

Sarnia-Lambton, Ontario, Canada



Annual Report 2008

Sarnia-Lambton Economic Partnership

March, 2009

Powering a Sustainable World™



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Chair and General Manager's Report 2008

2008 was a very challenging year for economic development. The overall contraction in growth at the provincial, national, and global levels had a significant impact on Sarnia-Lambton. Ontario's manufacturing sector was hit particularly hard. The downturn in the housing and automotive sectors rippled to other areas of the economy. The credit crisis has made it very difficult for firms to secure capital for operational and new capital projects. Locally, we saw the closure of a number of manufacturing plants and the cancellation of the proposed Shell Refinery. A number of large capital projects have been completed, and the local unemployment rate has started to increase.

Despite challenging times Sarnia-Lambton accomplished significant strides in positioning the community for further growth and investment. Local governments, business, labour, and education remain committed to working together to implement the Economic Partnership's strategic plan. This is critical to putting in place initiatives to help local firms through the downturn; as well as being well-positioned to take advantage of opportunities as the credit markets improve and the economy turns around.

Evidence of confidence in the community was evident in 2008, with the announcement of projects that include a new 75,000 sq. ft. office building at the Research Park for Colt-Worley Parsons, a new 170,000 sq. ft. Canadian Tire store, and commitments by Suncor, Methes, and Northern Ethanol to build new biofuels plants. Construction commenced on OptiSolar Farms Canada's solar power generation facility and a number of wind projects were announced throughout Lambton County.

As we move into 2009 our strengths are improving. The construction of The Bioinnovation Centre at The Research Park is being completed; the Economic Partnership has increased its staff complement for developing and attracting alternative energy investments; the new web portal for new resident attraction is being enhanced; and the community is being successful in capturing significant money for infrastructure projects.

This annual reports details specific initiatives and activities undertaken in 2008 to grow the Sarnia-Lambton community. We look forward to a stronger 2009.



Les McDermott, Chair



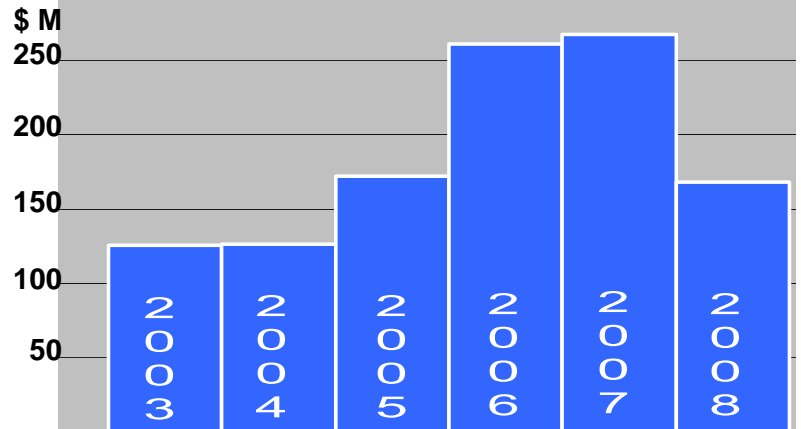
George Mally, General Manager

Global credit crunch and stock markets meltdown freeze new capital projects and plant expansions

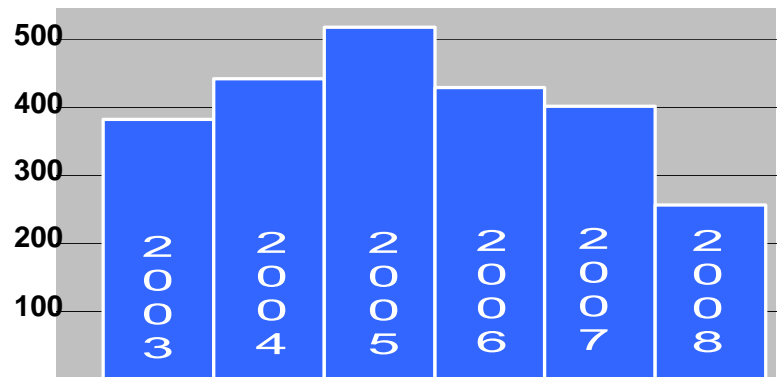
Companies are finding it difficult to attract and close financing deals for business development. They are becoming more conservative in planning their activities and for some sectors demand for their products has slowed considerably. This is resulting in hiring freezes, layoffs and plant closures. Nearly all sectors are being impacted. UBE, Woodbridge Foam, Basell and Royal Polymers are local examples. We have also seen publically announced projects such as the Suncor Energy, Northern Ethanol and H. C. Stark projects see delays. We are witnessing the merging of Suncor Energy and Petro Canada and the recently announced purchase of Nova by the International Petroleum and Investment Co. from Abu Dhabi. SLEP has seen most of its investment clients projects cancelled or deferred as companies take a wait and see approach before committing to major activities until the financial situation stabilizes.

