



## 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: **MPower Economic Development Corporation**

Contact Name: **Shari Cooper**

Email: **shari@mpowercorp.us**

Project/Item Name: **McAlester, Oklahoma Tourism Brochure**

Category for Entry: **Special Purpose Brochure**

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

Date Project Began: **01/2011**

Date of Completion (if applicable): **03/2011**

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 MPower Economic Development Corporation, an organization tasked with promoting the McAlester, OK area for economic development purposes, sought to create a tourism brochure that would promote the McAlester area to potential tourists from all areas. The McAlester area is a rural area with abundant natural and cultural resources, and a rich Old West history that have great tourist appeal. However, as the area lacks a visitor information center and previously did not have any tourism materials to distribute, potential tourists have been unaware of what the area has to offer. MPower worked with Marketing Alliance to create a tourism brochure for the area that showcases the area's scenic outdoors, cultural amenities, rich history, and important community events (e.g. annual Italian Festival). MPower has since been distributing this tourism brochure and actively promoting the McAlester area in the hopes of making the McAlester area a tourist destination for state, regional, national, and international tourists. Tourism is an important sector for rural, amenity-rich communities and this tourism brochure will enable the McAlester area to capture those crucial tourism dollars.

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

The goal of the project was to create and distribute a tourism brochure that highlights the McAlester area's natural amenities, cultural amenities, Old West history, and community events in order to increase tourism in the area.

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

The project was initiated and funded by the MPower Economic Development Corporation. MPower hired Marketing Alliance to create the layout and text (with guidance from MPower), and also print the brochure. The entire McAlester

area will benefit from the tourism brochure as growth in the tourism sector will lead to increased investment in the area, decreased vacancies for hotels, increased sales for area businesses, and job creation within the local economy.

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 tourism brochure has already been distributed to the Oklahoma Department of Tourism, area hotels, and other area businesses. The Oklahoma Department of Tourism was impressed with its professional appearance and content, and believes that it is an important building block for the McAlester area in its quest to attract tourists. Area hotels have been very appreciative of the brochure as they now have something to show to guests who want to see the sights and experience everything the McAlester area has to offer.

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

This project could be adapted for use in other communities. Through this process, MPower has learned how important the tourism sector can be for rural, amenity-rich communities and how crucial it is to have readily available tourism materials. We have learned that promoting our area as a tourist destination has the potential to not only increase awareness of our area, but also strengthen our local economy.

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

Prior to the creation of this tourism brochure, the McAlester area did not have any tourism materials that it could distribute to the Oklahoma Department of Tourism, visitor information centers, or airports. This tourism brochure is innovative in that it is going to put the McAlester area on the map for tourism. We plan on expanding in the tourism sector and this was the McAlester area's first step toward a concerted, proactive tourism marketing campaign.

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

NA

## 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.





Or head for Robbers Cave, once a hideout for outlaws like Jesse James and Belle Starr, and still a great getaway for nature lovers like you.



Located in the scenic hills of the San Bois Mountains, Robbers Cave State Park offers an unmatched bounty of recreational choices, everything from rappelling and climbing sandstone cliffs, to horseback riding, hunting, fishing, mini golf, paddleboats, hiking and camping.



# 1880s

AMERICAN BUFFALO COME WITHIN A HAIR OF EXTINCTION. BUT THE MIGHTY BEASTS ENDURE, AND TODAY THE BUFFALO IS PART OF IN MCALESTER'S AGRIBUSINESS SUCCESS.

AROUND MCALESTER, YOU'LL SEE BUFFALO GRAZING THE LANDSCAPE, AND STATUES OF BUFFALO GRACING OUR CITY. THE BUFFALO INSPIRE US: THEY'RE A BREED APART, JUST LIKE US.

For more information, please visit  
www.mpowercorp.us or call 918-423-5735



MPOWERCORP.US  
323 E. CARL ALBERT PARKWAY, SUITE 2,  
MCALESTER OK 74501  
918.423.5735



## STEP INTO THE GREAT AMERICAN STORY OF MCALESTER OKLAHOMA



## BEAUTIFUL, SPACIOUS SKIES



For a great time in the great outdoors, immerse yourself in Lake Eufaula, where over 100,000 acres of shimmering blue water meet 600 miles of

shoreline, in a sprawling paradise of water and land sports. Boating, fishing, swimming and parasailing, plus hunting, horseback riding, ATV trails and more.



# 1840s

A TRADING POST IS OPENED AT THE INTERSECTION OF THE TEXAS AND CALIFORNIA ROADS. THE TRADING POST BOOMS AND BECOMES A CITY, AND EVENTUALLY THE CITY BECOMES THE LARGEST CENTER OF TRADE IN SOUTHEAST OKLAHOMA. TODAY

MCALESTER IS STILL AT THE INTERSECTION WHERE A STORIED HISTORY MEETS A CUTTING EDGE FUTURE, WITH ALL THE NATURAL AND HUMAN RESOURCES FOR OUTSTANDING SUCCESS.











## 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: **County of Elgin**

Contact Name: **Alan Smith**

Email: **asmith@elgin-county.on.ca**

Project/Item Name: **Savour Elgin Culinary Guide**

Category for Entry: **Special Purpose Brochure**

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

Date Project Began: **July 14, 2010**

Date of Completion (if applicable): **August 26, 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.

This project was to create a promotional brochure for the Savour Elgin culinary tourism program. It is a Culinary Guide highlighting restaurants, wineries, farms, and other culinary-related businesses that tourists can visit in Elgin County. The Guide is a portable information source that's useful for any visitor or tourist. The information it holds is meant to be as engaging as possible. For example, there is a personal story behind each business, which creates an emotional connection for the visitor as they get to know the people and places they might visit. Some businesses have also included recipes and ingredient lists of their specialized dishes for people to make at home, which makes the Guide truly interactive and unique.

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

The Savour Elgin Culinary Guide was developed and printed to be used as an information booklet, similar to a lure brochure, featuring 16 members of the culinary trail program with details about each business member. The centerfold is a map showing the location of the members that are featured in the booklet. The Guide was developed to be visually appealing and its dimensions are small enough to easily fit in a purse or the glove box of a car.

This booklet is an additional marketing vehicle for Elgin County to use in marketing the Savour Elgin program. We expect the booklet to provide more information to visitors and tourists who come to Elgin County and make their trips more informative and enjoyable, and hopefully encourage them to stay longer to visit more of the County's excellent culinary attractions.

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



The 16 members of the Culinary Trail Program are featured in the Culinary Guide. The design and layout of the Guide was done by consulting firm Yfactor Inc., with whom we have a strong business relationship. They know the area well and are familiar with our staff members and stakeholders. All photography is original and content was developed in-house by staff, after interviewing and talking to business owners. This makes the guide both about the community and from the community.

The guide is designed specifically for culinary tourists but has great information for any tourist that comes to Elgin County.

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.

Everywhere we go people love the Culinary Guide. They love the pictures, stories, map, and more. We printed 6,000 copies of the guide for 2010 and will be printing 10,000 in 2011 to accommodate the high demand. We are also anticipating increased membership in the Savour Elgin program.

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

This project could be repeated by another community looking to expand their Culinary Tourism opportunities. It provides great information for visitors and does very well at promoting our local businesses.

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

The most creative part of the project is the personal stories of the businesses featured in the Guide. These stories create an emotional connection for the reader, which helps increase visitation. Additionally, the recipes provide interactivity and uniqueness to the Guide. The design is dynamic and the layout features pictures of the owners, food and location of each establishment.

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

## **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.







INDEX

Index	1
About Us	2
<b>Wineries &amp; Breweries</b>	
Quai Du Vin	3
Railway City Brewing Company	4
Rush Creek Wines	5
<b>Restaurants</b>	
Green Frog Tea Room at Pinecroft	6
Kettle Creek Inn	7
Killer Desserts	8
Mad Hatters Tea Room	9
Ruby's Cookhouse	10
Savour Elgin Map	11
Windjammer Inn	13
<b>Markets</b>	
Empire Valley Farm Market	14
Farmgate Market	15
Horton Farmers' Market	16
<b>Agri-tourism</b>	
Arts & Cookery Bank	17
Clovermead Bees & Honey	18
Heritage Line Herbs	19
Lavender Blue Lavender Farm	20
Buy Local Buy Fresh	21
Event Listing	22



ABOUT US

Savour Elgin is a program with a goal to promote and enhance culinary tourism in Elgin County and St. Thomas. The Savour Elgin trail is a route through Elgin County that visits some of the best restaurants, farms, wineries, and other culinary attractions that focus on food and drink that's local and unique to Elgin County and St. Thomas.

Other activities of the Savour Elgin program include; participation in and partnership with culinary and agricultural events as well as facilitation of connections between food producers, distributors, and suppliers.

Savour Elgin has three culinary tourism-specific goals:

1. Strengthen the local food supply chain, including suppliers, providers, and users
2. Build awareness of culinary tourism in Elgin County, and
3. Evoke a sense of pride within and have a positive impact on the community

To become a member of Savour Elgin, businesses must meet requirements on local products, operational months, web presence, liability insurance, and more.

Criteria have been set in accordance with best practises established by other culinary tourism organizations in Ontario. The criteria are in place to ensure a consistent, high-quality experience for tourists exploring businesses along the culinary trail.

This program would not have been developed without the hard work and dedication of the Steering Committee. Many thanks to those that provided their knowledge and expertise to ensure that Savour Elgin is a quality culinary program.

Savour Elgin would also like to thank Philip Bell of Shutter Studios, for bringing Savour Elgin to life through photos.

Enjoy your visit and... Savour Elgin.

[www.savourelgin.ca](http://www.savourelgin.ca) • 1-877-GO ELGIN x168



## QUAI DU VIN



Redi and Roberto Quai first planted their vineyards just north of Sparta in 1972. Roberto and wife, Lisa, opened the doors of the winery in 1990 and are pleased to celebrate 20 successful years in the wine industry.

At Quai du Vin Estate Winery (pronounced “K dew vañ”), the focus is the established winemaking and retailing operation that feature and compliment the vineyard and the scenic location. Quai du Vin produces over 90,000 bottles per year with the top sellers being their Vidal White and Baco Noir. Winery tours are available with the length depending upon interest level ranging from 30 – 60 minutes. Specialty tours with samples and pairings are also available by booking in advance.

Jamie Quai now adds to the winery’s legacy as the third generation to harvest and make wines on the fertile lands in Elgin. Jamie is expanding the development of the wine, with the barrel aging of reds and introduction of new wines such as Viognier (well known in Eurpoe) that is well suited for this climate.

In addition to the wine, Quai Du Vin offers a pristine country setting second to none and has become famous for their outdoor events. Tickets and event information are available online or by phone.

**Monday – Saturday** 10am – 5pm  
**Sunday** 12pm – 5pm

[www.quaiduvin.com](http://www.quaiduvin.com) • (519) 775-2216

## QUAI DU VIN MAPLE WINE CUSTARD

**Soak:** 1 tablespoon gelatin in ¼ cup water

**Prepare:**

¼ cup maple syrup  
 ¼ cup Quai du Vin Maple Wine

**Place in top of double boiler with:**

1 cup hot milk  
 ¼ cup sugar  
 ¼ tsp salt

Stir over boiling water until these ingredients are dissolved.

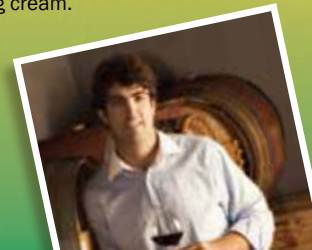
**Pour part of this over:** 3 beaten egg yolks

Return the sweetened yolks to the double boiler. Stir until it coats the spoon heavily. Stir in the soaked gelatin until it is dissolved. Cool the custard.

**Add:** 1 teaspoon vanilla

**Whip and fold in:** 1 cup whipping cream.

Chill at least 12 hours.



## RAILWAY CITY BREWING COMPANY

Railway City Brewing Company is proud to use premium locally grown varieties of hops and carefully selected Ontario sourced malted grains to brew hand crafted beer in small batches.

Using only the finest ingredients with no additives, preservatives or pasteurization, the results are quality tasting ales including: “Spike Light”, Dead Elephant Ale, Iron Spike Blonde, Copper, and Amber Ales as well as seasonal varieties throughout the year.

Dead Elephant Ale was awarded the Silver Medal at the Ontario Brewing Awards and named Speaker’s Choice at the Ontario Legislature in 2010.

Join founders Paul Corriveau and Al Goulding for a tour of the brewery and discover how award winning ales are made.

**Monday – Wednesday, Saturday** 10am – 6pm  
**Thursday, Friday** 10am – 7pm  
**Sunday** 12pm – 4pm

[www.railwaycitybrewing.com](http://www.railwaycitybrewing.com) • (519) 631-1881



## RAILWAY CITY BREWING COMPANY BEER BREAD “MMMMMM, BEER!”

**Ingredients:**

3 cups flour 1 Tbsp baking powder  
 3 Tbsp sugar 1 tsp salt  
 1 x 341 mil bottle of Railway City’s IronSpike Amber

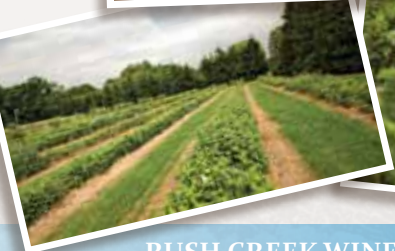
Basically, it is throw the ingredients in a bowl, mix them up and pop the loaf in the oven.

When the bread is done, it smells fantastic, and has a wonderful taste and texture. It is a huge hit with the boys.





## RUSH CREEK WINES



Nestled along the North Shore of Lake Erie is family owned and operated Rush Creek Wines. Kim and Wendy Flintoff along with daughters Jennifer, Amanda & Rachael, grow many of the fruit varieties found at the winery; blackcurrants, elderberries, gooseberries, red currants, raspberries, and huckleberries, to name a few. All other fruits that are not grown on the farm come from neighbouring farms in Elgin County.

The Flintoffs have farmed their entire 33 years together. Opening the winery in 1996, the self-taught couple stay true to the fruit that the wine is made from.

The winery is open year round and offers, complimentary tastings daily, large gift boutique, and a place to have a light lunch in the brushetta bar & dessert area. The winery is also a second location for artist Shelley Mc Vittie to host her beautiful artwork.

Two kinds of winery tours are offered; An Insider's Tour and the Complete Winery Tour which need to be booked ahead. Outside is a licensed BBQ area offering seating for 60.

Explore your senses with a wine from Rush Creek Wines.

**Monday – Saturday** 10am – 5pm  
**Sundays** 12pm – 5pm

**www.rushcreekwines.com • (519) 773-5432**

### RUSH CREEK WINES – PORK WITH STONE FRUIT AND PEAR WINE

#### Ingredients

Pork Loin medallions, seasoned to taste  
Stone fruits, peaches, plums  
2 or 3 apples sliced  
2 tbsp butter  
Sugar  
Rush Creek Pearfection Wine

- Season to taste and marinade the pork loin with Rush Creeks Pearfection wine over night or 4 to 6 hours before using it.
- Slice apples and tender fruit and sprinkle with white sugar.

- Heat butter in a non stick frying pan add pork loin and brown 3 to 4 minutes remove and keep warm.
- Add fruit and cook in butter until tender and browned a little, 2 minutes on high heat and remove.
- Add 1/2 to 3/4 cup of pearfection wine to your pan and reduce the wine on high. Return the pork loin for 2 minutes.
- Top pork loin with sliced fruit mixture and drizzle the reduce wine over top. Serve with wild rice and a chilled glass of the Rush Creek dry Pearfection wine.



## GREEN FROG TEA ROOM AT PINECROFT

Pinecroft's owners Brenda and Paul Smith and children, Chad and Sarah continue a family tradition of supplying Elgin County with not only quality handmade pottery, but unsurpassed country fare in their unique log tearoom.

The peaceful serenity of Pinecroft carries you back to a less hurried time and the scent of the forest, the sounds of the birds and the calm of the waterfalls are food for the soul. Paul makes his legendary fresh bread and rolls each morning and Chad and Sarah oversee the day to day operation of the kitchen.

The tearoom serves quality country fare that is fresh, bountiful and tantalizingly presented with the artists' touch. Handmade mugs, plates and bowls are featured in the tearoom.

Produce and meat are sourced locally at neighbouring farms, markets and butchers to present in soups, salads, entrees and desserts. Seasonal specials feature local asparagus, strawberries, melons, squash and pumpkins....one of fall's most popular soups is Pinecroft's Pumpkin pear and in the spring, Asparagus pie served with fresh rhubarb crisp for dessert!

After lunch, choose a truly Canadian souvenir from the gift shop and then take a stroll across the pond to the studio and see where the pottery is made.

**Victoria Day to Thanksgiving** Tearoom serves 11am – 3:30pm Daily, open until 5pm  
**Thanksgiving to Victoria Day:** Sunday – Friday 11am – 2:30pm, open until 4pm  
Saturday 11am – 3:30pm, open until 5pm

**www.pinecroft.ca • (519) 773-3435**



### ASPARAGUS PIE

Pie Pastry	2 ½ cups hot milk
2 lbs asparagus	Peppercorns
1 ½ cups Béchamel sauce	2 tsp thyme
3 tbs butter	1 small bay leaf
3 tbs flour	Sea salt
½ onion minced	Grated nutmeg to taste

For preparation instructions visit **www.savourelgin.ca**



## KETTLE CREEK INN

The Vedova's opened the doors to Kettle Creek Inn in 1983, after purchasing and completely renovating the derelict building. Today Kettle Creek Inn, is recognized as one of Ontario's Finest Inns, and welcomes all visitors into the village of Port Stanley.

Jean and Gary along with sons Troy and Dean, operate this 10 room, 5 suite facility complete with restaurant.

The Vedovas along with Chef Mike Robbins strive to improve – never resting on their laurels. One way they are able to accomplish this is by sourcing locally. Chef Robbins is able to phone the fish market down the street and pick up or have delivered fish that was caught only a few hours prior. Buying local means – deliveries 7 days a week to your back door and that means fresh food for the guests.

The Inn's Gazebo, set against stunning gardens designed by Elgin landscapers, – offers summer dining with cool lake breezes. In the winter the English-style pub is the place to be on Friday nights, with a relaxed atmosphere.

Visitors from all over the world come to stay and eat at the Kettle Creek Inn, indulge your senses, relax and dine with the Vedova family.



[www.kettlecreekinn.com](http://www.kettlecreekinn.com) • (519)782-3388

## KETTLE CREEK INN'S FAMOUS CHICKEN POT PIE

### Ingredients

1/4 cup vegetable oil	1/4 cup white wine
1 pound boneless/skinless chicken breast – cubed	1 tsp each of dry thyme, parsley, oregano – 1 tbsp each if using fresh
1 medium sized onion – chopped	salt and pepper to taste
1 leek white only – cut 1/2 lengthwise and sliced	500 ml 2% milk
4 cups white or cremini mushrooms – sliced	250 ml 35% cream
1/4 cup all purpose flour	puff pastry – store bought will do
	1 egg and 2 tbsp of milk for egg wash

For preparation instructions visit [www.savourelgin.ca](http://www.savourelgin.ca)



## KILLER DESSERTS

It all started with a dinner at a friend's restaurant. Donelda asked for dessert and there was none, one week later she was baking desserts for her friend and that blossomed into what is now Killer Desserts.

Donelda Pocock, owner and bakery chef at Killer Desserts started baking at the tender age of 12. Since then she has had a successful career in corporate training but came back to her true calling – baking.

Killer Desserts offers, the “Best Coffee in Town” brewed from a Colombian medium dark roast, sandwiches, soups made from scratch, specialty cakes, cheesecakes and of course to die for desserts. All of the sandwiches made are gluten free and feature local meats and produce.

The shop also features a retail section with gourmet sauces, dips and spices for sale as well as any items you might need to go along with your desserts or party.

Killer Desserts can accommodate all of your party or meeting needs, from casseroles to veggie, dessert and fruit trays.

You are invited to join the throng of visitors who have already discovered that eating healthier can taste great. At KILLER DESSERTS it always does.

**Monday – Fri 8 am – 5 pm; Saturday 10 am – 5 pm; Sunday 11 am – 5 pm**

[www.killerdesserts.com](http://www.killerdesserts.com) • (519)782-9987



## KILLER DESSERTS - CHICKEN SALAD

### Ingredients:

3-4 Boneless, skinless chicken breasts	1/4 Cup diced red onion
1/2 Cup of chopped celery	1/4 Cup *Garlic Mango Dressing
1/4 Cup diced red pepper	1/4 - 1/2 Cup Miracle Whip or Mayo

For preparation instructions visit [www.savourelgin.ca](http://www.savourelgin.ca)



*\*Garlic Mango Dressing by The Garlic Box - one of our local suppliers of gourmet food products*





## MAD HATTERS TEA ROOM



Stepping into the Mad Hatter's Tea Room, located at the popular Quaker Barrel Antiques Market, is like walking into a fairytale. Modelled after Alice In Wonderland, the tea room features, the Mad Hatter's table, Alice's couch, the Queen of Hearts Garden and themed china.

Owners, Amanda and David Terry wanted to complete the fairytale feeling by completing the façade in the English Tudor style, which includes bullion glass shipped directly from England for an authentic look and feel.

Guests of the tea room can enjoy high tea by reservation, and daily Devonshire Cream Teas. In addition to tea, desserts and sandwiches are offered, by the Terry's daughter Samantha, prepared from old recipe books both British and North American.

There are 20 different varieties of loose leaf tea for sale along with gifts and collectibles, and framed prints of the classic fairytale.

After tea, a stroll through The Queen of Hearts Garden will lead guests to the outdoor market at the rear of Quaker Barrel Unique Antiques & General Store. This market features crafts made by local artisans, as well as plants and produce from local growers.

Seven days a week

11am – 5pm

[www.quakerbarrel.com](http://www.quakerbarrel.com) • (519) 913-1278

## MAD HATTER'S HOME BAKED ENGLISH SCONES

1 3/4 cup margarine or butter  
1 3/4 cups all purpose flour  
3 tbsp sugar  
1/4 tsp of salt  
2 1/2 tsp of baking powder  
4 to 6 tbsp of half and half creme  
1 egg, beaten

Preheat oven to 400 degrees. Cut margarine into flour, sugar, baking powder and salt with mixer until mixture resembles fine crumbs. Stir in 1 egg the currants and just enough half and half so the dough leaves the side of the bowl.

Turn dough onto floured surface. Knead lightly 10 times. Roll or pat 1/2 inch thick. Cut with floured biscuit cutter. Place on un greased cookie sheet. Brush dough with 1 egg, Bake 10 - 12 min's or until golden brown.

## RUBY'S COOKHOUSE

Celebrating its 5th anniversary in 2010, Ruby's Cookhouse has become synonymous with large portions, friendly service, and a warm atmosphere.

Father and son team of Steve and George Kapogianis bring over 30 years of restaurant experience to Ruby's. The Kapogianis' believe that fresh is better and source many of their foods locally from their vegetables to poultry and sausage.

On the menu, guests can expect to see favourites such as Ruby's Herb Roasted Chicken, Chicken Souvlaki, or an all fresh Stir Fry. In addition to lunch and dinner items, Ruby's offers breakfast all day long.

Friendly service and good food are Ruby's reputation, and to carry that out are chefs that have worked in every facet of the restaurant including; John Vermieren, Nettie Harmes, Chris Burleigh as well as Steve and his brother Jim.

George is glad that he has carried on the family tradition of restaurant ownership, "The restaurant business is a unique hands on business with new people, faces and experiences. Its fun – each day is different and a new challenge."

**Monday – Saturday**  
**Sunday**

**7am – 10pm**  
**8am – 10pm**

[www.rubyscookhouse.com](http://www.rubyscookhouse.com) • (519) 773-8786



## THE LEGEND BEHIND THE NAME RUBY'S COOKHOUSE

In the early 1800's a young school marm, Ruby, from the New England States, loaded up a covered wagon and joined a wagon train bound for the west. Heading into the plains of Kansas, Ruby's wagon broke an axle on the rough terrain. Knowing there would be other wagons and people to follow, Ruby checked her supplies and set up camp. The travellers always received a warm Ruby welcome, the heartiest homemade bowl of soup and the tastiest herb-roasted chicken they could ever imagine.

And so became Ruby's Cookhouse.

To this day, just outside Topeka, Kansas along the old trail route where Interstate 73 runs south toward Arkansas stands the original Ruby's Cookhouse. Travellers from then and now know that Ruby's Cookhouse is the place with the warmest welcome, the coldest drinks and the best 'undo the top button of your pants' food.

Ruby's Cookhouse on 583 John Street North in Aylmer, Ontario continues this tradition today.

"So come on in, stay a while and taste a piece of history"!!





## GROWING SEASON OF LOCAL FRUITS AND VEGETABLES

VEGETABLES	JUNE	JULY	AUG	SEPT	OCT
Asparagus					
Beans					
Broccoli					
Cabbage					
Cauliflower					
Corn					
Cucumbers					
Eggplant					
Garlic					
Onions					
Peppers (Green)					
Peppers (Red)					
Potatoes					
Pumpkins					
Squash					
Tomatoes					

FRUITS	JUNE	JULY	AUG	SEPT	OCT
Apples					
Blueberries					
Cantaloupe					
Cherries					
Currents					
Elderberries					
Gooseberries					
Peaches					
Pears					
Plums					
Raspberries					
Saskatoon Berries					
Strawberries					
Watermelon					



## SAVOUR ELGIN 2010 MEMBERS

### Wineries & Breweries

1	Quai Du Vin Estate Winery	45811 Fruit Ridge Line	519-775-2216
2	Railway City Brewing Company	168 Curtis St.	519-631-1881
3	Rush Creek Wines	48995 Jamestown Line	519-773-5432

### Restaurants

4	Green Frog Tea Room at Pinecroft	8122 Rogers Rd. S	519-773-3435
5	Kettle Creek Inn	216 Joseph St.	519-782-3388
6	Killer Desserts	291 Bridge St.	519-782-9987
7	Mad Hatters Tea Room/Quaker Barrel	47272 Talbot Line RR #3	519-913-1278
8	Ruby's Cookhouse	583 John St. N	519-773-8786
9	The Windjammer Inn	324 Smith St.	519-782-4173

### Markets

10	Empire Valley Farms	RR # 1	519-762-3504
11	Farmgate Market	310 Wellington St	519-637-0055
12	Horton Farmers' Market	Manitoba St	519-637-3597

### Agri-tourism

13	Arts & Cookery Bank	242 Graham Rd	519-871-5204
14	Clovermead Bees & Honey	11302 Imperial Rd	519-773-5503
15	Heritage Line Herbs & Silver Birch	53443 Heritage Line	519-866-5577
16	Lavender Blue	47589 Sparta Line RR#5	519-494-5525



## WINDJAMMER INN



On the beaches of Lake Erie rests the Windjammer Inn where to dine, is to taste a small piece of culinary heaven. Owner and chef Kim Saunders sources all of her food from the growing local farm network in Elgin County. In addition to buying straight from the farm, Kim grows many of her own herbs, heirloom vegetables and edible flowers in the gardens surrounding the Inn.

The Windjammer Inn features a seasonal menu and specials with local fish, joined by fruits and vegetables, artisanal cheeses, hand made breads, local meats and of course Kim's pastry creations.

A summer meal is best spent on the patio, with the Lake breeze brushing your cheek, and Josephine, Kim's faithful companion, visiting at your feet.

Recommended in "Where to Eat Canada" from 2008- 2010 the Windjammer Inn also boasts 3 comfortable rooms in the Inn and 2 separate suites next door, begging you to stay for breakfast the next day.

You are invited to dine at the Windjammer Inn where global inspiration meets local sensibility!

[www.thewindjammerinn.com](http://www.thewindjammerinn.com) • (519) 782-4173

### THE WINDJAMMER INN – SWEET POTATO SCONES

These are a very cake-like biscuit and the dough is quite sticky- but it sure is tasty!

2 cups all purpose flour  
2 Tbsp baking powder  
1 tsp ground cinnamon  
1 tsp salt

½ cup chilled unsalted butter,  
cut into pieces  
2 cups mashed cooked sweet potato  
½ cup sugar  
2 Tbsp whipping cream

For preparation instructions visit [www.savourelgin.ca](http://www.savourelgin.ca)



## EMPIRE VALLEY FARM MARKET



Empire Valley Farm Market celebrated their 25th anniversary in farming in the summer of 2010. At the same time, owners Joy and Dave celebrated 25 years of marriage.

The Westelakens along with their two sons, Jason and Matt, work their 60 acre farm and 2 greenhouses, growing cucumbers, tomatoes, peppers, squash and an assortment of other fruits and vegetables.

Empire Valley prides themselves on using only biological controls, no sprays are used in their facility, making for a safe work environment for their family and friends and keeping the produce and plants safe as well.

Visitors to the market can expect to find a cozy country greenhouse with quality produce, fresh fruit and stunning flower baskets.

Joy offers hanging basket workshops, providing tips and advice on colours, location and best plant combinations. There are scheduled classes or take advantage of the daily drop-in potting class.

Empire Valley Farm Market is a community gathering place where it is "not about what you are selling but what you are giving."

**Open May – October**

**Monday – Friday**

**Saturday**

**Sunday**

**9am – 6pm**

**9am – 5pm**

**12pm – 5pm**

[www.empirevalleyfarms.com](http://www.empirevalleyfarms.com) • (519) 762-3504

### EMPIRE VALLEY – EASY FRIDGE PICKLES

4 cups of sugar	2 teaspoons of mustard seed
2 teaspoon of turmeric	onions & a few red pepper
2 teaspoons of coarse salt	sliced (optional)
2 teaspoons of celery seed	2 cups of vinegar

Heaping 3L pickling cucumbers use a bread & butter size cucumber. After washing cucumbers. Slice thinly & put in ice cream pail or jar.

In a sauce pan add ingredients & bring to a boil, then let cool. Cover cucumbers with mixture & refrigerate.





## FARMGATE MARKET

There is a reason why members of Savour Elgin go to Farmgate for their meat. That is because Sandy Lyle and Ray Coddington take pride in creating only the finest quality deli meats, smoked meats and sausages, made from the freshest Ontario-grown meat.

Farmgate opened in December of 2004, after Sandy, a full time pork and beef producer and Ray, a certified Canadian Butcher Specialist, realized that this area needed quality local meats, that are also leaner, phosphate-free, and by-product free. The results are customers; including restaurants from the area can not get enough.

