

I have included an electronic copy of my complete entry.

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## 2011 IEDC EXCELLENCE IN ECONOMIC DEVELOPMENT AWARDS ENTRY FORM

*Please complete this section for all entries.*

*Include 5 hard copies of the Entry Form and all supplemental information with your submission.*

Organization: **City of Port Colborne**

Contact Name: **Stephen Thompson**  
**stephenthompson@portcolborne.ca**

Email: \_\_\_\_\_

Project/Item Name: **Annual Activity Report**

Category for Entry: **4. Annual Report**

Population Category (<25K, 25-200K, 200K-500K, >500K): (Choose One) **<25K**

Date Project Began: **February 2010**

Date of Completion (if applicable): \_\_\_\_\_

For Entries in Categories 9 & 10, Enter Your Web Site URL: \_\_\_\_\_

### PROJECT DESCRIPTION

*Please refer to the **Category Description and Judging Criteria Sheet** corresponding to your category when answering the following questions in the space provided.*

#### Select:

- ☒ Promotional Award Categories 1-8 – **See Sheet A** (page 9)
- ☐ Internet and New Media Categories 9-11 – **See Sheet B** (page 10)
- ☐ Program Award Categories 12-22 – **See Sheet C** (page 11-12)
- ☐ Partnership Award Categories 23-25 – **See Sheet D** (page 13)
- ☐ Leadership Award Categories 26-30 – **See Sheet E** (page 14)

*Special Note: The below section is not required for the Leadership Award categories. Please complete a profile of the individual's achievements.*

THIS SECTION IS INTENDED TO PROVIDE AN OVERVIEW OF THE PROJECT. PLEASE KEEP ANSWERS TO EACH QUESTION UNDER 200 WORDS.  
YOU MAY EXPAND ON THIS INFORMATION IN A SEPARATE PROFILE OF NO MORE THAN 3 PAGES, DOUBLE-SPACED.

1. Please provide a brief description of the project.

The Port Colborne Economic Development 2010 Annual Activity Report is a 90 page document. The Annual Activity Report promotes and reports on departmental goals, initiatives, and achievements during the past year. The annual report is produced in a limited number of hard copies for councilors and senior staff at the City of Port Colborne, and is available electronically for others to view from the City of Port Colborne's website.

Specifically, the Annual Economic Development Activity Report:

- Documents the number and scope of client contacts handled by the department during the year;
  - Inventories marketing and promotional efforts and quantifies their reach and scope;
  - Educates and informs target audiences and local taxpayers of the efforts being undertaken to promote new growth and investment in Port Colborne;
  - Showcases partnerships and linkages between industry and government.
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2. What is the goal or purpose of this project?

The publication aims to promote of Economic Development Department initiatives while also serving as a formal report to Council and the community at large documenting the efforts, activities and accomplishments of the Economic Development Department.

In 2010, the Port Colborne City Council converted the arms-length Port Colborne Economic and Tourism Development Corporation into a formal department of the Corporation of the City of Port Colborne. The change in operational structure helped closer align municipal economic development initiatives with the goals and objectives of City Council.

As a new City Department, the General Manager and Director of Economic Development, Tourism & Marketing sought new, effective means of communicating business development and tourism promotion activities to other department heads, members of council, the business community, and local taxpayers. The Economic Development, Tourism and Special Events Annual Activity Report (Annual Activity Report) is just one of several new communication tools that were developed.

The 2010 Economic Development, Tourism and Special Events Annual Activity Report is meeting its objectives as an effective tool for providing a concise, yet comprehensive review of departmental initiatives and objectives. It has been well-received by City Council, the business community, residents, and community leaders. The Annual Activity Report clearly identifies achievements on key priority areas and core services including business retention and expansion, economic development strategy and planning, and tourism promotion.

The target markets for the 2010 Annual Activity Report include internal municipal staff, council, community partners and the taxpayers of Port Colborne.

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3. Who are the participants in this project? Who was involved in planning/implementation? Who is affected?

The annual report content is predominantly prepared in-house by several members of staff. Final layout and editing is led by a local communications firm to strengthen the messaging and ensure it is well edited and proofed.

Content is generally selected from quarterly newsletters issued throughout the year. These stories are then edited to provide a broader look at the topic over course of the year. Additional content is aggregated through listing and describing various conferences, meetings, and events that have been conducted over the year, as well as any advertisements placed to market Port Colborne in business development publications.

Also included is information on business retention and expansion activities and business attraction successes. This is vital to the report as it demonstrates the active role that the economic development office has in driving economic growth, and attracting new businesses to the municipality.

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4. What has been the impact of the project? How effective has it been in furthering economic development in your community? Identify any tangible and/or intangible results and value added.

Different from standard progress reports, the 2010 Annual Activity Report provides a detailed synopsis of departmental initiatives and achievements in a visually appealing, easy to read format. The data contained in the report ranges from statistical counts on client contacts to comprehensive inventories of advertising placements that include audience impressions, circulation numbers etc. Photos from major business development and tourism related events and

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initiatives are also included in the report.

The impact from this has been an increased awareness of the department and its activities across the community, increasing members of council, municipal staff, and residents of Port Colborne.

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5. Is this project replicable or transferable? Can it be adapted for use in other communities? What lessons have been learned? This project is highly transferable based upon its content being developed in-house, and its distribution through electronic means. Through being based primarily on newsletter stories or press releases from the preceding year, content is not difficult to develop. As well, using departmental statistics or financial information, as well as calendar entries, listing events, meetings, and client contacts is not difficult to achieve.

These are both processes that can be adapted for use in other communities, with success. As long as readable, informative content can be developed for an annual report, a model of the Port Colborne Economic Development Annual Report can be employed to keep city administration, council, and community stakeholders informed of departmental activities.

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6. In what ways is this project innovative or creative?

Design and layout of the Annual Activity Report was undertaken in a manner which supports evolving departmental branding and visual standards (typography, colours, and graphic elements). This resulted in a publication that was easily identifiable to readers as being published by the City's Economic Development Department as it closely mirrored the new departmental electronic newsletter, presentation folders, information kits, and advertisements.

The content of the report maintained core departmental messaging when outlining accomplishments and activities. The Annual Activity Report is a model for other City departments to follow in reporting yearly activities and achievements to the local taxpayers.

The Annual Activity Report successfully profiles the multitude of client groups and industry sectors that receive services and support from the City's Economic Development Department.

The Annual Activity Report was posted online on the City's website and distributed in hard copy to members of council and department heads in an effort to minimize production costs.

Creative use of in-house resources for copywriting data collection and image sourcing, building upon established design guidelines, and securing the services of a local design professional who was very familiar with departmental initiatives, helped complete this project in a highly cost-effective manner.

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7. Are there any other relevant details not covered above or specific to your category?

The efforts of Economic Development Department staff to catalogue and document their efforts and accomplishments in a professionally-presented report are helping to instill a level of pride and achievement in undertaking their job duties. The report also brings a sense of scope to the many diverse audiences and target markets that the Economic Development Department serves as it works to promote increased investment and visitation to the city of Port Colborne. The report also provides local taxpayers insight into the level of service the Economic Development Department is providing and the reach it is achieving throughout the community.

The creation of the 2010 Annual Activity Report represented an enhancement of a standard departmental progress report into a comprehensive and visually engaging annual report. As such, there was no pre-defined project budget for the development of the product or print production. Budgetary constraints were overcome by using in-house resources and staff to complete the majority of the project. Copy development was developed in-house by department staff and supplied to an external graphic design partner who assembled the publication. Additional cost savings were realized by integrating existing design standards and graphic elements from departmental publications into the design of the Annual

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Activity Report to strengthen the Economic Development Department's brand image.

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## CATEGORY DESCRIPTIONS AND JUDGING CRITERIA

### A. PROMOTIONAL AWARDS

**PLEASE REFER TO THIS SHEET WHEN COMPLETING THE PROJECT DESCRIPTION SECTION OF THE ENTRY FORM FOR A PROMOTIONAL AWARD.**

These awards recognize innovative and effective marketing materials used for attracting, retaining and fostering business as well as communications vehicles used by economic development organizations.

#### **Judging Criteria for Categories 1-8:**

Promotional Awards will be judged by the following criteria:

- Effectiveness of the promotion
- Innovation/creativity
- Quality and completeness of information
- Contribution to the economic development profession

#### **Descriptions:**

##### **1. General Purpose Brochure**

A brochure introducing your state, province, community, region or area to prospects for industrial, commercial, retail, or general development opportunities. The most effective brochures create a positive image of the area for its quality of life and cultural, educational, or other attributes.

##### **2. Special Purpose Brochure**

A brochure designed for a special purpose, such as promoting an industrial park or other specific types of promotions.

##### **3. General Purpose Promotion**

A promotional piece (other than a brochure), series of promotional pieces or promotional campaign including but not limited to a folder, poster, print ad, direct mail campaign or other campaign.

- *Mount item(s) on heavy stock with 1 inch margins.*

##### **4. Annual Report**

A report summarizing an economic development organization's annual activities and/or fiscal highlights.

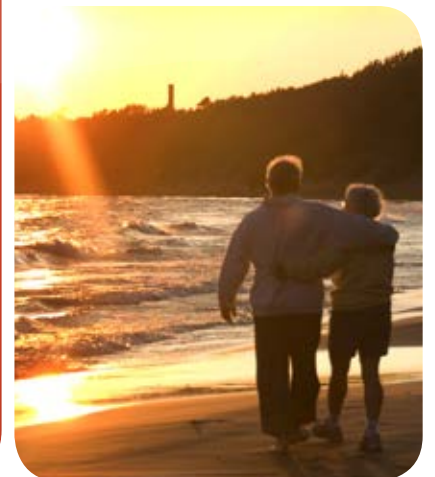


# PORT COLBORNE

*Niagara's South Coast*

## 2010 Annual Activity Report

Economic Development, Tourism & Marketing Department



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**PORT COLBORNE**  
*Niagara's South Coast*

# Corporate Overview

## 2010 Staff

GENERAL MANAGER & DIRECTOR  
**Stephen Thompson**

EXECUTIVE ASSISTANT TO  
GENERAL MANAGER  
**Karen Walsh**

MARKETING AND  
TOURISM COORDINATOR  
**Erin Pozzebon**

ECONOMIC DEVELOPMENT  
RESEARCHER  
**Evan Acs**

SENIOR SUMMER TRAVEL  
COUNSELOR  
**Laura Brown**

SUMMER TRAVEL COUNSELOR  
**Carra Gagnon**

SEP TRAVEL COUNSELOR  
**Breanne LeClair**

CYCLING TOURISM RESEARCHER  
**Haley Strong**

## Background

In 2010, Port Colborne City Council made the decision to dissolve the Port Colborne Economic and Tourism Development Corporation and have Economic Development, Tourism & Marketing become a department of the City of Port Colborne.

Continuing our mandate to coordinate economic development and tourism for the City of Port Colborne, staff expertise and resources are dedicated to providing the necessary services to meet the increased demands of business and a rapidly growing tourism sector. The City of Port Colborne is bringing forward a number of projects that will achieve our essential aim of making Port Colborne a leader in economic development and commercial revitalization.

The success of the Economic Development, Tourism and Marketing department is enforced by its strong partnerships with the Port Colborne-Wainfleet Chamber of Commerce, Downtown Port Colborne Business Improvement Area, the Old Humberstone Business Improvement Area and other community based organizations.

## Economic Development Division

The responsibilities of the Economic Development division include:

- Benchmarking Port Colborne's strengths and planning for success;
- Helping businesses grow and stay in Port Colborne;

- Promoting Port Colborne's business opportunities;
- Leveraging external economic development funding.

In carrying out its responsibilities, the Economic Development division's objectives include:

- Coordination of a Business Retention & Expansion Corporate Calling Program;
- Economic and competitive analysis and benchmarking;
- Encouraging Port Colborne's investment-readiness;
- Trade and investment liaison and coordination;
- Economic development marketing and branding;
- External investment marketing and supply chain initiatives;
- Development, preparation and distribution of marketing materials;
- Investment and supply chain lead generation;
- Business attraction and investment development;
- Increasing the awareness of opportunities in Port Colborne;
- Promoting opportunities for job creation and assessment growth.

## Tourism Division

The responsibilities of the Tourism division include:

- Marketing Port Colborne as a tourist destination for regional, provincial and international travellers;
- Supporting and enhancing the economic, social, and cultural development of the local community and its residents;
- Fostering an awareness of the City of Port Colborne as a unique and attractive Niagara tourist destination;

- Improving and developing tourist facilities in Port Colborne;
- Facilitate tourism relationships within the community;
- Expand relationships with existing Port Colborne visitors to maximize long-term customer equity;
- Refine brand identity and use it to motivate new visitation;
- Maintain ongoing communication regarding the value of the visitor industry to industry participants.

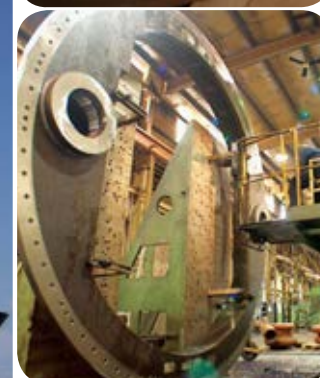
In carrying out its responsibilities, the Tourism division aims to increase:

- The number of travellers to Port Colborne;
- Travellers or tourists length of stay;
- Visitor expenditures within the City of Port Colborne.

The administrative responsibilities of the Tourism division include:

- Development, preparation and distribution of marketing materials;
- Operation of the Visitor Information Centre;
- Tourism promotion and development;
- Tourism industry support;
- Marketing collaboration and promotion of City-sponsored events and festivals;
- Marketing support for community-based events;
- Liaison with Destination Marketing Organizations and regional, provincial, federal and international tourism organizations.