However, SLEP believes it is well-positioned to capture new investments as the markets stabilize. Significant advances have been made in infrastructure, education and sales and marketing over the course of the past year.

Sarnia-Lambton construction values



Sarnia-Lambton housing starts



Board of Directors 2008

Mike Bradley, Mayor, City of Sarnia
 Jim Burns, Warden, County of Lambton
 Sue Drellick, Colt Worley Parsons
 Ray Fillion, Sarnia & District Labour Council
 Tony Hanlon, President, Lambton College
 Bruce Hein, Express Personnel Services
 Ron MacDougall, Farmer
 George Mallay, General Manager, Sarnia-Lambton Economic Partnership (Ex-Officio)
 Les McDermott, Vice President & Sr. Financial Advisor, Assante Capital Management Ltd.
 Garry McDonald, President, Sarnia-Lambton Chamber of Commerce
 Mike McDonough, General Manager, Sarnia-Lambton Business Development Corporation
 Ross McEachran, Vidal Street Industrial Park
 Alex Palimaka, Bluewater Power
 Jason Vaillant, Suncor Energy
 Ron Van Horne, CAO, County of Lambton

Contributors

County of Lambton
 Electrical Contractors Association
 General Contractors Association
 Government of Canada
 Magic Realty
 Mechanical Contractors Association
 MPB Industrial
 Norm Piquette Catering
 Ontario Provincial Government
 Research Park Sarnia-Lambton
 Royal Bank
 Sarcor
 Sarnia-Lambton Business Development Corporation
 Sarnia-Lambton Chamber of Commerce
 Sarnia Lambton Workforce Development Board

INVESTMENT ATTRACTION

In 2008 SLEP worked with twenty companies looking at investments in Sarnia-Lambton.

SUSTAINABLE ENERGY, RENEWABLE FUELS, AND INDUSTRIAL BIOPRODUCTS The sectors of alternative energy technologies, renewable fuels, and industrial bioproducts are strategic sectors for diversification that the Economic Partnership is working to develop. The rationale being the fit these sectors have with our regional petrochemical and refining base and related supporting infrastructure, including direct linkages to the agriculture sector. With industrial bioproducts, there is the potential to replace or supplement materials based on hydrocarbons with new applications based on renewable sources such as corn, soybeans, and biomass. Growth of these new technologies is also being driven by future energy uncertainty, the need for increased power quality and reliability, and increasing environmental pressures.

Industrial biotechnology has been identified as one of the most promising sectors of world economic growth. McKinsey Consulting estimates this market sector will be valued at \$100 billion by 2010. By that time, biotechnology-based chemical products are expected to impact 20% of the chemical industry.

Development of these growth sectors will not occur overnight. The community is looking at a period of five to ten years for many of these technologies to come to fruition and full-scale commercial development to occur. Consequently, the Economic Partnership continues to investigate opportunities to lay the foundation and infrastructure to build local competitive advantages and to facilitate sector development. A key element of this strategy is the ability to partner with other community players, including the Bluewater Sustainability Initiative, Lambton College, The Research Park and The Bioindustrial Innovation Centre.

The following is a summary of activities in the area of sustainable energy, renewable fuels, and industrial bioproducts during 2008:

Ontario Bioindustrial Innovation Centre In February, the Canadian government, through its Centre of Excellence for Commercialization and Research, granted \$15 million in operational funding to The Bioindustrial Innovation Centre at The Research Park. The Centre is focusing its activities on the creation and commercialization of clean fuel technologies. This money supplemented \$10 million in provincial funding received in August, 2007.

The Economic Partnership worked together with The Research Park, the County of Lambton, and the City of Sarnia in developing the concept of the Innovation Centre,

and applying to senior levels of government for project funding.

Solar The Economic Partnership is working to capitalize on the growing solar market. While the new Sarnia-Lambton OptiSolar facility is not a labour-intensive operation, it does raise our profile within this industry.

The Economic Partnership has been focusing on manufacturing opportunities associated with the solar industry, and there is interest by manufacturers. In the Fall the United States Congress passed an extension of the eight year investment tax credit that will provide a 30% tax credit for the purchase and installation of PV systems in residential and commercial markets. The global consulting firm Navigant has forecasted that this will create 400,000 new jobs in the solar industry in the United States. Similarly, Ontario's proposed feed-in tariffs under the Green Act will stimulate new demand here.

The Economic Partnership has joined the Canadian Solar Industries Association (CANSia). Staff worked the CANSia solar conference in Toronto and Solar Power 2008 in San Diego. Staff is actively pursuing opportunities within the sector, particularly with German, American, Chinese, and Japanese firms that have established themselves as market leaders within the industry.