In store, customers can choose from a wide variety of deli meats, smoked meats and sausage. These can range from peameal bacon to ham steaks, kolbassa roll and Farmgate salami.

There are many specialty meats as well; Ray has been known to make some spicy sausage with a little Iron Spike thrown in for good measure.

If you appreciate knowing that your family is eating fresh, locally produced meats without unnecessary additives than stop into Farmgate Market.

**Monday – Saturday 9am – 6 pm**

**[www.farmgatemarket.com](http://www.farmgatemarket.com) • (519) 637-0055**



## HORTON FARMERS' MARKET

The Horton Farmers' Market welcomes young and old to experience a true community gathering place. "The Market" is where residents and visitors meet to talk, catch up, exchange recipes and buy the best in local produce, meats, cheeses, preserves, arts, crafts and more.

Every Saturday at 8:00 am the doors to the main building open and breakfast sandwiches and coffee are ready to greet everyone as they walk in. Two fully covered pavilions outside, protected from the elements, welcome visitors to stroll through the aisles to see what is in season.

It is rumoured that when Ed Horton, former mayor of St. Thomas donated the market site in 1878, that it would always have to be a market. His request has remained true and the site has stayed a market over the years, but the most impressive transformation has come since 2006 with a progressive restoration project to revitalize the pavilions and main building.

A trip to the Horton Farmers' Market will have you leaving with a full shopping bag and a new sense of the word community.

**May – October  
Saturday**

**8:00am – 12pm**

**[hortonfarmersmarket.blogspot.com](http://hortonfarmersmarket.blogspot.com)**

## PREMIER'S AWARD FOR AGRI-FOOD INNOVATION EXCELLENCE

Farmgate Markets Inc. is the proud recipient of a 2009 Premier's Award for Agri-Food Innovation Excellence, presented on Tuesday June 15, 2010. Maria Van Bommell, Lambton-Kent-Middlesex MPP, hosted the awards ceremony in Strathroy, noting, "Today, we salute these individuals for having the passion and commitment to turn their ideas into results. And we thank them for being a part of Ontario's great agri-food sector."

Sandy and Ray accepted the award for the innovative manner in which they have responded to consumer demand for quality, fresh Ontario meats. Their shared vision has brought customers a full range of fresh meats, sausage and deli meats in a line that appeals to people looking for a health-conscious, Ontario grown option.

## HORTON FARMERS' MARKET – QUICK N' EASY SALSAS

Makes about 6 x 500 ml jars.

8 cups whole kernel corn, fresh or frozen, about 2.2 lb  
9 cups coarsely chopped tomatoes, about 5 lb 20 medium  
6 cups chopped red or green peppers, about 2.5 lb  
Cider Vinegar 1 -1/3 cups (325 ml)  
BERNARDIN Salsa Mix 1 pkg (115 g)  
Jars Required 6- 500 ml 6- 500 ml 6- 500 ml

For preparation instructions visit **[www.savourelgin.ca](http://www.savourelgin.ca)**



## ARTS & COOKERY BANK



Two buildings – a 1914 Bank of Montreal and an 1883 timber frame barn, offer an intriguing marriage of bricks and barn board. This stunning venue is the home of The Arts & Cookery Bank, a regional cultural destination.

The Bank specializes in the unusual. No one expects to see “Food & Fotos” paired together. But then, no one has ever put a Barn and a Bank together either, reviving the home-grown heritage of the West Elgin, Dutton-Dunwich, Newbury and Southwest Middlesex communities.

In 2007 Grace McGartland and husband Duncan Morrison purchased the bank building after returning to Duncan’s family farm from Toronto. Establishing a seven member board, this non-profit group marshalled resources from all levels of government and inspired more than 100 volunteers to pitch in, and dream big.

Today, The Bank’s Cookery: a heritage barn transformed into a chef’s dream kitchen is the perfect space to “cook on all burners.” Offering hands-on cookery experiences, you walk away stirred with a passion for cooking. While The Bank’s Heritage Hall, an exquisite galley of hundreds of photos, viewed on multi-touch media screens, provides you with a visual feast of rural culture.

Come for the Experience. Leave Inspired.

**Tuesday – Friday** 11am – 5pm  
**Saturday, Sunday** Call for classes

[www.theartsandcookerybank.com](http://www.theartsandcookerybank.com) • (519) 768-9986

### ARTS & COOKERY BANK – APPLE SQUARES

#### Crust

Measure 4 cups flour into a large mixing bowl  
1 teaspoon baking powder  
Add 1 pound butter cut into chunks  
Add 1 cup sugar

Using a pastry cutter work butter into sugar, baking powder and flour.

Make a hole in the middle of the mixture.

Mix together 5 egg yolks, 1 teaspoon vanilla and 1 large dollop of sour cream in a smaller bowl.

Pour this into the hole.

Mix together and roll out onto a well floured board.

Add flour to aid in rolling as needed.

Place in baking pan of choice. (ours is a large cookie sheet) saving about half for the top crust.

#### Filling

Fill with your choice of peeled, sliced fruit. We have used apples, rhubarb, raspberries, blue berries, pears, either fresh or frozen.

If the fruit is very juicy we use a little fine tapioca sprinkled on the bottom of the crust, before the fruit is added. The fruit is layered about half to one inch thick. Add a half cup to one cup of brown or white sugar, cinnamon if needed

Cover with remaining crust.

Bake at 375° F for 10 minutes then turn down to 350° F to finish baking until golden, about 40 minutes.

Cut into squares size of your choice. Sprinkle with icing sugar if you like.



## CLOVERMEAD BEES & HONEY

With 24 million staff Clovermead is buzzing with activity. Those 24 million staff are bees that help produce six different floral sources of honey, each with their own uniqueness.

Keeping bees was a natural fit for the Hiemstras, who enjoy working outdoors and learned from family members such as Chris’ grandfather who kept bees in the Netherlands as well as three of his Uncles.

But do not be fooled this is not your grandfather’s apiary – this is an adventure farm! The Adventure Farm self guided tour, boasts friendly farm animals, Ontario’s Largest Bee Display Hive, Enchanted Bee Yard Trail and much more.

Guided tours are also offered. The Bee Line Tour teaches young and old alike about the importance of bees and honey production to our everyday lives.

Inside the Honey Gift Store, visitors can sample six different kinds of honey at the bar. There are all types of gifts and honey treats to take home including; twelve different varieties of honey spreads, beeswax candles, hand cream and so much more.

Make sure to come see what all the “buzz” is about!

**March – December: Monday – Saturday** 9am – 5:30pm  
**January & February: Tuesdays, Fridays & Saturdays** 9am – 5:30pm

[www.clovermead.com](http://www.clovermead.com) • (519) 773-5503

### CLOVERMEAD - HAWAIIAN VEGETABLES

3 carrots cut into 1 inch pieces  
1 large sweet potato cut into 1 “chunks  
8 oz pineapple chunks  
¼ cup Clovermead Summer Blossom Honey  
1 cup apple juice  
1 tsp ginger  
¼ tsp salt  
Pinch pepper  
¼-1/3 cup sliced almonds  
1 tbsp. Margarine

Place carrots and sweet potatoes in bottom of a 2 quart baking dish. Drain pineapple reserving juice. Whisk together juices and honey. Pour over the vegetables. Sprinkle with seasoning and nuts. Bake covered at 350 F oven for about 1 hour or until tender. Add pineapple when almost done.





## HERITAGE LINE HERBS



An outdoor tea room, nine themed gardens and a unique gift shop all await your visit at Heritage Line Herbs. In 2002, Deb and Tom Benner began the process of transforming their tobacco farm into a culinary herb farm, the result has been a successful herb business with over 160 different varieties.

The Silver Birch Tea Room, at Heritage Line has a soothing waterfall back drop and offers the best in local cuisine. The menu includes, the Silver Birch lunch, sandwiches, BBQ'd chicken, lemon thyme and pineapple sage cheesecakes along with lavender lemonade. For food that tempts the taste buds a stop at the Silver Birch Tea Room is required.

Beside the Tea Room, are Deb's gardens, with nine separate themes. The herbs allow one to relax at the Tranquility garden, or get ready to make a pizza at the Pizza garden with all of the essential herbs. There is also a large swing to sit and enjoy the scents of all the herbs together.

Inside Heritage Line Herbs gift shop guests are able to purchase specialty blend dried herbs as well as local, art, jewellery, and hand lotions.

At Heritage Line Herbs the goal is to farm sustainably, sell locally, and connect deeply with customers

**STORE HOURS:** See website for details

[www.heritagelineherbs.com](http://www.heritagelineherbs.com) • (519) 866-5577

### HERITAGE LINE HERBS – SALMON BAKED IN BASIL

Preheat oven to 400 degrees

1 large onion, sliced  
2 tomatoes, sliced  
¾ lb salmon fillets

Make a large double thickness of foil and lay over baking sheet. Spread a layer of onions in center. Spread most of the sliced tomatoes atop the onions. Put on the salmon fillet, skin side down. Spread Sweet Red Chili Sauce over salmon. Pile fresh basil leaves atop the salmon. Put the

¼ cup Sweet Red Chili Sauce  
1 cup loosely packed (Thai) basil leaves

remaining tomatoe slices atop the basil. Fold the foil lengthwise and roll foil down to seal top. Roll up ends of foil to complete the seal. Bake 45 minutes to 1 hour. Tip: In the summer, forget the oven and cook on the grill.



## LAVENDER BLUE LAVENDER FARM



Finding a home for a horse has lead to one of the area's most popular tourist destinations. Lavender Blue Lavender Farm, was formed when Suzanne Steed was looking for a farm for her show horse and came upon the property in Sparta.

The property that Lavender Blue sits on, is designated as an Area of Natural Scientific Interest and from there grew the idea of a lavender farm as the perfect combination of wellness and garden design.

Suzanne is committed to protecting the natural heritage values of the property and does so by practicing ecologically sensitive growing methods including no pesticides, manual weed control and hand harvesting of the lavender.

In the gift shop, visitors are offered a variety of exquisite handcrafted lavender products including a full range of culinary lavender products. Suzanne started with more obvious recipes, but has experimented widely to include lavender chocolate and lavender coffee. Here, visitors can sample many different jams, jellies and salad dressing.

You are invited to stroll through the fields and gardens and enjoy the experience of the unique heady fragrance of lavender and the outstanding natural features of the property where by chance you may even see the resident pair of bald eagles. Guided tours are also offered.

**Mother's Day – Christmas**  
**Wednesday – Saturday**  
**Sunday**

**10am – 5pm**  
**12pm – 4pm**

[www.lavenderblue.ca](http://www.lavenderblue.ca) • (519) 494-5525

### LAVENDER BLUE'S - LAVENDER HONEY MUSTARD DRESSING

#### Ingredients:

½ C olive oil  
¼ C balsamic vinegar  
1 clove garlic, minced  
1 Tbsp. Dijon mustard

1 Tbsp. lavender infused honey\*  
2 tsp. dried lavender buds\*,  
finely ground  
Freshly ground black pepper

In a small bowl, whisk together all ingredients, add to salad, toss.

\* Lavender infused honey and dried lavender buds are available at Lavender Blue Lavender Farm.





## BUY LOCAL BUY FRESH



Buy Local Buy Fresh is a partnership between Elgin County, the Elgin Business Resource Centre, Horton Farmers' Market, the Elgin Federation of Agriculture and the West Elgin Community Health Centre.

This partnership is committed to local food awareness and ensuring the public knows where local produce is available.

The Buy Local Buy Fresh map features over 50 farms within Elgin County that offer fresh produce. The farms are categorized into; Fruits and Vegetables and Herbs, Meats, Wineries, Honey and Syrup, and Markets.

The Buy Local Buy Fresh map is available at any of the partner locations, tourism kiosks or by phoning 519-631-1460 x 168. Or online [www.savourelgin.ca/BuyLocalBuyFresh](http://www.savourelgin.ca/BuyLocalBuyFresh)

[www.savourelgin.ca/BuyLocalBuyFresh](http://www.savourelgin.ca/BuyLocalBuyFresh) • 519-631-1460 x 168

## EVENT LISTING

You can Savour Elgin any time of the year. Our members host events year round. Here is just a small sample of what you can expect when you visit.

<b>January</b> <b>London Food and Wine Show</b> Visit the Elgin County Showcase, taking up over 25% of the entire show. Many Savour Elgin members take part. Taste and sample the best of Elgin County and the area. <b>Western Fair</b> <a href="http://www.westernfair.com">www.westernfair.com</a>	<b>February</b> <b>Acoustic Brunch</b> Sundays feature 'Acoustic Brunch' Series of live music every week, with an ever-changing line-up of talented young musicians. <b>The Windjammer Inn</b> 519-782-4173 <a href="http://www.thewindjammerinn.com">www.thewindjammerinn.com</a>	<b>March</b> <b>Winemakers Dinner</b> Join winemaker Jamie Quai and chef Sandy Douglas in the barrel room as they combine their talents to bring you the ultimate in wine and food pairings in a six course dinner. <b>Quai Du Vin Winery</b> 519-775-2216 <a href="http://www.quaiduvinn.com">www.quaiduvinn.com</a>
<b>April</b> <b>Inn Bonus</b> Book a two night dining package at the weekend rate. Dine a third night and that night's accommodation is complimentary. Now you have time to savour Spring! <b>Kettle Creek Inn</b> 519-782-3388 <a href="http://www.kettlecreekinn.com">www.kettlecreekinn.com</a>	<b>May</b> <b>Mother's Day Buffet Brunch</b> Reserve early. <b>Green Frog Tea Room at Pinecroft</b> 519-773-3435 <a href="http://www.pinecroft.ca">www.pinecroft.ca</a>	<b>June</b> <b>Lavender Blue Lavender Festival</b> Celebrate the bounties of the lavender harvest with various demonstrations including cooking with lavender. Enjoy the festivities with artists and musicians. <b>Lavender Blue</b> 519-494-5525 <a href="http://www.lavenderblue.ca">www.lavenderblue.ca</a>
<b>July</b> <b>Bee Beard Competition</b> Who wants to see thousands of bees put on someone's face? Everyone! Come and join in the buzzin' fun at Clovermead's Bee Beard Competition. <b>Clovermead</b> 519-773-5503 <a href="http://www.clovermead.com">www.clovermead.com</a>	<b>August</b> <b>Fresh Fest</b> FreshFest pairs up great chefs with local producers, and the results are delicious. Add in some wine and beer, and you get an evening you don't want to miss! <b>www.freshfest.ca</b>	<b>September</b> <b>Harvest Moon Photo &amp; Dinner Review</b> Celebrate the harvest. Enjoy a seasonal meal, specially prepared in one of our local restaurants by the restaurant's owner-chef. <b>The Arts &amp; Cookery Bank</b> 519768-9986 <a href="http://www.theartsandcookerybank.com">www.theartsandcookerybank.com</a>
<b>October</b> <b>Haunted Corn Maze</b> Rush Creek Wine's Haunted Corn Maze is complete with live actors and sound system. This maze is recommended for aged 10 and up. Children under 12 must be with an adult. <b>Rush Creek Wines</b> 519-773-5432 <a href="http://www.rushcreekwines.com">www.rushcreekwines.com</a>	<b>November</b> <b>Harvest Festival</b> Horton Farmers' Market goes celebrate the end of a successful market year, and the fall harvest with a festival using local foods. <b>Horton Farmers' Market</b> 519-777-9529 <a href="http://www.hortonfarmersmarket.blogspot.com">www.hortonfarmersmarket.blogspot.com</a>	<b>December</b> <b>Christmas Appetizers</b> <b>Saturday, December 4th</b> Christmas parties and get-togethers don't have to be something to dread. Visit Heritage Line Herbs throughout the day and sample a variety of appetizers. <b>Heritage Line Herbs</b> 519-866-5577 <a href="http://www.heritagelineherbs.com">www.heritagelineherbs.com</a>



**Savour Elgin**  
*a taste experience*

[www.savourelgin.ca](http://www.savourelgin.ca)



For Office Use Only: \_\_\_\_\_



## 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 Vaughan**

Contact Name: **Sally Chau**

Email: **sally.chau@vaughan.ca**

Project/Item Name: **Vaughan. Building a Gateway to Tomorrow's Economy.**

Category for Entry: **A. Promotional Awards, 2. Special Purpose Brochure**

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

Date Project Began: **January 2011**

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.

**'Please refer to 3-page profile for questions 1-7.**

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

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

- 
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.
- 
5. Is this project replicable or transferable? Can it be adapted for use in other communities? What lessons have been learned?
- 
6. In what ways is this project innovative or creative?
- 
7. Are there any other relevant details not covered above or specific to your category?
- 

## 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.

##### **5. Paid Advertising Campaign**

One or a series of two or more paid black-and-white or color advertisements with a common economic development theme published on the web or in a print medium such as a newspaper or magazine.

- *Mount ad on heavy stock with 1 inch margins as proof of publication.*



# **Vaughan – Building a Gateway to Tomorrow’s Economy**

*(Promotional Awards – 2. Special Purpose)*

## **1. Description**

The City of Vaughan’s Economic Development Department published the special purpose - promotional brochure for the City’s new 10-year Economic Development Strategy, titled: Vaughan – Building a Gateway to Tomorrow’s Economy. The 16-page colour brochure is an Executive Summary of the original 178-page report.

The front cover 2-D illustration of the City popping-up from North America and the airways flowing from different parts of the world - successfully portrays Vaughan as a dynamic city and a gateway for economic opportunities, creativity, and innovation. The inside cover illustration of the cityscape with working professionals and residents starts the story telling of Vaughan transforming to a great urban centre for investment , growth and job creation that will create a healthy and prosperous economy rooted in a high quality of life. The map is placed on the inside cover to position Vaughan as a strategic location for economic activity. The title pages (left-hand pages) throughout the brochure help to visually reinforce the content. To highlight the importance of the testimonials they are featured in a column format on the right-hand pages for maximum impact. Most notable are the QR codes strategically placed at the bottom right-hand corner just below the testimonials. The QR codes will automatically take the smart-phone user to the online content to view the full Strategy.

Through impactful visual and relevant content, the brochure delivers the message: Vaughan is Building a Gateway to Tomorrow’s Economy.

## **2. Goal or Purpose**

The 10-year Economic Development Strategy is the first comprehensive document that has been produced to guide the department’s activities in more than 12 years and effectively communicating the strategy will assist the City to better capitalize on its strategic advantages as a “Gateway” for economic opportunities and an incubator of entrepreneurship, creativity, and innovation.



The brochure will be used to communicate the City's new Economic Development Strategy to Vaughan business community, residents, media, academic institutions, industry organizations and associations (industrial-commercial realtors and developers), business chambers, federal and provincial government agencies, consulates, and international investors.

### **3. Participants**

There were 50 community stakeholders involved in the planning process of the City's Economic Development Strategy, and five of the participants provided key testimonials to support the Strategy's goals as you will see throughout the brochure on the sidebar to the right-hand page. The testimonials help to reinforce the importance of the Strategy. The message from the Mayor and City Councillors is positioned on the front page to show the political leadership - very important for the purpose of international investment initiatives, particularly in China, Europe and India.

### **4. Impact/Effectiveness/Results/Value Added**

To date, the brochure has been presented to key potential investors, all of which have been extremely pleased with the information, the professional and dynamic manner of presentation. In addition, the popularity of the brochure is substantiated by developers and realtors requesting for permission to replicate the brochure content for their business presentations.

The success of the brochure is demonstrated by the support and collaboration of our business community – working together with the City to achieve the goals outlined in the 10-year Economic Development Strategy.

## **5. Replicable/Transferable**

The creative design layout and QR code implementation is easily adaptable in other communities. The hierarchy of information published is relevant to any community who are looking to promote their city's economic development initiative.

For information sharing convenience, the brochure is published online at the city's website. This allows the user to download the file as a PDF and extract the relevant pages to suit their business needs. A total of 1,000 colour hardcopies were published and distributed at industry conferences and business meetings.

## **6. Innovative/Creative**

The implementation of the QR codes was a cost-effective marketing strategy. Instead of the convention method of printing and distribution of the complete 178-page strategy, the technology allowed the promotion of our brochure across multiple platforms. It encourages the audience to view the full content of the Economic Development Strategy (178-page) online. And, smart-phone users are able to view the content at their convenience.

In addition, by directing the audience to view the full content online, we are able to measure the results using website metrics. The website metrics provides analytical reporting in an efficient manner, and help us to understand our audience by their online habits. The added benefit of the metrics is that the statistics provide information to help plan and build our marketing strategy and budget our resources better.

## **7. Background**

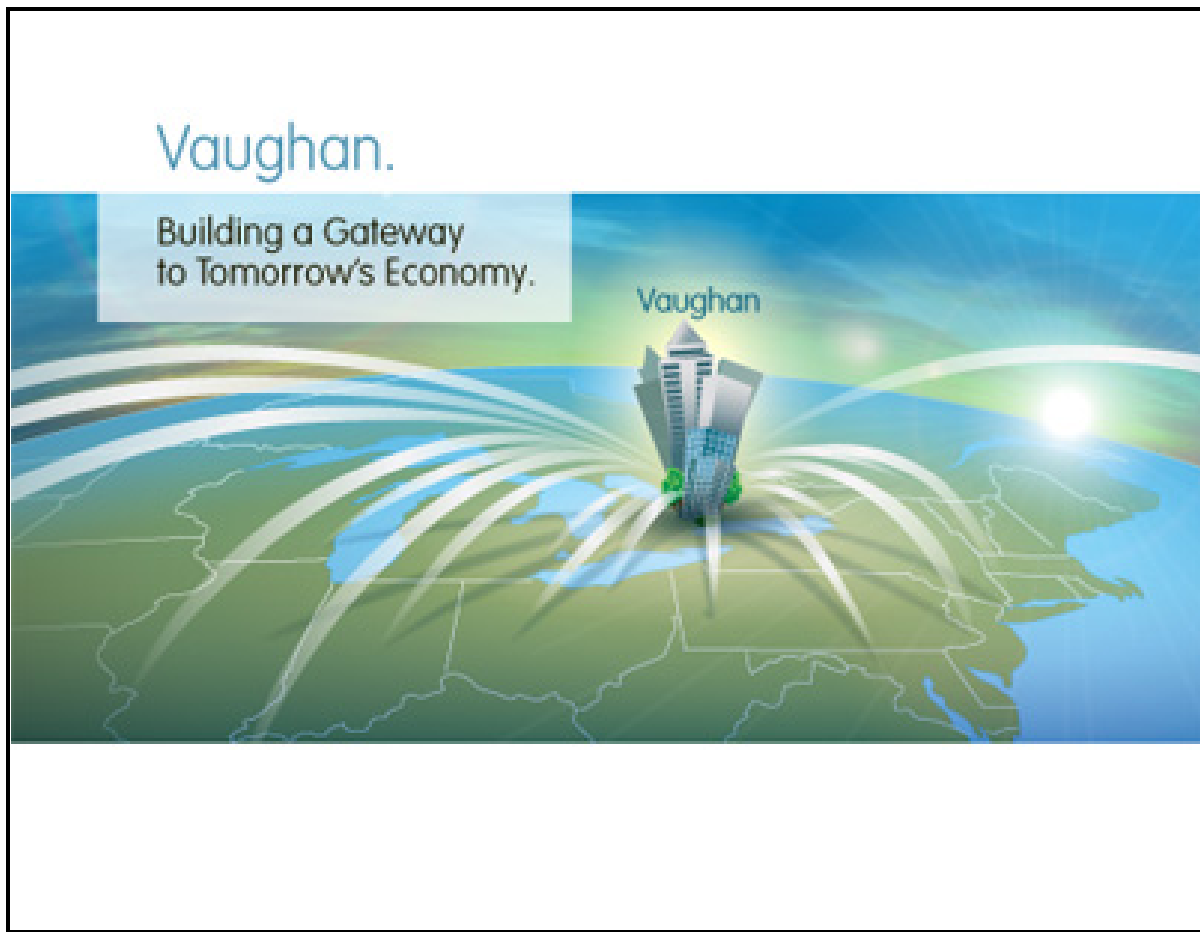
Vaughan has the advantage of being one of the top three performing economies in Canada. The city is firmly establishing itself as the gateway for economic activity in the Greater



Toronto Area. Vaughan has the location and accessibility to world markets. The business base is diverse and the labour force is young, well-educated and highly-skilled.

Vaughan is named as one of the top ten cities for Real Estate Investment in Ontario, according to REIN's 2011 rankings. The City have the full support from both its business community and residents to firmly establish Vaughan as a major gateway for goods, services and people flowing into and out of the Greater Toronto Area.

*Sample of the cover page brochure: Vaughan. Building a Gateway to Tomorrow's Economy*



# Vaughan.

Building a Gateway  
to Tomorrow's Economy.

Vaughan



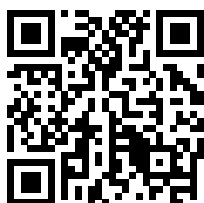




Use your smart phone to scan the 2D bar codes, QR codes, on the corner of the right-hand page to view additional content.

### Scan a Group Bar Code

- 1 Use a camera enabled smart phone that supports third party apps: Scan a Group Bar Code.
- 2 Hold the camera still and centered over the bar code until the image comes into focus.
- 3 The code will automatically take you to our online content.







Artist's rendering for the vision of downtown Jane Street and Highway 7.



# Transformation of Vaughan



**Maurizio Bevilacqua**  
Mayor

Cities are the future of this country – the economic engines, the centres of innovation and the magnet for investment, growth and job creation. Supporting ideas to promote innovation and leading edge thinking will place Vaughan at the forefront of 21st century cities able to capture the imagination of the world. We will position Vaughan in a regional, national and international context by reaching out to residents, businesses, the media, academic institutions and other levels of government to foster a greater presence of the City within the circles of decision-makers.

The new world economy calls for new approaches, new ideas, and new directions for economic prosperity and a sustainable future. *Building a Gateway to Tomorrow's Economy* is the City of Vaughan's new 10-year Economic Development Strategy.

It will provide a blueprint for the City's future economic health and will position

Vaughan as a dynamic and growing City, situated in one of North America's most strategically important economic centres, able to attract investments and people that will create a thriving, healthy economy rooted in a high quality of life and standard of living.

## Members of Council 2010-2014



Regional Councillor  
**Gino Rosati**



Regional Councillor  
**Michael Di Biase**



Regional Councillor  
**Deb Schulte**



Councillor Ward 1  
**Marilyn Iafrate**



Councillor Ward 2  
**Tony Carella**



Councillor Ward 3  
**Rosanna DeFrancesca**



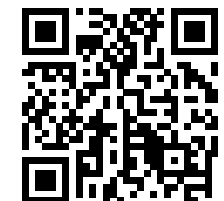
Councillor Ward 4  
**Sandra Yeung Racco**



Councillor Ward 5  
**Alan Shefman**

"Business attraction is not a zero-sum game – when one city grows, every part of the region benefits from the accompanying greater talent pool, thicker labour market, heightened competition, improved productivity, and the greater scale and scope of skills and business ideas."

– Martin Prosperity Institute



A monarch butterfly is shown in various stages of its life cycle, hanging from a tree branch. From left to right, there is a chrysalis, a pupa, a caterpillar, a chrysalis, a pupa, and a fully formed adult butterfly. The background is a solid green color.

# Transformation of Vaughan

## **NEW ECONOMY = NEW DIRECTIONS, NEW IDEAS, NEW APPROACHES**

Vibrant cities and regions undergo a process of continuous renewal. For the past three years, Vaughan's Growth Management Strategy along with the Official Plan have led the visioning process for the City's development as a major urban centre. In this time of growing challenges and opportunities, the adoption of Vaughan's Economic Development Strategy provides a new blueprint for sustainability and the City's future economic health.



## Vision

The City of Vaughan's 10-Year Economic Development Strategy identifies the trends underlying the emerging economy of the 21st Century, and positions the City as the gateway between the GTA and a globalized, knowledge-based marketplace. It envisions the City as an incubator of talent, innovation and entrepreneurship rooted in a dynamic and creative economy with a world class quality of life.

## Mission

The Economic Development Strategy seeks to lay out an Action Plan that will allow the City of Vaughan to build on existing economic strengths, while pursuing targeted opportunities for attracting investment, creating jobs and enhancing quality of life.

## Mandate

The City's adoption of the Economic Development Strategy provides City staff and a range of community partners the opportunity to undertake a coordinated series of actions designed to achieve ambitious goals related to building key infrastructure, supporting key investments and attracting key people in order to ensure a dynamic and growing economy at the heart of our community.

## Our Goals

- > BE THE **GATEWAY** FOR ECONOMIC ACTIVITY IN THE GREATER TORONTO AREA
- > **INCUBATE** AND ENABLE ENTREPRENEURIAL ACTIVITIES
- > PROVIDE **BEST-OF-CLASS ECONOMIC DEVELOPMENT SERVICES** FOR OUR STAKEHOLDERS
- > GROW VAUGHAN'S **DYNAMIC QUALITY OF PLACE** AND CREATIVE ECONOMY



"The Global Group is invested in Vaughan. We're about more than well-made office furniture, our business is about the environment, the communities we serve and our diverse workforce. We see our values embodied in the City's Economic Development Strategy."

Rick Galbraith  
Vice President – Sales  
**The Global Group**

> *1.1 million sq. ft. of manufacturing facilities and distribution centre located in Vaughan*





# Innovation and Competitive Advantage

Artist's rendering of the Vaughan Metropolitan Centre subway station platform, scheduled to open in 2015.



# Edge Cities and Economic Development Opportunities

Urban planners have coined the term “edge cities” to describe fast-growing communities at the edge of economic mega-regions. Vaughan’s role as an edge city to the GTA – matched with its growing transportation and goods movement infrastructure – establishes the community as a major gateway for goods, services and people flowing into and out of the GTA.

Being a gateway will bring opportunity to Vaughan – but something more is required to keep it in the City. The Strategy builds on the idea that Vaughan will become an economic incubator – a major centre of business and investment support services that combine innovation, talent and creativity to deliver economic development programs that generate and accelerate entrepreneurial success.

What also sets Vaughan apart is its willingness to re-imagine itself. Where traditional economic development programs may seek to designate specific buildings or offices as incubators, Vaughan will use the entire City to attract, nurture and grow the next generation of economic activities for the region.

The current population estimate is 296,000 people and employment of 160,000 jobs. Provincial and Regional forecasts see Vaughan reaching a population of 416,600 people and 266,100 jobs by 2031.

