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GUIDE TO CAPITAL SOURCES FOR YORK REGION ENTREPRENEURS

The Planning and Economic Development Committee recommends the adoption of the recommendations contained in the following report dated October 30, 2009, from the Commissioner of Planning and Development Services.

1. RECOMMENDATIONS

It is recommended that:

1. Economic Strategy Branch distribute the *Guide to Capital Sources for York Region Entrepreneurs* in print and electronic format to local small business owners.

2. Regional Clerk distribute the report and Guide to local Economic Development offices, Chambers of Commerce, and Board of Trade.

2. PURPOSE

This report informs Council that the *Guide to Capital Sources for York Region Entrepreneurs* has been created to support expansion of existing business enterprises by facilitating greater access to capital.

3. BACKGROUND

Development of a guide to capital sources was approved by Council in June 2009, the draft guide is enclosed for Council review, *Attachment 1*.

York Region small and medium-sized businesses require knowledge of access to capital sources

Entrepreneurs want information and products that work for them quickly, efficiently and have real world applications for the issues and problems they face. A major obstacle for the creation, advancement and growth of small business is access to capital and the knowledge of the resources available here in York Region.

Over 80 per cent of small business clients that the York Small Business Enterprise Centre Program encounters request knowledge of capital sources and how to access public funds, private finance and alternative sources of capital. Capital access is a complex field for small and medium-sized businesses to navigate. Until this publication, a comprehensive guide to sources of capital was not available for businesses. The *Guide to*

Capital Sources for York Region Entrepreneurs addresses the needs of small and medium-sized enterprises.

The diverse mix of public funding and private finance resources is included in the *Guide to Capital Sources for York Region Entrepreneurs*

York Region's financing and funding resource encompasses a range of programs and practices, reflecting the unique mix of funding institutions and their diverse interests across the Region. Government funding and procurement programs support artistic expression, business expansion and advancing human services through support for non-profit organizations. Other funders such as credit unions and insurance companies, play important roles as well, underwriting high-risk ventures, for instance, or providing support for capacity development. Traditional financing is available through banks and institutions like Business Development Bank of Canada (BDC). Higher risk capital is provided selectively by angel investors and venture capital firms. Knowledge of the diversity of capital organizations is crucial to the evolution of entrepreneurs in York Region's economy.

4. ANALYSIS AND OPTIONS

The project resulted in the creation of a comprehensive guide for all York Region entrepreneurs to sources of public funding and private finance including descriptive content, capital availability, a directory of contacts and a list of resources.

Project Scope and Objectives

The *Guide to Capital Sources for York Region Entrepreneurs* is comprehensive including funding, finance, and alternative sources of capital available to small and medium-sized enterprises for York Region entrepreneurs in the nine local municipalities.

The *Guide to Capital Sources for York Region Entrepreneurs* will be broadly communicated and disseminated across York Region. It will create opportunities for all organizations to discuss the implications in their own communities and industry sectors.

Content of the Guide is comprehensive

The Guide:

- Identifies public (federal and provincial and foundation) funding opportunities and private finance alternatives.
- Alternative funding mechanisms and sources are included.
- Contains descriptive paragraphs of financial terminology for the various forms of available capital.
- A glossary of financial terminology and list of acronyms completes the publication.

Private sector financing includes all financial institutions

Canada's banks authorized $84.9 billion in financing to more than 1.2 million small and medium-sized enterprises in 2007. Of these, 72 per cent of these enterprises maintain a credit relationship with a financial institution, including items like lines of credit.

The section on private sector financing contains:

- Banks, including the banking industry's 21 domestic banks, 25 foreign bank subsidiaries and 7 foreign bank lending branches operating in Canada. Section VI of the Guide lists all Schedule I, II, and III banks and includes contact information for the main commercial York Region bank branches.

- Descriptions and advantages and disadvantages of asset-based financing, capital lease/operating lease, conditional sales contract, credit card, debt and equity financing, export financing, factoring, non-residential mortgage, operating loan/line of credit, term loan, vehicle lease, and working capital.

- The guide categorizes and describes banks, credit unions, insurance, and venture funds available to York Region entrepreneurs.

Public sector funding from federal and provincial government programs and foundations is supplied and categorized

Public sector funding is available from the federal and provincial government and foundations in a variety of programs. The section on public sector funding directs York Region entrepreneurs to the availability of funding programs listed by the fund industry focus.

Alternative financing providers

There are a variety of other sources of capital covered in the guide. Examples of three of these include:

- A combination of forms of finance/funding is available from organizations such as the Business Development Bank of Canada (BDC) and the Export Development Canada (EDC), and the National Research Council Canada's IRAP program. These entities have various financing mechanisms such as equipment finance, finance to foreign buyers, guarantees, research and development support, risk management, working capital and even a venture capital division.

- A third party pays a company a percentage, typically 90% of the face value of its accounts receivable. This form of finance, known as factoring, is typically used during critical growth periods and by those businesses requiring immediate cash.

- Philanthropic organizations can encourage brilliant ideas, the approaches that work, and the structures that will have impact. Philanthropic foundations and affinity groups are formal or informal collaborations of grant-makers with a shared interest in a particular subject or funding area. They represent a variety of different causes, issues and population groups. The foundation sector in Canada holds about $11 billion in assets.

Communication Plan

- The *Guide to Capital Sources for York Region Entrepreneurs* will be officially launched at the annual York Region Small Business Conference on February 9, 2010 at the King Valley Golf Club.

- The Guide will be released to York Region small business owners, the local municipalities, Chambers of Commerce and Board of Trade and select business service organizations in print and electronic format.

- The Economic Strategy Branch will work with Corporate Communications to issue a media release.

Relationship to Vision 2026

The *Guide to Capital Sources for York Region Entrepreneurs* supports the Vibrant Economy Vision 2026 goal through advancing business creation and growth, incubation support, expansion and diversification of business and public and private partnership development.

5. FINANCIAL IMPLICATIONS

Funding for this project is available from the approved 2009 and 2010 Economic Development budgets.

6. LOCAL MUNICIPAL IMPACT

The outcome is to advance business creation and promote economic success and growth of businesses in York Region. This project supports the goal to strengthen entrepreneurship and industry clusters through facilitating access to capital from York Region's 2005 Economic Strategy. Economic success and growth of business is as a key component of regional economic development. All York Region entrepreneurs, municipalities, and Regional Small Business Centres will have access to the *Guide to Capital Sources for York Region Entrepreneurs*.

A draft of the Guide was released to Local Economic Development offices and Chambers of Commerce and Board of Trade for review and comment to ensure accuracy and relevance.

7. CONCLUSION

This report provides the draft publication *Guide to Capital Sources for York Region Entrepreneurs*. This information will be of significant importance to small and medium-sized enterprises to enable investment in business growth and job creation.

For more information on this report, please contact Sharon Végh, Program Manager, Economic Strategy at (905) 830 4444 Ext. 1509 or Patrick Draper, Director, Economic Strategy and Tourism at Ext. 1503.

The Senior Management Group has reviewed this report.

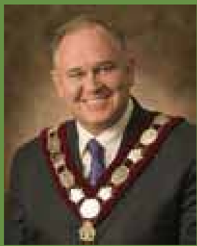
(The attachment referred to in this clause was included in the agenda for the December 2, 2009 Committee meeting).

The Regional Municipality of York

ONTARIO, CANADA

York Region

Guide to Capital Sources for York Region Entrepreneurs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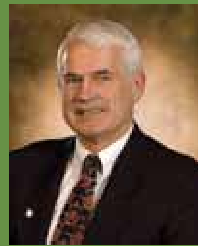
Frank Scarpitti
Town of Markham


Regional Councillor
Jack Heath
Town of Markham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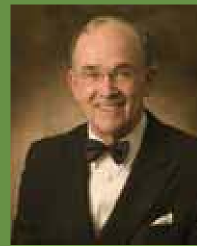
Town of Markham


Regional Councillor
Gordon Landon
Town of Markham


Regional Councillor
Joseph Virgilio
Town of Markham


Mayor
David Barrow
Town of Richmond Hill


Mayor
Linda D. Jackson
City of Vaughan


Chairman & CEO
Bill Fisch


Regional Councillor
Brenda Hogg
Town of Richmond Hill

A Message from York Regional Council

York Regional Council supports the development and publication of this *Guide to Capital Sources for York Region Entrepreneurs* as it is a tool that will fill a definite need. Along with access to both private financing and public funding, business owners need more information about the financial resources that are available to entrepreneurs.

Funding and finance for small and medium-sized businesses, especially in the early stages of development, is a complex field to navigate. More than 80 per cent of the York Small Business Enterprise Centre's clients request information about accessing capital sources.

Facilitating access to capital was identified in the *York Region Economic Strategy*, approved by York Regional Council in 2005, as a critical need of entrepreneurs. The *Economic Strategy* was developed through extensive consultations, including small to medium-size business owners.

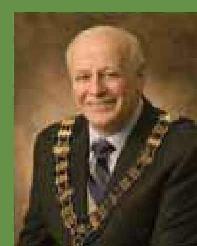
This comprehensive guide to sources of funding and finance represents a tangible, long-term tool that The Regional Municipality of York and the nine local municipalities can use to assist entrepreneurs across the Region. We believe it will make a positive difference for York Region entrepreneurs by helping to foster technological advancement and growth across the Region's economy.


Regional Councillor
Joyce Frustaglio
City of Vaughan

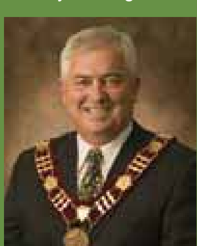

Regional Councillor
Mario Ferri
City of Vaughan

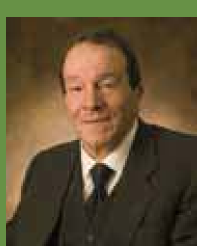

Regional Councillor
Gino Rosati
City of Vaughan


Regional Councillor
Vito Spatafora
Town of Richmond Hill


Mayor
Tony Van Bynen
Town of Newmarket


Regional Councillor
John Taylor
Town of Newmarket


Mayor
Robert Grossi
Town of Georgina


Regional Councillor
Danny Wheeler
Town of Georgina


Mayor
Phyllis M. Morris
Town of Aurora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Wayne Emmerson
Town of Whitchurch-Stouffville


Mayor
James Young
Town of East Gwillimbury


Mayor
Margaret Black
Township of King

Guide to Capital Sources for York Region Entrepreneurs

Download the Guide to Capital Sources for York Region Entrepreneurs from the Economic Strategy Branch web page in the Business section of www.york.ca or from www.yorksmallbusiness.ca. The online version provides easy access to links contained in this document, and will be updated with new programs and resources regularly.

RELEASED FEBRUARY 2010

York Region

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York Region

YORK REGION'S ENTREPRENEURIAL CLIMATE

York Region's small businesses account for over 80 per cent of businesses in the Region and are significant contributors to its economy with a major impact on jobs, investment, trade, innovation and prosperity. The Region hosts 490,000 jobs with over 80 per cent of these jobs located in businesses operated by entrepreneurs of business enterprises with less than ten employees. By 2031, the Region will have 780,000 jobs (York Region Official Plan, Draft, June 2009).

More than 2,000 new small businesses were started in 2008 as Regional entrepreneurs respond to market opportunities. The challenging economic climate has created an increase in resident's interest in self employment opportunities. Ontario has the best environment in Canada for entrepreneurial growth and the Canadian Imperial Bank of Commerce (CIBC) predicts it will be the hot spot for small businesses in the years ahead.

Source: CIBC report, Canadian Small Business: A Growing Force

The goal of the Small Business Enterprise Centres is to advance business creation, innovation, and growth to support the Regional economy.

The four York Region Small Business Enterprise Centres facilitate the growth of entrepreneurship and small business in York Region and support the Vibrant Economy goal of York Region's "Vision 2026". They provide assistance in the creation of new enterprises and the development of early growth stage businesses.

The York Small Business Enterprise Centre, operated by the York Region Economic Strategy branch, serves small businesses in the Northern six York Region municipalities: Aurora, East Gwillimbury, Georgina, King, Newmarket and Whitchurch-Stouffville. The other three Centres are operated by their local municipalities: Markham, Richmond Hill, and Vaughan.

The York Region Small Business Enterprise Centres are members of a network of 46 Small Business Enterprise Centres across Ontario, created as a partnership between the Region and the Provincial Government (Ontario Ministry of Economic Development and Trade) and the respective municipalities.

The increasing number of clients (over 30 per cent average annual growth) served by the Centres is testimony to the entrepreneurial spirit in the Region.

If you are starting a new business, have less than 10 employees, or have been in business for less than five years, the Centres provide information, resources and free consultations on all aspects of your business needs. Services available to York Region Entrepreneurs at the Small Business Enterprise Centre network include:

Consultations

- Consultations are available, by appointment, to review ideas or business needs. The Centres can make referrals to financiers, bankers, accountants, lawyers, educators, consultants, mentors and other entrepreneurs.
- Partnerships with Provincial and Federal agencies give the Centres access to a wide range of information on programs, services, assistance and legislation affecting small businesses in Canada.

York Region's four Small Business Enterprise Centres provide assistance in the creation of new enterprises and the development of early growth stage businesses.

Information

- A wide range of information, research stations with internet connection, and an extensive collection of business resource materials for research purposes is readily available.

Workshops

- Seminars, webinars and business development workshops provide information and tools to help you operate your business.

Youth Programs

- York Region youth are offered encouragement with the Business Plan Challenge Program, Summer Company Program, and other youth development initiatives as well as mentoring.

Networking Opportunities

- Annual business conference and information regarding business programs.

Section I
Executive Summary

EXECUTIVE SUMMARY

Assisted by York Region's four Small Business Enterprise Centres (SBECs), over 2,000 new small businesses are created in York Region each year and are significant contributors to the Region's economy. York Region entrepreneurs and business owners create, operate and manage some of the fastest-growing small and medium-sized enterprises (SMEs) in Canada and require a wide variety of financing sources for start-up, investment in business growth and job creation.

Knowledge of the diversity of capital organizations is crucial to the evolution of any business. Financing and funding resources encompass a wide range of programs and practices and reflect the multicultural and unique mix of funding institutions and their diverse interests across York Region.

The Guide to Capital Sources for York Region Entrepreneurs delivers knowledge of accessing capital sources. The comprehensive guide provides information on available public funding, private finance and alternative sources of capital.

The Guide is filled with information on the art and science of business lending and financial sources including:

- Business start-up and incubation support, expansion and diversification of business, and public and private partnership development.
- The traditional lenders, banks and private sector institutions. Included are the main business branches of domestic banks in York Region, foreign bank subsidiaries and foreign bank lending branches with offices across York Region and the GTA.
- A variety of public sector funding opportunities from federal and provincial government programs and foundations. These include programs for aboriginal, agriculture, apprenticeship service grants, arts and media, research and development, rural, small business, wage subsidies, women, youth, and veterinary.
- Alternative financing/funding organizations such as the Business Development Bank of Canada (BDC) and Export Development Canada (EDC), and the National Research Council Canada's Industrial Research Assistance Program (IRAP).
- Philanthropic foundations and affinity groups, both formal and informal collaborations of grant-makers representing a variety of different causes and issues.
- Commercial mortgage lenders, credit unions, cooperatives, insurance, securities, and venture funds available to York Region entrepreneurs.
- Funders such as credit unions and Community Foundations play important roles underwriting high-risk ventures or providing support for capacity development.
- Higher risk capital provided selectively by angel investors and venture capital firms.

A glossary of financial terminology and acronyms is provided. The Guide includes a listing of business development contacts in York Region's nine municipalities and a directory of capital providers and government agencies.

The Guide to Capital Sources for York Region Entrepreneurs is designed to be an integral component of an overall business development strategy for York Region. It will be updated bi-annually and used as a reference manual in conjunction with the various workshops conducted throughout the year by the York Small Business Enterprise Centre (YSBEC).

Section II
Private Finance

Capital investment can take many forms, through a myriad of venues: term loans, equity investment, tax credits and deferrals to name a few. Ultimately though, every source combines to contribute positive cash flow to the bottom line, facilitating financial viability, and helping to successfully launch, expand, or ensure the continual operation of a business.

2.1 BANKS

The Canadian banking industry includes 21 domestic banks, 25 foreign bank subsidiaries and 23 full-service foreign bank branches and 7 foreign bank lending branches operating in Canada. In total, these institutions manage over $3.0 trillion in assets.
Source: Office of the Superintendent of Financial Institutions as of June 30, 2009.

As major players in Canada's financial industry, the banks serve millions of customers. They include individuals, small and medium-sized businesses, large corporations, governments, institutional investors and non-profit organizations.

Canada's commercial banking system consists of privately-owned banks that have been chartered by Parliament or have received letters patent by order-in-council as provided for in the 1991 Bank Act. The 1980 Bank Act first provided for Canadian financial institutions affiliated with foreign banks to become incorporated as Canadian banks and allowed the establishment of new foreign-owned banks in Canada. Beginning February 2000, foreign banks were also permitted to operate branches in Canada. The banks operate under the terms and provisions of the Bank Act, which defines their range of activities and regulates certain internal aspects of their operations as well as their relationship with the government and the Bank of Canada.
Source: Bank of Canada, "Banking and Financial Statistics", August 2009, p.S 123.

Schedule I Banks are domestic banks and are authorized under the Bank Act to accept deposits which may be eligible for deposit insurance provided by the Canadian Deposit Insurance Corporation. The major domestic banks offer a full range of banking, investment and financial services. They have extensive, nation-wide distribution networks and are also active in the United States, Latin America, the Caribbean, Asia and other parts of the world. Close to half of their earnings are generated outside of Canada.

Schedule II Banks are foreign bank subsidiaries authorized under the Bank Act to accept deposits, which may be eligible for deposit insurance provided by the Canada Deposit and Insurance Corporation. Foreign bank subsidiaries are controlled by eligible foreign institutions. The list in Section VI of this publication reflects the institutions authorized by the Office of the Superintendent of Financial Institutions (OSFI) to operate in Canada. Many large international banks have a presence in Canada — through a subsidiary, representative office or branch of the parent bank. Most specialize in corporate and investment banking (e.g., niche financing) and have only one or two offices/branches. A notable exception is HSBC Bank Canada, which has a strong retail presence with branches across Canada.

Schedule III Banks are foreign bank branches of foreign institutions that have been authorized under the Bank Act to do banking business in Canada. These branches have certain restrictions.

See Section VI Directory of Capital Providers for a listing of Schedule I, Schedule II and Schedule III Banks

Bank Loans

Bank Loans are one of the most traditional and conservative ways to finance a small business. Unfortunately, they are also some of the hardest loans to obtain. Small business loans are small investments for banks because larger loans are more lucrative. However with the right attitude and the right business plan, you may be successful in obtaining a bank loan.
Source: Consumer Reports

A typical commercial loan from a bank feels a lot like a mortgage. The interest rate and monthly or quarterly payments are fixed and there is a maturity date. The specific terms of the loan vary depending on whether it's an intermediate-term loan, less than three years, or a long-term loan, up to 20 years.
Source: Entrepreneur

The banks in this guide were selected for entrepreneurs, they offer full-service business solutions.
The number of bank branches is extensive and can be found through York Region's online directory: YorkLink http://www.york.ca/NR/yorklink/search.asp or your local telephone directory.

One reason bank loans are not ideal for new businesses is that the bank will often require collateral or other existing business assets that it could seize in the event of a default. New businesses typically do not have a lot of collateral. Therefore bank loans are better suited for construction projects, buying new equipment or expanding an existing small business. Nevertheless if you already have a strong working relationship with a local bank, you might be able to convince your bank manager to approve you for a small commercial loan. Your success in obtaining it is dependent upon providing a solid business plan with realistic financial projections.

2.2 VENTURE CAPITAL

Venture capital is important for the overall economy because it is about innovation – turning ideas and basic science into products and services which form the basis for new businesses which create economic activity and jobs.

The impact of venture capital on the economy is summarized by the following assessments:

1. Venture capital stimulates innovation and innovation is key to growth.
2. Venture capital enables fast growing companies to emerge out of research centers, laboratories or entrepreneurial creativity. These "spin offs" have the potential to make up a very significant part of the overall economy.

Canada's venture capital and private equity industry includes private equity and venture capital firms and other organizations which manage pools of risk capital designated for investment in venture capital, buyouts, and mezzanine funding and other forms of private equity in Canada.

Venture capital-backed companies are highly export oriented as venture capital investors generally pursue companies which target global, fast growing market opportunities. Venture capital-backed companies export 70 per cent of their sales, 4 times the export ratio (17 per cent) of the total Canadian private sector.

The venture capital industry can be defined by the stage of the business investment: seed, early, expansion, later, mezzanine and acquisition/buyout.

Venture capital organizations are involved in the provision of equity and debt to unquoted companies and have risk capital funds under management. Venture Capital can take these forms:

- Venture Capital Funds - primary business is venture capital investing, such as private firms and labour-sponsored funds.
- Financial institutions including banks, insurance companies, pension funds and endowments are active in private risk capital.
- Corporate Investors – suppliers of risk capital and/or direct investors such as corporations making investments in Canadian venture capital and private equity firms of direct investments in Canada.
- Private Equity Investors – suppliers of capital with a focus on larger established companies.
- Angel Investor – firms or individuals who invest in early stage businesses.

See Section VI Directory of Capital Providers for a listing of Venture Capital Companies, Associations and Angel Investors

2.3 TRADE CREDIT

Trade credit is the lifeblood of most established businesses. It works very simply. When you buy parts from a supplier, the supplier delivers those parts with an invoice for the amount due. Because you have an established relationship with the supplier, you will not have to pay cash on delivery (COD). Instead, you have a period of time to pay without incurring any interest or penalties. This is known as trade credit.