Economic Development



PORT COLBORNE  
*Niagara's South Coast*



## A New Strategy for Growth & Success

Future economic development initiatives by the City of Port Colborne will be guided by a new economic development strategy that was formally adopted and approved by City Council on July 26, 2010.

Port Colborne's first comprehensive economic development strategy was the result of many months of collaboration between the City, the business community, and residents who collectively identified opportunities for growth and prosperity that will strengthen Port Colborne's economy.

The new strategy identifies five priority areas for the City to focus its economic development efforts and includes action plans to help guide the community through the next five years.

Attracting and supporting the growth of entrepreneurs and professionals operating from home offices or non-traditional location destinations is a priority area identified in the strategy. Successful sole proprietorship ventures hold great potential for future growth expansion, providing new sources for local job creation and employment. Sole proprietors are attracted to the high quality of life and diverse features that Port Colborne offers. More direct marketing tools are needed to reach these individuals to promote Port Colborne as a location for their home and office.



Consultations with community stakeholders including the City and the local business community, helped form the basis for Port Colborne's new economic development strategy.

Port Colborne's long tradition of manufacturing excellence is recognized as a foundation for future economic growth and development. The strategy recommends that industrial land be made available for new "greenfield" investments in the city and existing manufacturers are to be supported in efforts to break into new markets and expand operations. Port Colborne's location and prominence as a growing multi-modal logistics hub, another focus area, helps the growth of the manufacturing sector. Through increasing transportation links, and augmenting connections to markets in Canada and the United States, Port Colborne can position itself to succeed in the transportation sector. This includes the creation of a Gateway Economic Zone and Centre in cooperation with regional and the Provincial governments.

Tourism and culture continues to hold great potential for Port Colborne as a destination to a growing number of visitors to Niagara. Through the creation of new attractions and accommodations, and increased targeted marketing, Port Colborne can position itself to capture a share of this important driver of Niagara's economy.

There is a strong need for the current public services in Port Colborne to be retained and expanded, including restoration of acute health-care services to the community. There is strong potential for Port Colborne to host advanced skills training centres or even a satellite campus of a university or college.

Port Colborne's new economic development strategy builds upon existing efforts by the City's Economic Development, Tourism and Marketing Department in such areas as business retention and expansion and the marketing of Port Colborne as a tourist destination. The strategy's action plans and recommendations will be incorporated into existing initiatives to help bring new investment and growth to Port Colborne's economy.

Development of the strategy was facilitated by the consulting firm of Millier Dickinson Blais Inc., with financial support being provided by the Province of Ontario. City councillors, senior staff, stakeholders and the consultants identified priorities and opportunities for retaining, expanding and/or diversifying local key business activities including: fabricated metals manufacturing, distribution and logistics, bio-business/agri-food innovation, food processing, and tourism.

# Helping Business Grow & Stay in Port Colborne

## ❖ TARGETING WIND ENERGY INVESTMENT:

### Wind Energy Manufacturing Cluster Initiative

Port Colborne is looking to capitalize on opportunities in the growing green energy industry sector. During a special meeting of City Council held on September 8, 2010, representatives from the private sector joined with municipal and regional business development officials to begin work on promoting Port Colborne as a leading manufacturing centre for the wind energy industry in Ontario. Discussions on marketing the city's new wind energy manufacturing cluster followed Council's adoption of a report on industrial park development within the city.

Port Colborne is an obvious location for the manufacturing and transport of wind energy turbines and related components. The city's available lands, multi-modal transportation network, infrastructure, current industrial supply chain, and location on the Great Lakes makes Port Colborne a one-stop location for wind energy manufacturing operations.

The proposed wind energy manufacturing cluster includes nearly 400 hectares of land located in various locations throughout Port Colborne. Conceptual drawings presented by Rankin Construction, one of the private sector companies



The City of Port Colborne is part of a team of public and private sector partners who are working together to bring new wind energy manufacturing investment to Niagara's South Coast.

working with the City on the wind energy manufacturing initiative, call for the manufacturing of wind turbines to take place on a 48.3-hectare site along the Welland Canal off Highway 140 on Ramey Road, near Second Concession Road. An additional 43.7 hectares are available on the east side of the Canal south of the Clarence Street bridge for assembly and transportation. There are 140 hectares available on the present site of the Port Colborne quarries, off Highways 3 and 140, for supply of aggregate and land use for storage or manufacturing.

Demand for new investment in green energy manufacturing is being fueled, in part, by Ontario's Green Energy Act which includes Feed In Tariff incentives aimed at boosting local manufacturing

investment. Under the act, 25 percent of the components for wind turbines must be manufactured within Ontario. That number will rise to 50 percent in 2012, further improving the marketplace for local manufacturers. International wind energy manufacturing companies are searching for new development-ready lands in Ontario.

A new Wind Energy Manufacturing Information Kit was developed by during 2010. The comprehensive information package was distributed to more than 2,500 delegates attending the industry-leading 2010 Canadian Wind Energy Association Conference in Montreal, Quebec in November 2010. It was also used during one-on-one meetings with green energy manufacturing companies attending the 2010 World Energy Congress in Montreal and HUSUM Wind Expo in Germany.

The team partnering on the promotion of the new wind energy manufacturing cluster includes: Port Colborne Economic Development; Niagara Economic Development Corporation; Upper Lakes Marine and Industrial; and Rankin Construction.



The Niagara-Port Colborne Wind Energy Manufacturing Cluster covers approximately 400 hectares of land located in various areas of Port Colborne.

## Economic Development Division

The City of Port Colborne partnered with the Niagara Economic Development Corporation to promote Port Colborne's Wind Energy Manufacturing Cluster to industry leaders attending the 2010 Canadian Wind Energy Alliance Annual Conference in Montreal, QC.



### Promoting Port Colborne's Energy and Manufacturing Opportunities

In addition to placing targeted advertisements in international trade publications including *Business Xpansion Journal - Advanced Manufacturing Edition* (February 2010), Economic Development, Tourism & Marketing Department staff attended and promoted Port Colborne's green energy investment opportunities at the following industry sector events during 2010.

- **Windpower 2010 Conference & Exhibition**

This is the largest conference on wind energy production in North America. With the recent strong growth in wind energy production in North America, this conference is attended by industry pioneers and leaders from Europe. This event attracts business leaders, academics, and government officials from across the North America to become engaged in all aspects of wind energy production, from wind farm site selection and construction, to wind turbine component industries.

- **World Energy Congress**

This triennial conference hosts over 3,500 top world leaders in the field of energy coming from industry, governments, international organizations, and academics. This congress, the premier international multi-energy forum with exhibitors from the field, is an opportunity for participants to better understand energy issues and solutions from a global perspective.

- **CanWEA Annual Conference**

Over 2,500 participants from across North America, Europe, and Asia attended this annual conference of the Canadian Wind Energy Alliance. With representatives from industry and government, the conference focused on opportunities in wind power generation, and manufacturing of components. Over 250 companies, organizations, and government agencies exhibited at this show, including a joint-booth between the City of Port Colborne and the Niagara Economic Development Corporation (NEDC). The Economic Development, Tourism

& Marketing Department and NEDC partnered on a sponsorship option for the event, allowing the new Port Colborne-Niagara Wind Energy Manufacturing Information Kit to be one of only five products distributed to all 2,500 registered delegates attending the conference.

- **CME Business Opportunity - Energy Connection**

Hosted by Canadian Manufacturers & Exporters and the Government of Ontario, this information session briefed business and government leaders on connecting local businesses to the growing renewable energy manufacturing industries in Ontario.

- **CanSIA Annual Conference**

The Canadian Solar Industries Association annual conference attracts industries representatives, academics, and government officials from across Canada. Learning about the latest trends in this fast evolving industry is key. There was also significant attention given to solar energy developments in Ontario. This conference also presents opportunities to network with industry leaders.

## ❖ BIO ECONOMY:

### Building Strategic Partnerships

The Economic Development, Tourism & Marketing Department continued its efforts to promote Port Colborne as the preferred location for new investment in the growing bio and food manufacturing industries. Strategic partnerships with industry associations and government agencies provided cost-effective ways for Port Colborne to get its message out to key industry leaders and keep abreast of industry trends and new opportunities for local businesses.

A partnership with the Ontario and Canadian governments helped Port Colborne promote its Carbohydrate Valley brand to attendees of the 2010 BIO International Convention in Chicago, Illinois and the 2010 World Congress in Washington, DC. Both of these industry-leading events offer valuable networking and lead generation opportunities for the Economic Development, Tourism & Marketing Department in its efforts to promote local companies and their efforts to secure new investment.

Representatives of several businesses located in Port Colborne also attended these conferences. Port Colborne Economic Development will continue its efforts to bring new investment and opportunities to local businesses in all sectors, with focused efforts on the sectors identified as strategic growth and retention priorities.

### Identifying New Bio/Food Processing Business Opportunities

The Economic Development, Tourism & Marketing Department received financial support from the Government of Canada in 2010 to identify potential investment and business opportunities for Port Colborne's Carbohydrate Valley, an industrial cluster based around biotechnology and food ingredient processing.

With the location of bio/food companies Casco and Jungbunzlauer in Carbohydrate Valley, as well as the continued operations of grain storage and milling facilities including Goderich Elevators, Riverland Ag and Archer Daniels Midland (ADM), there exists many opportunities for new investment to compliment the supply chain already in place.

By working with local companies engaged in the bio/food industry and an outside consultant, the City's Economic Development, Tourism & Marketing Department will identify opportunities for new investment in Carbohydrate Valley. Industrial partners that are able to provide complimentary or value-added processing to products already manufactured in Port Colborne are especially being sought.

Companies located in the U.S., Europe, and Asia that could benefit from locating in Port Colborne's Carbohydrate Valley will be identified through this project. Once these leads are identified, the City and its business community will be



able to streamline business attraction efforts by working with specific companies.

Funding for the initiative is being provided by the Department of Foreign Affairs and International Trade Canada which is matching contributions from the City.

### Carbohydrate Valley Brochure

Port Colborne's Carbohydrate Valley information brochure was updated in 2010. The popular tri-fold brochure was updated with new photos and refreshed contact information for Port Colborne Economic Development and Ontario Agri-Food Technologies Assoc. A small reprint of the brochure was also undertaken for use and distribution by Economic Development staff during exhibitions at the 2010 World Congress on Industrial Biotechnology and 2010 BIO International Convention.



1 - Port Colborne Economic Development partners with the Province of Ontario to promote biotech business opportunities to international delegates attending the 2010 BIO International Convention in Chicago, Ill.

2 - City of Port Colborne Economic Development representatives showcase local businesses and investment opportunities to delegates at the 2010 World Congress on Industrial Biotechnology & Bioprocessing in Washington, DC.



### Promoting Port Colborne's Bioeconomy Opportunities

In addition to advertising in trade publications such as *Trade and Industry Development – Food Processing & Bio* (January/February 2010), Economic Development, Tourism & Marketing Department promoted Port Colborne's bio/food industry advantages to industry leaders, and kept abreast of industry trends and opportunities for local businesses, by participating in the following events during 2010.

- **National Renewable Fuels Conference**

This is the largest conference on renewable fuels and ethanol production in North America. This event attracts business leaders, academics, and government officials from across the world to learn about emerging trends in the renewable fuels, ethanol industry, and related biotech businesses.

- **Growing the Margins Conference**

Growing the Margins is an annual conference series that examines new technological, operating, policy, regulatory, financial and other challenges and opportunities facing farms and related food and rural industries as they strive to improve their energy efficiency, better utilize by-products, and ultimately improve their bottom lines. This conference brings together academics, representatives from agriculture and food industries, and government for an exchange of knowledge.

- **Bio International Convention**

Bio International is the leading North American conference on biotechnology and related industries, attracting industries, research institutes, universities, and government officials from around the world. Learning about the latest trends in this fast growing and changing industry is key. This conference also presents opportunities to connect with major decision makers in biotechnology.

- **World Congress on Industrial Biotechnology & Bioprocessing**

The World Congress on Industrial Biotechnology and Bioprocessing is the world's largest industrial biotechnology event for business leaders, investors and policy makers in biofuels, biobased products, and renewable chemicals. The event brings together more than 1,400 high-profile scientists, executives, government officials and investors for idea exchanges, and to showcase the latest innovations in the field. The City of Port Colborne participated as an exhibitor at this conference, receiving strong interest in manufacturing and purchasing opportunities in "Carbohydrate Valley". In 2011, the World Congress event will be held in Toronto. Port Colborne is leading discussions on developing a Port Colborne-Niagara industry tour in coordination with the 2011 conference with the intention to increase exposure and awareness of Port Colborne's Carbohydrate Valley cluster both domestically and internationally.

### ❖ MULTI-MODAL TRANSPORTATION:

#### Port Colborne Hosts Welland Canal Anniversary Celebrations

Port Colborne was the host city of the 2010 Merritt Day celebrations on November 29, 2010. The annual event commemorated the 181st anniversary of the first ship through the Welland Canal.

Mayor Vance Badawey, welcomed officials from the Welland Canals Foundation and the St. Lawrence Seaway Management Corporation who addressed a gathering of about 100 people alongside the Canal on West Street.

The Welland Canal runs 43.4 km from Port Colborne on Lake Erie to Port Weller on Lake Ontario and allows ships to avoid Niagara Falls by traversing the Niagara Escarpment. About 40 million tonnes of cargo passes through the canal every year. The current canal (the fourth) was built between 1913 and 1932. Construction of the Port Colborne section began in 1924, 100 years after the construction of the original Canal. The current Welland canal was opened August 6, 1932.