“We find the City of Vaughan is a strategic location for our international headquarters, enabling us to expand and attract highly skilled workers for the long-term. The City provides essential business advantages including excellent infrastructure, competitive taxes and a pro-business environment. The accessibility and quality of restaurants, shops, entertainment, recreation and cultural amenities are important to our clients, our valued employees and their families.”

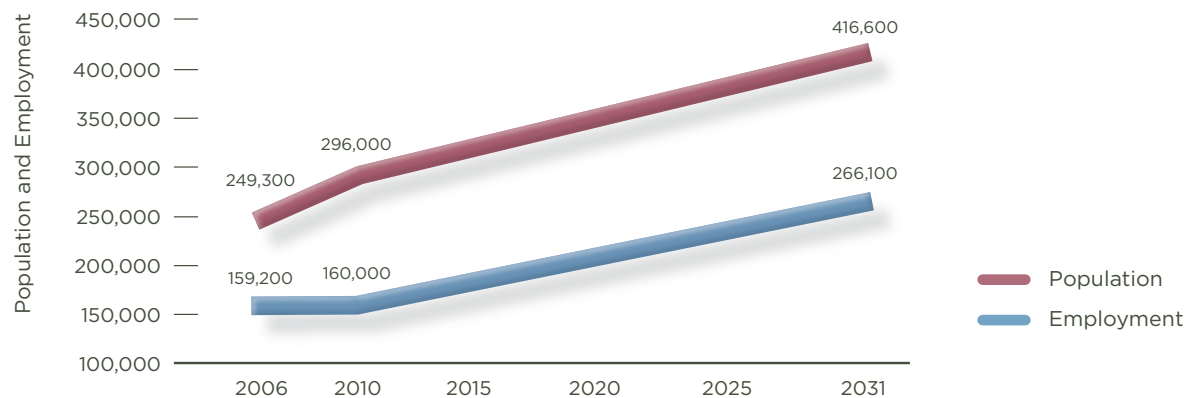
Dr. Andy Boorn  
President

**AB Sciex**

- > A sister company of Danaher Corporation
- > 1,400 employees worldwide



**POPULATION & EMPLOYMENT - GROWTH PROJECTIONS 2006-2031**





# Creative and Culturally Diverse Vaughan



# Building a Creative and Culturally Vibrant Economy

Entrepreneurial communities happen because of smart and innovative people. Now more than any other time in history, our ease of mobility allows us to change the communities that we call home. The new breed of knowledge-based worker is looking for a community that fulfills more than basic needs. Indeed it is the existence of inherent quality and social benefits in communities that will define where talent roots itself.

To grow Vaughan's dynamic quality of place and creative economy, we will:

- > Use place-building and creative economy development as a means of enhancing efforts to attract knowledge workers
- > Cultivate tourism, cultural and creative industry linkages in the City
- > Protect the economic vitality of Vaughan's heritage districts (Carville/Concord, Kleinburg/Nashville, Maple, Thornhill, and Woodbridge) and enhance the mix of retail opportunities to attract visitors
- > Leverage Vaughan's image as a welcoming community



LEED\* platinum-certified archetype sustainable houses at the Kortright Centre in Vaughan.

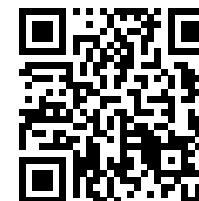
\*Leadership in Energy and Environmental Design (LEED) is a third-party certification program and an internationally accepted benchmark for the design, construction and operation of buildings, homes and neighbourhoods.

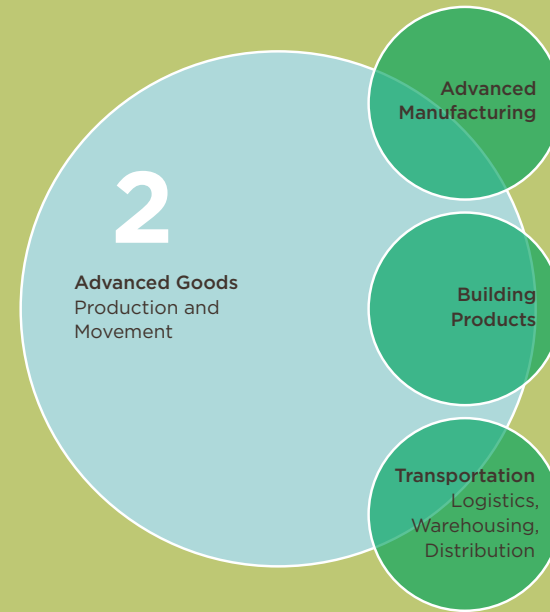
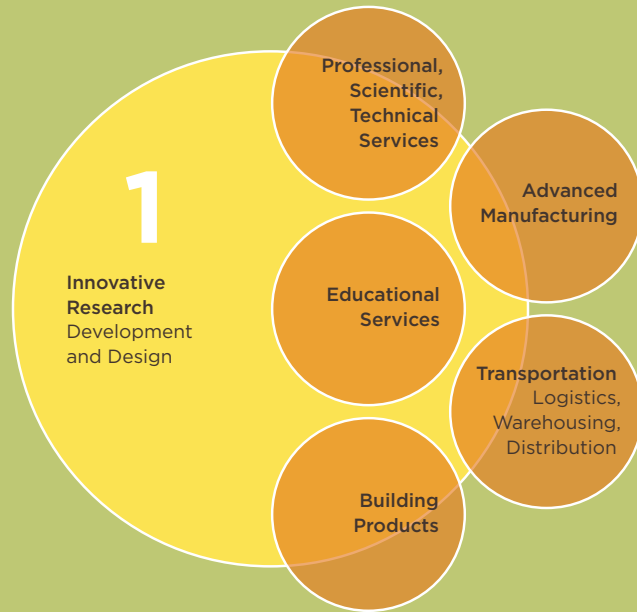
Photography © Toronto and Region Conservation

"Summer Fresh Salads has grown from a small company with big ideas about delicious foods, to a leading North American supplier of high quality prepared foods for the retail and food service sectors. We've been able to expand our business in Vaughan, capitalizing on its many locational advantages and more importantly, taking inspiration from its ethnic diversity to develop new products and build market share."

Susan Niczowski  
President  
**Summer Fresh Salads Inc.**

- > 100+ employees in Vaughan
- > CEO Susan Niczowski have been named in Canada's Top 100 Women Entrepreneurs – ranked #2





# Focus on Economic Convergence

These services are focused on specific areas of economic convergence, centres of trade and investment activity that reflect the dynamics and technological focus of 21st century industry, while remaining anchored in the City's existing strengths and workforce. Vaughan's existing areas of economic strength include:

- > Manufacturing
- > Professional, Scientific & Technical Services
- > Transportation, Warehousing, Logistics & Distribution
- > Educational Services, Health Care & Social Services
- > Corporate Headquarters
- > Building Products
- > Cultural Industries



# "Sweet Spot"

The 10-Year Economic Development Strategy looks at each of these sectors of strength in detail, but also targets Vaughan's future efforts in emerging areas of opportunity where these sectors begin to overlap and merge in areas of "convergence". These sectors build upon the City's current strengths and tap into opportunities created by our resident workforce's skills as well as new investments in subway transit, the new hospital and ties with post secondary learning institutions.

If we focus our economic development efforts where a number of economic sectors overlap or converge (identified as the "sweet spot" in the diagram) we can successfully attract, facilitate and encourage investment in our target sectors. Two key areas emerged in the Strategy: Innovative Research, Development & Design; and Advanced Goods Production & Movement.

## Gateways, Incubators and Convergence

These areas of "convergence" open the door to new investment opportunities by successfully building on existing assets while focusing development efforts in growing sectors of the economy.

The Strategy examines particular opportunities in these target areas, but also describes the ways in which they impact the shape and direction of development in key areas of the City. These include the Vaughan Enterprise Zone, where developing transportation infrastructure and desirable development lands support the growth of the Advanced Goods Production & Movement sector, and the Vaughan Metropolitan Centre, where growing cultural, transit and educational amenities will help anchor a quality of life that supports the growth of the Innovative Research, Development & Design sector.

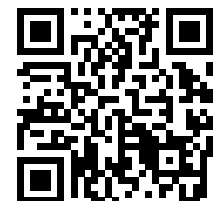


Since moving Optech headquarters to Vaughan in 2006, we have continued our growth as the world's leading provider of advanced lidar and imaging technology to customers on every continent. Our location in the Vaughan Metropolitan Centre offers excellent access to highways and Toronto Pearson International Airport, and it's close to a population of highly talented people, which is fundamental to our high reputation in the industry.

Donald Carswell  
President

**Optech Incorporated**

- > Canadian headquarters based in Vaughan
- > 250+ employees worldwide





# Building a Gateway



# Sustainable Economy and Future Prosperity

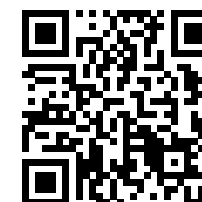
Economic growth and prosperity occurs irrespective of municipal boundaries. Above and beyond transportation linkages and locational advantages, Vaughan will leverage its strengths to become the gateway to the Greater Toronto economic region, by focusing on:

- > International business development activities that will focus on developing economic relationships with international gateway cities, through cooperation with Canadian gateways, such as Delta, BC.
- > Innovation and research will focus on the bio and life sciences sector for the development of the Vaughan Health Campus of Care.
- > Vaughan Metropolitan Centre will be the heart of the City for office development; for celebrating culture and the arts; and for living.
- > Vaughan Enterprise Zone will be the heart of employment activities for the City and the Greater Toronto economic region.

"One of the deciding factors in moving our facilities to Vaughan is the close proximity to Toronto Pearson International Airport, excellent transportation and logistics. Vaughan is one of Canada's fastest growing cities, it provides a great place to live and work and we enjoy the strong relationships that we've built with Vaughan's businesses and citizens."

Stephan Ekmekjian  
General Manager Canada  
**Bausch + Lomb**

- > *Canadian headquarters based in Vaughan*
- > *13,000+ employees worldwide*



# Best-of-Class Economic Development



Artist's rendering of the Vaughan Metropolitan Centre subway station exterior, scheduled to open in 2015.



# Partnering for Action

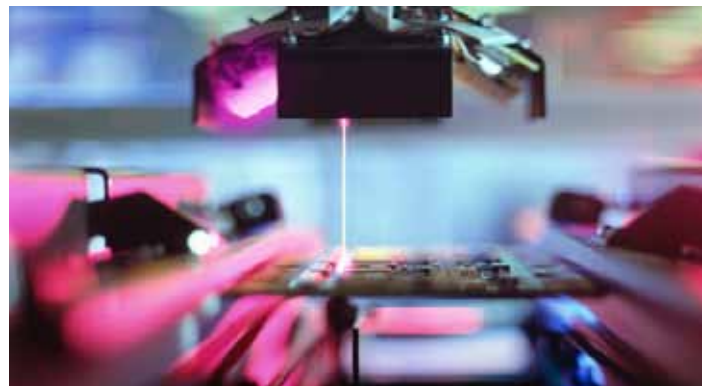
Between today and 2021, as the City implements the Strategy's Action Plan, it will pursue an ambitious – and “best-in-class” – approach to economic growth, investment attraction and job creation.

The Strategy describes a range of key partnerships that will help the City drive the economic agenda forward. Some of these partnerships lead in exciting new directions, like those that focus on establishing the City's relationships with other municipalities and economic development agencies around the world. But many more rely on working side by side with local businesses, local organizations and the community.

Ultimately, this may be one of the Strategy's greatest strengths: while it provides the City of Vaughan with a blueprint for economic growth and investment, it also provides a framework for the community itself to play a key creative role in achieving economic development.

The strategy's Action Plan has three key components:

- > Vaughan Business Enterprise Centre will broaden its mandate, delivering incubation Vaughan programs
- > Deploying new marketing and communications tactic to engage and inform our clients, stakeholders and the broader community
- > Undertake a place-branding strategy, articulating a unique and compelling identity for the City by engaging our community

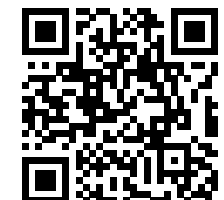


“The Chamber is pleased to have had input in helping to create this Economic Development Strategy with the City, as our focus is to both grow and maintain Vaughan's business success.”

Deborah Bonk Greenwood  
President & CEO

**Vaughan Chamber  
of Commerce**

- > *The Chamber is a not-for-profit agency promoting the interests of business in the City of Vaughan.*
- > *1,000+ members*





City of Vaughan  
Economic Development Department

2141 Major Mackenzie Drive  
Vaughan, Ontario, Canada L6A 1T1  
Tel: 905-832-8585  
Email: [ecdev@vaughan.ca](mailto:ecdev@vaughan.ca)  
[www.vaughan.ca/business](http://www.vaughan.ca/business)

Consultants:  
Millier Dickinson Blais Inc.

Photos and illustrations by:  
Toronto and Region Conservation  
Toronto Region Research Alliance  
Toronto Transit Commission and  
Toronto-York Subway Station Extension (TYSSE)  
York Region Rapid Transit

Printed in Canada  
© City of Vaughan 2011





For Office Use Only: \_\_\_\_\_



## 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: **Montréal International**

Contact Name: **Louis Arseneault**  
**louis.arseneault@montrealinternational.com**

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

Project/Item Name: **Vying for gold - Attractiveness Indicators for International Organizations 2010-2011**

Category for Entry: **2. Special Purpose Brochure**

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

Date Project Began: **June 2010**

Date of Completion (if applicable): **October 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 "Vying for gold - Attractiveness Indicators for International Organizations 2010-2011" brochure draws a full picture of Montréal's strengths and assets for International Organizations (IOs). This analysis of comparative data on location factors from neutral and objective statistical sources shows that, in terms of attracting governmental and non-governmental IOs, Montréal is in a very favourable position in the world. Montréal International analyzed a series of indicators, categorized as follows: international and national reputation, human development, investment and immigration, linguistic diversity, ease of establishing an organization, costs, value for money, security, quality of life, and

others.

---

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

The publication's primary purpose is to promote the strengths of Montréal so as to, in the end, convince International Organizations (IOs) (existing or to be created) to establish themselves or move their headquarters in/to the city, or make a major expansion here. This document is mainly intended for heads of IOs and members of the international community.

---

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

The production of the "Vying for gold - Attractiveness Indicators for International Organizations 2010-2011" brochure is the result of a collaborative effort of Montréal International's Communications, Economic Studies, and International Organizations departments.

---

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 document has benefited from great visibility. Many International Organizations (IOs) and International Associations located in Greater Montréal, the United States, Europe and Asia have received copies of this promotional publication. The data included in the brochure are particularly useful in carrying out Montréal International's promotional mandate and prospecting for IOs, as they advantageously position Montréal in terms of its international character, multilingualism, security, affordability, creativity, and quality of life—some of the most powerful levers of its attractiveness with IOs. The data also allow Montréal International staff members to answer convincingly a number of very specific questions from IO executives.

---

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

The concept of this brochure can of course be used by other communities. However, the very content of the publication, i.e. the strengths of Montréal as a true international city and a preferred location for IOs, is intimately linked to what makes Montréal so unique.

---

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

The relevant data, the elaborate design, the original photographs and the promotional texts all make up a highly attractive and creative document.

---

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

---

## **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



**Come set up  
in Montréal!**

---

Attractiveness indicators for  
international organizations  
2010 — 2011

# WYING FOR GOLD





## Reference cities

**MONTREAL**  
New York

This study compares 10 international cities most highly regarded by international organizations. At the time of our study, these cities were: Amsterdam, Brussels, Geneva, Hamburg, London, Montréal, New York, Paris, Seoul and Singapore.

In cases where no comparison indicator was available by city, we used the 10 corresponding countries for reference: Belgium, Canada, France, Germany, the Netherlands, Singapore, South Korea, Switzerland, the United Kingdom and the United States of America.

Hamburg  
Amsterdam  
Brussels  
London  
Paris  
Geneva

Seoul

Singapore

### HOW RESULTS ARE PRESENTED

Each indicator is classified by a medal standing, i.e., gold, silver or bronze, based on the performance of the cities or countries. The difference between first and last place has been divided into three equal parts. A high performance ranked near the top third would therefore be awarded a gold medal, a performance ranked in the second third would earn a silver medal and one in the bottom third would receive a bronze medal. For example, with regards to the consumer price index (CPI), the city with the best score is Montréal, with a CPI of 100 and the city with the lowest performance is Geneva, with a CPI of 129. Thus, the intervals for gold, silver and bronze medals are as follows:

- Gold: ..... 100 — 109.7
- Silver:..... 109.8 — 119.3
- Bronze:..... 119.4 — 129

As we can see, the performance variance between some of the cities studied is sometimes marginal. This is the reason why classifying by category (gold, silver or bronze) is less discriminating than classifying by numerical ranking.







Summary

# Montréal leads the way

Montréal is a prime international city located in one of the most socioeconomically stable and performing countries in the world. From a sociocultural perspective, the city is midway between Europe and the US; it also attracts one of the largest immigrant populations in North America. Montréal is ranked number one among Canadian cities for its annual international meetings and for the number of international organizations that have established themselves in the city. Montréal is the second UN city and the second city in North America with the most consulates, after New York. Montréal provides international organizations and their employees with a welcoming surrounding and a preferred urban setting at very affordable prices for a city of this size. The city’s large pool of qualified workers, its cosmopolitan and welcoming character, its quality of life and its outstanding environment, as well as its housing and its many quality cultural and sporting infrastructures place Montréal among the best international urban centres.

- MAJOR ASSETS**
- Outstanding quality of life

Low cost of living

Large pool of qualified workers

- INTERNATIONAL STATURE**
- 70 international organizations

Montréal is one of eight United Nations headquarters

Second-highest number of consulates of any city in North America

3<sup>rd</sup> most popular venue for international meetings in North America

The most multilingual city in North America

**A JEWEL IN CANADA'S CROWN**

Canada has the highest human development index among the countries that were studied

A welcoming place for investing and establishing operations: Canada is at the head of the pack when it comes to immigration and investment opportunities

A top-notch international reputation



# Medal standings

All 24 indicators examined

	International reputation	National reputation	Human development	Investment and immigration	Linguistic diversity	Ease of establishing an organization	Quality of life	Cost of living	Value for money	Wages	Purchasing power	Cost of leasing office space
01 Montréal												
02 Singapore												
03 Brussels												
04 Hamburg												
05 New York												
06 Geneva												
07 Amsterdam												
08 Paris												
09 Seoul												
10 London												

Cost of business travel	Rental cost, house	Rental cost, apartment	Security	Hospital care	Public transit	Traffic volume	Variety of restaurants	Cost of restaurants	Sports and leisure	Cost of fitness centre	Cost of high school education	Total GOLD	Total SILVER	Total BRONZE
												19	05	00
												12	07	05
												09	12	03
												09	11	04
												08	10	06
												08	09	07
												07	16	01
												07	12	05
												07	01	16
												06	10	08

# Geographical location of Montréal in North America

**CANADA**  
• Population: ..... **33.7 million**  
• Real GDP: ..... **CA\$1.5 trillion**  
• Area: ..... **9.98 million km<sup>2</sup>**

**QUÉBEC**  
The province's population and economy is ranked second among Canadian provinces.

• Population: ..... **7.8 million**  
• Real GDP: ..... **CA\$285 billion**  
• Area: ..... **1.54 million km<sup>2</sup>**

**MONTRÉAL**  
Surrounded by the St. Lawrence River, Montréal is located in the Province of Québec and is the second-largest metropolitan area in Canada. Greater Montréal is home to half the province's population and it accounts for about 50% of the Québec economy. The city is located 45 degrees latitude north and 73 degrees longitude west, on the same horizontal axis as Bordeaux, France, and the same vertical axis as New York city.

• Population: ..... **3.8 million**  
• Real GDP: ..... **CA\$141 billion**  
• Area: ..... **4,259 km<sup>2</sup>**

Montréal  
Ottawa  
New York  
Washington

# List of international organizations in Montréal

**INTERNATIONAL GOVERNMENTAL ORGANIZATIONS (IGO)**

- ENVIRONMENT
- Commission for Environmental Cooperation (CEC)
  - Multilateral Fund for the Implementation of the Montreal Protocol
  - Secretariat of the Convention on Biological Diversity (SCBD)

- AEROSPACE
- Cospas-Sarsat Secretariat
  - International Civil Aviation Organization (ICAO)

- OTHER
- UNESCO Institute for Statistics (UIS)

**INTERNATIONAL NON-GOVERNMENTAL ORGANIZATIONS (INGO)**

- Agence universitaire de la Francophonie (AUF)
- Airports Council International (ACI) — The ICAO Bureau
- Alternatives International (AlterInter)
- Associated Research Centers for Urban Underground Space (ACUUS)
- Association francophone internationale des directeurs d'établissements scolaires (AFIDES)
- Civil Air Navigation Services Organisation (CANSO)
- College of the Americas (COLAM)
- Comité syndical francophone de l'éducation et de la formation (CSFEF)
- Conseil des Festivals Jumelés (CFJ)
- Conseil francophone de la chanson (CFC)
- e8
- FAMILIS — World Organisation for Families (WOF)
- Finance Alliance for Sustainable Trade (FAST)
- Foundation on Antivirals (FAV)
- FRANCPOL
- Global Campaign for Climate Action (GCCA)
- Human Proteome Organisation (HUPO)
- Institute of Cultural Affairs International (ICAI)

- International Academy of Law and Mental Health (IALMH)
- International Air Transport Association (IATA)
- International Bureau for Children's Rights (IBCR)
- International Bureau of Social Tourism (BITS) — Secretariat for the Americas
- International Business Aviation Council (IBAC)
- International Centre for Accessible Transportation (ICAT)
- International Centre for the Prevention of Crime (ICPC)
- International Chrysotile Association (ICA)
- International Council for Aerospace Training (ICAT)
- International Council of Graphic Design Associations (Icograda)
- International Council of Societies of Industrial Design (Icsid)
- International Criminal Defence Attorneys Association (ICDAA)
- International Federation of Air Traffic Controllers' Associations (IFATCA)
- International Federation of Coalitions for Cultural Diversity (IFCCD)
- International Federation of Interior Architects/Designers (IFI)
- International Federation of Translators (IFT)
- International Forum of Public Universities (IFPU)
- International Gay & Lesbian Chamber of Commerce (IGLCC)
- International Institute for the Management of Major Metropolises (IIMMM)
- International Institute of Integral Human Sciences (IIHS)
- International Political Science Association (IPSA)
- International Secretariat for Water (ISW)
- International Society for In Vitro Fertilization (ISIVF)
- International Union of Psychological Science (IUPSYS)
- Metropolis — World Association of Major Metropolises
- Montreal International Forum (MIF)
- North American Forum on Integration (NAFI)

- ORBICOM — The International Network of UNESCO Chairs in Communications
- Public Population Project in Genomics (P3G)
- Réseau mère-enfant de la francophonie (RMEF)
- Rights & Democracy
- Secrétariat international des infirmières et infirmiers de l'espace francophone (SIDIIEF)
- Secrétariat international francophone pour l'évaluation environnementale (SIFÉE)
- SITA
- Société internationale d'urologie (SIU)
- The Transplantation Society (TTS)
- Union francophone des aveugles (UFA)
- World Airlines Clubs Association (WACA)
- World Anti-Doping Agency (WADA)
- World Association of Community Radio Broadcasters (AMARC)
- World Centre of Excellence for Destinations (CED)
- World Confederation of Productivity Science (WCPS)
- World Federation of Hemophilia (WFH)
- World Lottery Association (WLA)





# Table of contents

REFERENCE CITIES  
02

Summary

MONTRÉAL  
LEADS THE WAY  
05

MEDAL  
STANDINGS  
06

GEOGRAPHICAL  
LOCATION OF  
MONTRÉAL IN  
NORTH AMERICA  
08

LIST OF  
INTERNATIONAL  
ORGANIZATIONS  
IN MONTRÉAL  
09

1 — MONTRÉAL —  
A UNIQUE CITY  
13

1.1 — AN OPEN  
AND INTERNATIONAL  
CITY  
13

1.2 — A CREATIVE  
AND INNOVATIVE CITY  
18

1.3 — A GREEN CITY  
21

Attractiveness indicators

2 — CANADA IS  
HIGHLY REGARDED  
AROUND THE WORLD  
22

2.1 — SOLID  
REPUTATION  
22

2.2 — EASE OF  
ESTABLISHING  
AN ORGANIZATION  
24

2.3 — ECONOMIC  
OUTLOOK  
24

3 — MONTRÉAL'S  
GREATEST ASSET —  
OUTSTANDING VALUE  
28

4 — BENEFITS OF  
SETTING UP  
IN MONTRÉAL  
31

4.1 — RECRUITING  
WORKERS  
IN MONTRÉAL  
31

4.2 — LEASING  
OFFICE SPACE  
IN MONTRÉAL  
33

4.3 — STAYING  
IN MONTRÉAL  
33

5 — BENEFITS FOR  
EMPLOYEES OF  
AN INTERNATIONAL  
ORGANIZATION  
37

5.1 — LIVING  
IN MONTRÉAL  
37

5.2 — FEELING SAFE  
IN MONTRÉAL  
38

5.3 — HEALTH CARE  
IN MONTRÉAL  
38

5.4 — COMMUTING  
IN MONTRÉAL  
40

5.5 — EATING WELL  
IN MONTRÉAL  
41

5.6 — ENTERTAINMENT  
IN MONTRÉAL  
42

5.7 — STUDYING  
IN MONTRÉAL  
45

APPENDIXES

APPENDIX A:  
SOURCES  
46

APPENDIX B:  
METHODOLOGICAL  
NOTES  
47





# 1 Montréal — a unique city

## 1.1 — AN OPEN AND INTERNATIONAL CITY

### THE HEADQUARTERS FOR MANY INTERNATIONAL ORGANIZATIONS

Montréal is one of eight United Nations headquarters and the only UN city in North America other than New York.

About 70 international organizations have chosen to establish themselves in Montréal, including the International Civil Aviation Organization (ICAO), the UNESCO Institute for Statistics (UIS), the Commission for Environmental Cooperation (CEC), Cospas-Sarsat, the Multilateral Fund for the Implementation of the Montreal Protocol and the Secretariat of the Convention on Biological Diversity (SCBD).



### AN IDEAL ENVIRONMENT FOR INTERNATIONAL MEETINGS

Thanks to the large number of international organizations on its territory, Montréal is the North American city that hosts the largest number of international meetings and conferences, after New York and Washington, D.C.

**Montréal has two major conference centres:**  
the Palais des congrès de Montréal and the  
International Civil Aviation Organization (ICAO)  
conference centre:

The Palais des congrès de Montréal provides cutting-edge facilities and services at the heart of downtown, with access to 105 meeting rooms and spaces that can simultaneously accommodate 30,000 attendees.

ICAO headquarters has two large conference rooms for 800 and 250 people laid out according to UN standards and designed specially to meet the requirements of international organizations.

### A DYNAMIC CONSULAR LIFE

With 85 consulates general, consulates and business delegations, Montréal has the second-highest number of consulates in North America after New York.

Embassies on Canadian soil are easily accessible from Montréal. Ottawa, the capital of Canada, is about two hours away by car from Montréal.

### EASY ACCESS TO EUROPE AND THE UNITED STATES

Montréal's geographical location makes it a natural hub for air traffic between North America and Europe. Its airport infrastructures meet the highest standards in operational efficiency, security, and environmental protection.





Montréal has two international airports: Montréal-Trudeau International Airport and Montréal-Mirabel International Airport. Montréal-Trudeau Airport, which is located only minutes from downtown, is the main airport of entry for Greater Montréal. Montréal-Mirabel Airport is an all-cargo industrial airport, accessible 24/7.

Flight times between Montréal and a selection of major international cities:	
Toronto: .....	1 hr. 20 min.
New York: .....	1 hr. 30 min.
Washington, D.C.: .....	1hr. 45 min.
Chicago: .....	2 hr. 20 min.
London: .....	6 hr. 40 min.
Paris: .....	6 hr. 50 min.
Geneva: .....	7 hr. 20 min.

**CULTURAL MOSAIC**  
Montréal's social fabric, which blends historical French and British influences, has been further enriched over the years by the large number of newcomers. Today, Montréal makes up a cultural mosaic and offers a one-of-a-kind urban environment in North America.

Montréal is the second most popular destination for immigrants coming into Canada. Italian, Haitian and Chinese communities make up the larger groups, but newcomers from the Mediterranean area and Europe, from Latin America and Southeast Asia are transforming the face of the metropolis. Today, almost a third of the population of the City of Montréal was born outside Canada.

**DID YOU KNOW THAT THE GREATER MONTRÉAL REGION RECEIVED MORE THAN 41,000 IMMIGRANTS BETWEEN JULY 2007 AND JUNE 2008? MONTRÉAL IS RANKED SECOND AMONG THE 20 LARGEST METROPOLITAN AREAS IN NORTH AMERICA IN TERMS OF VOLUME OF INTERNATIONAL IMMIGRATION.**  
Source: Statistics Canada, 2010.

**MULTILINGUAL POPULATION**  
The Greater Montréal region is ranked at the top when it comes to bilingualism compared to the other large urban areas in Canada. Nearly two million of its residents speak French and English fluently, which is over half the total population for the region (51.9%).

Montréal is also ranked number one for trilingualism in Canada. Almost 20% of the population speaks at least three languages.

Montréal is the Canadian capital for the translation industry. The city has more than 6,000 full-time translators. Over 85% of translation experts in Canada work in the Montréal-Ottawa corridor.









1.2 — A CREATIVE AND INNOVATIVE CITY

FERTILE GROUND FOR INNOVATION AND CREATIVITY

Montréal benefits from assets that foster innovation and creativity: an excellent macroeconomic environment, quality infrastructures and institutions, efficient administration of its legal system, a large pool of skilled workers and many business opportunities stemming from the North American Free Trade Agreement (NAFTA).

Montréal is the city with the most research centres, university researchers and students in Canada. Innovation is at the core of its economic and social development.

DID YOU KNOW THAT MONTRÉAL IS AMONG THE TOP THREE AEROSPACE HUBS IN THE WORLD, ALONG WITH SEATTLE AND TOULOUSE?

MONTRÉAL'S HIGH-TECH INDUSTRY

Montréal has four high-tech clusters: aerospace (Aéro Montréal), life sciences and health technologies (Montréal InVivo), information and communications technologies (TechnoMontréal), and clean technologies (Écotech Québec). These clusters are supported by large multinational corporations such as Bombardier Aerospace, CGI, Electronic Arts, Ericsson, IBM, Merck Frosst, Pfizer, Pratt & Whitney, and Ubisoft.



