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## **SCOR Priority #2 - Supporting Entrepreneurship**

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### **Executive Summary**

**A Summary Report from:**  
***GGA • Management Consultants***  
***TCI Management Consultations***  
***Spectrum Computers & Web Design***  
***May 27, 2011***

## GGA • Management Consultants

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Ms Lynda Newman  
Acting General Manager  
South Central Ontario Region Economic Development Corporation  
4 Elm Street,  
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May 27, 2011

Dear Ms Newman:

We are pleased to submit our report and the SCOR Business Portal which address **Priority #2 - Supporting Entrepreneurship** of the South Central Ontario Region Strategic Management Plan, *The Path Forward*. We believe that the Business Portal, Marketing & Communications Strategy and Assessment of Regional Delivery of Business Support Services will be beneficial to local entrepreneurs and businesses and increase the competitive advantage of the Region.

We would like to thank our Steering Committee of Alan Smith, Aileen Murray, John Devlin, Linda D'Hondt-Crandon, Chris Hiemstra, Vicki Luke, Bill Mates, John Picard, Gordon Potts, Cindy Swanson, Jim Wilgar, and Martin Withenshaw for the constructive comments and suggestions that we received throughout this project. We would also like to thank former General Manager, Cindy Amos, Kimberly Earls and yourself for your active involvement and advice which benefited this project significantly.

We thank SCOR for this opportunity to be of assistance in this important undertaking.

Yours truly,



Gerald A. Grant  
Managing Director

c.c. J. Linton, TCI  
G. Young, TCI  
H. Calinescu, GGA  
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K. Young, Spectrum Computers

## Executive Summary

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The South Central Ontario Region (SCOR) Economic Development Corporation is a partnership of the five counties of Brant, Elgin,, Middlesex, Norfolk and Oxford . SCOR EDC is committed to growing the regional economy and improving the quality of life for all residents in the Region and is implementing the SCOR Strategic Management Plan, *The Path Forward*, a key priority of which is Supporting Entrepreneurship and increasing entrepreneur and business access to entrepreneur support services across the Region. GGA • Management Consultants, with TCI Management Consultants and Spectrum Computers & Web Design were asked to provide assistance in these regards. This report summarizes the project undertaking, including: the development of the SCOR Business Portal; a Marketing & Communications Strategy to promote awareness of the new Portal amongst entrepreneurs, investors and businesses; and, Assessing and Making Recommendations for further developing the support services which would benefit entrepreneurs within SCOR and increase investment and economic development across the Region.

### SCOR Business Portal

The SCOR Business Portal provides access to SCOR EDC and its regional partners and the entrepreneur support services which they provide across the Region. The Portal provides access to services which are focused on starting a business and growing a business within SCOR. A decision tree inquiry tool based on Frequently Asked Questions (FAQs) is provided to guide users as they seek the information and assistance they require. The Portal provides access to local services, as well as to programs and services available through the provincial and federal governments and other agencies. The Portal can be viewed on the Internet at <http://www.scorbusinessportal.com>.

### SCOR Business Portal Marketing & Communications Strategy

The SCOR Business Portal Marketing & Communications Strategy seeks to build awareness and use of the Portal in 5 target markets: These 5 target markets are:

- 1. Economic Development Organizations & Business Support Agencies Throughout SCOR**
- 2. Entrepreneurs, Small Businesses and Business Organizations Throughout SCOR**
- 3. Municipalities, both County and Local, Employment Counselors, and other Professionals and Stakeholder Groups**  
(This target market would include all individuals and organizations with a general interest in economic development and new job and business creation within SCOR)
- 4. Entrepreneurs and Businesses Seeking a Competitive Location for their Investment**  
(This target market would include entrepreneurs with existing businesses in other regions who are seeking a new location in which to grow and expand their business)
- 5. Governments of Canada and Ontario & their Agencies**  
(This target market would include departments and ministries involved in economic development; Centres of Excellence; universities and colleges; economic development associations, e.g. EDAC, National Angel Capital Organization)

For each of these target markets, key marketing messages and the most appropriate marketing vehicles are described. The Marketing & Communications Strategy which has been developed recognizes SCOR's resource limitations and focuses on marketing approaches which take advantage of the Internet via websites and e-mail to build awareness and use of the Portal where possible. Key marketing initiatives include the Business Portal launch, e-mail notices and newsletters, SCOR presentations to

business organizations, directing entrepreneurs to the Portal through search engine optimization and other related initiatives, and the use of the *What's New* bulletin board on the Portal as a place to notify business people across SCOR of upcoming events, new programs, recent successes, etc.

### **Improving & Expanding Entrepreneur Support Services Within SCOR**

The South Central Ontario Region has well-established economic development and community organizations which are offering services of assistance to entrepreneurs and business people in each of the 5 counties. These services are of a high quality with knowledgeable, committed people seeking to help entrepreneurs to start and grow their businesses. Services are most developed to assist entrepreneurs with new business start-ups and business planning, as well as existing businesses, with land, planning and regulatory assistance needs. While there is funding available through CFDCs, the Sand Plains Community Development Fund and other public and private sources, access to capital continues to be a challenge for most entrepreneurs, particularly those starting a business. Strengthening angel investment networks and providing additional alternative sources of financing to entrepreneurs would benefit the Region. Fewer services and resources are available in the Region to assist growing businesses with their product R&D innovation and commercialization requirements. Further, amongst SCOR and its community partners there is some business expertise, but limited specialized knowledge in areas such as marketing, export market development, human resources management and development. Further development of entrepreneur support services is required to address gaps, to ensure that services are available across the Region, and to ensure that the priorities of the SCOR Strategic Management Plan are successfully implemented.

### **Recommendations**

We believe the following recommendations can assist entrepreneurs within SCOR to start and grow their businesses, can assist SCOR to fulfill its Strategic Management Plan, *The Path Forward*, and can increase SCOR's regional competitiveness and support regional economic growth. The recommendations are grouped under two themes – those which related to marketing and further development of the SCOR Business Portal, and those which relate to further development of SCOR services to support entrepreneurs.

#### **SCOR Business Portal**

##### **Recommendation #1:**

***SCOR should market the SCOR Business Portal as suggested in the SCOR Business Portal Marketing & Communications Strategy to build awareness of the availability of entrepreneur support services and assistance which can benefit individuals who are starting businesses or seeking to grow and expand their businesses in the Region.***

This Business Portal Marketing & Communications Strategy must be consistent with and complement the overall Communications Plan of SCOR EDC. (See *The Path Forward* Recommendation #X).

##### **Recommendation #2:**

***SCOR economic development organizations and community partners should review and update their websites where necessary to identify clearly on their home pages the entrepreneurship and business support services they offer with appropriate links to further information on these services***

**Recommendation #3:**

***SCOR economic development organizations and community partners should identify their relationship to SCOR and provide a link to the SCOR website and the SCOR Business Portal***

**Recommendation #4:**

***SCOR should prepare a plan for the future development of the SCOR Business Portal and its linkages to additional resources and programs, giving consideration to possible links to private sector organizations and the inclusion of paid advertising***

**SCOR Services to Support Entrepreneurs**

**Recommendation #5:**

***SCOR should lead intergovernmental/interagency efforts to better coordinate and enhance the collective services offered across the region and seek to offer cooperatively a more focused range of services to meet the needs of SCOR entrepreneurs and businesses by:***

***I. Developing new to meet identified gaps and acting cooperatively in their delivery. These new services should include:***

- Marketing
- Export marketing
- Product R&D, innovation and commercialization
- Networking and mentorship
- Angel investor and venture capital assistance

***II. Developing more complementary specialist expertise in industries and sectors which are SCOR priorities as identified in the SCOR Strategic Management Plan and should include:***

- Manufacturing: Advanced food processing and cross-sector product development, e.g. pharmaceuticals, construction
- Manufacturing: Automotive assembly and parts supply
- Manufacturing: Fabricated metal processing
- Tourism and Culture
- Green Industry
- Renewable Energy

***III. Eliminating any unnecessary overlap and / or duplication in mandate and service provision in the following areas:***

- Business registration
- Business planning
- Small business advisory / consultation

***IV. Ensuring that services as much as possible are readily and equitably available in all areas of SCOR. Entrepreneur service organizations should consider how they can provide service across the Region, including rural areas, in coordination with others by:***

- altering their service boundaries
- establishing satellite offices
- extending communications regionally
- establishing Internet links with others in the Region

**Recommendation #6:**

***SCOR should continue to implement its Expanding Research, Development & Commercialization priority to diversify the agriculture sector and to develop a Centre of Excellence providing rural and agricultural solutions to climate change, as documented in The Path Forward. SCOR should also work with industry within the Region and with Ontario universities and with the support of the federal and provincial governments to develop other Centres of Excellence and / or university research projects to support investment and the product R&D, innovation and commercialization in such priority sectors as green industry, renewal energy, and auto parts manufacturing.***

**Recommendation #7:**

***SCOR should increase local entrepreneur access to funding and investment capital by:***

- a) promoting awareness and use of the Business Portal which identifies contacts and funding sources within SCOR which would address entrepreneur needs***
- b) strengthening and developing angel investor networks and contacts within SCOR and increasing the number of opportunities where entrepreneurs can share their business ideas with possible investors***
- c) undertaking specific initiatives which increase the availability of capital to local entrepreneurs, including the recommended \$50m SCOR Innovation Fund as described in The Path Forward***
- d) establishing initiatives which would improve the infrastructure needed for business growth, including the establishment of community improvement plans, putting in place tax increment financing for certain development areas, developing business incubators, and addressing existing land use and transportation constraints where they exist***
- e) working with local financial institutions, investors and existing businesses in SCOR to better facilitate the funding of industrial development in SCOR's priority sectors, e.g. green industry, metal fabrication and manufacturing***

**Recommendation #8**

***SCOR, with its community partners, should develop increased networking and mentoring opportunities to facilitate the exchange of information amongst entrepreneurs, investors and local businesses, and to assist small and medium-sized enterprises to access knowledge and expertise which they may not have available within their own organizations.***

**Recommendation #9:**

***SCOR should increase its investment attraction activities and continue its cooperative marketing and other joint initiatives with other regional organizations, e.g. SWEA, SOMA, RTOs, where such partnerships are supportive of SCOR's objectives and priorities, and where SCOR's competitive advantage will be enhanced through the partnership activities.***

Implementing these recommendations can contribute significantly to increased investment and economic development across SCOR

## 1. Introduction

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The South Central Ontario Region (SCOR) Economic Development Corporation is a partnership of the five counties of Brant, Elgin, Middlesex, Norfolk and Oxford. The SCOR EDC is committed to growing the regional economy and improving the quality of life for all residents in the Region and implement the SCOR Strategic Management Plan, *The Path Forward* to improve the Region's overall economy. The Strategic Management Plan identified that Supporting Entrepreneurship was a key priority and to address this priority the SCOR retained GGA • Management Consultants, TCI Management Consultants and Spectrum Solutions to assist them<sup>1</sup>. The objectives of the Supporting Entrepreneurship project were as follows:

- To support sustainable economic growth & diversify the regional economy
- To support entrepreneurs, new & existing businesses to establish themselves & grow within the region
- To provide business with improved access to regional business support information, services & government programs
- To assist existing economic development & business support service organizations within SCOR to better coordinate their services to entrepreneurs & the business community

To address these objectives, several inter-related initiatives were undertaken, including:

- A review of entrepreneur and business support services currently being provided by the counties that constitute the SCOR partnership and their community partners in the Region (see Chapter 4 of this Report which documents this assessment, and validates the need for the Business Portal subsequently discussed)
- Several initial workshops with a Steering Committee to develop the principles and agree upon the purpose and functionality of a Business Portal supporting entrepreneurship
- Development of a Business Portal providing businesses and entrepreneurs with access to information and services which can assist them to start and grow their businesses and which could be used as an effective tool by service providers to assist the business community
- Community consultation workshops in each of the counties to present the draft Business Portal, to educate service providers in its use, and to explore existing gaps and future needs with respect to entrepreneur support services in the Region
- Development of a Marketing & Communications Strategy to build awareness of and encourage use of the Business Portal
- Development of an Assessment of current entrepreneur support services in SCOR, identification of service gaps and the need for future service development of the SCOR Strategic Management Plan and its priorities are to be successfully achieved

This report summarizes these initiatives and makes recommendations relative to the future development of entrepreneur support services within SCOR. In section 2 which follows an overview is provided of the SCOR Business Portal.

It was also determined that a SCOR Business Development Officer position would be established as a central resource for potential entrepreneurs. This position would be responsible for having a broad general knowledge about all sources of information on the site, as well as be responsible for reviewing currency and updating the site as appropriate. Thus any individual browsing the site could easily call or email personally either the Business Development Officer (i.e. entrepreneurial specialist) or any other economic development officer or entrepreneur service provider in SCOR.

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<sup>1</sup> 'Supporting Entrepreneurship' was the second of 15 priorities identified in the original strategic plan for the organization, and one of 6 which were deemed to be of the highest priority, hence the phrase 'Priority #2' in the title of this document.

## 2.0 SCOR Business Portal

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### 2.1 Objectives of the Business Portal

The Business Portal was developed with the following objectives:

- To provide up-to-date information to assist existing business owners to start and grow their businesses within South Central Ontario Region
- To provide information on entrepreneur support services available through SCOR and its community partners and the contact information to assist businesses to talk to the most appropriate local sources of assistance
- To provide information on entrepreneur support programs and assistance available from the Governments of Ontario and Canada and their agencies which have relevance for businesses in SCOR
- To provide this information through a practical and user-friendly website which can be accessed by entrepreneurs directly and which can also be used by economic development and business support organizations within SCOR as a tool to assist their clients
- To develop a website architecture which can be easily maintained and updated over time

It was decided early on in the project that the easiest and most appropriate way to address these objectives and to provide the information required with a minimum of effort on the part of the individual seeking information would be through the use of Frequently Asked Questions (FAQs) as a decision tree inquiry tool.

A key objective established at the outset of the project was to direct the individual browsing the website to an actual economic development partner within SCOR, as opposed to an information source outside the region (e.g. provincial or federal government programs). An 'entrepreneur specialist' or Business Development Officer position serving all of SCOR was identified as the preferred first source of information, followed by other ED offices and agencies throughout the region.

It was also decided by the Steering Committee that the Portal should not link at this time to private sector providers such as banks, real estate agencies, consultants, etc., but rather focus upon the provision of public services. As well, it was determined that advertising would not be sold on the site as a means of funding this initiative. These decisions do not preclude these directions from being pursued at some future point, and the Portal is sufficiently flexible to be adapted to these opportunities if deemed advisable in the future.

### 2.2 Overview of Business Portal

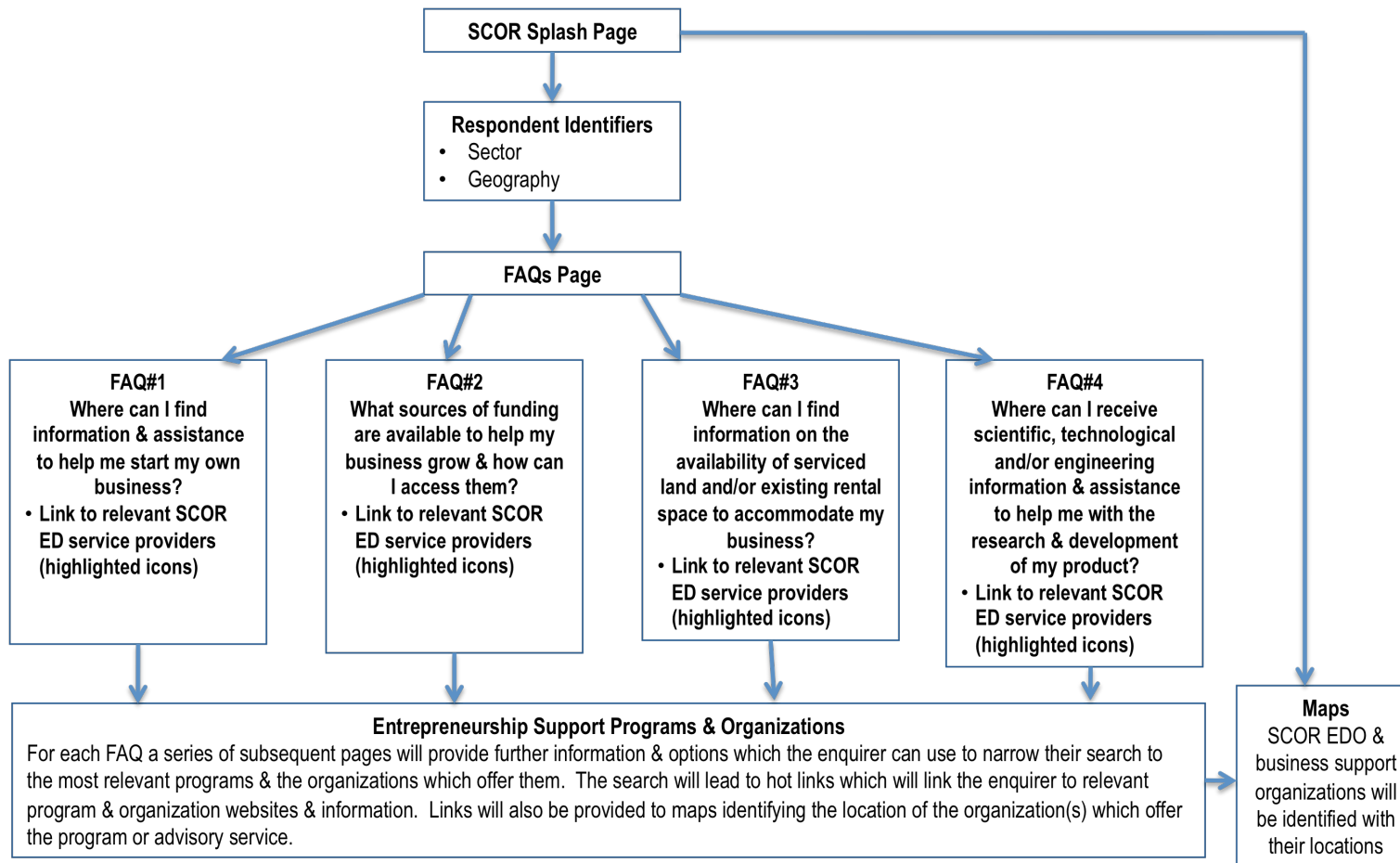
The Business Portal was developed in five steps:

1. Information on entrepreneur support services currently available through SCOR and its community partners was assembled
2. Entrepreneur support services and programs available through the Governments of Ontario and Canada were researched and services and programs of particular relevance to the Region identified
3. A website architecture was developed featuring a Welcome Page and a decision tree inquiry capability using Frequently Asked Questions (FAQs)
4. Review by our Steering Committee of SCOR and community partner representatives, by businesses within SCOR, and by participants in consultation workshops in each county
5. Revisions to finalize the Business Portal to address the comments received

## 2.3 Business Portal Architecture

Chart A presents an overview of the business portal architecture which was developed in consultation with our Steering Committee. A more fully-developed presentation of the website architecture can be found in Appendix 1.

Chart A: Business Portal Architecture



The architecture as presented in Chart A includes a Welcome or splash page which introduces the SCOR partnership, the purpose of the business portal, and contact information for economic development and other community organizations in SCOR. The introductory Welcome Page is followed by a second page which contains the decision tree inquiry capability using Frequently Asked Questions (FAQs).

The FAQs guide the user to relevant sources of information and assistance, including that which is available through:

- SCOR economic development and business service organizations
- Relevant provincial & federal government departments & programs

The FAQs are divided into two channels of inquiry, one which would be of most benefit to those entrepreneurs and business people who are starting a new business, and a second which focuses on the needs of those who have an existing business and wish to grow it.

The Business Portal also has the capability to navigate easily between web pages as the enquiry is undertaken and an ability to return to the FAQs page directly from various pages on the site where it would be helpful.

A series of maps which identify the locations of SCOR economic development and business support organizations by County which can be accessed relative to the requested service or assistance is also a Business Portal feature.

A keyword search capability allows an entrepreneur or business to quickly find the information they need relative to specific business services without necessarily using the FAQs inquiry tool.

Another feature of the Business Portal is the inclusion of a “What’s New” bulletin board page where current and changing information will be posted on a regular basis for review by entrepreneurs in SCOR.

The Business Portal has been designed to direct entrepreneurs first to the individual and organization within SCOR most likely to be able to provide them with the information they need, and secondly to program and service information.

The program and service information which has been included in the Business Portal is comprehensive but not exhaustive and has been selected in consultation with our Steering Committee based on a determination of what would be most relevant to entrepreneurs in SCOR. A key consideration was the provision of the most up-to-date information with a minimum need for this information to be updated by SCOR itself.

The Business Portal has been designed with a graphic and colour scheme complementary to existing SCOR website.

The Business Portal has also been designed with the capability to track usage and to generate relevant statistics.

### **Key Business Portal Components**

The Business Portal includes a decision tree inquiry tool using FAQs. The FAQs are as follows:

#### **Starting Your Business**

FAQ 1: Can I be a successful entrepreneur? Will my business idea be successful?

FAQ 2: Starting a Business? Business plan, name, registration and structure information

FAQ 3: Need funding?

### **Growing Your Business**

FAQ 3: Need funding? (repeated as funding is a likely requirement whether starting or growing a business)

FAQ 4: Need serviced land, existing rental space or permits?

FAQ 5: Need product R&D, innovation and/or commercialization assistance?

FAQ 6: Need market research, marketing and/or sales assistance?

FAQ 7: Exporting your product?

FAQ 8: Need human resources, recruiting and/or training assistance?

FAQ 9: Want to network with other entrepreneurs?

The Business Portal includes links to the following SCOR and community partners:

- SCOR Office
- Economic Development Offices
- Community Futures Development Corporations (CFDCs)
- Canada Business Ontario Service Centres
- Chambers of Commerce
- Business Improvement Areas and Business Associations
- Workforce Planning & Development Boards

The Business Portal also includes links to other organizations, including to Business Development Bank Canada, Farm Credit Canada and Ontario Federation of Agriculture, which actively support business in the Region, as well as to provincial and federal government economic development and business support programs and services. Links are also provided to research centres and consortiums, including Innovation Centre for Entrepreneurs, Erie Innovation Centre, the Ontario Centres of Excellence, Excellence in Manufacturing Consortium. Links are also provided to colleges and to human resource services providers.

The Business Portal will evolve over time with the addition of additional features and links to entrepreneur and business support services.

**To access the Portal go to URL: [www.scorbusinessportal.com](http://www.scorbusinessportal.com)**

Section 3 of the Report which follows, outlines the Marketing & Communications Strategy to promote awareness of the Business Portal and to encourage its use by entrepreneurs, economic development organizations and other community partners in SCOR is described.

### 3.0 SCOR Entrepreneurship Business Portal Marketing & Communications Strategy & Recommendation

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This SCOR Entrepreneurship Marketing and Communications Strategy has been developed taking into consideration that SCOR is a new organization with limited resources. Emphasis within the Plan is placed on increasing awareness of and driving entrepreneurs and businesses to the Portal using existing SCOR organizations and community partners and low-cost communications vehicles, e.g. Internet. Provision is made for paid advertising at some future point: however, it is recognized that this will be dependent upon available funding and should be considered in conjunction with broader branding and marketing of SCOR as a highly desirable location for investment and business growth.

#### 3.1 Purpose of the Marketing & Communications Strategy for SCOR's Entrepreneurship Business Portal

There are four objectives which the Marketing and Communications Strategy seeks to achieve:

The first objective of the Marketing and Communications Strategy is to inform those providing economic development services throughout the SCOR region of the existence of the SCOR Entrepreneurship Business Portal and its utility, and of the SCOR Business Development Officer position. The economic development service providers will then be in a much stronger position to provide advice to entrepreneurs and small businesses. The service providers should be able to use the Portal to direct entrepreneurs and small businesses to the organizations and services which can best meet their needs within the Region.