William Hamilton Merritt Day recognizes the soldier, businessman, politician, and "projector" as he styled himself. Merritt is best remembered for his role in the construction of the original Welland Canal in the early 1800s, an idea that arose from his plan to connect the water of the Welland River to Twelve Mile Creek to provide water for his mills.

Today, the Welland Canal serves as a vital link in the St. Lawrence Seaway System, connecting the Great Lakes to the Atlantic Ocean. Port Colborne is situated where the Canal connects to Lake Erie. The Welland Canal has proven to be instrumental in the formation of Port Colborne as a marine and industrial centre and has positioned the City of Port Colborne as an attractive investment destination.

The canal has also been a huge contributor to the city's culture, as the annual Canal Days Marine Heritage Festival is presented in recognition of the important role played by the Welland Canal to the city's history. Initially held on the grounds of the Port Colborne Historical and Marine Museum, the festival has grown to a city-wide event featuring live music, an antique car show, fireworks, an international kite festival, and tall ships. The canal has also influenced residential growth and unique recreational opportunities.

### Ports Niagara

The City of Port Colborne maintained its support of the Ports Niagara initiative in 2010. Ports Niagara is a tool for marketing the various wharfs, transload facilities, and multimodal opportunities along the Welland Canal under a single banner. Port Colborne was a founding member of this initiative, facilitated by the Welland Canals Foundation, and has contributed \$5000 to the project so far. The key deliverable has been an interactive website, [www.ports-niagara.com](http://www.ports-niagara.com), launched in late 2009, which maps all canal and shipping related industries in Niagara, as well as docking and transportation



facilities. Port Colborne is featured prominently on this website, as it has the greatest opportunity for handling shipping traffic and speciality cargo items at its multi-modal port facilities.

### Promoting Port Colborne's Multi-Modal Transportation Advantages

Economic Development, Tourism & Marketing Department staff promoted Port Colborne's multi-modal transportation advantages to industry leaders, and kept abreast of industry trends and opportunities for local businesses, by participating in the following events during 2010.

#### • *Continental 1 - Trade Corridors of the Future*

With the focus of creating a seamless trade corridor between Toronto and Miami, Continental 1 brought together national and regional trade experts for this trade corridor conference. The development of the Continental 1 Corridor will be of immense importance to companies and communities that rely on transportation as cornerstone of their business. The 1,500 mile direct route will bring business growth and faster, safer travel.

#### • *Highway H2O Conference*

The City of Port Colborne was a platinum level sponsor of the Highway H2O conference in 2010. The 6th annual conference on the St Lawrence Seaway System examined updates on the state of the global market and the marine industry, and presented opportunities for users of one of the most strategic waterways in the world. This event was attended by industry and government leaders engaged with operations along the St Lawrence Seaway and is a great networking opportunity for all attendees.

### Multi-Modal Transportation Solutions Brochure

A new multi-modal transportation brochure was developed in 2010. The full colour print publication promotes Port Colborne as a multi-modal transportation hub (water, rail, road, air) capable of offering complete transportation solutions for manufacturing and food processing operations.

1 - Mayor Vance Badawey leads 2010 Merritt Day Celebrations marking the 181st anniversary of the Welland Canal.

2 - Port Colborne's multi-modal transportation advantages were promoted in key international business trade publications in 2010.

3 - Port Colborne was centre stage during the 2010 Highway H2O Annual Conference. Economic Development staff capitalized on the sponsorship opportunity and promoted Port Colborne's status as a multi-modal transportation hub to transportation and logistics leaders attending the annual conference.



## Economic Development Division



*Multi-modal Transportation Solutions* is a new marketing support tool for Economic Development department staff to use when promoting Port Colborne's multi-modal transportation advantages to investment prospects.

*Multi-modal Transportation Solutions* is one of three new industry sector lure brochures designed in 2010. Each publication utilizes messaging aimed at increasing awareness of the many advantages that the City of Port Colborne has to offer business, including: multi-modal transportation, established supply chain networks, and a well-established labour force.

Copies of the new multi-modal transportation brochure were distributed at international trade shows including: Highway H2O, Fabtech, CanWEA, and Canadian Manufacturing Week. They are also regularly used during personal sales meetings and for site selection inquiry fulfillment activities.

### ADVERTISING

Advertisements promoting Port Colborne's multi-modal transportation advantages appeared in the following publications:

- **American Association of Port Authorities**  
[2010 Conference Program]
- **Business Expansion Journal – Distribution and Warehousing** [August 2010]
- **Great Lakes Seaway Review** [January – March 2010]
- **Trade and Industry Development – Ports**  
[November/December 2010]

## MANUFACTURING & FABRICATION

### Niagara Industrial Association

Port Colborne continued its support of the Niagara Industrial Association (NIA) during 2010. Established in 2007, the NIA is an industry group that represents the interests of Niagara based manufacturing and industrial companies.

### Niagara Development Corridor

The Economic Development, Tourism & Marketing Department continued its membership in the Niagara Development Corridor in 2010. This group brings together the five municipal economic development corporations and departments in Niagara: Fort Erie, Niagara Falls, Port Colborne, St. Catharines, and Welland. Through close coordination, economic development professionals in Niagara are able to co-organize trade missions and industry events. In 2010, the Niagara Development Corridor organized the Niagara Industrial Buyer Seller Forum with the Niagara Industrial Association.

### Niagara Industrial Buyer Seller Forum

The third annual Niagara Industrial Buyer Seller Forum, held on February 25, 2010 at the Niagara Fallsview Casino, saw over 50 Niagara-based industries exhibit the goods and services they produce. The event also included numerous workshops held throughout the day and a keynote address by the Honourable Sandra Pupatello, Minister of Economic Development

and Trade during lunch. Senior economic development staff was invited for an informal sit-down meeting with Minister Pupatello and key aides after lunch.

The Economic Development, Tourism & Marketing Department is active in planning the annual forum and was present at the event, fostering business relationships between local industries.

### New Manufacturing & Fabrication Solutions Marketing Brochure

A new fabrication and manufacturing brochure was developed in 2010. The full colour, high impact print publication promotes Port Colborne's extensive and highly-skilled fabrication and precision machining supply chain network. It also capitalizes Port Colborne's multi-modal transportation network and the opportunities it affords for large scale precision machining operations.

*Manufacturing and Fabrication Solutions* is one of three new industry sector lure brochures designed in 2010. Each publication utilizes messaging aimed at increasing awareness of the many advantages that the City of Port Colborne has to offer business, including: multi-modal transportation, established supply chain networks, and a well-established labour force. All three brochures employ a distinctive design that is consistent with Economic Development

departmental graphic standards and guidelines to help ensure a unified look for departmental literature in the marketplace. The unique and original “zig-zag” multi-step cut top that draws the reader’s attention to key information at a glance.

Economic Development, Tourism & Marketing staff initiated cooperative efforts with industry partners to help profile their capabilities and accomplishments in print and online literature. This required visiting local industries to explain the initiative and obtain photos of operations for use in brochures. Company officials were also invited to supply copy and input into the creative development as well as provide final approvals prior to publication,

Copies of the new Manufacturing and Fabrication Solutions brochure were distributed at international trade shows including: Highway H2o, Fabtech, and Canadian Manufacturing Week. They are also regularly used during personal sales meetings and for site selection inquiry fulfillment activities.

### Promoting Port Colborne's Manufacturing And Fabrication Sector

Economic Development, Tourism & Marketing Department staff promoted Port Colborne's manufacturing and fabrication sector to industry leaders, and kept abreast of industry trends and opportunities for local businesses, by participating in the following events during 2010.



#### • Canadian Manufacturing Week Expo

This biennial event is Canada's largest forum of its kind. Domestic and international manufacturers and distributors display their full range of manufacturing machinery, plant-floor automation technology and support products. Canadian Manufacturing Week is the place to source and compare leading-edge production technology and innovation for companies engaged in all types of manufacturing, including fabricated metals.

#### • Fabtech Trade Show

North America's largest annual tradeshow for metal fabrication attracted over 22,000 delegates in 2010. This show provides an unparalleled opportunity for companies engaged in fabricated metals to come together to learn about the latest developments in the industry. As well, a large exhibit hall showcases new processes and technologies to streamline

the industry and advanced efficiency. Lasting industry and government contacts give this show a unique advantage.

1 - Representatives from WestPier Marine & Industrial Supply Inc. in Port Colborne exhibit at the 2010 Niagara Industrial Buyer Seller Forum.

2 - *Manufacturing Fabrication & Machining* is a new marketing brochure that promotes the capabilities of several Port Colborne.

3 - Mayor Vance Badawey presents John Langerak and Kevin Langerak with a commemorative plaque in marking 40 years of operation for J. Oskam Steel Fabricators Ltd. in Port Colborne.



The City of Port Colborne continued to support the activities of the Niagara Development Corridor Partnership and the Niagara Industrial Association during 2010.

## Economic Development Division

# Highlights & Activities



Humberstone Hall (circa 1852) underwent a \$278,000 renovation in early 2010 to help improve the functionality of the space and create a barrier-free facility.



Municipal leaders and Chamber of Commerce representatives participate in the official grand opening ceremony for the new Visitor Information Centre in the restored Humberstone Hall.



The Honourable Stephen Fletcher, Minister of State (Democratic Reform) showcased the barrier-free Humberstone Hall to the national media during a federal funding announcement in July.

### ❖ TOURISM DEVELOPMENT

#### New Visitor Information Centre

In June, the City of Port Colborne celebrated the grand opening of the newly renovated Port Colborne Visitor Information Centre at Humberstone Hall in the former Humberstone Township municipal building (circa 1852) located at 76 Main Street West.

The building underwent extensive renovations in early 2010 to improve the functionality of the space and create a barrier-free facility. The new Visitor Information Centre is a full-service destination offering visitors and residents a host of local, regional and provincial tourism publications, directions, internet access, and restroom facilities. The building is also home to the Port Colborne-Wainfleet Chamber of Commerce.

The \$278,000 renovation of Humberstone Hall was completed with the financial assistance of the City of Port Colborne, Regional Municipality of Niagara, Federal Economic Development Agency for Southern Ontario and the Government of Canada's Enabling Accessibility Fund. The project also marked the beginning of the City's revitalization initiatives of Main Street.

Humberstone Hall was also showcased to the national news media on July 28 when The Honourable Steven Fletcher, Minister of State (Democratic Reform) visited the newly renovated site to announce enhancements to Canada's Enabling Accessibility Fund. "I'm here because this facility is an excellent example of how the city and the federal government have worked together to create a facility that's accessible to all. This is a prime example of this success," Fletcher

said. To improve the accessibility of this building, the City installed automatic door openers, widened an interior doorway, and made the washrooms accessible. The accessibility upgrades were part of a \$278,000 restoration to the circa 1852 building.

#### Hotel Development

The recently completed hotel market study was initiated to determine the feasibility of building a hotel in Port Colborne based on measuring potential demand. Currently, Port Colborne is an ideal investment location for a special type of investor with an eye to long-term growth in the hotel market. The Economic Development, Tourism & Marketing Department continues to work with several parties contemplating hotel developments in Port Colborne.

## ❖ BUSINESS SUPPORT SERVICES

### Business Retention and Expansion

Helping Port Colborne businesses be successful within an increasingly competitive marketplace is key objective of the Economic Development, Tourism & Marketing Department. During 2010, staff conducted business retention and expansion corporate calls with 42 Port Colborne business ranging from small entrepreneurs and professional service providers to larger manufacturing and commercial operations. Through these contacts, Economic Development, Tourism & Marketing staff work to identify opportunities and actions to assist local businesses in expansion efforts, the retention and creation of jobs, and the diversification of Port Colborne's economic base.

Port Colborne Economic Development will continue its efforts to bring new investment and opportunities to local businesses in all sectors, with focused efforts on the sectors identified as strategic growth and retention priorities.

### Foreign Trade Zone (FTZ) Key to Developing the Bi-National Niagara Gateway

In June 2010, business leaders, government representatives and economic development and tourism organization leaders from Canada and the U.S. gathered to explore ways to expand business trade and investment in the bi-national Golden Horseshoe Region. The Developing the

Bi-National Niagara Gateway event challenged participants to discuss and identify what it will take to make the region the investment and business destination of choice in North America: what are the immediate sources of new business and revenue generation, and what infrastructure and tools are required to access these.

Port Colborne Mayor Vance Badawey delivered a presentation outlining the Niagara Gateway Initiative and highlighting the benefits and advantages associated with establishing a Foreign Trade Zone (FTZ) in the southern portion of the Niagara region. FTZ's are specially designated areas with tax incentives for business operations. Normally linked to international airports, major sea ports, inland ports, and border frontiers, these designated sites enable companies to land, handle, and re-export goods without paying duty or custom taxes. Port Colborne and the border communities along Niagara's southern boundary are home to the majority of the region's multi-modal transportation and logistics providers and recognize the creation of an FTZ as a key economic stimulator for Niagara.

Economic Development staff also visited Alliance, TX and Joliet, IL during 2010 and met with local officials and learn about the effectiveness of FTZ's in these two US states.

Globalization is making Foreign Trade Zones more important than ever as importing and exporting

businesses are the most obvious businesses to use free zones. Multi-national corporations tend to participate in the program most frequently but small-and medium-sized manufacturers have found the program to be beneficial for their trade-related activities.