<sup>1</sup> — Source: Montréal première, 2010.

WIDE-RANGE OF CREATIVITY

The huge potential for innovation and creativity in Montréal — which, among others, is the foundation for the success for the high-tech clusters, the video game industry and creative businesses such as Cirque du Soleil — is further enhanced by the constant interactions between its rich technological, artistic and cultural circles.

A FEW NOTEWORTHY CREATIVE ACHIEVEMENTS IN MONTRÉAL:

Montréal is a world video game production capital. Ubisoft opened a studio in Montréal back in 1997. The Montréal Ubisoft studio is now the fourth independent publisher in the world and is the cornerstone of its world-wide production. Over the years, several other leaders in the video game industry have established in the area including Electronic Arts (top publisher in the world), Eidos Interactive, THQ, and most recently, Warner Bros. Interactive Entertainment and Funcom.

The Greater Montréal region is a nerve centre of movie production for French-speaking Canada. Montréal has a cinematography tradition and expertise that makes it a strong competitor with other major film production centres in Canada and elsewhere. It is also in Montréal that the National Film Board of Canada, known for its international reputation of excellence has its headquarters. This institution has received hundreds of awards and distinctions in North America, Europe and elsewhere. These include 12 Oscars®. The average annual production volume is more than CA\$1.3 billion.

Cirque du Soleil, a multinational company with Montréal roots dedicated to the creation, production and dissemination of artistic works is a true laboratory for creative people. The Cirque is constantly exploring new artistic avenues and is the world leader in its field.

DID YOU KNOW THAT IN 2006 MONTRÉAL WAS APPOINTED A UNESCO CITY OF DESIGN? THE CITY WAS THEREBY INTEGRATED INTO THE CREATIVE CITIES NETWORK ESTABLISHED BY UNESCO IN 2004. THE CONCEPT OF “CREATIVE CITIES” IS BASED ON THE BELIEF THAT CULTURE CAN PLAY AN IMPORTANT ROLE IN URBAN RENEWAL. MOREOVER, MONTRÉAL IS THE HOST OF THE INTERNATIONAL DESIGN ALLIANCE, FEDERATING THE MOST IMPORTANT INTERNATIONAL DESIGN ORGANIZATIONS: ICSID, IFI AND ICOGRADA.

Source: UNESCO.







1.3 — A GREEN CITY

GREEN SPACE FOR ALL

Montréal, with its 675,000 trees giving the city body and life, has a network of 17 large parks with a total green space area of 2,000 hectares and almost 1,160 local parks, providing areas for cultural or recreational events, relaxing and popular festivities.

Downtown alone has 129 parks, miniparks and green spaces that enhance the quality of life of its residents living in the heart of the metropolitan area.

A FUNCTIONAL PUBLIC TRANSIT SYSTEM

Montréal has an efficient and well-coordinated public transit system that contributes to the sustainable development of its metropolitan region:

- 427 million trips annually, including 209 million by underground
- 4 underground lines, 70 km, 68 stations
- Almost 12 million trips annually on the commuter train lines
- 10 metropolitan area terminals with 159 platforms capable of receiving over 241 bus routes
- 5 commuter train lines over 217 km of tracks with 52 stations; 180 railcars and 21 locomotives

**DID YOU KNOW THAT OVER 20% OF TRIPS TO THE WORKPLACE USE PUBLIC TRANSIT? THESE POSITIVE RESULTS PLACE MONTRÉAL IN THIRD PLACE IN NORTH AMERICA.**

Source: Cities Ranked and Rated, Second Edition, 2007.

BIXI — A HOMEGROWN SUCCESS

BIXI is a public bike system launched by the City of Montréal in spring 2009. BIXI allows residents to borrow a bike from one station, travel to their destination, and return the bike to any other station in the network. It currently has 400 stations and 5,000 bikes throughout the Greater Montréal region.

The BIXI system, which symbolizes Montréal ingenuity, is a runaway hit, and is currently operating on three continents, in cities such as Boston, Minneapolis, London, Melbourne and Washington.





# 2 Canada is highly regarded around the world

## REMARKABLE STABILITY AND QUALITY OF LIFE

Canada is one of the most stable environments in the world from a socioeconomic perspective. Democracy abounds and it is a pioneer in recognizing human rights. Year after year, Canada is ranked among the top countries that provide the best quality of life.

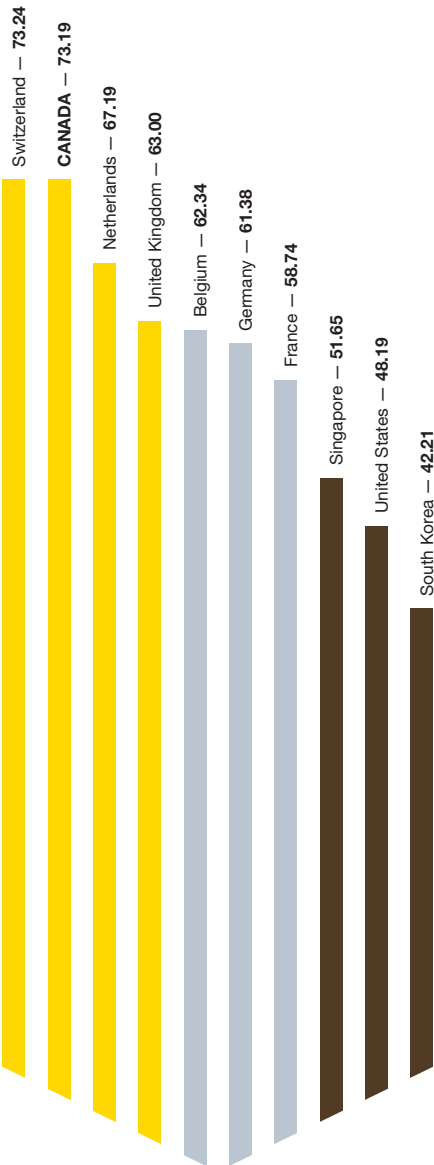
### 2.1 – SOLID REPUTATION

Canada gets a gold medal for its reputation. It enjoys one of the highest levels of respect, regard and admiration of any country in the world. Canada is ranked number one among 60 countries in terms of perception on a national level and ranked number two on the international level, just behind Switzerland.<sup>2</sup>

**DID YOU KNOW THAT CANADA HAS THE LOWEST COST OF LIVING AND THE HIGHEST QUALITY OF LIFE AMONG THE G7 NATIONS?**

Source: IMD World Competitiveness Yearbook, 2009.

F1 ★ COUNTRY’S REPUTATION ON INTERNATIONAL LEVEL — 2009



F2 ★ COUNTRY’S REPUTATION ON NATIONAL LEVEL — 2009



## EXCEPTIONALLY HIGH LEVEL OF DEVELOPMENT

The United Nation’s Human Development Report 2009 ranked Canada number one among the compared countries, and gave it a gold medal. The human development index (HDI) combines different measures of quality of life, including standard of living, health, and education of the populations being studied.

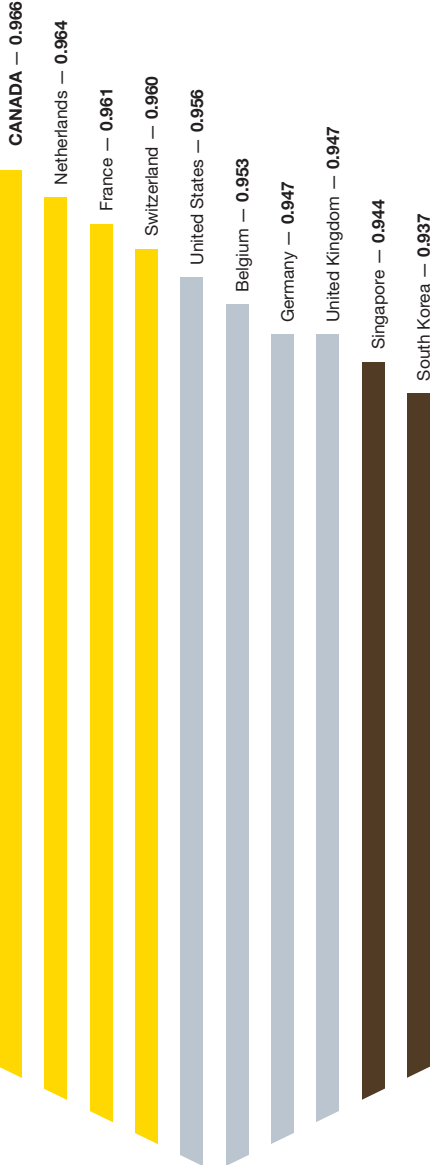
**DID YOU KNOW THAT ACCORDING TO THE OECD, CANADA HAS THE HIGHEST PROPORTION OF PEOPLE WHO HAVE ATTENDED POST-SECONDARY STUDIES?**

Source: IMD World Competitiveness Yearbook, 2009.

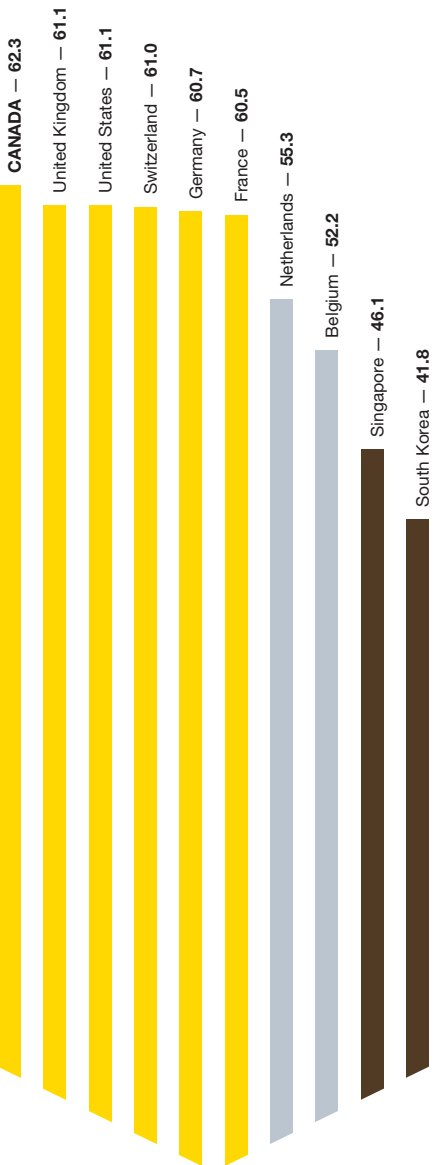
## A WELCOMING PLACE TO INVEST AND ESTABLISH OPERATIONS

Canada is ranked number one in terms of the investment and immigration index, which means another gold medal for this indicator. Five elements are measured in calculating this index, which provide an assessment of a country’s immigration and investment prospects: desire to live there and work there for a long period, quality of life, quality of education, will to invest in its businesses, and equal opportunity for all citizens.

F3 ★ HUMAN DEVELOPMENT INDEX — 2009



F4 ★ INVESTMENT AND IMMIGRATION INDEX — 2008



<sup>2</sup> — To learn about the sources of the indicators used throughout this document and for a detailed overview, refer to Appendix A and B.



**PROFITABLE LINGUISTIC DIVERSITY**  
Canada is a country with many cultures, therefore it gets a gold medal for linguistic diversity. This index measures the probability of two randomly selected persons having two different mother tongues.

**2.2 – EASE OF ESTABLISHING AN ORGANIZATION**

Canada gets a gold medal and is ranked first in the world for the simplicity of its procedures for establishing an organization (only one formality!).

**2.3 – ECONOMIC OUTLOOK**

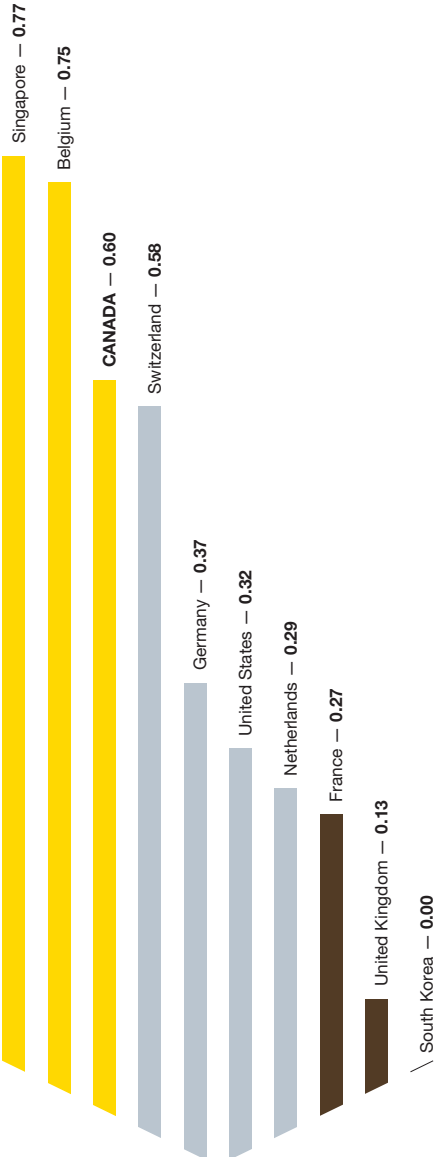
Canada is a prosperous country and the world’s 10<sup>th</sup>-largest economy. In the past decade, Canada posted the highest growth and the lowest debt among G7 nations, as well as a low and stable inflation rate despite the global economic crisis.

**DID YOU KNOW THAT FOR THE SECOND CONSECUTIVE YEAR, CANADIAN BANKS WERE THE MOST SOLID AND STABLE IN THE WORLD ACCORDING TO THE PRESTIGIOUS WORLD ECONOMIC FORUM AND MOODY’S INVESTORS SERVICE?**

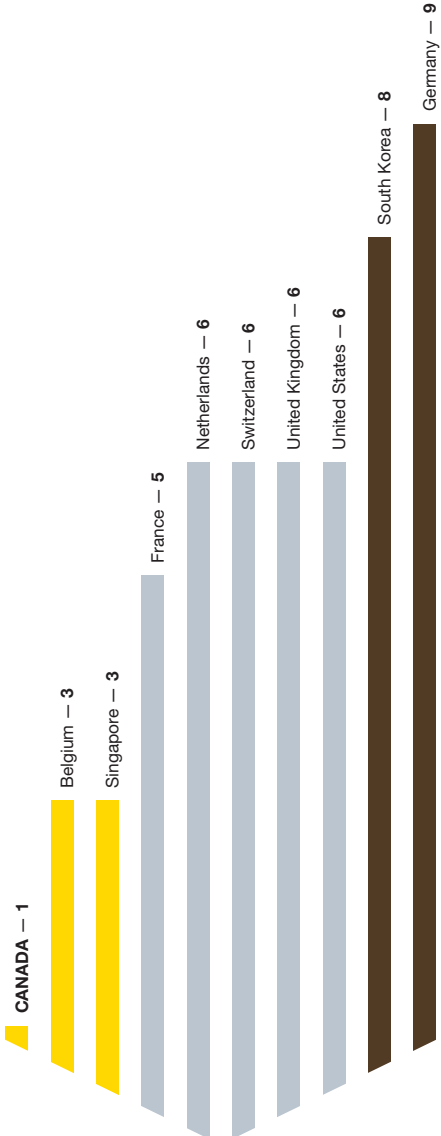
**A PROMISING FUTURE**

Canada’s economic outlook is very encouraging. From 2010 to 2014, the Canadian economy will post the highest growth rate among G7 countries based on forecasts by The Economist Intelligence Unit. By 2014, Canada’s net debt would be about 29% of its GDP, which is three times less than the average of all G7 nations.

**F5 ★ LINGUISTIC DIVERSITY — 2009**



**F6 ★ NUMBER OF PROCEDURES — 2008**







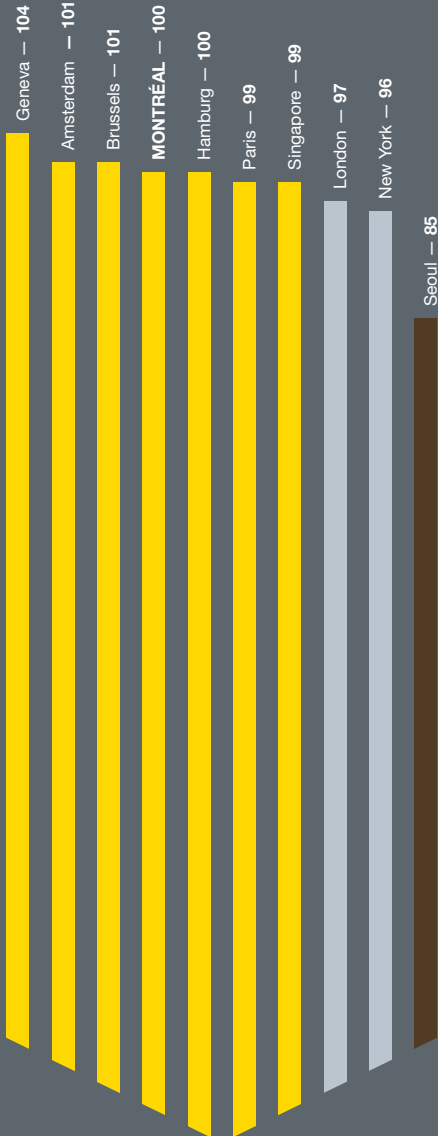


# 3 Montréal's greatest asset — outstanding value

Montréal offers an excellent urban environment at a very reasonable cost, which earns it a gold medal for global indices on quality of life and cost of living.

Montréal leads the pack in terms of value.<sup>3</sup> Its rating is much higher than that for Hamburg, Brussels and Amsterdam, where the quality of life is comparable, but the cost of living is considerably higher.

F7 ★ GLOBAL INDEX ON QUALITY OF LIFE — 2009

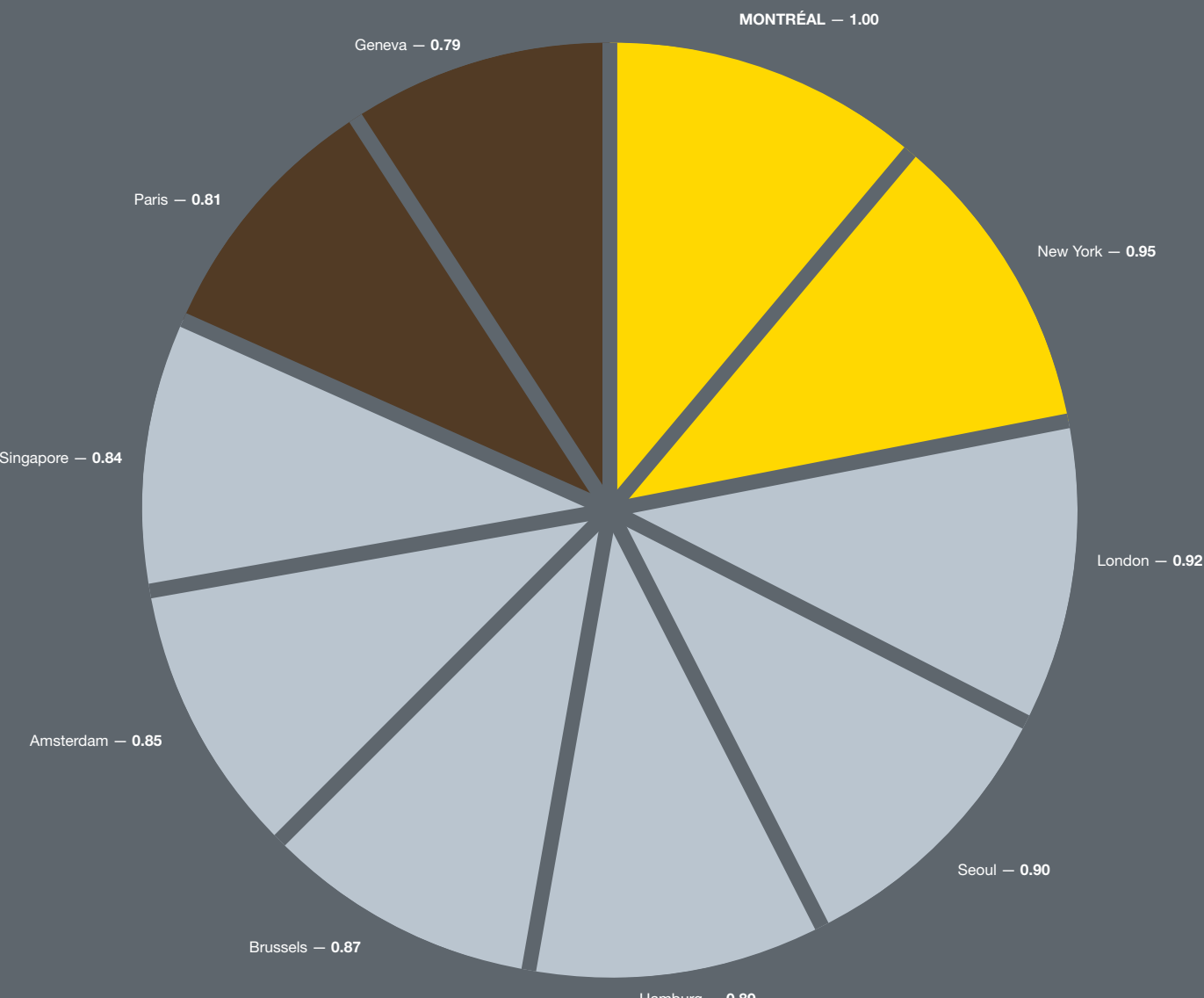


F8 ★ GLOBAL INDEX ON COST OF LIVING — 2009



<sup>3</sup> — The value of each city was calculated by dividing the quality of life index by the cost of living index.

F9 ★ VALUE — 2009







# 4 Benefits of setting up in Montréal

## 4.1 — RECRUITING WORKERS IN MONTRÉAL

### AN INTERNATIONAL-CALIBRE UNIVERSITY CITY

With its 11 universities, including four large general universities (two French-language and two English-language) and several colleges and specialized schools, Montréal provides an especially stimulating intellectual environment. McGill University notably placed 18<sup>th</sup> in the 2009 World University Rankings among the top 200 universities. (Source: Times Higher Education)

### DID YOU KNOW THAT MONTRÉAL ATTRACTS THE MOST FOREIGN STUDENTS IN CANADA?

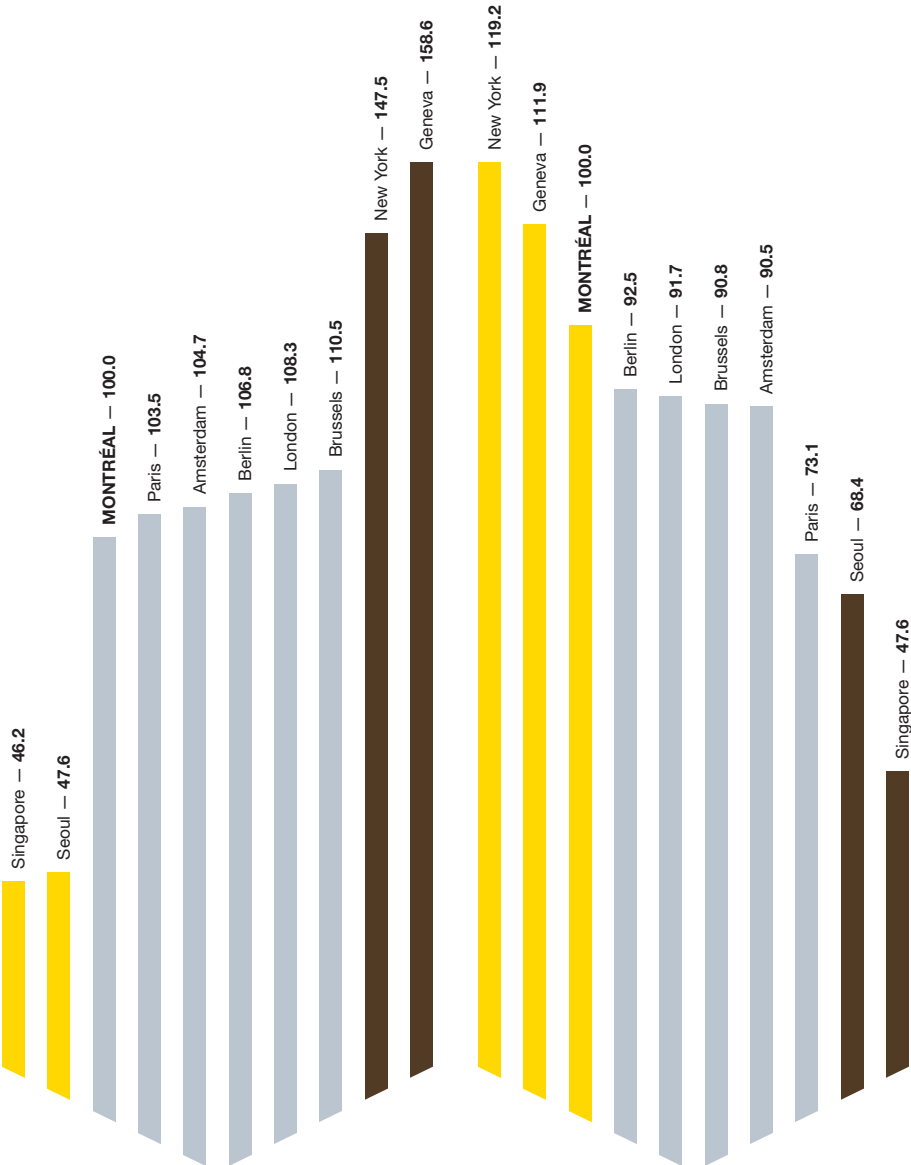
Source: Statistics Canada, 2009.

Montréal is ranked number one in Canada with over 170,000 university students, in addition to the 120,000 college-level students.

Montréal has the second-highest number of university students per capita among the 20 largest metropolitan areas in North America. The city has a large pool of skilled workers from which organizations can draw on for staffing requirements.

## F10 ★ WAGE LEVEL — 2009

## F11 ★ DOMESTIC PURCHASING POWER — 2009



Note: Data for Hamburg was not available, instead Berlin data was used.

COMPETITIVE WAGES FOR THE ORGANIZATION, HIGH PURCHASING POWER FOR EMPLOYEES

Montréal gets a silver medal for wages and a gold medal for domestic purchasing power. For international organizations, the city provides an ideal environment with respect to employee remuneration. Despite a wage level that is often lower than elsewhere in North America or Western Europe, the average purchasing power for Montréalers is still among the highest in the world.

A LARGE POOL OF SKILLED WORKERS

Montréal has a large pool of skilled workers that meet the specific needs of international organizations. The average pay for these positions is also slightly lower in Montréal than in most European and US urban centres.

T1 ★ A LARGE POOL OF SKILLED LABOUR AT A REASONABLE COST — 2009

	Gross annual salary (CDN\$)	Talent pool available
Administrative Services Manager	74,828	16,900
Communications Director	62,036	5,140
Finance, audit and accounting professional	53,144	18,900
Writing, translation or public relations professional	51,064	13,000
IT professional	47,112	18,000
Secretary	32,968	25,400

4.2 — LEASING OFFICE SPACE IN MONTRÉAL

Downtown Montréal has a large selection of prestigious office buildings, combined with an outstanding transportation and communication infrastructure.

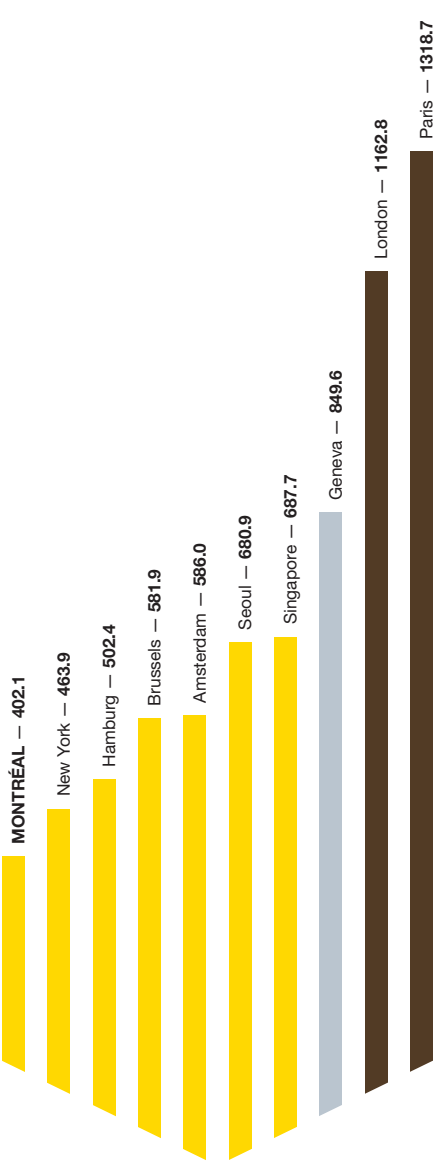
Montréal gets a gold medal for cost of leasing office space. The cost is especially competitive and is about three times less than London or Paris.

4.3 — STAYING IN MONTRÉAL

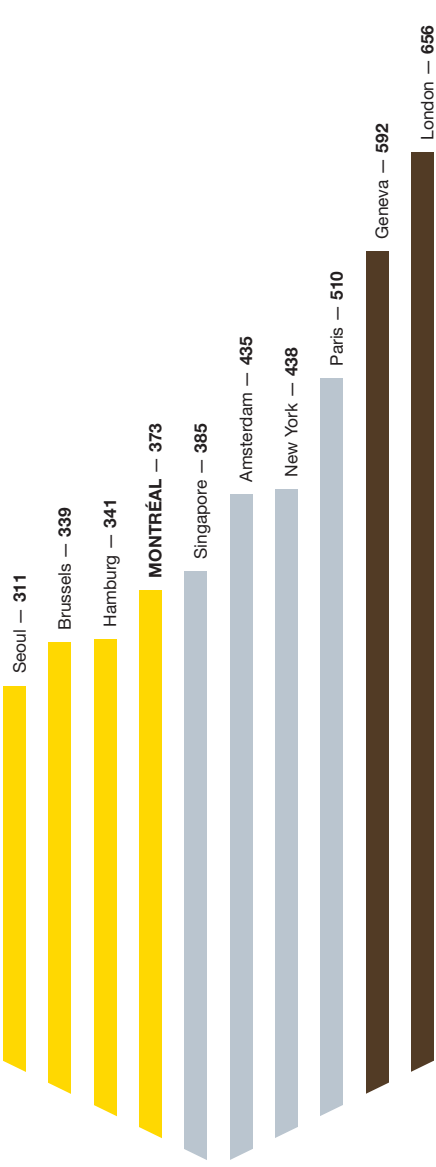
AFFORDABLE STAYS

Montréal stands out for its low hotel rates and gets a gold medal for daily business travel cost. Staying in Montréal is a lot more accessible than in most major US or European cities.

