halter & Griswold
Channel Products, Inc.
Clark Reliance Corp.
Cleveland Steel Container Corp
Cleveland Steel Tool Co.
Coastal Pet Products Co.
Consolite Corp.
Cooper Farms Processing
Gres Cor
Custom Rubber Corp.
Danly IEM
Delta Systems, Inc.
Dorn Color, Inc.
Dynamotors, Inc.
Eaton Corp.
Ecodyne MRM, Inc.
Elyria Manufacturing Corp.
Energizer Battery Manufacturing, Inc.
EnerSys, Inc.
Engelhard Corp.
Fastener Industries, Inc.
Ferro Corp.
First Energy Corp.
First Energy Foundation
First Energy Solutions
Ford Motor Co.
Furnace Parts, LLC
Genie Co. (The)
Genie Repros, Inc.
Goodrich Corp.
Goodyear Tire & Rubber Co.
GrafTech International, Ltd.
Hale Chrome Service, Inc.
Hallex Co.
Harris Info Source International
Hendrickson Trailer Suspension Systems

Henkel Consumer Adhesives, Inc.
HP Manufacturing Co., Inc.
H-P Products, Inc.
Hughie's Audio Visual Service
Huntington National Bank
HWH Architects Engrs. & Plan.
IER Industries
Inside Business Magazine
Interstate-McBee
ISG-Cleveland
Jergens, Inc.
Keithley Instruments
Kennametal, Inc.
Kerry Foodservice
KeyCorp
Kirby Co.
KraftMaid Cabinetry, Inc.
L. E. Smith Co.
Lamson & Sessions Co.
Lincoln Electric Co.
Lorain Pipe Mills
Luk, Inc.
Mansfield Assemblies Co., Inc.
Marine Mechanical Corp.
Mark Foster
Masco Corp.
Mayfran International, Inc.
McNeil Industries
Metasystems, Inc.
Minster Machine
Mold Craft-Tooling Craft Co.
Molded Fiber Glass Cos. (MFG)
Montana Products, Inc.
Morrison Products, Inc.
MP Technologies, Inc.
MTD Products, Inc.
National City Corp.
National Pump & Process, Inc.
National Tooling & Machining Assoc.
Nordson Corp.
North Star BlueScope Steel, LLC
Northeast Ohio Regional Sewer Dist.
Norton Manufacturing Co.
Nutro Corp.
Nutron Nameplate, Inc.
Oatey Co.
Ohio Aerospace Institute
Ohio Broach & Machine Co.
OMNOVA Solutions, Inc.
Optimum Clean Air, LLC
Osborn International
Owens-Corning, Inc.
Pacific Tool & Die Co.
Parker Hannifin Corp.
Pavco, Inc.
Pentair Water Treatment
Personal Loading Advantages, Inc.
Philips Medical Systems
Pipe Line Development Co.

Pivot Assist, LLC
PolymerOhio, Inc.
PolyOne Corp.
Postle Industries, Inc.
PricewaterhouseCoopers
Quickdraft, Inc.
Radix Wire Co.
Ranpak Corp.
Rockwell Automation
Ro-Mai Industries, Inc.
Safeguard Technology, Inc.
Saint-Gobain Performance Plastics
Schneller, Inc.
Seaway Bolt & Specials Corp.
Sekely Industries, Inc.
Skidmore-Wilhelm Manufacturing Co.
Smithers-Oasis U.S.A.
Standard Signs, Inc.
Standby Screw Machine Products
State Industrial Products
Sterling Manufacturing
Superior Tool Co.
Supertrapp Industries, Inc.
Swagelok Co.
Swiss+Tech Products
Thermagon, Inc.
Thogus Products Co.
Thomas Steel Strip Corp.
Tiffin Metal Products Co.
Toledo Molding & Die
Turtle Wax, Inc.
Tuthill Corp.
Union Metal Corp.
Universal Lettering Co.
Unverferth Manufacturing Co., Inc.
USG Interiors, Inc.
V R C, Inc.
Valv-Trol Co.
Venture Lighting International, Inc.
Venture Plastics, Inc.
Veterans Industries of Northeast Ohio
Vista Data Systems
Vivid Packaging, Inc.
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Wayne-Dalton Corp.
Weatherproofing Technologies
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Western Enterprises
Whitmer Co.
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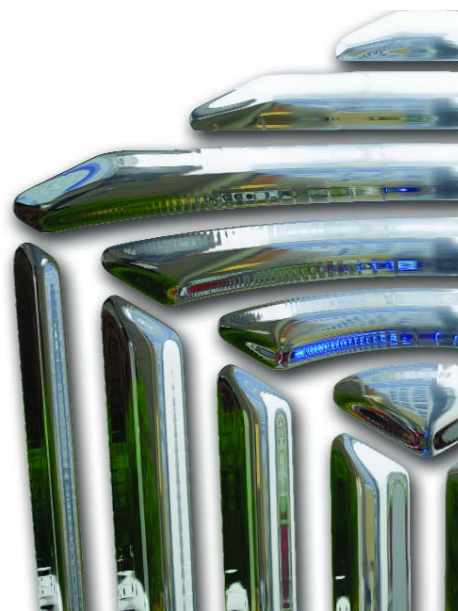
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