

# Results-based Plan Briefing Book 2008-09

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**Ministry of Small Business  
and Entrepreneurship**

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**PART I: PUBLISHED RESULTS-BASED PLAN 2008-09****Ministry Overview****Ministry Vision and Mandate**

With its vision of *Jobs and Prosperity for Small and Medium Enterprises (SMEs)*, the mandate of the Ministry of Small Business and Entrepreneurship (MSBE) is to promote the success of SMEs in Ontario and encourage the entrepreneurial spirit and skills that are vital to the future prosperity of the province.

- The ministry contributes to a stronger Ontario by supporting investment attraction and job creation / retention through support for entrepreneurs and small and medium-sized enterprises.

**Priorities**

To achieve its mandate, the ministry will provide a range of services to companies with up to 500 employees. Working in partnership with private sector stakeholders and all levels of government, the ministry will focus on activities which support a prosperous and competitive economy by:

- Promoting entrepreneurial skills, qualities and opportunities for Ontario's youth
- Assisting new entrepreneurs in the process of start-up and early-stage business development
- Providing information, advice and services to Ontario high performance firms, communities, business networks and other regional development stakeholders
- Promoting the adoption of e-business and new technologies by SMEs
- Providing policy and research support to the Ontario government.

**Strategies**

MSBE will deliver its priorities by focusing on three strategies:

- **Entrepreneurship and Youth Programs**

Promotes entrepreneurship through youth programs, assists new entrepreneurs in start-up and early stage growth, and promotes the use of e-business strategies and new technologies by SMEs.

- **Business Advisory Services**

Facilitates the creation and expansion of high performance firms. Provides policy support on economic competitiveness issues, assists with regional economic development projects and works on disaster mitigation and relief assistance initiatives.

- **Policy and Outreach**

Consults with major SME stakeholders and provides SME policy analysis / research. Supports the Small Business Agency of Ontario (SBAO) to deliver on its mandate to provide strategic advice to the minister and help improve SMEs' interactions with government and champion their interests within government. Provides program support for key SME clusters with strategic initiatives (e.g. the Ontario Wine Strategy and Microbrewery Strategy).

## **Challenges**

MSBE recognizes the continuing competitiveness challenges facing Ontario SMEs:

- Slowdown in the Ontario and U.S. economies and increasing global competitiveness may lead to further manufacturing shutdowns and job losses
- Canadian exporters are adversely affected by the high value of the Canadian dollar and slower border crossings
- Higher energy costs, labour shortages in some sectors and possible increasing labour costs could further reduce the competitiveness of Ontario's SMEs
- Industrial restructuring in some regional communities is making them vulnerable
- Business climate and business conditions in other jurisdictions may attract jobs and investment away from Ontario.

## **Meeting the Challenges**

In the face of these challenges and in order to continue to promote the success of SMEs, the ministry encourages the entrepreneurial spirit by:

- Continuing to support the SBAO and consulting with SMEs on ways to make their interactions with government easier
- Supporting the growth of SMEs through programs and services tailored to their needs. For example:

- Creating a culture of entrepreneurship within the province by delivering a number of Youth Entrepreneurship Programs
- Supporting leading growth firms by organizing networking and knowledge-sharing forums
- Providing advice and information to companies about exporting, marketing, financing, manufacturing best practices and regulatory compliance
- Organizing supplier events to introduce SMEs to major purchasing organizations
- Consulting with SMEs and organizing a range of seminars / workshops / outreach activities on topics of particular interest to SMEs. MSBE delivers these programs locally through the ministry's 12 regional offices throughout southern Ontario. MSBE also partners with municipalities to deliver these services through support for 56 Small Business Enterprise Centre (SBEC) locations
- Maintaining a website [www.sbe.gov.on.ca](http://www.sbe.gov.on.ca) which is a 'one-stop shop' for entrepreneurs and small business owners about starting and growing a business in Ontario
- Supporting the growth of key SME clusters with strategic initiatives (e.g. the Ontario Wine Strategy and the Microbrewery Strategy).

### **New Initiatives in 2008-09**

In 2008-09, MSBE will implement a number of new initiatives to complement its existing programs.

- **Global Expansion Program**

The \$5 million Global Expansion Program, announced in the 2008 Ontario Budget, will help SMEs increase access to export markets. The Ontario Chamber of Commerce (OCC) will administer the program.