Trade credit is based on trust. As a new business, you are at a disadvantage because you have not yet established a track record of paying invoices on time. If you wish to obtain the confidence of your suppliers, you will need to present them with the same credentials you might give a bank such as a business plan, collateral, financial statements and other proof of your intent.
Source: Entrepreneur

One of the greatest advantages of trade credit is that it is interest free for a fixed period of time, perhaps 30 or 60 days. Some businesses offer discounts if you pay the invoice within a very short period of time, such as a week or 10 days.

2.4 CREDIT CARD AND LINE OF CREDIT

A credit card can offer credit with limits as high as $10,000, $20,000 or even $50,000 for a small business card but payments must be made on time. You do not need to fill out a loan application or submit a business plan each time you need an infusion of cash. A credit card allows you to carry a large balance as long as you make timely minimum monthly payments.

The drawback of credit cards is that they can carry very high interest rates. Before you turn to plastic for financing however, consider the risk. Stories abound about new business owners who failed because they used their credit cards to the maximum.

A line of credit can be obtained from your financial institution usually at a lower credit rate.
Source: Bankrate.com

2.5 CONDITIONAL SALES CONTRACT

Turning your clients into investors may help you to raise needed funding. Utilizing your business plan, you may be able to convince people to become your customer even before your business is up and running. By approaching key customers during the development stage of the sales or product cycle and identifying top-level decision-makers within a company, orders can be obtained.

With a signed letter of credit, suppliers can then be convinced to offer trade credit until the product is delivered. A further option would be to offer the client a lower first time price if they pay 50 per cent cash with the order.
Source: Entrepreneur

2.6 EQUIPMENT LEASING

In today's business environment equipment leasing has become one of the most popular methods of financing. Leasing conserves capital and keeps existing lines of credit open. By using the monthly payment as an expense rather than depreciating the cost of the equipment, new equipment can be ordered as needed. Leasing allows for upgrading without dealing with outdated and obsolete equipment. In addition the use of a lease buy-back arrangement on existing equipment can be used as a source of capital to expand business.

2.7 INSURANCE

It is possible to borrow funds against an insurance policy. Insurance agents contact businesses and have business networks. Today insurance agencies are employing agents who offer both insurance sales and mortgages. Insurance companies also frequently deal with investment councillors who in turn could lead the entrepreneur to a source of funding.

2.8 LENDING VIA THE INTERNET

The Internet has added an interesting approach to the world of new business financing. On social lending web sites, individuals can apply for loans from other individuals. The two parties set their terms and the web site acts as the intermediary. One of the more popular social lending sites is called Prosper.com. The site is designed around the auction model popularized by eBay. As a borrower, you register at the Web site and post a loan request for a fixed amount of money at a maximum interest rate. Interested lenders then bid on your loan. When you find a lender that offers an attractive interest rate, you proceed with the loan. All loans on social lending sites are three-year unsecured loans. The term "unsecured" simply means that the loan is made without any collateral. A credit card is another form of unsecured loan.

LendingClub.com is another social lending web site, which uses a system based on your credit rating. When you register at LendingClub.com, the site assigns you a credit rating. Different credit ratings qualify for different interest rates. Once the loan is approved, the amount is deposited directly into your bank account. Likewise, fixed monthly payments are automatically deducted from your bank account for the life of the loan.
Source: Lindner

2.9 ASSET BASED FINANCING

A home equity loan or line of credit could be a good way to raise the money you need to get your business started. On average, 68 per cent of start-up financing comes directly from the pocket of the business owner. Even if you do not have a lot of liquid assets in checking accounts, savings accounts or money market accounts, there are other ways to leverage your assets to finance a new business.
Source: Consumer Reports

The first is to sell high-price items that you no longer need. If you own your home, then consider a home equity loan or a home equity line of credit. With a home equity loan, you will need to make additional monthly payments on top of your mortgage. However, if you fail to make these payments, the bank could take possession of your house.

If you have a whole life insurance policy, you can also borrow up to 90 per cent of the cash value of your account at a relatively low interest rate.

2.10 PRIVATE LOANS

While banks and other lenders will demand airtight business plans and financial statements, borrowing money from friends and family to finance a new business may appear to be a terrific idea. Private loans can offer significant advantages over traditional loans. Interest rates, if interest is even charged, are generally much lower than those offered by banks.

Be aware of the potential drawbacks. If you ask family and friends for money, make sure that it is a loan, not an equity investment. If you allow too many friends and family to own a legal stake in your business, there could be problems. Legally, you'll have to review every major business decision with them first. And if you do not consider their opinion, they can sue. Private loans are also an important show of support, both financial and emotional, in the early stages of a new business. One crucial rule: get everything in writing. It will make both sides feel more secure about the transaction and rule out any potential legal problems down the road. You can find free boilerplate loan documents online.
Source: Advani

Section III
Public Sector Funding

Various government levels and departments of the Government of Canada and the Province of Ontario as well as philanthropic foundations and affinity groups provide entrepreneurs and small business owners with a wide range of funding opportunities. The following is a listing of loan guarantees, grants and other financing programs that are available to qualified York Region entrepreneurs.

3.1 GOVERNMENT OF CANADA

Advance Payments Program

The Advance Payments Program (APP) is a financial loan guarantee program that gives farmers easier access to credit through cash advances. This means improved cash flow throughout the year and better opportunities for marketing their agricultural products.

A number of producer organizations across the country are delivering cash advances under the APP.

- The limit on cash advances is $400,000 with the first $100,000 interest-free
- Coverage includes livestock and a variety of crops
- Producers have up to 18 months (generally April to September of the following year) to get and repay their cash advances
- Cattle and hog producers now have until September 30, 2010 to repay 2008-2009 cash advances under the Advance Payment Program (APP)

For more information contact:

A participating producer organization or the Agriculture and Agri-Food Canada Financial Guarantee Programs Division at 1-888-346-2511.

Advance Payments Program
Agriculture and Agri-Food Canada
Financial Guarantee Programs Division
1341 Baseline Road, Tower 7, 7th Floor
Ottawa, ON K1A 0C5

AgriMarketing Program

The AgriMarketing Program aims to enhance marketing capacity and competitiveness of the Canadian agriculture, agri-food, fish and seafood sectors. The Program assists industry associations to identify market priorities and equip themselves for success in global markets.

The Program provides funding for industry to develop and implement Long-Term International Strategies (LTIS). AgriMarketing is the successor to the Canadian Agriculture and Food International (CAFI) program. It introduces new elements including support to SMEs, and access to funding to support marketing of innovative products. The Program will leverage the Canada Brand, and starting in 2010-2011, associations will be required to have a multi-year LTIS in place.

Agriculture and Agri-Food Canada
1341 Baseline Road
Ottawa, ON K1A 0C5
Tel: 613-773-1000
www.agr.gc.ca

Agri-Opportunities Program

The $134 million Agri-Opportunities Program launched in January 2007 is five-year program that aims to accelerate the commercialization of new agricultural products, processes or services that are currently not produced or commercially available in Canada, and are ready to be introduced to the marketplace. Agri-Opportunities are delivered nationally by Agriculture and Agri-Food Canada.

Funding is provided to projects that focus on new agri-food, agriculture or bio-products that can be expected to increase market opportunities for the Canadian agricultural industry across the value chain and generate demand for primary agricultural products.

The Agri-Opportunities Program provides a maximum repayable contribution of $10 million per project and per recipient regardless of the number of projects, over the life of the program, ending in March 2011.

More information on the Agri-Opportunities Program can be obtained by downloading the program's application guide. There are no deadlines for applying. Applications are welcome on an on-going basis.

Contact a program officer at:

Agri-Opportunities Program
Tel: 1-877-246-4682
Email: agri-opps@agr.gc.ca
www.agr.gc.ca

Agricultural Flexibility Fund

Agricultural Flexibility Fund (AgriFlexibility) was announced as part of Budget 2009 and is a five-year fund ending March 31, 2014. The $500 million fund's objective is directly linked to AAFC's departmental strategic outcomes of an agriculture, agri-food and agri-based products sector that is innovative, environmentally sustainable, competitive and that proactively manages risks. To meet these outcomes AgriFlexibility has three broad elements to help the sector's value chain, including farmers and processors, become more efficient, sustainable and remain competitive.

The funding level is considered on a case-by-case basis. However, preference will be given to proposals which:

- promote private sector involvement and investment
- help to address regional needs in the sector
- demonstrate economic viability and longer-term self sufficiency, where the nature of the proposal warrants
- reduce the costs of production for producers and processors and make a positive long-term contribution to the overall competitiveness of the sector
- do not require a level of investment that would be disproportionate to the size of the agriculture sector in a given province or territory
- ensure benefits across the value chain

Under AgriFlexibility, funding is available for eligible initiatives identified and carried out by the agriculture, agri-food and agri-based products sector. Proposals to access AgriFlexibility funding must meet specified principles and be consistent with the fund's criteria.

Eligible recipients may receive funding either directly from Agriculture and Agri-Food Canada (AAFC), or through an initiative using AgriFlexibility funds. These recipients could include, but are not limited to:

- individuals
- partnerships
- universities, colleges
- cooperatives
- marketing boards
- organizations relating to the Canadian agriculture and agri-food sector
- provincial/territorial/municipal governments, including their institutions, agencies and corporations
- non-profit organizations and for profit companies

Any of the preceding eligible recipients may submit proposals for contributions as an initial recipient or an ultimate recipient.

Agriculture and Agri-Food Canada
c/o Agricultural Flexibility Fund Administration
1341 Baseline Road, Tower 7, Floor 8, Room 242
Ottawa, ON K1A 0C5
Tel: 1-877-290-2188
Email: AgriFlex@agr.gc.ca
www.agr.gc.ca

Canadian Agricultural Adaptation Program (CAAP)

Canadian Agricultural Adaptation Program (CAAP) is a five-year (2009-2014), $163 million program with the objective of facilitating the agriculture, agri-food, and agri-based products sector's ability to seize opportunities, to respond to new and emerging issues, and to path-find and pilot solutions to new and ongoing issues in order to help it adapt and remain competitive.

Launched as a successor to the Advancing Canadian Agriculture and Agri-Food (ACAAF) program, the Canadian Agricultural Adaptation Program will continue to support industry-led initiatives at the national, regional and multi-regional levels.

The Canadian Agricultural Adaptation Program intends on funding projects identified by the sector that align with priorities identified by industry and/or government at the national, regional, and multi-regional levels by focusing on:

- seizing opportunities
- responding to new and emerging issues
- path-finding and piloting solutions to new and ongoing issues

Canadian Agricultural Adaptation Program (CAAP)
Tel: 1-877-290-2188
Email: caap-pcaa@agr.gc.ca
www.agr.gc.ca

Canadian Agricultural Loans Act (CALA) Program

The Canadian Agricultural Loans Act (CALA) program is a financial loan guarantee program that gives farmers easier access to credit. Farmers can use these loans to establish, improve, and develop farms; while Agricultural co-operatives may also access loans to process, distribute, or market the products of farming.

The CALA program builds on and replaces the previous Farm Improvement and Marketing Co-operative Loans Act (FIMCLA) program, which has helped farming operations grow their businesses by guaranteeing loans issued through financial institutions since 1988. Through the CALA, the Government of Canada is supporting the renewal of the agricultural sector and enabling co-operatives to better seize market opportunities.

Farmers eligible for a CALA loan guarantee include:

- existing farmers
- start-up farmers (i.e. less than six years of farming)
- farmers taking over the family farm
- agricultural co-operatives with a majority (50 per cent + 1) farmer membership

The maximum loan is:

- $500,000 for land and the construction or improvement of buildings
- $350,000 for all other loan purposes
- the aggregate loan limit for any one farmer is $500,000
- $3 million for agricultural co-operatives with the Minister's approval

For more information contact:

Your financial institution or
Tel: 1-888-346-2511
E-mail: fgp-pgf@agr.gc.ca
www.agr.gc.ca

Business Development Bank of Canada (BDC)

The Business Development Bank of Canada helps create and develop Canadian businesses through financing, venture capital and consulting services, with a focus on small and medium-sized enterprises (SMEs), with the specific goal of accelerating the success of Canadian entrepreneurs. The BDC's nationwide team has helped 28,000 Canadian entrepreneurs reach their potential.

The Business Development Bank of Canada has 65 years serving Canadian entrepreneurs through what could be termed a pan-Canadian presence, with a specific focus on SMEs, in sectors such as manufacturing, exporting, innovation and knowledge-based industries.

The BDC is a financial institution owned by the Government of Canada designed to help build Canadian business capacity, through long-term loans for projects and working capital, subordinate financing: hybrid debt, and equity financing, venture capital, and direct or indirect investments in high technology companies. The BDC also offers quality consulting services at a price that businesses can afford.

The BDC offers programs such as: BDC Growth Capital for Aboriginal Business, The Evergreen Fund, Subordinate Financing, Woman Entrepreneur, and Young Entrepreneur, are a broad range of programs and solutions tailor-made to support the needs of entrepreneurs, start up businesses, and small to medium-sized enterprises. The BDC further assists Canadian companies to grow with a program that helps finance the expansion of a domestic market or underwrite exploration of new and larger foreign markets.

Business Development Bank of Canada
BDC Building
5 Place Ville Marie, Suite 400
Montréal, QC H3B 5E7
Tel: 1-877-232-2269
www.bdc.ca

BDC York Region Branches:

3130 Highway 7 East
Markham, ON L3R 5A1
Tel: 905-305-6867

71 Main Street South
Newmarket, ON L3Y 3Y5
Tel: 905-954-1615

Canada Business: Services for Entrepreneurs

Available through www.canadabusiness.ca and the local Ontario office Canada Business: Services for Entrepreneurs offers a wealth of information and contacts for entrepreneurs, start-up business and small to medium-sized enterprises including the following:

- Aboriginal Business Canada: A fund to provide non-repayable grants of up to $99,000 to aboriginal entrepreneurs
- Business Development Bank of Canada: consulting services and financing

- Canadian Newcomer Entrepreneur Program helping young entrepreneurs who are new to Canada access start-up capital for their business
- E-Spirit National Aboriginal Youth Business Plan Competition
- Growth Capital for Aboriginal Business

Canada-Ontario Business Service Centre (COBSC)
151 Yonge Street, 3rd Floor
Toronto, ON M5C 2W7
Tel: 1-888-576-4444 or 416-775-3456
Email: Ontario@canadabusiness.ca
www.canadabusiness.ca

Canada Council for the Arts
Canada Council for the Arts is Canada's national arts funding agency. Their primary areas of activity are: grants to individual professional artists and arts organizations; endowments and prizes awards such as fellowships to artists and scholars; research; communications; and arts promotion activities. The Canada Council Art Bank, the Killam Program, the Public Lending Right Commission and the Canadian Commission for UNESCO are all administered through the Canada Council.

The Canada Council administers over 150 grants and prizes to individuals, with skill-levels varying from accomplished professionals to intermediary, live theatre and broadcast companys and non-profit organizations in areas such as: dance, inter-arts, media arts, music, theatre, visual arts, writing and publishing in virtually every discipline and artistic endeavor from classical to cutting-edge avant-garde.

Canada Council for the Arts
350 Albert Street
P.O. Box 1047
Ottawa, ON K1P 5V8
Tel: 1-800-263-5588 or 613-566-4414

Program Information
Tel: 1-800-263-5588 or 613-566-4414, ext. 5060
www.canadacouncil.ca

Canada Foundation for Innovation (CFI)
Canada Foundation for Innovation (CFI) is an independent corporation created by the Government of Canada to fund research infrastructure. The CFI's mandate is to strengthen the capacity of Canadian universities, colleges, research hospitals, and non-profit research institutions to carry out world-class research and technology development that benefits Canadians. Since its creation in 1997, the CFI has committed almost $5.2 billion in support of 6,353 projects at 130 research institutions in 65 municipalities across Canada. The CFI administers funding for: the Leading Edge Fund and New Initiatives Fund, the Leaders Opportunity Fund, the National Platforms Fund, the Infrastructure Operating Fund, and the Exceptional Opportunities Fund.

For more information contact:

Canada Foundation for Innovation
230 Queen Street, Suite 450
Ottawa, ON K1P 5E4
Tel: 613-947-6496
www.innovation.ca

Canadian Heritage
Canadian Heritage Portfolio, which includes the Department of Canadian Heritage and our major national cultural institutions, operates a series of grants and funding initiatives to promote culture, the arts, heritage, official languages, citizenship and participation, and aboriginal, youth, and sport initiatives. There are 75 programs offering funding and other forms of financial support in areas such as: music entrepreneurship, broadcast, recording and performance, magazine publishing, expositions, new media and museums, as well as special programs for women and aboriginal people.

Canadian Heritage
15 Eddy Street
Gatineau, QC K1A 0M5
Tel: 1-866-811-0055 or 819-997-0055
www.pch.gc.ca

CanmetENERGY
CanmetENERGY is the largest energy science and technology organization working on clean energy research, development, demonstration and deployment. Their goal is to ensure that Canada is at the leading edge of clean energy technologies to reduce air and greenhouse gas emissions and improve the health of Canadians. Canmet manages science and technology programs and services; supports the development of energy policy, codes and regulations; and acts as a conduit to federal financing working with partners to develop more energy efficient and cleaner technologies in the following areas: buildings and communities, clean fossil fuels, bio energy, renewables, industrial processes, oil sands, and transportation. Canmet works with the energy industry, academia and environmental stakeholders on a cost-shared basis through in-house work and funding support.

CanmetENERGY
Natural Resources Canada
580 Booth Street, 13th floor
Ottawa, ON, K1A 0E4
Tel: 613-996-3916
Email: canmetenergy@nrcan.gc.ca
www.nrcan-rncan.gc.ca

Export Development Canada (EDC)
Export Development Canada (EDC) provides various levels and types of funding and loan guarantees to Canadian companies such as account receivable insurance and buyer financing. EDC is designed to help Canadian companies become competitive in the global market place and also provides unsecured loans for small business in the Express Credit program. EDC offers some 24 distinct financing and funding programs to help support the growth and success of Canadian business.

For further information contact:

Export Development Canada
Head Office
151 O'Connor Street
Ottawa, ON K1A 1K3
Tel: 1-800-283-2957 or 613-598-2500
www.edc.ca

EDC Toronto and Ontario Regional Office
150 York Street
Suite 810, P.O. Box 810
Toronto, ON M5H 3S5
Tel: 416-640-7600
www.edc.ca

Federal Economic Development Agency for Southern Ontario (FedDev Ontario)
FedDev Ontario programs support economic and community development, innovation, and economic diversification, with contributions to communities, businesses and non-profit organizations. It will help workers, communities and businesses in Southern Ontario position themselves to take advantage of opportunities.

FedDev Ontario began accepting applications in October 2009 under the Southern Ontario Development Program (SODP) for projects that will stimulate local economies and enhance the growth and competitiveness of Southern Ontario businesses and communities.

A business enterprise may qualify for SODP funds if it is located in Southern Ontario and is a small and medium-sized enterprise with preference on those with up to 1,000 employees.

FedDev Ontario
Southern Ontario Development Program
151 Yonge Street, 3rd Floor
Toronto, ON M5C 2W7
Tel: 1-866-593-5505
www.southernontario.gc.ca

Industry Canada
Industry Canada's mission is to foster a growing, competitive, knowledge-based Canadian economy. The Department works with Canadians throughout the economy and in all parts of the country to improve conditions for investment, improve Canada's innovation performance, increase Canada's share of global trade and build a fair, efficient and competitive marketplace.

Program areas include developing industry and technology capability, fostering scientific research, setting telecommunications policy, promoting investment and trade, promoting tourism and small business development, and setting rules and services that support the effective operation of the marketplace.

To learn more about Industry Canada contact:

Industry Canada General Enquiries
C.D. Howe Building
235 Queen Street
Ottawa, ON K1A 0H5
Tel: 1-800-328-6189 or 613-954-5031
www.ic.gc.ca

Industry Canada administers the Canada Small Business Financing Program, which seeks to increase the availability of loans for establishing, expanding, modernizing and improving small businesses. The program makes it easier for small businesses to get loans from financial institutions by sharing the risk with lenders. Under the Program, a small business must apply for a loan at a financial institution (bank, credit union or caisse populaire) of its choice. Small business can apply for loans of up to $350,000 or up to $500,000 for real property. On average, the Small Business Financing Program registers more than $1 billion dollars worth of loans annually.

To learn more about the Canada Small Business Financing Program contact:

Small Business Financing Program Directorate
Industry Canada
C.D. Howe Building
235 Queen Street, 5 West
Ottawa, ON K1A 0H5
Tel: 1-866-959-1699 or 613-954-5540
ic.gc.ca/csbfa

National Film Board of Canada (NFB)
The National Film Board provides funding assistance through more than 20 specialized programs to film makers of all genres, financially supporting every aspect of film making, from equipment acquisition to video production.

The National Film Board
P.O Box 6100
Montreal, QC H3C 3H5
Tel: 1-800-267-7710
www.nfb.ca

Telefilm Canada
Through a diverse portfolio, Telefilm Canada provides funding to promote the production and distribution of Canadian film and television programs.

To learn more about the eligibility of your project contact:

Telefilm Canada
Ontario Region
474 Bathurst Street, Suite 100
Toronto, ON M5T 2S6
Tel: 1-800-463-4607 or 416-973-6436
www.telefilm.gc.ca

3.2 PROVINCE OF ONTARIO

Hydro One Networks Inc.

Electricity Retrofit Incentive Program
Electricity rebates for business that adopted energy-efficient technologies. Business and farm programs are available.