F12 ★ TOTAL COST FOR LEASING OFFICE SPACE (US\$/m<sup>2</sup>/YEAR) — 2009



F13 ★ DAILY BUSINESS TRAVEL COST (US\$) — 2009











# 5 Benefits for employees of an international organization

## 5.1 — LIVING IN MONTRÉAL

### THE BENEFITS OF A BIG CITY AT AN AFFORDABLE PRICE

Montréal is one the few metropolises in the world where the cost of housing remains affordable. The price of homes is clearly lower than in most other major US or European centres.

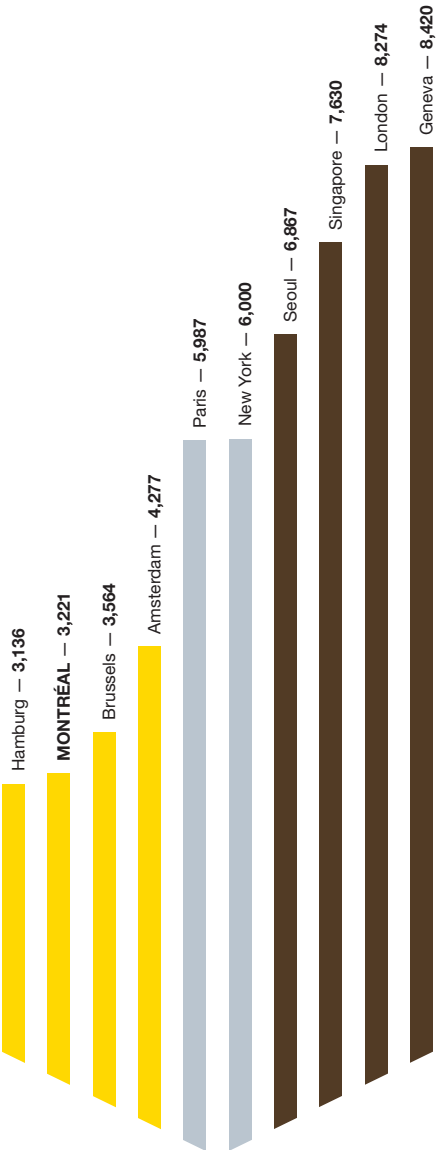
The city therefore gets a gold medal for the monthly cost of a three-bedroom home which is half that of Geneva and London.

Montréal ranks number one and gets a gold medal for the monthly cost of renting a three-bedroom apartment.

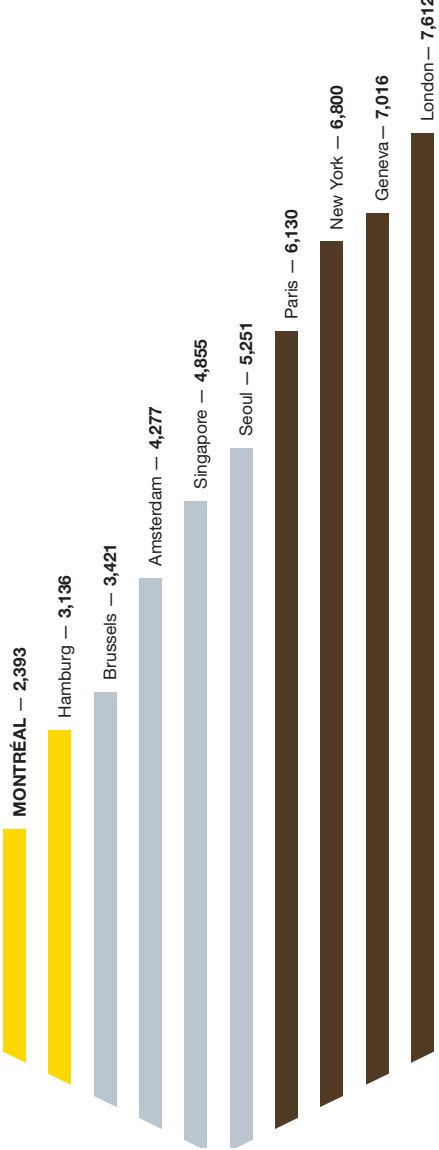
The quantity and quality of dwellings located downtown or nearby are the main distinguishing features of Montréal compared to other major North American cities. The region has a wide range of housing, whether it be in the city’s downtown, one of the liveliest in North America, one of the pretty towns on the south shore of the St. Lawrence River, one of the booming communities of Laval.



F14 ★ COST OF RENTING A THREE-BEDROOM HOME (200 m² / US\$) — 2009



F15 ★ MONTHLY RENT FOR A THREE-BEDROOM APARTMENT (120-160 m² / US\$) — 2009





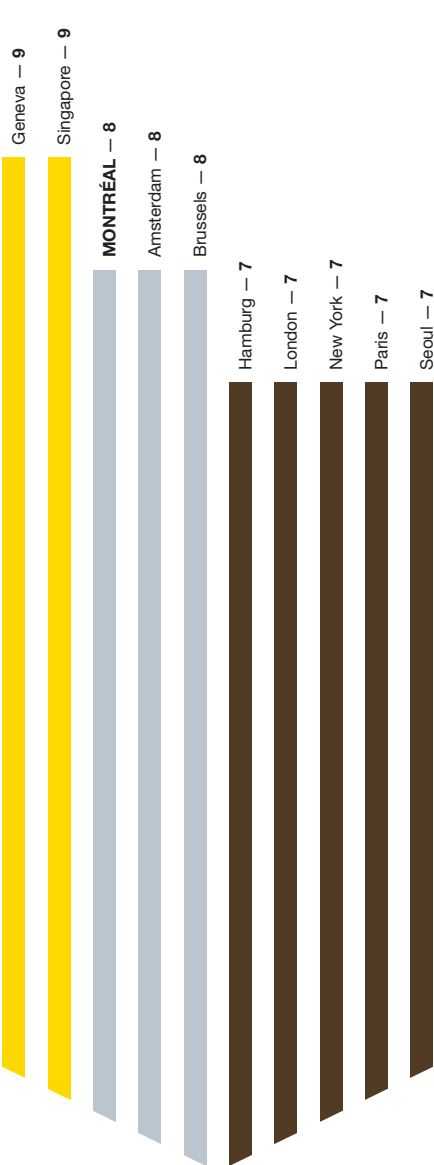
5.2 — FEELING SAFE IN MONTRÉAL

Montréal is among the safest big cities in North America. The crime rate is very low for a big city and has been regularly declining since 1990.

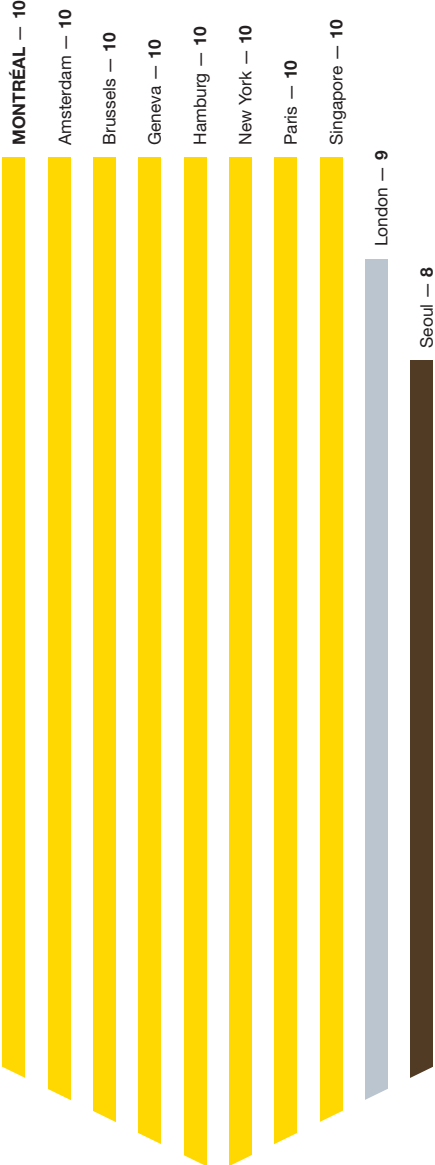
5.3 — HEALTH CARE IN MONTRÉAL

Montréal gets a gold medal for the quality of its hospital care. It has two world-class university teaching hospital networks and provides affordable and high-quality health care. The Québec healthcare system is based on the principle of universality, thereby ensuring free essential medical care to all permanent residents and Canadian citizens in the province.

F16 ★ PERSONAL SAFETY  
— 2009



F17 ★ QUALITY OF HOSPITAL CARE  
— 2008



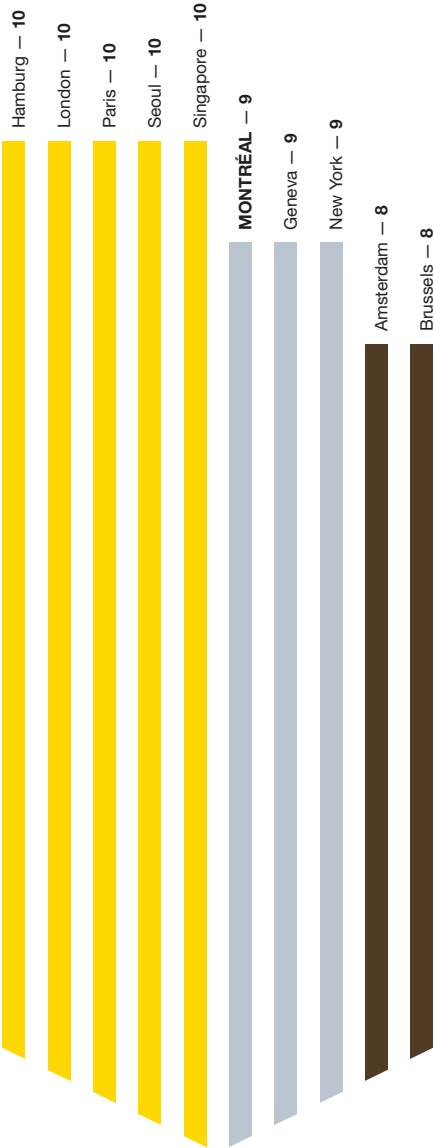


5.4 — COMMUTING IN MONTRÉAL

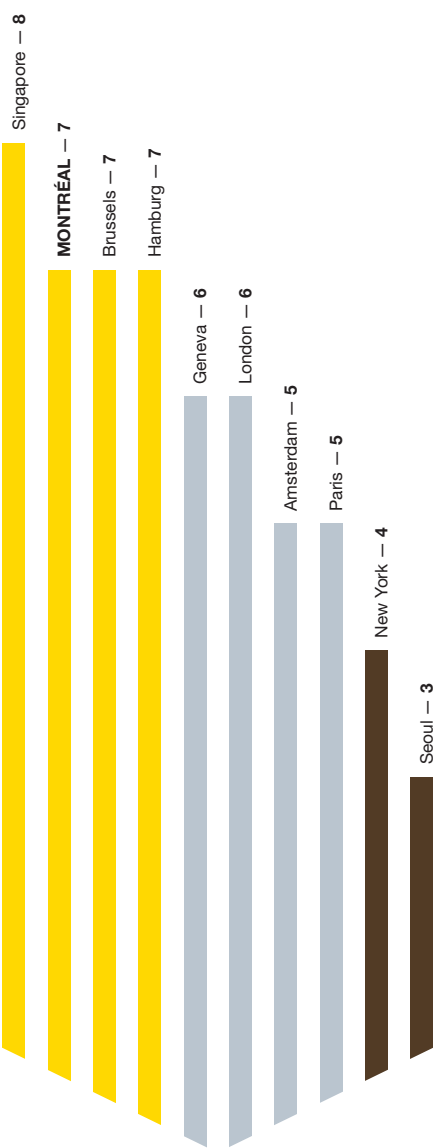
Montréal has a well-developed public transit system. Montréal gets a silver medal for the quality of its public transit.

Montréal gets a gold medal for low traffic thanks to high public transit use by its residents.

F18 ★ QUALITY OF PUBLIC TRANSIT — 2009



F19 ★ TRAFFIC — 2009



5.5 — EATING WELL IN MONTRÉAL

Montréal gets a silver medal for the variety of restaurants and the cost of lunch at a restaurant. It has the largest concentration of restaurants per capita of any city in North America. The central neighbourhoods have on average 64.9 restaurants per km<sup>2</sup>.

DID YOU KNOW THAT IN 2006 GOURMET MAGAZINE HIGHLIGHTED THE OUTSTANDING QUALITY OF MONTRÉAL RESTAURANTS BY DEDICATING AN ENTIRE ISSUE TO THE CITY? PARIS, LONDON, SAN FRANCISCO, NEW YORK AND ROME ARE THE ONLY OTHER CITIES TO HAVE BEEN FEATURED IN SPECIAL ISSUES BY THE MAGAZINE.

Thanks to its French heritage, the Montréal gastronomic culture has a distinct flavour in North America. Furthermore, the ever growing number of newcomers further enrich the city's culinary landscape.

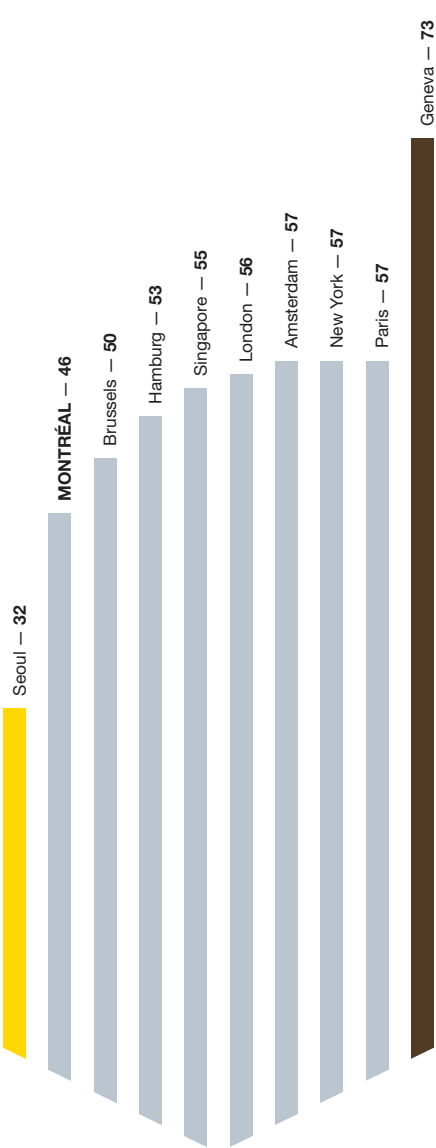
DID YOU KNOW THAT IN 2007 MONTRÉAL JOINED THE NETWORK OF VILLES GOURMANDES (GOURMET CITIES), COMPRISING 15 OTHER MAJOR CULINARY CITIES?



F20 ★ VARIETY OF RESTAURANTS — 2009



F21 ★ COST OF LUNCH AT A RESTAURANT (US\$) — 2009





5.6 — ENTERTAINMENT  
IN MONTRÉAL

A BUSTLING CITY

The central neighbourhoods in Montréal have a population density similar to that of many European cities. Montréal is ranked third in North America, behind Boston and New York. This high density has enabled a dynamic neighbourhood life to flourish and provides easy access to many nearby services.

CITY OF FESTIVALS

Montréal can literally be called a “Festival City.” Montréal celebrates throughout the year with its some 50 festivals, several of which are international in scope, such as the Montréal International Jazz Festival, the Just for Laughs Festival, Francolies (music), the Montréal High Lights Festival, and the World Film Festival.

VIBRANT CULTURAL LIFE

Montréal has a large network of museums, galleries and artistic or scientific exhibition centres. The most notable include the Montréal Museum of Fine Arts, the Musée d’art contemporain de Montréal (Contemporary Art Museum), the Canadian Centre for Architecture, the McCord Museum, the Montréal Biodôme, the Insectarium, the Montréal Botanical Garden, the Montréal Planetarium, the Montréal Science Centre, and the Cosmodôme Space Centre.

DID YOU KNOW THAT THE MONTRÉAL BIODÔME WAS THE FIRST LIVING MUSEUM IN THE WORLD WHEN IT WAS INAUGURATED IN 1992? THE MONTRÉAL BIODÔME RECREATES SOME OF THE MOST BEAUTIFUL ECOSYSTEMS OF THE AMERICAS.

Source: Montréal première, 2010.

DID YOU KNOW THAT ON AVERAGE  
THERE ARE 20 SHOWS PER NIGHT  
IN MONTRÉAL?

Source: Tourism Montréal, 2010.

The heart of Montréal culture beats strongest downtown, in the Quartier des spectacles. There are over 30 entertainment venues with a capacity of almost 28,000 seats.



QUALITY SPORTING  
INFRASTRUCTURES

Montréal gets a gold medal and is ranked number one for sports and leisure, and for the cost of an annual membership for a fitness centre.

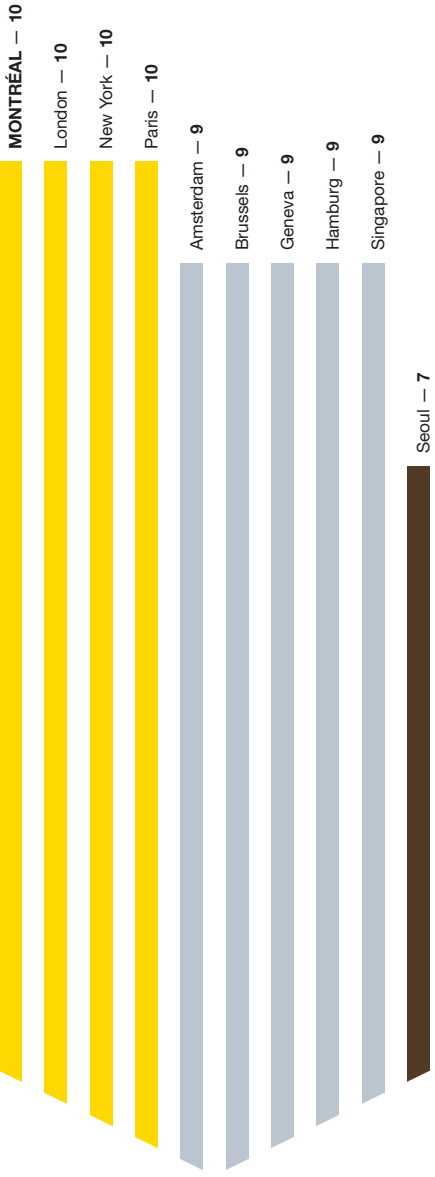
Montréal offers a healthy quality of life. Sports are practised outdoors or indoors, in the winter and summer, in the city’s numerous modern facilities: hundreds of kilometres of bike paths and walking trails, tennis courts in every neighbourhood, a hundred golf courses, many parks and green spaces, many outdoor and indoor skating rinks, and hiking trails inside the city.

Thrill-seekers can go down the Lachine Rapids, located about 10 minutes from downtown, in a raft and quietness lovers can take a cruise on the St. Lawrence River.

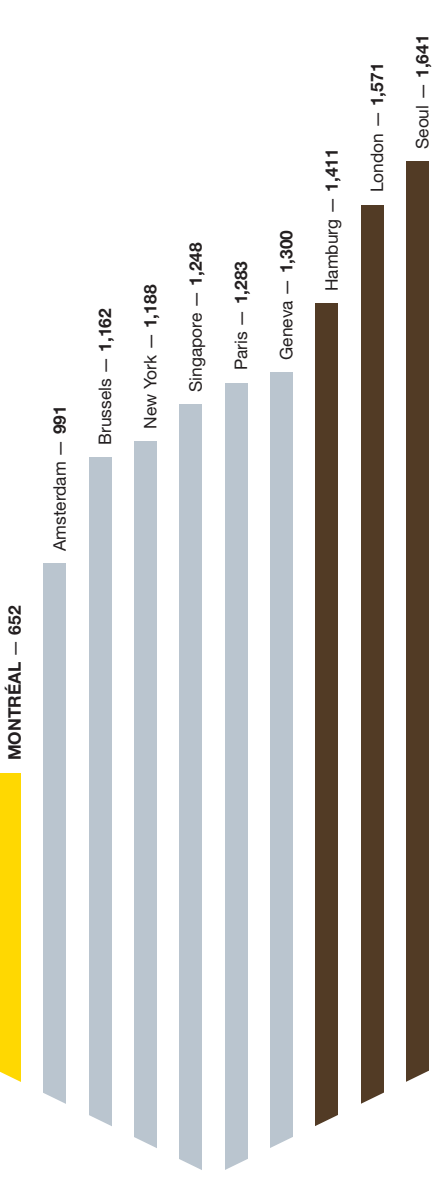
DID YOU KNOW THAT MONTRÉAL HOSTS THE ONLY FORMULA 1 GRAND PRIX IN NORTH AMERICA? THE CANADIAN GRAND PRIX IS THE LARGEST TOURIST EVENT IN CANADA.

DID YOU KNOW THAT EACH YEAR, MONTRÉAL HOSTS TENNIS CANADA’S MASTERS TOURNAMENT? THE TOURNAMENT ATTRACTS THE BIGGEST NAMES IN THE SERIES FROM THE WOMEN’S AND MEN’S CIRCUIT.

F22 ★ QUALITY OF SPORTS  
AND LEISURE  
— 2009



F23 ★ COST OF ANNUAL  
MEMBERSHIP FOR FITNESS CENTRE  
— 2009







FOUR SEASONS

Montréal has a fairly diversified climate, with four distinct seasons. The hot and sunny summers allow to take advantage of the many lakes and rivers located within an hour’s drive of the city, where one can go fishing or bathing, while enjoying many seasonal sports in the winter with some 700 km of cross-country ski and snowmobile trails and many downhill ski centres near Montréal.

Among the 10 cities studied, Montréal is ranked number three for annual number of hours of sunshine, after Seoul and New York.

DID YOU KNOW THAT THE AVERAGE SUMMER TEMPERATURE IS HIGHER IN MONTRÉAL THAN IN MANY EUROPEAN CITIES, INCLUDING LONDON AND PARIS?

Source: BBC, 2010.

MONTRÉAL UNDERGROUND

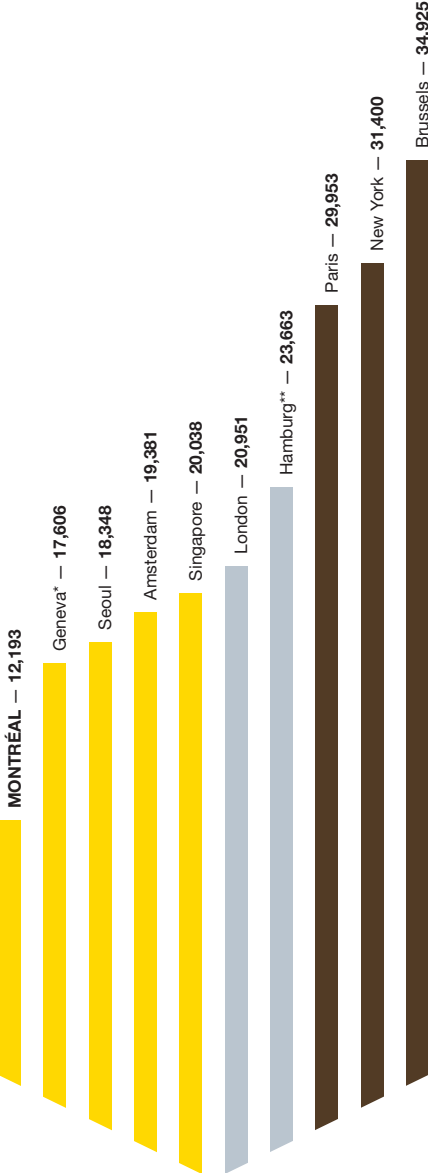
Montréal also has underground neighbourhoods comprising over 43 km of tunnels that lead to thousands of shops, movie theatres, museums, theatres, exhibition halls, hotels, stations, banks, restaurants, housing buildings, and so on.

National Geographic awarded Montréal first place in its Top 10 Underground Walks.

5.7 — STUDYING IN MONTRÉAL

Montréal has about 50 schools that are members to the International Baccalaureate (IB) network. IB has international education programs for students age three to 19. International Baccalaureate currently collaborates with 2,830 schools in 138 countries. Montréal gets first place and a gold medal for annual registration fees at private English-language or American high schools.

F24 ★ ANNUAL REGISTRATION FEE FOR A PRIVATE ENGLISH-LANGUAGE OR AMERICAN HIGH SCHOOL (US\$) — 2009



\*— Price for an English-language primary school.

\*\*— Price for an international high school.



# Appendix A: Sources

Compilation: Montréal International

FIGURE	SOURCE
1, 2	CountryRep, Reputation Institute, 2009
3	Human Development Report, UN, 2009
4	Nation Brands Index Survey, GfK Roper Public Affairs & Media, 2008
5	Ethnologue 16th edition 2009, SIL International, 2009
6	Doing Business 2010, World Bank, 2009
7, 16 — 20, 22	Quality of Living Survey, Mercer Human Resource Consulting, 2009
8, 13 — 15, 21, 23 — 24	Cost of Living Survey, Mercer Human Resource Consulting, 2009
10, 11	Prices and Earnings 2009, UBS, 2009
12	Global Office Rents, November 2009, CBRE Richard Ellis, 2009
CHART	SOURCE
1	Statistics Canada, 2010

# Appendix B: Methodological notes

**CANADA: THE APPRECIATION OF ALL OTHER NATIONS**

**NUMBER OF PROCEDURES**

We call any interaction by the founder of the business with external parties (government agencies, attorneys, auditors, notaries, etc.) a “procedure.” Interactions between founders and directors of the company and employees are not considered as separate procedures.

**COUNTRY’S REPUTATION**

The CountryRep2009 study is a measure of the trust, esteem, admiration, and good feeling obtained from a representative sample of respondents from each of the G8 countries towards the 34 countries other than their own and how 33 of these countries rate their own country.

**INVESTMENT AND IMMIGRATION INDEX**

The index varies between 0 and 100, and is based on five elements evaluating the perception of immigration and investment opportunities for a country: desire to live and work for a long period in a country, quality of life, quality of the location for education and getting a degree, will to invest in a business in this country and equal opportunities available.

**HUMAN DEVELOPMENT INDEX**

The human development index (HDI) is a composite index that comprises three different measures of quality of life: health, level of education and standard of living.

**LINGUISTIC DIVERSITY INDEX**

This index refers to Greenberg’s diversity index. It measures the probability of two randomly selected persons having a different mother tongue. The highest value, 1, indicates that all the individuals have different mother tongues. The lowest value, 0, indicates that all individuals have the same mother tongue.

**PRIMARY COMPETITIVE EDGE FOR MONTRÉAL: EXCELLENT VALUE**

**QUALITY OF LIVING INDEX**

The annual survey by Mercer Human Resource Consulting compares the quality of life in 215 cities based on an evaluation of 39 factors grouped into 10 categories: political and social environment, economic environment, socio-cultural environment, medical and health considerations, schools and education, public services and transport, recreation, consumer goods, housing and natural environment.

**COST OF LIVING INDEX**

The Mercer Human Resource Consulting annual survey on the cost of living measures the comparative cost of over 200 items and services in 215 cities, including housing, transportation, food, clothing, household goods and entertainment. For each item, the survey presents three different costs, either “low,” “medium” or “high.” In this study, the “medium” cost category was selected.

The global cost of living index covers 200 products and services. The index on the cost of business travel includes the price for a single hotel room for one night, breakfast, lunch, dinner, coffee, beverages and an international daily paper.

The other cost indicators related to this survey cover one of the 200 specific items. Two exchange rates were used, one for the global index for the cost of living and the other for the indices on specific items.

**VALUE**

This indicator corresponds to the global quality of living index divided by the global cost of living index, and thus gives the value. The higher the index for a city, the greater value the city represents.

EXCHANGE RATE USED FOR GLOBAL COST OF LIVING INDEX	
1 US \$ .....	<b>1.056 CAD</b>
1 US \$ .....	<b>0.685 EUR</b>
1 US \$ .....	<b>1.396 SGD</b>
1 US \$ .....	<b>0.616 GBP</b>
1 US \$ .....	<b>1.029 CHF</b>
1 US \$ .....	<b>1,166.570 KRW</b>
Source: Mercer, January 2010.	

EXCHANGE RATE USED FOR SPECIFIC COST INDICATORS	
1 US \$ .....	<b>1.087 CAD</b>
1 US \$ .....	<b>0.702 EUR</b>
1 US \$ .....	<b>1.442 SGD</b>
1 US \$ .....	<b>0.604 GBP</b>
1 US \$ .....	<b>1.069 CHF</b>
1 US \$ .....	<b>1,237.820 KRW</b>
Source: Mercer, September 2009.	

**BENEFITS FOR AN ORGANIZATION  
THAT SETS UP IN MONTRÉAL**

**INTERNAL PURCHASING POWER**

Net annual income divided by the cost of a basket of goods and services, not including rent.

**WAGE LEVEL**

These calculations are based on wage figures, social security contributions and working hours for 14 widespread professions. The wage figures relate to pay net of taxes and social security contributions.

**OFFICE SPACE LEASING COSTS**

The rent indicated is the average rent for available space of 1,000 m² in a Class A building. This rent includes all occupancy costs and therefore represents the gross rental cost.

EXCHANGE RATE USED FOR THE WAGE LEVEL	
1 US \$ .....	<b>1.263 CAD</b>
1 US \$ .....	<b>0.765 EUR</b>
1 US \$ .....	<b>1.529 SGD</b>
1 US \$ .....	<b>0.704 GBP</b>
1 US \$ .....	<b>1.153 CHF</b>
1 US \$ .....	<b>1,449.275 KRW</b>
Source: US, March-April 2009.	

**DAILY BUSINESS TRAVEL COST**

The cost includes expenses incurred for a hotel room, taxi service, plane ticket, meals and a few other miscellaneous expenses.