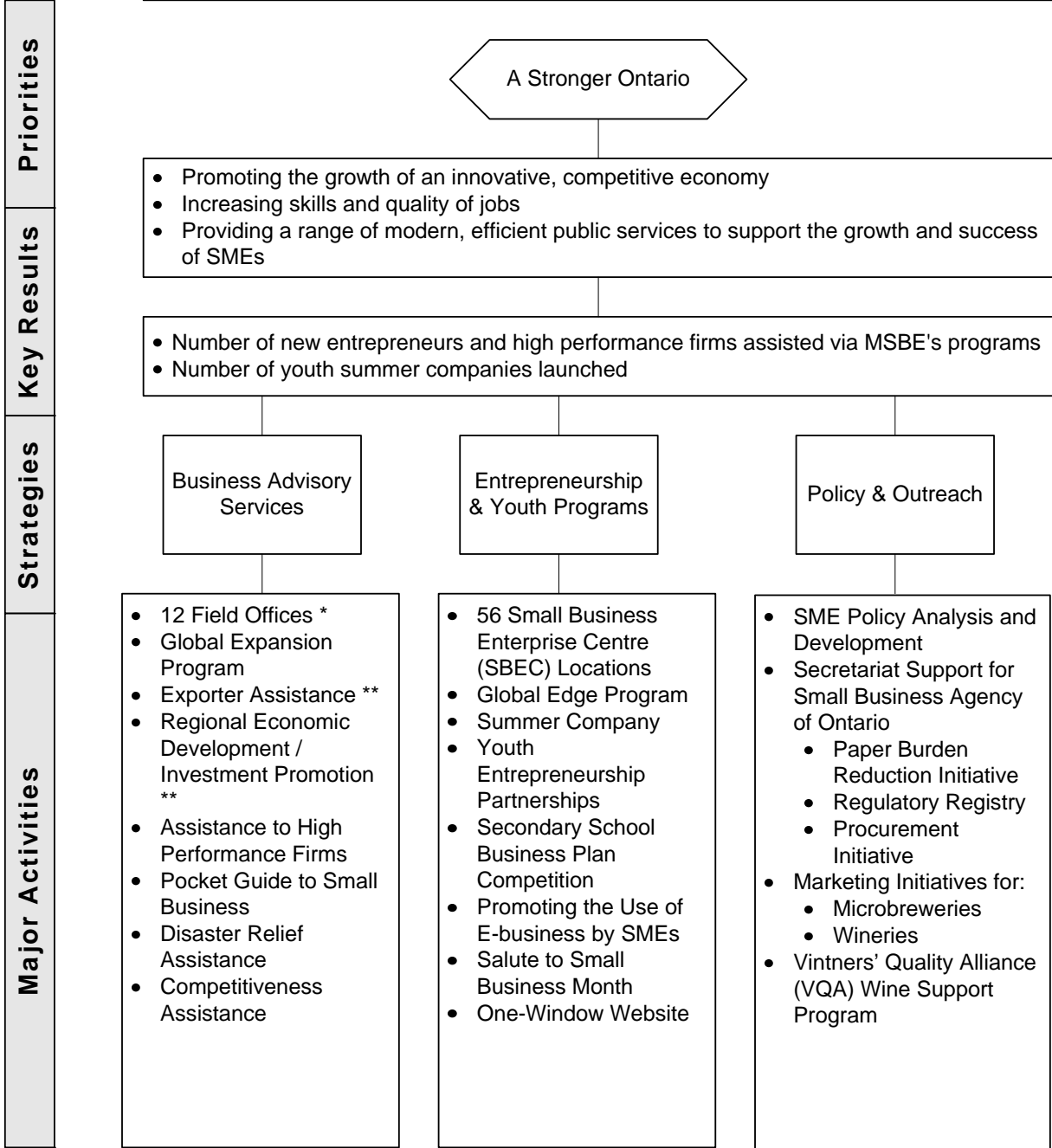
- **Global Edge Program**

The Global Edge Program will facilitate international work and learning opportunities for enterprising post-secondary students and help ensure strong international business relationships in the future. The 2008 Ontario Budget provided \$1.7 million over four years for Global Edge, following a successful pilot program that ran in the summer of 2007.