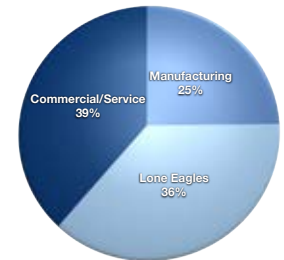
Ontario's Gateway Economic Centres include Port Colborne's Highway 140 Corridor and also the multi-modal and port opportunities within the city of Port Colborne. The gateways are officially designated by the Ontario government through Places to Grow, the province's growth management plan for the greater golden horseshoe. The recognition gives these areas the status of being the only gateways in Ontario.

### Industrial Lands Analysis

In order to promote and attract new industrial development, the City of Port Colborne completed an industrial land strategy which was presented to council in 2010. This strategy identified the vacant serviced industrial lands currently available and prioritize potential sites within the Urban Area Boundary deemed to be suitable for future servicing to support employment growth in the community. Recommendations based on the land inventory study call for the addition of another 500 ha (1230 acres) of serviced, industrial land.

Concurrently, the Economic Development, Tourism & Marketing Department took the lead,

### 2010 ECONOMIC DEVELOPMENT CORPORATE CALLS

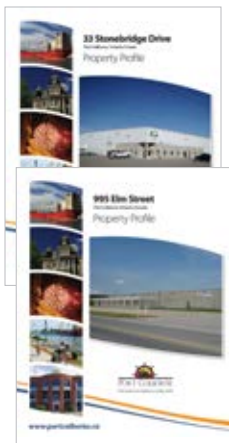


39% - Commercial/Service  
36% - Lone Eagles  
(Sole Proprietors etc.)  
25% - Manufacturing

Port Colborne Economic Development conducted business retention and expansion calls with businesses across several sectors during 2010.



## Economic Development Division



Economic Development staff worked with local property owners to develop eight new *Investment Property Profiles* during 2010. The full-colour information pieces contain details on available commercial, industrial and residential development investment opportunities. Copies of the information publications are available in print and in electronic formats.

with the support of an environmental consultant, to identify environmental constraints on several other strategic industrial sites. Economic Development staff has also been actively working with City officials and the Ontario Ministry of Natural Resources with regard to designated wetlands in several areas of the city. Positive gains were realized by clarifying wetland boundaries through on-site investigation. These efforts continued in 2010 with the ultimate goal of bringing a new industrial site to market.

### Property Profile Series

The Economic Development, Tourism & Marketing Department helped local commercial and industrial property owners market available industrial, greenfield, and new residential developments to potential investors in 2010.

Working with private land owners and developers, staff created a series of custom Property Profile brochures for eight area properties to help fulfill site selection and land inventory requests in an efficient and timely manner. Each Property Profile contains relevant property details such as servicing, transportation linkages, permitted land uses, size, and unique amenities. Photographs and aerial maps of the properties are also included. General community information about Port Colborne and location details are also provided. Profiles are made available to interested investors via download from the City's website, by direct email response to a property inquiry, or in hard copy during personal sales meetings.

The Property Profile Series is an integral component the City's site selection inquiry fulfillment program, with the full-colour multi-page profile brochures filling a niche for quick, industry-relevant information that can be distributed via email, download or in traditional hard copy format. Since their introduction in spring 2010, two properties featured in the Property Profile Series have successfully changed ownership and requests from the private sector for additional properties to be added to the series have been received by City staff.

### Website Updates

The City's website, [www.portcolborne.com](http://www.portcolborne.com), became a one-stop source for business and real estate information in 2010 with the addition of two new features aimed at helping businesses, site selectors, and residents looking invest in Port Colborne location.

#### • *Commercial & Industrial Real Estate Database*

The new Commercial and Industrial Real Estate Database provides easy electronic access to details about available commercial and industrial properties within the City of Port Colborne. The information in the database is built on commercial and industrial listings from ICX.ca, the commercial real estate cousin of MLS.ca, as well as other local and regional real estate sources. The City of Port Colborne is among the first municipalities in Ontario to have these features available to the public on its website. The databases will serve as influential marketing tools and demonstrate that the municipality is an investment ready location.

#### • *Service-to-Business and Manufacturing Directory*

The Service-to-Business and Manufacturing Directory helps identify business-to-business opportunities with local suppliers. Business profiles include detailed company information as well as product and service descriptions to help local companies market to Port Colborne and beyond. This provides a new interface to information also found in print in the 2009-2010 Niagara Canada Business Directory.

Both of these initiatives were completed with funding received from the Community Adjustment Fund grant provided by FedDev Ontario through the South Niagara Community Futures Development Corporation.

### Promoting Real Estate & Redevelopment Opportunities

Economic Development, Tourism & Marketing promoted Port Colborne development opportunities in the following publications and at the following events:

#### Print Advertisements:

- *Canada's Leading Real Estate Forum* [Winter 2010]
- *Ontario Home Builder* [Winter 2010/2011]

#### Conferences & Special Events:

##### • *How You Build It*

Hosted by the International Economic Development Council, this conference brought together economic development professionals from around the world to discuss shaping the new economy after the recession.

## ❖ GOVERNMENT ADVOCACY

### Niagara Week at Queen's Park

A delegation of political, business, and economic development representatives from communities across Niagara travelled to Toronto recently to meet with provincial decision makers at Queen's Park to update the provincial government on Niagara's successes and priority needs for economic growth.

The sixth annual Niagara Week in Toronto event was held May 10-13 and included face-to-face meetings between Niagara representatives and MPPs, members of Cabinet, and senior Ministry officials. In addition to meetings with regional colleagues, Mayor Vance Badawey and General Manager and Director of Economic Development, Stephen Thompson, met with senior ministry officials and staff to discuss several issues of importance to Port Colborne such as foreign trade zones, investment programs, and business attraction and retention efforts. The meetings also provided Port Colborne officials with the opportunity to demonstrate how our community priorities can help the provincial government in its efforts to grow Ontario's economy.

### Networking & Relationship Building

Economic Development, Tourism & Marketing Department staff participated in the following professional development and government advocacy initiatives in 2010.

#### • *EDCO Conference*

The annual conference held by the Economic Developers Council of Ontario is a venue for learning new opportunities and strategies in the economic development field. There is also a strong networking component to this conference, with senior government staff liaising with economic development professionals from across the province.

#### • *Economic Developers Association of Canada Conference*

The annual conference held by the Economic Developers Association of Canada is a venue for learning about developments in the economic development field at a national level. Relationship-building and networking are major components of this conference as economic developers from across Canada come together along with senior representatives from provincial and federal governments.



1,2 - Niagara's political, business and community leaders greet Ontario Premier Dalton McGuinty during the 2010 Niagara Week in Toronto event at Queen's Park. The annual three-day-event provides opportunities for Niagara's leaders to keep local priorities front and centre with senior provincial civil servants, MPP's and members of Cabinet.







Economic Development News is the new electronic newsletter that was introduced in 2010. The informative PDF publication is distributed to readers quarterly and is also available for download from the City of Port Colborne's web site.

### Port Colborne Economic Development Newsletter

An new electronic newsletter was introduced by the Economic Development, Tourism & Marketing Department in 2010. Port Colborne Economic Development News is a quarterly business development publication distributed to a broad range of qualified stakeholders in PDF format. The high impact, full colour, publication is an important tool for communicating the priorities and activities of the City, its economic development, tourism and marketing department, and local business success stories.

Port Colborne Economic Development News is designed to be part of the economic development & tourism department's overall marketing campaign and branding initiatives. As such, it maintains consistent messaging, look and feel with other print and electronic marketing vehicles.

This new electronic newsletter complements the City of Port Colborne's printed news publication that is distributed to every household (8,000+) in the city through a partnership with the locally produced InPort News newspaper.

### Economic Development Advertisements

The Economic Development, Tourism & Marketing Department expanded its print and online lead generation advertising activities during 2010. Advertisements appeared in the following publications:

- *EDCO Directory* [2010 Annual]
- *Get It in Port Colborne Guide* [2010 Annual]
- *Perspective Canada* [2010 Annual]
- *Business Xpansion Journal – Advanced Manufacturing* [February 2010]
- *The Business Link Niagara* [March 2010, July 2010]
- *Google Adwords – Niagara's South Coast, Niagara Economic Development*

### Sponsorships

The Economic Development, Tourism & Marketing Department initiated several strategic sponsorships in 2010 to promote Port Colborne as a place to do business and invest. These sponsorships support local manufacturers in the bio-food and fabricated metals clusters, as well as promote entrepreneurship in Port Colborne.

- Canadian Wind Wind Energy Association (CanWEA) Annual Conference
- Golden Horseshoe Bio Network

- Growing the Margins Conference
- Highway H2O Conference
- Niagara Industrial Buyers/Sellers Forum
- Port Colborne - Wainfleet Small Business Week Reception

### Board and Committee Representation

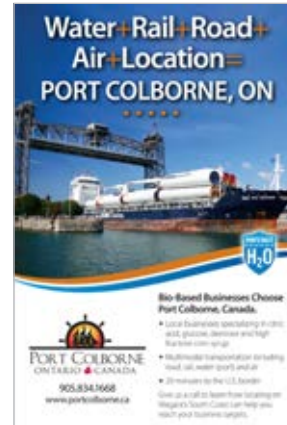
Economic Development, Tourism & Marketing continued its commitment to promoting economic development in Port Colborne through representation on public boards and committees during 2010. Staff worked to advance the business climate in Port Colborne, and represented Port Colborne at the regional level.

### Port Colborne:

- Port Colborne Wainfleet Chamber of Commerce Board of Directors
- Chamber of Commerce Tourism and Retail Committee
- Canal Days Marine Heritage Festival Committee
- Developing the Skills to Meet the Needs of Port Colborne/Niagara Committee
- Christmas in Port Colborne Committee



Strategically-placed advertisements targeting residential housing developers featured potential waterfront development opportunities and Port Colborne's exceptional quality of living.



Port Colborne's multi-modal transportation advantages were promoted in several U.S.-based site selection trade publications during 2010.



Port Colborne Economic Development, Tourism & Marketing continued its commitment to promoting economic development in Port Colborne through representation on public boards and committees during 2010.

## Niagara:

- Niagara Development Corridor/Niagara Industrial Buyers Sellers Forum
- Ports Niagara Organizing Committee
- Niagara Economic Development Corporation Branding and Bio Marketing Committees
- Tourism Niagara Destination Marketing Organization Committee

## Working With Local Business To Expand Markets

In 2010, Port Colborne was represented at several industry sector initiatives. These events were a mix of professional development and industry specific, with the goals of identifying new opportunities for Port Colborne businesses and equipping staff with the latest knowledge in economic development and industry activities.

# Leveraging External Funding Sources



The Economic Development, Tourism & Marketing Department applied for, and successfully secured, financial support from the federal and provincial governments for several projects during 2010.

## Funding Applied For

Applications for financial assistance were submitted to the following funding programs in 2010:

- **Canada Summer Jobs Program**  
Humberstone Hall Visitor Information Centre Staff
- **Cultural Strategic Investment Fund (to be awarded in 2011)**  
Arts and Culture Route for South Niagara, in partnership with Port Colborne Public Library and Port Colborne Historic and Marine Museum.
- **Employment Ontario Job Creation Partnership**  
Arts and Culture Route Researcher  
Carbohydrate Valley Investment Researcher  
Foreign Trade Zone Researcher  
Tourism Association Researcher
- **Department of Foreign Affairs and International Trade – Invest Canada Communities Initiative**  
Carbohydrate Valley investment attraction
- **Ontario Trillium Foundation**  
Tourism directional signage
- **Ontario Summer Experience Program**  
Humberstone Hall Visitor Information Centre Staff  
Cycle Tourism Researcher
- **Regional Municipality of Niagara Domain Incentive Program**  
Exterior enhancements to Humberstone Hall
- **Tourism Development Fund**  
Cruise-ship facility development initiative
- **Ontario Trillium Foundation**  
The City of Port Colborne received funding to install new tourism directional signage in Port Colborne. The Ontario Trillium Foundation provides grants that support community building projects throughout Ontario. This grant will assist in completing a new network of trailblazer signs which direct visitors to nearly a dozen tourism attractions and amenities.
- **Canada Summer Jobs and Ontario Summer Experience Programs**  
Funding was secured for three summer students to work at the Humberstone Hall Visitor Information Centre. Canada Summer Jobs provided funding for two students from the middle of May until Labour Day. Ontario Summer Experience provided funding for an additional student from the end of June until the middle of August.

## Secured Funding

Financial support was received for the following initiatives during 2010:

- **Department of Foreign Affairs and International Trade – Invest Canada Communities Initiative**  
Received funding to generate targeted leads for Carbohydrate Valley investment. This program seeks to connect communities with new sources of foreign investment. Port Colborne's project analyzed global food-processing companies to determine a fit with existing or expanded operations in Carbohydrate Valley. With this vital information, Port Colborne will be able to strategically market itself to identified companies to leverage foreign investment.

Funding was also secured for a cycle-tourism researcher. This student worked with economic development and tourism staff researching the activities and programs in other cities and regions which support cycling tourism. This research project serves as a base toward developing a plan to expand tourism in Port Colborne by attracting additional cyclists.

• **Public Domain Incentive Program**

The Regional Municipality of Niagara's provided financial support to the City of Port Colborne's Planning and Development department to assist with the completion of exterior enhancements to Humberstone Hall. Work completed in 2010 included the removal of the 1950's addition, building upgrades and exterior landscaping. This work will continue in early 2011 as the streetscaping on Main Street West takes form through the Main Street Area Community Improvement Plan. Humberstone Hall, the shared offices of the Port Colborne-Wainfleet Chamber of Commerce and the Port Colborne Visitor Information Centre will be enhanced with exterior features including bicycle racks, a patio, exterior lighting and a stone wall.

