



Huron

Business Development Corporation
A Community Futures Development Corporation

ANNUAL REPORT - 2009



Helping Entrepreneurs Make Good Things Happen In



Delivered in Partnership with:



Federal Economic Development
Agency for Southern Ontario





MESSAGE FROM THE PAST-PRESIDENT:

2009 was both challenging and successful for county-wide economic development. As the year unfolded, the only certainty was change. Which level of upper tier government would ultimately take control of the funding distribution, at what time, and through what type of programme management, were all debatable points questioned for eight long and frustrating months. In August, when HBDC was asked to be part of the fast response for Canada’s Economic Action Plan, we were ready with a stack of eager participants. South-western Ontario rural development, through Community Futures, was awarded the fiscal responsibility, and HBDC rose to the challenge of distributing about half a million dollars to support and sustain hundreds of Huron County jobs.



Yet, the sagging economy is not out of the recession tunnel; and, now is not the time to allow the voices of rural Ontario to be unheard, or worse, ignored!

The past twelve years for me, serving on this board of directors, have been exciting, informative and provocative. I am so very grateful for past and future opportunities to keep the passion for local development alive and well. Let’s continue to get the job done! Thank you.

- Pamela Stanley,
Past-President

Director	Sector	Region
Rick Hundey, President	Cultural Services	South
Stephen Burns, Vice President	Engineering/Construction	Central
Pamela Stanley, Past President	Small Business	Central
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Bruce Shaw	Not-For-Profits	South
Jennifer Wallace	Retail/Tourism	South
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Jim Niesen, Business and Loans Manager		
Paul Nichol, Economic Development Manager		
Lisa Harper, Information Manager		
Brenda McGregor, Office Administrator		
Scott Tousaw, County of Huron Representative		
Steven Colley, FedDev Ontario		



Ever Wonder What Goes on at the Huron Business Development Corporation?

I. Questions Get Answered

Over 30,000 individual inquiries are served every year, including questions from business owners, job seekers and community leaders involved in economic development. For example, each month, approximately 25–30 entrepreneurs receive extensive one-to-one consulting on business management topics ranging from marketing and finance to business taxes and employee management, while another 40-50 attend our popular Better Business Workshop Series. We are Huron County's one-stop source for information on business and economic development.

II. Partners Come Together

Many hands make light work. Over the years, the HBDC has been instrumental in bringing partners together to address economic development opportunities. The Huron Tourism Association, Huron Manufacturing Association, the Farm-to-Table Network, the Heritage & Culture Partnership, Countryside Energy Co-operative, the Lake Huron Learning Collaborative and Gateway Rural Health Research Institute are all examples of organizations that we have helped launch and sustain. These organizations now have the capacity to support initiatives that make Huron County a better place to live and do business.

III. Bright Ideas Move Forward

Every month, the HBDC Board of Directors reviews loan and project applications from Huron County entrepreneurs and organizations. These people come to us because they cannot obtain financing elsewhere. Since inception in 1993, the HBDC has disbursed over \$ 9.3 million in commercial loans to small businesses throughout Huron County. At the same time, the HBDC funds explorations into new emerging opportunities for generating revenue in the farm, manufacturing and tourism sectors, including most recently, a feasibility study for a commercial grape growing industry. By helping finance new sectors and value-added opportunities, the HBDC creates a more diversified and stable economy.



IV. People Find Work

Job creation is only half of the community economic development equation. The HBDC wants to ensure that local people benefit from the creation of new jobs in our economy. Our team of Case Managers located at Centres for Employment & Learning in Wingham, Goderich, Clinton, Seaforth and Exeter assist Huron County job seekers with resume development, interviewing techniques, skills training and employment opportunities. In addition, local residents are able to train for new jobs in renewable energy (CfARE) and healthcare (HealthKick). Over the years, over 2,000 Huron County residents have found work with the assistance of HBDC staff and resources.

V. Good Things Happen in Our Community

Since 1993, HBDC has been a proud partner in over 200 distinct economic development projects involving hundreds individual partner organizations. As part of our mandate, we have invested close to \$20 million in economic development programs in co-operation with dozens of agencies at the federal, provincial and regional levels. These projects run the gamut from tourism marketing to downtown revitalization and even doctor recruitment. In our own way, we do our part to help make Huron County the wonderful place that it is.