**BENEFITS FOR EMPLOYEES OF AN  
INTERNATIONAL ORGANIZATION**

**MONTHLY RENT FOR A THREE-BEDROOM HOUSE**

This is the rent for an unfurnished, 200 m², three-bedroom house with an excellent level of accommodation in areas preferred by international assignees.

**MONTHLY RENT FOR A  
THREE-BEDROOM APARTMENT**

This is the rent for an unfurnished, 120 to 160 m², three-bedroom apartment with an excellent level of accommodation in areas preferred by international assignees.

**COST OF LUNCH AT A RESTAURANT**

This is the usual cost of lunch at a good quality restaurant for one person.

**COST OF FITNESS CENTRE MEMBERSHIP**

This is the usual cost for a one-year membership at a typical fitness centre for one person.

**MONTRÉAL INTERNATIONAL**

Montréal International (MI) was created in 1996 as a result of a private/public partnership with a mission to contribute to the economic development of Greater Montréal and enhance its international status.

**MANDATES**

- **Attract, retain and expand international organizations**
- Attract, retain and expand incoming foreign direct investments (FDI)
- Attract, welcome and retain foreign talent
- Promote and reinforce Greater Montréal’s economic attractiveness and international status

**CREDITS**

Attractiveness indicators for international organizations 2010-2011 is a Montréal International publication.

**Design:** Brigade

**Photos:** Luc Robitaille  
pages C2-01, 04, 14, 16-17, 20, 21, 25, 26-27, 30, 34-35, 36, 37, 41

Cirque du Soleil, photo: Al Seib, costumes: Dominique Lemieux  
page 19

Quartier des spectacles, Stéphan Poulin  
page 39

MBAM, Christine Guest  
page 42

This document is available in electronic format at  
**www.montrealinternational.com**

©All rights reserved, Montréal International 2010



**MONTREAL INTERNATIONAL**

380 St. Antoine Street West

Suite 8000

Montréal (Québec)

Canada, H2Y 3X7

Telephone: + 1 514 987 8191

Fax: + 1 514 987 1948

oi@montrealinternational.com

**montrealinternational.com**

  
**MontrealInternational**

Canada  Québec  Montréal 



**Mixed Sources**  
Product group from well-managed  
forests, controlled sources and  
recycled wood or fibre  
www.fsc.org Cert no. SGS-COC-2319  
© 1996 Forest Stewardship Council

Montréal International wishes to thank its partners for their financial support:  
the Government of Canada, the Government of Québec, the City of Montréal  
and private companies.

# Installez-vous à Montréal

---

Indicateurs d'attractivité pour  
les organisations internationales  
2010 — 2011

— VISEZ  
L'OR





## Villes de référence

**MONTREAL**  
New York

Cette étude compare les dix villes internationales les plus prisées par les organisations internationales. Au moment de notre étude, ces villes étaient : Amsterdam, Bruxelles, Genève, Hambourg, Londres, Montréal, New York, Paris, Séoul et Singapour.

À défaut d'indicateurs de comparaison par ville, les dix pays correspondants qui ont été pris pour référence sont : Allemagne, Belgique, Canada, Corée du Sud, États-Unis, France, Pays-Bas, Royaume-Uni, Singapour, Suisse.

Hambourg  
Amsterdam  
Bruxelles  
Londres  
Paris  
Genève

Séoul

Singapour

### MÉTHODOLOGIE DE PRÉSENTATION DES RÉSULTATS

Chaque indicateur fait l'objet d'un classement par médaille, or, argent ou bronze selon la performance des villes ou des pays. La différence entre la première et la dernière position a été divisée en trois parties égales. Une performance élevée située dans le premier tiers du classement méritait ainsi la médaille d'or, une performance située dans le deuxième tiers une médaille d'argent et dans le troisième tiers une médaille de bronze. À titre d'exemple, en ce qui concerne l'indice du coût de la vie, la ville la plus performante est Montréal, avec un indice de 100 et la ville la moins performante est Genève, avec un indice de 129. Ainsi, les intervalles pour les médailles d'or, d'argent et de bronze sont les suivants :

- Or : ..... 100 — 109,7
- Argent : ..... 109,8 — 119,3
- Bronze : ..... 119,4 — 129

Comme on peut le constater, l'écart de performance entre certaines des villes étudiées est parfois marginal. C'est pourquoi le classement par catégorie (or, argent et bronze) est moins discriminant qu'un classement par ordre numérique.







Sommaire

# Montréal mène le bal

Au cœur de l'un des pays les plus stables et performants au monde sur le plan socio-économique, Montréal est une ville internationale de choix. À mi-chemin entre l'Europe et l'Amérique du point de vue socioculturel, elle est également l'un des plus importants pôles d'attraction d'immigrants en Amérique du Nord. Montréal se classe au premier rang des villes du Canada tant pour ses réunions internationales annuelles que pour le nombre d'organisations internationales qui y ont pignon sur rue. Montréal est la deuxième ville onusienne et la deuxième ville consulaire en Amérique du Nord après New York. Elle offre aux organisations internationales et à leurs employés un lieu d'accueil et un milieu urbain privilégiés à des prix extrêmement abordables pour une métropole de cette envergure. Son important bassin de main-d'œuvre qualifiée, son caractère cosmopolite et accueillant, sa qualité de vie et son environnement exceptionnel, ainsi que son habitat et ses nombreuses infrastructures culturelles et sportives de qualité situent Montréal parmi les plus grandes villes internationales.

**DES ATOUTS MAJEURS**  
Une qualité de vie exceptionnelle

Un faible coût de la vie

Une main-d'œuvre qualifiée et abondante

**UNE STATURE INTERNATIONALE**  
70 organisations internationales

Une des huit villes sièges des Nations Unies

2<sup>e</sup> ville consulaire en Amérique du Nord

3<sup>e</sup> ville d'accueil de rencontres internationales en Amérique du Nord

La métropole la plus multilingue en Amérique du Nord

**UN FLEURON DU CANADA**  
Le Canada détient l'indice de développement humain le plus élevé parmi les pays étudiés

Un endroit accueillant pour investir et s'établir : le Canada est en tête de peloton pour ce qui est des possibilités d'immigration et d'investissement

Une réputation internationale des plus enviables



# Tableau des médailles

Ensemble des 24 indicateurs étudiés

	Réputation internationale	Réputation au niveau national	Développement humain	Investissement et immigration	Diversité linguistique	Facilité d'établir une organisation	Qualité de vie	Coût de la vie	Rapport qualité-coût	Salaires	Pouvoir d'achat	Coût d'occupation d'un bureau
01 Montréal												
02 Singapour												
03 Bruxelles												
04 Hambourg												
05 New York												
06 Genève												
07 Amsterdam												
08 Paris												
09 Séoul												
10 Londres												

	Coût d'un voyage d'affaires	Coût de location, maison	Coût de location, appartement	Sécurité	Soins hospitaliers	Transports publics	Fluidité de la circulation routière	Variété de restaurants	Coût des restaurants	Sports et loisirs	Coût des centres de mise en forme	Coût de l'éducation secondaire	Total OR	Total ARGENT	Total BRONZE
													19	05	00
													12	07	05
													09	12	03
													09	11	04
													08	10	06
													08	09	07
													07	16	01
													07	12	05
													07	01	16
													06	10	08



# Situation géographique de Montréal en Amérique du Nord

## CANADA

- Population : .....33,7 M
- PIB réel : ..... 1,5 B \$ CAN
- Superficie : .....9,98 M km²

## QUÉBEC

Sa population et son économie sont au 2<sup>e</sup> rang des provinces canadiennes.

- Population : ..... 7,8 M
- PIB réel : .....285 G \$ CAN
- Superficie : .....1,54 M km²

## MONTRÉAL

Baignée par le fleuve Saint-Laurent, Montréal se situe au Québec et est la 2<sup>e</sup> région métropolitaine du Canada. Elle accueille la moitié de la population et représente 50 % de l'économie du Québec. Montréal se situe à 45 degrés de latitude nord et 73 degrés de longitude ouest, sur le même axe horizontal que Bordeaux en France, et le même axe vertical que New York.

- Population : .....3,8 M
- PIB réel : .....141 G \$ CAN
- Superficie : ..... 4 259 km²

Montréal  
Ottawa  
New York  
Washington

# Liste des organisations internationales présentes à Montréal

## ORGANISATIONS INTERNATIONALES GOUVERNEMENTALES (OIG)

### ENVIRONNEMENT

- Commission de coopération environnementale (CCE)
- Fonds multilatéral aux fins d'application du Protocole de Montréal
- Secrétariat de la Convention sur la diversité biologique (SCDB)

### AÉROSPATIALE

- Cospas-Sarsat
- Organisation de l'aviation civile internationale (OACI)

### AUTRE

- Institut de statistique de l'UNESCO

## ORGANISATIONS INTERNATIONALES NON GOUVERNEMENTALES (OING)

- Académie Internationale de droit et santé mentale (AIDSM)
- Agence mondiale antidopage (AMA)
- Agence universitaire de la Francophonie (AUF)
- Airports Council International (ACI) — The ICAO Bureau
- Alliance financière pour le développement durable (FAST)
- Alternatives International (AlterInter)
- Association des centres de recherche sur l'utilisation urbaine du sous-sol (ACUUS)
- Association du transport aérien international (IATA)
- Association francophone internationale des directeurs d'établissements scolaires (AFIDES)
- Association internationale de science politique (AISP)
- Association Internationale des Avocats de la Défense (AIAD)
- Association internationale des loteries d'État (AILE)
- Association internationale du chrysotile (AIC)
- Association mondiale des radiodiffuseurs communautaires (AMARC)

- Bureau international des droits des enfants (BIDE)
- Bureau international du tourisme social (BITS) — Secrétariat pour les Amériques
- Campagne internationale action climat (CIAC)
- Centre international d'accessibilité au transport (CIAT)
- Centre international pour la prévention de la criminalité (CIPC)
- Centre Mondial d'Excellence des Destinations (CED)
- Chambre de commerce internationale gaie et lesbienne (CCIGL)
- Civil Air Navigation Services Organisation (CANSO)
- Collège des Amériques (COLAM)
- Comité syndical francophone de l'éducation et de la formation (CSFEF)
- Confédération mondiale sur la science de la productivité (CMSP)
- Conseil des festivals jumelés (CFJ)
- Conseil francophone de la chanson (CFC)
- Conseil international de formation aérospatiale (CIFA)
- Conseil international de l'aviation d'affaires (IBAC)
- Conseil International des Associations de design graphique (Icograda)
- Conseil international des Sociétés de design industriel (ICSID)
- Droits et Démocratie
- e8
- Familis — Organisation mondiale pour les familles (OMF)
- Fédération internationale des architectes d'intérieur (IFI)
- Fédération internationale des associations de contrôleurs de circulation aérienne (IFATCA)
- Fédération internationale des coalitions pour la diversité culturelle (FICDC)
- Fédération internationale des traducteurs (FIT)
- Fédération mondiale de l'hémophilie (FMH)
- Fondation sur les antiviraux (FAV)
- Forum international de Montréal (FIM)
- Forum International des Universités Publiques (FIUP)

- Forum sur l'intégration nord-américaine (FINA)
- Francopol
- Human Proteome Organisation (HUPO)
- Institut international de gestion des grandes métropoles (IIGGM)
- Institut international des sciences humaines intégrales (IIHSI)
- Institut des affaires culturelles international (ICAI)
- International Society for In Vitro Fertilization (ISIVF)
- Metropolis — Association mondiale des grandes métropoles
- Orbicom — Réseau des Chaires UNESCO en communication
- Projet public de génomique des populations (P3G)
- Réseau mère-enfant de la Francophonie (RMEF)
- Secrétariat international de l'eau (SIE)
- Secrétariat international des infirmiers et infirmières de l'espace francophone (SIDIIIEF)
- Secrétariat international francophone pour l'évaluation environnementale (SIFÉE)
- SITA
- Société internationale d'urologie (SIU)
- The Transplantation Society (TTS)
- Union francophone des aveugles (UFA)
- Union internationale de psychologie scientifique (UIPsyS)
- World Airlines Clubs Association (WACA)





# Table des matières

<b>VILLES DE RÉFÉRENCE</b> 02	<b>1 — MONTRÉAL, UNE VILLE UNIQUE</b> 13	<b>3 — L'ATOUT CŒUR DE MONTRÉAL : UN EXCELLENT RAPPORT QUALITÉ-COÛT</b> 28	<b>5.3 — SE FAIRE SOIGNER À MONTRÉAL</b> 38
<i>Sommaire</i>	<b>1.1 — UNE VILLE OUVERTE ET INTERNATIONALE</b> 13		<b>5.4 — SE DÉPLACER À MONTRÉAL</b> 40
<b>MONTRÉAL MÈNE LE BAL</b> 05	<b>1.2 — UNE VILLE CRÉATIVE ET INNOVANTE</b> 18	<b>4 — AVANTAGES POUR L'ORGANISATION QUI S'ÉTABLIT À MONTRÉAL</b> 31	<b>5.5 — BIEN MANGER À MONTRÉAL</b> 41
<b>TABLEAU DES MÉDAILLES</b> 06	<b>1.3 — UNE VILLE VERTE</b> 21	<b>4.1 — RECRUTER DE LA MAIN-D'ŒUVRE À MONTRÉAL</b> 31	<b>5.6 — VIVRE ET SE DIVERTIR À MONTRÉAL</b> 42
<b>SITUATION GÉOGRAPHIQUE DE MONTRÉAL EN AMÉRIQUE DU NORD</b> 08	<i>Indicateurs d'attractivité</i>	<b>4.2 — OCCUPER UN BUREAU À MONTRÉAL</b> 33	<b>5.7 — ÉTUDIER À MONTRÉAL</b> 45
<b>LISTE DES ORGANISATIONS INTERNATIONALES PRÉSENTES À MONTRÉAL</b> 09	<b>2 — LE CANADA : UN PAYS APPRÉCIÉ PARTOUT DANS LE MONDE</b> 22	<b>4.3 — SÉJOURNER À MONTRÉAL</b> 33	<b>ANNEXES</b>
	<b>2.1 — UNE RÉPUTATION SOLIDE</b> 22	<b>5 — AVANTAGES POUR L'EMPLOYÉ D'UNE ORGANISATION INTERNATIONALE</b> 37	<b>ANNEXE A : SOURCES</b> 46
	<b>2.2 — FACILITÉ D'ÉTABLIR UNE ORGANISATION</b> 24	<b>5.1 — SE LOGER À MONTRÉAL</b> 37	<b>ANNEXE B : NOTES MÉTHODOLOGIQUES</b> 47
	<b>2.3 — PERSPECTIVES ÉCONOMIQUES</b> 24	<b>5.2 — SE SENTIR EN SÉCURITÉ À MONTRÉAL</b> 38	



# 1 Montréal, une ville unique

## 1.1 — UNE VILLE OUVERTE ET INTERNATIONALE

**LE SIÈGE DE NOMBREUSES ORGANISATIONS INTERNATIONALES**  
Montréal est l'un des huit sièges des Nations Unies et l'une des deux seules villes onusiennes en Amérique du Nord avec New York.

Environ 70 organisations internationales ont choisi de s'établir à Montréal dont l'Institut de statistique de l'UNESCO (ISU), la Commission de coopération environnementale (CCE), Cospas-Sarsat, le Fonds multilatéral aux fins d'application du Protocole de Montréal, l'Organisation de l'aviation civile internationale (OACI) et le Secrétariat de la Convention sur la diversité biologique (SCDB).



**UN ENVIRONNEMENT IDÉAL POUR LES RÉUNIONS INTERNATIONALES**  
Résultat de la forte présence des organisations internationales sur son territoire, Montréal est la ville nord-américaine qui accueille le plus grand nombre de rencontres et de conférences internationales après New York et Washington.

**Montréal compte deux centres de conférences importants : le Palais des congrès de Montréal et le centre de conférences de l'Organisation de l'aviation civile internationale (OACI) :**

Le Palais des congrès de Montréal offre des installations et des services à la fine pointe de la technologie en plein cœur du centre-ville, permettant un accès à 105 salles et espaces de réunion pouvant accueillir simultanément 30 000 participants.

Le siège de l'OACI offre deux vastes salles de conférences de 800 et de 250 places aménagées selon les normes de l'ONU et conçues spécialement pour répondre aux besoins des organisations internationales.

**UNE VIE CONSULAIRE DYNAMIQUE**  
Avec 85 consulats généraux, consulats et délégations commerciales, Montréal est la deuxième ville consulaire en Amérique du Nord après New York.

Les ambassades présentes en sol canadien sont facilement accessibles depuis Montréal. Ottawa, la capitale canadienne, se trouve à environ deux heures en voiture de Montréal.

**UN ACCÈS FACILE À L'EUROPE ET AUX ÉTATS-UNIS**  
La situation géographique de Montréal en fait une plaque tournante naturelle du trafic aérien entre l'Amérique du Nord et l'Europe. Ses infrastructures aéroportuaires répondent aux plus hauts standards en matière d'efficacité opérationnelle, de sécurité et de protection de l'environnement.





Montréal bénéficie de la présence de deux aéroports internationaux : l'Aéroport international Montréal-Trudeau et l'Aéroport international Montréal-Mirabel. Situé à quelques minutes du centre-ville, Montréal-Trudeau est la principale porte d'entrée aérienne de la région montréalaise. Montréal-Mirabel est, quant à lui, un aéroport industriel tout-cargo accessible 24 heures par jour.

Temps de vol entre Montréal et quelques grandes villes internationales :	
Toronto :	1 h 20
New York :	1 h 30
Washington :	1 h 45
Chicago :	2 h 20
Londres :	6 h 40
Paris :	6 h 50
Genève :	7 h 20

UNE MOSAÏQUE CULTURELLE

La trame sociale de Montréal, aux confluents des influences historiques française et britannique, s'est enrichie au fil du temps d'un nombre important de nouveaux arrivants. Offrant un environnement urbain unique en Amérique du Nord, le Montréal d'aujourd'hui forme une mosaïque culturelle fascinante.

Montréal est le deuxième pôle d'attraction des immigrants au Canada. Les communautés italienne, haïtienne et chinoise forment les groupes les plus nombreux, mais de nouveaux arrivants provenant du bassin méditerranéen et d'Europe, d'Amérique latine et d'Asie du Sud-Est viennent transformer le visage de la métropole. Aujourd'hui, près du tiers des Montréalais sont nés à l'extérieur du Canada.

**SAVIEZ-VOUS QUE LA RÉGION DE MONTRÉAL A ACCUEILLI PLUS DE 41 000 IMMIGRANTS ENTRE JUILLET 2007 ET JUIN 2008 ? MONTRÉAL SE CLASSE AU 2<sup>e</sup> RANG PARMIS LES 20 PLUS GRANDES RÉGIONS MÉTROPOLITAINES D'AMÉRIQUE DU NORD POUR CE QUI EST DU VOLUME DE L'IMMIGRATION INTERNATIONALE.**

Source : Statistique Canada, 2010.

UNE POPULATION MULTILINGUE

La région de Montréal détient la palme du bilinguisme par rapport aux grandes agglomérations canadiennes. Près de deux millions de ses citoyens s'expriment aisément en français et en anglais, soit plus de la moitié de la population totale de la région (51,9 %).

Montréal est également au premier rang pour ce qui est du trilinguisme au Canada. Près de 20 % de la population maîtrise au moins trois langues.

Montréal est la capitale canadienne de l'industrie de la traduction. La ville compte plus de 6 000 traducteurs à plein temps. Plus de 85 % des experts en traduction du Canada œuvrent dans le corridor Montréal-Ottawa.









1.2 — UNE VILLE CRÉATIVE ET INNOVANTE

UN TERREAU FERTILE POUR L'INNOVATION ET LA CRÉATIVITÉ

Montréal bénéficie d'atouts propices à l'innovation et à la créativité : un excellent environnement macro-économique, des infrastructures et des institutions de qualité, une administration efficace de son système judiciaire, un vaste bassin de main-d'œuvre qualifiée et de multiples occasions d'affaires dans le contexte de l'Accord de libre-échange nord-américain (ALÉNA).

Montréal est la ville canadienne comptant le plus grand nombre de centres de recherche, de chercheurs et d'étudiants universitaires au Canada. L'innovation est au cœur de sa croissance économique et sociale.

SAVIEZ-VOUS QUE MONTRÉAL FIGURE PARMI LES TROIS PÔLES MONDIAUX DE L'AÉROSPATIALE, AVEC SEATTLE ET TOULOUSE ?

LA HAUTE TECHNOLOGIE MONTRÉALAISE

Montréal compte quatre grappes industrielles de haute technologie : l'aérospatiale (Aéro Montréal), les sciences de la vie et les technologies de la santé (Montréal InVivo), les technologies de l'information et des communications (TechnoMontréal) et les technologies propres (Écotech Québec). Ces grappes s'appuient sur la présence de grandes entreprises multinationales telles que Bombardier Aéronautique, CGI, Electronic Arts, Ericsson, IBM, Merck Frosst, Pfizer, Pratt & Whitney et Ubisoft.



Écotech Québec  
La Grappe des technologies propres du Québec

<sup>1</sup> — Source : Montréal première, 2010.

LA CRÉATIVITÉ TOUS AZIMUTS

Le haut potentiel d'innovation et de créativité de Montréal, qui est à la base, entre autres, du succès des grappes de haute technologie, de l'industrie du jeu vidéo et des entreprises créatives comme le Cirque du Soleil, est alimenté par les interactions constantes entre ses riches sphères technologiques, artistiques et culturelles.

QUELQUES FLEURONS DE LA CRÉATIVITÉ MONTRÉALAISE :

Montréal est l'une des capitales mondiales de la production de jeux vidéo. Établi à Montréal en 1997, quatrième éditeur indépendant au monde, le studio montréalais de la société Ubisoft constitue aujourd'hui la pierre angulaire de sa production mondiale. Au fil des ans, plusieurs autres leaders de l'industrie du jeu se sont établis dans la région dont Electronic Arts (le plus grand éditeur au monde), Eidos Interactive, THQ et, plus récemment, Warner Bros. Interactive Entertainment et Funcom.

La région de Montréal est un centre névralgique de la production cinématographique. De plus, elle possède une tradition et une expertise cinématographiques qui lui permettent de se comparer avantageusement avec d'autres centres majeurs au Canada et ailleurs. C'est à Montréal qu'est installé l'Office national du film, de réputation internationale, qui a remporté des centaines de prix et distinctions internationales dont 12 Oscars. Le volume annuel moyen de productions s'élève à plus de 1,3 G \$ CAN.

Le Cirque du Soleil, entreprise multinationale d'origine montréalaise vouée à la création, à la production et à la diffusion d'œuvres artistiques est un véritable laboratoire pour les créateurs. Le Cirque explore sans cesse de nouvelles voies artistiques et tient le haut du pavé à travers le monde.

SAVIEZ-VOUS QUE MONTRÉAL A ÉTÉ NOMMÉE EN 2006 VILLE UNESCO DE DESIGN ? LA MÉTROPOLE INTÈGRE AINSI LE RÉSEAU DES VILLES CRÉATIVES ÉTABLI PAR L'UNESCO EN 2004. LE CONCEPT DES VILLES CRÉATIVES EST BASÉ SUR L'IDÉE QUE LA CULTURE PEUT JOUER UN RÔLE IMPORTANT DANS LE RENOUVELLEMENT URBAIN. DE PLUS, MONTRÉAL EST L'HÔTE DE L'ALLIANCE INTERNATIONALE DU DESIGN, UN REGROUPEMENT DES PLUS GRANDES ORGANISATIONS INTERNATIONALES EN DESIGN : ICSID, IFI ET ICOGRADA.

Source : UNESCO.







1.3 — UNE VILLE VERTE

DES ESPACES VERTS POUR TOUS LES GOÛTS

Avec ses 675 000 arbres qui lui donnent corps et vie, Montréal dispose d'un réseau de 17 grands parcs totalisant près de 2 000 hectares d'espaces verts et de près de 1 160 parcs locaux, offrant des aires de loisirs culturels ou sportifs, de détente et de festivités populaires.

À lui seul, le centre-ville regroupe 129 parcs, miniparcs et espaces verts contribuant à la qualité de vie des citoyens vivant au cœur de la métropole.

UN SYSTÈME DE TRANSPORT PUBLIC FONCTIONNEL

Montréal est dotée d'un système de transport public efficace et bien coordonné qui contribue ainsi au développement durable de sa région métropolitaine :

- 427 millions de déplacements annuels, dont 209 millions en métro
- 4 lignes de métro, 70 km, 68 stations
- Près de 12 millions de déplacements annuels sur les lignes de trains de banlieue
- 10 terminus métropolitains comportant 159 quais capables d'accueillir plus de 241 lignes d'autobus
- 5 lignes de trains de banlieue sur 217 km de parcours jalonnés de 52 gares; 180 voitures et 21 locomotives

**SAVIEZ-VOUS QUE PLUS DE 20 % DES DÉPLACEMENTS VERS LE LIEU DE TRAVAIL SE FONT PAR LE TRANSPORT EN COMMUN ? CES RÉSULTATS POSITIFS CONFÈRENT À MONTRÉAL LE TROISIÈME RANG EN AMÉRIQUE DU NORD ?**

Source : Cities Ranked and Rated, Second Edition, 2007.

BIXI ET SON SUCCÈS

BIXI est un programme de vélos en libre-service que la Ville de Montréal a lancé au printemps 2009. Il permet aux citoyens d'emprunter un vélo dans une station, d'effectuer leurs déplacements et de rapporter le vélo dans n'importe quelle station du réseau. Celui-ci compte actuellement 400 stations et 5 000 vélos à l'échelle du territoire montréalais.

Symbole de la créativité montréalaise et déjà un véritable succès, le système BIXI roule maintenant sur trois continents, notamment dans les villes de Boston, Minneapolis, Londres, Melbourne et Washington.





# 2 Le Canada : un pays apprécié partout dans le monde

## UNE STABILITÉ ET UNE QUALITÉ DE VIE REMARQUABLES

Le Canada bénéficie d'un des environnements les plus stables au monde sur le plan socio-économique. Démocratie prospère et pionnière sur le plan de la reconnaissance des droits de la personne, le Canada se classe année après année parmi les pays offrant la meilleure qualité de vie.

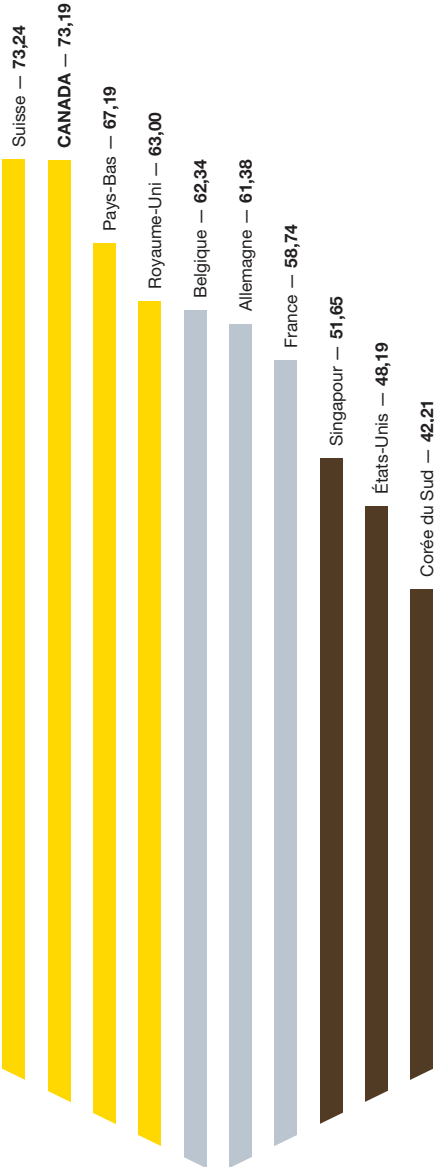
### 2.1 — UNE RÉPUTATION SOLIDE

Le Canada obtient une médaille d'or pour sa réputation. Il fait l'unanimité parmi les pays les mieux cotés à l'échelle nationale ou internationale si l'on en juge par le respect, l'estime et l'admiration dont il jouit. Le Canada se classe premier sur 60 pays en termes de perception à son égard, à l'échelle nationale et deuxième à l'échelle internationale tout juste derrière la Suisse<sup>2</sup>.

SAVIEZ-VOUS QUE LE CANADA OFFRE LE COÛT DE LA VIE LE PLUS FAIBLE ET LA QUALITÉ DE VIE LA PLUS ÉLEVÉE PARMI LES PAYS DU G7 ?

Source : IMD World Competitiveness Yearbook, 2009.

F1 ★ RÉPUTATION DU PAYS À L'ÉCHELLE INTERNATIONALE — 2009



F2 ★ RÉPUTATION DU PAYS À L'ÉCHELLE NATIONALE — 2009



## UN NIVEAU DE DÉVELOPPEMENT EXCEPTIONNELLEMENT ÉLEVÉ

Le Rapport 2009 sur le développement humain des Nations Unies classe le Canada au premier rang des pays de référence de la présente étude. L'indice de développement humain (IDH) regroupe différentes mesures de qualité de vie, incluant le niveau de vie, de santé et d'éducation des populations étudiées.

SAVIEZ-VOUS QU'AU SEIN DE L'OCDE, LE CANADA ENREGISTRE LA PLUS FORTE PROPORTION DE PERSONNES AYANT FAIT DES ÉTUDES POSTSECONDAIRES ?

Source : IMD World Competitiveness Yearbook, 2009.