A second objective is to ensure that entrepreneurs and small business owners within SCOR are aware of and can easily find the Portal on their own (without *necessarily* the intermediary of an economic development professional – although once they get into the site they are strongly encouraged to do so).

A third objective is to increase the awareness of SCOR and the services which are available to investors from outside the Region which are a competitive advantage and a reason for locating in the five counties.

A fourth objective is to increase awareness of SCOR and the Business Portal amongst other levels of government and the departments which provide entrepreneur and business support programs and funding; with Centres of Excellence; with universities and colleges, and with associations which provide entrepreneur support services in Ontario and Canada.

#### 3.2 Target Markets for SCOR Business Portal

Following from the above, the target markets for the SCOR Entrepreneurship Business Portal are defined as follows:

1. **Economic Development Organizations & Business Support Agencies Throughout SCOR**
2. **Entrepreneurs, Small Businesses and Business Organizations Throughout SCOR**
3. **Municipalities, both County and Local, Employment Counselors, and other Professionals and Stakeholder Groups**  
(This target market would include all individuals and organizations with a general interest in economic development and new job and business creation within SCOR)
4. **Entrepreneurs and Businesses Seeking a Competitive Location for their Investment**  
(This target market would include entrepreneurs with existing businesses in other regions who are seeking a new location in which to grow and expand their business)
5. **Governments of Canada and Ontario & their Agencies**

(This target market would include departments and ministries involved in economic development; Centres of Excellence; universities and colleges; economic development associations, e.g. EDAC, National Angel Capital Organization)

### **3.3 Marketing Messages & Communications Vehicles for Each of the Target Markets**

#### **3.3.1 Economic Development Organizations & Business Support Agencies Throughout SCOR - Target Market #1**

##### **Marketing Messages:**

- (1) entrepreneur development is a priority activity throughout the SCOR region
- (2) the SCOR Entrepreneurship Business Portal provides immediate access to over 320 entrepreneur support services and programs
- (3) the Portal can help you as a service provider to increase your effectiveness in assisting your clients

##### **Communications Vehicles:**

###### **Launch Event**

- (1) launch event for Business Portal, to inform EDOs, other economic development professionals, and the media of the purpose and existence of the Business Portal
- (2) creation (and distribution to all broadcast and print media throughout SCOR) of press release to accompany launch event
- (3) email SCOR EDOs and other community partners the press release and request that they forward the press release to all of the businesses and other organizations which are on their client lists and business directories

###### **Ongoing Communications**

- (4) creation of a communications e-letter regarding new developments and items of interest on the Business Portal to be e-mailed quarterly to EDOs and community partners
- (5) encourage EDOs and community partners to post news items on *What's New* bulletin board through SCOR Business Development Officer
- (6) encourage SCOR partners to communicate the Business Portal through their web sites (what's new, web links) and electronic newsletters on an ongoing basis

#### **3.3.2 Entrepreneurs, Small Businesses and Business Organizations Throughout SCOR - Target Market #2**

##### **Marketing Messages:**

- (1) SCOR Business Portal – “one window” access to entrepreneur services
- (2) can provide guidance and self-help to you as you start and grow a business
- (3) one “click” to service providers and funding sources
- (4) the SCOR Business Development Officer, your local EDO, or SCOR community partner – contact information provided here

##### **Communications Vehicles**

- (1) SCOR General Manager and Business Development Officer to make presentations about the SCOR Business Portal and other SCOR initiatives to SCOR business organizations at their monthly meetings over the coming year, e.g. Chambers of Commerce, service organizations, e.g. Rotary, Lions

- (2) county and municipal governments encouraged to distribute press release or other notice to businesses (and residents) with utility bills or other established mailings within the counties
- (3) links on all economic development partner web sites throughout SCOR region to the SCOR Entrepreneur Business Portal (as well as to the main SCOR website itself)
- (4) notification in all job placement and employment development offices, career centre, student guidance offices, etc. of telephone number and email address of SCOR Business Development Officer, as well as link to Business Portal
- (5) (on a test basis) periodic ads placed in media throughout the SCOR region with telephone number and email address of SCOR Business Development Officer, as well as link to Business Portal (along with monitoring to see if there is a spike in interest and follow-through)
- (6) ensure that Business Portal is tagged appropriately so that it is easily found by search engines

### **3.3.3 Municipalities, both County and Local, Employment Counselors, and other Professionals and Stakeholder Groups - Target Market #3 Marketing Messages**

- (1) entrepreneur development is important to economic growth throughout the SCOR region, as identified in the SCOR Strategic Management Plan – *The Path Forward*
- (2) Business Portal and SCOR Business Development Officer – one window access to entrepreneur services which can assist you, your clients and residents
- (3) Specific information on County and municipal economic development services and human resources services and programs

#### **Communications Vehicles**

- (1) notification and possibly presentations to County Council and municipal councillors of SCOR and its Business Portal to support entrepreneurs and periodic updates on SCOR accomplishments relative to priorities
- (2) letter notification to employment agencies, etc. to inform them of this initiative to support individuals who may wish to start a business as an alternative to employment by others

### **3.3.4 Entrepreneurs and Businesses Seeking a New Location for their Investment – Target Market #4**

#### **Marketing Messages**

- (1) SCOR Business Portal – your gateway to SCOR’s competitive advantages and the benefits of locating your business in the Region
- (2) SCOR Business Portal – one window access to entrepreneur and business support services
- (3) targeted information to answer your business questions
- (4) SCOR welcomes entrepreneurs and new businesses and is committed to helping them grow;
- (5) SCOR is an economic region where business and government work together to improve the conditions for business growth; and

#### **Communications Vehicles**

- (1) optimization of Business Portal URL description and key words to increase the profile of the Portal with search engines
- (2) provide for “Alerts” and RSS feeds to encourage entrepreneurs once they have found the Portal to return
- (3) provide new content via What’s New bulletin board on a continuous basis, again to encourage return visits
- (4) establish links between SCOR Business Portal and social media, e.g. Facebook, Twitter; consider a blog as part of further Portal development

- (5) as part of a broader branding and marketing effort, consider advertising the merits of SCOR and the existence of the Business Portal in one or more Canadian business publications (on a pilot basis, measuring the return against the expenditure)
- (6) support development of the *Bear's Lair* (or similar) venture capital for small business initiative in SCOR to help publicize SCOR and the Business Portal to entrepreneurs, possibly through community television cable provider

### 3.3.5 Governments of Canada & Ontario & their Agencies – Target Market #5

#### Marketing Messages

- (1) SCOR's Business Portal directs entrepreneurs and business people to your programs and services
- (2) SCOR welcomes entrepreneurs and new businesses and is committed to helping them grow;
- (3) SCOR is an economic region where business and government work together to improve the conditions for business growth

#### Communications Vehicles

- (1) e-mail press release to all regional offices of Federal and Ontario Government departments and ministries in south-western Ontario
- (2) e-mail press release to presidents of universities and colleges
- (3) e-mail press release to Centres of Excellence and selected entrepreneur support organizations
- (4) SCOR welcomes investment related referrals and inquiries

### 3.4 Description of Principal Communications Vehicles

#### 3.4.1 The Launch Event

The event has been planned and is taking place on May 27, 2011.

#### 3.4.2 SCOR EDC & Regional Partner Websites, E-Mail Blasts & "Piggy-Back" Marketing

SCOR and its regional partners should use their websites to promote awareness of the SCOR Business Portal by hot-linking their sites to the SCOR Business Portal. Regional partners should review and update their websites where warranted to clearly identify their entrepreneur support services. Periodic e-mail blasts by SCOR EDC and regional partners to their clients and stakeholders, directing them to the SCOR Business Portal, including the "What's New" bulletin board, should be undertaken. "Piggy-Back" marketing can also be effective in "spreading the word", e.g. inclusion of SCOR Business Portal information with municipal utility bills to business; inclusion of SCOR Business Portal information with invitations to business events sponsored by Chambers of Commerce or service clubs, e.g. Lions, Rotary.

#### 3.4.3 Regular E-Newsletter

Another very useful communications vehicle will be a regular (quarterly) electronic newsletter explaining any new developments in SCOR (particularly of interest to the entrepreneurial audience) sent out to all those in the ED community, other municipal staff and politicians, interested stakeholders, etc. (More frequently than this, and the newsletter runs the risk of being perceived as SPAM; less frequently and recipients may forget what it is all about). Topics to be covered would include:

- any new information about government programs or services for entrepreneurial assistance
- any new changes or revisions to the Business Portal itself

- ‘entrepreneur success stories’

This could be coordinated with further information on the *What’s New* bulletin board.

The purpose of the e-letter will simply be to keep the Business Portal and Business Development Officer position front and centre with the most relevant audiences and should be considered for implementation in 2012.

#### **3.4.4 Brochures, Printed Collateral & Press Coverage**

SCOR EDC should create a media kit with printed brochures and other collateral for its own and regional partner use to publicize the Business Portal to the business community locally and to potential investors from outside the Region. SCOR EDC should encourage coverage of economic successes and SCOR activities in articles in local media and Canadian business publications.

#### **3.4.5 Use of Social Media**

The SCOR Business Portal should provide links to social media sites like Facebook, Twitter, LinkedIn, and establish the capability for “Alerts” and RSS feeds to encourage users to return to the Portal on a regular basis to learn more about the Region, new services and programs and recent investment project success.

### **3.5 Monitoring & Evaluation of SCOR Business Portal Usage**

SCOR EDC will need to keep track of the use of the SCOR Business Portal and use this information plus feedback from regional partners to make improvement and assess marketing needs. the success of the initiative in terms of assisting entrepreneurs and small businesses. Appropriate tracking measures will include:

- calls fielded by the SCOR Business Development Officer, and number of individuals / businesses assisted
- ‘hits’ on the Portal; linkages within the Portal
- referrals to EDOs and service agencies throughout the region, as a result of individuals going to the Portal and opting to contact their local economic development agency
- new business start-ups (especially any that could directly or indirectly be attributed to SCOR’s efforts in this area
- testimonials (given by business owners / operators) regarding the usefulness of the SCOR information

### **3.6 Further Development of the Business Portal & Linkages to Community Partner Websites**

The quality and content of websites varies considerably across SCOR – some economic development and community organizations have excellent websites and a clear presentation of information and services; others have sites which are harder to access, or have not been kept up-to-date. Still, others do not have websites at all. There is very little if any reference to SCOR on a majority of the websites and most information relates to the county and/or municipality within which they are located. SCOR should also plan the further development of the Business Portal and give consideration to links to additional resources and programs. These could include new services to be established in SCOR. It could also include those services available within the cities of London, St Thomas and Brantford that have relevance for entrepreneurs within SCOR. It could also include the possibility of providing links to private sector organizations, e.g. lawyers, real estate agents and to including paid advertising.

With regard to providing links to private sector organizations and paid advertising, as well as being a revenue source for SCOR, these initiatives could further assist in communicating the existence and benefits of the Portal to the business community. There are many issues which would need to be considered prior to putting such an initiative into effect. It would be beneficial to take into consideration what is learned during the first year of Portal operation, and if linkages to private sector organizations and / or paid advertising are to be made, this should not be implemented before 2012.

### **3.7 Recommendations**

#### ***Recommendation #1:***

***SCOR should market the SCOR Business Portal as suggested in the SCOR Business Portal Marketing & Communications Strategy to build awareness of the availability of entrepreneur support services and assistance which can benefit individuals who are starting businesses or seeking to grow and expand their businesses in the Region.***

This Business Portal Marketing & Communications Strategy should be complemented by a Marketing Plan to promote SCOR and its competitive advantages as an economic region to investors and businesses within the Region, across Ontario and in target markets elsewhere.

#### ***Recommendation #2:***

***SCOR economic development organizations and community partners should review and update their websites where necessary to identify clearly on their home pages the entrepreneurship and business support services they offer with appropriate links to further information on these services***

#### ***Recommendation #3:***

***SCOR economic development organizations and community partners should identify their relationship to SCOR and provide a link to the SCOR website and the SCOR Business Portal***

#### ***Recommendation #4:***

***SCOR should prepare a plan for the future development of the SCOR Business Portal and its linkages to additional resources and programs, giving consideration to possible links to private sector organizations and the inclusion of paid advertising***

In Section 4 of the Report which follows an Assessment of entrepreneur support services available within SCOR is presented, along with Conclusions and Recommendations which would support further development of entrepreneur support services in the Region.

## 4.0 Entrepreneur Support Services in SCOR – Assessment, Conclusions & Recommendations

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### 4.1 SCOR Competitive Economic Advantage & Quality of Life Dependent Upon Fostering Business Success

Economic regions which can generate high numbers of new start-ups and assist businesses to grow rapidly will reap significant benefits, including more jobs, greater employment income, and more tax revenue, to support improved services and a higher quality of life for residents. As economic activity accelerates, new companies and investment will be attracted to the Region increasing the Region's competitive advantage over other regions.

SCOR has recognized this reality and its Strategic Management Plan, *The Path Forward*, has established a vision and identified a range of priority projects to assist entrepreneurs and to increase economic activity in the Region:

#### Vision

- Greatly contribute to achievement of the SCOR Vision & Goals.
- Immediately respond to the challenges of economic change and decline being experienced throughout the region.
- Strategically invest in people, businesses, communities and infrastructure vital to the diversification of the regional economy.
- Bring an estimated investment of \$760M from public sources into the regional economy with approximately \$700M going to public infrastructure.
- Private investment will match or follow.
- Create an estimated 15,500 jobs across the region within five years.
- Become a model of rural economic revitalization demonstrating ways to sustain and expand agriculture while adding and expanding complementary rural and urban economic activity.

#### Priorities

- Maintaining The Competitive Edge
- Supporting Entrepreneurship
- Accessing Business Capital
- Investing in Infrastructure
- Expanding Research, Development & Commercialization
- Recognizing Youth As Innovators

In doing so, SCOR has recognized that entrepreneur support services need to be available and accessible to business people in and outside the Region; also that these services need to provide the full range of support which can contribute to individual business success and an increasingly competitive business advantage for the Region overall.

To assist SCOR in these regards, a review and assessment of available entrepreneur support services within the Region was undertaken to a) assist in the development of the Business Portal, and b) to guide SCOR as it seeks to develop the set of entrepreneur support services and resources needed by business and which will build the regional economy.

## 4.2 Entrepreneurs Can Benefit from Accessible Information, Services & Expertise

Accessing the information and getting the assistance they need is a major challenge for most entrepreneurs. SCOR, County and local economic development organizations and others can help provide the needed information and services. Entrepreneurs are faced with a complex set of information requirements if they are to make effective business decisions. First, if they are starting a business they need to evaluate their business idea, determine what must be done to ensure the idea becomes a successful venture, and appraise their own capabilities to make this happen. Secondly, in starting their business, entrepreneurs must choose a name, register their company with government, and make decisions regarding the structure under which the company should operate, e.g. sole proprietorship, partnership, incorporated company. They will also need to prepare a business plan to guide their actions and, importantly, to assist them when seek financing. Preparing a business plan is a challenging undertaking for many business people, yet it is one of the most important initiatives which must be completed.

Once the entrepreneur has established a business, the challenge is to grow the business through effective marketing, new product development and manufacturing, managing supply chains and distribution, acquiring and training needed human resources, and continuing to build the business contacts and networks from which new business ideas and ventures can emerge.

Through Internet research, interviews and workshops, a review of the existing entrepreneur support services available through SCOR, its community partners and others was undertaken and compared with entrepreneur information needs in the following areas:

### Business Start-up

- Evaluation of new business ideas and entrepreneur capabilities and requirements
- Business planning
- Business name and registration
- Business structure
- Funding assistance and information

### Growth in Existing Businesses

- Land and space acquisition
- Permits and regulations
- Product R&D, innovation and commercialization
- Marketing and sales
- Export marketing
- Human resources recruitment, management and training
- Networking and contacts with other entrepreneurs and business people

The entrepreneur support services of the following organizations within each of the counties in SCOR were documented and analyzed (summaries for each county can be found in Appendix 2):

- County Economic Development Departments
- Local Municipal Economic Development Departments (where they exist)
- Workforce Planning & Development Boards

- Community Futures Development Corporations
- Business Improvement Organizations and Business Associations
- Chambers of Commerce
- Canada Business Ontario Service Centres
- Business Development Bank of Canada

Other organizations located in each of the Counties which provide entrepreneur support services on a not-for-profit basis were also identified and their services described. Examples include, Erie Innovation Centre, Excellence in Manufacturing Consortium, Tourism Destination Marketing Organizations, amongst others. In addition, research was undertaken regarding provincial and federal government programs and services which could benefit investors and businesses in SCOR.

### **4.3 Assessment, Conclusions & Recommendations**

The South Central Ontario Region has well-established economic development and community organizations which are offering services of assistance to entrepreneurs and business people in each of the 5 counties. Our review would suggest that these services are of a high quality with knowledgeable, committed people seeking to help entrepreneurs to start and grow their businesses. Amongst themselves, service providers have also sought to identify federal and provision government programs to assist entrepreneurs in the Region where service and / or expertise is not available in SCOR. We were impressed by the interest and cooperative approach being expressed to addressing regional economic issues by those who participated in our interviews and workshops, and by our Steering Committee. However, on balance there is seen to be a need for a coordinated source for all information needs of entrepreneurs: hence the Business Portal developed in the foregoing sections of this Report. Further development of entrepreneur support services is also required to address gaps and to ensure that services are available across the Region.

#### **4.3.1 Entrepreneur Support Services in SCOR – Gaps & Overlaps**

Entrepreneur support services offered across SCOR have been focused primarily on small and medium-sized business (SMEs) and new business start-ups. Community Futures Development Corporations (CFDCs) and Canada Business Ontario Service Centres (COBSCs) in particular are focused on SMEs and new business start-ups. County and local municipal economic development organizations do assist SMEs and new business start-ups, but often refer these clients to CFDCs and COBSC after an initial consultation if the SME is not developed to the point of considering its land and space requirements. However, there is a gap in services which would assist medium and larger businesses to develop joint ventures, improve their success in foreign markets, or improve their R&D or supply chains. There is also a lack of complementary expertise in the priority industries and sectors identified in The Path Forward.

For the most part, SCOR entrepreneur support service providers are business generalists with limited specialized expertise resident within their organizations. As a result, clients needing this expertise are often referred to individuals in the provincial or federal governments in Toronto and Ottawa, or to others, e.g. Centres of Excellence, universities are limited and a constraint on SCOR economic development. Expertise in agriculture and food processing are the most available and developed, with the new Erie Agri-Innovation Centre in Norfolk adding to this expertise. The Region would benefit from an increase in specialist expertise and resources through the establishment of additional Centres of Excellence which focus on the high priority sectors identified in the Strategic Management Plan and from university research projects which could be established in SCOR in coordination with Ontario universities, e.g. University of Western Ontario, University of Guelph, Wilfred Laurier University.

With both SMEs and existing larger businesses, service providers primarily take a reactive approach – responding to client requests for service and providing needed assistance. There is limited proactive marketing of available services to the business community beyond the establishment of organization websites, and the sponsorship and participation in business-related events. Staff resources focused on economic development in all SCOR organizations are limited and managers, while wanting to do

more, are constrained by budgets and to some extent by mandates which may have been set at provincial and federal levels. Also, our review suggests that services to support entrepreneurs and to encourage investment from those within the Region, as well as from outside the Region could be better coordinated, and that initiatives and resources might be directed so as to optimize results relative to the resources committed. This could include SCOR, counties, local municipalities and community partners taking specific responsibility and leadership for an entrepreneur support service or investment attraction activity.

Entrepreneur support services are somewhat unevenly available across the Region. For example, while advisory support to new start-ups and SMEs is available across the Region, there is only one County (Elgin, and this only recently) which has established a business incubator which offers work space as well as support services together; seeking to nurture start-ups to a point where they can leave the incubator and grow and expand in another County location. Norfolk is developing a Centre of Excellence – the Erie Agri-Innovation Centre – to support product R&D in the agricultural sector. However, it is the only Centre in SCOR. Other centres to be located elsewhere in SCOR would increase available expertise and improve services to all businesses within the Region.

The single tier and two-tier local governance arrangements and the existence of large urban centres within certain counties affects the availability of and delivery of entrepreneur support services in rural communities. For example, certain economic development services for Middlesex County are located in London; also some entrepreneur support services, e.g. export marketing, R&D, are available but these services are only promoted within the City. In Oxford County economic development services are available in Woodstock, Tillsonburg, Ingersoll and Norwich, but their service areas are focused within their municipal boundaries, not the County as a whole. The County focus is primarily on the tourism sector. Also, provincial and federal economic development programs and regional staff are located mostly in the urban centres, as are the financial services offered by the Business Development Bank of Canada. Ensuring readily available and equitable access to services across the Region should continue to be a SCOR objective. While it will not be possible to have all entrepreneur support services equally available in the Region in terms of location, entrepreneur service organizations should consider how they can provide service across the Region, including the rural areas, in coordination with others by altering their service boundaries; establishing satellite offices; extending communications regionally, and establishing Internet links with others across the Region.

#### **4.3.2 Gaps in Services & Specialist Expertise**

It is generally recognized that services and expertise in the following areas are not available in SCOR to any significant extent:

##### **Gaps in Services**

- Marketing
- Export marketing
- Product R&D, innovation and commercialization
- Networking and mentorship
- Angel investor and venture capital assistance

##### **Gaps in Specialist Expertise**

- Manufacturing: Advanced food processing and cross-sector product development, e.g. pharmaceuticals, construction
- Manufacturing: Automotive assembly and parts supply
- Manufacturing: Fabricated metal processing
- Tourism and Culture
- Green Industry
- Renewable Energy

These resources could be shared across the Region. SCOR economic development and community partners organizations could also develop different specialized capabilities which would make them the “go-to” resource within the Region for certain assistance, e.g. Norfolk and the Erie Innovation Centre as the primary source for in-depth assistance in agriculture and food processing. Other counties could develop enhanced capabilities in other sectors and industries of priority in SCOR, e.g. green industry, renewable energy.

### **Overlaps in Service Provision**

In reviewing the existing entrepreneur support services available within SCOR, we note that there are a number of service providers who are providing the same or similar services. These overlaps in service are focused predominantly in services to support new start-ups and SMEs and include the following:

- Business registration
- Business planning
- Small business advisory / consultation

### **Recommendation #5:**

***SCOR should lead intergovernmental/interagency efforts to better coordinate and enhance the collective services offered across the region and seek to offer cooperatively a more focused range of services to meet the needs of SCOR entrepreneurs and businesses by:***

***II. Developing new services to meet identified gaps and acting cooperatively in their delivery. These new services should include:***

- Marketing
- Export marketing
- Product R&D, innovation and commercialization
- Networking and mentorship
- Angel investor and venture capital assistance

***II. Developing more complementary specialist expertise in industries and sectors which are SCOR priorities as identified in the SCOR Strategic Management Plan and should include:***

- Manufacturing: Advanced food processing and cross-sector product development, e.g. pharmaceuticals, construction
- Manufacturing: Automotive assembly and parts supply
- Manufacturing: Fabricated metal processing
- Tourism and Culture
- Green Industry
- Renewable Energy

***III. Eliminating any unnecessary overlap and / or duplication in mandate and service provision in the following areas:***

- Business registration
- Business planning
- Small business advisory / consultation

**IV. Ensuring that services as much as possible are readily and equitably available in all areas of SCOR. Entrepreneur service organizations should consider how they can provide service across the Region, including rural areas, in coordination with others by:**

- altering their service boundaries
- establishing satellite offices
- extending communications regionally
- establishing Internet links with others in the Region

**4.3.3 Establish Centres of Excellence & University Research & Development Initiatives to Support the Expansion of Research, Development & Commercialization in SCOR**

Currently, within SCOR there is an initiative to establish an Erie Agri-Innovation Centre in cooperation with the University of Guelph. This Centre of Excellence will assist the agricultural sector to develop new products and production methods, including agricultural materials transformed into non-traditional products, e.g. recyclable packaging materials made from starch. There is no other Centre of Excellence in SCOR. Further, because of the location of Ontario universities there is limited collaboration between industry in SCOR and Ontario universities relative to product research, development and commercialization. SCOR should continue to pursue its objective of establishing a Centre of Excellence providing rural and agricultural solutions for climate change as identified in *The Path Forward*. It should also seek to develop Centres of Excellence and collaborative university research projects which are focused on developing new products in the priority sectors identified in *The Path Forward*, e.g. green industry and renewal energy.