Tim Martens shares the joy of skilled trades with local students at the 2009 Career Symposium



Rob Bundy declares the 2009 Lake Huron Watershed Youth Summit open



ECONOMIC IMPACT OF PROGRAMS AND SERVICES:

<u>INITIATIVE</u>	<u># OF ENTERPRISES</u>	<u># OF JOBS</u>
1. Self Employment Benefit Program	8	8
2. Small Business Management Consulting Service	37	59
3. HBDC Loans & Guarantees	25	102
4. Economic Development Initiatives	2	5
5. Community Revitalization	5	10
6. Youth Engagement	14	22
7. Employment & Training Services	25	832
8. Community Adjustment Measures	<u>39</u>	<u>180</u>
TOTAL	155	1,218

	<u>2009 TARGET</u>	<u>2009 ACTUAL</u>	<u>CUMULATIVE</u>
Total Program Investments	\$3,794,580	\$5,482,004	\$20,972,157
Business Start-Ups & Expansions Assisted	103 enterprises	155 enterprises	1,805
Jobs Directly Created/Maintained	633	1,218	7,990
Average Public Cost/Job (Fed., Prov., Mun.)	\$ 4,471	\$ 4,500	\$ 2,625
Approximate Annual Income Generated By Jobs	\$ 28.9 million	\$ 18.8 million	\$ 189 million
Approximate Annual Income Taxes Generated	\$ 3.0 million	\$ 1.9 million	\$ 19.3 million

Since inception in 1993, the Huron Business Development Corporation has invested a total of \$20,972,157 of public funds into local economic development initiatives. These investments have helped launch or expand 1,805 commercial enterprises throughout Huron County, or approximately 31% of all farms and businesses in the region. In turn, these enterprises employ 7,990 people, or approximately 25% of the Huron County labour force. The approximate income generated in Huron County as a result of these jobs is \$189 million/yr with \$ 19.3 million returned annually to senior level governments in the form of income taxes.



KEY PERFORMANCE INDICATORS

<u>INDICATOR</u>	<u>2009 Actual</u>	<u>2008 Actual</u>
1. General Telephone Requests	10,429	10,852
2. Small Business Enterprise Centre Contacts	1,274	2,039
3. Small Business Mentoring Sessions	167	167
4. Better Business Seminar Participants	819	697
5. Business Networking Events	876	775
6. Value of Small Business Loans	\$1,064,930	\$1,106,726
7. Economic Develop. Seminar Series	112	222
8. 10 Steps Graduates	9	24
9. Community Access Program Bookings	3,708	3,016
10. Participants in Youth Programs	2,438	275
11. CEL Service Inquiries	3,898	2,574
12. Individual Website Visits	10,794	10,778

2009 YEAR-END REPORT

2009 was the 16th year of operation for the Huron Business Development Corporation. Since 1993, the HBDC has provided economic development and small business development services to the entrepreneurs, workers and communities of Huron County, Ontario.

The following report highlights the major activities and achievements for the past year under 5 pillars of service delivery – Small Business Development; Economic Development; Community Revitalization; Youth Engagement; and Employment & Training.

In 2009, a total of **33,781 individual client contacts** were served at the Huron Business Centre in Seaforth, up 3.2% from with the previous year’s total of **32,733**. The tangible results of this activity are outlined as follows:



IN SMALL BUSINESS DEVELOPMENT:

- ✓ **1,274 consultations and inquiries** were served at the Small Business Enterprise Centre with entrepreneurs regarding their plans to start-up or expand their business ventures.
- ✓ **8 new businesses** were launched in 2008 with the support of the **Self Employment Benefit Program**, offered in partnership between Employment Ontario, the County of Huron and the HBDC.
- ✓ **167 mentoring sessions** were held with business owners, resulting in **37 business start-ups and expansions** and an additional **59 jobs** created throughout Huron County.
- ✓ **819 people attended business management workshops** on a variety of topics from marketing to bookkeeping as part of the ever-popular **Better Business Series**.
- ✓ **876 participants** attended HBDC-sponsored **Business Networking Events** that brought together business owners from the 4 main pillars of the Huron County economy – agriculture, manufacturing, tourism and culture.
- ✓ **\$1,064,930 in commercial loans** was approved to **25 Huron County businesses** in 2008, resulting in the creation and maintenance of **102 new jobs** throughout the region.