## Ongoing Initiatives

- **Youth Entrepreneurship Programs**
  - Summer Company
  - Ontario Secondary School Business Plan Competition
  - The new Future Entrepreneurs kit
  - Youth Entrepreneurship Partnerships programs.
- **The Wisdom Exchange**
  - A networking and knowledge-sharing forum for chief executive officers (CEO's) and presidents of high performance firms.
- **Support to the Small Business Agency of Ontario (SBAO)**
  - The Paper Burden Reduction Initiative – to reduce the time and effort SMEs spend finding and completing government business forms, eliminate outdated forms and improve electronic access to forms.
  - The Regulatory Registry of Ontario – to provide a convenient source of information on regulatory proposals and approved regulations affecting businesses in Ontario.
  - The Procurement Initiative – to make it easier for SMEs to sell their goods and services to government.
- **Support to Wineries and Microbreweries**
  - The Vintners' Quality Alliance (VQA) Wine Support Program.
  - Support to the Wine Council of Canada to implement the five-year Ontario Wine Strategy.
  - Support to the Ontario Craft Brewers to implement the five-year Ontario Microbrewery Strategy.

**Ministry Contributions to Key Priorities & Results**



Linkages with other Ministries in the Ontario Government:

\* MSBE's field offices provide services for a number of Ministries

\*\* Investment Attraction / Services and Export Market Development Assistance to the Ministry of Economic Development and Trade (MEDT)

## Ministry Contribution to Key Priorities & Results

### Support for Government Priorities

The ministry's strategies and programs support the government's priority of 'A Stronger Ontario' by:

- Promoting the growth of an innovative, competitive economy
- Increasing skills and the quality of jobs
- Providing a range of modern, efficient public services to support the growth of business at every stage, from start-ups to mature companies.

### Key Performance Measures

The ministry's results are measured by tracking:

- The number of new entrepreneurs and small businesses assisted by MSBE's programs
- The number of youth summer companies launched.

### Results

A summary of the key results for 2007-08 follows.

- **Consultations**
  - Supported 56 Small Business Enterprise Centre (SBEC) locations, which provided over 24,000 consultations with new / existing entrepreneurs and small businesses.
  - Consulted with approximately 2,000 high performance businesses.
- **Events**
  - 15 energy workshops to support SMEs in their efforts to reduce energy costs.
  - SBECs held approximately 50 ministry-sponsored small business peer-to-peer networking events, of which over 30 were held in October 2007 in support of Small Business Month.
  - SBECs also held over 100 ministry-sponsored seminars and workshops to promote the adoption of e-business by small businesses across the province.

- SBECs also held approximately 20 ministry-sponsored business training seminars for artists / artisans, in partnership with the Ministry of Culture.
- The 13<sup>th</sup> and 14<sup>th</sup> Wisdom Exchanges, networking and learning events for CEOs and presidents of high performance firms.
- An 'Evening with Innovators'.
- The Spirit of Innovation, a supplier event with Canadian Tire Corporation.
- Three oil sands seminars for potential Ontario-based suppliers.
- SME recruitment and participation in the National Buyer / Seller Forum of March 2008 in Edmonton for potential oil sands project suppliers.
- **Programs**
  - The Summer Company program assisted 263 students to start and manage their own summer businesses.
  - The Secondary School Business Plan Competition attracted over 720 entries from individual students and teams of students.
  - The Youth Entrepreneurship Partnerships program supported 20 projects, which involved aboriginal groups, educational institutions and other community groups.
  - In the summer of 2007, MSBE completed the pilot Global Edge program that exposed 12 enterprising students to the global marketplace through placements in North and South America, India and Europe. The 2008 Ontario Budget announced \$1.7 million over four years for the program, following the successful pilot project.
  - The Ontario Vintners' Quality Alliance (VQA) Wine Support Program provided \$3.3 million to 37 Ontario wineries during the first two rounds of the program.
- **Publications**
  - Ontario Business Program Guide ([www.ontario.ca/businessprograms](http://www.ontario.ca/businessprograms)), an online source of information on government programs and services for SMEs.
  - Ontario's Support Programs for Small Business and Entrepreneurs.
  - Ontario Small Business Beat (three issues).