**Recommendation #6:**

***SCOR should continue to implement its Expanding Research, Development & Commercialization priority to diversify the agriculture sector and to develop a Centre of Excellence providing rural and agricultural solutions to climate change, as documented in The Path Forward. SCOR should also work with industry within the Region and with Ontario universities and with the support of the federal and provincial governments to develop other Centres of Excellence and / or university research projects to support investment and the product R&D, innovation and commercialization in such priority sectors as green industry, renewal energy, and auto parts manufacturing.***

**4.3.4 Increase Access to Funding & Investment Capital in SCOR**

Entrepreneurs, particularly those starting new businesses, face a significant challenge in obtaining the necessary funding for initial start-up, working capital, purchase of plant and equipment, amongst other needs. Through the establishment of the Business Portal SCOR will provide entrepreneurs with information and assistance that will enable them to access funding through existing government programs, including the programs of the Business Development Bank of Canada. This will help to address one of SCOR's other key priorities – Accessing Business Capital – by providing entrepreneurs with the knowledge and information they need to find funding to support their business. That being said, our review would suggest that services that assist entrepreneurs with access to capital are in need of further development. We noted that in SCOR there is no well-established angel investor group or network where wealthy individuals living in the Region can be made aware of investment opportunities being brought forward by local entrepreneurs.

Our knowledge of Canadian financial institution policies indicates that they are risk averse, require a significant equity contribution by an entrepreneur if a loan is to be provided, and prefer to fund businesses which have a proven financial track record and cash flows. This makes it particularly difficult for entrepreneurs with new start-ups. Also, financial institutions are less willing to lend money where there is a lack of infrastructure to support the business, as this is seen as another risk factor and one which must often be addressed by the entrepreneur using the limited investment funding available. This can be a particular problem for entrepreneurs in SMEs and is a constraint on rural economic development. Raising the awareness of SCOR and the support it is providing to new and existing businesses amongst banks and other

local lenders would be beneficial. Demonstrating that the Region and its governments are “open to business” reduces the perceived risk of investment by these institutions. SCOR support for specific investment projects, whether through direct investment, assistance in addressing infrastructure requirements, and / or assisting with the development and approval process, can all reduce the perceived risk and encourage funding support from financial institutions. SCOR should explore how it can work together with local financial institutions, investors, and existing businesses in SCOR, to better facilitate the funding of industrial development in SCOR’s priority sectors.

Additional initiatives and further development of an angel investor network to increase the availability of capital to assist entrepreneurs are needed and would be beneficial. Also, anything which SCOR can do, working with the counties and municipal governments, to address infrastructure needs across the Region, as well as with respect to specific private sector entrepreneur investment projects, should be supported.

**Recommendation #7:**

**SCOR should increase local entrepreneur access to funding and investment capital by:**

- a) promoting awareness and use of the Business Portal which identifies contacts and funding sources within SCOR which would address entrepreneur needs**
- b) strengthening and developing angel investor networks and contacts within SCOR and increasing the number of opportunities where entrepreneurs can share their business ideas with possible investors**
- c) undertaking specific initiatives which increase the availability of capital to local entrepreneurs, including the Strategic Management Plan’s recommended \$50m SCOR Innovation Fund**
- d) establishing initiatives which would improve the infrastructure needed for business growth, including the establishment of community improvement plans, putting in place tax increment financing for certain development areas, developing business incubators, and addressing existing land use and transportation constraints where they exist**
- e) working with local financial institutions, investors and existing businesses in SCOR to better facilitate the funding of industrial development in SCOR’s priority sectors, e.g. green industry, metal fabrication and manufacturing**

**4.3.5 Existing Networking & Mentoring Opportunities Beneficial but In Need of Further Development**

Networking and mentorship assistance is under-developed in the Region. The Chambers of Commerce do provide networking opportunities and, together with the local economic development offices, community futures corporations and others, offer joint educational programs and seminars. SCOR entrepreneurs and business people would benefit from a planned approach to better coordinate, communicate and increase networking opportunities, including opportunities where investors can be brought together with business people seeking funds for growth, e.g. *Bear’s Lair*.

Mentorship where a senior experienced business person(s) acts as an advisor to a new small business as a community service on a non-paying basis can also be very effective in ensuring the success of SMEs. Currently, there is no mentorship program or roster of advisors which has been established in SCOR.

**Recommendation #8:**

***SCOR, with its community partners, should develop increased networking and mentoring opportunities to facilitate the exchange of information amongst entrepreneurs, investors and local businesses, and to assist small and medium-sized enterprises to access knowledge and expertise which they may not have available within their own organizations.***

**4.3.6 Increase Investment Attraction Activities in Coordination with Others**

Further developing and promoting SCOR across the Region, across Ontario and in target markets can raise awareness of SCOR's competitive advantages, the services which SCOR offers entrepreneurs, and the benefits which can arise from investment in the Region. The SCOR Business Portal can and will assist in this effort. However, more will need to be done. SCOR is increasing the competitive advantages of the Region relative to other areas in Ontario and elsewhere. These advantages need to be made known to investors and, in particular, to businesses looking to expand or relocate their operations. SCOR should give particular attention to attracting investment in the priority sectors and industries identified in its Management Plan. SCOR's resources for marketing for investment attraction will always be limited. Therefore, it should leverage its available resources where possible by continuing to work in partnership with other regional marketing organizations, e.g. SWEA, SOMA, RTOs. In so doing, it must be careful that it maintains its competitive advantages and freedom to take action, and that such partnerships do not weaken the existing SCOR partnership.

**Recommendation #9:**

***SCOR should increase its investment attraction activities and continue its cooperative marketing and other joint initiatives with other regional organizations, e.g. SWEA, SOMA, RTOs, where such partnerships are supportive of SCOR's objectives and priorities, and where SCOR's competitive advantage will be enhanced through the partnership activities.***

## Appendix 1: Business Portal Architecture

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### SCOR Splash Page

- Introduction to SCOR
- Link to SCOR Corporate Website - <http://www.scorregion.com/>
- Purpose of the Website & its objectives to support entrepreneurs in the 5 counties
- Can we be of assistance? Link to Page 2

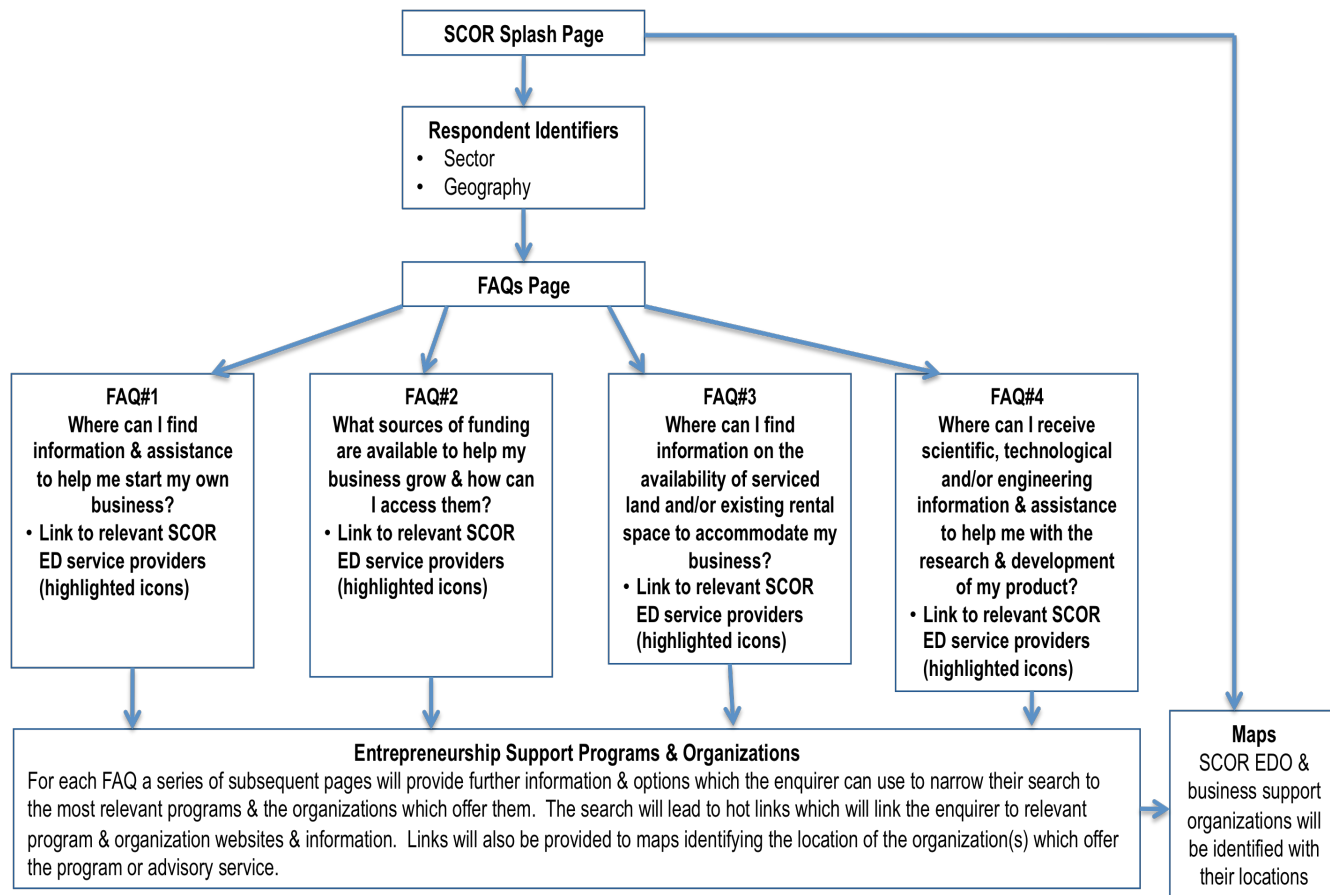


### SCOR Page 2 – Respondent Identifier

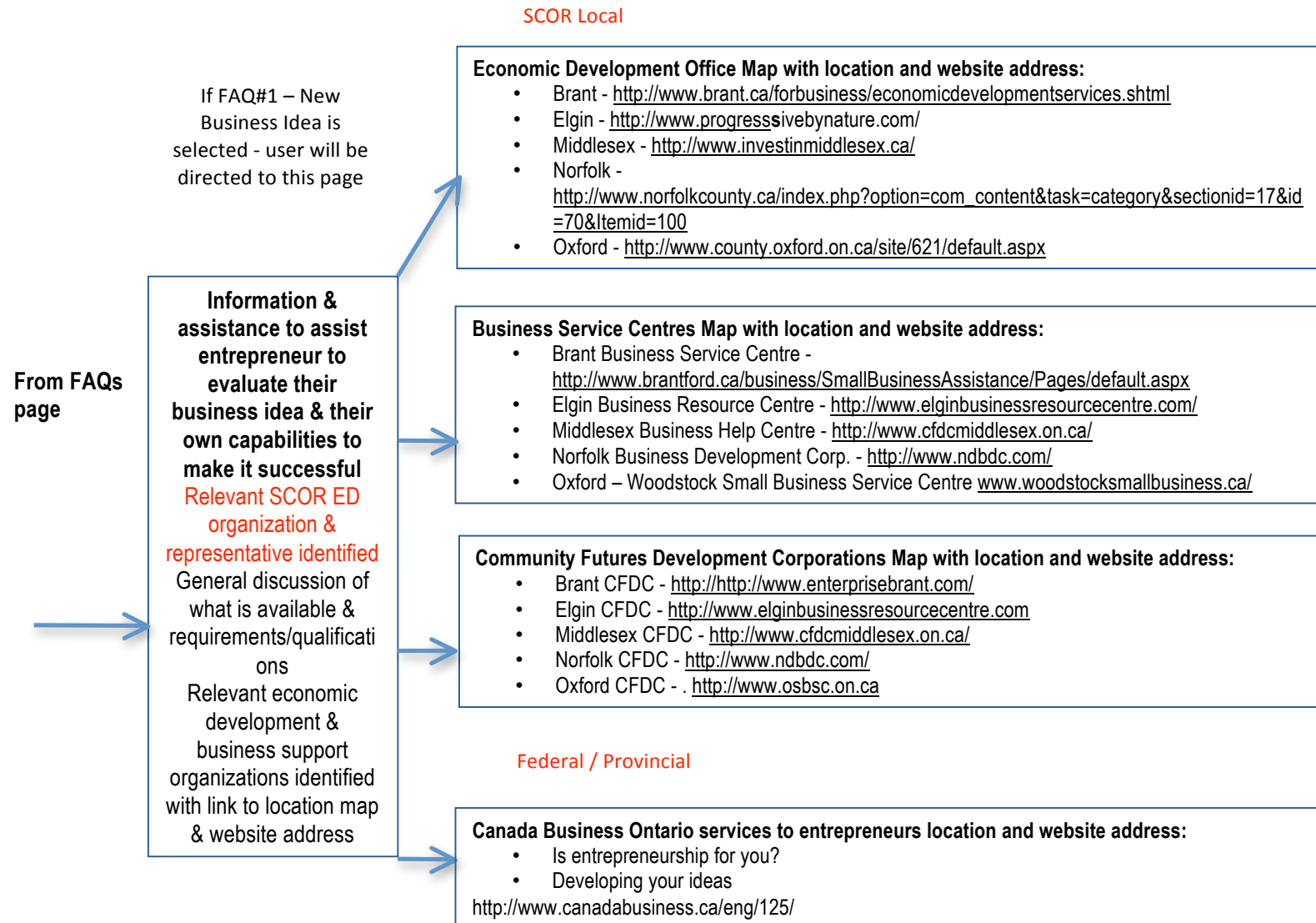
- In order that SCOR might assist you better, could you please answer the following questions:
  - What economic sector is your business in? - drop-down menu of sectors
  - Where is your business located and / or where would you like it to be located? – choice of each of the 5 counties



Business Portal Architecture (cont'd)



## Business Portal Architecture (cont'd)



## Appendix 2: Entrepreneur Support Services in SCOR: County Summaries

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- Brant
- Elgin
- Middlesex
- Norfolk
- Oxford

County of Brant

BRANT Entrepreneur Support Services	County Economic Development Dept.	Local Municipality EDO	Workforce Planning Board	CFDC	BIAs & BAs	Chambers of Commerce	Canada Business Ontario Service Centres	Business Development Bank of Canada	Others Providing Entrepreneur Support Services
<p>1. Purpose / mission of organization</p>	<p>County of Brant Economic Development &amp; Tourism  <a href="http://www.brant.ca/forbusiness/index.shtml">http://www.brant.ca/forbusiness/index.shtml</a></p> <p>Brant County Economic Development can assist you with a variety of your business needs.</p>	<p>No Local municipality EDOs amalgamated into County</p>	<p>Workforce Planning Board of Grand Erie  <a href="http://www.workforceplanningboard.org">www.workforceplanningboard.org</a></p> <p>The Workforce Planning Board of Grand Erie leads the development of local labour market strategies by engaging community partners and maximizing available resources.</p>	<p>Enterprise Brant  <a href="http://www.enterprisebrant.com">http://www.enterprisebrant.com</a></p> <p>To provide financial and consulting services to local businesses with a goal of creating jobs in Brantford and the County of Brant.</p>	<p>Paris Ontario, BIA  <a href="http://parisdowntown.ca/">http://parisdowntown.ca/</a></p> <p>Make every visit to Downtown Paris an experience to remember.</p>	<p>Brantford Brant Regional CofC  <a href="http://www.brantfordbrantchamber.com">http://www.brantfordbrantchamber.com</a></p> <p>Paris &amp; District CofC  <a href="http://www.pariscoc.ca/">http://www.pariscoc.ca/</a></p> <p><b>Brantford Brant CofC:</b> To promote the free enterprise system through improved trade and commerce and to the enhance the economic prosperity and quality of life in Brantford and Brant County.</p> <p><b>Paris CofC:</b> To foster a business environment that enhances the success of our members and improves the quality of life in and around the Paris community</p>	<p>Brantford-Brant Business Resource Enterprise Centre  <a href="http://www.brantford.ca/business/SmallBusinessAssistance/Pages/default.aspx">http://www.brantford.ca/business/SmallBusinessAssistance/Pages/default.aspx</a></p> <p><a href="http://www.canadabusiness.ca/eng/">http://www.canadabusiness.ca/eng/</a></p> <p><b>Brantford-Brant Business Resource Enterprise Centre:</b> We are here to help your business succeed, whether you are just getting started or looking to expand your current operations. We provide information, resources and free professional consultations on all aspects of your business needs.</p> <p><b>Canada Business</b> promotes entrepreneurship and innovation, and provides assistance through an organized network of service centres across Canada</p> <p>Canada Business is a collaborative arrangement among federal departments and agencies, provincial and territorial governments and not-for-profit entities.</p>	<p>BDC Local Office in Brantford.  <a href="http://www.bdc.ca/EN/business-centres/ontario/brantford/Pages/default.aspx">http://www.bdc.ca/EN/business-centres/ontario/brantford/Pages/default.aspx</a></p> <p>BDC promotes entrepreneurship by providing highly tailored financing, venture capital and consulting services to entrepreneurs</p>	<ol style="list-style-type: none"> <li>Regional Tourism Organization #3 – new organization to coordinate tourism regionally in SW Ontario includes County Destination Marketing Orgs.  <a href="http://www.region3tourism.ca/">http://www.region3tourism.ca/</a></li> <li>Brant Tourism Destination Marketing Organization  <a href="http://www.brant.ca/forvisitors/">http://www.brant.ca/forvisitors/</a>                      - marketing assistance to businesses &amp; entrepreneurs</li> <li><b>Human Resources</b> – Brant HR advisory services  <a href="http://www.branthr.ca">http://www.branthr.ca</a>                      - assistance to entrepreneurs with recruitment &amp; hiring</li> <li>Excellence In Manufacturing Consortium  <a href="http://www.emccanada.org/">http://www.emccanada.org/</a>                      - advisory service on product R&amp;D &amp; innovation</li> <li>Interactive Manufacturing Innovation Networks (IMIN)  <a href="http://www.iminonline.ca">www.iminonline.ca</a>                      - information sharing network for entrepreneurs in manufacturing</li> <li>Ontario Federation of Agriculture  <a href="http://www.ofa.on.ca/">http://www.ofa.on.ca/</a>                      - local chapter advises agribusiness entrepreneurs on farm management /expansion issues</li> </ol>

BRANT Entrepreneur Support Services	County Economic Development Dept.	Local Municipality EDO	Workforce Planning Board	CFDC	BIAs & BAs	Chambers of Commerce	Canada Business Ontario Service Centres	Business Development Bank of Canada	Others Providing Entrepreneur Support Services
1. Service or sector specialization.	Business Retention & Growth Serviced land provision.		Human resources – all sectors.	New or existing businesses with start-up, expansion or stabilization plans.	Downtown revitalization, retail.	SMEs but larger companies will also be served.	Small business start-up, expansion, export.	Small & medium-sized enterprises (SMEs).	
2. Programs & services which would be of interest to entrepreneurs. D= Direct – provides service using own resources. R= Referral – provides referral to another org. which provides the service.	Community profiles - D. Business directories - D. Available land & building information - D. Permits & regulation information - D. Zoning information - D. In coordination with Planning Division and Tax Division.	Not applicable.	Labour Market Research & Statistics - <a href="http://www.workforceplanningboard.org/en/node/65">http://www.workforceplanningboard.org/en/node/65</a> Employer Registry <a href="http://www.employerregistry.ca/">http://www.employerregistry.ca/</a> Build Your Business Reports & Information <a href="http://www.workforceplanningboard.org/en/node/3">http://www.workforceplanningboard.org/en/node/3</a> Strategic Partnerships, inc. Passport to Prosperity <a href="http://www.workforceplanningboard.org/en/partnerships">http://www.workforceplanningboard.org/en/partnerships</a> Community Bus. Events Hosting - <a href="http://www.workforceplanningboard.org/en/event">www.workforceplanningboard.org/en/event</a> D	Grants, Loans - D Business consulting / planning - D Business events – D Facilities for meetings - D Equipment for trade fairs - D Cashflow forecasting tool - D Ontario Self-Employment Benefits Program (MTCU program) – D Career Focus Program (under Canada Youth Employment Strategy) – D ( <a href="http://www.enterprisebrant.com/node/326">http://www.enterprisebrant.com/node/326</a> ) D) Sand Plains Community Development Fund (SPCDF)  Sand Plains Community Development Fund is a program created to assist rural communities in the Sand Plains region to build a stronger, more diversified economy. Rural projects in the counties of Brant, Elgin, Middlesex, Norfolk and Oxford may apply for	Business networking & advice.	Marketing information. Community business events & networking.	<b>Brantford-Brant Business Resource Centre</b> Mentorship, computers, internet access, exiting a business,  Canada Business Services provides referrals to government programs to entrepreneurs requiring information. Entrepreneurs can access programs to help with the following services: Starting a Business - <a href="http://www.canadabusiness.ca/eng/bl/og/entry/6189">www.canadabusiness.ca/eng/bl/og/entry/6189</a> Growth & Innovation - <a href="http://www.canadabusiness.ca/eng/145/">www.canadabusiness.ca/eng/145/</a> Grants and Finances - <a href="http://www.canadabusiness.ca/eng/82">www.canadabusiness.ca/eng/82</a> Taxes- <a href="http://www.canadabusiness.ca/eng/83">www.canadabusiness.ca/eng/83</a> Regulations Licenses and Permits - <a href="http://www.canadabusiness.ca/eng/126/">www.canadabusiness.ca/eng/126/</a> Export, Import and Foreign Investment - <a href="http://www.canadabusiness.ca/eng/105">www.canadabusiness.ca/eng/105</a> Hiring and Managing Staff - <a href="http://www.canadabusiness.ca/eng/85">www.canadabusiness.ca/eng/85</a> Business Planning - <a href="http://www.canadabusiness.ca/eng/bl">www.canadabusiness.ca/eng/bl</a>	* Financing: long-term loans for projects and working capital * Consulting services: tailored, quality consulting services at a price businesses can afford * Subordinate financing: hybrid debt and equity financing * Venture capital: direct and indirect investments in high technology companies  (D) the following programs/info is available on CBSB website: Small Business Survival – info on website <a href="http://www.bdc.ca/en/advice/centre/tools/entrepreneurial_self_assessment/Pages/entrepreneurial_self_assessment.aspx">http://www.bdc.ca/en/advice/centre/tools/entrepreneurial_self_assessment/Pages/entrepreneurial_self_assessment.aspx</a>	