Alison Lobb of the Small Business Enterprise Centre



Poster for the West Coast Blues Festival



IN ECONOMIC DEVELOPMENT:

- ☑ **3 Business Planning Initiatives** continued this year to explore emerging opportunities in the Huron County economy. These included:
 - ✓ Marketing Plan for Cultural Assets and the **Reuben Sallows Gallery**
 - ✓ Feasibility Study for a **Goderich Performing Arts Centre**
 - ✓ Climatic Assessment for the **Commercial Production of Wine Grapes**
- ☑ A new **Beef Industry Development Initiative** was launched to help local abattoirs increase their markets and production capacity for locally-raised beef products;
- ☑ The Huron Manufacturing Association implemented its industry-led **Workforce Development & Training Plan** that ensures access to a highly-skilled labour force for local manufacturers.
- ☑ The HBDC was an active participant in the **Economic Development Opportunities Blueprint** that will develop county-wide strategies for sustainable economic development in the years to come.



Creation of the Economic Development Blueprint begins



Another student runs her own business thanks to Summer Company



IN COMMUNITY REVITALIZATION:

- ☑ 3 new **Business Retention & Expansion Initiatives** got underway in Huron County in 2009, including Bayfield, Wingham and Brussels;
- ☑ 24 community leaders from across Canada attended **Advanced B, R & E Training** hosted in Huron County, November 4th – 6th at Benmiller;
- ☑ A host of **Downtown Revitalization Initiatives** were supported this year, including:
 - ✓ Downtown Exeter Marketing & Branding Initiative;
 - ✓ Downtown Clinton Consumer Survey;
 - ✓ Dungannon Xtreme Makeover;
 - ✓ Bayfield Main St. Streetscape Plan;
- ☑ 97 representatives of Huron County businesses and organizations enhanced their customer service skills by completing the **Customer Service Excellence** training program delivered by HBDC and County of Huron staff. This makes for a total of 149 since the program was offered in 2008.
- ☑ Support was provided to several other worthwhile community initiatives that are improving the economic, social, cultural and environmental health of Huron County. These include:
 - ✓ Achievement of **Blue Flag Designations** for Bayfield Marina and Beach;
 - ✓ Sponsorship of the 3rd Annual **Green Trade Show** in Goderich;
 - ✓ Ramping up marketing efforts and attendance for **West Coast Blues Festival**;
 - ✓ Sponsorship of the 2nd successful **Celebration of First Nations** cultural events.
- ☑ Finally, 9 Huron County residents developed their community leadership skills by taking part in the renewed **10 Steps Rural Leadership Survival Series**, offered in the Fall of 2009. In addition, 43 people received training in **Transition Town Planning** offered in September through the Centre for Applied Renewable Energy.



Another ribbon cutting



Eager MedQuest students



IN YOUTH ENGAGEMENT:

- ☑ **6 local youth** received a taste of small business by operating their own summer ventures with the support of the **Summer Company Program**.
- ☑ **2,438 young people** took part in HBDC-sponsored youth skills initiatives, including:

 - ✓ The **2009 Career Symposium** held in Seaforth in April attracted **2,200 students** from across the County;
 - ✓ The **Lake Huron Watershed Youth Summit** provided three days of tours, workshops and speakers to **35 youth**;
 - ✓ The **Huron County Youth Council** has enjoyed participation from **30 youth** in total over the past year;
 - ✓ Successful skills training camps including the **Technology Skills Camp** and **MedQuest** brought together 50 young people for a week at a time to learn more about emerging careers;
 - ✓ 13 youth interested in healthcare careers furthered their experience by participating in **HealthKick's Rural Healthcare Work Placement Program**;
 - ✓ 101 youth have actively participated in the **Engaging Huron's Youth in Arts & Culture Program** offered by the Heritage Culture Partnership.
- ☑ 13 young people gained valuable job experience and networks by participating in the **CED Youth Internship Program**. In addition to developing their job skills, these interns lent support to many exciting economic development initiatives, including:

 - ✓ Web development for the award-winning Youth Spark website;
 - ✓ Heritage Research for development of a Morris-Turnberry History Book;
 - ✓ Promotion of student health programs to area youth;
 - ✓ Business development for the Gateway Rural Health Research Institute;
 - ✓ Marketing efforts for the Walton Motocross, Huron Tourism Association and Huron East;
 - ✓ Co-ordination of Lake Huron Watershed Youth Summit;
 - ✓ Museum Curator for Sloman School-on-Wheels;
 - ✓ Development of new business opportunities on the Square in Goderich;
- ☑ Construction began this year for the **Above the Falls Challenge Course** at Falls Reserve Conservation Area near Benmiller that will channel proceeds into youth programming throughout Huron County.