Hydro One Networks Inc.
185 Clegg Rd.
Markham, ON L6G 1B7
Tel: 1-888-664-9376 or 905-944-3251
www.hydroonenetworks.com/en/efficiency

Ministry of Agriculture, Food and Rural Affairs (OMAFRA)

Business Retention and Expansion (BR+E)
Your business can participate in and benefit from this community-based, volunteer-driven, economic development program that works to encourage the growth and stability of local business.

www.reddi.gov.on.ca/bre.htm

Rural Economic Development (RED) Program
Access funding for up to 50 per cent of costs for community-based partnerships that improve health care, downtown renewal, employee skills or job retention.

www.omafra.gov.on.ca/english/rural/red

Rural Summer Jobs Service Program
Hire a student this summer and your rural Ontario business could receive a $2 per hour wage subsidy up to $1,120.

www.omafra.gov.on.ca/english/rural/rsj

Ministry of Agriculture, Food and Rural Affairs (OMAFRA)
1 Stone Road West
Guelph, ON N1G 4Y2
Tel: 1-888-466-2372 or 519-826-3100
www.omafra.gov.on.ca

Ministry of Community and Social Services (MCSS)

Making Your Business Accessible for People with Disabilities in Ontario
Businesses providing goods and/or services to people have to comply with the Customer Service Standard under the AODA legislation by January 1st, 2010.

Ministry of Community and Social Services
477 Mount Pleasant Road, 3rd Floor
Toronto, ON M7A 1G1
Tel: 416-325-0500
www.mcss.gov.on.ca/mcss/english/pillars/accessibilityOntario

Ministry of Economic Development and Trade (MEDT)

Advanced Manufacturing Investment Strategy (AMIS)
You may qualify for an interest-free loan, if you are a manufacturer planning to invest in Ontario in leading edge technologies and processes.

www.ontariocanada.com/ontcan/1med/en/progserv_amis_en.jsp

Business Advisory Services
Business Advisory Services are available for small to medium-sized business in Ontario. Business advisors can help you steer your expansion and connect you to the resources you need.

www.ontariocanada.com/ontcan/1medt/smallbiz/en/sb_bizadvise_en.jsp

New Exporters to Border States (NEBS) Program for Ontario
NEBS is a practical, hands-on introduction to the basics of exporting to the United States designed for Ontario small and medium-sized enterprises.

www.ontarioexports.com/preparingexport/new_exporters.asp

Next Generation of Jobs Fund (NGOJF) - Jobs and Investment Program (JIP)
Jobs and Investment Program (JIP) can help your companies expand in Ontario and develop innovative products for global markets. Projects must create or retain at least 100 high value jobs, or invest $25 million over five years.

www.ontariocanada.com/ontcan/1med/en/nextgen_jip_en.jsp

Small Business Enterprise Centres
Small Business Enterprise Centres in York Region provide assistance to help start, expand or grow small businesses with under 10 employees.
Organizations: Ministry of Economic Development and Trade (MEDT) in partnership with the City of Vaughan, the Regional Municipality of York, the Town of Markham and the Town of Richmond Hill.

www.ontariocanada.com/ontcan/1medt/smallbiz/en/sb_sbec_en.jsp

Summer Company
If you are a student between 15 and 29 years of age, the program Summer Company can award up to $3,000 to help you start and run a summer business.
Organizations: Ministry of Economic Development and Trade (MEDT) in partnership with the City of Vaughan, the Regional Municipality of York, the Town of Markham and the Town of Richmond Hill.

www.ontario.ca/summercompany
www.yorksmallbusiness.ca

Ministry of Economic Development and Trade
Hearst Block
900 Bay Street
8th Floor
Toronto ON M7A 2E1
Tel: 416-325-6666
www.ontariocanada.com

Ministry of Energy and Infrastructure (MEI)

Ontario Solar Thermal Heating Incentive (OSTHI)
The Ontario Solar Thermal Heating Incentive (OSTHI) Program can fund businesses up to $80,000 to install solar water or solar air heating systems.

Ministry of Energy and Infrastructure
Hearst Block
900 Bay Street, 4th Floor
Toronto, ON M7A 2E1
Tel: 1-888-668-4636
www.mei.gov.on.ca/en/energy/conservation/?page=osthi

Ministry of Research and Innovation (MRI)

Biopharmaceutical Investment Program (BIP)
The BIP offers flexible funding support for projects of $5 million or more to pharmaceutical companies ready to invest in new or enhanced biopharmaceutical projects in Ontario.

www.mri.gov.on.ca/english/programs/bip/program.asp

Ontario Commercialization Investment Funds Program
Faculty, staff or students of a research institute in Ontario may qualify for a grant of up to $225,000 to develop a spin-off technology business.

www.mri.gov.on.ca/english/programs/ocif/program.asp

Ontario Innovation Demonstration Fund (IDF)
Grants of up to $4 million are available to help commercialize innovative green technologies, processes and/or products in Ontario.

www.mri.gov.on.ca/english/programs/idf/guidelines.asp

Ministry of Research and Innovation
56 Wellesley Street West, 7th Floor
Toronto, ON M7A 2E7
Tel: 1-866-446-5216 or 416-325-5181
www.mri.gov.on.ca

Ministry of Revenue (MOR)

Co-operative Education Tax Credit
A refundable tax credit of up to 25 per cent, to a maximum of $3,000, to hire a student who is participating in a co-operative education program at a recognized Ontario university or college.

www.rev.gov.on.ca/en/credit/cetc

Ontario Book Publishing Tax Credit
A 30 per cent refundable tax credit, to a maximum of $30,000 per literary work, for work published or promoted by a Canadian author.

www.rev.gov.on.ca/en/credit/obptc/index.html

Ontario Business Research Institute Tax Credit
A corporate 20 per cent tax credit for scientific research and experimental development (SR&ED).

www.rev.gov.on.ca/en/credit/obritc

Ontario Innovation Tax Credit
A 10 per cent tax credit for scientific research & experimental development carried out in Ontario for corporations.

www.rev.gov.on.ca/en/credit/oitc

Ontario Current Cost Adjustment: Pollution Control Equipment
This deduction is an incentive to purchase new pollution control equipment.

http://www.rev.gov.on.ca/en/credit/occa

Ontario Employer Health Tax Exemption
You may not have to pay the Ontario Employer Health Tax on the first $400,000 of your payroll.

www.rev.gov.on.ca/en/tax/eht

Ontario RST Exemption on R&D and Manufacturing Equipment
Retail Sales Tax (RST) exemption on the purchase of machinery and equipment used in manufacturing and Research and Development (R&D) activities.

www.rev.gov.on.ca/en/guides/rst

Ontario Sound Recording Tax Credit
Refundable tax credit for Ontario corporation expenses related to the production of a recording or music video.

www.rev.gov.on.ca/en/credit/osrtc

Tax Information Forums (TIF)
Attend business seminars and speak to government officials. Free, one-day learning events feature seminars and a trade show to help businesses learn about taxes and other government programs and services.

www.rev.gov.on.ca/en/events/tif

Ministry of Revenue
33 King Street West
Oshawa, ON L1H 8H5
Tel: 1-866-ONT-TAXS (1-866-668-8297)
www.rev.gov.on.ca

Ministry of Revenue (MOR)
Ministry of Training, Colleges and Universities (MTCU) - Employment Ontario (EO)

Apprenticeship Training Tax Credit
Annual tax credit of up to $5,000 per qualifying apprentice to a maximum of $15,000 over a 36 month period.
Organizations: Ministry of Revenue (MOR) and Ministry of Training Colleges and Universities (MTCU) - Employment Ontario (EO)

www.rev.gov.on.ca/en/credit/attc

Ministry of Training, Colleges and Universities (MTCU) - Employment Ontario (EO)

Employer Signing Bonus
Signing bonus of $2,000 to register a new apprentice in a sector where there is high demand for skilled workers.

www.edu.gov.on.ca/eng/tcu/employers

Job Connect
Find and hire the qualified people you need through the Job Connect program, delivered through education and training organizations throughout Ontario.

www.edu.gov.on.ca/eng/tcu/apprentices

Local Boards Network
Local Boards are located across Ontario. They identify workforce issues in your region and work with employers and other stakeholders to identify local labour market needs.

www.localboards.on.ca

Modular Training
Occupational Health and Safety Act on-the-job training. This program is primarily for the automotive, construction, forestry and mining sectors.

www.edu.gov.on.ca/eng/tcu/apprentices

Ontario Job Creation Partnerships
Receive a wage subsidy for community-based projects, when a business gives job seekers meaningful work experience.

www.edu.gov.on.ca/eng/tcu/employers

Ontario Labour Market Partnerships
Access funding to deal with labour force changes.

www.edu.gov.on.ca/eng/tcu/employers

Ontario Summer Jobs Service Program
A $2 per hour hiring incentive to hire a student for rural and northern summer jobs placement.

www.edu.gov.on.ca/eng/document/brochure

Sector Initiatives Fund
Grants are available to help businesses develop training-related workforce programs, standards and materials.

www.edu.gov.on.ca/eng/tcu/apprentices

Targeted Wage Subsidies Program (Ontario)
Wage subsidy of up to 60 per cent for a maximum of 78 weeks to hire an eligible unemployed person.

www.edu.gov.on.ca/eng/tcu/employers

Ministry of Training, Colleges and Universities
Mowat Block
900 Bay Street, 3rd Floor
Toronto ON M7A 1L2
Tel: 416-326-1600 or 1-800-387-5514
www.edu.gov.on.ca

Ontario Arts Council

Ontario Arts Council Granting Programs
The Ontario Arts Council offers grant funding to individuals and organizations to promote artistic endeavours in Ontario. Through more than 60 granting programs the Ontario Arts Council supports every genre of artistic expression, intending to encourage a flourishing arts community in Ontario.

Ontario Arts Council
151 Bloor Street West, 5th Floor
Toronto, ON M5S 1T6
Tel: 416-961-1660 or 1-800-387-0058
www.arts.on.ca

Ontario Chamber of Commerce (OCC)

Export Market Access - A Global Expansion Program
Grant of up to 50 per cent of eligible costs incurred to develop export sales for businesses with five or more employees and annual sales of $500,000 or more.

Ontario Chamber of Commerce
Export Market Access
180 Dundas Street West, Suite 505
Toronto, ON M5G 1Z8
Tel: 416-482-5222
www.exportaccess.ca

Ontario Centres of Excellence (OCE)

Ontario Centres of Excellence (OCE)
Ontario Centres of Excellence can help with industrial research and development, commercialization of technology, and access to knowledge from industry and academic communities in Ontario.

www.oce-ontario.org/Pages

Ontario Centres of Excellence (OCE) Commercialization Programs
Bridge financing to help move your research results to a marketable product or service.

www.oce-ontario.org/Pages

Ontario Centres of Excellence (OCE) Research Programs
Ontario Centres of Excellence (OCE) Research Programs can help businesses tap into the research expertise of Ontario's universities, colleges and hospitals.

www.oce-ontario.org/Pages/Research.aspx

Ontario Centres of Excellence (OCE) Talent Program
OCE helps connect researchers with employers and entrepreneurship. Graduate research students can be hired and next-generation researchers interested in entrepreneurship can speak to OCE.

www.oce-ontario.org/Pages/Talent.aspx

Ontario Centres of Excellence
156 Front Street West, Suite 200
Toronto, ON M5J 2L6
Tel: 1-866-759-6014 or 416-861-1092
www.oce-ontario.org

Ontario Media Development Corporation (OMDC)

Computer Animation and Special Effects Tax Credit
Refundable 20 per cent tax credit for labour expenses for companies that design computer animation and special effects for film or television productions.

www.omdc.on.ca/Page3402.aspx

Ontario Film and Television Tax Credit
Canadian corporations established in Ontario in film and television business may qualify for a refundable tax credit to help with labour expenses.

www.omdc.on.ca/Page3399.aspx

Ontario Interactive Digital Media Tax Credit
Ontario-based, interactive digital media businesses may qualify for a 40 per cent refundable tax credit to help cover labour, marketing and distribution expenses.

www.omdc.on.ca/Page3400.aspx

Ontario Production Services Tax Credit
Refundable 25 per cent tax credit to help with production costs for Canadian or foreign-controlled production companies.

www.omdc.on.ca/Page3401.aspx

Ontario Media Development Corporation
175 Bloor Street East
South Tower, Suite 501
Toronto, ON M4W 3R8
Tel: 416-314-6858

Precarn Incorporated

Precarn – Research and Development Support
Access funding and support for pre-commercial development of intelligent information and communications technology from this not-for-profit organization.

Precarn Incorporated
1525 Carling Avenue, Suite 510
Ottawa, ON K1Z 8R9
Tel: 613-727-9576
www.precarn.ca

3.3 PHILANTHROPIC FOUNDATIONS AND AFFINITY GROUPS

The foundation sector in Canada is very diverse in terms of asset size, geographical scope and funding interests. The total number of foundations registered with CRA as at December 2007 is 4,818 public and 4,479 private foundations.

- Total assets of all private foundations: $15.1 billion
- 11 of the top 20 foundations by assets are family or private foundations with total assets of over $3.5 billion
- The distribution of foundations in Canada reflects the population:
    - 64.9% Central Canada (QC, ON)
    - 31.6% Western provinces (AB, BC, MB, SK)
    - 3.5% Atlantic provinces and Territories (Nfld., PEI, NS, NB, Territories)

Source: Philanthropic Foundations Canada

The Association for the Export of Canadian Books (AECB)

The Association for the Export of Canadian Books administers the International Marketing Assistance (IMA) component of the Book Publishing Industry Development Program (BPIDP) for the Department of Canadian Heritage (DCH). It allocates financial assistance directly to Canadian-owned and -controlled book publishers.

In administering the IMA, the objective of the AECB is to develop and sustain Canadian publishers' export sales. In 2009-2010, the IMA is made up of two funding programs: the Export Marketing Assistance Program (EMAP) and the Foreign Rights Marketing Assistance Program (FRMAP).

In addition, the AECB administers a program designed to give publishers the opportunity to benefit from the knowledge and expertise gained from their participation in the AECB Mentoring Program, and to implement a targeted marketing strategy.

- Mentoring - Funding Support
- Export Marketing Assistance Program (EMAP)
- Foreign Rights Marketing Assistance Program (FRMAP)

Association for the Export of Canadian Books
1 Nicholas Street, Suite 504
Ottawa, ON K1N 7B7
Tel: 613-562-2324
Email: aecb@aecb.org
www.aecb.org

Dairy Farmers of Canada

Dairy Farmers of Canada provides grant funding for research and development of milk related products.

Dairy Farmers of Canada
21 Florence Street
Ottawa, ON K2P 0W6
www.dairygoodness.ca

FACTOR, The Foundation Assisting Canadian Talent on Recordings

FACTOR, The Foundation Assisting Canadian Talent on Recordings, was founded in 1982 by CHUM Limited, Moffat Communications and Rogers Broadcasting Limited, in conjunction with the Canadian Independent Record Producers Association (CIRPA) and the Canadian Music Publishers Association (CMPA). Standard Broadcasting merged its Canadian Talent Library (CTL) development fund with FACTOR's in 1985.

As a private non-profit organization, FACTOR is dedicated to providing assistance toward the growth and development of the Canadian independent recording industry. The foundation administers contributions from sponsoring radio broadcasters as well as two components of the Department of Canadian Heritage's Canada Music Fund to support the Canadian music industry. FACTOR has been managing federal funds since the inception of the Sound Recording Development Program in 1986 (now known as the Canada Music Fund Council).

Support is provided to Canadian recording artists, songwriters, managers, labels and distributors through various programs which all aid in the development of the industry. Whether an artist is looking to record a demo, full-length sound recording, market and promote an already existing album or showcase and tour domestically and internationally, funding is available. FACTOR supports many facets of the infrastructure which must be in place in order for artists and Canadian labels to progress into the international arena.

Factor administers funding programs directed at supporting Canadian song writers and musicians, and will help with a broad range of needs such as workshops, training, audio/ video production and touring. The FACTORs Staff are committed to assisting the Canadian music industry with information and support that will enable people to successfully access funding and have a smooth and straightforward completion of their projects.

FACTOR
30 Commercial Rd
Toronto, ON M4G 1Z4
Tel: 416-696-2215
www.factor.ca

Farm Credit Canada
Farm Credit Canada provides 33 different types of funding aimed at supporting and growing Canadian agri-business. Funding is available for start-up, expansion, research, mortgages, crop loan, cash advances, and even venture capital.

Farm Credit Canada
1800 Hamilton Street, P.O. Box 4320
Regina, SK S4P 4L3
Tel: 306-780-8100
www.fcc-fac.ca

Nearest York Region office:
2- 301 Bryne Drive
Barrie, ON L4M 4S8
Tel: 705-728-2235
www.fcc-fac.ca

Philanthropic Foundations Canada (PFC)
Philanthropic Foundations Canada is an association of grantmaking foundations with 96 members across Canada as of July 2009. PFC members collectively manage over $7.7 billion in assets and disbursed $69 million on foundation-managed charitable activities.

As of April 2009, the PFC members include:

The ALVA Foundation, Toronto
The Robert and Judith ASTLEY Family Foundation, Waterloo
The ATKINSON Foundation, Toronto
The Ralph M. BARFORD Foundation, Toronto
BEALIGHT Foundation, Toronto
Max BELL Foundation, Calgary
Fondation famille BENOÎT, Montréal
J. P. BICKELL Foundation, Toronto
S.M. BLAIR Family Foundation, Toronto
Fondation J. Armand BOMBARDIER, Montréal
The BOREALIS Foundation, Stittsville
The BRANSCOMBE Family Foundation, Niagara Falls
BRIDGEWAY Foundation, Cambridge
Stephen R. BRONFMAN Foundation, Montréal
Brian BRONFMAN Family Foundation, Montréal
BURNS Memorial Fund, Calgary
BUTLER Family Foundation, Edmonton
The CARRERA Foundation, Calgary
CARTHY Foundation, Calgary
Fondation Lucie et André CHAGNON, Montréal
CGOV Foundation, Toronto
The COLE Foundation, Montréal
Arthur J.E. CHILD Foundation, Calgary
Harry and Martha COHEN Foundation of Calgary
The COUNSELLING Foundation of Canada, Toronto
La Fondation CRB Foundation, Montréal
Fondation DE GASPÉ Beaubien Foundation, Montréal
DELOITTE Touche Foundation Canada, Toronto
Catherine DONNELLY Foundation, Toronto
DONNER Canadian Foundation, Toronto
La Fondation DRUMMOND Foundation, Montréal
Fondation DUFRESNE et Gauthier, Québec
La Fondation EJLB Foundation, Montréal
Sir Joseph FLAVELLE Foundation, Toronto
Fondation GAINEY Foundation, Montréal
GALIN Foundation, Toronto
GELMONT Foundation, Montréal
The Colin B. GLASSCO Charitable Foundation for Children, Calgary
GOOD Foundation Inc., Waterloo
Walter and Duncan GORDON Foundation, Toronto
The Lyle S. HALLMAN Foundation, Kitchener
HARBINGER Foundation, Toronto
HAYNES-CONNELL Foundation, Toronto
The HELDERLEIGH Foundation, Winona
Lotte and John HECHT Memorial Foundation, Vancouver
Fondation Sibylla HESSE, Longueuil
The HUNTER Family Foundation, Calgary
The HYLCAN Foundation, Montreal
Charles H. IVEY Foundation, Toronto
IVEY Foundation, Toronto
The KAHANOFF Foundation, Calgary
The Henry and Berenice KAUFMANN Foundation, Montreal
LAIDLAW Foundation, Toronto
The LAWSON Foundation, London
The Eva LEFLAR Foundation, Burlington
The LUPINA Foundation, Toronto
MACKENZIE Financial Charitable Foundation, Toronto
The Charles and Mary MacLENNAN Foundation, Truro
Fondation René MALO, Montréal
MARIGOLD Foundation, Calgary
The MASTERCARD Foundation, Toronto
The MAYTREE Foundation, Toronto
The Margaret and Wallace McCAIN Family Foundation, Toronto
The J.W. McCONNELL Family Foundation, Montréal
The McLEAN Foundation, Toronto
T.R. MEIGHEN Family Foundation, Toronto
George Cedric METCALF Charitable Foundation, Toronto
The MOLSON Foundation, Montréal
The MUTTART Foundation, Edmonton
The NEPTIS Foundation, Toronto
The NEWTON Foundation, Montreal
NICKLE Family Foundation, Calgary

NORLIEN Foundation, Calgary
Fondation ONE DROP Foundation, Montréal
The PALOMA Foundation, Toronto
The PATERSON Foundation, Thunder Bay
Fondation PATHONIC, Beaconsfield
PATHY Family Foundation , Montréal
Fondation PRÉFONTAINE-Hushion, Montréal
PRIVATE Giving Foundation, Toronto
Fondation ROASTERS Foundation, Montréal
The ROZSA Foundation, Calgary
The SALAMANDER Foundation, Toronto
The SILVER Tree Foundation, Toronto
The SOBEY Foundation, Stellarton, NS
The Belinda STRONACH Foundation, Toronto
TCIG Charitable Foundation Inc., Winnipeg
TIDES Canada Foundation, Vancouver
TOSKAN CASALE Foundation, Toronto
Fondation TRUDEAU Foundation, Montréal
VIEWPOINT Charitable Foundation, Calgary
R. Howard WEBSTER Foundation, Montréal
The Mike WEIR Foundation, Toronto
The WERKLUND Foundation, Calgary
The WINDSOR Foundation, Halifax
The Michael YOUNG Family Foundation, Toronto

To learn more about PFC members visit www.pfc.ca

Philanthropic Foundations Canada
555 René Lévesque Blvd. West, Suite 900
Montreal, QC H2Z 1B1
514-866-5846
www.pfc.ca

The SOCAN Foundation
With financial support from the government of Canada, the SOCAN Foundation provides a portfolio of nine specialized grant programs to promote the recording, creating and performance of classical music by Canadian artists.