Bluewater Sustainability Initiative Throughout 2008 the Economic Partnership was an active participant in the Bluewater Sustainability Initiative, a joint endeavour of local government, education, industry, and research and innovation associations.

The Bluewater Sustainability Initiative continued to concentrate its efforts on developing Sarnia-Lambton as a leader in the "Biopetro Economy", focusing on both bio-based and traditional chemistry.

Southwestern Ontario Bioproducts Innovation Network (SOBIN) The Economic Partnership continued its involvement with SOBIN, a regional partnership established to facilitate the development of industrial bioproducts in Southern Ontario. Other partners include Lambton College, the University of Windsor, The Research Park, Ridgeway College, St. Clair College, and the Municipality of Chatham-Kent.

Hydrogen Technology Funding for a hydrogen demonstration project was received from the Province of Ontario under the Ontario Fuel Cell Innovation Program. Fuel cell appliances (portable and stationary power devices and on-road and off-road vehicles) were received at Lambton College, Dow Chemical, and the St. Clair Township Golf Course. In 2008 all appliances were operational. There were problems with the golf cart used at St. Clair Township, but not with the fuel cell itself. It is expected that the cart will have a complete season in 2009.

Lambton College is continuing to build competences in hydrogen technologies and is looking at several research projects. Similarly, a number of projects are being pursued by The Research Park, including one focused on bio-based fuel cells. Building skills and infrastructure is critical in positioning Sarnia-Lambton for future investment and the job creation that will come as the sector develops. The Economic Partnership will continue working to expand the number of fuel cells within the community and look for opportunities to expand hydrogen applications.

The industry is starting to see more commercialization, with larger orders coming for fuel cell fork lift trucks and backup power supplies. In December, Central Grocers ordered 250 fuel cell trucks for its distribution centre.

As the sector develops the Economic Partnership sees a number of opportunities for the community. These include:

- Training of skilled technicians
- Service and maintenance of fuel cells and H2 storage systems
- Integration with other energy systems
- Integration with devices
- Bio-based fuel cells and renewable hydrogen
- H2 production, storage, and distribution

[Ontario Hybrid Chemical Industry Strategy](#) The Economic Partnership was actively involved in a provincial strategy to further develop the concept of the "Biopetro Economy". Partners in the Council include the Ontario Chemistry Value Chain Initiative*, SOBIN, the Bluewater Sustainability Initiative, and the Ontario Ministry of Economic Development and Trade.

*During 2008, a strategic plan was prepared for the Ontario Chemistry Value Chain Initiative that led to the transformation of the organization into the Sustainable Chemistry Alliance. In the Fall, the organization was in the process of recruiting its founding President and CEO.

[Renewable Fuels and Chemical Manufacturing Prospects](#) Throughout 2008, the Sarnia-Lambton region continued to generate interest as a potential location for ethanol manufacturing and other related renewable fuel and chemical products. This was due to the region's strategic location for sourcing agricultural produce; the availability of large, serviced industrial sites; and a supportive industrial infrastructure.

As of year end, Northern Ethanol was still planning on building a 409 million litre-per-year facility in the Lanxess Chemical Park. The Economic Partnership first began working with the company in March, 2006, to identify potential sites for this project.

[Working with Local Industries](#) Throughout the year, the Economic Partnership worked with various site development personnel on accommodating potential bio-

product manufacturing facilities within the battery limits of existing manufacturing facilities, including the Lanxess Chemical Park.

[Sarnia-Lambton On-Farm Anaerobic Digestion Opportunities](#) During 2008, in partnership with Bluewater Power, the Economic Partnership contributed financially towards development work for two on-farm projects in rural Lambton. The majority of this activity was funded from the Ontario Biogas Systems Financial Assistance Program.

Participation at Industry Trade Shows, Conferences, and Events:

- Growing the Margins Renewable Energy Conference, May
- Soya & Oilseed Summit, September
- Canadian Conference on Industrial Bioproduct Innovation (speaker), November
- Solar Power 2008, October
- Bio World Congress (panelist), April
- Bio – Pacific Rim (speaker), September
- Solar Showcase, December
- CANSia Solar Conference, December

Marketing and Advertising:

- Canadian Bio-Products Industry Guide 2008, Advertisement
- BIOTECanada "Insight Magazine", Advertisement
- Renewable Energy Access, Web presence
- Renewable Energy World, Web presence

Research and Monitoring of Industry Intelligence: To stay abreast of evolving industry dynamics and evolving technologies, the Economic Partnership monitored and researched relevant industry reports, journals, and media.