The first meeting of the Huron County Youth Council



Construction begins on the Above the Falls Challenge Course



IN EMPLOYMENT & TRAINING:

- ☑ **667 Huron County residents** found new jobs this year with the support of employment services provided by HBDC staff at the 5 **Centres for Employment & Learning**.
- ☑ The **HealthKick Human Resources Initiative** continued its award-winning efforts at developing a Made-in-Huron healthcare workforce by:

 - ✓ Graduating **20 Practical Nurses**;
 - ✓ Launching a second class of **25 Practical Nurses** in September;
 - ✓ Continuing training for **19 Food Service Workers**;
 - ✓ Offering **Intravenous Therapy Training for 60** students;
 - ✓ Providing **Pharmacy Technician training for 14** participants;
 - ✓ Certifying **12 instructors for Teaching & Training Adults**;
- ☑ Efforts continued to establish the **Gateway Rural Health Research Institute** as the only community-led research organization of its kind in Canada. The Institute received a major boost this when University of Waterloo announced a Research Chair in Rural Health to be hosted at the Institute in Seaforth.
- ☑ Another class of **11 people** participated in placements in the renewable energy field with the support of training and job shadowing offered at the **Centre for Applied Renewable Energy** in Brussels. Since 2006, a total of 42 people have found sustainable employment with the support of the Centre.
- ☑ Financial support was provided to the Four County Labour Market Planning Board to develop and launch the **Skills Opportunities Showcase**, a travelling road show of available skilled occupations and rewarding careers to be found throughout the region.
- ☑ In October, the HBDC with its partners the Huron Perth Farm to Table Network launched **Growing Food Enterprise Opportunities**, a provincially funded initiative to help local farmers develop the skills necessary to satisfy demand for locally-grown food products.