- Two Leading Growth Firm Reports:
  - The Mentoring Advantage: Developing leaders and expanding the horizons of your employees and firms
  - The Wisdom Exchange 2007 Report: Strategies for Growth.
- Defining Success: Learning from the Best Practices of Ontario's High Performance Firms.
- The Oil Sands Connection: Connecting Ontario businesses to a pipeline of opportunities.
- How You Can Profit from E-Business.

## Ministry Activities

For the **Entrepreneurship and Youth Programs Strategy**, the ministry's key programs are:

- 56 Small Business Enterprise Centre (SBEC) locations, operated in partnership with municipalities throughout Ontario, focus on providing support to start-up and small enterprises during their initial years of development and operation. Entrepreneurs are provided with easy access to business consulting services and information covering management, marketing, technology and financing.
- Summer Company program provides hands-on business training and mentoring, together with financial support, to help enterprising youth (ages 15-29) to start up and run their summer businesses. The program is coordinated and delivered at the community level through the network of SBECs and other program providers supported by the government.
- Youth Entrepreneurship Partnerships program provides funding of up to \$100,000 per year for up to three years to non-profit organizations in Ontario that facilitate development of an enterprising culture amongst Ontario's youth (typically between the ages of 12 and 29) by providing them with educational, experiential and entrepreneurial opportunities and programs.
- Ontario Secondary School Business Plan Competition, operated in partnership with the network of SBECs, celebrates the creativity and entrepreneurial spirit of Ontario's high school students. Students enter their business plans to be judged by community / business volunteers.
- Promote the adoption of new technology, including e-business, by SMEs to increase their competitiveness.
- Salute to Small Business Month is an annual event, held in October, that includes "Bridges to Better Business" events.
- The ministry's website provides a one-stop information resource to ensure that SMEs have the most relevant information about planning, starting and growing a business.

For the **Business Advisory Services Strategy**, the ministry's key programs are:

- 12 field offices located throughout southern Ontario provide consulting services to Ontario's innovative, small and medium-sized growth firms, assessing their situation, supporting development of their plans, and providing options for achieving their goals. Business advisors provide advice on market intelligence, market

development support including export assistance, accessing financial support, support for innovation and new technology and access to government programs and services.

- Regional economic development / investment promotion refers to assistance provided to local municipalities, local and regional development organizations and regional business networks to support regional economic development.
- Assistance to high performance firms is provided through the Wisdom Exchange, a peer-to-peer networking and learning event for presidents and CEOs, as well as through a series of special Leading Growth Firm reports about effective management practices of CEOs of high performance firms.
- Provide research, analysis and advice to the government regarding business competitiveness issues.