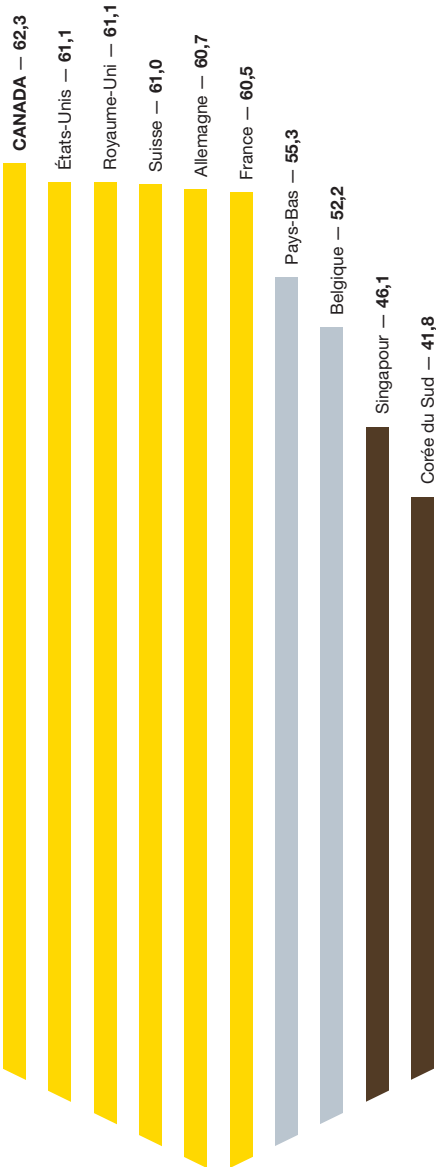
## UN ENDROIT ACCUEILLANT POUR INVESTIR ET S'ÉTABLIR

Le Canada occupe le 1<sup>er</sup> rang en ce qui a trait à l'indice d'investissement et d'immigration, ce qui lui vaut une autre médaille d'or pour cet indicateur. Cinq éléments sont mesurés dans le calcul de cet indice, évaluant ainsi les possibilités d'immigration et d'investissement d'un pays : le désir d'y vivre et d'y travailler pour une longue période, sa qualité de vie, la qualité de son enseignement, la volonté d'investir dans ses entreprises et l'égalité des chances de ses citoyens.

F3 ★ INDICE DU DÉVELOPPEMENT HUMAIN — 2009



F4 ★ INDICE D'INVESTISSEMENT ET D'IMMIGRATION — 2008



<sup>2</sup> — Pour connaître les sources des indicateurs présentés tout au long de ce document et obtenir un aperçu méthodologique plus détaillé, voir respectivement les annexes A et B.



UNE DIVERSITÉ LINGUISTIQUE PROFITABLE

Le Canada est un pays aux cultures multiples. Il obtient ainsi une médaille d’or pour sa diversité linguistique. Cet indice mesure la probabilité que deux personnes choisies au hasard aient des langues maternelles différentes.

2.2 — FACILITÉ D’ÉTABLIR UNE ORGANISATION

Le Canada obtient une médaille d’or et se classe au premier rang mondial pour la simplicité de ses procédures d’établissement d’une organisation (une seule formalité !).

2.3 — PERSPECTIVES ÉCONOMIQUES

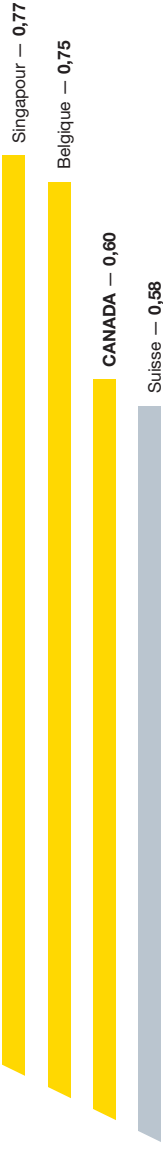
Pays prospère, le Canada est également la dixième économie du monde. Au cours de la dernière décennie, le Canada a affiché la plus forte croissance et la dette la plus faible parmi les pays du G7, ainsi qu’un taux d’inflation bas et stable, malgré la crise économique.

SAVIEZ-VOUS QUE POUR LA DEUXIÈME ANNÉE CONSÉCUTIVE, LES BANQUES CANADIENNES SONT LES PLUS SOLIDES ET LES PLUS STABLES AU MONDE SELON LE PRESTIGIEUX FORUM ÉCONOMIQUE MONDIAL ET MOODY’S INVESTORS SERVICE ?

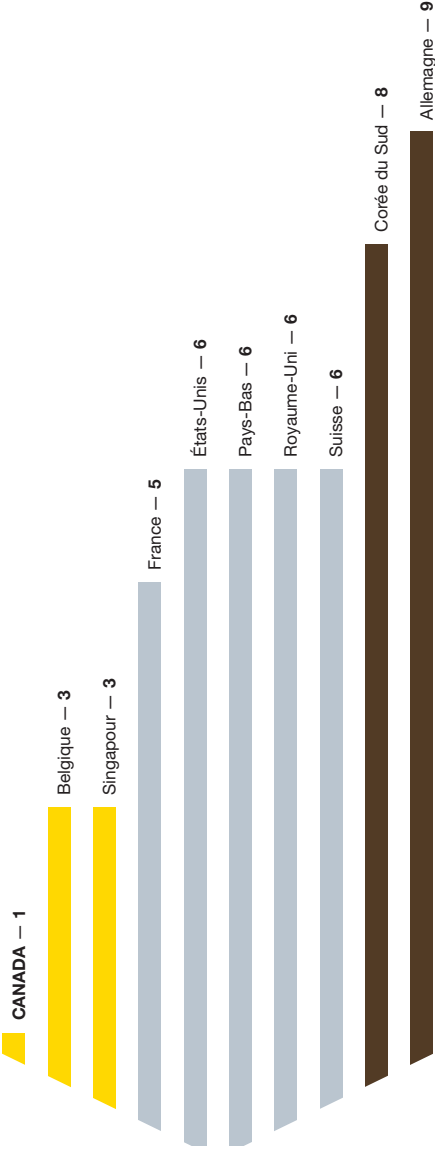
UN AVENIR PROMETTEUR

Les perspectives économiques du Canada sont très encourageantes. De 2010 à 2014, l’économie canadienne affichera le taux de croissance le plus élevé du G7 selon les prévisions de *The Economist Intelligence Unit*. D’ici 2014, la dette nette du Canada sera d’environ 29 % de son PIB, soit trois fois moins que la proportion moyenne de l’ensemble du G7.

F5 ★ DIVERSITÉ LINGUISTIQUE — 2009



F6 ★ NOMBRE DE PROCÉDURES — 2008







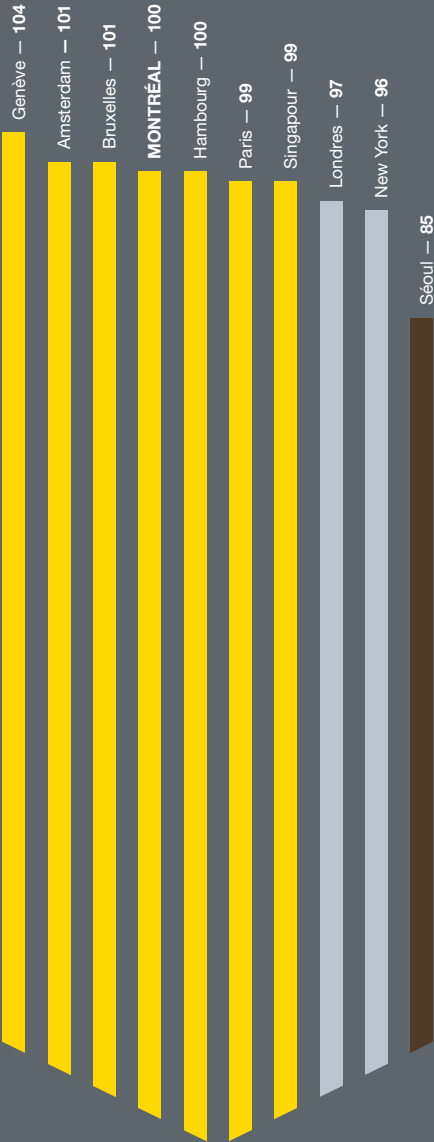


# 3 L'atout cœur de Montréal : un excellent rapport qualité-coût

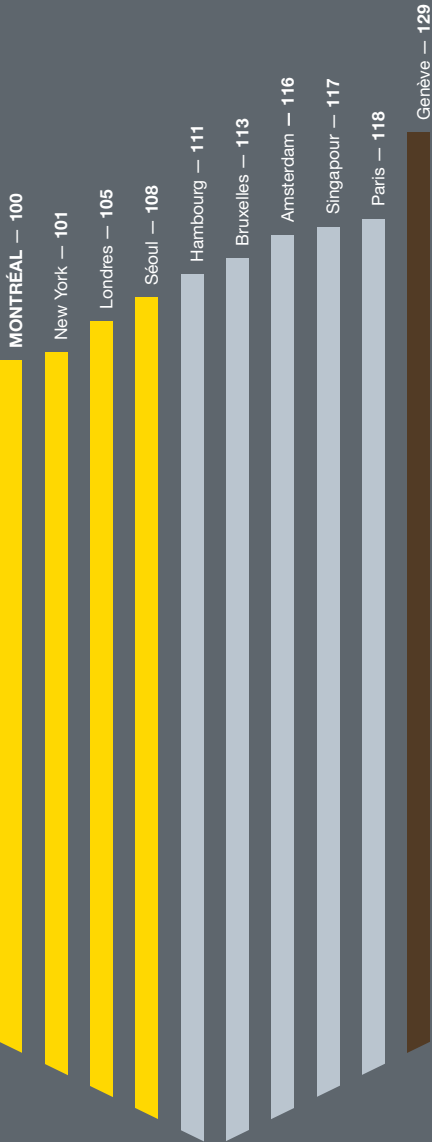
Montréal offre un environnement urbain d'excellente qualité à un coût des plus raisonnables, ce qui lui vaut une médaille d'or pour ce qui est des indices globaux de qualité et de coût de la vie.

Montréal est le chef de file en matière de rapport qualité-coût<sup>3</sup>. Celui-ci est largement supérieur à celui de Hambourg, Bruxelles et Amsterdam où la qualité de vie est comparable, mais le coût de la vie considérablement plus élevé.

F7 ★ INDICE GLOBAL DE LA QUALITÉ DE VIE — 2009

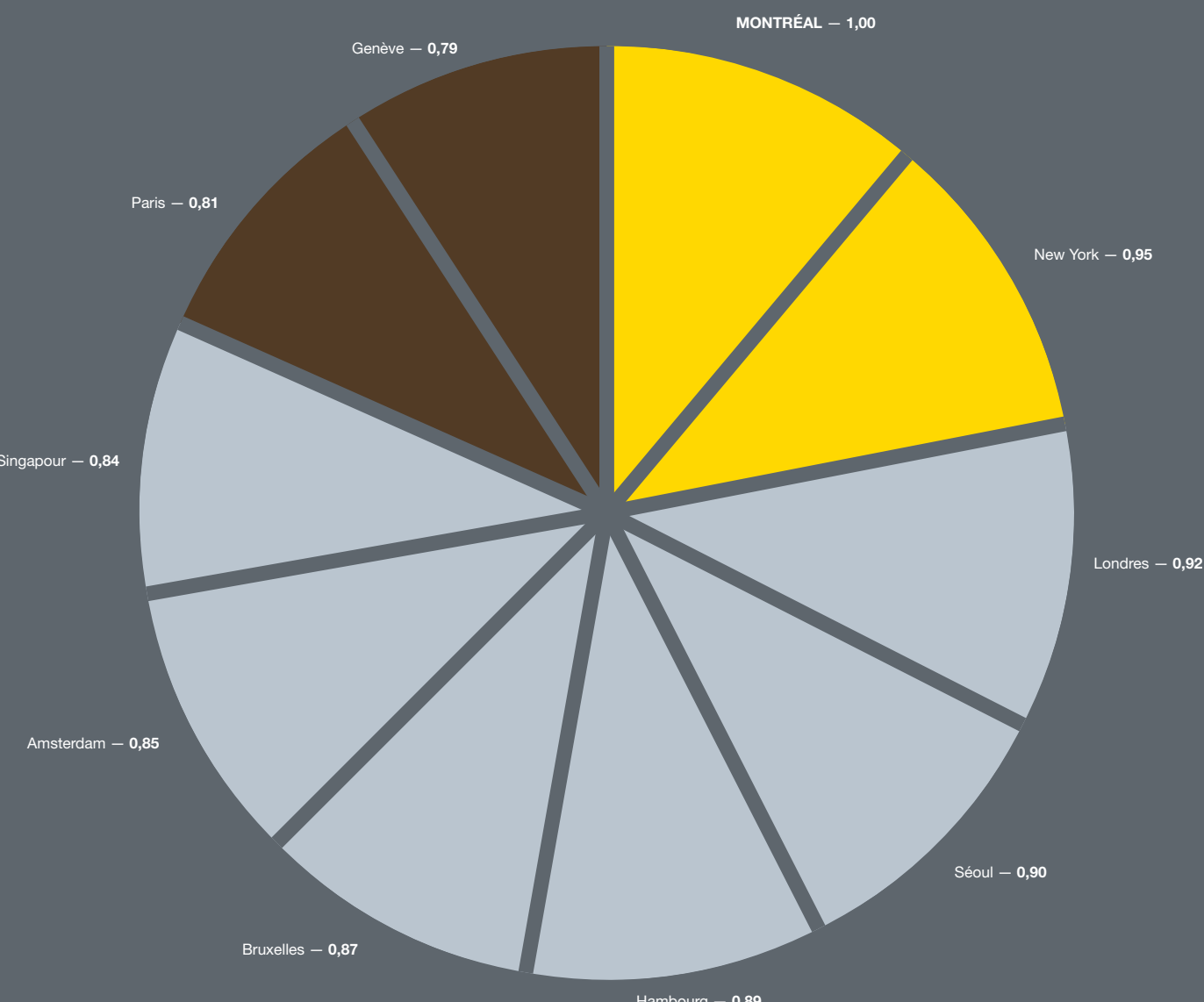


F8 ★ INDICE GLOBAL DU COÛT DE LA VIE — 2009



<sup>3</sup> — Le rapport qualité-coût a été calculé pour chacune des villes en divisant l'indice de qualité de vie par celui du coût de la vie.

F9 ★ RAPPORT QUALITÉ-COÛT — 2009





# 4 Avantages pour l'organisation qui s'établit à Montréal

## 4.1 — RECRUTER DE LA MAIN-D'ŒUVRE À MONTRÉAL

**UNE VILLE UNIVERSITAIRE DE CALIBRE INTERNATIONAL**  
Avec onze établissements universitaires, dont quatre grandes universités à vocation générale (deux de langue française et deux de langue anglaise) et de nombreux collèges et écoles spécialisées, Montréal offre un climat intellectuel particulièrement stimulant. L'Université McGill s'est notamment classée au 18<sup>e</sup> rang du palmarès 2009 des 200 meilleures universités du monde (source : *Times Higher Education*).

### SAVIEZ-VOUS QUE MONTRÉAL ATTIRE LE PLUS GRAND NOMBRE D'ÉTUDIANTS ÉTRANGERS AU CANADA ?

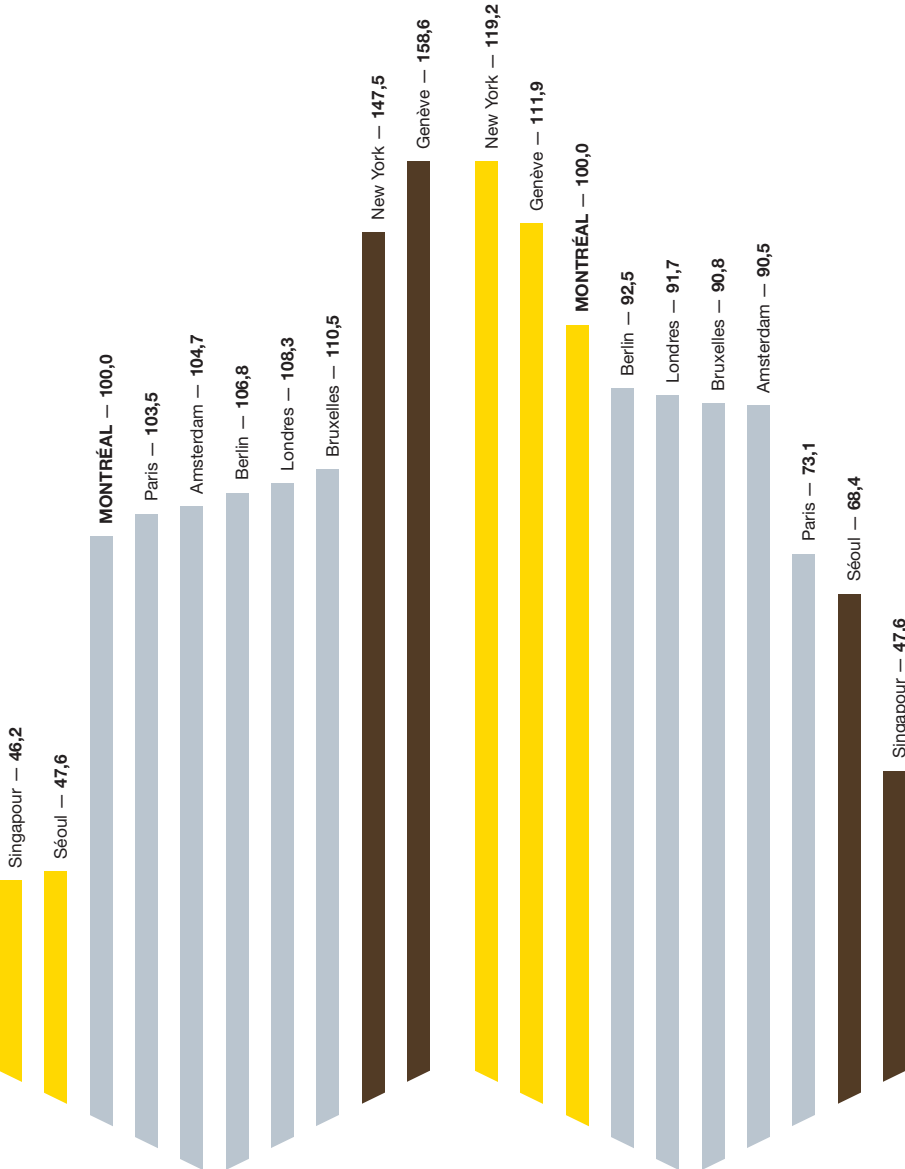
Source : Statistique Canada, 2009.

Montréal se classe première au Canada avec plus de 170 000 étudiants universitaires, auxquels s'ajoute un effectif de plus de 120 000 étudiants au niveau collégial.

Montréal est la deuxième région qui compte le plus d'étudiants universitaires par habitant, parmi les 20 plus grandes régions métropolitaines en Amérique du Nord. Il s'agit d'un important bassin de main-d'œuvre qualifiée sur lequel les organisations peuvent compter pour assurer leur recrutement.

## F10 ★ NIVEAU DES SALAIRES — 2009

## F11 ★ POUVOIR D'ACHAT INTÉRIEUR — 2009



Note : Les données de Hambourg ne sont pas disponibles. Les données pour Berlin ont été utilisées.



DES SALAIRES COMPÉTITIFS  
POUR L'ORGANISATION,  
UN POUVOIR D'ACHAT ÉLEVÉ  
POUR LES EMPLOYÉS

Montréal obtient une médaille d’argent en matière de salaires et une médaille d’or pour le pouvoir d’achat intérieur. Pour les organisations internationales, la ville offre donc un environnement idéal en ce qui a trait à la rémunération des employés. Malgré un niveau de salaire souvent plus faible qu’ailleurs en Amérique du Nord ou en Europe de l’Ouest, le pouvoir d’achat moyen dont jouissent les Montréalais se situe néanmoins parmi les plus élevés au monde.

UN VASTE BASSIN DE  
TRAVAILLEURS QUALIFIÉS

Montréal bénéficie d’un important bassin de travailleurs qualifiés, répondant aux besoins particuliers des organisations internationales. La rémunération moyenne de ces postes est également plus faible à Montréal que dans la plupart des centres urbains européens et américains.

T1 ★ UN IMPORTANT BASSIN DE MAIN-D'ŒUVRE  
QUALIFIÉE À UN COÛT RAISONNABLE  
— 2009

	Salaire annuel brut (\$ CAN)	Main-d'œuvre disponible
Directeur des services administratifs	74 828	16 900
Directeur des communications	62 036	5 140
Professionnel en finance, en vérification et en comptabilité	53 144	18 900
Professionnel de la rédaction, de la traduction ou des relations publiques	51 064	13 000
Professionnel technique en informatique	47 112	18 000
Secrétaire	32 968	25 400

4.2 — OCCUPER UN BUREAU  
À MONTRÉAL

Le centre-ville de Montréal offre un large choix d’immeubles de bureaux de prestige, jumelés à une excellente infrastructure de transport et de communication.

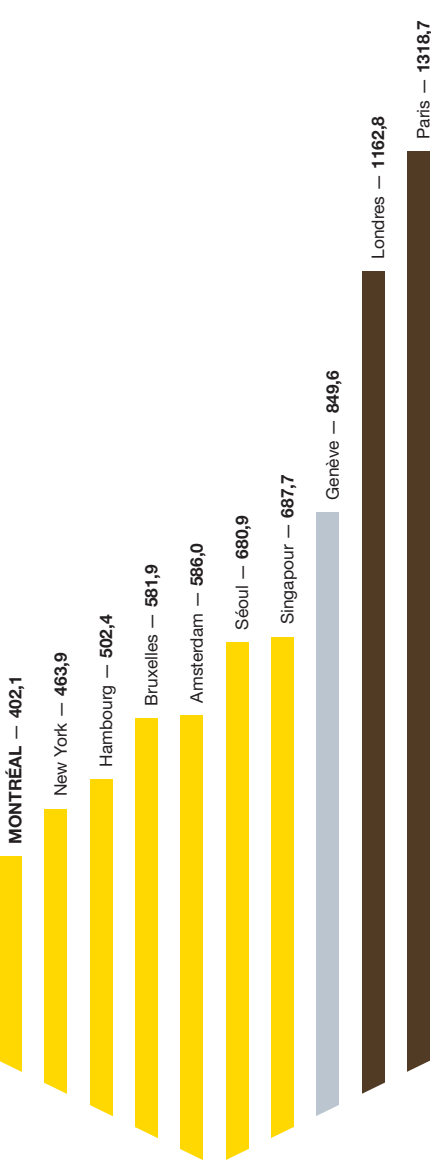
Montréal obtient une médaille d’or pour ce qui est du coût de location des bureaux. Particulièrement compétitif, ce coût se situe à un niveau trois fois plus faible qu’à Londres ou Paris.

4.3 — SÉJOURNER À MONTRÉAL

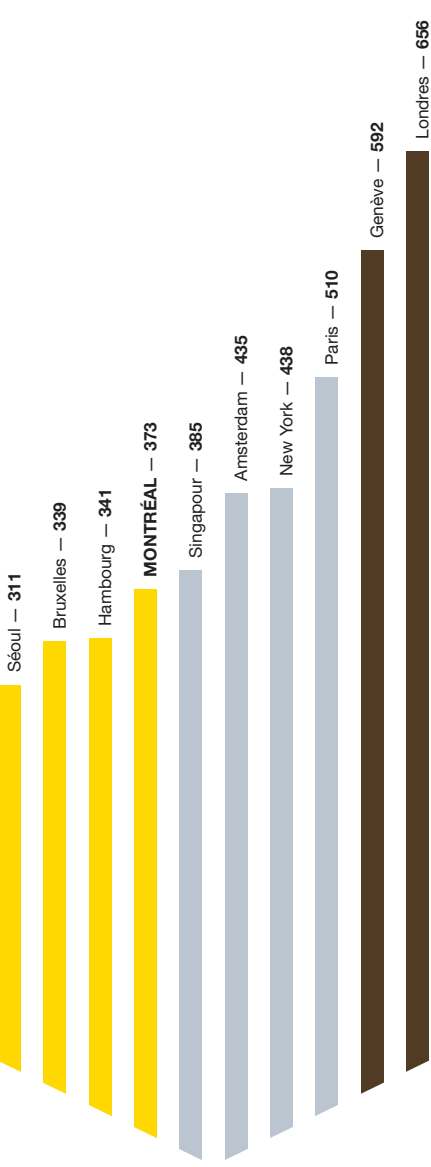
DES SÉJOURS ABORDABLES

Montréal se distingue par ses faibles coûts d’hébergement hôtelier et obtient une médaille d’or en matière de coût quotidien d’un voyage d’affaires. Séjourner à Montréal est beaucoup plus accessible que dans la plupart des grandes villes américaines ou européennes.

F12 ★ COÛT TOTAL DE LOCATION  
D'UN BUREAU (\$ US/m²/ANNÉE)  
— 2009



F13 ★ COÛT QUOTIDIEN  
D'UN VOYAGE D'AFFAIRES (\$ US)  
— 2009











# 5 Avantages pour l'employé d'une organisation internationale

## 5.1 — SE LOGER À MONTRÉAL

**LES AVANTAGES D'UNE GRANDE VILLE, À PETIT PRIX**  
Montréal est l'une des rares métropoles au monde où le coût du logement demeure abordable. Le prix des résidences y est nettement plus avantageux que dans la plupart des autres grandes agglomérations américaines et européennes.

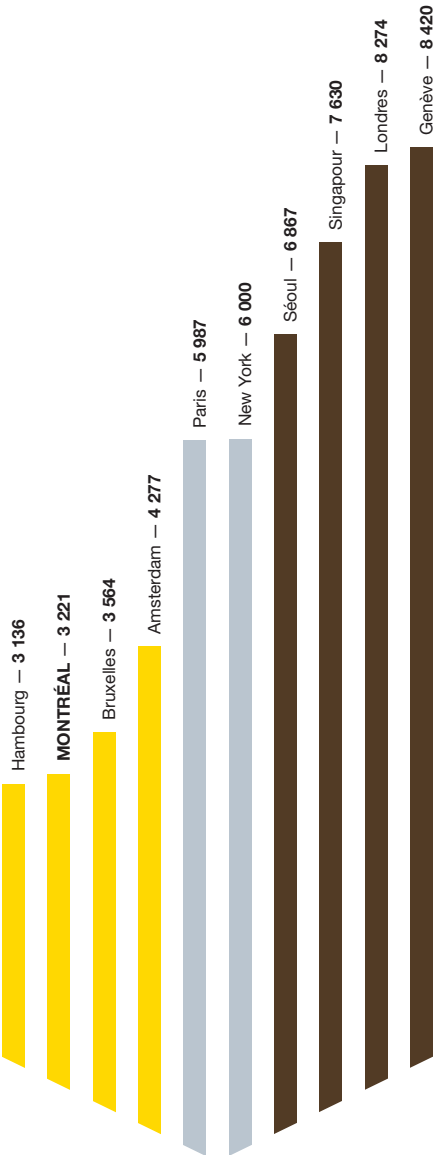
La ville obtient ainsi une médaille d'or pour le coût mensuel d'une maison de trois chambres, avec un coût plus faible de moitié qu'à Genève ou Londres.

Montréal obtient le premier rang et une médaille d'or pour le coût mensuel d'un loyer pour un appartement de trois chambres.

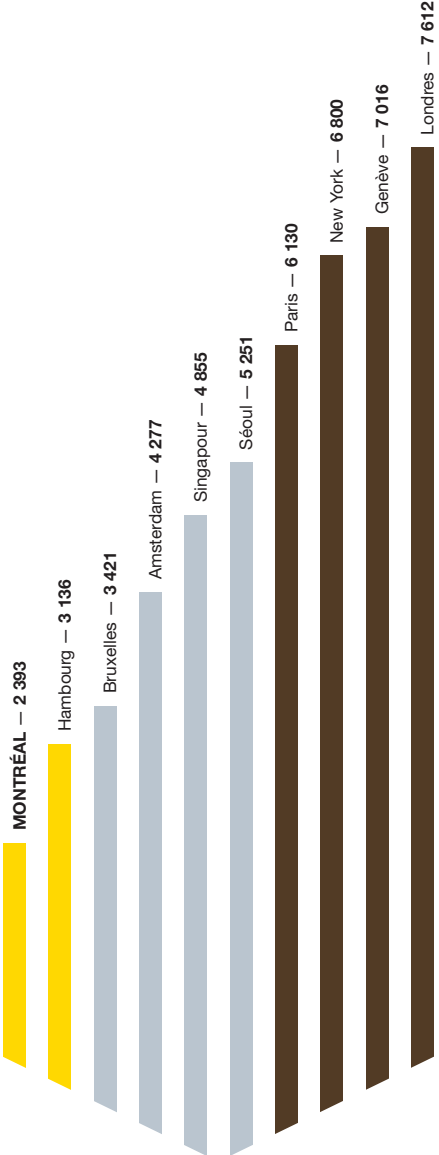
La quantité et la qualité des logements situés au centre-ville ou à proximité constituent les principales marques distinctives de Montréal par rapport aux autres grandes villes nord-américaines. La région offre un large éventail d'habitations, que ce soit au centre-ville, l'un des plus animés d'Amérique du Nord, dans les coquettes villes de la rive sud du fleuve Saint-Laurent, dans les quartiers fleuris de Laval.



**F14 ★ COÛT DE LOCATION MENSUEL D'UNE MAISON DE TROIS CHAMBRES (200 m² / \$ US) — 2009**



**F15 ★ LOYER MENSUEL D'UN APPARTEMENT DE TROIS CHAMBRES (120-160 m² / \$ US) — 2009**





5.2 – SE SENTIR EN SÉCURITÉ  
À MONTRÉAL

Montréal est l’une des métropoles qui offre la plus grande sécurité en Amérique du Nord. Le niveau de criminalité y est très bas pour une grande ville et diminue régulièrement depuis 1990.

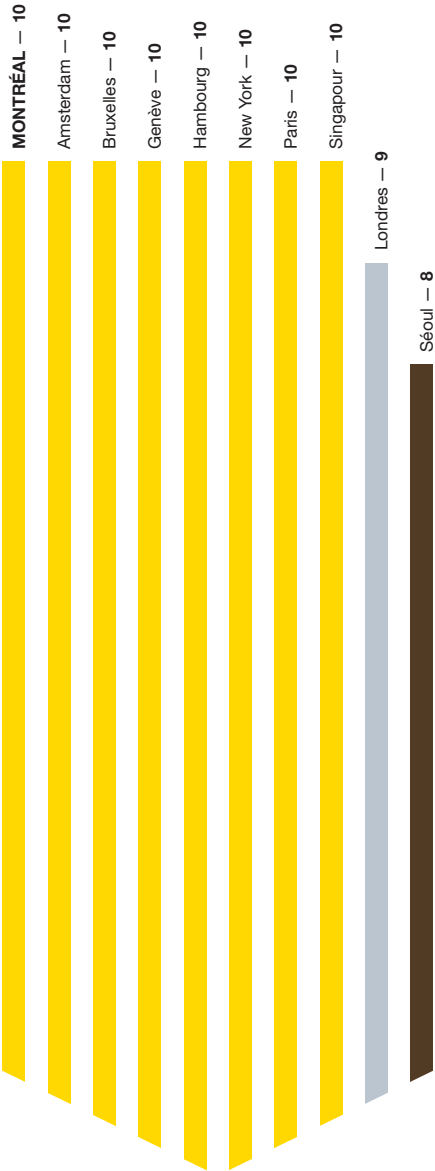
5.3 – SE FAIRE SOIGNER  
À MONTRÉAL

Montréal obtient une médaille d’or pour la qualité de ses soins hospitaliers. Avec ses deux réseaux hospitaliers universitaires de classe mondiale, Montréal offre un accès à des soins de santé abordables et de haute qualité. Le système de santé du Québec est fondé sur le principe d’universalité, assurant ainsi gratuitement les soins médicaux essentiels à tous les résidents permanents et citoyens canadiens de la province.