The SOCAN Foundation
41 Valleybrook Drive
Toronto, ON M3B 2S6
Tel: 1-800-557-6226 or 416-445-8700
www.socanfoundation.ca

Section IV
Business Development Contacts

YORK REGION ECONOMIC DEVELOPMENT OFFICES

York Region
Patrick Draper, Director of
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Toll free: 1-877-464-9675
Fax: 905-895-3482
Email: patrick.draper@york.ca
www.york.ca

Town of Aurora
Anthony Ierullo, Economic Development Officer
1 Municipal Drive, P.O. Box 1000
Aurora, ON L4G 6J1
Tel: 905-726-4742
Toll free: 1-800-269-3753
Fax: 905-727-4993
Email: ecdev@e-aurora.ca
www.e-aurora.ca

Town of East Gwillimbury
Dan Stone, Director of Planning
19000 Leslie Street
Sharon, ON L0G 1V0
Tel: 905-478-4282 Ext. 3806
Fax: 905-478-8545
Email: dstone@eastgwillimbury.ca
www.eastgwillimbury.ca

Town of Georgina
Karyn Stone, Economic Development Officer
26557 Civic Centre Road, R. R. #2
Keswick, ON L4P 3G1
Tel: 905-476-4301 Ext. 312
Fax: 905-476-8100
Email: kstone@georgina.ca
www.town.georgina.on.ca

Township of King
Jamie Smyth, Economic Development Officer
2075 King Road
King City, ON L7B 1A1
Tel: 905-833-5321 Ext. 262
Fax: 905-833-2300
Email: jsmyth@king.ca
www.king.ca

Town of Markham
Stephen Chait, Director of Economic Development
101 Town Centre Boulevard
Markham, ON L3R 9W3
Tel: 905-475-4871
Fax: 905-475-4888
Email: schait@markham.ca
www.business.markham.ca

Town of Newmarket
Chris Kallio, Economic Development Officer
395 Mulock Drive, P. O. Box 328, Stn. Main
Newmarket, ON L3Y 4X7
Tel: 905-953-5300 Ext. 2436
Toll Free: 1-877-550-5575
Fax: 905-953-5136
Email: ckallio@newmarket.ca
www.newmarket.ca

Town of Richmond Hill
Brenda Osler, Coordinator Economic
Development Programs
225 East Beaver Creek Road, Box 300
Richmond Hill, ON L4C 4Y5
Tel: 905-771-5483
Toll Free: 1-800-780-7831
Fax: 905-771-2406
Email: bosler@richmondhill.ca
www.richmondhill.ca

City of Vaughan
Tim Simmonds, Director of Economic Development
2141 Major Mackenzie Drive
Vaughan, ON L6A 1T1
Tel: 905-832-8585 Ext. 8427
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www.vaughan.ca

Town of Whitchurch-Stouffville
David J. Cash, CAO
Rebecca Mustard, Economic Development Officer
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Fax: 905-640-7957
Email: dave.cash@townofws.com,
rebecca.mustard@townofws.com
www.townofws.com

YORK REGION SMALL BUSINESS ENTERPRISE CENTRES

York Small Business Enterprise Centre
17250 Yonge St.
Newmarket, ON L3Y 6Z1
Tel: 1-877-464-9675 or 905-830-4444 Ext. 1572
Email: ysbec@york.ca
www.yorksmallbusiness.ca

The Markham Small Business Enterprise Centre
1380 Rodick Road, Suite 100
Markham, ON L3R 4G5
Tel: 905-248-2737
E-mail: msbec@markham.ca
www.msbec.markham.ca

Richmond Hill Small Business Enterprise Centre
225 East Beaver Creek Road 7th Floor, Suite 715
Richmond Hill, ON L4C 4Y5
Tel: 1-800-780-7831 or 905-771-2523
Email: ecdev@richmondhill.ca
www.richmondhillonline.com/small_business/about_us.asp

Vaughan Business Enterprise Centre
9995 Keele Street
Vaughan, ON L6A 1R6
Tel: 905-417-0412
Fax: 905-417-0410
E-mail: yourbusiness@centrebusiness.com
www.centrebusiness.com

YORK REGION CHAMBERS OF COMMERCE AND BOARD OF TRADE

Aurora Chamber of Commerce
Judy Marshall, Executive Director
14483 Yonge St., Aurora, ON L4G 3G8
Mail to: 6-14845 Yonge Street, Suite 321
Aurora, ON L4G 6H8
Tel: 905-727-7262
Fax: 905-841-6217
Email: j.marshall@aurorachamber.on.ca
www.aurorachamber.on.ca

Newmarket Chamber of Commerce
Debra Scott, President and CEO
470 Davis Drive
Newmarket, ON L3Y 2P3
Tel: 905-898-5900
Fax: 905-853-7271
Email: info@newmarketchamber.ca
www.newmarketchamber.ca

East Gwillimbury Chamber of Commerce
Cindy Thiele, President
Box 199
Queensville, ON L0G 1R0
Tel: 905-478-8447
Fax: 905-478-8786
Email: egcoc@egcoc.org
www.egcoc.org

Richmond Hill Chamber of Commerce
Leslie Walker, CEO
376 Church Street South
Richmond Hill, ON L4C 9V8
Tel: 905-884-1961
Fax: 905-884-1962
Email: lwalker@rhcoc.com
www.rhcoc.com

Georgina Chamber of Commerce
Christina Thomas, General Manager
22937 Woodbine Ave., R. R. #2
Keswick, ON L4P 3E9
Tel: 1-888-436-7446 or 905-476-7870
Fax: 905-476-6700
Email: admin@georginachamber.com
www.georginachamber.com

Vaughan Chamber of Commerce
Deborah Bonk, President and CEO
160 Applewood Crescent, Unit 32
Vaughan, ON L4K 4H2
Tel: 905-761-1366
Fax: 905-761-1918
Email: info@vaughanchamber.ca
www.vaughanchamber.ca

King Chamber of Commerce
Ron Ivany, President
P.O. Box 381
Schomberg, ON L0G 1T0
Tel: 905-939-7468
Email: info@kingchamber.ca
www.kingchamberofcommerce.com

Whitchurch-Stouffville Chamber of Commerce
Helene Johnson, President & CEO
6176 Main Street, Box 1500
Stouffville, ON L4A 8A4
Tel: 905-642-4227
Fax: 905-642-8966
Email: chamber@whitchurchstouffville.ca
www.whitchurchstouffville.ca

Section V
References

FINANCIAL TERMINOLOGY

Account Agreement
An agreement signed which lists the account holder's rights and responsibilities and the bank's rights and responsibilities for the bank account.

Accounts Payable
Money owed by a business for goods and services received.

Accounts Receivable
Money owed to a business by purchasers of goods and/or services.

Affinity Card
A credit card, usually Visa or MasterCard, that has a promotion arrangement with an affiliated organization (often a charity or non-profit group). The logo of the group appears on the card and the group usually gets a percentage of the sales made on the card.

Angels
Private individuals with capital to invest in business enterprises.

Assets
Items that a person owns which have value in financial terms.

Automated Banking Machines (ABMs)
Terminals that allow customers to perform many everyday banking tasks, e.g., deposits, withdrawals, bill payments and transfers between accounts.

Balance
The amount of money in an account.

Balance sheet
Shows the assets and liabilities (legal responsibility of a company) at any particular time. The assets on a balance sheet will always equal the liabilities plus the owner's equity.

Bank Act
Federal legislation governing how banks operate in Canada. The Bank Act was first passed in 1871 and is updated periodically, usually every five years. The last major revision was completed in 2006.

Bank Card
A card issued by a financial institution that identifies the holder as a customer of the institution and allows access to accounts through an Automated Banking Machine (ABM); also, a credit or debit card issued by a financial institution.

Bank for International Settlements (BIS)
The BIS is an international body that promotes the co-operation of central banks, fulfils the function of a central bank's bank and acts as a clearing and settlement agent. It acts as a forum for discussion of international monetary policy and conducts research into international banking developments.

Bank of Canada
The country's central bank which formulates and implements monetary policy. As the federal government's fiscal agent, it also helps carry out the government's borrowing program, provides banking services for the government and other clients and ensures that the need for bank notes across the country is met.

Bank of Canada Rate
The minimum rate at which the Bank of Canada extends short-term advances to members of the Canadian Payments Association. By announcing the rate at which it is willing to lend overnight, the Bank of Canada influences market participants' expectations regarding very short-term interest rates. The Bank of Canada Rate affects less than 1 per cent of all bank funding. See our backgrounder for more information about banks and interest rates.

Bank Rate
The interest rate paid by major financial institutions if they borrow from the Bank of Canada. The Bank Rate influences the rate of interest major financial institutions charge.

Blank Cheque
A cheque that does not have a dollar amount written on it.

Bonds
Offered by governments and corporations, bonds are investments in which you lend a sum of money to the issuer for a set amount of time at a fixed rate of interest.

Bull and Bear Markets
When stock prices are increasing and it's a healthy market, this is known as a bull market. When stock prices are decreasing, it's a bear market.

Business Cycle
The ups and downs of the economy that follow a cyclical pattern over the course of time.

Business Development Bank of Canada (BDC)
BDC is a Canadian crown corporation that provides financial and management services.

Canada Deposit Insurance Corporation (CDIC)
A crown corporation that provides deposit insurance against the loss of deposits made with member financial institutions.

Canada Education Savings Grant
A program that parent's can use to save for their children's education, which the federal government will contribute an additional 20 per cent to, up to a yearly maximum of $400 per beneficiary.

Canada Savings Bonds (CSBs)
A secure way for Canadians to save. The bonds, which are a form of debt issued by the Canadian government, are cashable, with proper identification, at any time at most Canadian financial institutions.

Canadian Bankers Association (CBA)
Professional industry association that provides information, research, advocacy, education and operational support services primarily to the banking industry.

Canadian Depository for Securities Limited (CDS)
Agency responsible for the automatic processing and clearing of all securities transactions in Canada.

Canadian Payments Association (CPA)
This association, which is composed of several financial institutions and the Bank of Canada, operates a national clearing system for financial institution payments.

Capital Adequacy Ratio
A ratio of total capital divided by risk-weighted assets and risk-weighted off-balance sheet items. A bank is expected to meet a minimum capital ratio of eight per cent unless a higher ratio has been specifically prescribed by the Superintendent of Financial Institutions.

Capital Gain or Loss
The difference between the price paid for an investment and the price sold (in other words, the profit or loss made). Investments that earn capital gains or losses include equity and growth funds.

Capital Investments
Money used to purchase permanent fixed assets for a business such as machinery, land or buildings as opposed to day-to-day operating expenses.

Cash Flow Forecast
An estimate of when and how much money will be received and paid out of a business. It usually records cash flow on a month-by-month basis for a period of two years.

Chartered Banks
Financial institutions regulated under the Bank Act. Chartered banks are designated as Schedule I, Schedule II or Schedule III depending on their ownership.

Cheque
A written order from a financial institution for payment of a certain amount of money.

Cheque Book
A book with blank cheques. The cheques may be personalized or non-personalized.

Cheque Register
A book with space for noting the details of every transaction in a chequing or combination account.

Clearing and Settlement
The process whereby banks collect or pay out for items drawn on or paid into accounts in their institution. This process enables banks to accept each other's cheques and bank drafts for deposit. The Canadian Payments Association operates Canada's clearing system.

Co-Branded Card
An alliance between a card issuer and a large non-deposit taking corporation which offers discounts/rewards to cardholders for using the card which bears the corporation's name.

Collateral
Property (real, personal or otherwise) pledged as security for a loan. Can also include any supplementary promise of payment, such as a guarantee.

Combination Account
An account that is part savings and part chequing. Allows a person to write cheques and pays interest if there is enough money in the account.

Commercial Banking
Commercial banking centres serve small and medium-sized businesses such as franchising, leasing and cash management services.

Compounding
Refers to earning income on income. On fixed income investments that pay interest over time at periodic intervals, compounding makes interest on the initial investment and on the interest as it builds up (i.e., earning interest on interest).

Consumer Price Index
An index that measures movements in the average price of products and services typically consumed by Canadian families.

Contribution
An amount of money put into a savings/investment plan.

Corporate Banking
Banking services for large firms.

Correspondent Bank
In a country where a bank does not have offices, it will often make arrangements with another bank to act as its agent in that country. The correspondent bank carries out financial transactions, such as making payments on behalf of the first bank in the foreign country.

Credit Cards
Credit cards such as Visa and MasterCard allow the holder to charge purchases rather than pay cash. Generally, no interest is charged as long as the monthly statement is paid in full by the due date.

Credit Risk
The risk of loss one assumes under a financial contract that a borrower or a counterparty to a loan or other credit-related contract may default or fail to perform its obligations.

Debit
Another name for the withdrawal of funds from an account.

Debit Card
Another name for a bank card that allows a person to access their deposit accounts electronically. The card can be used at banking machines or to pay for purchases at retailers using the direct payment service.

Debt
Money owed.

Debt Issues
The issuance of bonds or other forms of debt on the public markets.

Debt/Equity Ratio
A comparison of debt and equity used to measure the health of a business.

Deflation
An actual decline in the general level of prices in the economy.

Demand Loan
A loan that must be repaid in full, on demand.

Demographics
Characteristics of the population that influence consumption of products and services. They include age, sex, race, family size, level of education, occupation, income and location of residence.

Deposit
Money put into an account. The deposit may be in the form of cash, cheque or electronic transaction.

Deposit Insurance
The Canada Deposit Insurance Corporation insures depositors' funds to a maximum of $60,000 per depositor, per institution, with some exceptions, in the event of the failure of a federal financial institution. Deposits in some provincial financial institutions are also covered.

Depreciation
A specified amount of the purchase price of business equipment can be deducted, for tax purposes, in order to calculate a company's taxable income.

Depression
A prolonged downturn in the economy and level of business activity.

Derivatives
Financial contracts whose value is derived from the value of some underlying asset, rate or index. Derivatives are used as risk-management tools by governments and corporations to reduce exposure to risk, mainly related to fluctuations in foreign-exchange and interest rates. Derivative instruments include swaps, options, futures and forward contracts and are used by banks in two principal activities: sales/trading and asset/liability management.

Direct Debit
A means of authorizing recurring payments (e.g., mortgage payments, insurance premiums) to be drawn on an account.

Direct Deposit
For money received on a regular basis (i.e. from a job, pension, allowance), the employer, the government or person paying the allowance can deposit the money directly into the account.

Direct Deposit/Direct Fund Transfers (DFT)
A means of authorizing payment made by governments or companies to be deposited directly into a recipient's bank account. It is used mainly for deposits of a recurring nature such as salary, pensions and interest payments.

Disinflation
A reduction in the rate of inflation either as a result of government policy or of declining economic activity.

Dividends
Company earnings that may be paid out to shareholders according to the number of shares or stocks they hold. Dividends can be earned on stocks and certain mutual funds.

Documentary Credit
Written undertaking by a bank on behalf of an importer authorizing an exporter to draw funds from a bank up to a specified amount under specific terms and conditions. They are used to facilitate international trade. In the United States these instruments are called commercial letters of credit.

Domestic Banks
Banks owned by Canadians.

Economic Growth
The rate of change in output from one year to the next.

Economic Indicators
Statistics that help determine how the economy is faring. They include the Consumer Price Index, housing starts, and unemployment rates, among others.

EFT/POS
Electronic funds transfer (EFT) at the point of sale (POS). A payment option which allows consumers to pay for purchases by transferring funds directly from their accounts to a merchant account.

Electronic Data Interchange (EDI)
EDI is a system that companies use to exchange business information electronically, virtually eliminating paperwork.

Electronic Funds Transfer (EFT)
A system that transfers funds electronically.

Employment Equity Act
A federal statute that requires employers with 100 or more employees to eliminate any practices in the workplace discriminating against four designated groups of people who have historically been disadvantaged in the labour market: women; people who, by reason of race or colour, are members of visible minority groups; aboriginal peoples; and persons with disabilities.

Endorse
To sign the back of a cheque in order to cash it.

Entrepreneur
A person who starts and manages a business.

Equity
The value of a business after all debts and other claims are settled. The amount of cash a business owner invests in a business and/or the difference between the price a property can be sold and the total debts registered against it.

Exports
Products and services produced in Canada and sold in other countries.

Finance Canada
Federal department responsible for Canada's economic performance and regulation of financial institutions.

Fiscal Deficit
When a government's total expenditures exceed the revenue that it generates (excluding money from borrowings).

Fiscal Policy
The use of government spending and taxation policies to influence the economy.

Fiscal Surplus
When the government receives more in revenue than it spends over the course of the year.

Fixed Assets
Assets like machinery, land, buildings, or property used in operating a business that will not be consumed or converted into cash during the current accounting period.

Fixed Expenses
Fixed business costs that do not change with the volume of business, such as rent for business premises, insurance payments, utilities, etc.

Fixed-Return Instruments or Vehicles
Instruments that pay a fixed rate of interest for an agreed-upon length of time such as term deposits, Treasury bills and Guaranteed Investment Certificates.

Foreign Currency
Paper money and coins from other countries.

Foreign Exchange
Various instruments used to settle payments for transactions between individuals or organizations using different currencies (e.g., notes, cheques, etc.).

Foreign Exchange Rate
The value of a nation's currency in terms of another nation's currency.

Four Pillars
A term used to describe the main types of financial institutions: banking, trust, insurance and securities.

Franchise
The right to sell products or services under a corporate name or trade mark (established by someone else). This right is usually purchased for cash in addition to a royalty fee on, or a per centage of, all sales.

Futures
A financial contract obligating the buyer to purchase an asset (or the seller to sell an asset), such as a physical commodity or a financial instrument, at a predetermined future date and price.

Gross Domestic Product (GDP)
The monetary value of all the finished goods and services produced within a country's borders in a specific time period, though GDP is usually calculated on an annual basis. GDP includes all private and public consumption, government outlays, investments and exports less imports that occur within a defined territory.

Gross National Product (GNP)
The value of all goods and services accruing to Canadians in a given year. It equals Gross Domestic Product, plus income of Canadians from foreign production, less income from Canadian production earned by non-residents (such as interest and dividends paid to foreign lenders).

Gross Profit Margin
The difference between the sales a business generates and the costs you paid out for goods.

Guaranteed Investment Certificate (GIC)
An investment where money is deposited over a fixed period of time and paid a set rate of interest.

Home Banking
Accessing bank accounts by phone and/or Internet. Funds can be transferred, bills paid, and account enquiries made.

Imports
Goods and services produced in other countries and sold in Canada.

Income Statement
Also known as the profit & loss statement (P&L), it enables calculation of company pre-tax profits by subtracting total expenses from total revenues.

Income-splitting
A financial strategy for tax purposes. Splitting income refers to the process of shifting income from one family member to another who is in a lower tax bracket and will pay tax at a lower rate.

Inflation
A rise in the average level of prices in the economy.

Institute of Canadian Bankers (ICB)
Educational institute that provides career-oriented education and training programs to financial-services professionals.

Interac
Canada's largest shared network of automated banking machines (ABMs). Interac allows cardholders to access accounts from any ABM on the network regardless of which financial institution owns the machine.

Interac Association
The organization responsible for the development and operation of the Inter-Member Network (IMN), a national payment network that allows Canadians to access money through automated banking machines and Point-of-Sale terminals across Canada.

Interac Direct Payment (IDP)
Canada's debit service for purchasing goods and services. At the point of sale, the customer swipes the card in a card reader, enters a personal identification number (PIN) and the amount paid is deducted from the account.

Interest
The amount paid or earned for the use of money.

Interest rate
The percentage used to calculate the interest to be paid.

International Banking
The area of banking business that includes the operation of bank branches and subsidiaries located outside Canada, the supervision of correspondent banking relationships, foreign exchange trading and trade finance.

International Chamber of Commerce (ICC)
A world business organization that brings business people and experts together to formulate policies in such areas as banking, taxation and the environment.

International Organization for Standardization (ISO)
An international organization created to promote standardization around the world.

Inventory
Stock on hand in the form of goods ready for sale. Also includes raw material in the process of being manufactured or completed for sale.

Investment
Something you put your money into in order to make money.

Investment Banking
Bank operations that manage a bank's funding position, as well as its holdings of Treasury bills, bonds and preferred and common stock.

Investment Income
This is income earned on investments you make. Investment income includes interest, dividends and capital gains.

Large Value Transfer System (LVTS)
System being created by the Canadian Payments Association to settle large value payments at the central bank on a same-day basis.

Lease
An agreement to rent for a period of time at an agreed price.

Line of Credit
An agreement negotiated between a borrower and a lender establishing the maximum amount of money a borrower may draw. The agreement also sets out other conditions, e.g., how and when money is to be repaid.

London Inter-Bank Offer Rate (LIBOR)
London Inter-Bank Offer Rate. The interest rate that London banks charge each other for loans (usually in Eurodollars). This rate is applicable to the short-term international interbank market and applies to very large loans borrowed from anywhere, from one day to five years. The LIBOR is the world's most widely used benchmark for short-term interest rates. It is the rate at which the world's most preferred borrowers are able to borrow money. Countries that rely on the LIBOR for a reference rate include the United States, Canada, Switzerland and the UK.

Long-Term Liabilities
Money that you owe over a period longer than 12 months, such as mortgages, bank loans and other obligations.

Macroeconomics
Looking at the economy as a whole, particularly the interaction of its various components with one another.

Microeconomics
Looking at the individual parts of the economy, with emphasis given to the market process and how it works.

Minimum Monthly Balance
The least amount of money that has been in a bank account during the whole month.

Monetary Policy
The ability of the Bank of Canada to influence the economy through changes in short-term interest rates and the money supply.

Money Laundering
Popular term used to describe the process whereby criminals conceal illicitly acquired funds by converting them into seemingly legitimate income. While the term refers to the proceeds of organized crime generally, it is now most often associated with financial activities of drug dealers who seek to launder the large amounts of cash generated from the sale of narcotics.