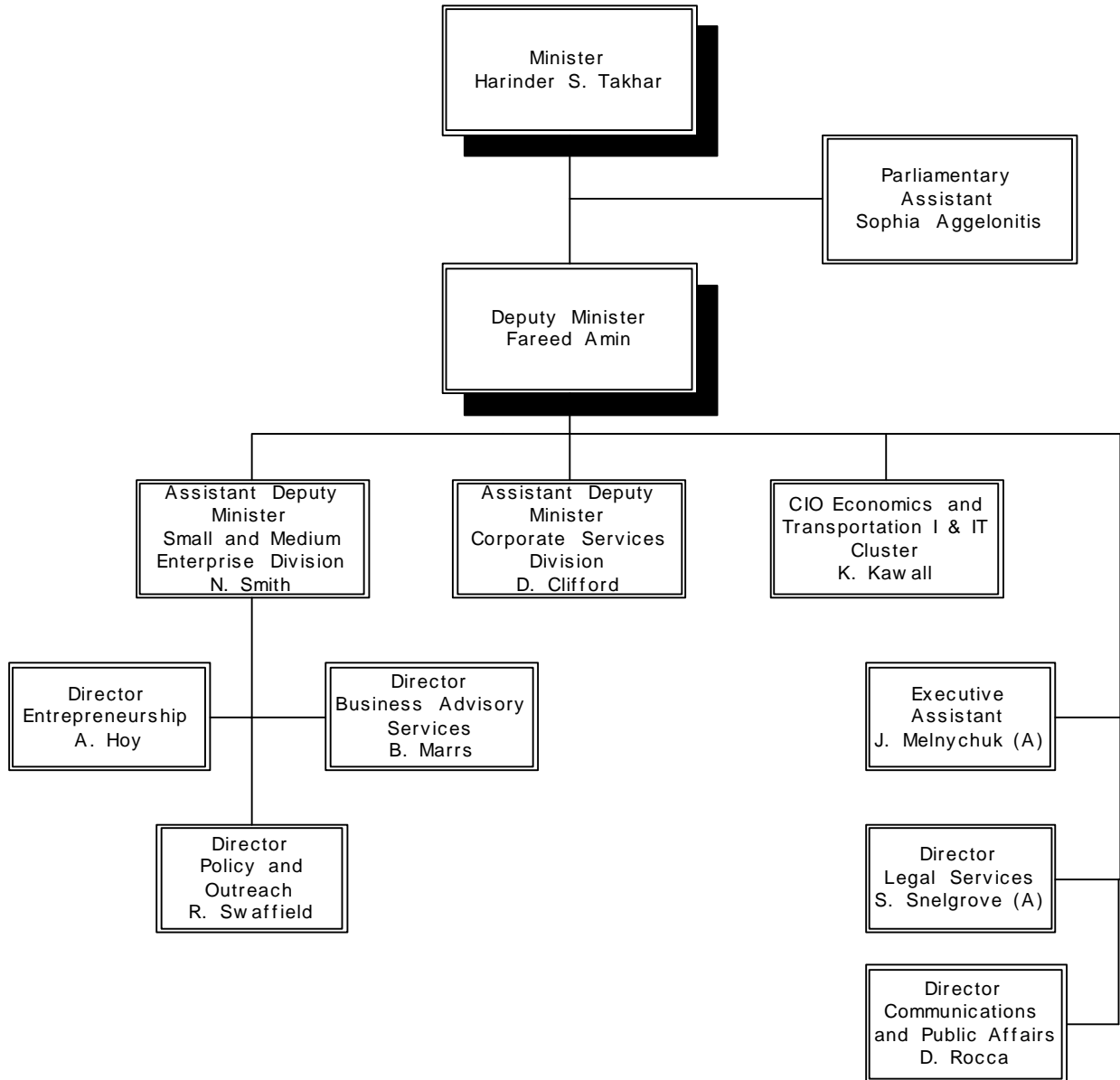
For the **Policy and Outreach Strategy**, key programs are:

- SME policy development undertakes research and stakeholder consultations and provides policy analysis and advice to the minister and to other ministries about the potential impacts on SMEs of proposed new or amended regulations, legislation and policies.
- The ministry provides support to the Small Business Agency of Ontario (SBAO), an advisory agency to the Minister of Small Business and Entrepreneurship. The SBAO is also focused on three priority projects:
  - The Paper Burden Reduction Initiative is a cooperative effort with MSBE and the Ministry of Government and Consumer Services (MGCS) to eliminate unnecessary government business forms and improve electronic access and functionality of streamlined government business forms.
  - The Regulatory Registry is a one-stop website that makes it easier for businesses to review and provide feedback on regulatory proposals that may affect their operations and to learn more about recently approved regulations.
  - The Procurement Initiative is a cooperative effort with MSBE and MGCS to make it easier for SMEs to sell their products and services to the government.
- Initiatives for key SME sectors:
  - The Ontario Microbrewery Strategy is a five-year, \$5-million government-industry marketing and promotion initiative that supports the growth and development of Ontario craft brewers.



- The Ontario Wine Strategy is a five-year, \$10 million government-industry initiative to enhance marketing, tourism and export development activities that support the growth and development of Ontario's wine industry.
- The Vintners' Quality Alliance (VQA) Wine Support Program is a three-year, \$10 million support program to encourage the sale of Vintners' Quality Alliance (VQA) table wines, containing 100 percent Ontario-grown grapes, through the Liquor Control Board of Ontario (LCBO).

# Ministry of Small Business and Entrepreneurship 2008-09 Organization Chart



## **LEGISLATION**

No legislation has been assigned to MSBE.

## **AGENCIES, BOARDS AND COMMISSIONS**

### **Advisory Agencies**

#### Small Business Agency of Ontario (SBAO)

The SBAO is an advisory agency to the Minister of Small Business and Entrepreneurship that also encourages regulatory best practices, streamlines paperwork, supports improved procurement opportunities for small business and ensures that small business interests are part of the government's decision-making process. Through consultation with the small business community and special projects on issues of interest to SMEs, the SBAO works with Ontario ministries and agencies, small business owner-operators and other SME stakeholders in all sectors and regions of the province to help improve their interactions with government.