F16 ★ SÉCURITÉ  
PERSONNELLE  
— 2009



F17 ★ QUALITÉ DES SOINS  
HOSPITALIERS  
— 2008



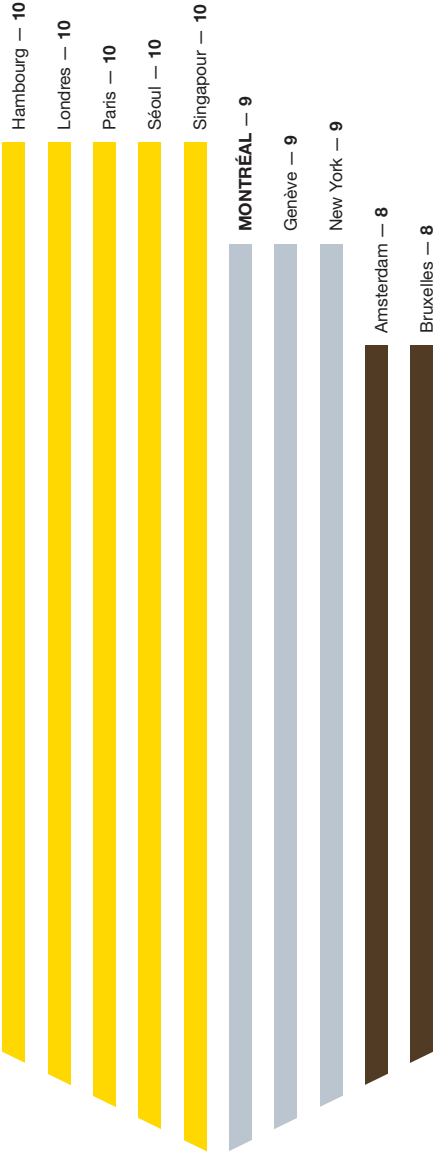


5.4 — SE DÉPLACER À MONTRÉAL

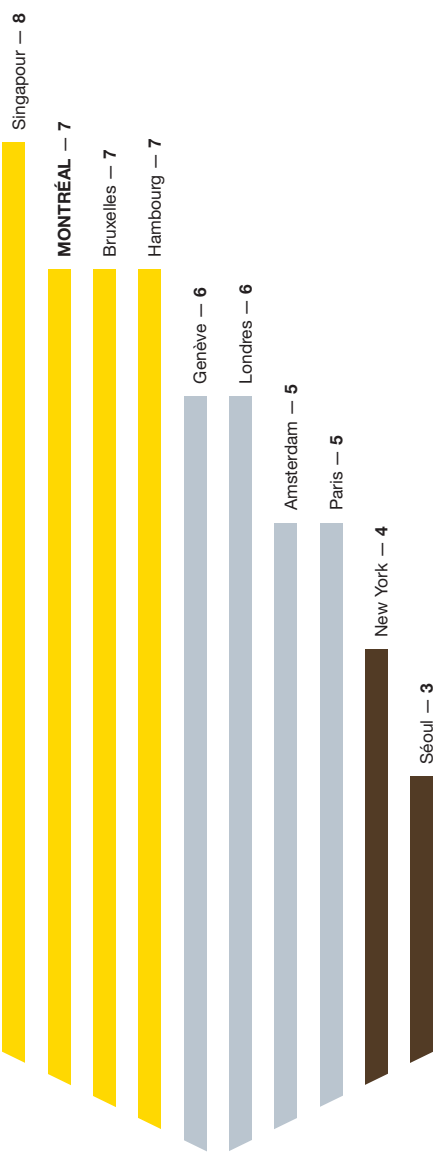
Montréal bénéficie d’un réseau de transport en commun bien développé. Elle obtient une médaille d’argent pour la qualité de ses transports publics.

Montréal se voit décerner une médaille d’or pour la fluidité de la circulation routière grâce à l’utilisation importante des transports publics par ses citoyens.

F18 ★ QUALITÉ DES TRANSPORTS PUBLICS — 2009



F19 ★ FLUIDITÉ DE LA CIRCULATION ROUTIÈRE — 2009



5.5 — BIEN MANGER À MONTRÉAL

Montréal obtient une médaille d’argent tant pour la variété de ses restaurants que pour le coût d’un déjeuner dans un restaurant. C’est l’endroit en Amérique du Nord où l’on retrouve la plus grande concentration de restaurants par habitant. Dans les quartiers centraux, on en compte en moyenne 64,9 par km<sup>2</sup>.

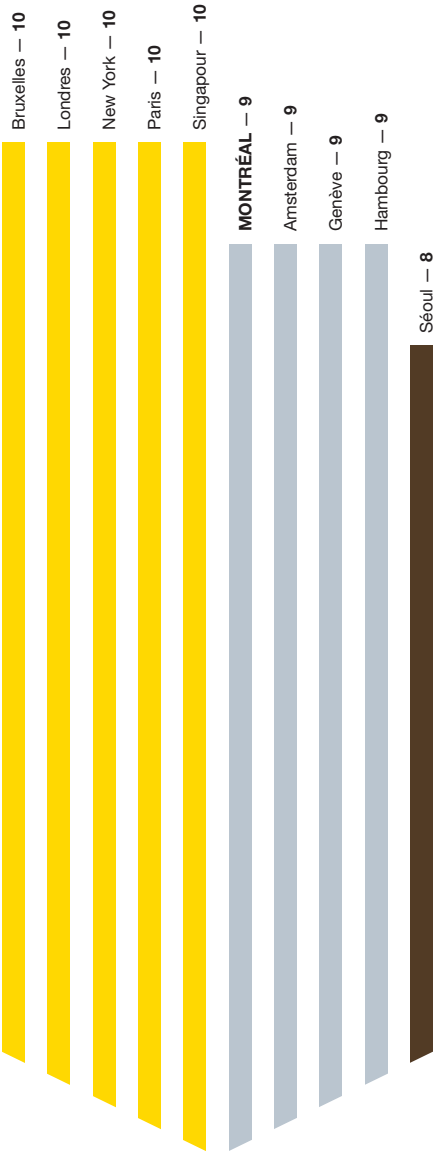
SAVIEZ-VOUS QU’EN 2006 LE MAGAZINE SPÉCIALISÉ *GOURMET* A SOULIGNÉ LA QUALITÉ EXCEPTIONNELLE DES RESTAURANTS MONTRÉALAIS EN CONSACRANT À LA VILLE UN NUMÉRO COMPLET ? PARIS, LONDRES, SAN FRANCISCO, NEW YORK ET ROME SONT LES SEULES AUTRES VILLES À AVOIR ÉTÉ HONORÉES AINSI PAR LE MAGAZINE.

Grâce à son héritage français, la culture gastronomique montréalaise offre une saveur particulière en Amérique du Nord. De plus, le nombre toujours grandissant de nouveaux arrivants dessine une mosaïque culinaire des plus riches.

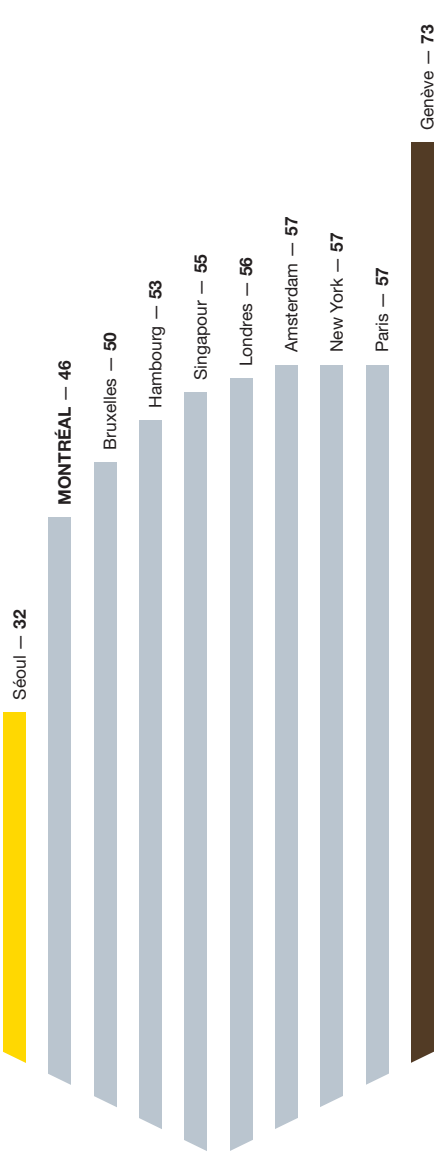
SAVIEZ-VOUS QUE MONTRÉAL A JOINT LES RANGS EN 2007 DU RÉSEAU DES VILLES GOURMANDES, REGROUPEMENT 15 AUTRES GRANDES VILLES GASTRONOMIQUES ?



F20 ★ VARIÉTÉ DE RESTAURANTS — 2009



F21 ★ COÛT D’UN DÉJEUNER DANS UN RESTAURANT (\$ US) — 2009



5.6 — VIVRE ET SE DIVERTIR  
À MONTRÉAL

UNE VILLE EFFERVESCENTE

Les quartiers centraux de Montréal offrent une densité de population comparable à celle de nombreuses villes européennes. Montréal se classe troisième en Amérique du Nord, derrière Boston et New York. Cette forte densité a permis le développement d’une vie de quartier particulièrement dynamique et d’un accès facile à de nombreux services de proximité.

LA VILLE FESTIVAL

Montréal peut littéralement être qualifiée de « ville Festival ». Montréal festoie toute l’année au rythme de sa cinquantaine de festivals, dont plusieurs d’envergure internationale. Citons pour exemples le Festival international de jazz de Montréal, le Festival d’humour Juste pour rire, les Francofolies (musique), le Festival Montréal en lumière, Le Festival des films du monde.

UNE VILLE CULTURELLE  
PALPITANTE

Montréal compte un vaste réseau de musées, de galeries et de centres d’exposition artistiques ou scientifiques. Au palmarès : le Musée des beaux-arts de Montréal, le Musée d’art contemporain de Montréal, le Centre Canadien d’Architecture (CCA), le Musée McCord, le Biodôme de Montréal, l’Insectarium, le Jardin botanique, le Planétarium, le Centre des sciences de Montréal, et le Cosmodôme.

SAVIEZ-VOUS QUE LE BIODÔME DE MONTRÉAL CONSTITUAIT UNE PREMIÈRE MONDIALE LORS DE SON INAUGURATION EN 1992 ? C’EST UN MUSÉE VIVANT UNIQUE QUI RECRÉE SOUS SON TOIT LES PLUS BEAUX ÉCOSYSTÈMES DES AMÉRIQUES.

Source : Montréal première, 2010.

SAVIEZ-VOUS QUE L’ON COMPTE, EN MOYENNE, 20 SPECTACLES PAR SOIR À MONTRÉAL ?

Source : Tourisme Montréal, 2010.

Le cœur culturel de Montréal bat son plein au centre-ville, dans le Quartier des spectacles. On y trouve plus de 30 salles de spectacles offrant une capacité de près de 28 000 sièges.



DES INFRASTRUCTURES  
SPORTIVES DE QUALITÉ

Montréal obtient une médaille d’or et se classe au premier rang en matière de sports et loisirs et de coût d’un abonnement annuel dans un centre de mise en forme.

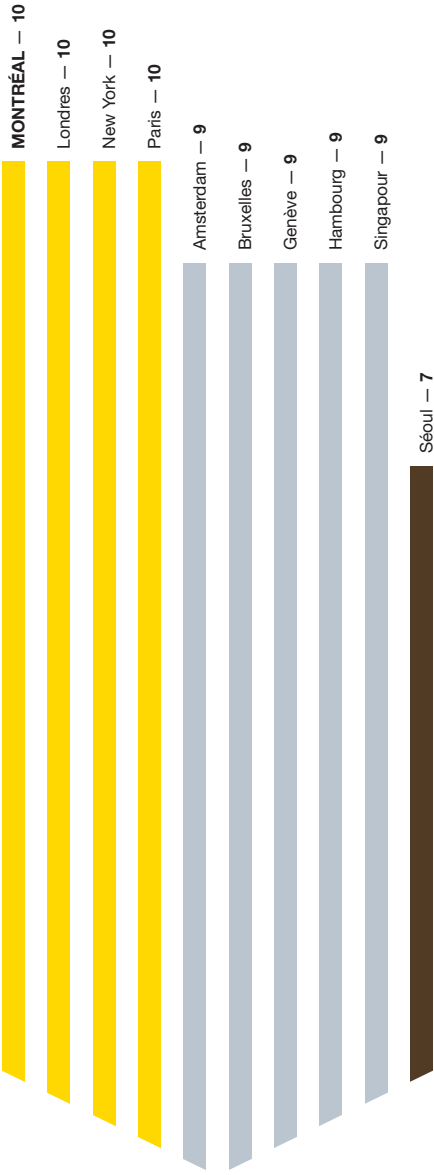
Montréal est une ville où l’on vit bien et où la santé est une priorité. Les sports y sont pratiqués en plein air ou à l’intérieur, hiver comme été, grâce à des installations modernes et nombreuses : des centaines de kilomètres de pistes cyclables et de sentiers pédestres, des terrains de tennis dans tous les quartiers, une centaine de parcours de golf, des parcs et des espaces verts nombreux, plusieurs patinoires extérieures et intérieures et des sentiers de randonnée en pleine ville.

À dix minutes du centre-ville, les amateurs d’émotions fortes peuvent descendre les rapides de Lachine en rafting et les amateurs de tranquillité faire une croisière sur le fleuve Saint-Laurent.

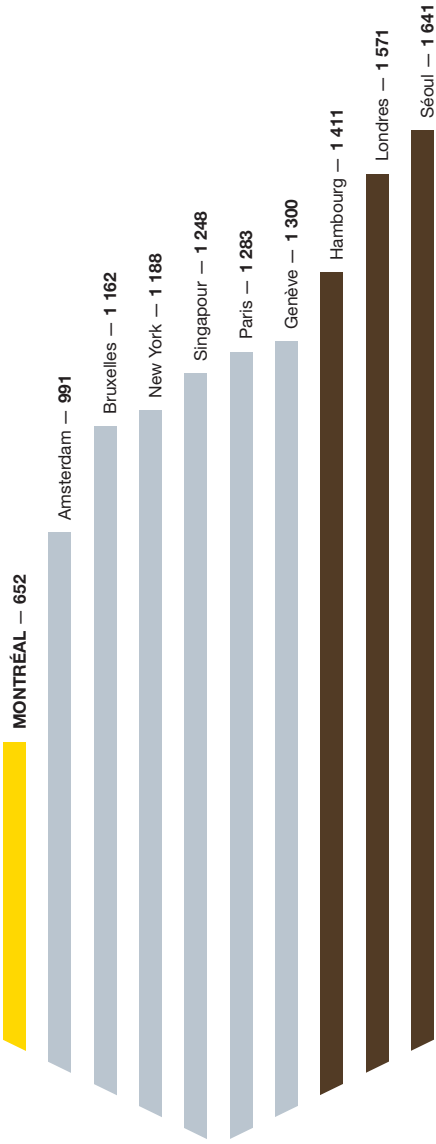
SAVIEZ-VOUS QUE MONTRÉAL ACCUEILLE LE SEUL GRAND PRIX DE FORMULE 1 EN AMÉRIQUE DU NORD? LE GRAND PRIX DU CANADA EST LE PLUS IMPORTANT ÉVÉNEMENT TOURISTIQUE AU PAYS.

SAVIEZ-VOUS QUE CHAQUE ANNÉE, MONTRÉAL ACCUEILLE LES MASTERS DE TENNIS DU CANADA ? LE TOURNOI ATTIRE LES PLUS GRANDES TÊTES DE SÉRIE DU CIRCUIT FÉMININ ET MASCULIN.

F22 ★ QUALITÉ  
DES SPORTS ET LOISIRS  
— 2009



F23 ★ COÛT D’UN ABONNEMENT  
ANNUEL DANS UN CENTRE  
DE MISE EN FORME  
— 2009







UN CLIMAT À QUATRE SAISONS

Montréal jouit d’un climat particulière-  
ment diversifié, avec quatre véritables  
saisons. Les étés chauds et ensoleillés  
permettent de profiter, à moins d’une  
heure de route de Montréal, de nombreux  
lacs et rivières où l’on peut pêcher ou se  
baigner. Les hivers permettent la pratique  
de nombreux sports avec quelque 700 km  
de sentiers de ski de randonnée et de  
motoneige et de nombreux centres de ski  
situés à proximité de Montréal.

Parmi les dix villes étudiées, Montréal  
se classe troisième pour ce qui est du  
nombre d’heures d’ensoleillement par  
année, après Séoul et New York.

SAVIEZ-VOUS QUE LES  
TEMPÉRATURES ESTIVALES  
MOYENNES SONT PLUS ÉLEVÉES  
À MONTRÉAL QUE DANS PLUSIEURS  
VILLES EUROPÉENNES, DONT  
LONDRES ET PARIS?

Source : BBC, 2010.

LE MONTRÉAL SOUTERRAIN

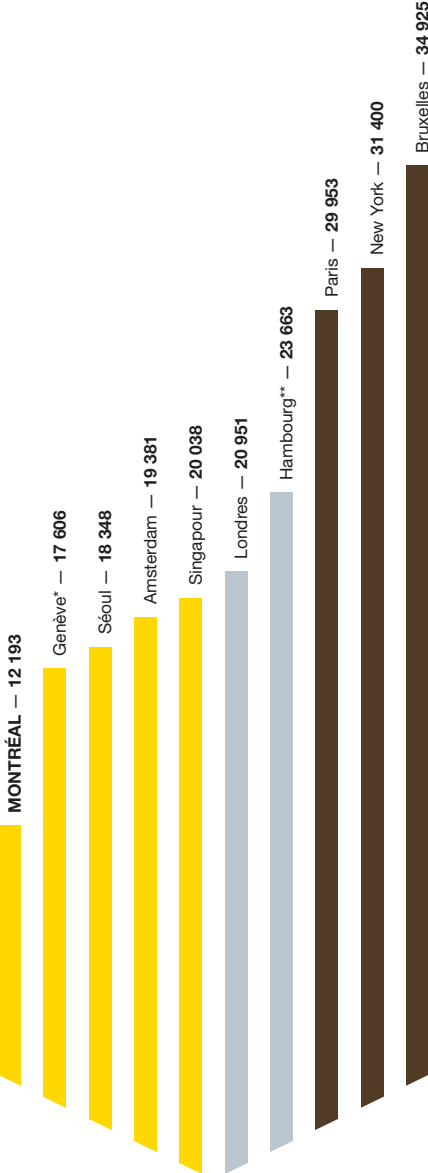
Montréal offre aussi des espaces  
souterrains s’étalant sur plus de 43 km  
de galeries menant à plusieurs milliers  
de magasins, cinémas, théâtres, musées,  
salles d’exposition, hôtels, gares, banques,  
restaurants et habitations.

Le National Geographic a placé Montréal  
en tête du palmarès des 10 plus belles  
« promenades » souterraines du monde.

5.7 — ÉTUDIER À MONTRÉAL

Montréal compte environ 50 écoles  
intégrées au réseau international de  
l’Organisation du baccalauréat interna-  
tional (BI). BI propose des programmes  
d’éducation internationale destinés aux  
élèves âgés de 3 à 19 ans. L’organisation  
collabore actuellement avec 2 830  
établissements dans 138 pays. Montréal  
obtient la première place et une médaille  
d’or pour les plus bas frais annuels  
d’inscription à une école secondaire  
privée anglaise ou américaine.

F24 ★ FRAIS ANNUELS POUR  
UNE INSCRIPTION DANS UNE ÉCOLE  
SECONDAIRE PRIVÉE ANGLAISE  
OU AMÉRICAINNE (\$ US)  
— 2009



\* — Prix pour une école anglaise primaire.

\*\* — Prix pour une école secondaire internationale.



# Annexe A : sources

Compilation : Montréal International

FIGURE	SOURCE
1, 2	CountryRep, Reputation Institute, 2009.
3	Rapport sur le développement humain, ONU, 2009.
4	Nation Brands Index Survey, GfK Roper Public Affairs & Media, 2008.
5	Ethnologue 16th edition 2009, SIL International, 2009.
6	Doing Business 2010, Banque Mondiale, 2009.
7, 16 — 20, 22	Quality of Living Survey, Mercer Human Resource Consulting, 2009.
8, 13 — 15, 21, 23 — 24	Cost of Living Survey, Mercer Human Resource Consulting, 2009.
10, 11	Prix et salaires 2009, UBS, 2009.
12	Global Office Rents, November 2009, CBRE Richard Ellis, 2009.
TABLEAU	SOURCE
1	Statistique Canada, 2010.

# Annexe B : notes méthodologiques

**LE CANADA : UN PAYS APPRÉCIÉ PARTOUT DANS LE MONDE**

**NOMBRE DE PROCÉDURES**

On appelle « procédure » toute interaction du fondateur de l’entreprise avec des parties externes (organismes gouvernementaux, avocats, vérificateurs, notaires, etc.). Les interactions entre les fondateurs ou les administrateurs de l’entreprise et des employés ne sont pas considérées comme des procédures distinctes.

**RÉPUTATION DU PAYS**

L’étude *CountryRep2009* mesure le respect, l’estime, l’admiration et, plus généralement, les sentiments positifs que le public dans les pays du G8 ressent envers 34 pays autres que le leur et comment 33 de ces pays cotent leur propre nation.

**INDICE D’INVESTISSEMENT ET D’IMMIGRATION**

L’indice varie entre 0 et 100 et se fonde sur cinq éléments évaluant la perception des possibilités d’immigration et d’investissement d’un pays : le désir de vivre et de travailler pour une longue période dans le pays, la qualité de vie, la qualité de l’endroit pour étudier et obtenir un diplôme, la volonté d’investir dans une entreprise de ce pays et l’égalité des chances.

**INDICE DE DÉVELOPPEMENT HUMAIN**

L’indice de développement humain (IDH) est un indice composite regroupant trois différentes mesures de qualité de vie : la santé, le niveau d’éducation et le niveau de vie.

**INDICE DE DIVERSITÉ LINGUISTIQUE**

L’indice fait référence à l’indice de diversité de Greenberg. Cet indice mesure la probabilité que deux personnes choisies au hasard aient une langue maternelle différente. La plus haute valeur, 1, indique que tous les individus ont des langues maternelles différentes. La valeur la plus basse, 0, indique que tous les individus ont la même langue maternelle.

**L’AVANTAGE CONCURRENTIEL DOMINANT DE MONTRÉAL : UN EXCELLENT RAPPORT QUALITÉ-COÛT**

**INDICE DE QUALITÉ DE VIE**

L’enquête annuelle de *Mercer Human Resource Consulting* compare la qualité de vie dans 215 villes en se basant sur une évaluation de 39 facteurs regroupés dans les dix catégories suivantes : environnement politique et social, environnement économique, environnement socio-culturel, santé et hygiène, écoles et éducation, services publics et transports, divertissements, biens de consommation, logement et milieu naturel, langue maternelle.

**INDICE DU COÛT DE LA VIE**

L’enquête annuelle de *Mercer Human Resource Consulting* sur le coût de la vie compare les prix de plus de 200 produits et services dans 215 villes tels que le logement, les transports, la nourriture, l’habillement, les produits ménagers ainsi que les divertissements. Pour chaque bien, l’enquête présente trois prix différents soit « abordable », « moyennement coûteux » et « dispendieux ». Dans cette étude, la catégorie « moyennement coûteux » a été sélectionnée.

L’indice global du coût de la vie comprend l’ensemble des produits et services étudiés, excluant le coût du logement. L’indice global du coût de la vie porte sur la totalité des 200 produits et services. L’indice sur le coût d’un voyage d’affaires comprend le prix d’une chambre d’hôtel simple pour une nuit, un petit déjeuner, un déjeuner, un souper, un café, des boissons et un quotidien international.

Les autres indicateurs de coût en lien avec cette enquête portent sur l’un des 200 produits spécifiques. Deux séries de taux de change ont été utilisées, une pour l’indice global du coût de la vie et l’autre pour les indices sur les produits spécifiques.

**RAPPORT QUALITÉ-COÛT**

Cet indicateur correspond à l’indice global de la qualité de vie divisé par l’indice global du coût de la vie, et donc au rapport qualité-coût. Plus l’indice est élevé pour une ville, plus celle-ci offre un rapport qualité-coût avantageux.



TAUX DE CHANGE UTILISÉS POUR L'INDICE GLOBAL DU COÛT DE LA VIE	
1 \$ US .....	<b>1,056 \$ CAN</b>
1 \$ US .....	<b>0,685 EUR</b>
1 \$ US .....	<b>1,396 SGD</b>
1 \$ US .....	<b>0,616 GBP</b>
1 \$ US .....	<b>1,029 CHF</b>
1 \$ US .....	<b>1 166,570 KRW</b>
Source : Mercer, janvier 2010.	

TAUX DE CHANGE UTILISÉS POUR LES INDICATEURS DE COÛT SPÉCIFIQUES	
1 \$ US .....	<b>1,087 \$ CAN</b>
1 \$ US .....	<b>0,702 EUR</b>
1 \$ US .....	<b>1,442 SGD</b>
1 \$ US .....	<b>0,604 GBP</b>
1 \$ US .....	<b>1,069 CHF</b>
1 \$ US .....	<b>1 237,820 KRW</b>
Source : Mercer, septembre 2009.	

AVANTAGES POUR L'ORGANISATION QUI S'ÉTABLIT À MONTRÉAL

POUVOIR D’ACHAT INTÉRIEUR

Revenu annuel net divisé par le prix du panier de biens et services, sans les loyers.

NIVEAU DES SALAIRES

Ces calculs sont basés sur les données concernant les salaires, le nombre d’heures travaillées par semaine, pour 14 professions à travers le monde. Le niveau des salaires correspond aux salaires net après déduction des impôts et des cotisations sociales.

COÛT DE LOCATION D’UN BUREAU

Le loyer cité est le loyer moyen pour les espaces disponibles de 1 000 m² dans un édifice de classe A. Ce loyer comprend tous les coûts d’occupation et correspond donc au loyer brut.

TAUX DE CHANGE UTILISÉS POUR LE NIVEAU DES SALAIRES	
1 \$ US .....	<b>1,263 \$ CAN</b>
1 \$ US .....	<b>0,765 EUR</b>
1 \$ US .....	<b>1,529 SGD</b>
1 \$ US .....	<b>0,704 GBP</b>
1 \$ US .....	<b>1,153 CHF</b>
1 \$ US .....	<b>1 449,275 KRW</b>
Source : UBS, mars — avril 2009.	

COÛT QUOTIDIEN D’UN VOYAGE D’AFFAIRES

Le coût comprend les dépenses encourues pour une chambre d’hôtel, les transports par taxi, le billet d’avion, les repas et quelques autres dépenses auxiliaires.

AVANTAGES POUR L’EMPLOYÉ D’UNE ORGANISATION INTERNATIONALE

PRIX MENSUEL D’UNE MAISON DE TROIS CHAMBRES

Il s’agit du coût de location d’une maison d’excellente qualité de 3 chambres non meublée de 200 m² dans les quartiers appréciés des employés des organisations internationales.

LOYER MENSUEL D’UN APPARTEMENT DE TROIS CHAMBRES

Il s’agit du coût de location d’un appartement d’excellente qualité de 3 chambres non meublé de 120 à 160 m² dans les quartiers appréciés des employés des organisations internationales.

COÛT D’UN DÉJEUNER DANS UN RESTAURANT

Il s’agit du coût habituel d’un déjeuner dans un établissement de bonne qualité pour une personne.

COÛT D’UN ABONNEMENT DANS UN CENTRE DE MISE EN FORME

Il s’agit du coût habituel d’un abonnement type d’une année pour une personne dans un centre de mise en forme.

MONTRÉAL INTERNATIONAL

Montréal International est un organisme issu d’un partenariat privé-public dont la mission est de contribuer au développement économique du Grand Montréal et d’accroître son rayonnement international.

MANDATS

- **Attraction, rétention et expansion d’organisations internationales**
- Attraction, rétention et expansion d’investissements directs étrangers (IDE) entrants
- Attraction, accueil et rétention de talents étrangers
- Promotion et renforcement de l’attractivité économique et du rayonnement international du Grand Montréal

CRÉDITS

Les « Indicateurs d’attractivité pour les organisations internationales 2010-2011 » est une publication de Montréal International.

**Design :** Brigade

**Photos :** Luc Robitaille  
pages C2-01, 04, 14, 16-17, 20, 21, 25, 26-27, 30, 34-35, 36, 37, 41

Cirque du Soleil, photo : Al Seib, costumes : Dominique Lemieux  
page 19

Quartier des spectacles, Stéphan Poulin  
page 39

MBAM, Christine Guest  
page 42

Ce document est disponible en version électronique à l’adresse suivante : **www.montrealinternational.com**

©Tous droits réservés, Montréal International 2010.

## **MONTREAL INTERNATIONAL**

380, rue Saint-Antoine Ouest  
Bureau 8000  
Montréal (Québec)  
Canada, H2Y 3X7  
Téléphone : + 1 514 987 8191  
Télécopie : + 1 514 987 1948  
oi@montrealinternational.com

**montrealinternational.com**

  
**Montreal**International

Canada  Québec  Montréal 



© Sources Mixtes  
Groupe de produits issu de forêts  
bien gérées, de sources contrôlées  
et de bois ou fibres recyclés.  
www.fsc.org Cert no. SGS-COC-2319  
© 1996 Forest Stewardship Council

**Montréal International remercie ses partenaires de leur appui financier :**  
le gouvernement du Canada, le gouvernement du Québec, la Ville de Montréal  
et les entreprises privées.