BRANT Entrepreneur Support Services	County Economic Development Dept.	Local Municipality EDO	Workforce Planning Board	CFDC	BIAs & BAs	Chambers of Commerce	Canada Business Ontario Service Centres	Business Development Bank of Canada	Others Providing Entrepreneur Support Services
				assistance Tel: 1-877-607-7263 (toll free) Web: <a href="http://www.sandplains.ca">www.sandplains.ca</a>			<a href="http://www.canadabusiness.ca/eng/6189">og/entry/6189</a> Management and Operations - <a href="http://www.canadabusiness.ca/eng/87/">www.canadabusiness.ca/eng/87/</a> Market Research and Statistics - <a href="http://www.canadabusiness.ca/eng/88/">www.canadabusiness.ca/eng/88/</a> Marketing and Sales - <a href="http://www.canadabusiness.ca/eng/89/">www.canadabusiness.ca/eng/89/</a> Selling to Governments - <a href="http://www.canadabusiness.ca/eng/90/">www.canadabusiness.ca/eng/90/</a> Copyright & Intellectual Property Environment and Business - <a href="http://www.canadabusiness.ca/eng/91/">www.canadabusiness.ca/eng/91/</a> <a href="http://www.canadabusiness.ca/eng/92/">www.canadabusiness.ca/eng/92/</a> Exiting your Business - <a href="http://www.canadabusiness.ca/eng/93/">www.canadabusiness.ca/eng/93/</a>  Assistance with Business Regs., Registration, Licenses, etc. R <a href="http://www.canadabusiness.ca/eng/126/">http://www.canadabusiness.ca/eng/126/</a>		
3. Links to programs & services available from others, e.g. SCOR Region Provincial Federal	Brantford-Brant Econ.Dev. (Brantford & Brant County's Joint ED.website) <a href="http://www.brantfordbrant.com">http://www.brantfordbrant.com</a> Start-up assistant for entrepreneurs <a href="http://www.canadabusiness.ca/eng/125/">http://www.canadabusiness.ca/eng/125/</a>		<a href="#">Apprenticeship</a> <ul style="list-style-type: none"> <li>• <a href="#">Apprenticesearch.com</a></li> <li>• <a href="#">Apprenticeship Training Tax Credit Calculator</a></li> <li>• <a href="#">Canadian Apprenticeship Forum</a></li> <li>• <a href="#">Ontario Youth Apprenticeship Program</a> &gt;</li> </ul>			County of Brant <a href="http://www.brant.ca">www.brant.ca</a>  Brantford Brant Econ.Dev. <a href="http://www.brantfordbrant.com">http://www.brantfordbrant.com</a>  Enterprise Brant <a href="http://www.enterprisebrant.com/">http://www.enterprisebrant.com/</a>	<b>Brantford Brant Business Resource Enterprise Centre</b> Ontario Business Program Guide <a href="http://www.ontario.ca/en/business_program/index.htm">www.ontario.ca/en/business_program/index.htm</a> Industry Canada – Forms/resources <a href="http://www.ic.gc.ca/eic/site/ic1.nsf/eng/h_00140.html">www.ic.gc.ca/eic/site/ic1.nsf/eng/h_00140.html</a> Small business Research &	No	

BRANT Entrepreneur Support Services	County Economic Development Dept.	Local Municipality EDO	Workforce Planning Board	CFDC	BIAs & BAs	Chambers of Commerce	Canada Business Ontario Service Centres	Business Development Bank of Canada	Others Providing Entrepreneur Support Services
	<p>Incentive programs  <a href="http://www.brant.ca/forbusiness/incentive_programs.pdf">http://www.brant.ca/forbusiness/incentive_programs.pdf</a>                      Brantford Brant Business Resource Enterprise Centre  <a href="http://www.brantford.ca/business/SmallBusinessAssistance">http://www.brantford.ca/business/SmallBusinessAssistance</a>                      Enterprise Brant (CFDC)  <a href="http://www.enterprisebrant.com">http://www.enterprisebrant.com</a>                      Business Development Bank (Entrepreneurs)  <a href="http://www.bdc.ca/EN/Pages/home.aspx">http://www.bdc.ca/EN/Pages/home.aspx</a></p>		<p>Ministry of Training, Colleges &amp; Universities</p>				<p>Policy  <a href="http://www.ic.gc.ca/eic/site/sbrp-rppe.nsf/eng/h_rd01251.html">www.ic.gc.ca/eic/site/sbrp-rppe.nsf/eng/h_rd01251.html</a>                      Stats Canada –  <a href="http://www.statcan.gc.ca">www.statcan.gc.ca</a>                      Ontario Business Report  <a href="http://www.ontariocanada.com/ontcan/1medt/en/about_obr_en.jsp">www.ontariocanada.com/ontcan/1medt/en/about_obr_en.jsp</a>  <b>Canada Business:</b>                      Link to Canada Business Ontario  <a href="http://www.cbo-eco.ca/en/locations">http://www.cbo-eco.ca/en/locations</a>                      Federal Tax Inf. -  <a href="http://www.cra-arc.gc.ca">http://www.cra-arc.gc.ca</a>                      Provincial Tax Inf. -  <a href="http://www.canadabusiness.ca/eng/83/4669/">http://www.canadabusiness.ca/eng/83/4669/</a>                      Tax Seminars &amp; Inf.  <a href="http://www.canadabusiness.ca/eng/83/4671/">http://www.canadabusiness.ca/eng/83/4671/</a></p>		
<p>4. Contact person information.</p>	<p>Eric Rowen,                      Manger of Economic Development and Tourism 1-888-250-2296 or 519-442-6324 ext. 3017                      eric.rowen@brant.ca.  <a href="http://www.brant.ca/forbusiness/index.shtml">http://www.brant.ca/forbusiness/index.shtml</a></p>		<p>Executive Director: Jill Halyk                       Clarence Street South Suite 103B, Box 12 Brantford, Ontario, N3S 7N8                       Telephone (519) 756-1116 Fax (519)</p>	<p><b>Enterprise Brant</b>                      330 West Street, Unit 10, Brantford, Ontario N3R 7V5  <a href="mailto:Cindy.Swanson.CGA@brantford.ca">Cindy Swanson, CGA</a>                      General Manager (Steering Committee Member)                      Phone: 519-752-4636</p>	<p>Ed McGuire &amp; Lisa Dalpe, Co-Presidents                      Phone: 519-442-2176  <a href="mailto:info@parisdowntown.ca">info@parisdowntown.ca</a>                      David Prang                      519 753-6644                      Fax: 519 753-1939  <a href="mailto:info@downtownbrantford.ca">info@downtownbrantford.ca</a></p>	<p><b>Brantford Brant CoFC</b> Charlene Nicholson, CEO  <a href="mailto:Charlene@brcc.ca">Charlene@brcc.ca</a>                      (519) 753-2617 Ext. 28  <b>Paris CoFC</b>  <a href="http://www.pariscoc.ca">www.pariscoc.ca</a>                      Secretary: Sue Swinton Phone: (226) 208-1159 Email: <a href="mailto:sinjsswint@rogers.com">sinjsswint@rogers.com</a></p>	<p><b>Brantford-Brandt BRC</b>                      Trudy Belanco - Senior Small Business Consultant, Manager of the Business Resource Centre                      519-756-4269 or <a href="mailto:brc@brantford.ca">brc@brantford.ca</a>  <b>Canada Business</b>                      1-888-576-4444 (9:00 AM to 5:00 PM, in every time zone)  <a href="http://www.canadabusiness.ca/eng/page/contact/">http://www.canadabusiness.ca/eng/page/contact/</a></p>	<p>330 West Street Suite 10 Brantford, Ontario N3R 7V5                      Phone: 519 751- 3005  <a href="http://www.bdc.ca/EN/business-centres/ontario/brantford/Pages/default.aspx">http://www.bdc.ca/EN/business-centres/ontario/brantford/Pages/default.aspx</a></p>	<p><b>Tourism</b> – Regional Tourism Organization #3  <a href="http://www.region3tourism.ca/">http://www.region3tourism.ca/</a>  <b>Human Resources</b> – Brant HR advisory services  <a href="http://www.branthr.ca/">http://www.branthr.ca/</a>                      Excellence In Manufacturing Consortium  <a href="http://www.emccanada.org/">http://www.emccanada.org/</a>                      Interactive Manufacturing Innovation Networks (IMIN)  <a href="http://www.iminonline.ca">www.iminonline.ca</a>                      Tourism – Regional Tourism</p>

BRANT Entrepreneur Support Services	County Economic Development Dept.	Local Municipality EDO	Workforce Planning Board	CFDC	BIAs & BAs	Chambers of Commerce	Canada Business Ontario Service Centres	Business Development Bank of Canada	Others Providing Entrepreneur Support Services
			756-4663 www.workforce planningboard.o rg			<a href="#">com</a>			Organization #1 <a href="http://www.norfolkcounty.ca/index.php?option=com_content&amp;task=view&amp;id=801&amp;Itemid=187">http://www.norfolkcounty.ca/index.php?option=com_content&amp;task=view&amp;id=801&amp;Itemid=187</a> Ontario Federation of Agriculture <a href="http://www.ofa.on.ca/">http://www.ofa.on.ca/</a> Canadian Manufacturers & Exporters Ontario <a href="http://on.cme-mec.ca/">http://on.cme-mec.ca/</a>

County of Elgin

ELGIN Entrepreneur Support Services	County Economic Development & Tourism Department	Local Municipality EDO	Workforce Planning and Development Board	CFDC	BIAs & BAs	Chambers of Commerce	Canada Ontario Business Service Centres	Business Development Bank of Canada	Others Providing Entrepreneur Support Services
1. Purpose / mission of organization.	County of Elgin Economic Development & Tourism Department provides services to the business community to support economic growth.	No local EDO's for 7 municipalities	<p>Elgin, Middlesex &amp; Oxford Workforce Planning &amp; Development Board <a href="http://localboard.on.ca/">http://localboard.on.ca/</a></p> <p>To gather local labour market information and bring partners together to work on local solutions to issues raised through the review of the labour market information in consultation with local community members.</p> <p>Labour Market Information. <a href="http://www.workforcedevelopment.ca/labour-market-information/local">http://www.workforcedevelopment.ca/labour-market-information/local</a></p> <p>Employer Registry. <a href="http://www.employerregistry.ca/">http://www.employerregistry.ca/</a></p> <p>Passport to Prosperity. <a href="http://www.workforcedevelopment.ca/passport-prosperity">http://www.workforcedevelopment.ca/passport-prosperity</a></p>	<p>Elgin CFDC <a href="http://www.elginbusinessresourcecentre.com/">http://www.elginbusinessresourcecentre.com/</a></p> <p>The CFD encourages entrepreneurship and the pursuit of economic opportunities.</p>	<p>Port Stanley BIA <a href="http://www.portstanley.net/">http://www.portstanley.net/</a></p> <p>Downtown revitalization, retail.</p>	<p><b>Chamber of Commerce</b> The <a href="#">Aylmer &amp; Area</a>, <a href="#">Dutton/Dunwich</a>, <a href="#">Otter Valley</a> and <a href="#">West Elgin</a> Chamber of Commerce works to maintain and expand agricultural businesses, residential areas, industrial development and build upon tourism opportunities.</p> <p><a href="http://www.aylmerchamber.on.ca/">http://www.aylmerchamber.on.ca/</a></p> <p><a href="http://ddchamber.ca/">http://ddchamber.ca/</a></p> <p><a href="http://www.ottervalleychamber.com/">http://www.ottervalleychamber.com/</a></p> <p><a href="http://www.westelginchamber.ca/">http://www.westelginchamber.ca/</a></p>	<p><a href="http://www.canadabusiness.ca/eng/">http://www.canadabusiness.ca/eng/</a></p> <p>Canada Business promotes entrepreneurship and innovation, and provides assistance through an organized network of service centres across Canada</p> <p>Canada Business is a collaborative arrangement among federal departments and agencies, provincial and territorial governments and not-for-profit entities.</p>	<p><a href="http://www.bdc.ca/EN/Pages/home.aspx">http://www.bdc.ca/EN/Pages/home.aspx</a></p> <p>BDC is the Business Development Bank of Canada. From over 100 offices across the country, BDC promotes entrepreneurship by providing highly tailored financing, venture capital and consulting services to entrepreneurs. A financial institution owned by the Government of Canada, BDC has been serving Canadian entrepreneurs for more than 65 years. Our team helps more than 29,000 businesses reach their full potential. As a complementary lender, we offer loans and investments that supplement services available from commercial financial institutions.</p>	<p>1. Tourism – Regional Tourism Organization #1 – new organization to coordinate tourism regionally in SW Ontario, includes County Destination Marketing Orgs.</p> <p><a href="http://www.norfolkcounty.ca/index.php?option=com_content&amp;task=view&amp;id=801&amp;Itemid=187">http://www.norfolkcounty.ca/index.php?option=com_content&amp;task=view&amp;id=801&amp;Itemid=187</a></p> <p>2. Excellence In Manufacturing Consortium <a href="http://www.emccanada.org/">http://www.emccanada.org/</a> - advisory service on product R&amp;D &amp; innovation</p> <p>3. Interactive Manufacturing Innovation Networks (IMIN) <a href="http://www.iminonline.ca">www.iminonline.ca</a> - information sharing network for entrepreneurs in manufacturing</p> <p>4. Ontario Federation of</p>
2. Service or sector	<a href="http://www.agr.gc.ca/">http://www.agr.gc.ca/</a>		Training Board – human	New business start-	Downtown	Chamber of	Website that provides	Loans and financing	

ELGIN Entrepreneur Support Services	County Economic Development & Tourism Department	Local Municipality EDO	Workforce Planning and Development Board	CFDC	BIAs & BAs	Chambers of Commerce	Canada Ontario Business Service Centres	Business Development Bank of Canada	Others Providing Entrepreneur Support Services
specialization.	<p>Initiatives: SCOR - The South-Central Ontario Region (SCOR) is a partnership of Elgin, Brant, Middlesex, Oxford and Norfolk counties formed to drive economic diversification and growth of the regional economy. <a href="http://www.scorregion.com/">http://www.scorregion.com/</a></p>		<p>resources and training development Labour Market information</p>	ups, entrepreneurs.	Revitalization & Retail	Commerce represents and supports the needs of local business.	information and connects user to all government programs that support entrepreneurs across Canada.	for business development and business start-ups.	<p>Agriculture <a href="http://www.ofa.on.ca/">http://www.ofa.on.ca/</a> - local chapter advises agribusiness entrepreneurs on farm management /expansion issues 5. Elgin Business Women's Network <a href="http://www.ebwn.ca">www.ebwn.ca</a> - group of entrepreneurs committed to the networking and promotion of all women in business. It provides an environment for sharing information and ideas.</p>
<p>3. Programs &amp; services which would be of interest to entrepreneurs. D= Direct – provides service using own resources. R= Referral – provides referral to another org. which provides the service.</p>	<p>Licenses and Permits (D - some forms available on-line) and BizPaL (is an online service that walks you through the business permit and licence process for all levels of government in Elgin County. <a href="http://www.elgin-county.on.ca/ElginCounty/ecaddress.php">http://www.elgin-county.on.ca/ElginCounty/ecaddress.php</a>) Land and Space service D <a href="http://www.progressivebynature.com/ElginCounty/EDT/default.aspx">http://www.progressivebynature.com/ElginCounty/EDT/default.aspx</a> Business Directory  \all CFDC programs  **New idea** - link to survey monkey on-line business survey</p>		<p>The Elgin Middlesex Oxford Workforce Planning and Development Board offers the programs below Their focus seems to be on training as opposed to entrepreneurial advice or support.  <b>(D) Passport to Prosperity</b> - (P2P) is an Ontario-wide initiative created to promote the benefits of school-to-work partnerships; recruit employers to partner with schools; and provide resources to facilitate these partnerships, for the benefit of employers and high school students.  (D) SLOME is an independent not-for-profit project of the Elgin, Middlesex, Oxford Local Training Board, which</p>	<ul style="list-style-type: none"> <li>- Small Business Loans (D)</li> <li>-Business Plan Assistance (D)</li> <li>- Free access to entrepreneur-specific information, including: booklets, pamphlets, brochures, articles, and web sites Free computer and Internet access (for business purposes) (D)</li> <li>- Market Research Assistance (D)</li> <li>- Seminars and Training (D)</li> <li>-Business Counselling Services</li> </ul>	Port Stanley BIA Business Directory on website	<ul style="list-style-type: none"> <li>· Business Start-up Checklist</li> <li>· Business Start-up Contacts Lists -</li> <li>Business After 5 Networking Events -</li> </ul>	<p>(R) Canada Business Services provides referrals to government programs to entrepreneurs requiring information. Entrepreneurs can access programs to help with the following services:</p> <ul style="list-style-type: none"> <li>- Starting a Business</li> <li>- Growth and Innovation</li> <li>- Grants and Finances</li> <li>- Taxes</li> <li>- Regulations Licenses and Permits</li> <li>- Export, Import and Foreign Investment</li> <li>- Hiring and Managing Staff</li> <li>- Business Planning</li> <li>- Management and Operations</li> <li>- Market Research and Statistics</li> <li>- Marketing and Sales</li> </ul>	<p>BDC offers (D):</p> <ul style="list-style-type: none"> <li>- financing solutions</li> <li>-consulting services (Entrepreneur Start-Up info, Business start-Up Advice, Business Plan Assistance, - venture capital services</li> </ul> <p>BDC offers loans (iv) – “turn key financing” in the following areas:</p> <p>Commercial real estate Equipment and machinery purchase Working Capital For Growth Project Start-up Financing Business Succession Market Expansion Projects without</p>	

ELGIN Entrepreneur Support Services	County Economic Development & Tourism Department	Local Municipality EDO	Workforce Planning and Development Board	CFDC	BIAs & BAs	Chambers of Commerce	Canada Ontario Business Service Centres	Business Development Bank of Canada	Others Providing Entrepreneur Support Services
			<p>partner youth, education and business. Offers Career Exploration and support for youth with access to information and link to employers to support School to work transition programs</p>	<p>and Affordable advice through our accountant/lawyer referral service. Workshops and seminars at low cost for clients (D)</p> <p>- Networking and professional development opportunities D</p> <p>- Guidance on licenses, permits, regulations and other requirements Business registration R or New Services - Board Room Rental (D)</p> <p>(link from County EDT site)</p> <p><b>(D) - Sand Plains Community Development Fund (SPCDF) – the Middlesex CFDC administer this program</b></p> <p>Sand Plains Community Development Fund is a program created to assist rural communities in the Sand Plains region to build a stronger, more diversified economy.</p>			<ul style="list-style-type: none"> <li>- Selling to Governments</li> <li>- Copyright and Intellectual Property</li> <li>- Environment and Business</li> <li>- Exiting your Business</li> </ul> <p>(D) the following programs/info is available on CBSB website::</p> <p>Small Business Survival – info on website</p> <p><a href="http://www.bdc.ca/en/advice-centre/tools/entrepreneurial_self_assessment/Pages/entrepreneurial_self_assessment.aspx">http://www.bdc.ca/en/advice-centre/tools/entrepreneurial_self_assessment/Pages/entrepreneurial_self_assessment.aspx</a></p> <p>For complete listing of CSBC services in Elgin County please see Elgin CFDC. Programs are the same as for Elgin CFDC.</p> <p><a href="http://www.elginbusinessresourcecentre.com/">http://www.elginbusinessresourcecentre.com/</a></p>	<p>Tangible Assets Aboriginal Banking</p> <p>Consulting Service provided by BDC Consultants include:</p> <ul style="list-style-type: none"> <li>- Business Planning Services</li> <li>- Assess your business potential</li> <li>- Business Plan Assessment</li> <li>- Financial Planning</li> <li>- Market Research</li> <li>- Marketing Plan</li> <li>-Export Planning</li> <li>-Globalization</li> <li>- E- Business Strategy</li> <li>- Manage Human Resources</li> <li>- Tax Credit eligibility assessment re: Scientific Research and Experimental Development (SR&amp;ED) -</li> <li>- Technology Planning</li> <li>- Innovation Planning</li> <li>- ISO 9000 – Quality Management</li> <li>- ISO 14000 – Environmental Management</li> <li>- HACCP/ISO 22000 – food safety systems</li> <li>New - Entrepreneur tips and testimonials available on website</li> <li>-BDC offers Subordinate Financing – D</li> <li>- BDC Venture Capital is a major venture</li> </ul>	

ELGIN Entrepreneur Support Services	County Economic Development & Tourism Department	Local Municipality EDO	Workforce Planning and Development Board	CFDC	BIAs & BAs	Chambers of Commerce	Canada Ontario Business Service Centres	Business Development Bank of Canada	Others Providing Entrepreneur Support Services
				Rural projects in the counties of Brant, Elgin, Middlesex, Norfolk and Oxford may apply for assistance Tel: 1-877-607-7263 (toll free) Web: <a href="http://www.sandplains.ca">www.sandplains.ca</a> or <a href="http://www.cfcdmiddlesex.on.ca">www.cfcdmiddlesex.on.ca</a>				capitalist in Canada. They also offer VC support and connections (D). Links to Venture Capitalist partners available on website.  <a href="http://www.bdc.ca/EN/solutions/venture_capital/about_us/Pages/default.aspx">http://www.bdc.ca/EN/solutions/venture_capital/about_us/Pages/default.aspx</a> Advice Centres also provide the following services. On-line business advice, business plan assistance, marketing advice, funding advice is directly provided D on their main website:  - Start or buy your business - Expand your sales - Manage your bottom line - Manage your assets - Sell your business - Self management - Ask a professional - Tools - Videos  <a href="http://www.bdc.ca/EN/advice_centre/Pages/default.aspx">http://www.bdc.ca/EN/advice_centre/Pages/default.aspx</a>	
4. Links to programs & services available from others, e.g. SCOR Region	R - SCOR - The South-Central Ontario Region (SCOR) is a partnership of Elgin, Brant, Middlesex, Oxford and Norfolk counties formed to drive economic	Township of Aylmer has: Link to SOMA (South Western Ontario Marketing Alliance) for	Link to Employment Ontario (P) <a href="http://www.tcu.gov.on.ca/eng/employmentontario/">http://www.tcu.gov.on.ca/eng/employmentontario/</a> Link to Foreign Credentials	ICE – Innovation Centre for Young Entrepreneurs – New program/initiative that is “Coming Soon”		St. Thomas and District Chamber of Commerce links to general entrepreneurship	CBSC provides referrals to following programs. They are federal, provincial and municipal programs:  • - Entrepreneurial self-		