• **Employment Ontario Job Creation Partnership**

Funding from Employment Ontario will allow project staff to be recruited in early 2011 to research and support the development of an arts and culture route and to establish a new tourism association. Both of these projects support the strategic goals of the department.

The arts and culture route project involves developing a self-guided driving route that will connect artists, artisans, public and private galleries, museums, theatres, and other cultural tourist attractions in South Niagara. Once developed, this route will provide increased exposure for artists and artisans in an effort to help create a unique tourist attraction that will strengthen

the arts and culture community and provide increased economic vitality in the tourism and arts and cultural sectors in Port Colborne and area.

The tourism association project builds on the provincial changes to tourism marketing organizations introduced in 2010. A new tourism association for the South Niagara area would recognize the strength of the Port Colborne's tourism sector and bring tourism operators together to collaborate on issues facing the industry, allowing them to jointly develop new tourism products. As well, this association would add an important voice at the regional tourism association.

**Update On Projects Started In 2010**

In 2010, progress continued to be made on several important initiatives that received funding approvals in 2009.

• **Human Resources and Skills Development Canada – Enabling Accessibility Fund**

Funding allowed for the installation of accessible washrooms, fixtures, and doors at Humberstone Hall Visitor Information Centre. A substantial renovation of Humberstone Hall was completed in May 2010.

• **Ontario Ministry of Colleges, Training, and Universities – Employment Ontario**

One year funding for new tourism signage through the Job Creation Partnership program is

enabling a staff member to work on the Tourism Signage project. Funds are covering the costs of office equipment to support this staff member and a contribution towards the total cost of purchasing and installing new tourism signs.

• **Ontario Ministry of Economic Development and Trade – Communities in Transition Fund**

Funding allowed for the development of Port Colborne's first comprehensive economic development strategy and action plan during 2010. The new strategy identifies priorities and opportunities for retaining, expanding and/or diversifying local key business activities. It also looks at options for strengthening and diversifying Port Colborne's fabricated metals manufacturing industry including targeting businesses involved in the development of renewable energy projects.

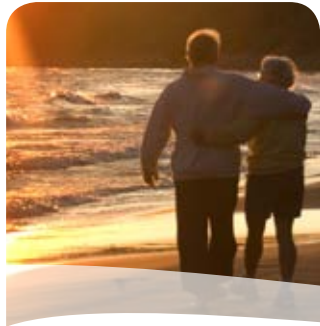
• **South Niagara Community Futures Development Corporation – Community Adjustment Fund**

Funding supported the addition of a new commercial and industrial real estate database and a new service-to-business and manufacturing directory to the City of Port Colborne's website [www.portcolborne.ca](http://www.portcolborne.ca) in early 2010.

The Vendor Enhancement Coordinator position is helping to enhance the quality and variety of vendors participating in the annual Canal Days Marine Heritage Festival. In 2010, market research was conducted by visiting events in southern Ontario to recruit unique vendors to enhance Port Colborne's signature event.



# Tourism Division



PORT COLBORNE  
*Niagara's South Coast*

# Visitor Information Services

## Visitor Information Centre

The opening of the newly renovated Humberstone Hall at 76 Main Street in May 2010 also marked the launch of an enhanced Port Colborne Visitor Information Centre for travellers and area residents looking to learn about local events and attractions.

In 2010, the new year-round centre employed three student Travel Counsellors from May to the beginning of September. The Visitor Information Centre was open mid-May and June - Monday to Friday 9 am to 6 pm and July and August 8 am to 7 pm, Monday to Friday. Throughout the fall and winter months, the centre was open Monday to Thursday 8:30 am to 4:30 pm and Fridays 8:30 am to Noon. It was open weekends from 10 am to 5 pm. During the week the centre was staffed by the Port Colborne - Wainfleet Chamber of Commerce and students on weekends.



Port Colborne Visitor Information Centre staff assist a traveller,

### Current Performance Indicators for Ontario's Tourism Industry

#### Visitor Inquires (January 2010 to September 2010):

- 1-800-Ontario: +54% from 2009
- [www.OntarioTravel.net](http://www.OntarioTravel.net): + 41.8% from 2009
- Travel Information Centres: - 1.8% from 2009

#### International Border Crossings (Total Inbound from January 2010 to September 2010):

- From the United States: + 4.7% from 2009  
Same day crossings: - 7.8% from 2009  
Overnight crossings: - 1.8% from 2009
- From Overseas: - 5.7% from 2009

## Visitor and Tourism Inquiries

From mid-May to the end of December, Visitor Information Centre Staff responded to 2,756 on-site inquiries, 245 by phone and many additional email requests.

Visitor Information Centre Visitation Comparison by Month- 2009/2010		
MONTH	VISITS	
	2009	2010
May	152	92
June	266	369
July	676	828
August	692	824
September	281	305
October	43	158*
November	closed	115*
December	closed	65*
<b>TOTAL</b>	<b>2,110</b>	<b>2,756</b>

\* Open 7 days a week from Sept. to Dec. vs weekends only in 2009



## Tourism Initiatives

Efforts to enhance local tourism infrastructure assets and assist stakeholder groups in their efforts to diversify the overall year-round tourism experience along Niagara's South Coast were the focus of Tourism Division staff in 2010.

### **Tourism Signage Initiative**

Financial assistance received from the Ontario Trillium Foundation in 2010 is helping Economic Development, Tourism & Marketing staff develop and install new tourism way-finding signage to help increase tourists visits to cultural and recreational attractions in Port Colborne.

The objective of the Tourism Signage initiative is to create a trailblazing network that provides a clear and recognizable image that can be translated easily between signs of different sizes and functions, and one that works to strengthen the unique character that defines our city, while meeting the requirements of the travelling public, the tourism industry and government.

Port Colborne's recent efforts to attract more visitors to local attractions have received positive reviews. The production of new and updated marketing materials including a new visitor map, visitor guide, and a redesigned web site have put a strong marketing framework in place upon which promotional campaigns can be initiated.

As well, the City has completed its renovations of the historic Humberstone Hall which houses the Port Colborne Visitor Information Centre and the Port Colborne-Wainfleet Chamber of Commerce, providing the city with a proper welcome centre operating seven days a week, year round. As a result of the complex layout of Port Colborne, a city formed through amalgamation, the new signage is being planned to complement recent initiatives and overcome the geographical challenges within Port Colborne.

Work will continue on the Tourism Signage Initiative in 2011. Locations have been identified that require new tourism directional signs. These signs will serve the same purpose as the existing signs. However, with larger signs and a clearer design, signs will be easier to spot and easier to read. It is the intention for these new signs to be alterable in the future, so that as attractions in Port Colborne change, it will be both quicker and inexpensive to update the appropriate signage.

### **Cycling Tourism Research**

The growing popularity of cycle tourism presents a unique growth opportunity for Port Colborne's tourism sector. Cycle tourism can be defined as 'recreational visits, either overnight or day visits away from home, which involve leisure cycling as a fundamental or significant part of the visit'.

In the summer of 2010 the Economic Development, Tourism & Marketing department hired a cycling tourism researcher to investigate the cycling industry world-wide and make recommendations as to how this market can be expanded in Port Colborne. The research included interviews conducted with local accommodations, restaurants and attractions, as well as the investigation of recent cycling trends and case studies in Canada, the United States and internationally.

The investigation determined that many countries are realizing positive economic impacts by catering to the cycle tourism market. Countries such as Australia, New Zealand and Denmark have developed cycle tourism strategies and are actively incorporating cycle tourism initiatives in their long term economic and community planning.

Port Colborne has the potential to become a high-quality cycle tourism destination. The city is a natural stopping point along the Greater Niagara Circle route and the Welland Canals Parkway. Already, businesses in Port Colborne see the imminent future for cycling tourism in Port Colborne and have joined the Welcome Cyclists Network and Cycle and Stay Niagara programs to advertise that they are cycle friendly. Port



Colborne's prime location on the south shore of Niagara, along both the Welland Canal and Lake Erie serves as an attraction for cycle tourists who want to watch the ships head down the canal to or from Lake Ontario.

Research indicates that Québec has the potential to be our greatest out-of-province market. Near the end of 2010, ideas and plans for a Port Colborne specific cycling map, in both English and French, were discussed and the project will be executed in 2011. As La Route Verte is extremely popular in Québec, it could be possible to attract those who frequent it to Port Colborne which has a strong francophone influence as does the rest of the Niagara region.

Toronto is another target market. With the Go Transit Bike Train from Toronto having a stop in Niagara Falls, it is a great opportunity for Cycle Tourism in Port Colborne. Many Torontonians



enjoy getting out of the big city and use bikes as their main mode of transportation when in the city.

It is hoped that cycle tourism in Port Colborne will increase in the coming years. Tourism stakeholders, including the City, plan to improve infrastructure by improving trails and the facilities along them. Efforts should also be initiated to promote cycle tourism to businesses as a viable market to encourage changes to make destinations within the city more cycle-friendly. With Port Colborne's beautiful scenery, various attractions and its willingness to adapt to cyclists, it has the potential to be a prime cycling destination in Ontario.

### Doors Open Niagara

On October 16-17, Port Colborne participated in the 9th Annual Binational Doors Open Niagara Weekend. The event offered free entry to 60 historic and architecturally significant buildings in



the cross-border Niagara region. Residents and visitors had the opportunity to explore three of Port Colborne's historical treasures including Old Humberstone Hall, the Port Colborne Historical and Marine Museum, 280 King Street; and Talwood Manor Bed and Breakfast.

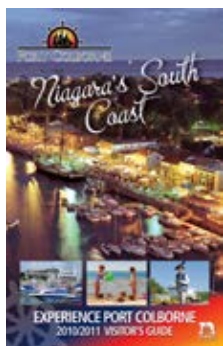
1 - Port Colborne's prime location on the south shore of Niagara, along both the Welland Canal and Lake Erie serves as an attraction for cycle tourists who want to watch the ships head down the canal to or from Lake Ontario.

2 - Extensive off-road cycling and hiking trails along Niagara's South Coast offer cyclists kilometres of mountain bike trails to explore.

3 - Heritage enthusiasts from the binational Niagara region and beyond stopped by the Port Colborne Historical and Marine Museum during the 2010 Door Open Niagara Weekend.



## Tourism Division



The 2010 Port Colborne Visitor Guide was produced in co-operation with Metroland Publications.



New branding incorporating the 'Niagara's South Coast' tag line was introduced into tourism promotion initiatives in 2010.

# Marketing & Communications

Marketing and communication tools are essential for increasing tourism activity. This includes the development of websites, creation and distribution of print materials and the implementation of advertising programs.

The Economic Development, Tourism & Marketing department's primary tourism marketing goals and objectives for 2010 were:

- Increase awareness of Port Colborne in our target markets by marketing both events and unique aspects of the Port Colborne tourism experience
- Expand co-op advertising activities and non-traditional partnerships to further expand our marketing reach
- Pursue opportunities for niche marketing
- Use a mix of proven and new approaches to marketing
- Work closely with key media resources to gain an increased interest in our tourism products.
- Deepen the role of Port Colborne web presence, engaging visitors through a wide variety of web-based content.
- Increase Port Colborne's profile as a fishing destination

### Niagara's South Coast: Building Port Colborne's Brand

In 2010, work continued on refining and enhancing Port Colborne's brand image in print and online marketing activities. Much of this work built upon the "Niagara's South Coast" brand which was trademarked in September, 2009. Targeted at domestic travellers, "Niagara's South Coast" presented a strong destination brand campaign for the City of Port Colborne that remains relevant and in use today.

Integration of the Niagara's South Coast brand into the marketplace is yielding positive results and indicating that effective use of the brand identifier will become a critical component in raising awareness of the City of Port Colborne as a tourism destination while also reinforcing the City's geographic proximity while leveraging the Niagara brand.

### Port Colborne Tourism Video

Requests for quotations were sent out in the fall of 2010 for the production of a new Port Colborne Tourism Video. Submissions from qualified vendors were to include the cost and timeline of creating a three and a half minute video highlighting Port Colborne's tourism assets, as well as testimonials from local business

owners that could be viewed on portcolborne.ca, as well as any social media i.e. YouTube. The project was to also include the cost of creating a similar video without audio that would play in the Port Colborne Visitor information Centre and the Scotiabank Convention Centre in Niagara Falls.

After receiving three quotes, the project was awarded to Pacific Productions in Ridgeway, ON. Production of the video began in late December and the final version is expected to be ready in January 2011.

### Print Materials

The Economic Development, Tourism & Marketing department commissioned the production and printing of four publications in 2010: the Niagara South Coast Adventure Passport, the Historic Port Colborne Heritage Guide, the Historic Welland Canal Guide and the 2010 Port Colborne Visitor's Guide.

### Niagara's South Coast Adventure Passport:

This full-colour, high impact promotional brochure features 10 destinations promoting Port Colborne and Wainfleet's numerous cultural, heritage, and popular tourism attractions and experiences. How it worked: At each stop, participants recorded a trivia answer or had their passport punched, after acquiring a minimum of seven

validated sites, Adventure Passport holders were eligible to submit their passport for entry into the Niagara's South Coast Adventure Passport Prize Draw which took place in December 2010.

A joint marketing effort between the City of Port Colborne and the Port Colborne-Wainfleet Chamber of Commerce, this promotional piece adds to the ongoing efforts to increase the number of visitors coming to Port Colborne, encouraging them to stay longer and return again in the future.

#### ***Historic Port Colborne Guide:***

A pictorial guide to Port Colborne's heritage homes, sites and properties, features 36 properties, guides visitors and residents in learning about the people, landscapes and historic buildings that bring Port Colborne neighbourhoods to life.