Money Markets
The part of the capital market where government Treasury bills, commercial paper, bankers' acceptances and other short-term obligations are bought and sold.

Mutual Fund
An investment product in which the money belonging to one investor is pooled with the money of many other investors. A professional manager uses the pooled money to buy a portfolio of investments or securities, and monitors each of the investments on an ongoing basis. There are many varieties of mutual funds, each with specific objectives. By investing in a mutual fund, a person purchases units of that fund. The value of the units can go up or down depending on the type and performance of the mutual fund.

N.S.F. Cheque
N.S.F. means Not Sufficient Funds. If a cheque is returned for this reason, it means that there was not enough money in your bank account to cover the amount of the cheque. A fee is charged if this situation occurs.

Net Interest Margin
Net interest income (the difference between interest income and interest expense) as a percentage of average total assets.

Netting
The offsetting with a counterparty or counterparties of financial obligations or payments one is owed with those one is entitled to receive. Netting is also used as a risk management tool to help counterparties, thus reducing the costs arising out of payment settlements.

North American Free Trade Agreement (NAFTA)
An agreement among the United States, Canada and Mexico that allows for freer trade between the three countries.

Office of the Superintendent of Financial Institutions (OSFI)
Created by the Office of the Superintendent of Financial Institutions Act, OSFI regulates banks and other federally authorized financial institutions in Canada.

On-Us Item
Payment that is deposited at the same financial institution on which it was drawn or written, e.g., a cheque that was written by one customer of a bank and deposited by the recipient at another branch of the same bank, or a withdrawal that is made by a customer at his or her own financial institution. These items are not cleared between institutions and therefore are generally not represented in statistics of payments exchanged between financial institutions in the clearings.

Operating Loan
A loan intended for short-term financing, supplying cash flow support or to cover day-to-day operating expenses.

Option
A formal contract which grants the holder of the option the right to buy or sell a certain quantity of an underlying interest or asset at a stipulated price within a specific period of time.

Passbook
A book in which all the transactions in a bank account are noted. This book may list the transaction codes and the customer's responsibilities.

Payee
The name of the person to whom the money in a cheque is issued.

Personal Consumption Spending
What households collectively spend on goods and services.

Personal Disposable Income
Personal income minus personal income tax payments. Also called "take-home pay."

Personal Identification Number (PIN)
A unique number or pass code entered by a customer when using an Automated Banking Machine (ABM) or Interac Direct Payment (IDP), that gives the customer access to his or her account.

Personal Savings
The difference between personal disposable income and personal consumption spending.

Personalized Cheque
A cheque which has a person's name and account number printed on it.

Portfolio
A collection of investments.

Prime Rate/Prime Lending Rate
The rate of interest charged on loans by chartered banks to their most creditworthy customers.

Provision for Credit Losses
The amount deducted from income equal to the amount by which a bank adjusts its loan balances to reflect anticipated losses on them.

Ratio
Comparison of two figures used to evaluate business performance, such as debt/equity ratio and return on investment.

Real Property
Real estate, including land and buildings.

Recession
When the Gross Domestic Product (GDP) declines for at least two consecutive three-month periods.

Reconciliation
Checking all bank account papers to make sure that the bank's records and the account holder's records agree.

Registered Education Savings Plan (RESP)
Education savings plan that grows tax free until a child is ready to pursue a post-secondary education, at which time the money is withdrawn to help finance the costs.

Registered Retirement Savings Plan (RRSP)
A savings plan introduced by the federal government to encourage Canadians to save money for retirement. The investment and the interest earned on it is sheltered: it will not be taxed as long as it is left in the plan.

Retail Banking
Activities and services that a bank provides for individual customers such as savings accounts, personal loans, cheque cashing and retirement savings accounts.

Retained Earnings
The profits or losses that have been accumulated from prior years and from this year's income statement, less dividends paid out.

Return
Any increase in value or in income earned on an investment.

Schedule I Banks
Schedule I banks are domestic banks and are authorized under the Bank Act to accept deposits, which may be eligible for deposit insurance provided by the Canadian Deposit Insurance Corporation.

Schedule II Banks
Schedule II banks are foreign bank subsidiaries authorized under the Bank Act to accept deposits, which may be eligible for deposit insurance provided by the Canada Deposit and Insurance Corporation. Foreign bank subsidiaries are controlled by eligible foreign institutions.

Schedule III Banks
Schedule III banks are foreign bank branches of foreign institutions that have been authorized under the Bank Act to do banking business in Canada. These branches have certain restrictions.

Seasonal Unemployment
Loss of jobs due to changes in the climate and other conditions. Forestry, fishing and construction are affected by climate, while retailing is affected by seasons and holidays.

Securities
Investments such as stocks and bonds.

Securities/Investment Dealer
One who acts as the agent for another party to buy and sell securities and other investments; also an underwriter.

Service Charge
A fee paid for using a service.

Settlement Points
Regional collection points in the clearing and settlement system operated by the Canadian Payments Association. Settlement points forward each bank's regional balance to the Bank of Canada in Ottawa at the end of each day to allow the central bank to adjust the banks' balances with the central bank.

Short-Term Liabilities
Money that has to be paid in less than 12 months, including wages, short-term loans, taxes, credit card balances and long-term loans.

Small and medium-sized Enterprises (SMEs)
There are many definitions for this term. Banks define small businesses as those having authorized credit limits of $500,000 or less, while medium-sized businesses have authorization levels of up to $1 million.

Smart Card
A card with an imbedded computer chip which stores more information, performs more functions and is more secure than a credit card or debit card.

Social Insurance Number (SIN)
Every person who has an income or pays taxes must apply for this number, which is assigned by the Government of Canada. You must, by law, provide this number to financial institutions with which you have an interest-bearing deposit account.

Society for Worldwide Interbank Financial Telecommunication (SWIFT)
A co-operative owned by the international banking community that operates a global data processing system for the transmission of financial messages.

Specialized Financing Entity
A term in the Bank Act referring to an investment vehicle via which banks are permitted to make venture capital investments.

Spread
The difference between the interest rate charged to borrowers and the interest rate paid to depositors.

Stagflation
A period of time in which both the unemployment rate and the rate of inflation are relatively high.

Statement
A computer printout which lists all the transactions in a bank account for a period of time. Statements are usually given once a month.

Stocks
Traded on a stock exchange, these are shares in a company. Essentially, you purchase shares in exchange for owning a part of that company.

Swap
An agreement between two businesses to exchange commodities, payments or other financial products to reduce the risk of volatile market conditions or to obtain a better price or rate.

Syndicated Loans
Loans to a company backed by a group of banks in order to share the risk in a large transaction among several financial institutions. There is usually a lead bank and several participating banks.

Tax-Shelter
A tax shelter is a savings/investment plan which offers significant tax savings.

Term
The maximum time allotted for a loan to be repaid.

Term Deposit
An investment product in which a fixed sum of money is deposited for a set period of time and interest is paid on it.

Term Loan
A loan intended for medium-term or long-term financing to supply cash to purchase fixed assets such as machinery, land or buildings or to renovate business premises.

Transaction
Action in a bank account. It may be a deposit, withdrawal, debit card payment, service charge or interest payment.

Traveller's Cheques
A safe way to carry large amounts of money when going on a trip. Considered to be the same as cash, but can be replaced if lost or stolen. Can be bought at the bank for a small fee.

Treasury Bills (T-Bills)
Short-term government obligations that are payable to the bearer and sold on a discount basis.

Unemployment Rate
The per centage of the labour force that is not employed but currently seeking work.

Variable Expenses
Costs of doing business that vary with the volume of business, such as advertising costs, manufacturing costs and bad debts.

Venture Capital
Commonly refers to funds that are invested by a third party in a start-up business either as equity or as a form of secondary debt.

Withdrawal
Money taken out of an account. The withdrawal may be in cash, by cheque or debit card, or by automatic withdrawal.

Source: The Canadian Bankers Association

INVESTMENT TERMINOLOGY

Acquisition
Establishment of control in one business entity by another, often with the assistance of private equity. Third party acquisition is a common Exit Mechanism for private equity funds.

Acquisition for Expansion Financing
Capital provided to a company to finance its controlling interest in another entity for growth purposes.

Agent
A market intermediary that assists in the structuring of a private equity transaction.

Average Company Financing
The dollar value of total capital invested divided by the total number of investee firms in a given period.

Balanced Fund
A private equity fund strategy whereby a wide range of investment targets is pursued, as distinct from a Specialized Fund.

Bridge Financing
Capital provided on a short-term basis to a company prior to its going public or its next major private equity transaction.

Buyout Capital
Specialized form of private equity, characterized chiefly by risk investment in established private or publicly listed firms that are undergoing a fundamental change in operations or strategy. Buyout funds are often called such, even if their mandates are not exclusively buyout-related.

Capital Available for Investment
Total dollar value of Capital Under Management less those resources that have already been invested by a private equity fund. Also known as liquidity.

Capital Commitment
Resources flowing from individual, institutional and other external sources to private equity funds.

Capital Gains
Proceeds obtained on the sale of assets.

Capital Under Management
Total dollar value of capital resources, both invested and un-invested, in a private equity fund or market as a whole.

Co-investment
Two or more investors in a given transaction. Also known as syndication. The average rate of co-investment is the total number of investments made in the total number of deals in a given period.

Company Buyback
Redemption of private stock by the management of a Portfolio Company. This is a common exit mechanism for private equity funds.

Corporate Fund
A private equity fund that is a division or subsidiary of a financial or industrial corporation.

Disbursement
Actual dollar amount flowing from a private equity fund or funds to a company in a given transaction.

Divestiture Financing
Capital provided to a company to facilitate the sale of its interest in a product, division or subsidiary to another business entity.

Due Diligence
Process of assessing the business and financial viability of a potential investment target, as well as the potential terms and conditions of an investment agreement.

Early Stage Financing
Capital provided to a young or emerging company to facilitate its growth and development, as illustrated in Seed Financing and Start-up Financing.

Employee Buyout Financing
Capital provided to facilitate the takeover of all or part of a business entity by employees or a labour organization.

Event Transaction
Generic term for a range of activity of interest to buyout and mezzanine funds. "Event" refers to the nature of the specific business objective that is the basis for financing, such as a divestiture, management buyout and other buyout activity, merger/acquisition, re-capitalization, restructuring/turnaround or succession plan.

Exit Mechanism
Strategic means by which a private equity fund liquidates its stake in a business and achieves optimal returns. There are multiple exit routes, including Acquisition, Company Buyback, Initial Public Offering, Secondary Purchase and Write-off.

Expansion Financing
Capital provided to a company to facilitate its growth and development objectives.

Financings and Investments
Each transaction involving a private equity fund or funds in a given portfolio company represents one round of financing. Each financing is made up of one or more investments, depending on the presence of co-investors. Financings are also known as deals.

Follow-on Financing
Supplementary round of financing in an existing portfolio company that builds on its original financing, generally in line with business growth and development. Venture-backed firms are often engaged in multiple follow-on deals.

Fund
Pool of capital established for the purposes of private equity activity. Often a management company will be responsible for several funds that may vary according to mandate or investment period.

Fund Manager
See Management Company.

Fund-of-Funds
A professionally managed intermediary vehicle where-in individual and institutional investors allocate or pool assets for subsequent commitment to private equity funds.

Fund-raising
Activity whereby a private equity fund seeks to raise new capital commitments from external sources of supply. In Canada, the most active fund-raisers are labour-sponsored venture capital corporations and private-independent funds.

Government Fund
Government-owned private equity fund, usually organized through a federal or provincial agency or crown corporation.

Gatekeeper
Professional advisor or intermediary operating in the private equity market on behalf of clients, such as institutional investors.

Holding Period
Length of time an investor holds all or part of their interest in a portfolio company.

Initial Public Offering (IPO)
The sale or distribution of the privately-held stock of a portfolio company on public markets for the first time. This is a common exit mechanism for private equity funds, especially venture capital funds.

Institutional Investor
Pension funds, insurance companies, endowments, charitable foundations, mutual funds and other non-bank financial institutions that are often key suppliers to private equity funds. In Canada, certain large institutional investors also have in-house programs for direct market activity.

Institutional Venture Capital
Organized market for venture activity, based on an industry of management firms and funds, as distinct from the informal investment market. Venture financing has taken place in Canada for decades, but a core industry emerged for the first time in the early 1980s.

Internal Rate of Return (IRR)
Discount rate equating the present value of cash outflows with the present value of cash inflows.

Investor Types
Key players in the private equity industry, based on particular fund structures and sources of capital supply. In the United States, private equity is dominated by private-independent funds, while Canadian activity is diversified across several major groups.

- Corporate funds (C): Subsidiaries of financial or industrial corporations.
- Government funds (G): Agencies or crown corporations owned by government.
- Institutional investors (IN): Funds managed inside certain large institutions.
- Retail Funds: Funds (e.g., LSVCCs, PVCCs) established with benefit of government tax credits to individuals.
- Private-Independent Funds (PI): Funds structured on limited partnerships and related vehicles.

- Foreign investors (FI): Non-resident private equity funds or corporations active in Canada.
- Other investors (OT): Investors with an interest in specific private equity deals, but without a permanent market presence.

Labour-sponsored Venture Capital Corporation (LSVCC)
Professionally managed private equity fund that raises capital on a retail basis from individual Canadians, with the assistance of federal and provincial government tax credits. LSVCCs operate according to some legislative specifications in most Canadian jurisdictions. See also: Investor Types and Retail Funds.

Leveraged Buyout (LBO)
A substantially debt-weighted financing of an acquisition.

Limited Partnership (LP)
A legal fund structure most frequently used by private-independent funds to raise capital from external sources, such as institutional investors. The primary relationship in this structure is the general partner (the fund manager) and the limited partner (the capital source).

Management Buyout Financing
Capital provided to facilitate the takeover of all or part of a business entity by a team of managers.

Management Company
Professional manager of a private equity fund or funds.

Merger
Strategic combination of one business entity with another, often with the assistance of private equity. See also: Event Transaction.

Mezzanine Capital
Specialized form of private equity, characterized chiefly by use of Subordinated Debt, or preferred stock with an equity kicker, to invest largely in the same realm of companies and deals as buyout funds (see: Event Transaction, Middle Market).

Middle Market
Generic term used to describe the universe of well-established, and mostly private, companies in traditional sectors that form the demand side of much buyout and mezzanine activity.

New Investment
Original round of financing in a company. Venture-backed firms typically receive further follow-on financing as they grow and develop in portfolios. Also known as a first-time transaction.

Preferred Investment Range
A private equity fund's preferred scope for making investments. This varies by market segment, with many venture funds preferring ranges below $10 million and many buyout/mezzanine funds preferring ranges between $10 million and $50 million or higher. See also: Size of Financings.

Portfolio Company
A business entity that has secured at least one round of financing from one or more private equity funds. Also known as an investee firm.

Private Equity
Generic term for the private market reflecting all forms of equity or quasi-equity investment. In a mature private equity universe, there are generally three distinct market segments: buyout capital, mezzanine capital and venture capital.

Private-Independent Fund
Professionally managed private equity fund that raises capital from external sources of supply, such as institutional investors. Most private-independent funds utilize limited partnerships and related vehicles. See also: Investor Types.

Re-Capitalization Financing
Capital provided for a significant overhaul of a company's financial structure. See also: Event Transactions.

Restructuring/Turnaround Financing
Capital provided to an established firm, usually in a traditional sector, that is undergoing financial distress or a major re-organization, but is perceived as having long-term commercial viability. See also: Event Transactions.

Reverse Takeover (RTO)
Private company strategy for gaining access to public markets through takeover of a listed business entity, and typically a "shell" firm.

Secondary Purchase
Sale of private or restricted holdings in a portfolio company by one investor to another.

Seed Financing
Capital provided to facilitate commercialization of new product concepts, often from laboratories, research centres or entrepreneurs. If successful, seed financing may result in a start-up. See also: Stages of Development.

Size of Financings
Transactions defined according to their respective sizes. In the venture capital realm, there are four categories of deal size.

- Very small deals: Less than $500,000
- Small deals: Less than $1 million
- Mid-sized deals: Between $1 million and $5 million
- Large deals: Greater than $5 million
- See also: Preferred Investment Range

Specialized Fund
Private equity fund strategy whereby the focus in on specific investment targets (e.g., sectors, stages of development), as distinct from a balanced fund.

Stages of Development
Critical points on the growth continuum for firms assisted by venture capital and other types of private equity. Typically, a venture-backed company receives cumulative rounds of financing to facilitate its progression from one stage of development to the next.

Early Stages of Development
- Seed stage: A developing business entity that has not yet established commercial operations and needs financing for research and product development.
- Start-up: A business in the earliest phase of established operations and needs capital for product development, initial marketing and other goals.
- Other early stage: A firm that has begun initial marketing and related development and needs financing to achieve full commercial production and sales.

Late Stages of Development
- Expansion: An established or near-established company that needs capital to expand its productive capacity, marketing and sales.
- Acquisition or Buyout: An established or near-established firm that needs financing to acquire all or a portion of another business entity for growth purposes, such as an acquisition for expansion financing.
- Turnaround: An established or near-established company that needs capital to address a temporary situation of financial or operational distress.
- Other stage: Includes secondary purchase, or the sale of portfolio assets among investors, and working capital.

Start-up Financing
Capital provided to facilitate the first-time establishment of a legal company structure around a marketable product concept. See also: Stages of Development.

Succession Plan
Basis for transfer of business ownership from one generation of managers to the next, often with the assistance of private equity.

Subordinated Debt
Financial instrument with qualities of both debt and equity, often used in transactions as an alternative, or complement to, pure equity. See also: Mezzanine Financing.

Valuation Policy
The method or guidelines used by a private equity fund to determine the value of its portfolio assets.

Venture Capital
Specialized form of private equity, characterized chiefly by high-risk investment in new or young companies following a growth path (see: Stages of Development) in technology and other value-added sectors.

Vintage Year
Year in which a private equity fund is first created.

Write-off
Write-down of a portfolio asset to the value of zero, with the result that the private equity investor or investors go without proceeds upon disposition.

ACRONYMS - (FINANCIAL AND INVESTMENT TERMINOLOGY)

- ABM – Automated Banking Machine
- AC/BU – Acquisition or Buyout
- BDC – Business Development Bank of Canada
- BIO – Biotechnology
- BIS – Bank for International Settlements
- C – Corporate fund
- CBA – Canadian Bankers Association
- CDIC – Canada Deposit Insurance Corporation
- CDS – Canadian Depository for Securities Limited
- COMM – Communications and networking
- COMP – Computer software
- CON – Consumer products and services
- CPA – Canadian Payments Association
- CSBs – Canada Savings Bonds
- DFT – Direct Deposit/Direct Fund Transfers
- EDI – Electronic Data Interchange
- EFT – Electronic Funds Transfer
- ELEC – Electronics and semiconductors
- ES – Early stage
- EX – Expansion
- FI – Foreign investor
- G – Government fund
- GDP – Gross Domestic Product
- GIC – Guaranteed Investment Certificate
- GNP – Gross National Product
- ICB – Institute of Canadian Bankers
- ICC – International Chamber of Commerce
- IDP – Interac Direct Payment
- IMN – International Member Network
- INT – Internet specific
- IPO – Initial Public Offering
- IRR – Internal Rate of Return
- ISO – International Organization for Standardization
- IN – Institutional investor
- IT – Information technology
- LBO – Leveraged Buyout
- LP – Limited Partnership
- LS – Life sciences
- LSVCC – Labour-sponsored venture capital corporation
- LVTS – Large Value Transfer System
- MAN – Manufacturing and processing
- MED – Medical/health related
- MIS – Miscellaneous sectors
- NAFTA – North American Free Trade Agreement
- OSFI – Office of the Superintendent of Financial Institutions
- OT – Other (i.e. investor type, sector, stage of development)
- OTM - Other People's Money
- P&L – Profit and Loss
- PI – Private Independent fund
- PIN – Personal Identification Number
- POS – Point of Sale
- RESP – Registered Education Savings Plan
- RRSP – Registered Retirement Savings Plan
- RTO – Reverse Takeover
- SE – Seed stage
- SIN – Social Insurance Number
- ST – Start-up
- SWIFT – Society for Worldwide Interbank Financial Telecommunication
- TU – Turnaround
- VC – Venture Capital