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<p>Provincial Federal</p>	<p>diversification and growth of the regional economy. <a href="http://www.scorregion.com/">http://www.scorregion.com/</a> R - The <a href="#">Community Access Program (CAP)</a> is a <a href="#">Government of Canada Industry Canada</a> that aims to provide Canadians with affordable public access to the Internet and the skills they need to use it effectively. (Elgin CFDC is the Network Host for 15 CAP sites in Elgin County and is the administrative head of the network.)  R - Self-Employment Business Program (SEB) <a href="http://www.hrsdc.gc.ca/eng/home.shtml">http://www.hrsdc.gc.ca/eng/home.shtml</a>  R - Elgin Community Futures Development Corporation CFDC <a href="http://www.elginbusinessresourcecentre.com/?w=ElginCFDCHomePage">http://www.elginbusinessresourcecentre.com/?w=ElginCFDCHomePage</a>  <a href="http://www.progressivebynature.com/ElginCounty/EDT/default.aspx">http://www.progressivebynature.com/ElginCounty/EDT/default.aspx</a>  R – general links to other government and local agencies providing services to businesses:  <a href="#">Agriculture and Agri-Food Canada (AAFC)</a> The AAFC provides</p>	<p>site selection: <a href="http://www.somasite.com/listing.php?menu_id=3694">http://www.somasite.com/listing.php?menu_id=3694</a>  Link to County website for “Land and Space” site selector: <a href="http://www.progressivebynature.com/ElginCounty/EDT/land.aspx">http://www.progressivebynature.com/ElginCounty/EDT/land.aspx</a></p>	<p>Office (F): <a href="http://www.credentials.gc.ca/">http://www.credentials.gc.ca/</a>  Link to Ontario Skills Passport (P): <a href="http://skills.edu.gov.on.ca/OSPWeb/jsp/login.jsp">http://skills.edu.gov.on.ca/OSPWeb/jsp/login.jsp</a>  Link to Ministry of Labour (P): <a href="http://www.labour.gov.on.ca/">http://www.labour.gov.on.ca/</a>  Link to Elgin CFDC: <a href="http://www.elginbusinessresourcecentre.com/?w=ElginCFDCHomePage">http://www.elginbusinessresourcecentre.com/?w=ElginCFDCHomePage</a>  Link to Middlesex CFDC: <a href="http://www.cfcdmiddlesex.on.ca/">http://www.cfcdmiddlesex.on.ca/</a>  Link to Oxford Small Business Centre: <a href="http://www.osbsc.on.ca/">http://www.osbsc.on.ca/</a>  Link to St. Thomas EDC: <a href="http://www.st-thomasedc.on.ca/">http://www.st-thomasedc.on.ca/</a>  Link to Woodstock EDC: <a href="http://www.woodstocknow.com/">http://www.woodstocknow.com/</a>  Link to SOMA (South Western Ontario Marketing Alliance): <a href="http://www.somasite.com/">http://www.somasite.com/</a></p>	<p><a href="#">Links to Business Resources – (R)</a>  <a href="#">Ontario Business Program Guide</a> – The Ontario Business Program Guide is your resource to government-funded programs and services for Ontario businesses.  <a href="http://www.ontario.ca/en/business_program/index.htm">http://www.ontario.ca/en/business_program/index.htm</a>  <a href="#">Business Development Bank</a> – The Business Development Bank of Canada is a financial institution wholly owned by the government of Canada. BDC plays a leadership role in delivering financial and consulting services to Canadian small business, with a particular focus on technology and exporting. <a href="http://www.bdc.ca/EN/Pages/home.aspx">http://www.bdc.ca/EN/Pages/home.aspx</a>  <a href="#">SmallbizXpress</a> – the gateway with all the information you need to start, run or expand a small business in Ontario.</p>		<p>p info provided by government agencies on website: Govt of Canada <a href="http://www.canada.gc.ca/">http://www.canada.gc.ca/</a>  <b>Canada-Ontario Business Service Centre (COBSC)</b> 1-800-567-2345  <b>Reference Canada</b> 1-800-667-3355 or 1-800-O CANADA (1-800-622-6232)</p>	<p>assessment (R) to Business Development Bank of Canada <a href="http://www.bdc.ca/en/advice_centre/tools/entrepreneurial_self_assessment/Pages/entrepreneurial_self_assessment.aspx">http://www.bdc.ca/en/advice_centre/tools/entrepreneurial_self_assessment/Pages/entrepreneurial_self_assessment.aspx</a>  • – Small Business Research and Policy - Key Small Business Statistics – July 2010 (R) to Industry Canada - <a href="http://www.ic.gc.ca/eic/site/sbrp-rppe.nsf/eng/h_rd02488.html">http://www.ic.gc.ca/eic/site/sbrp-rppe.nsf/eng/h_rd02488.html</a></p>		

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	<p>information, research and technology, and policies and programs to achieve security of the food system, health of the environment and innovation for growth. <a href="http://www.agr.gc.ca/">http://www.agr.gc.ca/</a></p> <p><a href="http://www.cra-arc.gc.ca/">Canada Customs and Revenue Agency (CRA)</a> <a href="http://www.cra-arc.gc.ca/">http://www.cra-arc.gc.ca/</a></p> <p><a href="http://www4.agr.gc.ca/AFC-AAC/display-afficher.do?id=1286477571817&amp;lang=eng">Canadian Adaptation and Rural Development Fund (CARD)</a> CARD is the Government of Canada's initiative to foster the increased long-term growth, employment and competitiveness of Canada's agricultural and agri-food industry and agricultural rural areas. <a href="http://www4.agr.gc.ca/AFC-AAC/display-afficher.do?id=1286477571817&amp;lang=eng">http://www4.agr.gc.ca/AFC-AAC/display-afficher.do?id=1286477571817&amp;lang=eng</a></p> <p><a href="http://www.farmcentre.com/">Canadian Farm Business Management Council</a> The Canadian Farm Business Management Council is the only national organization in Canada devoted exclusively to developing and distributing advanced farm management information. <a href="http://www.farmcentre.com/">http://www.farmcentre.com/</a></p> <p><a href="http://www.inspection.gc.ca/">Canadian Food Inspection Agency</a></p>		<p>Link to London EDC: <a href="http://www.ledc.com/">http://www.ledc.com/</a></p> <p>South Central Ontario Region (SCOR): <a href="http://www.scorregion.com/">http://www.scorregion.com/</a></p> <p>The Employment Sector Council London-Middlesex (ESCLM) is a network of over 45 organizations serving more than 60,000 clients in the employment and training sector in the city of London and surrounding Middlesex County in Ontario, Canada. <a href="http://www.esclm.ca/">http://www.esclm.ca/</a></p> <p>Community Employment Services Woodstock <a href="http://www.ceswoodstock.org/index.html">http://www.ceswoodstock.org/index.html</a></p> <p>link to: <a href="http://www.localboards.on.ca/">http://www.localboards.on.ca/</a></p>	<p><a href="http://smallbizpress.torontopubliclibrary.ca/servlet/HomePage">http://smallbizpress.torontopubliclibrary.ca/servlet/HomePage</a></p> <p><a href="http://www.canadabusiness.ca/eng/">The Canada Business Service Centres (CBSCs)</a> – are your gateway to government information for business. The CBSCs provide a wide range of information on government services, programs and regulations and are there to answer your questions about starting a new business or improving an existing one. <a href="http://www.canadabusiness.ca/eng/">http://www.canadabusiness.ca/eng/</a></p> <p><a href="http://www.statcan.gc.ca/start-debut-eng.html">Statistics Canada</a> – Demographic patterns, population growth, trends, research, spending patterns. A great resource for market research and product development. <a href="http://www.statcan.gc.ca/start-debut-eng.html">http://www.statcan.gc.ca/start-debut-eng.html</a></p> <p><a href="http://www.industry-canada.ca/">Small Business Quarterly</a> – Published by Industry Canada, this newsletter provides a snapshot of the recent</p>					

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	<p>The Canadian Food Inspection Agency delivers all federal inspection services related to food; animal health and plant protection.  <a href="http://www.inspection.gc.ca/">http://www.inspection.gc.ca/</a></p> <p><u>Canadian Rural Partnership</u>                      The Canadian Rural Partnership is the key policy framework supporting federal rural policy efforts to date.  <a href="http://www.rural.gc.ca/RURAL/">http://www.rural.gc.ca/RURAL/</a></p> <p><u>Farm Dept Mediation Service</u>                      The Farm Dept Mediation Service provides insolvent farmers and their creditors with mediation services pursuant to the federal Farm Debt Mediation Act (FDMA) and Regulations to help them arrive at a mutually satisfactory arrangement.  <a href="http://www.agr.gc.ca/">http://www.agr.gc.ca/</a></p> <p><u>Statistics Canada</u>  <a href="http://www.statcan.ca/">http://www.statcan.ca/</a></p> <p><u>The Farm Consultation Service</u>                      The Farm Consultation Service provides confidential financial management counselling to farmers through a path</p>			<p>performance of Canada's small business sector and provides an overview of key small business statistics, trends and recent developments.  <a href="http://www.ic.gc.ca/eic/site/sbrp-rppe.nsf/eng/h_rd01251.html">http://www.ic.gc.ca/eic/site/sbrp-rppe.nsf/eng/h_rd01251.html</a></p> <p><u>Enterweb</u> – The Knowledge Portal for Small Business – Sources of information on small business, finance, international trade, entrepreneurship, enterprise development and the economy. (American)  <a href="http://www.enterweb.org/index.htm">http://www.enterweb.org/index.htm</a></p> <p><u>Canadian Federation of Independent Business Business Owner's Idea Café</u> – This is an American web site, but has applicable tools and ideas  <a href="http://www.businessownersidecafe.com/sitemap.html">http://www.businessownersidecafe.com/sitemap.html</a></p> <p><u>Profit</u> – The Magazine for Canadian Entrepreneurs</p>					

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	<p>finding/referral service and a direct, one-on-one financial management counselling service.  <a href="http://www.agr.gc.ca/">http://www.agr.gc.ca/</a></p> <p><u>The Rural Secretariat</u>                      The Rural Secretariat is a focal point for the Government of Canada to work in partnership with Canadians in rural and remote areas to build strong, dynamic communities.  <a href="http://www.rural.gc.ca/RURAL/">http://www.rural.gc.ca/RURAL/</a></p> <p><b>Provincial</b></p> <p><u>Government of Ontario</u>  <a href="http://www.ontario.ca/">http://www.ontario.ca/</a></p> <p><u>Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA)</u>                      OMAFRA provides information on Ontario's dynamic agri-food industry and rural communities.  <a href="http://www.omafra.gov.on.ca/english/index.html">http://www.omafra.gov.on.ca/english/index.html</a></p> <p><u>Ministry of the Environment</u>  <a href="http://www.ene.gov.on.ca/">http://www.ene.gov.on.ca/</a></p> <p><b>Non-Government Agencies</b></p> <p><u>Advanced Agriculture Leadership Program</u>                      The Advanced Agriculture Leadership Program is an</p>			<p><a href="http://profit.ca/">http://profit.ca/</a></p> <p><u>Canadian Business Magazine</u> – News, opinion, and community for business leaders, entrepreneurs and investors.  <a href="http://www.canadianbusiness.com/">http://www.canadianbusiness.com/</a></p> <p><u>Canada Business Service Centre</u> – Interactive Business Planner – The IBP is the first business planning software product designed specifically to operate on the World Wide Web. The IBP uses the capabilities of the Internet to assist entrepreneurs prepare a 3 year business plan for their new or existing business.  <a href="http://www.canadabusiness.ca/eng/">http://www.canadabusiness.ca/eng/</a></p> <p><u>Export Development Canada</u> – EDC provides Canadian exporters with financing, insurance and bonding services as well as foreign market expertise.  <a href="http://www.edc.ca/index.htm">http://www.edc.ca/index.htm</a></p>					

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	<p>executive development program for men and women who want to broaden their horizons and expand their networks to help shape the future of the agriculture and food sectors in Ontario. <a href="http://www.aalp.on.ca/">http://www.aalp.on.ca/</a></p> <p><a href="http://farms.com/">Farms.com</a> Farms.com is a portal devoted to Agri-business and provides a wealth of information and services to Ag-based businesses and people from the US and Canada. <a href="http://farms.com/">http://farms.com/</a></p> <p><a href="http://www.oati.com/">OATI Learning Group</a> OATI Learning Group provides clients with the best and the latest in consulting advice as it relates to training, development and assessment services. <a href="http://www.oati.com/">http://www.oati.com/</a></p> <p><a href="http://www.oati.com/">Ontario Federation of Agriculture</a> <a href="http://www.oati.com/">http://www.oati.com/</a></p> <p><a href="http://www.oia.on.ca/">Ontario Institute of Agrologists (OIA)</a> Ontario Institute of Agrologists (OIA) is a vital network of competent members providing quality advice and service to the agri-food system. <a href="http://www.oia.on.ca/">http://www.oia.on.ca/</a></p>			<p><a href="http://www.cra-arc.gc.ca/menu-e.html">Canada Customs and Revenue Agency</a> <a href="http://www.cra-arc.gc.ca/menu-e.html">Government of Canada web site for Export Information GD Sourcing Information and Retrieval</a> – Research and statistics regarding various Canadian industries and sectors. <a href="http://www.cra-arc.gc.ca/menu-e.html">http://www.cra-arc.gc.ca/menu-e.html</a></p> <p><a href="http://www.gdsourcing.com/">http://www.gdsourcing.com/</a></p> <p><a href="http://www.canadabusiness.ca/eng/">BusinessGateway.ca</a> – provides a single access point to all the government services and information needed to start, run and grow a business. <a href="http://www.canadabusiness.ca/eng/">http://www.canadabusiness.ca/eng/</a></p> <p><a href="http://www.canadabusiness.ca/eng/">Canada-Ontario Business Service Centre</a> – Providing accurate and timely information on programs, services and regulations to Ontario businesses in collaboration with our federal, provincial and non-governmental partners. <a href="http://www.canadabusiness.ca/eng/">http://www.canadabusiness.ca/eng/</a></p>					

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	<p><a href="#">Ontario Rural Council (TORC)</a> The Ontario Rural Council (TORC) is a trusted forum which brings together those who share a commitment to building strong rural communities and organizations. The Council provides a unique and important opportunity for multi-sector co-operation within the rural sector. <a href="http://www.torc.on.ca/">http://www.torc.on.ca/</a></p> <p><a href="#">Elgin County Rural Organizations</a> A guide to your farm and rural community. Compiled and Maintained by Ontario Ministry of Agriculture, Food and Rural Affairs, London Resource Centre. <a href="http://www.elginconnects.ca/portal/login.php?w=&amp;e_id=0">http://www.elginconnects.ca/portal/login.php?w=&amp;e_id=0</a></p>			<p><a href="http://business.ca/eng/125/">business.ca/eng/125/</a></p> <p><a href="#">For Women Entrepreneurs</a> <a href="#">The Canadian Federation of Business and Professional Women's Clubs</a> – is the national organization in Canada whose primary concern is the education, employment and economic status of employed women. <a href="http://bpwcanada.com/">http://bpwcanada.com/</a></p> <p><a href="#">For Young Entrepreneurs</a> <a href="#">Summer Company</a> – Summer Company, an exciting opportunity for enterprising students, 15 to 29 years old, to start and run their own summer businesses. As a Summer Company entrepreneur, you'll receive hands-on business coaching and mentoring from local community business leaders who will help make your Summer Company a success. <a href="http://www.ontarioc">http://www.ontarioc</a></p>					

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				<p><a href="http://anada.com/ontcan/1medt/youth_summerco_index.jsp">anada.com/ontcan/1medt/youth_summerco_index.jsp</a></p> <p><a href="#">Money Information for Young People from Canadian Bankers' Association</a></p> <p><a href="http://www.yourmoney.cba.ca/">http://www.yourmoney.cba.ca/</a></p> <p><a href="#">Royal Bank's Site for Young Entrepreneurs</a></p> <p><a href="http://www.rbcroyalbank.com/sme/ye/">http://www.rbcroyalbank.com/sme/ye/</a></p> <p><a href="#">The Ministry of Enterprise, Opportunity and Innovation</a></p> <p><a href="http://www.fin.gov.on.ca/en/budget/estimates/2003-04/volume1/EDT.html">http://www.fin.gov.on.ca/en/budget/estimates/2003-04/volume1/EDT.html</a></p> <p><a href="#">Canadian Youth Business Foundation</a> – The Canadian Youth Business Foundation (CYBF) is a national non-profit organization that encourages and supports young Canadians, 18 to 34 years of age, who would not otherwise have the opportunity</p>					

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				<p>to learn about entrepreneurship and contribute to their community by establishing successful businesses.  <a href="http://www.cybf.ca/index.htm">http://www.cybf.ca/index.htm</a></p> <p><a href="#">Centre for Entrepreneurship, Education and Development</a> – The Centre for Entrepreneurship Education &amp; Development Incorporated is an organization devoted to helping people discover and use entrepreneurship as a vehicle to become self-reliant.  <a href="http://www.ceed.ca/">http://www.ceed.ca/</a></p> <p><a href="#">Young Entrepreneurs Association</a>  <a href="http://www.yea.ca/index.htm">http://www.yea.ca/index.htm</a></p>					
5. Contact person information.	<p><a href="http://www.progressivebynature.com/ElginCounty/EDT/default.aspx">http://www.progressivebynature.com/ElginCounty/EDT/default.aspx</a></p> <p>Alan Smith &lt;<a href="mailto:asmith@elgin-county.on.ca">asmith@elgin-county.on.ca</a>&gt;                      Phone: 519 631-1460 ext. 168                      Fax: 519 631-4549                      Email: <a href="mailto:info@elgin-county.on.ca">info@elgin-county.on.ca</a></p>	<p>Municipality of Bayham, Ontario  <a href="http://www.bayham.on.ca/siteengine/activepage.asp">http://www.bayham.on.ca/siteengine/activepage.asp</a></p> <p><b>Administrator</b>  <a href="#">Kyle Kruger</a>  <a href="mailto:kkruger@bayham.on.ca">kkruger@bayham.on.ca</a></p>	<p><a href="http://localboard.on.ca/">http://localboard.on.ca/</a>                      Tel: (519) 672-3499  <a href="mailto:info@localboard.ca">info@localboard.ca</a></p> <p><b>Executive Director:</b> Debra Mountenay  <b>Projects Manager:</b> Martin Withenshaw (Steering Committee Member)</p>	<p>John Regan General Manager                      Elgin Business Resource Centre  <a href="mailto:jregan@elgincfdc.ca">jregan@elgincfdc.ca</a></p> <p>(519) 633-7597 x34                      Or  <a href="#">Debra Webster</a>                      Administrative Assistant</p>	<p>Port Stanley BIA – Malcom Chadwick, Project Director  <a href="mailto:Malcolm_chadwick@hotmail.com">Malcolm_chadwick@hotmail.com</a></p> <p>(519) 782-7083  <a href="http://www.portstanley.net/contacts.html">http://www.portstanley.net/contacts.html</a></p>	<p><a href="#">Otter Valley Chamber</a>                      Ian Almond at 519 842-2214)                      President D. Lester  <a href="mailto:dlester@ottervalleychamber.com">dlester@ottervalleychamber.com</a></p>	<p>CSBC in Elgin County is also the CFDC for Elgin County:  <a href="http://www.elginbusinessresourcecentre.com/">http://www.elginbusinessresourcecentre.com/</a></p> <p>John Regan General Manager  <a href="mailto:jregan@elgincfdc.ca">jregan@elgincfdc.ca</a></p> <p>(519) 633-7597 x34</p>	<p>Brantford office:                      Phone: 519 751-3005  <a href="http://www.bdc.ca/EN/business-centres/ontario/brantford/Pages/default.aspx">http://www.bdc.ca/EN/business-centres/ontario/brantford/Pages/default.aspx</a></p> <p>National office:</p>	<p>Tourism – Regional Tourism Organization #1 –  <a href="http://www.norfolkcounty.ca/index.php?option=com_content&amp;task=view&amp;id=801&amp;Itemid=187">http://www.norfolkcounty.ca/index.php?option=com_content&amp;task=view&amp;id=801&amp;Itemid=187</a></p> <p>Excellence In Manufacturing Consortium  <a href="http://www.emccanada.org/">http://www.emccanada.org/</a></p>

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	<p><a href="http://county.on.ca">county.on.ca</a></p> <p><a href="http://www.elgin-county.on.ca/">http://www.elgin-county.on.ca/</a></p>	<p>(No EDO) Phone 519-866-5521</p> <p>Municipality of Central Elgin (No EDO) <b>Donald Leitch, CAO</b> 519-631-4860 Ext 276 dleitch@centralelgin.org <a href="http://www.centralelgin.org/siteengine/activepage.asp?PageID=1">http://www.centralelgin.org/siteengine/activepage.asp?PageID=1</a></p> <p>Municipality of West Elgin <b>Administrator/Treasurer</b> Joanne Groch, AMCT 519-785-0560 jgroch@westelgin.net <a href="http://www.elginconnects.ca/portal/index.php?w=WestElginHomePage">http://www.elginconnects.ca/portal/index.php?w=WestElginHomePage</a></p> <p>Municipality of Dutton/Dunwich Phone (519) 762-2204 (No contact name on site) <a href="http://www.elginconnects.ca/portal/index.php?w=DuttonDunwichHomePage">http://www.elginconnects.ca/portal/index.php?w=DuttonDunwichHomePage</a></p> <p>Township of Aylmer <a href="http://www.aylmer.ca/">http://www.aylmer.ca/</a></p>		<p>Phone: (519) 633-7597 <a href="mailto:dwebster@elgincfdc.ca">dwebster@elgincfdc.ca</a></p>		<p><b>Aylmer &amp; Area Chamber of Commerce</b> 30 Talbot St. E. Aylmer Phone: 519-773-5655 Email: <a href="mailto:commerce@amtelecom.net">commerce@amtelecom.net</a> <a href="http://www.aylmerchamber.on.ca/">http://www.aylmerchamber.on.ca/</a></p> <p>West Elgin President Keith Fretter (Contact us form on website no tel # <a href="http://www.westelginchamber.ca/">http://www.westelginchamber.ca/</a>)</p> <p>Dutton Dunwich CofC PO Box 547 Dutton Ontario N0L 1J0 Brian Gerrad 519.762.3435 <a href="http://ddchamber.ca/">http://ddchamber.ca/</a></p>	<p>Or <a href="mailto:Debra.Webster@elgincfdc.ca">Debra Webster</a> Administrative Assistant Phone: (519) 633-7597 <a href="mailto:dwebster@elgincfdc.ca">dwebster@elgincfdc.ca</a></p>	<p>Toll-free number: 1 877 BDC-BANX (232-2269) <a href="http://www.bdc.ca/EN/Pages/home.aspx">http://www.bdc.ca/EN/Pages/home.aspx</a></p>	<p>Interactive Manufacturing Innovation Networks (IMIN) <a href="http://www.iminonline.ca">www.iminonline.ca</a></p> <p>Ontario Federation of Agriculture <a href="http://www.ofa.on.ca/">http://www.ofa.on.ca/</a></p> <p>Elgin Business Women's Network Anne Kenny Phone: 519.633.7597 32 <a href="http://www.ebwn.ca">www.ebwn.ca</a></p>

ELGIN Entrepreneur Support Services	County Economic Development & Tourism Department	Local Municipality EDO	Workforce Planning and Development Board	CFDC	BIAs & BAs	Chambers of Commerce	Canada Ontario Business Service Centres	Business Development Bank of Canada	Others Providing Entrepreneur Support Services
		<p><i>Administrator Heather Adams</i> Phone: 519-773-3164 hadams@town.aylmer.on.ca Township of Malahide <a href="http://malahide.ca/node/21">http://malahide.ca/node/21</a></p> <p><b>Michelle M. Casavecchia</b> Chief Administrative Officer/Clerk <a href="mailto:mcasavecchia@malahide.ca">mcasavecchia@malahide.ca</a> Phone: 519-773-5344 Municipality of Southwold <a href="http://www.elginconnects.ca/portal/index.php?w=SouthwoldHomePage">http://www.elginconnects.ca/portal/index.php?w=SouthwoldHomePage</a> (519) 769-2010 Donna Ethier, C.AO./Clerk/Deputy Treasurer <a href="mailto:cao@twp.southwold.on.ca">cao@twp.southwold.on.ca</a></p>							