#### ***Historic Welland Canal Guide:***

Highlighting 10 historical locations along the Welland Canal, this guide features the importance of the canal to our city and showcases the city's favourite locations to view the ships travelling to or from Lake Erie.

#### ***2010 Port Colborne Visitor Guide:***

The City of Port Colborne annually produces the Port Colborne Visitor Guide. This comprehensive piece is designed to showcase Niagara's South Coast and offers key travel information on local attractions, dining and accommodations,



1 - Historic Port Colborne: A Pictorial Guide to Port Colborne's Heritage Homes, Sites and Properties.

2 - Niagara's South Coast Adventure Passport 2010.

3 - Winners of the 2010 Niagara's South Coast Adventure Passport contest are recognized at City Hall.

recreation, culture and heritage and festival and events.

In 2010 the Port Colborne Visitor Guide was produced by Niagara This Week and achieved a print run of 45,000 copies. The 2010 guide included 64 pages of editorial, coloured images and paid advertisements reflecting a broad range of Port Colborne businesses and services. The guide was distributed throughout the province to various municipalities, tourist information centres, attractions and businesses.

#### **Web-based Marketing**

The City of Port Colborne's website, [www.portcolborne.ca](http://www.portcolborne.ca), which is the internet's premier source for Port Colborne travel information, continued to evolve and improve in 2010. Site content in the visitors section was refreshed and enriched for search engine optimization with new content and images.

From January to December 2010, 10,525 visits were tracked to the "Visitors page" with 8,777 of these visits considered unique visitors.



## Tourism Division



TOP: Port Colborne's 1/2 page advertisement in 2010 Niagara Seasons Magazine.

MIDDLE: Port Colborne's 1/6 page advertisement in 2010 Outdoors Canada Magazine

BELOW: Updated Pad Map of the City of Port Colborne used in the 2010 Visitor Guide.

### Photo Contest

Throughout 2010, the Economic Development, Tourism and Marketing department held seasonal photo contests, encouraging professional and amateur photographers of all ages to participate. The contest provided a way for photographers to capture the beauty and uniqueness of Port Colborne, as well as provide a way for participants to display their creativity and provide the city with another resource to showcase Port Colborne.

Individuals were invited to submit digital photographs which were judged by department staff and a prize was awarded for the best photo.

Contest Winners were the following: Winter 2010 – "Reflection of Port Colborne's Inner Lighthouse" – Teagan Workman; Spring 2010 – "Swans on the Bay" – John Ballin; Summer 2010 – "Canal Days" – Susan Marshall; Fall 2010 – "Bountiful Harvest" – John Ballin.

Future photography contests will be held and operated within similar guidelines in 2011.

### Print Tourism Sector Advertising

Paid Print Advertisements were placed in the following publications (see chart below):

### 2010 Print Advertising Summary

PUBLICATION	AD SIZE	PUBLICATION PROFILE	CIRCULATION DETAILS
Niagara Seasons	1/2 Page	Niagara Seasons reaches over 1 million readers in Ontario, New York, Ohio and Michigan. The magazine was inserted into daily newspapers throughout Ontario, along with Toronto, Ottawa, London, Cleveland (OH) and Rochester (N.Y.). It was also available in Ontario Tourism Outlets throughout Ontario as well as CAA and AAA in Ontario, New York, Ohio and Michigan.	Circulation of 400,000 Cleveland (USA) 35,000; Rochester (USA) 35,000; Toronto 40,000; Ottawa 35,000; London 30,000 Others: Kingston, Barrie, Peterborough, Sault Ste. Marie, Brantford, Belleville, Chatham, Gananoque, Trenton, Port Hope & Cobourg 65,000; Ontario Tourism 40,000; CAA /AAA 20,000; Niagara Outlets 15,000; Tourism Niagara /NF Tourism 85,000
Niagara Today Magazine (Local Edition)	Full Page in Spring and Summer Issues	Readership Gender: Male & Female, Age: 30+, Annual Income: 65-100k + Education: Post Secondary Degree or Diploma	6 Issues a year. Distribution: Select grocery stores and participating advertisers throughout Niagara
Niagara Today Magazine (In-room Edition)	1/2 Page in Spring Issue	Table-top quality, in-room magazine customized for accommodations partners who provide Niagara Today to their guests. Multiple versions of Niagara Today are produced and supplied to accommodations locations across Niagara.	Targeted Distribution Plan: <b>VERSION 1</b> (25,000): Embassy Suites, Fallsview Plaza, Falls Plaza <b>VERSION 2</b> (25,000): Hilton Fallsview <b>VERSION 3</b> (15,000): The DoubleTree Fallsview Resort & Spa <b>VERSION 4</b> (15,000): Americana Resort & Spa <b>VERSION 5</b> (15,000): Holiday Inn, Skylon Tower <b>VERSION 6</b> (100,000): Niagara Fallsview Casino Resorts, Days Inn Near the Falls, Hampton Inn North of the Falls, Fallsview Inn, Rodeway Inn, Howard Johnsons on the Lane, Howard Johnsons by the Falls, Days Inn Suites by the Falls, Sterling Inn & Spa, Motel 6, Super 8 Hotel, Diplomat Inn, Knights Inn, Imperial Inn, Camelot Inn, Candlelight Motel, Carriage House, Falls Manor Hotel, Quality Hotel, Comfort Inn, Old Stone Inn, AAAA Royal Motel, AA Niagara Inn Motel, A-1 Motel, A Gardens Inn, A Riverpark Motel, Admiral Inn by the Falls, Advantage Inn, Arkona Motel, Chalet Inn & Suites, Glengate Hotel, Peninsula Inn & Resort, Country Inn & Suites, Olympia Motel, Days Inn Lundy's Lane, Best Western Cairn Croft, Best Western Fallsview, ** Ontario Travel Centers <b>VERSION 7</b> (50,000) St. Catharines: Quality Hotel & Convention Center, Holiday Inn, Days Inn, Four Points Sheraton, Capri Inn   Comfort Inn, Howard Johnsons Hotel, Hilton Garden Inn, Best Western Beacon Motor Inn, Casablanca Winery, Super 8 Hotel

## 2010 Print Advertising Summary

PUBLICATION	AD SIZE	PUBLICATION PROFILE	CIRCULATION DETAILS
Destination Niagara	1/2 Page	Full colour digest size magazine.	Circulation of 200,000 Toronto 150,000; London 25,000; Ottawa 25,000
Thorold Visitor Guide	1/2 Page	Community Visitor Guide	Circulating 25,000 copies to Ontario Travel Information Centres, Municipalities, Attractions, Tour Operators, Accommodations, and Local Information Centres.
St. Catharines Visitor Guide	1/2 Page	Community Visitor Guide	53,000 - CTM Brochure Dist for TO Airport/CN Tower/Corporate Toronto/Hamilton/Burlington/Niagara program; 10,000 - Standard Drop during Tourism Awareness Week in June; 25,000 - distributed in Niagara. All advertising partners get guides for distribution, Grimsby Gateway, Port Colborne, Fort Erie, Welland, Thorold, Pen Centre, Fairview Mall, all the Ontario Tourism Centres in Niagara & Ontario; 3,200 - through several areas/depts. at Brock University including Conference Services; 400 - Niagara College & Residence; 3,000 - throughout year for difference conferences in city and sporting events; 1,000 - Festivals; PDF of guide is also found online & all partners are linked to website <a href="http://www.tourismstcatharines.ca">www.tourismstcatharines.ca</a>
Haldimand Visitor Guide	1/2 Page	Community Visitor Guide	Circulating 50,000 copies to Ontario Travel Information Centres, Municipalities, attractions, tour operators, accommodations and local info centres.
Know Your Ships	1/2 Page	Special 50th edition includes information about the freighters, tankers, tugs, salties, passenger ships and other vessels sailing the Great Lakes and St. Lawrence Seaway and also pays tribute to the past 50 years of Lakes and Seaway shipping.	Copies purchased on-line.
Curious Tourist	Monthly Banner	A publication promoting the unique and out of the way shops, services, towns and events in Ontario.	11 issues annually. 40,000 copies of each issue are distributed throughout Central Ontario within a 90 minute drive of Toronto.
55 - Plus Magazine	1/2 Page, 1 Full Page	Fifty-Five Plus reaches 252,000 readers throughout Ontario markets where over 65% are under the age of 65.	Total circulation is 90,000, including 45,000 in the GTA, 30,000 copies in the Ottawa region and 15,000 copies in the Brockville, Gananoque, Kingston and Quinte markets. There are eight issues per year: January/February, March/April, May, June, July/August, September, October, November/December. Distribution is by subscription.
Horizon Travel Magazine	1/2 Page Ad, 1/2 Page Editorial	Horizon reaches a market of well-educated influential consumers with the highest disposable income in Canada.	Horizon Travel Magazine is published 8 times a year and is distributed throughout Ontario as an insert in The Toronto Star and The National Post (Ottawa).
Welland Canal Corridor Brochure	1/2 Panel	The Welland Canal Corridor is one of the greatest lock systems in the world! Full of history, incredible engineering, and fun things to see and do, this brochure guides readers along the Welland Canal and its surrounding attractions.	50,000 copies produced and distributed by the Niagara Economic Development Corporation.
NEDC Gateway Backlit Poster Advertising Signage	Backlit Poster	Located at the Gateway Niagara Information Centre at the Casablanca Blvd. exit of the QEW in Grimsby.	This busy information centre services approximately 500,000 visitors throughout the year.
2010 Niagara Regional Map	Sponsorship Ad	Full colour map of Niagara region.	50,000 full colour maps produced in a convenient padded tear-off format. Only 5 sponsor ads were offered.
Outdoor Canada Magazine	1/6 Page Ad	May Hunting Gear/Walleye Guide Issue	Published 6 times a year, total readership is 1,548,000. Canada's only national measured magazine dedicated to outdoor sports.
Niagara This Week Business Directory	1 Full Page	Tourist/Business Directory	Distributed to all home owners in Port Colborne





Port Colborne was home to several of Niagara's premier festivals during 2010 including the popular Canal Days Marine Heritage Festival and Flavour of Niagara International Food, Wine and Jazz Festival.

## Festivals & Events

Festivals and events are a key drawing card for visitors. As festival themes are often determined by the nature of the community itself, these events provide the community the opportunity to display its assets and strengths and generate local revenues.

Economic Development, Tourism & Marketing staff area responsible for the marketing, organization and management of two signature events, the Canal Days Marine Heritage Festival, and Sportsfest, as well as providing logistical and staffing support to the Flavour of Niagara International Food, Wine and Jazz Festival. In performing their duties, staff are often required to perform multiple tasks critical to the success of community events, tourism development, and the public's perception of the City of Port Colborne. Staff duties include solicitation of event sponsorships and donations, volunteer recruitment and training, logistical planning, marketing and public-relations, database development, and maintenance of proper financial control procedures.

### Canal Days Marine Heritage Festival

Canal Days Marine Heritage Festival has become one of Niagara's premier summer festivals and offers a range of experience from the historic tall ship cruises, spectacular fireworks, live entertainment, or the Kite Festival. Canal Days Marine Heritage Festival is held each August holiday weekend and includes a four-day celebration of history and heritage.

Port Colborne's signature event offers activities and attractions that are a source of great community pride. The 2010 Canal Days Festival attracted support from 56 sponsors who contributed \$170,250 (an average of \$3,040 per sponsor). Over 67% of Canal Days sponsors are repeat supporters from the previous year.

Event organizers continue to explore joint partnerships with local stakeholders to help promote the Canal Days Festival in 2010. Joint marketing between the festival and the St. Lawrence Seaway Management Corporation enhanced the Canal Days brand and emphasize the Marine Heritage elements of Canal Days.

Canal Days was once again designated as one of Festival and Events Ontario's (FEO) "Top 100 Festivals" in 2010. The Top 100 Ontario Festivals program acknowledges excellence in the province's festivals and events industry and carries the highest visibility of all of FEO's award programs. There is significant market value in being named in the Top 100, including specialized promotion in the annual Festivals & Events In Ontario Guide which boasts a readership of 750,000.