Associations, Consultants, and Senior Levels of Government:

- Ontario BioAuto Council
- Sustainable Chemistry Alliance
- BioProducts Canada Inc.
- BIOTECanada
- Canadian Solar Industries Association (CANSia)
- Ontario Agri-Food Technologies Inc.
- Agriculture and Agri-Food Canada
- Industry Canada, Manufacturing Industries Branch, Sustainable Development
- Ontario Sustainable Energy Association (OSEA)
- Canadian Wind Energy Association (CANWEA)
- Ontario Ministry of Agriculture Food and Rural Affairs
- Ontario Ministry of Economic Development and Trade
- Ontario Ministry of Research and Innovation

[AUTOMOTIVE MANUFACTURING](#) As in 2007, the global automotive industry continued to experience a significant transformation. Ontario's, and the traditional US automotive regions', dominant position has eroded significantly. The three traditional North American auto companies continued to deal with significant issues

affecting their future viability. Similarly, the automotive parts supply chain is in a similar period of fundamental change.

During this period of flux, the investment location decision process continued to increase in complexity. However, specific companies continued to invest in North America, and automotive-related manufacturing continues to be a strategic sector of attraction for the Economic Partnership.

Throughout the year, a variety of proactive initiatives were undertaken in marketing Sarnia-Lambton to this sector. The following is a summary of these activities:

Participation at Major Industry Trade Shows, Conferences and Events – During 2008, the Sarnia-Lambton Economic Partnership was an active participant in the following automotive industry events:

- Centre for Automotive Research – Automotive Communities Program, April
- Canadian Automotive Parts Manufacturers' Association Conference and Exposition, April
- Centre for Automotive Research – Automotive Communities Program, June
- Management Briefings Seminar, August
- Canadian Automotive Parts Manufacturers' Association – Developing Strategic Business Relationships with New American OEM's, December

Southwestern Ontario Automotive Outlook Seminar – This seminar was held in Ingersoll and featured speakers from the University of Michigan's Centre for Automotive Research and the Council for Automotive Human Resources of Canada. As an Ontario member of the Automotive Communities Program, the Economic Partnership was a co-sponsor of this event.

Marketing and Advertising:

- Automotive Parts Manufacturers Association Annual, Advertisement

Research and Monitoring of Industry Intelligence – To stay abreast of evolving industry dynamics, the Economic Partnership monitored and researched relevant industry reports, journals and media.

Associations, Consultants and Senior Levels of Government – The Economic Partnership maintained an effective working relationship with the following automotive associations, consultants, and government ministries and utilized various services throughout 2008:

- Canadian Automotive Parts Manufacturers' Association
- Centre for Automotive Research, University of Michigan
- CSM Worldwide Inc.
- DesRosiers Automotive Consultants Inc.
- Industry Canada, Aerospace and Automotive Branch
- Japanese Automobile Manufacturers Association of Canada

- Ontario Ministry of Economic Development and Trade, Industry Division, Automotive Strategy Branch
- Ontario Ministry of International Trade and Investment, Investment Branch, Manufacturing Investment Unit

CHEMICAL AND REFINING

In July 2008, the decision was made by Royal Dutch Shell to cancel all development activity on the company's proposed 150,000 - 250,000 barrels-per-day heavy oil refinery in St. Clair Township. The rationale was the escalating capital costs of the project and the long-term uncertainty with respect to the demand for refined petroleum products.

The Economic Partnership began working with Shell personnel in the Fall of 2005. Considerable assistance was provided during the land assembly process and in facilitating a working relationship with local levels of government. During 2007 and into 2008 staff, together with St. Clair Township and the County of Lambton, worked with Shell to progress the project in the areas of land use planning and local permitting.

The sudden cancellation of the project was a major disappointment for the Sarnia-Lambton community and the Shell project team.

National Buyer/Seller Forum In March 2008, the Economic Partnership participated at the National Buyer/Seller Forum in Edmonton. This joint industry/government initiative promoted industrial development and procurement opportunities related to the major Oil Sands projects underway in Alberta.

There was a major demand in the areas of engineering, metal fabrication, construction, process technology, and other related services – expertise that can be provided by the local Sarnia-Lambton industrial infrastructure. The Forum provided an opportunity to promote Sarnia-Lambton's local expertise to Alberta-based companies looking for Ontario partners.

Six local industrial firms participated at the Forum.

In September, the Economic Partnership attended the Oil Sands Trade Show and Conference in Edmonton and met with Western Canadian-based companies to discuss the potential business opportunities for local firms.

Local Industry SLEP continued to partner with local industry in marketing existing plant sites and properties to investment clients, where synergies can develop through the acquisition of raw materials or the utilization of existing plant infrastructure. In particular, Lanxess worked with the Economic Partnership to aggressively market its Chemical Park development to prospective investment clients.