County of Middlesex

MIDDLESEX Entrepreneur Support Services	County Economic Development Department	Local Municipality EDO	Workforce Planning and Development Board	CFDC	BIAs & Bas	Chambers of Commerce	Canada Ontario Business Service Centres	Business Development Bank of Canada	Others Providing Entrepreneur Support Services
<p>1. Purpose / mission of organization.</p>	<p>County of Middlesex Economic Development Department  <a href="http://www.investinmiddlesex.ca/">http://www.investinmiddlesex.ca/</a>                      Working with our municipal partners, Middlesex Economic Development provides a comprehensive menu of solutions and economic development leadership engaging business leaders and stakeholders to support the creation of new businesses, expansion of existing businesses and the attraction of companies that generate meaningful employment, create regional wealth and share the community's values.</p>	<p>The Municipality of Adelaide Metcalfe  <a href="http://www.adelaidemetcalfe.on.ca/siteengine/activepage.asp">http://www.adelaidemetcalfe.on.ca/siteengine/activepage.asp</a>                      The Corporation of the Township of Lucan Biddulph  <a href="http://www.lucanbiddulph.on.ca/">http://www.lucanbiddulph.on.ca/</a>                      The Municipality of Middlesex Centre  <a href="http://www.middlesexcentre.on.ca/">http://www.middlesexcentre.on.ca/</a>                      The Municipality of North Middlesex  <a href="http://www.northmiddlesex.on.ca/">http://www.northmiddlesex.on.ca/</a>                      The Municipality of Southwest Middlesex  <a href="http://www.southwestmiddlesex.ca/">http://www.southwestmiddlesex.ca/</a>                      The Municipality of Strathroy-Caradoc  <a href="http://www.strathroy-caradoc.ca/siteengine/activepage.asp">http://www.strathroy-caradoc.ca/siteengine/activepage.asp</a>                      The Municipality of Thames Centre  <a href="http://www.thamescentre.on.ca/">http://www.thamescentre.on.ca/</a>                      Village of Newbury  <a href="http://www.newbury.ca">http://www.newbury.ca</a></p>	<p>Elgin, Oxford &amp; Middlesex Workforce Planning &amp; Development Board  <a href="http://localboard.on.ca/">http://localboard.on.ca/</a>                      To gather local labour market information and bring partners together to work on local solutions to issues raised through the review of the labour market information in consultation with local community members.                       Labour Market Information.  <a href="http://www.workforcedevelopment.ca/labour-market-information/local">http://www.workforcedevelopment.ca/labour-market-information/local</a>                      Employer Registry.  <a href="http://www.employeregistry.ca/">http://www.employeregistry.ca/</a>                      Passport to Prosperity.  <a href="http://www.workforcedevelopment.ca/passport-prosperity">http://www.workforcedevelopment.ca/passport-prosperity</a></p>	<p>Middlesex CFDC                      "The Business Help Centre"  <a href="http://www.cfcdmiddlesex.on.ca/">http://www.cfcdmiddlesex.on.ca/</a>                       Community Futures Development Corporation (CFDC) of Middlesex County is a community-based non-profit organization.                      Also delivers Canada Ontario Business Services Program  <a href="http://www.cbo-eco.ca/">http://www.cbo-eco.ca/</a></p>	<p><b>Dorchester Business Association</b>  <a href="http://www.dorchesterbusiness.ca/">http://www.dorchesterbusiness.ca/</a>                      The Dorchester Business Association is an organization that helps foster growth within our business community.   <b>Strathroy BIA</b>  <a href="http://www.downtownstrathroy.ca/">http://www.downtownstrathroy.ca/</a>                      Create a revitalized community core through the following priorities - Advocate on behalf of our membership; Engage in planning and projects that promote our vision; Communicate with the community and our members; Support the development of new businesses; Promote our members and the goods and services they provide; Lobby for the safety and security of our patrons and members; Plan for beautification and the creation of a unique experience.</p>	<p>Strathroy and District Chamber of Commerce  <a href="http://www.sdcc.on.ca/">http://www.sdcc.on.ca/</a>                      The Strathroy &amp; District Chamber of Commerce is an independent, membership funded, non-profit organization that represents Strathroy and area businesses from the grassroots level.</p>	<p><a href="http://www.canadabusiness.ca/eng/">http://www.canadabusiness.ca/eng/</a>                      Canada Business is a collaborative arrangement among federal departments and agencies, provincial and territorial governments and not-for-profit entities. Our goal is to provide your business with the resources it needs to grow and prosper, including a wide range of information on government services, programs and regulations.                       Middlesex CFDC delivers Canada Ontario Business Services Program  <a href="http://www.cbo-eco.ca/">http://www.cbo-eco.ca/</a>                       London Small Business Centre delivers Canada Ontario Business Services Program but to the City of London only.  <a href="http://www.sbcentre.ca">http://www.sbcentre.ca</a></p>	<p><a href="http://www.bdc.ca/EN/Pages/home.aspx">http://www.bdc.ca/EN/Pages/home.aspx</a>                      BDC is the Business Development Bank of Canada. From over 100 offices across the country, BDC promotes entrepreneurship by providing highly tailored financing, venture capital and consulting services to entrepreneurs.                      A financial institution owned by the Government of Canada, BDC has been serving Canadian entrepreneurs for more than 65 years. Our team helps more than 29,000 businesses reach their full potential. As a complementary lender, we offer loans and investments that supplement services available from commercial financial institutions.</p>	<p>1. Excellence In Manufacturing Consortium  <a href="http://www.emccanada.org/">http://www.emccanada.org/</a>                      - advisory service on product R&amp;D &amp; innovation                      2. Interactive Manufacturing Innovation Networks (IMIN)  <a href="http://www.iminonline.ca">www.iminonline.ca</a>                      - information sharing network for entrepreneurs in manufacturing                      3. Ontario Federation of Agriculture  <a href="http://www.ofa.on.ca/">http://www.ofa.on.ca/</a>                      - local chapter advises agribusiness entrepreneurs on farm management /expansion issues   <b>Networking Today</b>                      Website of Networking Organizations. Lists Networking organizations in south-western Ontario. Publishes articles for review from professionals</p>

MIDDLESEX Entrepreneur Support Services	County Economic Development Department	Local Municipality EDO	Workforce Planning and Development Board	CFDC	BIAs & Bas	Chambers of Commerce	Canada Ontario Business Service Centres	Business Development Bank of Canada	Others Providing Entrepreneur Support Services
					<p><b>Mainstreet Middlesex</b> - Main Street Middlesex has been a program of the CFDC of Middlesex County since 2004 and was the first county wide downtown revitalization program in Canada.</p> <p><a href="http://www.mainstreetmiddlesex.ca/">http://www.mainstreetmiddlesex.ca/</a></p>				<p>who would like to share their expertise, give insight and advice.</p> <p><a href="http://www.networkingtoday.com/">http://www.networkingtoday.com/</a></p> <p><b>'Nsight Network</b> Entrepreneurs, small business owners, sales professionals – support &amp; advise members on business issues Strathroy-Caradoc <a href="http://www.networkingtoday.com/networking-group-details/ON/London/'Nsight-232">http://www.networkingtoday.com/networking-group-details/ON/London/'Nsight-232</a></p> <p><b>Canadian Women in Communications</b> – South-western Ontario Chapter National, bilingual organization for women in communications through strategic networking, targeted professional development. <a href="http://www.cwc-afc.com">www.cwc-afc.com</a></p>
2. Service or sector specialization.	Entrepreneurs wishing to start or grow a small business Existing Middlesex County businesses Investors and their agents considering a Middlesex County location		Training Board – human resources and training development Labour Market information	Small business support services and community economic development for Middlesex County.	Supports mainstreet business services and retail services interests.	Chamber of Commerce represents and supports the needs of local business.	Website that provides information and connects user to all government programs that support entrepreneurs across Canada.	Loans and financing for business development and business start-ups.	

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<p>3. Programs &amp; services which would be of interest to entrepreneurs                      D= Direct – provides service using own resources.                      R = Referral – provides referral to another org. which provides the service.</p>	<p>- Business Directory (Agri-business and manufacturing) browse by business or municipality                      – Land and Space service (D)  <a href="http://www.investinmiddlesex.ca/available-property">http://www.investinmiddlesex.ca/available-property</a>  <b>D - Business Retention and Expansion Services</b>  <b>D – Business Consulting Services</b>                      R – all CFDC programs                      D – Business Seminars i.e. Strengthen your Agri-Business with Tech Toys and innovation –                      D- Downtown Revitalization projects -</p>	<p><b>D –xx-Municipality of Middlesex Centre - Network Referral Group of Middlesex (NRG)</b> Business owners/operators are invited to join the Network Referral Group of Middlesex (NRG).  <a href="http://www.middlesexcentre.on.ca/page.asp?id=54">http://www.middlesexcentre.on.ca/page.asp?id=54</a>                      D - North Middlesex has Business Directory on site:  <a href="http://www.northmiddlesex.on.ca/BusinessDirectory.htm">http://www.northmiddlesex.on.ca/BusinessDirectory.htm</a>                      D – Southwest Middlesex has their own on-line Business Directory  <a href="http://www.southwestmiddlesex.ca/Business_BusinessDirectoryOpeningPage_2010.htm">http://www.southwestmiddlesex.ca/Business_BusinessDirectoryOpeningPage_2010.htm</a>                      and has created the <b>Southwest Middlesex Business Network</b> Chairperson Jeff McCallum 519-693-0064 (Home)  <a href="http://www.strathroyonline.com/">Strathroy Online</a> – has Business Directory  <a href="http://www.strathroyonline.com/">http://www.strathroyonline.com/</a>                      Thames Centre has available land information on municipal website</p>	<p>The Elgin Middlesex Oxford Workforce Planning and Development Board offers the programs below. Their focus seems to be on training as opposed to entrepreneurial advice or support.  <b>(D) Passport to Prosperity - (P2P)</b> is an Ontario-wide initiative created to promote the benefits of school-to-work partnerships; recruit employers to partner with schools; and provide resources to facilitate these partnerships, for the benefit of employers and high school students.                      (D) SLOME is an independent not-for-profit project of the Elgin, Middlesex, Oxford Local Training Board, which partner youth, education and business. Offers Career Exploration and support for youth with access to information and link to employers to support School to work transition programs</p>	<p>As part of the Community Futures program, the Community Futures Development Corporation of Middlesex County provides the following:                      -Business Consulting &amp; Resources                      Iv - Term Loan Investment in Small Business                      Community Economic Development                      Pump – Up your Business – Workshop Series                      (D) - Sand Plains Community Development Fund (SPCDF) – the Middlesex CFDC administers this program.                      Sand Plains Community Development Fund is a program created to assist rural communities in the Sand Plains region to build a stronger, more diversified economy. Rural projects in the counties of Brant, Elgin, Middlesex, Norfolk and Oxford may apply for assistance                      Tel: 1-877-607-7263 (toll</p>	<p><b>Dorchester BA</b> - Has on-line business directory                      And some opportunities for networking /community events xxi                      (R) <b>Mainstreet</b> Middlesex provides: vi - Downtown Revitalization support, iv – funding, and xiii - business consulting services administered through the Middlesex CFDC.</p>	<p>(D) On-line Business Directory</p>	<p>(R) Canada Business Services provides referrals to government programs to entrepreneurs requiring information. Entrepreneurs can access programs to help with the following services:                      - Starting a Business                      - Growth and Innovation                      - Grants and Finances                      - Taxes                      - Regulations Licenses and Permits                      - Export, Import and Foreign Investment                      - Hiring and Managing Staff                      - Business Planning                      - Management and Operations                      - Market Research and Statistics                      - Marketing and Sales                      - Selling to Governments                      - Copyright and Intellectual Property                      - Environment and Business                      - Exiting your Business                      (D) the following programs/info is available on CBSB website:                      Small Business Survival – info on website</p>	<p>BDC offers (D):                      - financing solutions                      -consulting services (Entrepreneur Start-Up info, Business start-Up Advice, Business Plan Assistance, - venture capital services                      BDC offers loans– “turn key financing” in the following areas:                      Commercial real estate                      Equipment and machinery purchase                      Working Capital For Growth Project                      Start-up Financing                      Business Succession                      Market Expansion                      Projects without Tangible Assets                      Aboriginal Banking                      Consulting Service provided by BDC                      Consultants include:                      - Business Planning Services                      - Assess your business potential                      - Business Plan Assessment                      - Financial Planning                      - Market Research                      - Marketing Plan                      -Export Planning                      -Globalization                      - E- Business Strategy                      - Manage Human Resources</p>	

MIDDLESEX Entrepreneur Support Services	County Economic Development Department	Local Municipality EDO	Workforce Planning and Development Board	CFDC	BIAs & Bas	Chambers of Commerce	Canada Ontario Business Service Centres	Business Development Bank of Canada	Others Providing Entrepreneur Support Services	
		<p><a href="http://www.thamescentre.on.ca/index.php?option=com_content&amp;view=category&amp;layout=blog&amp;id=70&amp;Itemid=105">http://www.thamescentre.on.ca/index.php?option=com_content&amp;view=category&amp;layout=blog&amp;id=70&amp;Itemid=105</a></p> <p>Village of Newbury has a Business Directory</p> <p><a href="http://www.newbury.ca/directory.html">http://www.newbury.ca/directory.html</a></p> <p>D - North Middlesex has some on-line forms, licenses and permit information:</p> <p><a href="http://www.northmiddlesex.on.ca/Forms.html">http://www.northmiddlesex.on.ca/Forms.html</a></p> <p>The Municipality of Southwest Middlesex has some forms, licenses and permits available on-line:</p> <p><a href="http://www.southwestmiddlesex.ca/Residents_Applications_Forms_Downloads_2010.htm">http://www.southwestmiddlesex.ca/Residents_Applications_Forms_Downloads_2010.htm</a></p>		<p>free) Web: <a href="http://www.sandplains.ca">www.sandplains.ca</a> or <a href="http://www.cfdcmiddlesex.on.ca">www.cfdcmiddlesex.on.ca</a></p> <p>Business counsellors can assist with guidance on licenses, permits, regulations and other requirements and business registration (R)</p>				<p><a href="http://www.bdc.ca/en/advicentre/tools/entrepreneurial_self_assessment/Pages/entrepreneurial_self_assessment.aspx">http://www.bdc.ca/en/advicentre/tools/entrepreneurial_self_assessment/Pages/entrepreneurial_self_assessment.aspx</a></p>	<ul style="list-style-type: none"> <li>- Tax Credit eligibility assessment re: Scientific Research and Experimental Development (SR&amp;ED) - Technology Planning</li> <li>- Innovation Planning</li> <li>- ISO 9000 – Quality Management</li> <li>- ISO 14000 – Environmental Management</li> <li>- HACCP/ISO 22000 – food safety systems</li> <li><b>New</b> - Entrepreneur tips and testimonials available on website</li> <li>-BDC offers Subordinate Financing – D</li> <li>- BDC Venture Capital is a major venture capitalist in Canada. They also offer VC support and connections (D). Links to Venture Capitalist partners available on website.</li> </ul> <p><a href="http://www.bdc.ca/EN/solutions/venture_capital/about_us/Pages/default.aspx">http://www.bdc.ca/EN/solutions/venture_capital/about_us/Pages/default.aspx</a></p> <p>Advice Centres also provide the following services. On-line business advice, business plan assistance, marketing advice, funding advice is directly provided D on their main website:</p> <ul style="list-style-type: none"> <li>- Start or buy your business</li> <li>- Expand your sales</li> </ul>	

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								<ul style="list-style-type: none"> <li>- Manage your bottom line</li> <li>- Manage your assets</li> <li>- Sell your business</li> <li>- Self management</li> <li>- Ask a professional</li> <li>- Tools</li> <li>- Videos</li> </ul> <p><a href="http://www.bdc.ca/EN/advice_centre/Pages/default.aspx">http://www.bdc.ca/EN/advice_centre/Pages/default.aspx</a></p>	
<p>4. Links to programs &amp; services available from others, e.g.</p> <p>SCOR Region</p> <p>Provincial</p> <p>Federal</p>	<p>Dorchester Business Association <a href="http://www.dorchesterbusiness.ca/">http://www.dorchesterbusiness.ca/</a></p> <p>Strathroy and District Chamber of Commerce <a href="http://www.sdcc.on.ca/">http://www.sdcc.on.ca/</a></p> <p>Southwest Middlesex Business Services <a href="http://www.southwestmiddlesex.ca/Business%20Services_2006.htm">http://www.southwestmiddlesex.ca/Business%20Services_2006.htm</a></p> <p>The CFDC of Middlesex <a href="http://www.thebusinessshelpcentre.ca/">http://www.thebusinessshelpcentre.ca/</a></p> <p>Farm Credit Canada <a href="http://www.fcc-fac.ca/en/index.asp">http://www.fcc-fac.ca/en/index.asp</a></p>	<p>All municipalities have links off their local websites to:</p> <p>The CFDC of Middlesex <a href="http://www.thebusinessshelpcentre.ca/">http://www.thebusinessshelpcentre.ca/</a></p> <p>Middlesex County ED for ED/Business Support and Site Selector Tool <a href="http://www.investinmiddlesex.ca/">http://www.investinmiddlesex.ca/</a></p> <p>Southwest Middlesex has links to the following programs <b>Canada-Ontario Business Service Centre</b> <a href="http://www.cbcs.org/ontario">www.cbcs.org/ontario</a> <b>Communities in Action Fund (grant program)</b> <a href="http://www.mhp.gov.on.ca">www.mhp.gov.on.ca</a></p>	<p>Link to Employment Ontario (P) <a href="http://www.tcu.gov.on.ca/eng/employmentontario/">http://www.tcu.gov.on.ca/eng/employmentontario/</a></p> <p>Link to Foreign Credentials Office (F): <a href="http://www.credentials.gc.ca/">http://www.credentials.gc.ca/</a></p> <p>Link to Ontario Skills Passport (P): <a href="http://skills.edu.gov.on.ca/OSPWeb/jsp/login.jsp">http://skills.edu.gov.on.ca/OSPWeb/jsp/login.jsp</a></p> <p>Link to Ministry of Labour (P): <a href="http://www.labour.gov.on.ca/">http://www.labour.gov.on.ca/</a></p> <p>Link to Elgin CFDC: <a href="http://www.elginbusinessresourcecentre.com/?w=ElginCFDCHomePage">http://www.elginbusinessresourcecentre.com/?w=ElginCFDCHomePage</a></p> <p>Link to Middlesex</p>	<p><b>Links to Business Resources – (R)</b></p> <p><b>Ontario Business Program Guide</b> – The Ontario Business Program Guide is your resource to government-funded programs and services for Ontario businesses.  <a href="http://www.ontario.ca/en/business_program/index.htm">http://www.ontario.ca/en/business_program/index.htm</a></p> <p><b>The Canada Business Service Centres (CBSCs)</b> – are your gateway to government information for business. The CBSCs provide a wide range of information on government services, programs and regulations and are there to answer your questions about starting a new business or improving an existing</p>		<p>Links to: Municipal Website and County website</p>	<p>CBSC provides referrals to following programs. They are federal, provincial and municipal programs:</p> <p>Entrepreneurial self-assessment (R) to Business Development Bank of Canada <a href="http://www.bdc.ca/en/advice_centre/tools/entrepreneurial_self_assessment.aspx">http://www.bdc.ca/en/advice_centre/tools/entrepreneurial_self_assessment.aspx</a></p> <p>Small Business Research and Policy - Key Small Business Statistics – July 2010 (R) to Industry Canada - <a href="http://www.ic.gc.ca/eic/site/sbrp-rppe.nsf/eng/h_rd02488.html">http://www.ic.gc.ca/eic/site/sbrp-rppe.nsf/eng/h_rd02488.html</a></p> <p>Link to Industry Canada - Communications Licenses (Radio): Spectrum Management (Central &amp; Western Ontario District)</p>		

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	<p>Business Development Bank of Canada <a href="http://www.bdc.ca/EN/Pages/home.aspx">http://www.bdc.ca/EN/Pages/home.aspx</a></p> <p>(R) iv - Canada Small Business Financing (CSBF) Industry Canada Tel: 1-866-959-1699 (toll-free) Web: <a href="http://www.ic.gc.ca/csbfa">www.ic.gc.ca/csbfa</a></p> <p>(R) iv - Investing in Business Innovation - FedDev Web: <a href="http://www.feddevontario.gc.ca/eic/site/723.nsf/eng/h_00324.html">http://www.feddevontario.gc.ca/eic/site/723.nsf/eng/h_00324.html</a></p> <p>(R) - Prosperity Initiative Program - FedDev Web: <a href="http://www.feddevontario.gc.ca/eic/site/723.nsf/eng/h_00398.html">http://www.feddevontario.gc.ca/eic/site/723.nsf/eng/h_00398.html</a></p> <p>(R) Sand Plains Community Development Fund (SPCDF) <a href="http://www.sandplains.ca">www.sandplains.ca</a> or <a href="http://www.cfcdmiddlesex">www.cfcdmiddlesex</a></p>		<p>CFDC: <a href="http://www.cfcdmiddlesex.on.ca/">http://www.cfcdmiddlesex.on.ca/</a></p> <p>Link to Oxford Small Business Centre: <a href="http://www.osbsc.on.ca/">http://www.osbsc.on.ca/</a></p> <p>Link to St. Thomas EDC: <a href="http://www.st-thomasedc.on.ca/">http://www.st-thomasedc.on.ca/</a></p> <p>Link to Woodstock EDC: <a href="http://www.woodstocknow.com/">http://www.woodstocknow.com/</a></p> <p>Link to SOMA (South Western Ontario Marketing Alliance): <a href="http://www.somasite.com/">http://www.somasite.com/</a></p> <p>Link to London EDC: <a href="http://www.ledc.com/">http://www.ledc.com/</a></p> <p>South Central Ontario Region (SCOR): <a href="http://www.scorregion.com/">http://www.scorregion.com/</a></p> <p>The Employment Sector Council London-Middlesex (ESCLM) is a network</p>	<p>one. <a href="http://www.canadabusiness.ca/eng/">http://www.canadabusiness.ca/eng/</a></p> <p><u>Business Development Bank</u> – The Business Development Bank of Canada is a financial institution wholly owned by the government of Canada. BDC plays a leadership role in delivering financial and consulting services to Canadian small business, with a particular focus on technology and exporting. <a href="http://www.bdc.ca/EN/Pages/home.aspx">http://www.bdc.ca/EN/Pages/home.aspx</a></p> <p>Canada Business – Service for Entrepreneurs from Industry Canada <a href="http://www.ic.gc.ca/eic/site/csbfp-pfpec.nsf/eng/home">http://www.ic.gc.ca/eic/site/csbfp-pfpec.nsf/eng/home</a></p> <p>Canada Small Business Financing Program <a href="http://www.ic.gc.ca/eic/site/csbfp-pfpec.nsf/eng/home">http://www.ic.gc.ca/eic/site/csbfp-pfpec.nsf/eng/home</a></p> <p>Canada Business Online <a href="http://www.canadianbusiness.com/">http://www.canadianbusiness.com/</a></p>			<p><a href="http://www.strategis.ic.gc.ca/spectrum">www.strategis.ic.gc.ca/spectrum</a></p>		

MIDDLESEX Entrepreneur Support Services	County Economic Development Department	Local Municipality EDO	Workforce Planning and Development Board	CFDC	BIAs & Bas	Chambers of Commerce	Canada Ontario Business Service Centres	Business Development Bank of Canada	Others Providing Entrepreneur Support Services
	<p><a href="#">.on.ca</a></p> <p><b>(R) Small Business Internship Program (SBIP) – CFDC</b> Tel: 1-866-205-1188 (toll-free) Web: <a href="http://www.thebusinesshelpcentre.ca">www.thebusinesshelpcentre.ca</a></p> <p><b>(R) SME Benchmarking Tool – Industry Canada</b></p> <p>SME Benchmarking Tool provides access to industry averages for income statement and balance sheet items, financial ratios and information on profitability for small and medium-sized businesses. Tel: 1-800-328-6189 (toll-free) Web: <a href="http://www.ic.gc.ca/eic/site/pp-pp.nsf/eng/h_pm00001.html">http://www.ic.gc.ca/eic/site/pp-pp.nsf/eng/h_pm00001.html</a></p> <p>Associations and Links off website:</p> <p>Employment Sector Council London Middlesex <a href="http://esclm.ca/">http://esclm.ca/</a></p> <p>London Chamber of Commerce <a href="http://www.londonchamber.com">http://www.londonchamber.com</a></p>		<p>of over 45 organizations serving more than 60,000 clients in the employment and training sector in the city of London and surrounding Middlesex County in Ontario, Canada. <a href="http://www.esclm.ca/">http://www.esclm.ca/</a></p> <p>Community Employment Services Woodstock <a href="http://www.ceswoodstock.org/index.html">http://www.ceswoodstock.org/index.html</a></p> <p>link to: <a href="http://www.localboards.on.ca/">http://www.localboards.on.ca/</a></p>	<p>Industry Canada SME – Complete Guide to Tools and Resources for SMEs <a href="http://www.ic.gc.ca/eic/site/dir-ect.nsf/eng/Home">http://www.ic.gc.ca/eic/site/dir-ect.nsf/eng/Home</a></p> <p>London Labour Market Monitor <a href="http://www.servicecanada.gc.ca/eng/on/offices/lmb.shtml#londonwoodstock">http://www.servicecanada.gc.ca/eng/on/offices/lmb.shtml#londonwoodstock</a></p> <p><b>For Women Entrepreneurs</b> <b>The Canadian Federation of Business and Professional Women’s Clubs</b> – is the national organization in Canada whose primary concern is the education, employment and economic status of employed women. <a href="http://bpwcanada.com/">http://bpwcanada.com/</a> <a href="http://www.entreprisetonario.com/index.cfm?linktype=mainlink&amp;linkId=99&amp;content_id=1040&amp;fromurl=center">http://www.entreprisetonario.com/index.cfm?linktype=mainlink&amp;linkId=99&amp;content_id=1040&amp;fromurl=center</a></p>					