### 2010 Canal Days Marketing Strategy

MEDIA VENUE	CIRCULATION / AUDIENCE REACH
<b>RADIO</b>	
<b>97.7 Htz FM CHTZ Niagara</b>	<ul style="list-style-type: none"> <li>61,000 listeners in Niagara weekly: 65% Male / 35% Female</li> <li>Strongest demo 18-44yrs, reaching all segments 25 through 54yrs</li> <li>80% of listeners employed, 45% have household income above 60K, and 53% are homeowners</li> <li>Reaching all of Niagara, Hamilton, Toronto and Buffalo USA region</li> </ul>
<b>Newstalk 610 CKTB Niagara</b>	<ul style="list-style-type: none"> <li>40,300 listeners in Niagara weekly: 51% Male / 49% Female</li> <li>Strongest demo 45-65+yrs, reaching all segments 25 through 65+</li> <li>50% employed, 40% have household income above 50K, 80% homeowners</li> <li>Reaching all of Southern Ontario [including Toronto] and Buffalo USA region</li> </ul>
<b>105.7 EZ Rock CHRE Niagara</b>	<ul style="list-style-type: none"> <li>64,800 listeners in Niagara weekly: 67% Female / 33% Male</li> <li>Strongest demo 25-44yrs, reaching all segments 25 through 64</li> <li>78% employed, 52% have household income above 50K, and 78% are homeowners</li> <li>Reaching all of southern Ontario [including Toronto] and Buffalo USA region</li> </ul>
<b>91.7 Giant FM CIXL Niagara (Ads &amp; Radio Website Contests)</b>	<ul style="list-style-type: none"> <li>28,000 listeners in Niagara weekly: 60% Female / 40% Male</li> <li>Strongest demo 25-54yrs, reaching all segments 18 through 65+</li> <li>60% employed, 42% with household income above 50K</li> <li>Reaching all of southern Ontario [incl. Toronto] and Buffalo USA region</li> </ul>
<b>96.7 Chym FM CHYM Kitch./ Waterloo (Ads &amp; Radio Website Contests)</b>	<ul style="list-style-type: none"> <li>96,550 listeners in Kitchener / Waterloo / Cambridge / Guelph weekly: 63% Female / 37% Male</li> <li>Strongest demo 35-54yrs, reaching all segments 25 through 65+</li> <li>69% married, 43% w/ children, 51% with household income above 50K</li> <li>Reaching all of Waterloo Region incl. Burlington, Oakville, London, Stratford</li> </ul>
<b>Q107 CILQ Toronto (Ads &amp; Radio Website Contests)</b>	<ul style="list-style-type: none"> <li>970,000 listeners Southern Ontario and Western NY: 64% Male / 36% Female</li> <li>Strongest Demo 35-54yrs, reaching all segments 18 through 65+</li> <li>53% with post-secondary education, 34% earning \$100,000+/annum, 81% are homeowners</li> <li>Reaching GTA, Niagara, K/W, Buffalo and area, north to Gravenhurst</li> </ul>

MEDIA VENUE	CIRCULATION / AUDIENCE REACH
<b>RADIO (continued)</b>	
<b>Mix 104.1 FM WHTT Buffalo</b>	<ul style="list-style-type: none"> <li>48,000 listeners across Western New York and Southern Ontario: 54% Female / 48% Male</li> <li>Strongest demo 25-54yrs, reaching all segments 18 through 65+</li> <li>64 % with post secondary education, 34% with income of \$75,000, 79% are homeowners</li> <li>Reaching all greater Buffalo and WNY, Reaching into Niagara Region and Hamilton areas in Canada</li> </ul>
<b>TELEVISION</b>	
<b>Multiple Commercial Productions</b>	Canal Days is able to create several different television commercials each season, focusing on different elements of the festival and reaching different demographic audiences. Agreements with Musician's agencies have allowed Canal Days to obtain sync rights for highly recognizable music in our spots, increasing the profile of the event.
<b>CHCH Television Hamilton</b>	Reaching 90% of Ontario population in most major markets, including: Toronto-Hamilton Corridor, Niagara, Kitchener-Waterloo, London/Windsor, Ottawa/Hull, Barrie, Sudbury, The Sault, North Bay, Timmins. Includes spill into Quebec, East Michigan, Eastern Manitoba, Northern Ohio and Pennsylvania, and Western NY State.
<b>WUTV Television Buffalo – FOX 29</b>	Reaching all of southern Ontario including GTA, Barrie, K/W and Niagara. Reaching US markets throughout western NY and southern Pennsylvania. Estimated coverage area of 6 million viewers over 18yrs. Strongest demo 25 - 54yrs.
<b>TV Guide Channel</b>	Reaching over 100,000 homes throughout the Niagara Region. Spots run in ¾ formats onscreen with ongoing TV Guide listings. Spots run hourly, on loop, for duration of ad buy.
<b>New - Cable Network Ad Insertions</b>	Taking advantage of the cable broadcast platform, Canal Days will be able to purchase 'insert' air time during programs on major US stations like A&E, and Peachtree.
<b>Cogeco Niagara</b>	Community Channel – showing regional event news on program called 'The Source' running on a constant loop, as well as event listings on crawl 24/7. Remote event and media launch coverage for Canal Days. Reaching over 100, 000 homes throughout the Niagara region.
<b>BILLBOARDS</b>	
<b>Pattison Outdoor</b>	Regional Billboards in St. Catharines, Niagara Falls, & Welland, selected for highest drive-by traffic and visibility. Reaching all demographics. 10,000 – 20,000 impressions daily.
<b>PRINT ADS/PRESS RELEASES</b>	
<b>Osprey Media St. Catharines Standard</b>	Circulating to 74,000 homes throughout Niagara region
<b>Osprey Media Welland Tribune</b>	Circulating to 38,000 homes in Welland, Port Colborne and area

MEDIA VENUE	CIRCULATION / AUDIENCE REACH
<b>Osprey Media InPort News</b>	Circulating to 11,000 homes & businesses in Port Colborne, Wainfleet and Sherston
<b>MetroLand Publishing Niagara This Week</b>	Circulating to 165,300 homes in Niagara region
<b>MetroLand Publishing The Leader</b>	Circulating to 8,100 homes and businesses in Port Colborne
<b>MetroLand Publishing The Record</b>	Circulating to 66,000 homes in the Kitchener-Waterloo and Cambridge area
<b>Dynasty Communications Pulse Niagara</b>	Tabloid - Circulating to 54,000 readers weekly across the Niagara region
<b>Berkshire Hathaway The Buffalo News / Across the Border Quarterly</b>	Circulating to nearly 500,000 homes in Buffalo and surrounding counties in Western New York State
<b>New - Buffalo Nightlife</b>	Circulating to 140,000 readers weekly across the Greater Buffalo area
<b>Press Releases</b>	Press Releases to all major newspaper outlets in Niagara, Kitchener/ Waterloo, Toronto, Buffalo
<b>DIRECT MARKETING</b>	
<b>Festival Program</b>	Region-wide distribution of 40, 000 Canal Days festival programs to all major tourism outlets throughout Niagara.
<b>INTERNET</b>	
<ul style="list-style-type: none"> <li>Canal Days placed strategic ads on Facebook in the weeks leading up to the festival creating a viral presence across multiple regional networks. Estimated Impressions of roughly 100,000 people. The ads led to a series of dedicated Canal Days pages focusing on Entertainment, Attractions, and showcasing Vessels, Activities and Exhibits.</li> <li>Through a partnership with the Buffalo News, Canal Days advertised on the popular www.Buffalo.com website, increasing cross-border awareness.</li> <li>Promotional Email Campaign Electronic distribution of Canal Days festival program through direct e-marketing in tandem with NEDC and partner companies, and existing distribution networks through local tourism groups. Estimate reach of direct sends 3000 - 4000 impressions.</li> </ul>	
<b>ADDITIONAL</b>	
<ul style="list-style-type: none"> <li>Canal Days Media Luncheon Canal Days official Media launch at Roselawn. Invited guests from all area media outlets [Radio, TV, Newspaper] attend this event, which marks the beginning of the promotional campaign and official release of the festival programme. This is also the venue for the presentation of the Canal Days Awards for outstanding sponsors, volunteers, and contributors to the festival.</li> <li>Cross Promotion of the festival through our corporate partners and the coordinators of our sanctioned events. Also advertising of Canal Days during Sportsfest, Flavours of Niagara festival, Mayor's Golf Tournament.</li> </ul>	





Sportsfest was held in Port Colborne between February 5-8, 2010.

## Sportsfest

Sportsfest is a mid-winter celebration in February promoting health and wellness and community spirit. It takes place at a number of parks, recreational facilities and businesses throughout the City of Port Colborne.

## 2010 Sportsfest Marketing Strategy

MEDIA VENUE	CIRCULATION / AUDIENCE REACH
<b>RADIO</b>	
<b>97.7 Htz FM CHTZ Niagara</b>	<ul style="list-style-type: none"> <li>57,000 listeners in Niagara weekly: 63% Male / 37% Female</li> <li>Strongest demo 18 – 34yrs, reaching all segments 25 through 54yrs</li> <li>83% of listeners employed, 47% have household income above 60K, 44% are homeowners</li> <li>Reaching all of Niagara, Hamilton, Toronto and Buffalo USA region</li> </ul>
<b>Newstalk 610 CKTB Niagara</b>	<ul style="list-style-type: none"> <li>38,300 listeners in Niagara weekly: 50% Male / 50% Female</li> <li>Strongest demo 45 – 65yrs, reaching all segments 25 through 65+</li> <li>55% employed, 44% have household income above 50K, 72% are homeowners with 49% mortgage-free</li> <li>Reaching all of Southern Ontario [including Toronto] and Buffalo USA</li> </ul>
<b>91.7 Giant FM CIXL Niagara</b>	<ul style="list-style-type: none"> <li>26,000 listeners in Niagara weekly: 60% Female / 40% Male</li> <li>Strongest demo 25 – 54yrs, reaching all segments 18 through 65+</li> <li>60% employed, 42% with household income above 50K</li> <li>Reaching all of southern Ontario [including Toronto] and Buffalo USA region</li> </ul>
<b>TELEVISION</b>	
<b>Cogeco Niagara</b>	<ul style="list-style-type: none"> <li>Advanced Promotional segment in Community programming</li> <li>Taped full event broadcast or segment in Community programming</li> </ul>
<b>PRINT ADS/PRESS RELEASES</b>	
<b>Osprey Media St. Catharines Standard</b>	Circulating to 74,000 homes throughout Niagara region; readership 50% Male / 50% Female Strongest demo 40 – 59 yrs, 60% with post secondary education, reaching all segments 18 through 65+
<b>Osprey Media – Welland Tribune / Inport News</b>	Circulating to 37,000 homes in Welland, Port Colborne and surrounding areas
<b>Osprey Media – Niagara Falls Review</b>	Circulating to 37,000 homes in Welland, Port Colborne and surrounding areas
<b>MetroLand Publishing – The Leader</b>	Circulating to 8,100 homes in Port Colborne
<b>Press Releases</b>	Press Releases to all major newspaper outlets in the region

MEDIA VENUE	CIRCULATION / AUDIENCE REACH
<b>DIRECT MARKETING</b>	
<b>Email Campaign</b>	Enhanced Promotional Email Campaign will target sports organizations, service clubs, and businesses throughout the region. Corporate packages will afford the best value for companies seeking to reward their workforce. Further distribution through regional tourism networks to create 40,000 impressions.
<b>Consignment Sales</b>	Consignment Sales at select locations throughout the region
<b>Event Posters</b>	Event Posters [250]: Delivered or mailed to all sporting venues, card dealers, participating corporate sponsors in the Niagara Region; additional delivery to specific Toronto and Buffalo venues.
<b>INTERNET / WEB</b>	
<ul style="list-style-type: none"> <li>The event is posted to all City websites, with linkage from our partner sites, and listings on regional media and tourism event and activity schedules.</li> </ul>	

## Flavours of Niagara International Food, Wine & Jazz Festival

Niagara food artisans returned to Port Colborne just prior to Canada Day, for the fourth annual 'Flavours' festival. This unique event featured culinary samplings from Niagara's best chefs and caterers, complimented by Niagara's finest wines. Nestled in beautiful HH Knoll Lakeview Park, the festival featured an intimate picnic area accented by a bandshell showcasing the finest jazz musicians from around the Province. The festival offers the perfect background for an entertaining day with the family. Celebratory Canada Day fireworks on Sunday evening cap the weekend in Port Colborne.

## Other Special Events

Economic Development, Tourism & Marketing staff also assist with the coordination and organizing of the Mayor's Golf Tournament (September), the Welland Canal Top Hat Ceremony (March), Doors Open (October), and the Annual Christmas Parade of Lights (December).



City of Port Colborne  
Economic Development, Tourism & Marketing Department  
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*Niagara's South Coast: Where Business & Lifestyle are a Perfect Match*





## 2011 IEDC EXCELLENCE IN ECONOMIC DEVELOPMENT AWARDS ENTRY FORM

*Please complete this section for all entries.*

*Include 5 hard copies of the Entry Form and all supplemental information with your submission.*

Organization: Purdue Research Foundation

Contact Name: Cynthia Sequin

Email: casequin@prf.org

Project/Item Name: Purdue Research Foundation 2009-10 Annual Report

Category for Entry: Promotional Awards: #4 Annual Report

Population Category (<25K, 25-200K, 200K-500K, >500K): (Choose One) 25-200K

Date Project Began: July 2010

Date of Completion (if applicable): March 2011

For Entries in Categories 9 & 10, Enter Your Web Site URL:

### PROJECT DESCRIPTION

*Please refer to the **Category Description and Judging Criteria Sheet** corresponding to your category when answering the following questions in the space provided.*

#### Select:

- ☒ Promotional Award Categories 1-8 – See Sheet A (page 9)
- ☐ Internet and New Media Categories 9-11 – See Sheet B (page 10)
- ☐ Program Award Categories 12-22 – See Sheet C (page 11-12)
- ☐ Partnership Award Categories 23-25 – See Sheet D (page 13)
- ☐ Leadership Award Categories 26-30 – See Sheet E (page 14)

*Special Note: The below section is not required for the Leadership Award categories. Please complete a profile of the individual's achievements.*

THIS SECTION IS INTENDED TO PROVIDE AN OVERVIEW OF THE PROJECT. PLEASE KEEP ANSWERS TO EACH QUESTION UNDER 200 WORDS. YOU MAY EXPAND ON THIS INFORMATION IN A SEPARATE PROFILE OF NO MORE THAN 3 PAGES, DOUBLE-SPACED.

1. Please provide a brief description of the project.

The project included multiple meetings, strategic planning and writing for a 24-page glossy publication with photos, art and graphic design. Information for the project was compiled from representatives in 14 different departments and areas. All materials gathered were source checked. To keep the voice consistent throughout, one individual was the primary writer for the report.

In order to focus on the economic development contributions of the Purdue Research Foundation's Purdue Research Park, we called the annual report "4 Locations. 200 Companies. 4,000 Indiana Jobs." The purpose of this name is to let the reader know right away about the economic development impact of the Purdue Research Foundation and its Purdue Research Park network.