The proud graduating class of the first Seaforth Practical Nurse Program



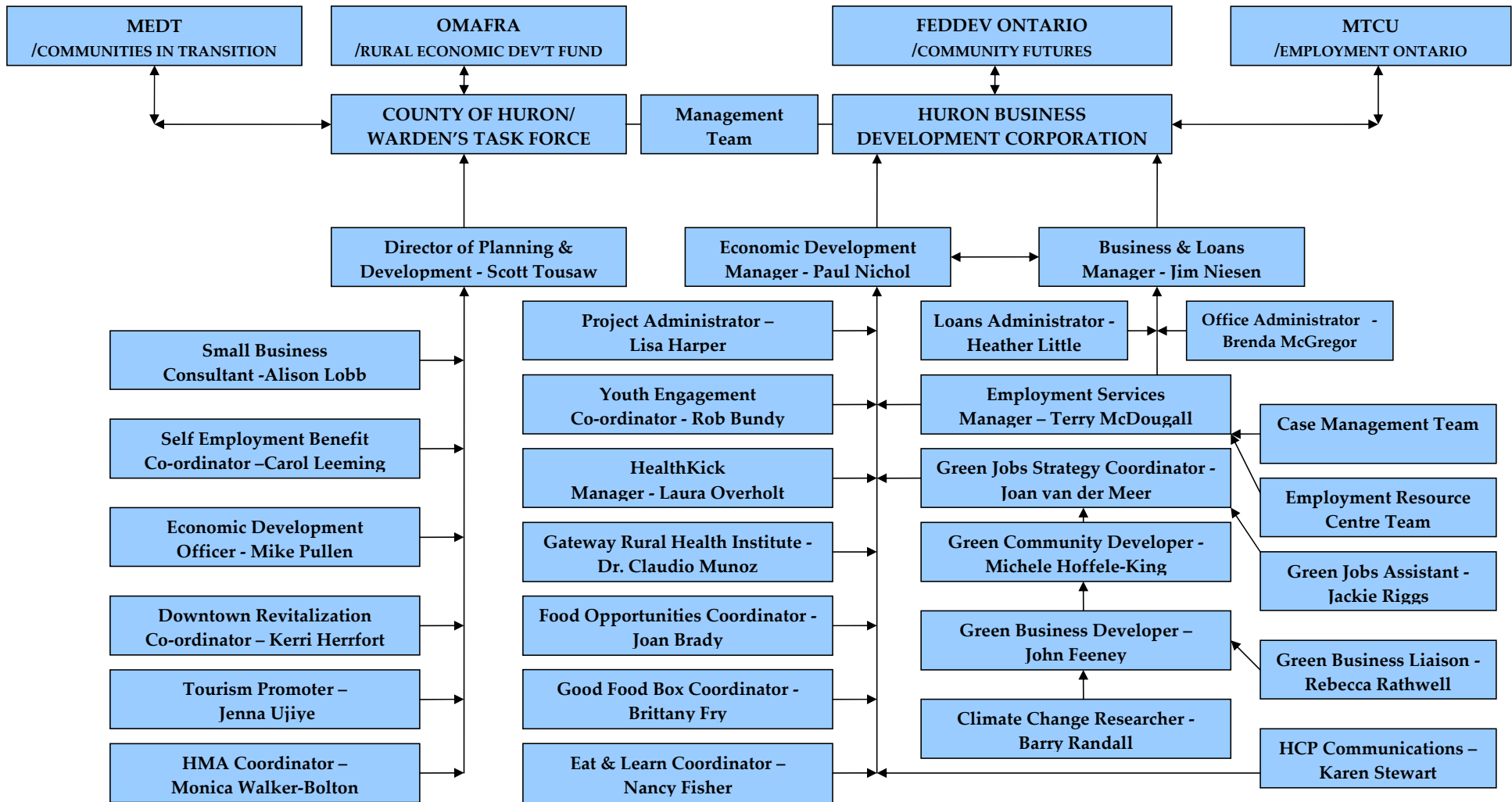


HURON ECONOMIC DEVELOPMENT MATTERS
STATUS OF APPROVALS
As of December 31st, 2009

	<u>Budget '09/'10</u>	<u>Committed to Date</u>	<u>Remaining</u>
A. BUSINESS PLANNING INITIATIVES	\$25,000		
Port Blake Master Plan (South Huron)		\$15,000	
Huron Model Aqua Farm (Central Huron)		\$ 6,000	
Attracting Renewable Energy Manufacturing Opportunities (Huron)		\$12,000	
New Accommodations Market Feasibility		\$ 9,000	
Huron Specialty Cheeses (Huron)		<u>\$ 5,000</u>	
		\$47,000	(\$22,000)
B. BUSINESS RETENTION & EXPANSION INITIATIVES	\$25,000		
Bayfield B, R & E		\$12,000	
Brussels B, R & E Top-Up		\$ 7,500	
Advanced B, R & E Training (Huron)		<u>\$ 5,500</u>	
		\$25,000	\$ 0
C. COMMUNITY, CULTURAL & SOCIAL ENTERPRISE DEVELOPMENT	\$25,000		
Bluewater Blue Flag Program		\$ 6,250	
West Coast Blues Festival (1/2 portion) (Goderich)		\$ 3,750	
It's Easy Being Green Trade Show (Brussels/Goderich)		\$ 3,500	
Celebration of First Nations 2009 (Blyth, Bayfield, Goderich)		\$ 5,000	
Rural Roots: Concerts in the County		<u>\$ 5,000</u>	
		\$23,500	\$1,500
D. DOWNTOWN REVITALIZATION	\$25,000		
Clinton Resident Consumer Survey		\$ 7,000	
West Coast Blues Festival (1/2 portion) (Goderich)		\$ 3,750	
Dungannon's Xtreme Makeover		\$ 3,000	
Main Street Bayfield Streetscape Plan		<u>\$ 3,400</u>	
		\$17,150	\$7,850
E. NEWCOMER RECRUITMENT & RETENTION PROGRAMS	\$20,000	\$ 0	\$20,000
F. WORKPLACE SKILLS INITIATIVES	\$20,000		
Huron Perth Career Symposium 2009 (Seaforth)		\$ 5,000	
Service Excellence Certificate Program (Huron)		\$ 1,400	
Skills Opportunities Showcase (Huron/4 County)		\$ 5,000	
Employer School Development/Discovery Fund (Huron)		\$ 4,000	
S.T.E.P. Technology Summer Skills Camp (Clinton)		\$ 2,000	
Aircraft Manufacturing & Maintenance Training Facility (Huron Park)		<u>\$ 7,500</u>	
		\$24,900	(\$ 4,900)
G. YOUTH ENTERPRISE DEVELOPMENT	\$25,000		
Huron Perth Career Symposium 2009 (Seaforth)		\$ 2,000	
Above the Falls Challenge Course (Benmiller)		\$12,000	
Engaging Huron County Youth in Arts & Culture (Huron)		\$ 5,000	
First Step Leadership Training (Huron)		<u>\$ 7,850</u>	
		\$26,850	(\$1,850)
H. CED YOUTH INTERNSHIP PROGRAM	\$44,000		
Morris-Turnberry Heritage Researcher		\$ 4,000	
Gateway Business Developer (Seaforth)		\$ 4,000	
Student Health Promoter (Huron)		\$ 4,000	
Huron Family Health Team Summer Projects Leader (Seaforth)		\$ 4,000	
Walton Motocross Marketing Intern		\$ 4,000	
Huron Tourism Association Internship (Huron)		\$ 4,000	
Huron East Tourism Ambassador (Seaforth)		\$ 4,000	
Lake Huron Watershed Youth Summit Project Coordinator (Bluewater)		\$ 4,000	
Sloman School-on-Wheels Student Curator (Clinton)		\$ 4,000	
North Huron CED Internship (Wingham)		\$ 4,000	
Goderich B.I.A. Downtown Business Developer		<u>\$ 4,000</u>	
		\$44,000	\$ 0
TOTAL	\$209,000	\$208,400	\$600