MIDDLESEX Entrepreneur Support Services	County Economic Development Department	Local Municipality EDO	Workforce Planning and Development Board	CFDC	BIAs & Bas	Chambers of Commerce	Canada Ontario Business Service Centres	Business Development Bank of Canada	Others Providing Entrepreneur Support Services
	<p><a href="http://mber.com/">mber.com/</a>                      London Middlesex Immigration Portal  <a href="http://welcome.london.ca">http://welcome.london.ca</a>                      Middlesex Business Connection  <a href="http://www.middlesexbc.com/">http://www.middlesexbc.com/</a>                      Middlesex County Tourism  <a href="http://www.middlesextourism.ca/">http://www.middlesextourism.ca/</a>                      The Quest Centre – Employment Counselling Services  <a href="http://www.quest-centre.com/index.htm">http://www.quest-centre.com/index.htm</a>                      SCOR  <a href="http://www.scorregion.com/">http://www.scorregion.com/</a>                      Southwest Middlesex Business Network  <a href="http://www.southwestmiddlesex.ca/SWM_Disclaimer_2010.htm">http://www.southwestmiddlesex.ca/SWM_Disclaimer_2010.htm</a>                      Southwestern Ontario Angel Group  <a href="http://www.swoangel.com/">http://www.swoangel.com/</a>                      TechAlliance – Entrepreneur Services/Network for Tech Businesses  <a href="http://www.techalliance.ca/">http://www.techalliance.ca/</a>                      Canada Youth</p>			<p>Link to Workforce Training Board  <a href="http://www.localboard.on.ca/localboard/english/newsPubs/workforce.htm">http://www.localboard.on.ca/localboard/english/newsPubs/workforce.htm</a></p> <p>Regulations to Ontario businesses in collaboration with our federal, provincial and non-governmental partners.  <a href="http://www.canadabusiness.ca/eng/125/">http://www.canadabusiness.ca/eng/125/</a></p> <p><b>For Women Entrepreneurs</b>  <a href="http://www.theCanadianFederationofBusinessandProfessionalWomensClubs.com">The Canadian Federation of Business and Professional Women’s Clubs</a> – is the national organization in Canada whose primary concern is the education, employment and economic status of employed women.  <a href="http://bpwcanada.com/">http://bpwcanada.com/</a></p> <p><a href="http://www.yourmoney.cba.ca/">http://www.yourmoney.cba.ca/</a></p> <p><a href="http://www.theMinistryofEnterpriseOpportunityandInnovation.ca">The Ministry of Enterprise, Opportunity and Innovation</a></p>					

MIDDLESEX Entrepreneur Support Services	County Economic Development Department	Local Municipality EDO	Workforce Planning and Development Board	CFDC	BIAs & Bas	Chambers of Commerce	Canada Ontario Business Service Centres	Business Development Bank of Canada	Others Providing Entrepreneur Support Services
	<p>Business Foundation (CYBF)  <a href="http://www.cybf.ca/">http://www.cybf.ca/</a></p> <p>Ontario Business Line – Service Canada  <a href="http://www.ontario.ca/en/services_for_business/ONT06_023541">http://www.ontario.ca/en/services_for_business/ONT06_023541</a></p>			<p><a href="http://www.fin.gov.on.ca/en/budget/estimates/2003-04/volume1/EDT.html">http://www.fin.gov.on.ca/en/budget/estimates/2003-04/volume1/EDT.html</a></p> <p><b>Canadian Youth Business Foundation</b>                      – The Canadian Youth Business Foundation (CYBF) is a national non-profit organization that encourages and supports young Canadians, 18 to 34 years of age, who would not otherwise have the opportunity to learn about entrepreneurship and contribute to their community by establishing successful businesses.  <a href="http://www.cybf.ca/index.htm">http://www.cybf.ca/index.htm</a></p>					
5. Contact person information.	<p>Aileen Murray Ec.D. (F)                      Economic Development Manager  <a href="mailto:amurray@investinmiddlesex.ca">amurray@investinmiddlesex.ca</a>                      519-434-7321 x 2347</p>	<p>The Municipality Of Adelaide Metcalfe  <a href="http://www.adelaidemetcalfe.on.ca/siteengine/activepage.asp">http://www.adelaidemetcalfe.on.ca/siteengine/activepage.asp</a></p> <p>Fran Urbshott                      Clerk/Administrator/                      Treasurer  <a href="mailto:fran@adelaidemetcalfe.on.ca">fran@adelaidemetcalfe.on.ca</a></p> <p>The Corporation of the Township of Lucan Biddulph  <a href="http://www.lucanbiddulph.on.ca/">http://www.lucanbiddulph.on.ca/</a></p> <p>Ron Reymer, CAO at</p>	<p><a href="http://localboard.on.ca/">http://localboard.on.ca/</a></p> <p>Tel: (519) 672-3499  <a href="mailto:info@localboard.ca">info@localboard.ca</a></p> <p><b>Executive Director:</b>                      Debra Mountenay  <b>Projects Manager:</b>                      Martin Withenshaw                      (Steering Committee Member)</p>	<p><b>Bev Pfau CED Officer</b>                      The Business Help Centre  <a href="mailto:ced@thebusinesshelpcentre.ca">ced@thebusinesshelpcentre.ca</a></p> <p>Tel: 519-641-6100</p> <p>And                      1-866-205-1188</p> <p>“The Business Help Centre”                      Komoka, Office</p> <p><a href="http://www.cfcdmiddlesex.ca/">http://www.cfcdmiddlesex.ca/</a></p>	<p>Dorchester Business Association  <a href="http://www.dorchesterbusiness.ca/">http://www.dorchesterbusiness.ca/</a>  <a href="mailto:membership@dorchesterbusiness.ca">membership@dorchesterbusiness.ca</a></p> <p>Strathroy BIA  <b>Chair:</b> Melissa Boucher, Royal Bank  <a href="mailto:info@downtownstrathroy.ca">info@downtownstrathroy.ca</a></p> <p>Mainstreet Middlesex - <b>Brian Chalmers</b></p>	<p><a href="http://www.sdcc.on.ca/">http://www.sdcc.on.ca/</a></p> <p><b>Phone:</b> 519-245-7620</p> <p><b>Shannon Churchill</b>                      General Manager</p> <p>Strathroy District Chamber of Commerce:  <a href="mailto:info@sdcc.on.ca">info@sdcc.on.ca</a></p>	<p>1-888-576-4444                      (9:00 AM to 5:00 PM, in every time zone)  <a href="http://www.canadabusiness.ca/eng/page/contact/">http://www.canadabusiness.ca/eng/page/contact/</a></p>	<p>National office:                      Toll-free number: 1 877 BDC-BANX (232-2269)  <a href="http://www.bdc.ca/EN/Pages/home.aspx">http://www.bdc.ca/EN/Pages/home.aspx</a></p> <p>London office:  <a href="http://www.bdc.ca/EN/business-centres/ontario/london/Pages/default.aspx">http://www.bdc.ca/EN/business-centres/ontario/london/Pages/default.aspx</a>                      380 Wellington Street                      London, Ontario                      N6A 5B5</p>	<p>Excellence In Manufacturing Consortium  <a href="http://www.emccanada.org/">http://www.emccanada.org/</a></p> <p>Interactive Manufacturing Innovation Networks (IMIN)  <a href="http://www.iminonline.ca">www.iminonline.ca</a></p> <p>Ontario Federation of Agriculture  <a href="http://www.ofa.on.ca/">http://www.ofa.on.ca/</a></p> <p>Canadian Manufacturers &amp; Exporters Ontario</p>

MIDDLESEX Entrepreneur Support Services	County Economic Development Department	Local Municipality EDO	Workforce Planning and Development Board	CFDC	BIAs & Bas	Chambers of Commerce	Canada Ontario Business Service Centres	Business Development Bank of Canada	Others Providing Entrepreneur Support Services	
		<p>(519) 227-4491 or <a href="mailto:rreymer@lucanbiddulph.on.ca">rreymer@lucanbiddulph.on.ca</a></p> <p>The Municipality of Middlesex Centre <a href="http://www.middlesexcentre.on.ca/">http://www.middlesexcentre.on.ca/</a></p> <p>For all commercial/small business development inquiries please contact, Michael Barnier at 519-666-0190 ext 259 or by email at <a href="mailto:barnierm@middlesexcentre.on.ca">barnierm@middlesexcentre.on.ca</a></p> <p>The Municipality of North Middlesex <a href="http://www.northmiddlesex.on.ca/">http://www.northmiddlesex.on.ca/</a></p> <p>Linda Creaghe, CAO <a href="mailto:clerk@northmiddlesex.on.ca">clerk@northmiddlesex.on.ca</a></p> <p>The Municipality of Southwest Middlesex <a href="http://www.southwestmiddlesex.ca/">http://www.southwestmiddlesex.ca/</a></p> <p><b>Administrator/Clerk - Janneke Newitt</b> Phone: 519-287-2015 x 109 E-mail Address: <a href="mailto:jnewitt@southwestmiddlesex.ca">jnewitt@southwestmiddlesex.ca</a></p> <p>The Municipality of Strathroy-Caradoc <a href="http://www.strathroy-caradoc.ca/siteengine/activepage.asp">http://www.strathroy-caradoc.ca/siteengine/activepage.asp</a></p>		<p>x.on.ca/</p>	<p>Business &amp; Loans Advisor CFDC of Middlesex County 519-641-6100 <a href="mailto:businessandloans@cfdc.middlesex.on.ca">businessandloans@cfdc.middlesex.on.ca</a></p>				<p>Phone: 519 645-4229</p>	<p><a href="http://on.cme-mec.ca/">http://on.cme-mec.ca/</a></p> <p>Networking Today <b>Phone:</b> 519.471.8726 <b>Toll Free:</b> 1.866.924.0072 <b>Fax:</b> 519.471.8474 <a href="http://www.networkingtoday.com/">http://www.networkingtoday.com/</a></p> <p>'Nsight Network Kim O'Neill 519.245.6990 Email: <a href="mailto:kim.o'neill@edwardjones.com">kim.o'neill@edwardjones.com</a> <a href="http://www.networkingtoday.com/networking-group-details/ON/London/Nsight-232">http://www.networkingtoday.com/networking-group-details/ON/London/Nsight-232</a></p> <p>Canadian Women in Communications – South-western Ontario Chapter Contact: Jodi Orr 519.690.0102 7387 <a href="mailto:taylor@1023bob.com">taylor@1023bob.com</a> <a href="http://www.cwc-afc.com">www.cwc-afc.com</a></p>

MIDDLESEX Entrepreneur Support Services	County Economic Development Department	Local Municipality EDO	Workforce Planning and Development Board	CFDC	BIAs & Bas	Chambers of Commerce	Canada Ontario Business Service Centres	Business Development Bank of Canada	Others Providing Entrepreneur Support Services
		<p>Jim Fairlie, CAO Phone: 519-245-1105 x 225 <a href="mailto:jfairlie@strathroy-caradoc.ca">jfairlie@strathroy-caradoc.ca</a></p> <p>The Municipality of Thames Centre <a href="http://www.thamescentre.on.ca/">http://www.thamescentre.on.ca/</a></p> <p>Greg Borduas Chief Administrative Officer (519) 268-7334 ext 223 <a href="mailto:gborduas@thamescentre.on.ca">gborduas@thamescentre.on.ca</a></p> <p>Village of Newbury Betty D. Gordon, Clerk- Treasurer <a href="http://www.newbury.ca/">http://www.newbury.ca/</a></p> <p>Email: <a href="mailto:vnewbury@on.aibn.com">vnewbury@on.aibn.com</a></p> <p>Phone: (519) 693-4941</p>							

County of Norfolk

NORFOLK Entrepreneur Support Services	County Economic Development Office	Local Municipality EDO	Workforce Planning & Development Board	CFDC	BIAs & Bas	Chambers of Commerce	Canada Ontario Business Service Centres	Business Development Bank of Canada	Others Providing Entrepreneur Support Services
1. Purpose / mission of organization.	<p>County of Norfolk Economic Development Office  <a href="http://www.norfolkcounty.ca/">http://www.norfolkcounty.ca/</a>                      Norfolk County ED provides property selection info to businesses who may want to locate in Norfolk and support for existing business and entrepreneurs.</p>	<p>No municipalities in Norfolk – a single tier municipal government. All services info is provided on the county website.</p>	<p>Workforce Planning Board of Grand Erie  <a href="http://www.workforceplanningboard.org/en/links">http://www.workforceplanningboard.org/en/links</a>                      The Workforce Planning Board of Grand Erie leads the development of local labour market strategies by engaging community partners and maximizing available resources.</p>	<p>Norfolk District Business Development Corporation (NDBDC) and CFDC are partnered in Norfolk and are administered through the NDBDC  <a href="http://www.ndbdc.com/">http://www.ndbdc.com/</a>                      NDBDC / CFDC assists small business and the community in Norfolk County, Ontario, Canada by offering business support services, business consulting services, loan services and advice.                      Also delivers Canada Ontario Business Services Program  <a href="http://www.cbo-eco.ca/">http://www.cbo-eco.ca/</a></p>	<p>Downtown Simcoe Business Improvement Area  <a href="http://www.downtownsimcoe.com/">http://www.downtownsimcoe.com/</a>                      The Downtown Simcoe BIA provides close to 200 local businesses and property owners the opportunity to join together and, with the support of the municipality, to organize, finance and carry out physical improvement and promote the downtown district.                      Also <b>Delhi Business Improvement Area</b>                      (No website)                      Phone: 519-582-8246</p>	<p>Simcoe Chamber of Commerce  <a href="http://www.simcoechamber.on.ca/">http://www.simcoechamber.on.ca/</a>                      Since 1888, the Simcoe and District Chamber of Commerce has been serving the community. Today, over 350 businesses and individuals make up the <a href="#">membership</a> of the Simcoe and District Chamber of Commerce. Through the various committees within the Chamber, members involve themselves in programs aimed at developing the community into a better place in which to live and work.                      Delhi CofC                      Port Dover Board of Trade  <a href="http://www.portdover.ca/">http://www.portdover.ca/</a>                      Through the expansion of its economic, recreational, cultural and educational opportunities, Port Dover will be a uniquely creative and energetic community, filled with spirit, vitality, prosperity and optimism, where everyone will experience an enjoyable place to live, work, visit, and play.                      Waterford CofC                      Longpoint Country CofC</p>	<p><a href="http://www.canadabusiness.ca/eng/">http://www.canadabusiness.ca/eng/</a>                      Canada Business promotes entrepreneurship and innovation, and provides assistance through an organized network of service centres across Canada                      Canada Business is a collaborative arrangement among federal departments and agencies, provincial and territorial governments and not-for-profit entities.                      Office located in Simcoe. Programs run through the Norfolk District Business Development Corporation  <a href="http://www.ndbdc.com/">http://www.ndbdc.com/</a></p>	<p>No BDC Service Centre in Norfolk County.  <a href="http://www.bdc.ca/EN/Pages/home.aspx">http://www.bdc.ca/EN/Pages/home.aspx</a></p>	<p>1. Excellence In Manufacturing Consortium  <a href="http://www.emccanada.org/">http://www.emccanada.org/</a>                      - advisory service on product R&amp;D &amp; innovation                      2. Interactive Manufacturing Innovation Networks (IMIN)  <a href="http://www.iminonline.ca">www.iminonline.ca</a>                      - information sharing network for entrepreneurs in manufacturing                      3. Ontario Federation of Agriculture  <a href="http://www.ofa.on.ca/">http://www.ofa.on.ca/</a>                      - local chapter advises agribusiness entrepreneurs on farm management /expansion issues</p>
2. Service or	• Economic		Training and labour	Business support services and	Supports	A Chamber of Commerce	Website that provides		

NORFOLK Entrepreneur Support Services	County Economic Development Office	Local Municipality EDO	Workforce Planning & Development Board	CFDC	BIAs & Bas	Chambers of Commerce	Canada Ontario Business Service Centres	Business Development Bank of Canada	Others Providing Entrepreneur Support Services
sector specialization.	development services and support to new and existing businesses in Norfolk.		market strategies for the Grand Erie area.	community economic development for Norfolk County.	mainstreet business services and retail services interests.	represents and supports the needs of local business.	information and connects user to all government programs that support entrepreneurs across Canada.		
3. Programs & services which would be of interest to entrepreneurs. D= Direct – provides service using own resources. R = Referral – provides referral to another org. which provides the service.	D - Business Directory on website D - License and permits available on website D - Serviced land, land availability D- Tourism Marketing Partner Program - delivered through Norfolk County ED and Norfolk Tourism D – Agriculture Marketing Partner Program - delivered through Norfolk Farms – Direct from Norfolk D – Tourism Directional Signage Program delivered through Norfolk County ED D – Agricultural Directional Signage Program delivered through Norfolk County ED D - Façade Improvement Program delivered through Norfolk County ED i D – Tax Increment Grant for Re-development		The Workforce Planning Board of Grand Erie leads the development of local labour market strategies by: Providing evidence-based research and analysis Identifying employment trends Targeting workforce opportunities Initiating workforce development strategies Working with community partners Assisting employers with human resource planning  D - <a href="#">EmployerRegistry.ca</a> is an online community connecting businesses across Grand Erie with teachers and students through a range of exciting learning opportunities.	Offers: D – Business Consultation D – Business Loans D – Business Services D – Ontario Self-Employment Benefits Program (OSEB) program information and administration on behalf of the Ontario Ministry of Training, Colleges and Universities. <a href="http://www.ndbdc.com/self-employment-benefits.html">http://www.ndbdc.com/self-employment-benefits.html</a>  D – Daytime Seminars free of cost offered on Wednesdays at NDBDC offices offering Business Start-up advice  D – On-line learning tool for entrepreneurs to promote business development <a href="http://www.cfdlearn.ca/index.html">http://www.cfdlearn.ca/index.html</a>  <b>Sand Plains Community Development Fund (SPCDF)</b>  Sand Plains Community Development Fund is a program created to assist rural communities in the Sand Plains region to build a stronger, more diversified economy. Rural projects in the counties of Brant, Elgin, Middlesex, Norfolk and Oxford may apply for	(D) On-line Business Directory	(D) On-line Business Directory (D) Seminars to Chamber members re: Business Issues	(R) Canada Business Services provides referrals to government programs to entrepreneurs requiring information. Entrepreneurs can access programs to help with the following services: - Starting a Business - Growth and Innovation - Grants and Finances - Taxes - Regulations Licenses and Permits - Export, Import and Foreign Investment - Hiring and Managing Staff - Business Planning - Management and Operations - Market Research and Statistics - Marketing and Sales - Selling to Governments - Copyright and Intellectual Property - Environment and Business - Exiting your Business  (D) the following programs/info is available on CBSB website:: Small Business Survival – info on website <a href="http://www.bdc.ca/en/advice_centre/tools/entrepreneurial_self_assessment/Pages/ent">http://www.bdc.ca/en/advice_centre/tools/entrepreneurial_self_assessment/Pages/ent</a>		

NORFOLK Entrepreneur Support Services	County Economic Development Office	Local Municipality EDO	Workforce Planning & Development Board	CFDC	BIAs & Bas	Chambers of Commerce	Canada Ontario Business Service Centres	Business Development Bank of Canada	Others Providing Entrepreneur Support Services
	<p>D - Business/Industry Participation in Investment Attraction D – On-line Community Profile information -</p>			<p>assistance</p>			<p><a href="http://repreneurial_self_assessment.aspx">repreneurial_self_assessment.aspx</a></p>		
<p>4. Links to programs &amp; services available from others, e.g. SCOR Region Provincial Federal</p>	<p>Links to: Norfolk District Business Development Corporation <a href="http://www.ndbdc.com/">http://www.ndbdc.com/</a> who offers: D – Business Consultation D – Business Loans D – Business Services D – Ontario Self-Employment Benefits Program (OSEB) program information and administration on behalf of the Ontario Ministry of Training, Colleges and Universities. <a href="http://www.ndbdc.com/self-employment-benefits.html">http://www.ndbdc.com/self-employment-benefits.html</a></p>			<p><b>The Canadian Youth Business Foundation (CYBF)</b> is a national charity dedicated to championing tomorrow's entrepreneurial nation builders. <a href="http://www.cybf.ca">www.cybf.ca</a></p> <p>Workforce Planning Board of Grand Erie <a href="http://www.workforceplanningboard.org/">http://www.workforceplanningboard.org/</a></p>		<p>Link to Norfolk county website for more ED and business support info. <a href="http://www.norfolkbusiness.ca">http://www.norfolkbusiness.ca</a></p>	<p>CBCS provides referrals to following programs. They are federal, provincial and municipal programs: I - Entrepreneurial self-assessment (R) to Business Development Bank of Canada <a href="http://www.bdc.ca/en/advic_e_centre/tools/entrepreneurial_self_assessment/Pages/entrepreneurial_self_assessment.aspx">http://www.bdc.ca/en/advic_e_centre/tools/entrepreneurial_self_assessment/Pages/entrepreneurial_self_assessment.aspx</a> xiv – Small Business Research and Policy - Key Small Business Statistics – July 2010 (R) to Industry Canada - <a href="http://www.ic.gc.ca/eic/site/sbrp-rppe.nsf/eng/h_rd02488.html">http://www.ic.gc.ca/eic/site/sbrp-rppe.nsf/eng/h_rd02488.html</a></p>		

NORFOLK Entrepreneur Support Services	County Economic Development Office	Local Municipality EDO	Workforce Planning & Development Board	CFDC	BIAs & Bas	Chambers of Commerce	Canada Ontario Business Service Centres	Business Development Bank of Canada	Others Providing Entrepreneur Support Services
	<p>D – Daytime Seminars free of cost offered on Wednesdays at NDBDC offices offering Business Start-up advice</p> <p><a href="#">Funding Programs for Farmers (Province of Ontario)</a></p> <p>A summary of programs and services currently available to Ontario farmers, grouped by subject. The information is current as of the publication date. However, programs and services are subject to frequent changes.</p> <p><a href="http://www.omafra.gov.on.ca">www.omafra.gov.on.ca</a></p> <p><b>Sand Plains Community Development Fund</b></p> <p><a href="http://www.sandplains.ca">www.sandplains.ca</a></p> <p>Federal Economic Development Agency for Southern Ontario (FedDev Ontario)</p> <p><a href="http://www.southernontario.gc.ca">www.southernontario.gc.ca</a></p> <p><b>Canada-Ontario Business Service Centre</b></p> <p>Providing accurate</p>								

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	<p>and timely information on programs, services and regulations to Ontario businesses in collaboration with federal, provincial and non-governmental partners. Website: <a href="http://www.cbosc.org/ontario/english/index.cfm">www.cbosc.org/ontario/english/index.cfm</a></p> <p><b>SOUTH CENTRAL ONTARIO REGION (SCOR) ACTION PLAN</b></p> <p>Norfolk County is working with its neighbouring municipalities to bring increased investment and attention to the needs of our communities, at the senior government level. As a result, the South Central Ontario Region (SCOR) Action Plan has been developed. Norfolk County Council endorsed the action plan at its meeting on March 11, 2008. <a href="http://www.scorregion.com/">http://www.scorregion.com/</a></p>								