Source: The Canadian Venture Capital Association

Section VI
Directory of Capital Providers

SCHEDULE I BANKS: DOMESTIC BANKS - COMMERCIAL BRANCHES

Bank	Contact	Title	Address	Suite	City/Town	Prov.	Postal Code	Phone	URL
BMO Bank of Montreal	Ms. Bernice Ferenac	Branch Manager	15252 Yonge St.		Aurora	ON	L4G 1N4	905-727-4228	www.bmo.com
BMO Bank of Montreal	Ms. Nicole Criswick	Branch Manager	86 Main St. N.		Markham	ON	L4G 1N4	905-294-1033	www.bmo.com
BMO Bank of Montreal	Mr. Andy Wong	Branch Manager	231 Main St. S.		Newmarket	ON	L4G 1N4	905-895-4581	www.bmo.com
BMO Bank of Montreal	Ms. Carmela Gallo	Branch Manager	9350 Yonge St.		Richmond Hill	ON	L4C 5G2	905-884-0333	www.bmo.com
BMO Bank of Montreal	Ms. Marlena Bologa	Branch Manager	18 Westlawn Cres.		Stouffville	ON	L4A 2S9	905-640-1710	www.bmo.com
BMO Bank of Montreal	Ms. Connie Bernardi	Branch Manager	145 Woodbridge Ave.		Woodbridge	ON	L4L 2S6	905-851-2226	www.bmo.com
Canadian Tire Bank	Mr. Don Lewis		P.O. Box 3000		Welland	ON	L3B 5S5	800-681-2837	www.myctfs.com
Canadian Western Bank			10303 Jasper Ave.	Suite 2300	Edmonton	AB	T5J 3X6	780-423-8888	www.cwb.com
CIBC	Ms. Natale Arianna		7850 Weston Rd.	Unit # 2	Woodbridge	ON	L4L 9N8	905-851-7003	www.cibc.com
Citizens Bank of Canada			815 West Hastings St.	Suite 401	Vancouver	BC	V6C 1B4	604-708-7800	www.citizensbank.com
Dundee Bank Canada			44 King St. W.		Toronto	ON	M5H 1H1	888-884-3434	www.dbc.ca
Laurentian Bank of Canada	Ms. Heather Carmichael		130 Adelaide St. W.	3rd Floor	Toronto	ON	M5H 3P5	416-865-5944	www.laurentianbank.ca
Manulife Bank of Canada			500 King St. N.		Waterloo	ON	N2J 4C6	877-765-2265	www1.manulifebank.ca
National Bank of Canada	Mr. Joe Mammaro	Branch Manager	9505 Keele St.		Maple	ON	L6A 1W3	905-832-5978	www.nbc.ca
National Bank of Canada	Mr. Ringo Ho	Branch Manager	7380 McCowan Rd.		Markham	ON	L3S 3H8	905-513-0520	www.nbc.ca
National Bank of Canada	Mr. Michael Liu	Branch Manager	538 Carlton Rd.		Markham	ON	L3R 0C6	905-940-0734	www.nbc.ca
National Bank of Canada	Mr. Michael Liu	Branch Manager	1 West Pearce St.		Richmond Hill	ON	L4B 3K3	905-882-6094	www.nbc.ca
National Bank of Canada	Mr. Michael Lu	Branch Manager	883 16th Ave.		Richmond Hill	ON	L4B 3E5	905-731-1743	www.nbc.ca
National Bank of Canada	Mr. Frank Basirian		9737 Yonge St.		Richmond Hill	ON	L4C 1V7	905-737-0314	www.nbc.ca
National Bank of Canada	Mr. Stephan Nolette		3901 Highway # 7 W.		Vaughan	ON	L4L 8L5	905-856-5626	www.nbc.ca
Pacific & Western Bank of Canada			140 Fullarton St.	Suite 2002	London	ON	N6A 5P2	519-645-1919	www.pwbank.com
President's Choice Bank			439 King St. W.	5th Floor	Toronto	ON	M5V 1K4	888-872-4724	www.pcfinancial.ca
RBC Financial Group	Mr. Frank Russo		15408 Yonge St.		Aurora	ON	L4G 1N9	905-841-2020	www.rbc.com
RBC Financial Group	Mr. Carlo Nicolais	Branch Manager	3300 Highway # 7	Suite 100	Concord	ON	L4K 4M3	905-738-3200	www.rbc.com
RBC Financial Group	Mr. Mark Cariola	Branch Manager	47 Main St. N.		Markham	ON	L3P 1X3	905-294-2920	www.rbc.com
RBC Financial Group	Ms. Tammy Papaevangelou		1181 Davis Dr. E		Newmarket	ON	L3Y 1X3	905-895-1246	www.rbcdsnewmarket.com
RBC Financial Group	Ms. Farideh Smith		11000 Yonge St.	Building A	Richmond Hill	ON	L4C 3E4	905-884-1138	www.rbc.com
RBC Financial Group	Mr. Kym Pyke		28 Sandiford Dr.	Unit # 1 & 2	Stouffville	ON	L4A 7X5	905-640-2800	www.rbc.com
Scotiabank	Mr. James Wasyliw	Branch Manager	14720 Yonge St.		Aurora	ON	L4G 7H8	905-727-1301	www.scotiabank.com
Scotiabank	Mr. Desmond Patton	Branch Manager	101 Main St. N.		Markham	ON	L3P 1X9	905-294-3113	www.scotiabank.com
Scotiabank	Ms. Janice Coulter	Branch Manager	258 Main St.		Newmarket	ON	L3Y 3Z5	905-853-4985	www.scotiabank.com
Scotiabank	Ms. Brenda Field	Branch Manager	10355 Yonge St.		Richmond Hill	ON	L4C 4Y1	905-884-1107	www.scotiabank.com
Scotiabank	Ms. Janet Geddes		6323 Main St.		Stouffville	ON	L4A 1G5	905-640-3631	www.scotiabank.com
Scotiabank	Mr. Ralph Lance	Branch Manager	114 High St.		Sutton	ON	L0E 1R0	905-722-6591	www.scotiabank.com
Scotiabank	Mr. Pat Lucarelli	Branch Manager	7600 Weston Rd.	Unit 3	Woodbridge	ON	L4L 8B7	905-850-1805	www.scotiabank.com
TD Canada Trust	Ms. Julie Dove	Branch Manager	15440 Bayview Ave.	Unit 9	Aurora	ON	L4G 7J1	905-841-4177	www.tdcanadatrust.com
TD Canada Trust	Mr. Dan Stanciulscu	Branch Manager	2933 Major MacKenzie Dr.		Maple	ON	L6A 3N9	905-832-2000	www.tdcanadatrust.com
TD Canada Trust	Ms. Clair Farah	Branch Manager	8601 Warden Ave.		Markham	ON	L3R 2L6	905-940-9505	www.tdcanadatrust.com
TD Canada Trust	Ms. Marie Carotte	Branch Manager	1155 Davis Dr.		Newmarket	ON	L3Y 3R1	905-830-9650	wwwtdcanadatrust.com
TD Canada Trust	Mr. Jim McMullin	Branch Manager	16555 Yonge St.	Unit 1	Newmarket	ON	L3X 1V6	905-836-2777	www.tdcanadatrust.com
TD Canada Trust	Ms. Julia Shan	Branch Manager	550 Highway 7 E.	Unit 55	Richmond Hill	ON	L4B 3Z4	905-886-1728	www.tdcanadatrust.com
TD Canada Trust	Mr. Bill McKinney	Branch Manager	5887 Main St.		Stouffville	ON	L4A 1N2	905-640-4000	www.tdcanadatrust.com

SCHEDULE II BANKS: FOREIGN BANK SUBSIDIARIES

Bank	Contact	Title	Address	Suite	City/Town	Prov.	Postal Code	Phone	URL	Country of Origin
Amex Bank of Canada	Ms. Denise Pickett		101 McNabb St.		Markham	ON	L3R 4H8	905-474-8000	www.americanexpress.com	USA
Bank of China (Canada)	Mr. Don Bridge		130 King St. W - Exchange Tower Suite 2730		Toronto	ON	M5X 1E1	416-362-2991	www.bank-of-china.com	People's Republic of China
Bank of East Asia (Canada)	Mr. Clarance Cho		4300 Steeles Ave. E.	Unit B - 88	Markham	ON	L3R 0Y5	905-940-2218	www.hkbea.ca	Hong Kong
Bank of East Asia (Canada)	Mr. Kenneth Yu		350 Highway 7 E. - East Asia Centre Suite 102-103		Richmond Hill	ON	L4B 3N2	905-882-8182	www.hkbea.ca	Hong Kong
Bank of East Asia (Canada)	Mr. Perry So		350 Highway 7 E. - East Asia Centre Suite 209 210		Richmond Hill	ON	L4B 3N2	905-882-8182	www.hkbea.ca	Hong Kong
Bank of Tokyo-Mitsubishi UFJ (Canada)			200 Bay St. - Royal Bank Plaza South Tower, Suite 1700		Toronto	ON	M5J 2J1	416-865-0220	www.bk.mufg.jp	Japan
BNP Paribas (Canada)			1981 McGill College Ave. BNP Paribas Tower		Montréal	QC	H3A 2W8	514-285-6000	www.bnpparibas.ca	France
Citibank Canada			123 Front St. W.	Suite 1900	Toronto	ON	M5J 2M3	416-947-5500	www.citibank.com	USA
CTC Bank of Canada			1515 West Broadway		Vancouver	BC	V6J 1W8	604-683-3882	www.ctcbank.com	Taiwan
Habib Canadian Bank	Mr. Hassan Syed		918 Dundas St. E.	Suite 1-B	Mississauga	ON	L4Y 4H9	905-276-5300	www.habibcanadian.com	Switzerland
HSBC Bank Canada	Ms. Ahdieh Ghalandor		150 Hollidge Blvd.		Aurora	ON	L4G 8A3	905-727-4747	www.hsbc.ca	United Kingdom
HSBC Bank Canada	Ms. Cheryl Chuk-Wong		3601 Highway 7 E.		Markham	ON	L3R 0M3	905-475-3777	www.hsbc.ca	United Kingdom
HSBC Bank Canada	Ms. Vera Ho		100 Copper Creek Dr.		Markham	ON	L6B 0P2	905-471-7115	www.hsbc.ca	United Kingdom
HSBC Bank Canada	Mr. Billy Chi		4390 Steeles Ave. E.		Markham	ON	L3R 9V7	905-513-8801	www.hsbc.ca	United Kingdom
HSBC Bank Canada	Ms. Terry Choy		3636 Steeles Ave.		Markham	ON	L3R 1K9	905-947-8108	www.hsbc.ca	United Kingdom
HSBC Bank Canada	Ms. Phoebe Chow	Branch Manager	330 Highway 7 E.		Richmond Hill	ON	L4B 3P8	905-881-7007	www.hsbc.ca	United Kingdom
HSBC Bank Canada	Ms. Nice Lau		1070 Major Mackenzie Dr. E. Unit # 27		Richmond Hill	ON	L4S 1P3	905-770-8976	www.hsbc.ca	United Kingdom
HSBC Bank Canada	Ms. Sabrina Kwong		8390 Kennedy Rd.		Unionville	ON	L3R 0W4	905-479-8076	www.hsbc.ca	United Kingdom
HSBC Bank Canada	Ms. Marlene Chahiine		1420 Major Mackenzie Dr.		Vaughan	ON	L6A 4H6	905-303-2230	www.hsbc.ca	United Kingdom
HSBC Bank Canada	Mr. Marco Mondaini		9100 Jane St.		Vaughan	ON	L4K 0A4	905-303-9300	www.hsbc.ca	United Kingdom
HSBC Bank Canada	Ms. Stacey Boyes		7398 Yonge St.		Vaughan	ON	L4J 8J2	905-771-8727	www.hsbc.ca	United Kingdom
HSBC Bank Canada	Ms. Sonia Polsinelli	Branch Manager	4500 Highway 7		Woodbridge	ON	L4L 4Y7	905-264-8624	www.hsbc.ca	United Kingdom
ICICI Bank Canada	Mr. Leslie Mathew		150 Ferrand Dr.	Suite 1200	Toronto	ON	M3C 3E5	416-360-0909	www.icicibank.com	India
ING Bank of Canada			111 Gordon Baker Rd.		North York	ON	M2H 3R1	416-497-5157	www.ingdirect.ca	The Netherlands
J.P. Morgan Bank Canada	Customer Service		200 Bay St. - Royal Bank Plaza South Tower - Suite 1800		Toronto	ON	M5J 2J2	416 981-9200	www.jpmorgan.com	USA
Korea Exchange Bank of Canada	Mr. Hye Jun		662 Sheppard Ave. E.	LPH02	Toronto	ON	M2K 3E6	416-222-5200	www.kebcanada.com	Korea
MBNA Canada Bank			1600 James Naismith Dr.	Suite 800	Ottawa	ON	K1B 4A5	613-742-4800 877-862-7759	www.mbna.com	USA
Mega International Commercial Bank (Canada)			4950 Yonge St.	Suite 1002	Toronto	ON	M2N 6K1	416-947-2800	www.megabank.com	Taiwan
Mizuho Corporate Bank (Canada)			100 Yonge St.	Suite 1102, Box 29	Toronto	ON	M5C 2W1	416-877-0222	www.mizuhocbk.co.jp	Japan
Shinhan Bank Canada			5140 Yonge St.	Suite 2300	Toronto	ON	M2N 6L7	416-250-3500	www.shinhan.ca	Korea
Société Générale (Canada)			1501 McGill College Ave.	Suite 1800	Montréal	QC	H3A 3M8	514-841-6000	www.societegenerale.com	France
State Bank of India (Canada)			Royal Bank Plaza, 200 Bay St. Suite 1600 - North Tower		Toronto	ON	M5J 2J2	416-865-0414	www.sbicanada.com	India
Sumitomo Mitsui Banking Corporation of Canada			TD Centre, Ernst & Young Tower Suite 1400, P.O., Box 172		Toronto	ON	M5K 1H6	416-368-4766	www.smbc.co.jp	Japan
UBS Bank (Canada)			154 University Ave.		Toronto	ON	M5H 3Z4	416-343-1800	www.ubs.com	Switzerland

Note: ABN AMRO Bank Canada, Bank of America (Canada), Bank One Canada, and J.P. Morgan Canada are not listed as they are in voluntary liquidation.

SCHEDULE III BANKS: FOREIGN BANK BRANCHES OF FOREIGN INSTITUTIONS

Bank	Address	Suite	ity/Town	Prov.	Postal Code	Phone	URL
BABN AMRO Bank N.V. (Canada)	TD Centre, 79 Wellington St. 15th Floor. P.O.Box 114		Toronto	ON	M5K 1G8	416-367-0850	www.abnamro.ca
Bank Of America, N.A. (Canada Branch)	200 Front St.	Suite 2700	Toronto	ON	M5V 3L2	416-349-4100	www.bankofamerica.com
Capital One Bank (Canada Branch)	5140 Yonge St.	19th Floor	Toronto	ON	M2N 6L7	416-549-2500	www.capitalone.ca
Citibank, N.A.	Citibank Place, 123 Front St. W. Suite 1900		Toronto	ON	M5J 2M3	416-947-5500	www.citibank.com
Comerica Bank	Royal Bank Plaza, 200 Bay St. Suite 2200, South Tower		Toronto	ON	M5J 2J2	416-367-3113	www.comerica.com
Deutsche Bank A.G.	199 Bay St., Commerce Court W. Suite 4700, Box 263		Toronto	ON	M5L 1E9	416-682-8400	www.db.com
Dexia Credit Local S.A.	800 Victoria Sq.		Montréal	QC	H4Z 1A1	514-868-1200	www.dexia.com
Fifth Third Bank	20 Bay St.	12th Floor	Toronto	ON	M5J 2N8		www.53.com
First Commercial Bank	5611 Cooney Rd.	Suite 100	Richmond	BC	V6X 3J6	604-207-9600	www.firstcommercialbank.com
Glitnir banki hf.	1718 Argyle St.	Suite 810	Halifax	NS	B3J 3N6	902-429-3113	www.glitnirbank.com
HSBC Bank USA N.A.	70 York St.	4th Floor	Toronto	ON	M5J 1S9	416-868-8000	www.us.hsbc.com
JPMorgan Chase Bank N.A.	Royal BankTower, 200 Bay St. Suite 1800, South Tower		Toronto	ON	M5J 2J2	416-981-9200	www.jpmorgan.com
Landsbanki Canada	5112 Prince St.		Halifax	NS	B3J 1L3		www.landsbanki.ca
Maple Bank GmbH	Toronto Dominion Centre Suite 3500, P.O. Box 328		Toronto	ON	M5K 1K7		www.maplebank.com
Mizuho Corporate Bank Ltd. (Canada)	100 Yonge St. Suite 1102, Box 29		Toronto	ON	M5C 2W1	416-874-0222	www.mizuhobank.co.jp
Northern Trust Company (Canada)	145 King Street W.	Suite 1910	Toronto	ON	M5H 1J8	416-365-7176	www.northerntrust.com
Rabobank Nederland, (Canada Branch)	95 Wellington St., TD Centre Suite 1830, P.O. Box 57		Toronto	ON	M5K1E7	416-941-9777	www.rabobank.com
Société Générale (Canada)	1501 McGill College Ave. Suite 1800		Montréal	QC	H3A 3M8	514-841-6000	www.societegenerale.com
State Street Bank And Trust Company	30 Adelaide St. E.	Suite 1500	Toronto	ON	M5C 3G6	416-362-1100	www.statestreet.ca
The Bank of New York Mellon	95 Wellington St. W.	Suite 1710	Toronto	ON	M5J 2N7	416-860-0777	www.bnymellon.com
U.S. Bank N.A.	120 Adelaide St. W.	Suite 2300	Toronto	ON	M5H 1T1	416-306-3500	www.usbank.com
UBS AG (Canada)	161 Bay St., BCE Place	Suite 4100	Toronto	ON	M5J 2S1	416-343-1800	www.ubs.com
United Overseas Bank Limited	650 Georgia St. W. #1680, P.O. Box 11616		Vancouver	BC	V6B 4N9	604-662-7055	www.uobgroup.com

Lending Branches

Allied Irish Banks, p.l.c.	70 York St.	Suite 1260	Toronto	ON	M5J 1S9	416-850-2191	www.aib.ie
AmTrust Bank	3300 Bloor St. W. - Clarica Centre Centre Tower, Suite 3110		Etobicoke	ON	M8X 2X3		www.amtrust.com
Credit Suisse (Toronto)	1 First Canadian Place	Suite 2900	Toronto	ON	M5X 1C9	416-352-4500	www.credit-suisse.com
Merrill Lynch International Bank Limited	181 Bay St.	Suite 400	Toronto	ON	M5J 2V8		www.gmi.ml.com
National City Bank	130 King St. W., Exchange Tower		Toronto	ON	M5X 1E3	416-361-1744	www.nationalcity.com
Union Bank of California, N.A.	440 - 2nd Avenue S. W. Suite 730		Calgary	AB	T2P 5E9		www.unionbank.com
WestLB AG (Toronto)	200 Bay St., North Tower Suite 2301		Toronto	ON	M5J 2J1	416-216-5000	www.westlb.de

CREDIT UNIONS

	Contact	Title	Address	Suite	City/Town	Prov.	Postal Code	Phone	URL / Email
Credit Union Central of Canada			300 The East Mall		Etobicoke	ON	M9B 6B7	416-232-1262	www.cucentral.com
DUCA Fin Services Credit Union	Ms. Stephanie Matheson	Branch Manager	9174 Yonge St.		Richmond Hill	ON	L4C 7A1	905-764-3893	richmondhill@duca.com
DUCA Finl Servs Credit Union	Mr. George Van Dyk	Manager	17310 Yonge St.		Newmarket	ON	L3Y 7R8	905-898-4543	newmarket@duca.com
Meridian Credit Union Limited	Mr. James Ecker	Branch Manager	9050 Yonge St.		Richmond Hill	ON	L4C 9S6	905-882-5225	www.meridancu.ca
Meridian Credit Union Limited	Ms. Anne Boyle	Branch Manager	297 Wellington St E.		Aurora	ON	L4G 6K9	905-727-1191	www.meridancu.ca
Pace Savings & Credit Union	Ms. Marianna Altomare	Branch Manager	3600 Steeles Ave E.		Markham	ON	L3R 9Z7	905-474-1885	www.pacecu.com
Pace Savings & Credit Union	Ms. Tammy Eng	Branch Manager	8555 Woodbine Ave.		Markham	ON	L3R 4X9	905-477-4311	www.pacecu.com
Pace Savings & Credit Union	Ms. Lena Benincasa	Branch Manager	6245 Main St.		Stouffville	ON	L4A 8A1	905-640-2811	www.pacecu.com
Pace Savings & Credit Union	Mr. Larry Smith	CEO	8111 Jane St.		Concord	ON	L4K 4L7	905-738-1318	www.pacecu.com