**MINISTRY FINANCIAL INFORMATION****Table 1: Ministry Planned Expenditures 2008-09**

	<b>Ministry Planned Expenditures (\$M)</b>
<b>Operating</b>	<b>27.8</b>
<b>Capital</b>	<b>-</b>
<b>TOTAL</b>	<b>27.8</b>

**Table 2: Operating and Capital Summary by Vote**

The Ministry champions the small business community and enables the development of small and medium enterprise (SME) firms along a continuum of growth to long-term economic prosperity, from the start-up entrepreneur to the innovative, growth-oriented high performance firm. Working in partnership with private sector stakeholders and all levels of government, the Ministry focuses on activities which support a prosperous and competitive economy by: providing policy and research support services to the Ontario government; providing information, advice and services to Ontario high performance firms, communities, business networks, and other regional development stakeholders; promoting and encouraging entrepreneurship as a viable career option and assisting new entrepreneurs in the evaluation and process of start-up; promoting entrepreneurial skills, qualities and opportunities to Ontario's youth; and promoting the adoption of e-business and new technologies by SMEs.

Votes/Programs	Estimates 2008-09 \$	Change from 2007-08 Estimates		2007-08 *		Actuals 2006-07 \$
		\$	%	Estimates \$	Interim Actuals \$	
<b>OPERATING AND CAPITAL</b>						
Small Business and Entrepreneurship Program	27,718,400	1,371,500	5%	26,346,900	31,617,034	24,813,719
Total Including Special Warrants	27,718,400	1,371,500	5%	26,346,900	31,617,034	24,813,719
Less: Special Warrants	-	9,500,000	-100%	(9,500,000)	-	-
Total To Be Voted	27,718,400	10,871,500	65%	16,846,900	31,617,034	24,813,719
Special Warrants	-	(9,500,000)	-100%	9,500,000	-	-
Statutory Appropriations	65,014	1,315	2%	63,699	54,667	38,953
Ministry Total Operating and Capital	27,783,414	1,372,815	5%	26,410,599	31,671,701	24,852,672
<b>OPERATING ASSETS</b>						
Small Business and Entrepreneurship Program	1,000	-	0%	1,000	-	-
Total Assets To Be Voted	1,000	-	0%	1,000	-	-

\* Estimates for the previous fiscal year are restated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the Ontario Budget.





**APPENDIX I:****ANNUAL REPORT 2007-08**

The mandate of the Ministry of Small Business and Entrepreneurship (MSBE) is to promote the success of small and medium enterprises (SMEs) in Ontario and encourage the entrepreneurial spirit and skills that are vital to the future prosperity of the province.

MSBE delivered on its priorities by focusing on three strategies:

- Entrepreneurship and Youth Programs
- Business Advisory Services
- Policy and Outreach.

Through the **Entrepreneurship and Youth Programs Strategy**, results included:

- Providing over 24,000 one-on-one consultations with new and existing entrepreneurs and small business owners through the ministry's network of 56 Small Business Enterprise Centre (SBEC) locations, which are operated in partnership with municipalities.
- Opening three new SBECs in Kingsville, Stratford and Collingwood.
- Holding approximately 50 ministry-sponsored small business peer-to-peer networking events by SBECs, of which over 30 were held in October 2007 in support of Small Business Month.
- Holding over 100 ministry-sponsored seminars and workshops by SBECs to promote the adoption of e-business by small businesses across the province.
- Holding approximately 20 ministry-sponsored business training seminars for artists and artisans by SBECs, in partnership with the Ministry of Culture.
- Working with the Canadian Youth Business Foundation (CYBF) through SBECs as local partners to help young people receive loans to start up new businesses and receive mentoring support.
- Completing the pilot Global Edge program which exposed 12 enterprising post-secondary students to the global marketplace through placements in North and South America, India and Europe.