In the community, work continued on major investments made by companies, including the Invenenergy and Greenfield

Energy power plants. H.C. Starck also began an expansion of its Sarnia facility during the year.

Participation at Industry Trade Shows, Conferences and Events:

- National Buyers/Sellers Forum, March
- Oil Sands Trade Show and Conference, September

CALL CENTRES Sarnia-Lambton's call centre sector continued to provide significant employment, and management of Sarnia-Lambton's call centres continued to exhibit confidence in the Sarnia-Lambton market.

The Economic Partnership worked with two local call centres in 2008, providing statistical data.

The Economic Partnership continued to market the former Nordia location, in St. Clair Township, as a "niche" call centre site.

GROWING OUR POPULATION

NEWCOMER PORTAL The Economic Partnership partnered with the County of Lambton in a web portal project that came to fruition in November, 2008. A project sponsored jointly by Citizenship and Immigration Canada and the Ministry of Citizenship and Immigration Ontario, the website outlines to potential residents a wealth of information about Sarnia-Lambton.

Visitors to the www.liveinlambton.ca site can learn about Sarnia-Lambton's regions, cultural community events, as well as the business climate, and a wide range of information useful for those considering a move to the area.

STUDENTS In addition to recruiting students for the Masters of Engineering program offered by the University of Western Ontario at The Research Park, the Economic Partnership assisted in the search for aviation students.

In spite of the current economic slowdown there is a worldwide shortage of commercial pilots. In coming years, many pilots are approaching mandatory retirement age. As well, aviation business is growing in developing markets such as China and India. There are many hundreds of students from these countries studying in various locations around Canada. The Economic Partnership believes that Sarnia-Lambton is ideally situated to benefit from this trend.

Meetings have been held with representatives from both India and China, and the Economic Partnership expects to see students from these countries here in 2009.

EMPLOYEES The Economic Partnership assisted local businesses in finding workers, where those workers were not currently available in Sarnia-Lambton.

The Newcomers Portal carries a series of job postings from local businesses; helping potential employees determine the area's demand for their particular skill set.

Previous recruiting efforts in Mexico paid dividends, with the first highly-qualified candidate accepted into a position with a local engineering company. Apart from filling a long-vacant position, the company will benefit by having this engineer on board during their planned expansion into Latin America.

ENTREPRENEURS In May, Economic Partnership staff traveled to Toronto to meet with a group of entrepreneurs enrolled in the Passport to Business Success program sponsored by the Ministry of Economic Development and Trade. The purpose of this meeting was to determine if there was sufficient interest from the group to consider Sarnia-Lambton as a possible destination for an exploratory trip. The response was positive, and staff presented a information and networking seminar in Toronto in June.

In July, the Ministry of Economic Development and Trade brought the entrepreneurs to Sarnia-Lambton, where the Economic Partnership showed the group a wide variety of Sarnia-Lambton's social, cultural, and business aspects. The response was very positive - with several of the visitors contacting the Economic Partnership regarding relocation to our area.

RETIREES Over a quarter of Canada's 10,000,000+ baby boomers will be of retirement age by 2016. Almost half of the workforce in Canada is made up of baby boomers, and the Statistics Canada 2006 census indicates there are now as many workers over 40 years old as younger in the country's labour force.

There are two main ramifications resulting from this trend. The first is that there will be shortages in a wide variety of labour market categories. The second is that there will be a large number of workers looking for a place to retire.

As mentioned in the "Students" section, by attracting students into appropriate training, the Economic Partnership can help alleviate labour shortages by providing trained graduates ready to enter careers where these shortages exist.

Sarnia-Lambton can benefit from healthy and wealthy baby boomers looking to maximize enjoyment of their retirement years. Particularly attractive for those living in the GTA is the option of selling an expensive home and relocating to Sarnia-Lambton, where housing prices are more favourable. A typical transaction may net \$200,000 - \$300,000 extra cash for retirement. The Economic Partnership interviewed two such couples who relocated to Sarnia-Lambton from the GTA - one to Sarnia and the other to Alvinston. Both are delighted with their moves.