ALTERNATIVE FINANCIAL SERVICE PROVIDERS

Organization	Contact	Title	Address	Suite	City/Town	Prov.	Postal Code	Phone	URL / Email
AITF Financial Corp.	Mr. David Crowe	President	24707 Woodbine Ave.		Keswick	ON	L4P 3E9	905-476-6926	N/A
Alliance Financing Group Inc.	Mr. Bernie Shimkovitz	CEO	55 Administration Rd.		Concord	ON	L4K 4G9	905-660-3660	www.alliancefinancing.com
Assante Capital Management Ltd.	Ms. Tina Tehranchian	Branch Manager	15 Wertheim Crt.		Richmond Hill	ON	L4B 3H7	905-707-5220	www.assante.com
Asset Engineering Corporation	Mr. Nick Mourant	President	8 Steelcase Rd. W.		Markham	ON	L3R 1B2	905-513-8684	info@assetengineering.com
AT Financial Group	Ms. Amy Tong	President	9140 Leslie St.		Richmond Hill	ON	L4B 0A9	905-707-1087	atfg@atfg.ca
BMO Nesbitt Burns Inc.	Mr. Yan Mok	Vice President	4392 Steeles Ave. E.		Markham	ON	L3R 9V9	905-305-8188	www.bmonesbittburns.com
Business Dev Bank Of Canada	Mr. Nigel Robertson	VP/District Manager	3901 Hwy. 7		Woodbridge	ON	L4L 8L5	905-264-0623	www.bdc.ca
Canadian Mortgage Finder	Mr. Aldo Mormile		100 Allstate Pkwy.		Markham	ON	L4L 8J1	416-219-7486	www.canadianmortgagefinder.com
Centum Hewmac Mortgage Ctr. Inc.	Mr. Paul Bath	Owner	69 Davis Dr.		Newmarket	ON	L3Y 2M9	905-830-9997	paul_bath@centum.ca
Citi Canada Commerical Master Card	Customer Service		P.O. Box 2050, Postal Station "B"		Mississauga	ON	L4Y 0B3	800-387-1616	www.citicards.ca
CitiFinancial	Ms. Charlotte Pope	Assistant Manager	155 Riverglen Dr.		Keswick	ON	L4P 3M3	905-476-7786	www.citifinancial.com
CitiFinancial	Mr. Bryan Lazary	Branch Manager	130 Davis Dr.		Newmarket	ON	L3Y 2N1	905-895-1291	www.citifinancial.com
CitiFinancial	Mrs. Linda Nemis	Manager	4981 Hwy. 7		Markham	ON	L3R 1N1	905-470-2777	www.citifinancial.com
CitiFinancial	Ms. June Aguinaldo	Branch Manager	10520 Yonge St.		Richmond Hill	ON	L4C 3C7	905-883-0761	www.citifinancial.com
Clark Avenue Company Inc.	Mr. Richard Cohen	President	103 Clark Ave.		Thornhill	ON	L3T 1T1	905-882-4422	clarkavenue@rogers.com
Commercial Capital LLC Canada	Customer Service		1 Yonge St.	Suite 1801	Toronto	ON	M5E 1W7	877-300-3258	www.factoring-canada.ca
Cross Canada Car Leasing Ltd.	Ms. Jodie Robertson	President	86 Ringwood Dr.		Stouffville	ON	L4A 1C3	905-642-2004	bhamilton@crosscanada.ca
Desante Financial	Mr. Pat Scarpone	General Manager	30 Vogell Rd.		Richmond Hill	ON	L4B 3K6	905-780-0891	info@desante.ca
Dundee Securities Corporation	Mr. Joeford Lee	Branch Manager	9251 Yonge St.		Richmond Hill	ON	L4C 9T3	905-737-0737	www.dundeewealth.com
Excel Financial Group Inc.	Mr. Paul Cheng	General Manager	80 Acadia Ave.		Markham	ON	L3R 9V1	905-470-8222	mcheng@excelfinancialgroup.ca
Fleet Street Financial Corporation	Mr. Michael Yasny		162 Cumberland St.	Suite 300	Toronto	ON	M5R 3N5	416-929-9272	www.fleetstr.com
GE Capital Solutions	General Reception		123 Front St.	14th Floor	Toronto	ON	M5J 2M2	866-329-4323	www.gecapsol.com
Get a Better Mortgage Inc.	Mr. Robert DiStefano	President	7050 Weston Rd.		Woodbridge	ON	L4L 8G7	905-850-3478	gabm@mortgagecentre.com
Innovation Synergy Centre Markham	Mr. R. Graham	Director Client Services	1380 Rodick Rd.	Suite 100	Markham	ON	L3R 4G5	905-248-2727	www.iscm.ca
Investors Group Financial Services	Mr. Daniel Collison	Reginal Director	675 Cochrane Dr.		Markham	ON	L3R 0B8	905-415-2440	www.investorsgroup.com
Lightning Capital Corp.	Customer Service		295 Queen St. E.	Suite 409	Brampton	ON	M6W 4S6	905-459-6122	www.lightningcapital.com
Livia Capital Management	Mr. Robert MacCuspic		156 Duncan Mill Rd.	Suite 12	Toronto	ON	M3B 3N2	416-449-3535	Info@Liviacapital.com
Maple Leaf Mortgages Ltd.	Mr. Allan Zider	Co-Owner	225 East Beaver Creek Rd.		Richmond Hill	ON	L3R 6H3	905-886-5323	al@mapleleafmortgages.com
Maxium Financial Services Inc.	Mr. Paul McLean	President	30 Vogell Rd.		Richmond Hill	ON	L4B 3K6	905-780-6150	maxium@net.com
Merchant Banker	Mr. Michael Duncan	Merchant Banker	172 Elman Cres.		Newmarket	ON	L6A 1K2	905-726-4495	office@merchantbanker.ca
Montcap	Mr. Harold Shapiro		77 Bloor St. W.	18th Floor	Toronto	ON	M5S 1M2	416-961-6620	www.montcap.com
Morrison Financial	Mr. Derek Chin		8 Sampson Mews	Unit 202	Toronto	ON	M3C 0H5	416-391-3524	www.morrisonfinancial.com
Mortgage Center	Mr. Eddie Quindamo	Owner	21 Roysun Rd.		Woodbridge	ON	L4L 8R3	416-398-5626	www.mortgagecentre.com
Northwood Mortgage Ltd.	Mr. Arthur Appleberg	President	7676 Woodbine Ave.		Markham	ON	L3R 2N2	905-889-7676	www.northwoodmortgage.com
Primerica Financial Services	Mr. Gerald Taylor	Manager	205 Avenue Rd.		Richmond Hill	ON	L4C 4Z7	905-883-1282	gerry1282@hotmail.com
Riviera Finance	Mr. Harpreet Deo		5720 Timberlea Blvd.	Suite 103	Toronto	ON	L4W 4W2	905-602-0070	www.rivierafinance.com
Royalty Financial Services	Customer Service		8481 Keele St.		Concord	ON	L4K 1Z7	905-738-8737	www.royaltyfinancial.ca
RPG Recievables Purchasing Group	Customer Service		221 Lakeshore Rd. E.		Oakville	ON	L6J 1H7	905-338-8777	www.rpgrecievables.com
Synergy International Trading	Mr. Mani Saeed	President	70 Princeton Ave.		Richmond Hill	ON	L4S 2E7	647-456-5717	synergyintrade@yahoo.com
TCE Capital Corp.	Customer Service		505 Consumers Rd.	Suite 707	Toronto	ON	M2J 4V8	416-497-7400	www.tcecapital.com
Veri-Cheque Ltd.	Mr. Ronald Renwick	President/General Manager	8500 Leslie St.		Thornhill	ON	L3T 7M8	905-709-0927	vcheque@vericheque.com
Walker Credit Canada Ltd.	Mr. Tom Tsiokos	President	60 Centurian Dr.		Markham	ON	L3P 3J5	905-943-7662	www.walkercredit.com
Wells Fargo Financial	Ms. Sabrina Filnprssin	Branch Manager	398 Steeles Ave. W.		Thornhill	ON	L4J6X3	905-882-1466	www.wellsfargo.ca
Wells Fargo Financial	Mr. Larry Morley	Branch Manager	4140 Steeles Ave. W.		Woodbridge	ON	L4L4V3	905-851-6363	www.wellsfargo.ca

INSURANCE COMPANIES

Organization	Contact	Title	Address	City/Town	Prov.	Phone	URL / Email
Acuret Underwriters Inc.	Mr. Paul D Holman	President/CEO	7050 Woodbine Ave.	Markham	ON	905-886-1674	
Adriatic Insurance Brokers Ltd.	Mr. Don Bowden	President	10 Director Crt.	Woodbridge	ON	905-851-8555	
Aetna Life Insurance Company	Ms. Colleen Sexsmith	Chief Agent	PO Box 93016	Newmarket	ON	905-853-0858	
Affiliated FM Insurance Company	Mr. Perry Brazeau	Chief Agent	165 Commerce Valley Dr. W.	Thornhill	ON	905-763-5555	
Al Dorman Insurance Brokers			19150 Centre St.	Mount Albert	ON	905-473-2942	karmstrong@aldorman.com
All-Risks Insurance Brokers			13025 Yonge St.	Richmond Hill	ON	905-773-5377	insure@all-risks.com
Allstate Insurance Company	Mr. Michael Donoghue	President/CEO	27 Allstate Pkwy.	Markham	ON	905-477-6900	
Allstate Insurance Company	Mr. Ron Showers	Agency Manager	11 Disera Dr.	Thornhill	ON	905-695-1177	
Allstate Insurance Company	Mr. Henry Ku	Senior Account Agent	505 Highway 7 E.	Thornhill	ON	905-881-6669	
Alsop Insurance Brokers Inc.	Mr. Jeremy Wideman	Partner	PO Box 2 Stn. Main	Stouffville	ON	905-640-3202	
Amato Insurance & Financial	Mr. Domenic Amato	Broker	106 Morland Cres.	Aurora	ON	905-727-9717	
Amesbury Insurance Brokers Ltd.	Mr. Robert Cundari	President	8400 Jane St.	Concord	ON	905-761-3232	
Anast Insurance Brokers	Ms. Marika Edwards	Broker	91 Steelcase Rd. E.	Markham	ON	905-305-1702	
Angell, Townson & Williams	Mr. Don Georgevitch	President	15213 Yonge St.	Aurora	ON	905-726-3100	adjuster@on.aibn.com
ASI Insurance & Financial Services	Ms. Jennifer Hasted	Manager	8000 Jane St.	Concord	ON	905-669-9888	
Axion Insurance Services Inc.	Mr. Michael Teixeira	President	95 Mural St.	Richmond Hill	ON	905-731-3118	query@axioninsurance.ca
Axion Lee Insurance Brokers	Mr. Michael Teixeira	Owner	95 Mural St.	Richmond Hill	ON	905-731-9960	
Axion-Brillinger Insurance	Ms. Donna Grabowski	Broker	6237 Main St.	Stouffville	ON	905-640-2652	query@axioninsurance.ca
Axion-Cannon Insurance Service	Mr. John Pirzas	Partner	95 Mural St.	Richmond Hill	ON	905-731-3115	jpirzas@axioninsurance.ca
Belpac Capri Insurance Brokers	Mr. Dario Battista	President	4585 Highway 7	Woodbridge	ON	905-660-5222	
Benson, Kearley & Associates	Mr. Stephen Kearley	President	17705 Leslie St.	Newmarket	ON	905-898-3815	
Birkett Hassard Insurance	Ms. Michelle McBeth	Manager	PO Box 580 Stn. Main	Stouffville	ON	905-640-2000	
Blair Insurance Brokers Ltd.	Ms. Andrea Blair	CEO	176 Bullock Dr.	Markham	ON	905-472-6293	
Blyth Insurance Services Ltd.	Mr. Ken Blyth	Owner	8 Bradford St.	Holland Landing	ON	905-836-6315	
Brokers Trust Insurance Group			2780 Highway 7	Concord	ON	905-760-1515	david@brokerstrust.ca
Buckler Insurance Services Ltd	Mr. Lester Buckler	Owner	7620 Yonge St.	Thornhill	ON	905-889-3616	info@bucklerins.com
Buckley Insurance Brokers Ltd.	Mr. Robert Buckley	President	12285 Yonge St.	Richmond Hill	ON	905-773-7283	info@buckleyins.com
Campbell, Roy & Eldridge	Mr. Derek Faulconer	President	500 Hood Rd.	Markham	ON	905-940-1000	help@creins.ca
Canwell Insurance/Financial Services	Mr. Anselm Fok	President	80 Acadia Ave.	Markham	ON	905-513-9802	info@canwell.ca
Carson & Weeks Insurance	Mr. Fred Ast	President	59 Main St. N.	Markham	ON	905-294-0722	info@carsonandweeks.com
CDC Insurance Services Ltd.	Mr. Tim Kaye	Vice President	171 Main St. S.	Newmarket	ON	905-898-6664	cdc@interlog.com
Cecilia Chung Insurance Agency	Ms. Cecilia Chung	President	9019 Bayview Ave.	Richmond Hill	ON	905-889-0886	
CGI Information Systems/Management Consultants	Ms. Judith Maydew	Director Human Resources	150 Commerce Valley Dr. W.	Thornhill	ON	905-882-6300	
Charles E. Boyd Limited	Mr. Ted Boyd	President	240 Main St. S.	Newmarket	ON	905-895-4517	
Choice Insurance Brokers Inc.	Mr Mike Grabowski	President	225 Industrial Pkwy. S.	Aurora	ON	905-841-3000	choiceinsurance@on.aibn.com
Clair-Duhig Insurance Brokers	Ms. Lisa B Duhig	President	9174 Yonge St.	Richmond Hill	ON	905-709-4744	
Colley, Borland & Vale	Mr. Philip Colley	President	4591 Highway 7	Markham	ON	905-477-2720	cbvins@broker.csio.com
Combined Insurance Company of America	Mr. Dan Evans	VP/Chief Agent	7300 Warden Ave.	Markham	ON	905-305-1922	
Cunningham Lindsey Canada Ltd.	Mr. Toby Collins	Branch Manager	25 Valleywood Dr.	Markham	ON	905-470-1177	
D K C Insurance & Financial	Mr. Damon Clarke	Owner	151 Esna Park Dr.	Markham	ON	905-475-2664	broker@dkcgroup.com
Direct Dial Insurance Brokers	Mr. J D Smith	Owner	105 West Beaver Creek Rd.	Richmond Hill	ON	905-764-2886	manager@directdialinsurance.com
Dl Deeks Insurance Services	Mr. David L Deeks	Sr Partner	90 Allstate Pkwy.	Markham	ON	905-479-7322	

INSURANCE COMPANIES

Organization	Contact	Title	Address	City/Town	Prov.	Phone	URL / Email
Donna Mccann, Insurance Agency	Ms. Donna McCann	Owner	17817 Leslie St.	Newmarket	ON	905-898-4009	donna.mccann.b2cx@statefarm.com
Dracup Insurance Brokers Ltd.	Mr. Eric Dracup	President	2 Orchard Heights Blvd.	Aurora	ON	905-222-2447	dracup@fcibroadband.com
Ed Johnstone & Associates	Mr. Jeff Hitchin	Owner	225 Industrial Pkwy. S.	Aurora	ON	905-713-2473	edjohnins@on.aibn.com
ELM Insurance Brokers Inc.	Mr. Lou Civichino	President	625 Millway Ave.	Concord	ON	905-738-6077	
Ensurco Insurance Group	Mr. Raymond Faraone	President/CEO	121 Robinson St.	Markham	ON	416-324-2811	contactus@ensurcoinc.com
Etherington Insurance Brokers	Mr. Bruce Etherington	Owner	179 Simcoe Ave.	Keswick	ON	905-476-1717	ethins@ils.net
Etherington Insurance Brokers	Mr. John Davidson	Manger Broker	PO Box 158	Sutton West	ON	905-722-3533	
Fabbro/Douglas Ins Brokers Ltd.	Mr. Oliver Fabbro	President/Owner	42 Arnold Cres.	Richmond Hill	ON	905-508-2040	
Faber Insurance Adjusters Ltd.	Mr. Klaus Faber	President	145 Royal Crest Crt.	Markham	ON	416-487-2468	contact@faberinsuranceadjusters.com
Factory Mutual Insurance Co.	Mr. Perry Brazeau	Senior Vice President	165 Commerce Valley Dr. W.	Thornhill	ON	905-763-5555	
Felan Insurance Inc.	Mr. Vincent Primucci	President	625 Millway Ave.	Concord	ON	905-738-6077	
Fenn & Fenn Insurance Practice	Mr. Simon Fenn	President	70 Main St. S.	Newmarket	ON	905-836-6066	hello@fenninsurance.com
Financial Service Brokers Ltd.	Mr. Paul Brown	President	385 Connie Cres.	Concord	ON	905-731-5177	
First Service Brokers Ltd.	Ms. Fay Grunzeweig	Manager	385 Connie Cres.	Concord	ON	905-731-5177	
First World Underwriters Inc.	Mr. Dan Donnelly	President	190 Bullock Dr.	Markham	ON	905-201-1570	tmp@travelmedicaloffice.com
Forever Young Insurance	Mr. John David Smith	President	105 West Beaver Creek Rd.	Richmond Hill	ON	905-762-1874	jds@sjsmithinsurance.com
Fortuna Insurance Brokers Inc.	Mr. Peter Tsang	President	330 Highway 7 E.	Richmond Hill	ON	905-886-1651	
Gateway Financial Insurance	Mr. Peter Cheung	Director	9140 Leslie St.	Richmond Hill	ON	905-731-8500	
Gerber Life Insurance Company	Ms. Colleen Sexsmith	Chief Agent	1145 Nicholson Rd.	Newmarket	ON	905-853-0858	
Gilbert & Genua Insurance	Mr. Andre Genua	Owner	1069 Gorham St.	Newmarket	ON	905-895-1535	
Global Aerospace Underwriting	Mr. Joseph Zigrossi	President	100 Renfrew Dr.	Markham	ON	905-479-2244	
Gottesman Insurance Brokers	Mr. Michael Gottesman	Owner	266 Franklin Ave.	Thornhill	ON	905-764-1261	
Grant, Jones & Stuart	Mr. Michael J. Stuart	President	16 Esna Park Dr.	Markham	ON	905-470-2760	grantjonesstuart@rogers.com
Greater Toronto Adjusters Inc.	Mr. Tony Pearce	President	90C Centurian Dr.	Markham	ON	905-709-9300	info@greatertorontoadjusters.ca
Green & Associates Insurance Adjusters	Mr. Michael Green	President	137 Main St. N.	Markham	ON	905-471-6630	greenadjuster@yahoo.ca
Greensides & Breen Insurance	Ms. Denise Paolucci	Office Manager	330 Eagle St.	Newmarket	ON	905-895-4221	
Greg Price General & Life Insurance	Mr. Greg Price	Owner/Broker	86 Major MacKenzie Dr. E.	Richmond Hill	ON	905-884-8297	
Harold E. Terry General Insurance	Mr. Patrick Terry	President	482 Queen St.	Newmarket	ON	905-715-9690	heterry@on.aibn.com
Hartwell Thayer Financial	Ms. Barbara Hartwell	President	2 Orchard Heights Blvd.	Aurora	ON	905-713-9870	barb.hartwell@hartwellthayer.com
Heitmann Insurance Brokers Inc.	Mr. Peter Heitmann	President	700 Chrislea Rd.	Woodbridge	ON	905-850-2500	info@heitmann-insurance.com
Henry Equestrian Insurance	Mr. Doug Henry	President	PO Box 578 Stn. Main	Aurora	ON	905-727-1144	hep@hep.ca
Holman Insurance Brokers Ltd.	Mr. Paul Holman	President/CEO	7050 Woodbine Ave.	Markham	ON	905-886-5630	service@holmanins.com
Hub Financial Inc.	Mr. Dritan Dede	IT Manager	3700 Steeles Ave. W.	Woodbridge	ON	905-264-1634	
Idris Insurance Brokers Ltd.	Mr. Jim Jamieson	President	10815 Bathurst St.	Richmond Hill	ON	905-508-7772	info@idrisinsurance.ca
Impact Insurance Brokers Inc.			1600 Steeles Ave. W.	Concord	ON	905-660-6170	mail@impactinsurancebrokers.com
Insurance & Financial Planning	Ms. Susan Sam	Partner	80 Travail Rd.	Markham	ON	905-471-3838	emurray@ifpgroup.com
Intercity Insurance Services	Mr. Michael King	Owner	15221 Yonge St.	Aurora	ON	905-841-8200	info.intercity@aci.on.ca
Ivan C. Day Insurance Limited	Ms. Anne Thomas	Broker/Owner	PO Box 10 Stn. Main	Keswick	ON	905-476-4389	daysins@bellnet.ca
J & D Benefits Inc.	Mr. Todd Rappitt	President	8901 Woodbine Ave.	Markham	ON	905-477-7088	general@jdbenefits.com
J.D. Smith & Assoc. Insurance	Mr. J D Smith	President/Owner	105 West Beaver Creek Rd.	Richmond Hill	ON	905-764-7868	jds@jdsmithinsurance.com
John R. Duffy Insurance Broker	Ms. Shirley Duffy	President	7725 Birchmount Rd.	Markham	ON	905-479-2013	info@johnduffyinsurance.com
John S Walkington General	Mr. Mark Campbell	Owner	2157 King Rd.	King City	ON	905-833-5283	jswinsurance@bellnet.ca