- Assisting 263 students to start and manage their own businesses through the Summer Company program.
- Attracting more than 720 entries from individual students and teams of students to participate in the Ontario Secondary School Business Plan Competition and compete for cash awards at the regional and provincial level. This is a significant increase since 2005, which saw 370 participants. Thirty-nine of the SBECs worked with 188 secondary schools across Ontario to coordinate the local business plan competitions.
- Managing 20 grants under the Youth Entrepreneurship Partnerships (YEP) program to Aboriginal groups, educational institutions and other non-profit community organizations to deliver educational, experiential and entrepreneurial opportunities and programs for youth. Approximately 10,700 youth – including nearly 2,000 rural, Aboriginal and under-served youth – as well as 950 youth influencers, have participated in YEP projects.
- Launching the *Ontario Business Program Guide*, a new on-line guide to provincial and federal government programs. There have been over 5,000 users of the online program guide since its April 2007 launch. The ministry also released a brochure, *Ontario's Support Programs for Small Business and Entrepreneurs* as a companion piece to the on-line program guide.
- Launching *How You Can Profit from E-Business*, a booklet designed to help small businesses get on the Internet.
- Publishing three issues of the ministry's newsletter, *Ontario Small Business Beat*. This newsletter contains articles and information of interest to entrepreneurs and small business owners.

Through the **Business Advisory Services Strategy**, the ministry's results included:

- Consulting with approximately 2,000 high performance businesses, including support for new export opportunities.
- Consulting with SMEs through regional roundtables to hear directly from small business owners about the challenges they face and to share ideas and solutions.
- Consulting with SME manufacturers in support of the work of the Premier's Parliamentary Assistant in a review of the current competitive challenges facing SME manufacturers.
- Consulting with SMEs in support of the review by the federal Department of Finance and Canada Revenue Agency of federal scientific research and experimental development (SR&ED) tax incentives. Also held a roundtable in November 2007.

These consultations were conducted in partnership with MEDT and the Ministry of Research and Innovation (MRI).

- Launching the “Direct Connect Business 2 Business Program” as part of a concerted effort to bring Ontario companies together with the estimated \$150 billion in Alberta oil sands projects. The ministry’s senior business advisors and the Ministry of Northern Development and Mines’ advisors in the north visited approximately 50 stakeholders and qualified more than 100 Ontario companies.
- Meeting with a wide variety of groups in Alberta, including oil producers, engineering procurement and construction companies (EPCs), engineering procurement and construction management companies (EPCMs), tiered suppliers and economic development offices. This initiative, a partnership of the Ministry of Economic Development and Trade (MEDT) and the Canadian Manufacturers and Exporters (CME), will enhance the government’s efforts to build Ontario SMEs’ access to the oil sands market in Alberta. The ministry also recruited Ontario SMEs to participate in a national buyers / sellers forum held in Edmonton on March 25 – 27, 2008.
- Releasing *The Oil Sands Connection: Connecting Ontario Businesses to a Pipeline of Opportunities* in December 2007. This brochure promotes the ministry’s business advisory services available to Ontario businesses wishing to pursue opportunities in Alberta oil sands projects. The ministry’s business advisors provide a copy of the brochure to qualified prospects.
- Releasing two Leading Growth Firm reports. The first report, *The Mentoring Advantage: Developing Leaders and Expanding the Horizons of your Employees and Firm*, was released in August 2007, and to date has been distributed to over 2,500 CEOs and presidents of high performance firms across Ontario. This report was also used at minister’s roundtables with SMEs in the fall of 2007 and in Small Business Enterprise Centres’ workshops. The second report, the *Wisdom Exchange 2007 Report: Strategies for Growth*, was released in September 2007 and was distributed to 1,000 CEOs. These reports are available on the ministry’s website.
- Supporting communities in transition as part of the Rapid Re-Employment and Training Teams led by the Ministry of Training, Colleges and Universities.
- Organizing a number of events, including:
  - Partnering with Canadian Tire Corporation (CTC) and MEDT for a special event, *The Spirit of Innovation*, in November 2007 for potential new suppliers. This event brought industrial and product design experts, provincial business and trade representatives and CTC innovation specialists and product buyers together with Ontario manufacturers to share insights on how to develop new and innovative products that meet the needs of today’s customer. Company

representatives also had the opportunity to meet one on one with CTC product buyers. Approximately 40 SMEs participated in this event.