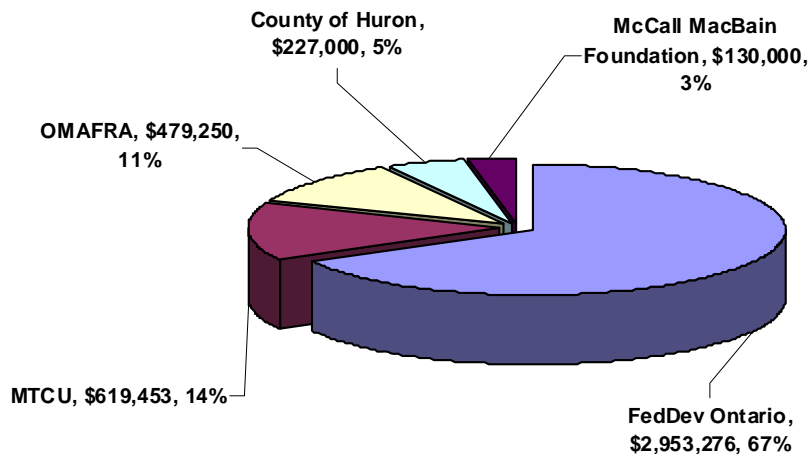
The Huron Economic Development Matters Initiative is delivered in partnership with the County of Huron and the Province Ontario.

HURON BUSINESS DEVELOPMENT CORPORATION – ORGANIZATIONAL CHART 2009





HBDC SOURCES OF FUNDING 2009



THANKS TO ALL OF OUR PARTNERS:

- | | |
|---|---|
| Armstrong, Hayes & Associates | Junior Achievement of London & District |
| Avon Maitland District School Board | Little Inn of Bayfield |
| Bayfield and Area Chamber of Commerce | Maitland Valley Conservation Authority |
| Blyth Business Association | McCall MacBain Foundation |
| Blyth Centre for the Arts | Municipality of Ashfield, Colborne, Wawanosh |
| Four County Labour Market Planning Board | Municipality of Bluewater |
| Brussels Downtown Revitalization Committee | Municipality of Huron East |
| Business Alliance for Local Living Economies | Municipality of South Huron |
| Centre for Applied Renewable Energy | Ontario Association of Community Futures |
| Chateau-des-Charmes Winery | Development Corporations |
| Clinton Business Improvement Area | Ontario Ministry of Agriculture, Food & Rural |
| CON*NECT CASS Centre | Affairs |
| County of Huron Economic Development Services | Ontario Ministry of Small Business |
| Dungannon Agricultural Services | Ontario Ministry of Training, Colleges & Universities |
| Economic Developers Council of Ontario | Ontario Tourism Education Corporation |
| Exeter Business Association | Ontario Trillium Foundation |
| Fanshawe College | Pan Canadian Community Futures Network |
| Foundation for Education Huron Perth | Perth Community Futures Development |
| Gateway Rural Health Research Institute | Corporation |
| Georgian College | Restigouche Community Business Development |
| Goderich & District Chamber of Commerce | Corporation |
| Goderich B.I.A. | Reuben R. Sallows Gallery |
| Goderich Community Development Partnership | River Rock Leadership |
| Goderich Theatre Build Committee | Schulich School of Medicine |
| Heritage & Culture Partnership | Sloman School on Wheels |
| Human Resources & Skills Development Canada | South Huron Chamber of Commerce |
| Huron East Economic Development Committee | Town of Goderich |
| Huron East/Seaforth Community Development Trust | Township of Morris Turnberry |
| Huron Family Health Team | Township of North Huron |
| Huron Manufacturing Association | University of Waterloo Heritage Resources Centre |
| Huron Perth Farm-to-Table Network | Walton Motocross |
| Huron Small Business Enterprise Centre | Warden's Task Force on Economic Development |
| Huron Tourism Association | West Coast Blues Inc. |
| Huron Perth Catholic District School Board | West Region CFDC Network |
| Huron Women in Networking | Workplace Skills Initiative |