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5. Contact person information.	<p>Clark Hoskin, Manager                      Phone: (519) 426-5870 ext. 1238  <a href="mailto:clark.hoskin@norfolkcounty.ca">clark.hoskin@norfolkcounty.ca</a></p> <p>Linda D'Hondt-Crandon, Economic Development Coordinator, at 519-426-5870 ext 1264 or email <a href="mailto:linda.dhondt-crandon@norfolkcounty.ca">linda.dhondt-crandon@norfolkcounty.ca</a>.</p> <p><b>Tourism Web site:</b>  <a href="http://www.norfolktourism.ca">www.norfolktourism.ca</a></p> <p><b>Business Web site:</b>  <a href="http://www.norfolkbusiness.ca">www.norfolkbusiness.ca</a></p> <p><b>Agriculture Web site:</b>  <a href="http://www.norfolkfarms.com">www.norfolkfarms.com</a></p>		<p><b>Executive Director:</b> Jill Halyk                      Telephone (519) 756-1116                      Fax (519) 756-4663                      Email <a href="mailto:admin@workforceplanningboard.org">admin@workforceplanningboard.org</a></p>	<p><b>Gordon Potts                      General Manager</b>                      (Steering Committee Member)                      519-428-2323</p>	<p>Simcoe BIA                      50 Peel Street                      Simcoe ON, N3Y 1S2                      (519) 426-5150  <a href="http://www.downtownsimcoe.com/">http://www.downtownsimcoe.com/</a></p> <p>Larry Dawson, Executive Director; Phone: 519-426-5150 ext 1239; Email: <a href="mailto:director@downtownsimcoe.com">director@downtownsimcoe.com</a></p> <p>Delhi BIA                      92 King St                      Delhi, ON, N4B1X6                      (519) 582-1900  <a href="mailto:delhiradio@kwic.com">delhiradio@kwic.com</a></p>	<p>Simcoe Chamber of Commerce, 95 Queensway West Chamber Plaza Simcoe, ON, N3Y 2M8                      General Manager: Yvonne Di Pietro                      President: Dave Churchill  <b>Telephone</b> 519-426-5867  <a href="mailto:chamber@simcoechamber.on.ca">chamber@simcoechamber.on.ca</a></p> <p>Delhi Chamber of Commerce                      200 Talbot Rd                      Delhi, ON N4B 2A2                      (519) 582-3870  <a href="mailto:ddcc@kwic.com">ddcc@kwic.com</a></p> <p>Port Dover Board of Trade                      19 Market Street West                      P.O. Box 239                      Port Dover Ontario                      N0A 1N0                      1(519)583-1314  <a href="http://www.portdover.ca/">http://www.portdover.ca/</a></p> <p>Waterford Chamber of Commerce                      76 Main St S                      Waterford, ON N0E 1Y0                      519-443-0113  <a href="mailto:oldtownhall@bellnet.ca">oldtownhall@bellnet.ca</a>                      Barry Malcolm, VP, (519) 443-8218  <a href="mailto:bmalcolm@kwic.com">bmalcolm@kwic.com</a></p> <p>Long Point Country Chamber of Commerce  <a href="http://www.portrowan-longpoint.org/thechamber@amtelecom.net">http://www.portrowan-longpoint.org/thechamber@amtelecom.net</a></p>	<p>Office located in Simcoe. Programs run through the Norfolk District Business Development Corporation  <a href="http://www.ndbdc.com/">http://www.ndbdc.com/</a></p> <p><b>Gordon Potts                      General Manager</b>                      (Steering Committee Member)                      519-428-2323</p>		<p>Excellence In Manufacturing Consortium  <a href="http://www.emccanda.org/">http://www.emccanda.org/</a></p> <p>Interactive Manufacturing Innovation Networks (IMIN)  <a href="http://www.iminonline.ca">www.iminonline.ca</a></p> <p>Ontario Federation of Agriculture  <a href="http://www.ofa.on.ca/">http://www.ofa.on.ca/</a></p>

County of Oxford

OXFORD Entrepreneur Support Services	County Economic Development Dept.	Local Municipality EDO	Workforce Planning & Development Board	CFDC Oxford Small Business Centre	Chambers of Commerce	BIAs	Canada Business Ontario Service Centres Not include CFDCs	Business Development Bank of Canada	Others Providing Entrepreneur Support Services
1. Purpose / mission of organization.	<b>No ED function</b>	Ingersoll ED <a href="http://www.ingersoll.ca/business/economic_development_programs.html">http://www.ingersoll.ca/business/economic_development_programs.html</a> Tillsonburg ED <a href="http://www.tillsonburg.ca/site/2344/business.aspx">http://www.tillsonburg.ca/site/2344/business.aspx</a> Norwich ED <a href="http://www.twp.norwich.on.ca/site/2592/default.aspx">http://www.twp.norwich.on.ca/site/2592/default.aspx</a>	Elgin, Oxford & Middlesex Workforce Planning & Development Board <a href="http://localboard.on.ca/">http://localboard.on.ca/</a>	Oxford Small Business Centre (Ingersoll) <a href="http://www.osbsc.on.ca/">http://www.osbsc.on.ca/</a> Also delivers Canada Ontario Business Services Program <a href="http://www.cbo-eco.ca/">http://www.cbo-eco.ca/</a>	Woodstock CofC. <a href="http://www.woodstockchamber.on.ca">www.woodstockchamber.on.ca</a> Tillsonburg CofC <a href="http://www.ingersollchamber.com">www.ingersollchamber.com</a> Ingersoll CofC <a href="http://www.ingersollchamber.clm">www.ingersollchamber.clm</a> Norwich CofC <a href="http://www.norwichchamberofcommerce.ca">www.norwichchamberofcommerce.ca</a>	Downtown Woodstock BIA <a href="http://www.downtownwoodstock.ca/">http://www.downtownwoodstock.ca/</a> Tillsonburg BIA <a href="http://tillsonburgbia.com">http://tillsonburgbia.com</a> Ingersoll BIA <a href="http://www.ingersoll.ca/business/bia_benefits.html">http://www.ingersoll.ca/business/bia_benefits.html</a>	Woodstock Small Business Enterprise Centre <a href="http://www.woodstocksmallbusiness.ca/">www.woodstocksmallbusiness.ca/</a>		1. Tourism – Regional Tourism Organization #1 – new organization to coordinate tourism regionally in SW Ontario, includes County Destination Marketing Orgs. <a href="http://www.norfolkcounty.ca/index.php?option=com_content&amp;task=view&amp;id=801&amp;Itemid=187">http://www.norfolkcounty.ca/index.php?option=com_content&amp;task=view&amp;id=801&amp;Itemid=187</a> 2. Excellence In Manufacturing Consortium <a href="http://www.emccanada.org/">http://www.emccanada.org/</a> - advisory service on product R&D & innovation. Oxford is SCOR's primary location for the consortium. 3. Interactive Manufacturing Innovation Networks (IMIN) <a href="http://www.iminonline.ca">www.iminonline.ca</a> - information sharing network for entrepreneurs in manufacturing 4. Ontario Federation of Agriculture

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									<a href="http://www.ofa.on.ca/">http://www.ofa.on.ca/</a> - local chapter advises agribusiness entrepreneurs on farm management / expansion issues
			To gather local labour market information and bring partners together to work on local solutions to issues raised through the review of the labour market information in consultation with local community members.	We are committed to the preservation and creation of job opportunities in Oxford County through our delivery of programs and services that assist small business, support and nurture entrepreneurship, and foster community development			<b>The Woodstock &amp; Area Small Business Enterprise Centre</b> is focused on providing support to start-up and small enterprises during their first through fifth years of operation. Canada Business promotes entrepreneurship and innovation, and provides assistance through an organized network of service centres across Canada <b>Canada Business</b> is a collaborative arrangement among federal departments and agencies, provincial and territorial governments and not-for-profit entities.		
2. Service or sector specialization.		<b>Woodstock ED</b> business retention and expansion, new business development, investment attraction, and market research D	Training Board human resources and training development Labour Market information	Small business loans and counselling. D	Support businesses to succeed and grow.		Small business start-up, expansion, export.		
3. Programs & services which would be of interest to entrepreneurs.  D= Direct – provides service using own resources.  R = Referral – provides referral to		<b>Woodstock ED</b> Top 3 Services: • Land and building site selection information • Provision of statistical and market data • Permit & development process information Other Services: • Job Bank • Promotional programs	<b>(D) Passport to Prosperity - (P2P)</b> is an Ontario-wide initiative created to promote the benefits of school-to-work partnerships; recruit employers to partner with schools; and provide resources to facilitate these	Top 3 Services: • Business turnarounds (when businesses are failing) • Business Counselling for new business • Business loans Other Services: Referrals to consultants re: taxation, marketing, HR Referral to other sources of	• Networking • Mapping • business events – Woodstock CofC		<b>Woodstock Small Bus. Centre</b> Bus. Start-up inf., planning D - licenses, permits, regs. D - import/export inf. D - Intellectual property inf. D - Networking, mentoring D  <b>(R) Canada Business Services</b> provides referrals to government programs to entrepreneurs		

<b>OXFORD</b> <b>Entrepreneur</b> <b>Support Services</b>	<b>County</b> <b>Economic</b> <b>Development</b> <b>Dept.</b>	<b>Local Municipality EDO</b>	<b>Workforce</b> <b>Planning &amp;</b> <b>Development Board</b>	<b>CFDC</b> <b>Oxford Small Business Centre</b>	<b>Chambers of Commerce</b>	<b>BIAs</b>	<b>Canada Business Ontario</b> <b>Service Centres</b> <b>Not include CFDCs</b>	<b>Business</b> <b>Development</b> <b>Bank of</b> <b>Canada</b>	<b>Others Providing</b> <b>Entrepreneur</b> <b>Support Services</b>
<p>another org. which provides the service.</p>		<p>to encourage new investment</p> <ul style="list-style-type: none"> <li>• Free assistance to new and existing local companies</li> <li>• Product sourcing and potential market identification</li> <li>• Assistance with business start-ups</li> <li>• Liaison with provincial and federal governments</li> <li>• Consultation and networking with local businesses and industry</li> </ul> <p>Services primarily through referral (indirect):</p> <ul style="list-style-type: none"> <li>• Business start-up</li> <li>• Funding</li> <li>• Product R&amp;D</li> <li>• Product marketing</li> <li>• Product exporting</li> <li>• HR except Job Bank</li> <li>• Mentor</li> <li>• Network</li> </ul>	<p>partnerships, for the benefit of employers and high school students.</p> <p>(D) SLOME is an independent not-for-profit project of the Elgin, Middlesex, Oxford Local Training Board, which partner youth, education and business. Offers Career Exploration and support for youth with access to information and link to employers to support School to work transition programs</p>	<p>funding, e.g. gov't, BDC</p> <p>Ontario Self-Employment Benefits Program  <a href="http://www.osbsc.on.ca/html/oseb.html">http://www.osbsc.on.ca/html/oseb.html</a> D</p> <p>Sand Plains Community Development Fund  <a href="http://www.sandplains.ca/">http://www.sandplains.ca/</a></p> <p>Business counsellors can assist with guidance on licenses, permits, regulations and other requirements and business registration (R)</p>			<p>requiring information. Entrepreneurs can access programs to help with the following services:</p> <ul style="list-style-type: none"> <li>- Starting a Business - <a href="http://www.canadabusiness.ca/eng/blog/entry/6189">www.canadabusiness.ca/eng/blog/entry/6189</a></li> <li>i- Growth &amp; Innovation - <a href="http://www.canadabusiness.ca/eng/145/">www.canadabusiness.ca/eng/145/</a></li> <li>- Grants and Finances - <a href="http://www.canadabusiness.ca/eng/82">www.canadabusiness.ca/eng/82</a></li> <li>- Taxes- <a href="http://www.canadabusiness.ca/eng/83">www.canadabusiness.ca/eng/83</a></li> <li>- Regulations Licenses and Permits - <a href="http://www.canadabusiness.ca/eng/126/">www.canadabusiness.ca/eng/126/</a></li> <li>- Export, Import and Foreign Investment - <a href="http://www.canadabusiness.ca/eng/105">www.canadabusiness.ca/eng/105</a></li> <li>- Hiring and Managing Staff - <a href="http://www.canadabusiness.ca/eng/85">www.canadabusiness.ca/eng/85</a></li> <li>- Business Planning - <a href="http://www.canadabusiness.ca/eng/blog/entry/6189">www.canadabusiness.ca/eng/blog/entry/6189</a></li> <li>- Management and Operations - <a href="http://www.canadabusiness.ca/eng/87/">www.canadabusiness.ca/eng/87/</a></li> <li>- Market Research and Statistics - <a href="http://www.canadabusiness.ca/eng/88/">www.canadabusiness.ca/eng/88/</a></li> <li>- Marketing and Sales - <a href="http://www.canadabusiness.ca/eng/89/">www.canadabusiness.ca/eng/89/</a></li> <li>- Selling to Governments - <a href="http://www.canadabusiness.ca/eng/90/">www.canadabusiness.ca/eng/90/</a></li> <li>- Copyright &amp; Intellectual Property</li> <li>- Environment and Business - <a href="http://www.canadabusiness.ca/eng/91/">www.canadabusiness.ca/eng/91/</a></li> <li><a href="http://www.canadabusiness.ca/eng/92/">www.canadabusiness.ca/eng/92/</a></li> <li>- Exiting your Business -</li> </ul>		

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							<p>www.canadabusiness.ca/eng/93/D) the following programs/info is available on CBSB website::</p> <p>Small Business Survival – info on website</p> <p><a href="http://www.bdc.ca/en/advice_centre/tools/entrepreneurial_self_assessment/Pages/entrepreneurial_self_assessment.aspx">http://www.bdc.ca/en/advice_centre/tools/entrepreneurial_self_assessment/Pages/entrepreneurial_self_assessment.aspx</a></p>		
		<p><b>Ingersoll D</b> Downtown Renewal. Serviced Land Inf. Maps</p>							
		<p><b>Tillsonburg D</b> Site selection assistance Facilitation of development approvals Assistance with employment fairs/recruitment Facilitation of applications for support/ employment/ training programs Preparation of Community Information Packages to assist in employee relocation efforts Community tours Communications/publicity assistance Federal, Provincial and County Government Liaison Business retention and support programs Business plan development</p>							
		<p><b>Norwich ED</b> <a href="http://www.twp.norwich.on">http://www.twp.norwich.on</a></p>							

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		<a href="http://www.oxford.on.ca/site/2412/default.aspx">ca/site/2412/default.aspx</a> <ul style="list-style-type: none"> <li>• Information on the Township's business environment</li> <li>• Contact names in the real estate industry, development industry, municipal government, Chamber of Commerce, business associations and community groups</li> <li>• Site selection research</li> <li>• Research on available industrial and commercial lands and buildings available for lease or sale in the Township</li> <li>• Directory of Township businesses</li> <li>• Contacts and advice on forming a new business</li> <li>• Business Planner - referral to Canada Business website</li> <li>• Sources of Financing – referral to Canada Business website</li> <li>• BizLaunch – referral <a href="http://www.bizlaunch.ca/">http://www.bizlaunch.ca/</a></li> </ul>							
<p>4. Links to programs &amp; services available from others, e.g. SCOR Region Provincial Federal</p>		<p><b>Woodstock ED</b> Ontario Business Program Guide <a href="http://www.ontario.ca/en/business_program/index.htm">www.ontario.ca/en/business_program/index.htm</a> Woodstock Now <a href="http://www.WoodstockNow.com">www.WoodstockNow.com</a></p> <p><b>Ingersoll – COBSC</b> <a href="http://www.cbosc.org/ontario">www.cbosc.org/ontario</a></p> <p><b>Tilsonburg –</b></p>		<p>BDC <a href="http://www.bdc.ca">www.bdc.ca</a> Canada Business <a href="http://www.canadabusiness.ca/eng/">http://www.canadabusiness.ca/eng/</a> Industry Canada Performance Plus <a href="http://www.ic.gc.ca/eic/site/pp-pp.nsf/eng/Home">http://www.ic.gc.ca/eic/site/pp-pp.nsf/eng/Home</a></p>	<p><b>Tillsonburg CofC</b> Tillsonburg Economic Development <a href="http://www.tillsonburg.ca/site/2344/business.aspx">www.tillsonburg.ca/site/2344/business.aspx</a></p> <p><b>Woodstock CofC</b> Ontario Business Connects <a href="http://www.ontario.ca/en/services_for_business/index">http://www.ontario.ca/en/services_for_business/index</a></p>		<p>CBSC provides referrals to following programs. They are federal, provincial and municipal programs:</p> <p>I - Entrepreneurial self-assessment (R) to Business Development Bank of Canada <a href="http://www.bdc.ca/en/advice_centre/tools/entrepreneurial_self_assessment/Pages/entrepreneurial">http://www.bdc.ca/en/advice_centre/tools/entrepreneurial_self_assessment/Pages/entrepreneurial</a></p>		

OXFORD Entrepreneur Support Services	County Economic Development Dept.	Local Municipality EDO	Workforce Planning & Development Board	CFDC Oxford Small Business Centre	Chambers of Commerce	BIAs	Canada Business Ontario Service Centres Not include CFDCs	Business Development Bank of Canada	Others Providing Entrepreneur Support Services
		Woodstock Area SBC <a href="http://www.woodstocksmallbusiness.ca/">http://www.woodstocksmallbusiness.ca/</a> Oxford Small Bus. Support Centre www.osbsc.on.ca <b>Norwich:</b> COBSC <a href="http://www.cbosc.org/ontario">www.cbosc.org/ontario</a> Woodstock Area SBC <a href="http://www.woodstocksmallbusiness.ca/">http://www.woodstocksmallbusiness.ca/</a>			<a href="#">x.htm</a> Woodstock ED <a href="http://www.woodstocknow.com/">http://www.woodstocknow.com/</a> StatsCan <a href="http://www.statcan.gc.ca/stat">http://www.statcan.gc.ca/stat</a>		<a href="#">self_assessment.aspx</a> Xiv – Small Business Research and Policy - Key Small Business Statistics – July 2010 (R) to Industry Canada - <a href="http://www.ic.gc.ca/eic/site/sbrp-rppe.nsf/eng/h_rd02488.html">http://www.ic.gc.ca/eic/site/sbrp-rppe.nsf/eng/h_rd02488.html</a>  Federal Tax Inf. - <a href="http://www.cra-arc.gc.ca">http://www.cra-arc.gc.ca</a> Provincial Tax Inf. - <a href="http://www.canadabusiness.ca/eng/83/4669/">http://www.canadabusiness.ca/eng/83/4669/</a> Tax Seminars & Inf. <a href="http://www.canadabusiness.ca/eng/83/4671/">http://www.canadabusiness.ca/eng/83/4671/</a>		
5. Contact person information.		Woodstock Econ.Development - Len Magyar Development Commissioner Phone: 519-539-2382 Ext. 2112 Fax: 519-539-3275 <a href="mailto:lmagyar@city.woodstock.on.ca">lmagyar@city.woodstock.on.ca</a>	<a href="http://localboard.on.ca/">http://localboard.on.ca/</a> Tel: (519) 672-3499 <a href="mailto:info@localboard.ca">info@localboard.ca</a> <b>Executive Director:</b> Debra Mountenay <b>Projects Manager:</b> Martin Withenshaw (Steering Committee Member)	Lance Pickering, GM, Oxford Small Business Centre, 118 Oxford Street, Ingersoll, ON, N5C 2V5 519.425.0401 <a href="mailto:osbsc@osbsc.on.ca">osbsc@osbsc.on.ca</a>	<b>Tillsonburg CofC</b> Suzanne Renken General Manger, P.O. Box 113 Tillsonburg, ON N4G 4H3 (519) 688-3737 or <a href="mailto:suzanne@tillsonburgchamber.ca">suzanne@tillsonburgchamber.ca</a>	Downtown Woodstock BIA 5 Graham Street, Suite 201 Woodstock, ON N4S 6J5 Tel: 519-537-5721 <b>Kelly Morrison</b> - Manager 519-537-5721 <a href="mailto:info@downtownwoodstock.ca">info@downtownwoodstock.ca</a> <a href="http://www.downtownwoodstock.ca">www.downtownwoodstock.ca</a>	Canada Business Services 1-888-576-4444 (9:00 AM to 5:00 PM, in every time zone) <a href="http://www.canadabusiness.ca/eng/page/contact/">http://www.canadabusiness.ca/eng/page/contact/</a> Woodstock Small Business Enterprise Centre Juanita Scott - Manager 453 Dundas St Woodstock, ON N4S 1C2 t. 519 421-2129 <a href="mailto:jscott@city.woodstock.on.ca">jscott@city.woodstock.on.ca</a> <a href="http://www.woodstocksmallbusiness.ca">www.woodstocksmallbusiness.ca</a>		Excellence In Manufacturing Consortium <a href="http://www.emccanada.org/">http://www.emccanada.org/</a>  Interactive Manufacturing Innovation Networks (IMIN) <a href="http://www.iminonline.ca">www.iminonline.ca</a>  Tourism – Regional Tourism Organization #1 <a href="http://www.norfolkcounty.ca/index.php?option=com_content&amp;task=view&amp;id=801&amp;Itemid=187">http://www.norfolkcounty.ca/index.php?option=com_content&amp;task=view&amp;id=801&amp;Itemid=187</a>
		William (Bill) Mates B. Tech, B. Sc., Director of Economic Development			Woodstock Chamber of Commerce 476 Peel Street (3rd floor)	Ingersoll BIA Bill Mates Director of			Ontario Federation of Agriculture <a href="http://www.ofa.on.ca/">http://www.ofa.on.ca/</a>

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		Town of Ingersoll 130 Oxford Street, Ingersoll, Ontario N5C 2V5 Tel: 519-485-0120 Ex. 2225 Email: <a href="mailto:bmates@ingersoll.ca">bmates@ingersoll.ca</a>			Woodstock, ON N4S 1K1 Martha Dennis GM 519-539-4064 <a href="mailto:martha@woodstockchamber.ca">martha@woodstockchamber.ca</a>	Economic Development Town of Ingersoll <a href="http://www.ingersoll.ca/business/bia_benefits.html">http://www.ingersoll.ca/business/bia_benefits.html</a>			
		Cephas Panschow, Development Commissioner 200 Broadway, 2nd Floor, Tillsonburg, ON N4G 5A7 (519) 842-6428, ext. 3250 or <a href="mailto:cpanschow@tillsonburg.ca">cpanschow@tillsonburg.ca</a>			Norwich Chamber of Commerce Township of Norwich Chamber of Commerce 41 Main St. PO Box 1028 Norwich, ON N0J 1P0 Douglas Buck <a href="mailto:michial@oxford.net">michial@oxford.net</a> 519-863-3421 <a href="http://www.norwichchamberofcommerce.ca/default.php">http://www.norwichchamberofcommerce.ca/default.php</a>	Tillsonburg BIA 200 Broadway, 2nd Floor Tillsonburg, ON N4G 5A7 Phone: (519) 842-5757 Email: <a href="http://tillsonburgbia.com">http://tillsonburgbia.com</a> <a href="http://www.tillsonburg.ca/site/2445/default.aspx">http://www.tillsonburg.ca/site/2445/default.aspx</a>			
		Ted Hunt, EDO Norwich Economic Development (519) 863-2709 <a href="mailto:thunt@twp.norwich.on.ca">thunt@twp.norwich.on.ca</a> <a href="http://www.twp.norwich.on.ca/site/2412/default.aspx">http://www.twp.norwich.on.ca/site/2412/default.aspx</a>			Ann Campbell, GM Ingersoll Chamber of Commerce 132 Thames Street South, Ingersoll, N5C 274 519-485-7333 <a href="http://www.ingersollchamber.com/">http://www.ingersollchamber.com/</a>	Norwich BIA (no contact inf. on website) <a href="http://www.twp.norwich.on.ca/site/1224/default.aspx">www.twp.norwich.on.ca/site/1224/default.aspx</a>			