Participation at Trade Shows, Conferences, and Events

- Newcomer Portal Steering Committee, January – November
- AMO Immigration Committee, January
- Cultural Coalition of Chatham Kent Board of Directors, January – December
- Warwick Council, February
- Portal Project Focus Groups, March
- Aviation Students from India seminars, March
- AMO Hosted WRIEN Seminar, April
- Newcomer Portal Seminars at Municipalities January – November
- SEER Attraction Strategy Address, Sarnia Rotary, May
- MEDT Entrepreneurs Information Seminar, May
- Sarnia Age Friendly Communities Committee (speaker), June
- MEDT Passport to Business Success Networking Seminar, June
- Ministry of Citizenship & Immigration Seminar, June
- MEDT Entrepreneurs Sarnia visit, July
- Newcomer Portal Launch Public Meeting, November

GROWING LOCAL FIRMS

BUSINESS ENTERPRISE CENTRE The Business Enterprise Centre (BEC) continued to be extremely busy. In 2008 Fraser Parry, Small Business Counselor, held consultations with 413 clients, resulting in 52 business start ups, 1 expansion, and 124 new jobs created. The BEC office handled 5,569 inquiries, and held 18 seminars attended by 807 people.

In 2008 ongoing efforts and a revised strategy to promote youth entrepreneurship continued to show results through increased student interest and participation in all youth programs. There was an increase in the number of students who participated in the Summer Company Program, and an increase in the volume of local Business Plan Competition entries. The position of Entrepreneurship Program Coordinator became full time as of November, with Chantelle Simard assuming the full time role.

2008 was the BEC's second year as an official community partner for the Canadian Youth Business Foundation (CYBF). CYBF is a national charity that helps young Canadians 18 - 34 start and sustain their own successful business by providing two years of start-up mentoring, support, and unsecured low-interest financing up to \$15,000. In 2008, there were numerous applicants interested in the program; with two applicants received funding to start their business venture before the end of the year.

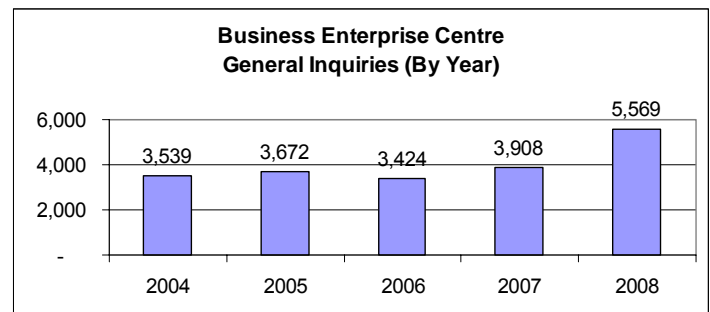
The BEC completed its 8th consecutive year of the "Summer Company" Program. Five Sarnia-Lambton students successfully completed the Summer Company Program.

The BEC also completed its 4rd annual Business Plan Competition for Lambton County high school students. Michelle Slotwinski, of Northern Collegiate, was awarded first place locally and first runner up in the Regional Competition in Niagara Falls with her business plan titled "Sports Action Photography".

Awards were sponsored by Sarcor (Sarnia) Inc., RBC Royal Bank, The Sarnia-Lambton Business Development Corporation, the Sarnia-Lambton Workforce Development Board, and Normand Piquette Catering.

In September students participating in the youth programs were recognized at an awards banquet celebrating youth entrepreneurship.

Other successful events included an E-business seminar for local small businesses, held in March. This seminar was led by Student Connections from the University of Waterloo.



Participation at Industry Trade Shows, Conferences, and Events:

- Six Pre-Entrepreneurship Seminars
- Four Family Budgeting Seminars
- Four PST/GST Seminars
- Monthly "Business After Five" meetings, S-L Chamber of Commerce
- Ten "Youth Programs" presentations to Lambton County high schools
- Young Professional Strategic Planning Board, January
- Summer Company Staff Training, February
- Toastmasters Area 10 International Competition, March
- E-Business Seminar, March
- Chamber of Commerce, Outstanding Business Awards, April
- 2008 Opportunities Conference, April
- Toastmasters District 62 Conference, April
- Economic Development Course, Year I, University of Waterloo, May
- Small Business Enterprise Centres Conference, June
- Access For Ontarians Seminar, July
- Toastmasters Officer Training, July
- International Finance Seminar, OITC Training Centre, Toronto, July
- OLG Point Edward Casino Executive Training Seminar, August
- Business Plan Competition Awards Banquet, September

- Inspiring Women Conference, Waterloo, September
- MEDT Border Security Seminar, September
- Chamber of Commerce Business Week Kickoff Breakfast, October
- Sarnia Lambton Workforce Development Board Community Consultation, October
- Chamber Showcase, October
- Toastmasters Eastern Division Speech Competition, October
- Business Plan Competition Regional Awards Banquet, November
- NEBS Exporting Training, November
- Business Enterprise Centre SW Regional Training, November
- Sarnia Rotary Club (Speaker), November
- Clean Tech Community Meeting (Presenter), December

Associations, Consultants, and Senior Levels of Government:

- Young Professionals of Sarnia-Lambton
- Lambton Employment Action Committee (LEAC)
- OLG Point Edward Casino Toastmasters, Club Mentor
- Opportunities Committee
- Sarnia Lambton Inter-jurisdictional Committee
- Lambton Toastmasters
- Lambton Youth Employment Committee (LYEC)

GENERAL PROMOTIONAL ACTIVITIES

Economic Partnership staff continued to promote Sarnia-Lambton to industrial realtors, investors, and government foreign officers. As this audience is made up of a cross-section of sectors, focus at these shows and conferences was placed on availability of industrial and commercial land, infrastructure for all types of industry, labour availability, location and transportation, raw materials, and lifestyle.