PAN-CANADIAN COMMUNITY FUTURES ACHIEVEMENT AWARDS:

HealthKick and Gateway Rural Research Institute win National Award

The Huron Business Development Corporation (HBDC) is pleased to announce that the Gateway Rural Health Research Institute and HealthKick received a Community Futures Initiative Award at this year's Ontario Association of Community Futures Development Corporations (OACFDC) annual conference in Collingwood in May. Paul Nichol, Economic Development Manager with HBDC, submitted the nomination as a joint effort as Gateway and HealthKick are closely connected in their healthcare goals and vision.



L to R: Laura Overholt—HealthKick, Rick Hundey—HBDC, Donna Taylor—HBDC, Paul Nichol—HBDC, Bonnie LaFontaine—HBDC, Pamela Stanley—HBDC

The Initiative Award celebrates programs that solve local problems at a local level. The judges were impressed with the fact that both HealthKick and Gateway could be duplicated by other communities throughout Canada. In HBDC's awards submission, the following accomplishments of HealthKick and the Gateway Rural Health Research Institute were listed:

- ☑ 1,500 high school students have been exposed to healthcare careers;
- ☑ 80 students have participated in the MedQuest Camp held in Huron County;
- ☑ 40 healthcare students have been sponsored with local work placements;
- ☑ 12 first and second year students are completing a six-week elective program in Huron County;
- ☑ 20 new RPNs will be receiving their degrees at a newly-established Georgian College Satellite site;
- ☑ 19 local students have begun a Food Service Worker training program;
- ☑ 20 community volunteers from five local recruitment teams have been sharing best practices in an ambassador engagement program;
- ☑ \$500,000 was invested by a private foundation to launch Gateway;
- ☑ 16 new physicians have set up practice in the area since 2005 as a direct result of HealthKick;
- ☑ 3 medical researchers have been attracted to Gateway;
- ☑ 3,700 orphan patients have been rostered.

It is hoped that both initiatives will now gain national recognition, which in turn could bring more funding and partnership opportunities. HealthKick has previously won two provincial awards.



PAN-CANADIAN COMMUNITY FUTURES ACHIEVEMENT AWARDS:

HBDC involved in national HR project

Over the past 2 years HBDC participated in a National HR Pilot which will be ending in December 2009. The pilot project was created to increase the effectiveness of human resource (HR) management practices within small businesses, in order to increase productivity and competitiveness.

This pilot project is coordinated by the Restigouche CBDC and its HR Project Staff Team, along with 48 partnering organizations across Canada. Each of the 100 participating small businesses designated one staff person for 2.5 years of the pilot project. Each designated staff person will work one-on-one with a selected Agent from the same geographic region, with ongoing support from the HR Project Staff Team. The 100 businesses will participate in the



Representatives of the Restigouche CBDC along with HBDC board and staff members — 2nd from left: Paul Nichol, Kim Deputter, Pamela Stanley and Brock Vodden.

development and evaluation of a set of human resource (HR) tools, towards the final production of a practical, accessible, basic-level HR Kit. Kim DePutter is acting as the HR Project Agent and is working with 3 Huron County businesses on developing their HR manuals and developing good HR practices through the tools developed by the pilot project.

The final HR Tool Kit is expected to be available in Community Futures organizations across the country by November 2009. Participating Agents will act as a resource to other centers in their geographic regions on the administration of the tool kits with businesses. This project was recognized with a "Projects of Excellence" Award at the National Community Futures Event held last May in Collingwood.



Huron Business Development Corporation

519.527.0305, www.smallbusinessshuron.ca

Copies of HBDC's audited financial statements for 2009 are available upon request.