2. What is the goal or purpose of this project?

The project was developed to provide prospective entrepreneurs, business leaders, political leaders and key influencers with a succinct report that would promote and support economic development in the community.

The report outlined the history, mission, goals, economic development data, economic development growth, projects completed in the specific time period, awards and financial statements for the Purdue Research Foundation.

3. Who are the participants in this project? Who was involved in planning/implementation? Who is affected?

Key participants within the Purdue Research Foundation are: President France A. Cordova; Senior Vice President,

Treasurer and COO Joseph B. Hornett; Senior Executive Assistant Chery Skibinski; Director of Marketing and Communications Cynthia Sequin; Writer/Publicist Steve Martin, Executive Assistant Margaret Rytlewski; Assistant Vice President and Director of Human Resources Judy Hall; Assistant Vice President and Director of Information Systems Mary Claire Cartwright; Assistant Vice President and Director of Finance Belinda Rachwal; Vice President and Executive Director of Purdue Research Park Greg Deason; Assistant Vice President and Director of Real Estate and Physical Facilities David Hodde; Assistant Vice President and Director of the Office of Technology Commercialization Libby Hartells; Statewide Director of the Purdue Technology Centers John Hanak; Director of the Purdue Technology Center of Northwest Indiana Kathy Degulio-Fox; Director of the Purdue Technology Center of Indianapolis Jim Bartek; Director of the Purdue Technology Centers of West Lafayette Tim Peoples; and Director of the Purdue Technology Center of New Albany Paul Moses.

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4. What has been the impact of the project? How effective has it been in furthering economic development in your community? Identify any tangible and/or intangible results and value added.

The report has made a positive impact for recruitment of companies for the Purdue Research Park network and the community. The report is included in all recruitment materials and used as a resource guide for information about the four locations of the Purdue Research Park network, the financial statements for the Purdue Research Foundation, technology commercialization data from the Office of Technology Commercialization, and awards received.

The report also provides the intangible benefits for startups and expanding companies who move into the Purdue Research Park network such as human resources assistance for hiring, preparing HR policies and writing HR handbooks; marketing and communications amenities such as news release writing, public relations assistance, advertising opportunities and crisis communications training; and information technology assistance such as phone setup, data storage and IT protection.

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5. Is this project replicable or transferable? Can it be adapted for use in other communities? What lessons have been learned?

Yes, the positive impact for company recruitment resulting from the annual report led to the creation of a separate, but similar, report for the Purdue Research Foundation's Office of Technology Commercialization.

The project, the first of its kind for the foundation, is geared to promote new technologies coming out of Purdue University that have been patented and are available for licensing and commercialization. This report is 28 pages in size and a full 12 pages are devoted to technologies that expanding companies and startups can license.

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6. In what ways is this project innovative or creative?

In preparing this annual report and updating it from standard annual reports, we studied more than 25 other annual reports from peers and aspirant peers such as Lilly Endowment, Bill and Melinda Gates Foundation, Purdue University Office of Research, MIT Office of Research and Stanford University Office of Research. Then we reviewed current trends and movements in annual reports. The conclusion of this research led us to make the annual report more "conversational" in style with quotes from each of the departmental leaders. We also focused on using lots of color, graphics, photos and other art to make the information easy to read.

Another trend we identified in annual reports is the inclusion of stories of "real people" who have been helped by the organization. For example, on page 12 we highlight Baana Barker, a woman from Bodga, Calif., who was helped by the technology from park-based company Cook Biotech Inc., and on page 13 we highlight Connie Lux, a woman who was helped by the technology from park-based company Matrix Bio Inc.

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7. Are there any other relevant details not covered above or specific to your category?

Two other features in the Purdue Research Foundation's annual report that have supported current and future economic development are the inclusion of a page for future entrepreneurs (page 17) and a page honoring Purdue University faculty who have patented new discoveries that are now available for commercialization (page 11).

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**International Economic Development Council**  
**2011 Excellence in Economic Development Awards Submission**  
**Category: A. Promotional Awards; 4. Annual Report**

## **The Economic Development Corporation of Kansas City, Missouri**

### **Annual Report 2010**

#### **1. Please provide a brief description of the project.**

The 2010 annual report for the Economic Development Corporation of Kansas City, Mo., is a 31-page booklet that tells the story of job creation, investment growth and business expansion in the city. It educates the reader on the non-profit agency's financial status, successes of the past year, and focus and priorities for the coming year.

The annual report's theme, "Creating, Expanding & Evolving Kansas City, Missouri," illustrates the EDC's goal of helping businesses grow and thrive in the city. While it presents the hard data and statistics needed to understand how the organization performed during the year, it also tells specific and personal stories of success. We chose to highlight eight of last year's varied economic development accomplishments from around the city, including a neighborhood bar and restaurant, a sausage manufacturer and a non-profit, low-income housing development project. These stories, which include personal testimonials from each project's key players, help illustrate the key role the EDC play—not only in facilitating successful growth for its clients, but also as a true partner that will help the clients navigate the processes, face challenges, and overcome road blocks to a successful completion.

#### **2. What is the goal or purpose of the project?**

The interested and target audiences of the EDC-KC include its board of directors, affiliated agencies, local city and public officials, current and former clients, potential clients, neighboring cities and the general business community of Kansas City.

The EDC strives to regularly update each of these audiences, helping them to fully understand the scope of the agency's financial growth and ongoing positive impact on the community. By highlighting the individual successes of new and expanding projects throughout the city, we also are helping tell the complete story of the services we provide and the successes that can be accomplished by partnering with our organization.

The goal of photographing the EDC project manager with the lead client contact for each of the highlighted projects was to illustrate the true partnership created during the project's duration and through its completion.

Similarly, the testimonials, featured in the center of the book, also drive home specific points that help further exemplify important aspects of each project's story—whether that is the client's desire to remain in a specific Kansas City neighborhood, the value of the EDC's involvement and partnership, or success of the project and how it has positively affected the city.

#### **3. Who are the participants in this project? Who was involved in planning/ implementation? Who is affected?**

The scope and overall direction of the project was overseen by EDC president and CEO, Jeff Kaczmarek, and vice president of business retention and recruitment, Mike Kirchhoff. The creation and production was managed by the agency's external marketing firm, BELA Communications.

Each of the eight highlighted project stories in the report required involvement from at least one key member from the client and the EDC's project manager. These individuals, who were heavily involved in the project, volunteered their time to be interviewed and photographed in order to help tell the complete story and illustrate the partnership between the client and the EDC.

**4. What has been the impact of the project? How effective has it been in furthering economic development in your community? Identify any tangible and/or intangible results and value added.**

This annual report serves as a vital tool to tell the compelling success stories of a variety of Kansas City businesses—from different industries, different areas of the city, and with different business goals. Staff members from the EDC-KC use this book regularly to share with potential clients because of its ability to easily convey and illustrate the services that the agency provides, from project management and research to ongoing coordination with local government entities.

Anecdotal evidence shows that current clients appreciate having their story used as an example to other Kansas City businesses and being profiled in a positive way. In addition, many have used the EDC's Annual Report as a marketing tool to demonstrate the success of their business in Kansas City, Missouri. In terms of potential clients, the annual report has served as a catalyst for inquiries and leads. Finally, at the EDC annual awards luncheon to honor Kansas City, Missouri businesses that have demonstrated leadership, the annual report received many positive comments on the event feedback form, including the following comment, "Way to go on showcasing Kansas City! . . . the EDC Annual Report encapsulates the great businesses and people here in our city."

**5. Is this project replicable or transferable? Can it be adapted for use in other communities? What lessons have been learned?**

Past annual reports from the EDC of Kansas City have focused on the numbers and statistics of the year. This year, we learned that by showing the faces and telling the stories of the businesses people who are positively affected by the hard work of the EDC staff, we can tell a more complete and compelling story of how our partnership and involvement leads to a successful project. This project is definitely transferrable and we intend to use it as a model for future annual reports.

**6. In what ways is this project innovative or creative?**

By creating a book smaller in size (7" x 8.5"), yet with an intriguing construction of half-pages mixed with full-size pages, we have created a valuable marketing tool for all of the EDC's key audiences.

Because of its visually and physically interesting appearance, we knew it would not be overlooked when it arrived in the mail. This would be a piece that was not only read by the recipient, but also kept on a shelf for future reference.

**7. Are there any other relevant details not covered above or specific to your category?**

The mission of the EDC is to keep, attract and grow businesses that will create well-paying jobs in Kansas City, Missouri, and to advocate and champion strategic efforts to improve the region's competitiveness. Marketing the city of Kansas City, Missouri, locally, regionally and nationally is one of our key priorities in achieving this mission and, as such, we feel the annual report is a key tool. The annual report provides our key stakeholders with a financial overview of the last year, as well as achievements of the EDC and Kansas City, Missouri overall.





## 2011 IEDC EXCELLENCE IN ECONOMIC DEVELOPMENT AWARDS ENTRY FORM

*Please complete this section for all entries.*

*Include 5 hard copies of the Entry Form and all supplemental information with your submission.*

Organization: Fairfax County Economic Development Authority

Contact Name: Alan Fogg

Email: afogg@fceda.org

Project/Item Name: 2009 Fairfax County Economic Development Authority Annual Report

Category for Entry: 4-Annual Report

Population Category (<25K, 25-200K, 200K-500K, >500K): (Choose One) >500K

Date Project Began: January 2010

Date of Completion (if applicable): March 2010

For Entries in Categories 9 & 10, Enter Your Web Site URL:

### PROJECT DESCRIPTION

*Please refer to the **Category Description and Judging Criteria Sheet** corresponding to your category when answering the following questions in the space provided.*

#### Select:

- ☒ Promotional Award Categories 1-8 – See Sheet A (page 9)
- ☐ Internet and New Media Categories 9-11 – See Sheet B (page 10)
- ☐ Program Award Categories 12-22 – See Sheet C (page 11-12)
- ☐ Partnership Award Categories 23-25 – See Sheet D (page 13)
- ☐ Leadership Award Categories 26-30 – See Sheet E (page 14)

*Special Note: The below section is not required for the Leadership Award categories. Please complete a profile of the individual's achievements.*

THIS SECTION IS INTENDED TO PROVIDE AN OVERVIEW OF THE PROJECT. PLEASE KEEP ANSWERS TO EACH QUESTION UNDER 200 WORDS. YOU MAY EXPAND ON THIS INFORMATION IN A SEPARATE PROFILE OF NO MORE THAN 3 PAGES, DOUBLE-SPACED.

1. Please provide a brief description of the project.

The annual report of the Fairfax County Economic Development Authority (FCEDA) highlights the many activities and achievements of the FCEDA, which promotes Fairfax County, Virginia, as one of the best business locations in the world. The 2009 theme: "A diversified economy works for Fairfax County".

2. What is the goal or purpose of this project?

The 2009 annual report of the Fairfax County Economic Development Authority (FCEDA) showed the Fairfax County Board of Supervisors, the business community and county residents how a consistent and aggressive economic development program built a diversified economic base that helped Fairfax County weather the recession better than virtually any other community in the nation.

Several companies that have been building their presence in Fairfax County illustrate this economic diversity: CSC (information technology), Hilton Worldwide (hospitality), SAIC (research and engineering) and Volkswagen Group of America (automotive).

Highlighted successes include large corporate expansions and relocations and the expansion of dozens of small, minority-owned and foreign-owned companies during 2009. Highlighted activities include corporate welcoming events

and a conference spotlighting the transformation of Fairfax County into an urban business location. Partnerships with dozens of organizations that support economic growth in Fairfax County also are noted.

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3. Who are the participants in this project? Who was involved in planning/implementation? Who is affected?

The FCEDA Communications Division leads the development of the annual report in cooperation with every other component of the FCEDA: the president's office, the three marketing divisions, and the market research and real estate division. The 2009 annual report used the logos of several corporations with a large presence in Fairfax County, and the logos and/or names of dozens of partnering organizations, so they needed to be consulted too.

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4. What has been the impact of the project? How effective has it been in furthering economic development in your community? Identify any tangible and/or intangible results and value added.

Publication of the 2009 annual report was critical in developing and maintaining support of the Board of Supervisors, the business community and county residents to continue a comprehensive and aggressive economic development program at a time when many county agencies faced budget cuts.

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5. Is this project replicable or transferable? Can it be adapted for use in other communities? What lessons have been learned?

Every community is different, but any county, city or town has successes that can be highlighted in an annual report. A key lesson is to understand the target of the annual report in order to focus on the material that needs to be in the report -- and know what material does not need to be in it.

Another lesson: Develop materials that can be used in more than one way. The marketing staff also used the annual report when talking with prospects and clients.

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6. In what ways is this project innovative or creative?

The 2009 annual report highlights Fairfax County's vitality and economic prosperity through a wealth of colorful and interesting graphics, and FCEDA successes and events through photography.

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7. Are there any other relevant details not covered above or specific to your category?

We have learned that a good annual report can be tremendously useful for the staff of the Economic Development Authority and for the Board of Supervisors, but also for county businesses and residents who want to know more about the long-term value of economic development: creating jobs and building the commercial tax base. A larger commercial tax base enables the Board of Supervisors to fund high-quality public services for a growing and diversifying population. These services are part of the quality of life we enjoy in Fairfax County.

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## CATEGORY DESCRIPTIONS AND JUDGING CRITERIA

### A. PROMOTIONAL AWARDS

PLEASE REFER TO THIS SHEET WHEN COMPLETING THE PROJECT DESCRIPTION SECTION OF THE ENTRY FORM FOR A PROMOTIONAL AWARD.