Participation at Industry Trade Shows, Conferences, and Events:

- Consultants Forum International, May
- Land and Development Conference, June
- Society of Industrial and Office Realtors, September
- Site Selectors, September

Marketing and Advertising:

- Economic Developers Council of Ontario, Advertisement
- Area Development "Location Canada", Advertisement
- "Business Executive", Advertisement
- "Mississauga Business Times", Advertisement, three ad run
- LoopNet – online industrial land listings

Associations, Consultants, and Senior Levels of Government:

- Bluewater Sustainability Initiative
- Dow Community Roundtable
- Physician Recruitment Taskforce
- Sarnia-Lambton Chamber of Commerce
- Sarnia-Lambton Chamber of Commerce, Inter-city Transportation Committee
- Sarnia-Lambton Real Estate Board
- Society of Industrial and Office Realtors (SIOR)
- Southwest Economic Assembly (SWEA)

TELLING OUR STORY

AT THE COMMUNITY LEVEL

[Business Enterprise Centre](#) In 2008 the BEC continued weekly classified ads in Sarnia-Lambton print media, providing information on the services of the Business Enterprise Centre.

George Mallay, General Manager, continued to contribute columns on current economic issues for local publication "First Monday".

One edition of the locally-focused "Taking Care of Business" newsletter was distributed to approximately 1,800 Sarnia-Lambton businesses and stakeholders.

AT THE NATIONAL AND INTERNATIONAL LEVEL

[Economic Partnership website](#) A major revamp of the sarnialambton.on.ca website was accomplished in 2008. To better reflect the community's strategy of attracting alternative energy and bio firms, the website incorporated new information on these sectors, and adopted the Partnership's new green "brand".

A major addition to the website was the short "flash piece" titled "Powering a Sustainable World™". This one-minute piece provides an overview of the community's vision and development as a provider of sustainable energy and products.

As part of the Economic Partnership's New Resident Attraction and Retention initiative (detailed under "Growing Our Population", a "Living in Sarnia-Lambton" section was added to the website. It provides information for potential new residents - targeting students, employees, entrepreneurs, and seniors.



In 2008 new mapping was created for sarnialambton.on.ca.

In 2008 Canada, USA, Germany, India, Japan, and the Netherlands were the top countries of origin for web site visits. The Business Directory was the number one destination for site visitors, followed by About Sarnia-Lambton, About the Sarnia-Lambton Economic Partnership, GIS, Site Selectors, and News & Events.

Advertisements The Partnership's full-page "Discover our nature" ad was recreated to better reflect our new brand and the most current information, and was placed in two major bio-oriented magazines. It also ran in "Area Development" magazine's annual publication of "Location Canada", which is geared to site selectors and trade commissioners working in federal and provincial investment offices world-wide.

A new full-page automotive ad, "Driving innovation", was created, highlighting the area's advantages, focusing on the area of bio-based manufacturing for the automotive industry. The ad was run in "Automotive Annual", a publication of Desrosiers Automotive and the Automotive Parts Manufacturers' Association

Ad placements were chosen to maximize free added-value items such as editorial space, corresponding web advertising, and distribution at sector-specific trade shows.

Targeting the GTA, a series of ad placements in the "Mississauga Business Times" and the "Business Executive" focused on Sarnia-Lambton's availability of affordable industrial land and industrial infrastructure and services.

In-house publications

E-newsletters One edition of the Economic Partnership's "Sitelines" newsletter was distributed to approximately 1,400 external contacts, including past and present clients and investment contacts and provincial and federal investment offices around the world.

Two editions of the Economic Partnership's Real Estate newsletter were distributed to approximately 80 industrial realtors and site selectors.

Sarnia-Lambton Business Directory The Business Directory provides a comprehensive listing of Sarnia-Lambton companies. Businesses may list their company contact information plus a 100 word promotion. In addition, the on-line directory provides an opportunity to list products and services in a Business to Business section, and display a colour logo. In 2008 the Economic Partnership provided this service free of charge to approximately 3,500 local companies. In addition to the on-line edition, the directory is also provided in electronic and hard copy format.