- The ministry held the 13<sup>th</sup> Wisdom Exchange in June 2007 and the 14<sup>th</sup> Wisdom Exchange in February 2008. These networking and learning events are for CEOs and presidents of Ontario's high performance firms. The ministry also held an *Evening with Innovators* in December 2007.
- Three oil sands projects seminars, with approximately 100 attendees, were held across the province to discuss the opportunities and challenges of doing business in the oil and gas sectors in Alberta.
- 15 energy workshops to support SMEs in their efforts to reduce energy costs. In consultation with Natural Resources Canada (NRCan) and ministry clients, MEDT developed two different workshops: (1) "*Spot the Savings*," an introductory workshop, and (2) "*Monitoring and Organizing Action*" which provides more advanced strategies.

Through the **Policy and Outreach Strategy**, results included:

- Through the Small Business Agency of Ontario (SBAO), support for:
  - The Paper Burden Reduction Initiative. The ministry and the SBAO worked with the Ministry of Government and Consumer Services (MGCS) and other ministries to eliminate unnecessary business forms, to convert as many as possible from paper form to an electronic format, to ensure that all forms meet Ontario Public Service guidelines and standards and to post all forms on the government's central forms repository. In the first phase of the initiative, 24 percent of unnecessary business forms were eliminated and the number of business forms on the central forms repository doubled.
  - Improving government procurement opportunities for SMEs. The ministry and the SBAO worked with MGCS to implement the recommendations of the *Doing Business With the Ontario Government Taskforce* to help SMEs access procurements opportunities. Of the taskforce's 11 recommendations, seven have been fully implemented, including requiring all ministries to post contract award information, revising insurance requirements to help remove barriers for small business bidding and requiring all ministries to offer vendor debriefings for unsuccessful bidders. Implementation of the remaining recommendations of the taskforce is still progressing.
  - Improving the Regulatory Registry. The ministry's Regulatory Registry was designed to be the one-window repository for all new and proposed regulations affecting business. Since its October 2005 launch, the Regulatory Registry has received over 130,000 visits to date. The Regulatory Registry is now housed at

ServiceOntario and has been upgraded with two new subscription services: (1) RSS feeds and (2) Email Alerts. These subscription services provide users with an easy way to monitor the Regulatory Registry on an ongoing basis and

enhance their experience in using the registry. A promotional brochure about the Regulatory Registry was produced in May 2007 and provided to the Small Business Enterprise Centres (SBECs), the ministry's Business Advisory Offices and ServiceOntario centres for distribution to businesses and the public.

- Providing administrative support services for initiatives for key SME sectors:
  - Completing the third year of the five-year, \$10 million Ontario Wine Strategy, and the third year of the five-year, \$5 million Ontario Microbrewery Strategy.
  - \$3.3 million was provided to 37 Ontario wineries during the first two rounds of the three-year, \$10 million Ontario Vintners' Quality Alliance (VQA) Wine Support Program. The program has been successful and both the volume and value of Vintners' Quality Alliance (VQA) table wine sold is consistently higher than estimated when the program was launched in 2006.
- Publishing *Defining Success: Learning from the Best Practices of Ontario's High Performance Firms*. The report contains an analysis of Ontario SMEs and presents the findings of a survey of 130 presidents and CEOs of high performance firms to learn about the factors they identify as contributing to their success. The report is available on the ministry's website.

**Table 1: Ministry Expenditures 2007-08**

	<b>Ministry Interim Actual Expenditures (\$M)</b>
<b>Operating</b>	<b>31.7</b>
<b>Capital</b>	<b>0.0</b>
<b>Staff Strength (as of March 31, 2008)</b>	<b>105</b>

## GLOSSARY

CEO	Chief Executive Officer
CME	Canadian Manufacturers and Exporters
CTC	Canadian Tire Corporation
CYBF	Canadian Youth Business Foundation
EPC's	Engineering, Procurement and Construction Companies
EPCM's	Engineering, Procurement and Construction Management Companies
LCBO	Liquor Control Board of Ontario
MEDT	Ministry of Economic Development and Trade
MGCS	Ministry of Government and Consumer Services
MRI	Ministry of Research and Innovation
MSBE	Ministry of Small Business and Entrepreneurship
NRCan	Natural Resources Canada
OCC	Ontario Chamber of Commerce
OMAFRA	Ontario Ministry of Agriculture, Food and Rural Affairs
SBAO	Small Business Agency of Ontario
SBEC	Small Business Enterprise Centre
SMEs	Small and Medium Enterprises
SR & ED	Scientific Research and Experimental Development
VQA	Vintners' Quality Alliance
YEP	Youth Entrepreneurship Partnerships