Sector-specific publications - The Economic Partnership creates and updates a number of publications that demonstrate our business case for the petrochemical; engineering, metal fabrication and environmental; solar; bio; and fuel cell and hydrogen sectors. These publications were

made available for download on the Partnership's website, and were maintained with current data.

Discover our nature

For companies in the business of innovation, Sarnia-Lambton, Ontario, may be one of the most important discoveries of all.

Innovation isn't just an ambition here – it's a longstanding tradition tied to our unique petrochemical expertise.

- Major community and company biofuels and bioproducts initiatives
- Community-based fuel cell demonstration project
- Canada's new Bio-Industrial Innovation Centre at the University of Western Ontario Sarnia-Lambton Research Park
- Canada's newest and largest enhanced plants for biofuels and low sulphur gasolines
- Unique industry-recognized university and college R & D, education, and technical skills

Access it all

- Canada's Bio-Industrial Innovation Centre and The Research Park
- One of the lowest-cost regions for conducting research – in Canada or the USA
- Leading producer of bio-inputs – corn, soybeans, and wheat
- Large cluster of multi-national petrochemical, refining, and energy firms

Sarnia-Lambton is Powering a Sustainable World™

Find out more today.

George Mulloy, General Manager
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TM - "Powering a Sustainable World" is a trademark owned by the Sarnia-Lambton Economic Partnership

Driving innovation

What's driving Sarnia-Lambton, Ontario, into the next century?

- Major community and company biofuels and bioproducts initiatives
- Community-based fuel cell demonstration project
- Canada's new Bio-Industrial Innovation Centre at the University of Western Ontario Sarnia-Lambton Research Park
- Canada's newest and largest enhanced plants for biofuels and low sulphur gasolines
- Unique industry-recognized university and college R & D, education, and technical skills

Access it all

- Location of "new technologies" automotive parts sector
- Canada's Bio-Industrial Innovation Centre and The Research Park
- One of the lowest-cost regions for conducting research – in Canada or the USA
- Leading producer of bio-inputs – corn, soybeans, and wheat
- Large cluster of multi-national petrochemical, refining, and energy firms

Sarnia-Lambton is Powering a Sustainable World™

Find out more today.

George Mulloy, General Manager
Sarnia-Lambton Economic Partnership
519-332-1820
toll free 1-800-972-7442
www.sarnialambton.on.ca

SARNIA-LAMBTON ECONOMIC PARTNERSHIP
Access. Opportunities. Growth.

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The bridge to your future.

THE RESEARCH PARK
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THIRD PARTY ENDORSEMENTS

In 2008 the Economic Partnership was pleased to have been chosen by Site Selection Magazine, for the second consecutive year, as one of

Top Ten Canadian Economic Development Groups



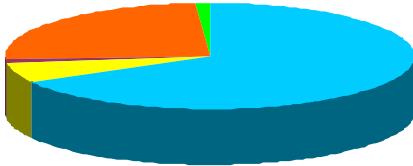
Sarnia-Lambton Economic Partnership Staff

- Mike Ireland, Senior Development Consultant
- Jeanny Leung, Receptionist, Clerical Assistant
- George Mallay, General Manager
- Fraser Parry, Business Counselor, Business Enterprise Centre
- Kathleen Pretty, Executive Assistant
- Chantelle Simard, Entrepreneur Programs Coordinator, Business Enterprise Centre
- Denis Van Decker, Project Leader Alternative Energy Technologies
- Edith Wilmot-Quigg, Development Consultant
- Ted Zatylny, Project Leader, New Resident Attraction & Retention

FINANCIAL

SLEP revenue 2008

67 % COUNTY OF LAMBTON
25 % PROVINCIAL
6% COMMUNITY
1 % OTHER / SELF GEN.
1 % FEDERAL

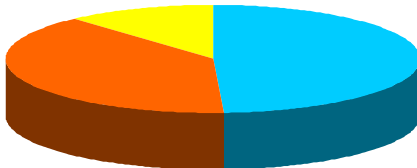


Income Statement Highlights Economic Partnership Period Ending 12/31/2008

Revenue	
County of Lambton	937,500
Federal Government	14,491
Provincial Government	347,750
Community	84,088
Contributions	
Other / Self-Generated	14,665
Total Revenue	1,398,494
Total Working Capital	434,487
Expenditures	
Operating Expenses	135,688
Projects and Promotion	457,402
Salaries & Benefits	573,803
Total Expenditures	1,166,894

SLEP expenses 2008

49 % SALARIES & BENEFITS
39 % PROJECTS & PROMO
11 % OPERATING





Discover our nature

For companies in the business of innovation, Sarnia-Lambton, Ontario, may be one of the most important discoveries of all.

Innovation isn't just an ambition here – it's a longstanding tradition tied to our unique petrochemical expertise.

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