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Organization	Contact	Title	Address	City/Town	Prov.	Phone	URL / Email
AJohnson Fu Insurance Agency	Mr. Johnson Fu	President	15 Wertheim Crt.	Richmond Hill	ON	905-707-1511	info@johnsonfu.com
Johnson Inc.	Mr. Don Sollows	Senior Vice President	1595 16th Ave.	Richmond Hill	ON	905-764-4900	
K.O. Bartholomew & Son Inc.	Mr. John Moulatsiotis	Presdient/Broker	1 West Pearce St.	Richmond Hill	ON	416-221-6191	
Ken Maynard Insurance Brokers	Mr. James Maynard	Owner	268 Woodbridge Ave.	Woodbridge	ON	905-851-0690	
L.D. Dermody Insurance Brokers	Mr. Brian Dermody	President	7750 Birchmount Rd.	Markham	ON	905-479-1100	
Lant & Co Insurance Brokers	Mr. Tony Lant	Owner	37 Sandiford Dr.	Stouffville	ON	905-640-4111	tony@lant-ins.ca
Larry Ella & Associates	Ms. Diane Ella	Broker	R.R. #3	Schomberg	ON	905-859-1591	
Law Insurance Brokers Ltd.			14900 Yonge St.	Aurora	ON	905-727-1913	administrator@lawbrokers.com
Legacy General Insurance	Mr. Isaac Sananes	President	80 Tiverton Crt.	Markham	ON	605-479-3122	
Legacy Insurance Agency Inc.	Mr. Ed Webster	Partner	3 Director Crt.	Woodbridge	ON	905-264-2240	
Lipkus Insurance Brokers Ltd.	Mr. Barry Lipkus	President	52 Trinity Cres.	Richmond Hill	ON	905-886-0029	
Lora Cai Insurance Agency Ltd.	Ms. Lora Cai	Owner	8763 Bayview Ave.	Richmond Hill	ON	905-764-6575	
Luttrell Insurance Ltd.	Mr. Michael Mazerceuw	President	50 Anderson Ave.	Markham	ON	905-294-1478	mike@luttrellinsurance.com
Lyon & Butler Ins. Brokers Ltd.	Mr. Ray Arndt	President	3300 Highway 7	Concord	ON	905-760-7466	
M. Montgomery Ins Agencies	Mr. Fabrizio (Fabian) Giusti	President	165 East Beaver Creek Rd.	Richmond Hill	ON	416-204-0354	
M.I.C. Motors Insurance Corp	Mr. Charles W Hastings	Director Canadian Operations	8500 Leslie St.	Thornhill	ON	905-882-3900	email@cc.gmcanada.com
Martin Bermingham Insurance	Mr. Martin Bermingham	Owner	200 Davis Dr.	Newmarket	ON	905-895-1201	
Masters Insurance Limited	Mr. Frank Ciccolini	President	7501 Keele St.	Concord	ON	905-738-4164	vaughan@mastersinsurance.com
Matrix Loss Adjusters Inc.	Ms. Karen Dawson	President	7181 Woodbine Ave.	Markham	ON	905-470-0899	max@matrixinc.ca
McAuley Insurance Brokers	Mr. Jeff McAuley	Partner	4 Vata Crt.	Aurora	ON	905-773-2995	info@mcauleyinsurance.ca
McLarens Canada	Ms. Jan Perkins	Branch Manager	94 Chapman Crt.	Aurora	ON	905-740-1911	jan.perkins@mclarens.ca
McLarens Canada	Mr. Rob Ginn	Branch Manager	600 Alden Rd.	Markham	ON	905-946-9995	
MCR Insurance Brokers Ltd.	Mr. Robert Hawtin	President	15037 Yonge St.	Aurora	ON	905-713-1612	
Michael Palermo/Assoc Ins Ltd.	Mr. Michael Palermo	President	7501 Keele St.	Concord	ON	416-247-5471	info@palermoinsurance.com
Millennium Insurance Brokers	Mr. John Flys	President	10350 Yonge St.	Richmond Hill	ON	416-410-3548	info@millenniuminsurancebrokers.ca
Moller Insurance Ltd.	Mr. Gord Moller	Owner	64 Sandiford Dr.	Stouffville	ON	905-642-2745	
N.T.I. Insurance Brokers	Mr. Henry Kettunen	Partner	800 Denison St.	Markham	ON	905-479-3400	mail@ntiinsurance.com
Nacora Insurance Brokers Ltd.	Mr. Jeff Rodin	Vice President	80 Tiverton Crt.	Markham	ON	905-307-0307	
NAL Path Insurance Brokers Inc.	Mr. Terry Everett	Manager	100 Hanlan Rd.	Woodbridge	ON	905-264-8260	
New World Insurance Service (Ont) Ltd.	Mr. Adam Keung	President	3621 Highway 7	Markham	ON	905-513-1818	
Nick Konidis Insurance Agency	Mr. Nick Konidis	President	27 Roytec Rd.	Woodbridge	ON	416-740-9600	
Norbram Group Insurance	Ms. Mary Sinclair	Office Manager	60 Renfrew Dr.	Markham	ON	905-479-6711	
North York Insurance Brokers	Mr. Sidney Finkelstein	President	7050 Woodbine Ave.	Markham	ON	905-479-7370	nyibl@pathcom.com
Northbrook Insurance Group	Mr. Joe Gallo	Owner	4600 Highway 7	Woodbridge	ON	905-850-0662	nbi@northbrook.ca
Ontario Municipal Insurance Exchange	Ms. Linda Boyle	Executive Director	200 Cochrane Dr.	Markham	ON	905-480-0060	
Orr and Associates Insurance	Mr. Ken Orr	President/Principal	PO Box 670 Stn. Main	King City	ON	905-833-6691	kwillson@orrandassociates.ca
Overseas Insurance Brokers Corp.	Ms. Marina Chik	President	30 West Beaver Creek Rd.	Richmond Hill	ON	905-764-8898	admin@oibc.ca
P.J. Dermody Insurance Brokers	Mr. Paul Dermody	Presdient/Senior Broker	7750 Birchmount Rd.	Markham	ON	905-479-1100	
PAFCO Insurance Company	Mr. J R (Bob) Tisdale	President/COO	27 Allstate Pkwy.	Markham	ON	905-513-4000	
Parker Insurance Brokers Ltd.	Mr. Michael Mazerceuw	President	50 Anderson Ave.	Markham	ON	905-294-1478	mike@parkerinsurance.ca
Paul Tobias Insurance Brokers	Mr. Paul Tobias	Owner	1600 Steeles Ave .W.	Concord	ON	905-660-6170	
PCC & Associates Brokers Inc.	Mr. Peter Choi	President	15 Wertheim Crt.	Richmond Hill	ON	905-707-7888	pcc@pccinsurance.com

INSURANCE COMPANIES

Organization	Contact	Title	Address	City/Town	Prov.	Phone	URL / Email
Pembridge Insurance Company	Mr. J R (Bob) Tisdale	President/COO	27 Allstate Pkwy.	Markham	ON	905-477-6900	
Peter Freedman Life Insurance	Mr. Peter Freedman	Owner/Broker	30 Centurian Dr.	Markham	ON	905-889-1616	
Pinnacle General Insurance	Mr. Earle Lepofsky	Owner	9251 Yonge St.	Richmond Hill	ON	905-709-9808	
Planned Benefits/Compensation			105 Commerce Valley Dr. W.	Thornhill	ON	905-881-2323	
Prince & Associates Insurance	Mr. Jeff Neale	Vice President	1255 Nicholson Rd.	Newmarket	ON	905-836-6085	
Pro-Form Insurance Services	Mr. Peter Matson	President	15 Allstate Pkwy.	Markham	ON	905-305-1054	proform@hubinternational.com
PSA Insurance Services	Mr. Jeff Bryce	Partner	7699 Yonge St.	Thornhill	ON	905-889-4933	insurance@psains.com
P.W. Harrison & Son Insurance Brokers	Mr. Mark Harrison	President	9040 Leslie St.	Richmond Hill	ON	905-764-6264	jason@pwharrison.com
Rai Grant Insurance Brokers	Mr. Chris Rai	President	140 Renfrew Dr.	Markham	ON	905-475-5800	info@raigrantinsurance.com
Rhodes & Williams Limited	Mr. William Cameron	Branch Manager	180 Renfrew Dr.	Markham	ON	905-513-7600	
Rick Allington Insurance	Mr. Rick Allington	Owner	50 McIntosh Dr.	Markham	ON	905-477-1107	
Rocca Dickson Andreis Inc.	Mr. Peter Rocca	President/Partner	290 Rowntree Dairy Rd.	Woodbridge	ON	905-652-8680	
Roman & Associates Insurance	Ms. Ronaye Davis	Administrator	2800 14th Ave.	Markham	ON	905-479-9880	
Romani & Associates Insurance	Mr. Flavio Romani	President	120 Woodstream Blvd.	Woodbridge	ON	905-265-1790	mromani@insureyou.ca
Sabre Health Direct Inc.	Mr. Jonathan Isaacs	Co-Owner	590 Alden Rd.	Markham	ON	905-305-9900	
Safety Insurance Service 1959	Mr. Stephen Palmer	President	8300 Woodbine Ave.	Markham	ON	905-513-8466	
Sandy MacKenzie Insurance			6336 Main St.	Stouffville	ON	905-642-4546	sandy.mackenzie.b30b@statefarm.com
Sigma Delta Insurance Inc.			152 Church St. S.	Richmond Hill	ON	905-884-8222	
Smith Williams & Bateman Insurance	Mr. Dave Burt	Accountant/Controller	PO Box 2005 Stn. Main	Newmarket	ON	905-895-2591	
Sparks Insurance Brokers Ltd.	Ms. Susan Clark	Broker	202 Main St. N.	Markham	ON	905-201-1855	sparksinsurance@bellnet.ca
St. Andrews Insurance Brokers	Mr. Frank Dillio	President	60 Renfrew Dr.	Markham	ON	905-709-1779	
State Farm Insurance Company	Mr. Richard A Girardin	Owner	10720 Yonge St.	Richmond Hill	ON	905-884-2291	
State Farm Insurance Company	Mr. David McMechan	Owner	120 Newkirk Rd.	Richmond Hill	ON	905-884-1529	
State Farm Insurance Company	Mr. Bob Cooke	Senior Vice President	333 First Commerce Dr.	Aurora	ON	905-750-4100	
Stevenson & Hunt Insurance	Mr. Jamie Nichols	Operations Manager	8395 Jane St.	Concord	ON	905-760-5569	
Stevenson Insurance Brokers	Ms. Anne Stevenson	Owner	8300 Yonge St.	Thornhill	ON	905-881-4770	astevenson@stevensoninsurance.ca
Stonebridge Life Insurance	Mr. Isaac Sananes	Chief Agent	80 Tiverton Crt.	Markham	ON	905-479-7500	
Sun Life Financial	Mr. Diego Gonzalez	Branch Manager	9050 Yonge St.	Richmond Hill	ON	905-886-2200	
Supreme Insurance Brokers Inc.	Mr. Tony Mancini	President	190 Marycroft Ave.	Woodbridge	ON	905-264-7227	
Tailored Insurance Services	Mr. Gary J Spry	President	9030 Leslie St.	Richmond Hill	ON	905-763-0000	
Ted Chan Insurance Agency	Mr. Ted Chan	Owner	55 West Beaver Creek Rd.	Richmond Hill	ON	905-882-8833	service@tedchan.com
The Co-Operators General	Ms. Maggie Nevin	Claims Manager	7300 Warden Ave.	Markham	ON	905-470-7300	
The Co-Operators General	Mr. Martin Kaye	Agent	9555 Yonge St.	Richmond Hill	ON	905-780-9555	
The Co-Operators General	Mr. Ron Crabb	Owner	280 Elson St.	Markham	ON	905-201-1588	
The Co-Operators General	Ms. Arlene Gonzales	Owner	33 The Bridle Trail	Markham	ON	905-940-8000	
The Equitable Life Insurance	Mr. Ron Beetam	President/CEO	11 Allstate Pkwy.	Markham	ON	905-477-0063	toronto-east@equitable.ca
The Insurers Financial Group	Mr. Michael Freeman	President	30 Leek Cres.	Richmond Hill	ON	905-707-5141	info@ifgcanada.com
The Investment Guild Insurance	Mr. Jeffrey Case	President	11 Allstate Pkwy.	Markham	ON	905-470-9840	info@investmentguild.com
The Merie Group	Mr. Charlie C Macaluso	CEO	3700 Steeles Ave W.	Woodbridge	ON	905-265-5300	
Top Hat Insurance Brokers	Ms. Linda Abitbol	Office Manager	100 Drumlin Cir.	Concord	ON	905-669-6060	isaac@tophatins.ca
Transamerica Life Canada Inc.	Mr. Philippe Soulodre	Sales Manager	95 Mural St.	Richmond Hill	ON	905-886-2648	
Travel Insurance Specialists	Mr. Dave Burry	Owner	160 Pony Dr.	Newmarket	ON	905-830-2928	

INSURANCE COMPANIES

Organization	Contact	Title	Address	City/Town	Prov.	Phone	URL / Email
Trinity Insurance & Financial Services	Mr. Pietro Sostegno	President	2 Director Crt.	Woodbridge	ON	905-850-3224	
TSD Insurance Agency Ltd.	Ms. Sherina Wong	Administrator	9078 Leslie St.	Richmond Hill	ON	905-889-8138	
Underwriting Compliance Services	Mr. Brad Dusto	President	25 Valleywood Dr.	Markham	ON	905-754-5523	admin@underwritingcomplianceservices.ca
Unifund Assurance Company	Ms. Maria Joshua	Regional Manager	1595 16th Ave.	Richmond Hill	ON	905-764-4880	
Vision Insurance Brokers Ltd.	Mr. Richard Ambler	Owner	681 Rowntree Dairy Rd.	Woodbridge	ON	905-850-1975	
W.C.S. Financial Services	Ms. Mary-Jayne Woodyatt	President	20 Wertheim Crt.	Richmond Hill	ON	905-731-1984	
Walter Roberts Insurance	Mr. Walter Roberts	President	110 West Beaver Creek Rd.	Richmond Hill	ON	905-764-8061	info@walterrobertsinsurance.com
Woodhouse Executive Insurance	Mr. Victor Woodhouse	Owner	320 Harry Walker Pkwy N.	Newmarket	ON	905-853-7526	
York Alliance Insurance Brokers Inc	Mr. Tom Chan	Manager	2800 14th Ave.	Markham	ON	905-513-6990	info@yorkalliance.com

COMMERCIAL LEASING

Organization	Address	Suite	City/Town	Prov.	Postal Code	Phone	Fax	URL / Email
Advant Leasing Limited	5500 North Service RD., Reimer Millennium Tower 8th Floor		Burlington	ON	L7L 6W6	905-335-3301	905-335-3302	www.advant.ca
ARI Financial Services Inc.	1270 Central Parkway W.	Suite 600	Mississauga	ON	L5C 4P4	905-803-8000	905-803-8644	www.arifleet.com
Baylore Acceptance Corporation	3310 South Service Rd.	Suite 305	Burlington	ON	L7N 3M6	905-333-3600	905-333-3601	www.baylore.com
Bodkin Leasing Corporation	2150 Dunwin Dr.	Unit 1	Mississauga	ON	L5L 5M8	905-820-4550	905-820-5559	www.bodkin.com
Capital Underwriters Corporation	2020 Winston Park Dr.	Suite 301	Oakville	ON	L6H 6X7	905-403-4770	905-403-4771	www.capitalunderwriters.ca
Capmor Financial Services Corp.	5575 North Service Rd.	Suite 401	Burlington	ON	L7L 6M1	905-339-3555	905-339-3407	www.capmor.net
Cardel Leasing Limited	1120 Finch Ave. W.	Suite 103	North York	ON	M3J 3H7	416-322-3911	416-322-3910	www.cardelleasing.com
Central Technology Services Corporation	1400 Cornwall Rd.	Unit 5	Oakville	ON	L6J 7W5	905-829-8686	905-829-8685	www.ecentral.org
CIT Financial Ltd.	5035 South Service Rd.	P.O. Box 5072	Burlington	ON	L7R 4C8	905-633-2400		www.cit.ca
DSM Leasing Ltd.	1300 Bay St.	Suite 400	Toronto	ON	M5R 3K8	416-964-3444	416-964-1466	
Easylease Corp.	23 Lesmill Rd.	Suite 302	Toronto	ON	M3B 3P6	416-497-4441	416-497-9988	www.easylease.ca
Enable Capital Corporation	5145 Steeles Ave.W.	Suite D800	Toronto	ON	M9L 1R5	416-614-9237	416-614-2141	www.enablecapitalcorp.com
Equirex Leasing Corp.	700 Dorval Dr.	Suite 302	Oakville	ON	L6K 3V3	905-844-4424	905-844-9548	www.equirex.ca
Essex Capital Leasing Corp.	3280 Devon Dr.		Windsor	ON	N8X 4L4	519-966-0939	519-966-1553	
Ford Credit Canada Ltd.	1410 Blair Place	Suite 400	Gloucester	ON	K1J 9B9	613-749-9000		www.fordcredit.com
GE Canada Equipment Financing G.P.	1250 René Levesque Blvd. W.	Suite 1100	Montréal	ON	H3B 4W8	514-397-5300	514-397-6668	www.gecapitalcanada.com
GE Rail Services Canada	530 - 8th Ave S.W.	Suite 2100	Calgary	AB	T2P 3S8	403-531-2879	403-531-2854	www.gerailcar.com
General Motors Acceptance Corporation of Canada, Limited	3300 Bloor St. W., Centre Tower 8th Floor	Suite 2800	Toronto	ON	M8X 2X5	416-234-6600	416-234-6614	www.gmcanada.com
Howson Auto Leasing	2135 Sheppard Ave. E.		Willowdale	ON	M2J 1W6	416-491-4000	416-491-4008	
Jim Pattison Lease	1235 - 73 Ave S.E.		Calgary	AB	T2H 2X1	403-301-2406	403-301-2414	www.jplease.com
Jim Peplinski's Leasemaster	3109 Bloor Street W.		Toronto	ON	M8X 1E2	416-236-1651	416-236-8850	www.jimplease.com
John Deere Credit - Canada	1001 Champlain Ave. 4th Floor,	Suite 401	Burlington	ON	L7L 5Z4	905-319-9100		www.johndeerecredit.com
Kamsel Leasing Inc.	1720 Howard Ave.	Suite 468	Windsor	ON	N8X 5A6	519-258-2525	519-258-7390	www.kamsel.com
Key Equipment Finance Canada Ltd.	1122 International Blvd.	Suite 600	Burlington	ON	L7L 6Z8	905-319-8000	905-319-0222	www.kefonline.com

COMMERCIAL LEASING

Organization	Address	Suite	City/Town	Prov.	Postal Code	Phone	Fax	URL / Email
Landmark Vehicle Leasing	8920 Woodbine Ave.	Suite 104	Markham	ON	L3R 9W9	905-477-3477	905-477-5902	
Lease Administration Corporation	3 Church St.	Suite 305	Toronto	ON	M5E 1M2	416-364-0505		www.leaseadmincorp.com
Lease Plus Financial	7330 Fisher St. S.E.	Suite 190	Calgary	AB	T2H 2H8	403-279-2119	403-279-2178	www.leaseplus.ca
Lease-Win Automotive Group Inc.	4077 Chesswood Dr.		Toronto	ON	M3J 2R8	416-398-2277	416-398-2282	www.LeaseWin.com
MCAP Leasing	5575 North Service Rd.	Suite 300	Burlington	ON	L7L 6M1	905-639-3995	905-639-7519	www.mcap.com
Mercado Capital Corporation	180, 4411 - 6 St. S.E.		Calgary	AB	T2G 4E8	403-296-0191	403-296-0192	www.mercadocapital.com
Mintage Financial Corporation	9811-34th Avenue	Suite 102	Edmonton	AB	T8C 1J7	780-435-1145	780-438-6430	www.mintage.com
Newport Leasing Limited	2377 Fairview St.		Burlington	ON	L7R 2E3	905-637-5208	905-637-1074	www.newportleasing.ca
Nisco National Leasing	13-3245 Harvester Rd.		Burlington	ON	L7N 3T7	905-634-9559	905-634-8219	www.niscocanada.com
North York Chevrolet Corvette	7200 Yonge St.		Thornhill	ON	L4J 1V8	905- 881-5000		www.northyorkchev.com
PHH Arval	2233 Argentia Rd.	Suite 400	Mississauga	ON	L5N 2X7	905-286-5300	905-286-5363	www.phharval.com
Polaris Leasing Ltd.	1 Terracon Place		Winnipeg	MB	R2J 4B3	204-233-4422	204-231-0136	www.polarisleasing.com
RBC Equipment Finance Group	5515 North Service Rd.		Burlington	ON	L7L 6G4	905-331-2000		www.royalbank.com
Rothenberg Capital Leasing Inc.	4420 Ste. Catherine W.		Westmount	QC	H3Z 1R2	514-934-5426	514-934-3134	www.rothenbergcapitalleasing.com
Scotia Leasing	44 King St. W.		Toronto	ON	M5H 1H1	416-866-3374	416-866-4072	www.scotiabank.com/leasing
SITE Finance Inc.	1100 Burloak Dr.	Suite 600	Burlington	ON	L7L 6B2	905-319-0458	905-319-7692	www.site-finance.com
SL Canada, GP a member of LBBW Group	6265 Kenway Dr.		Mississauga	ON	L5R 2L3	905-564-3363	905-564-3383	www.slfinancial.com
Somerville National Leasing & Rentals Ltd.	75 Arrow Rd.		Toronto	ON	M9M 2L4	416-747-7576	416-642-5152	www.somervilleauto.com
The Leasing Group Inc.	123 Sierra Nevada Way S.W.		Calgary	AB	T3H 3N1	403-703-4213	403-240-0604	www.theleasinggroup.net
Transwest Financial Services Corp.	6030 - 88th Street 8	Suite 10	Edmonton	AB	T6E 6G4	780-413-4040	780-413-4047	www.transwestfinancial.com
Westport Leasing Corporation	11198-84th Avenue	Box 33026	Delta	BC	V4C 2L7	604-681-1260	604-681-1680	www.westportleasing.com
Williamson Leasing	1 Banff Rd.		Uxbridge	ON	L9P 1S3	905-852-3357	905-852-9490	www.williamsonuxbridge.com
WS Leasing Ltd.	960 Quayside Dr.	#403	New Westminster	BC	V3M 6G2	604-528-3802		www.wscu.com

VENTURE CAPITAL COMPANIES

Corporate Name	Address	Suite	City/Town	Prov.	Postal Code	Phone	Fax	URL
32 Degrees Capital	633 - 6th Avenue S.W.	Suite 310	Calgary	AB	T2P 2Y5	403-695-1074	403-233-8040	www.32degrees.ca
Aberdeen Gould	55 St. Clair Ave. W.	Suite 401	Toronto	ON	M4V 2Y7	416-488-2887	416-488-1233	www.aberdeengould.com
Acorn Partners Merchant Bankers	350 Sparks St.	Suite 604	Ottawa	ON	K1R 7S8	613-563-4588	613-563-4689	www.acornpartners.com
AIMCo	340 Terrace Building, 9515 - 107 St.		Edmonton	AB	T5K 2C3	780-427-3087	780-422-0257	www.aimco.alberta.ca
Alberta Enterprise Corporation	500 Phipps McKinnon Building, 10020 - 101A Ave.		Edmonton	AB	T6A 3G1	780-427-5229	780-415-9823	www.Alberta.ca
Annapolis Capital Limited	800 - 5 Avenue S.W.	#1515	Calgary	AB	T2P 3T6,	403-231-4430	403-233-8434	www.annapoliscapital.ca
ARC Financial Corporation	400 - 3rd Avenue S.W.	#4300	Calgary	AB	T2P 4H2	403-292-0680	403-292-0693	www.arcfinancial.com
Argosy Partners - Shotgun Fund & Succession Fund	141 Adelaide St.W.	Suite 760	Toronto	ON	M5H 3L5	416-367-3617	416-367-3895	www.shotgunfund.com
AVAC Ltd.	6815 8 Street N.E.	Suite 200	Calgary	AB	T2E 7H7	403-274-2774	403-274-0101	www.avacltd.com
Avrio Ventures Management Corp.	Crowfoot West Business Centre, 600 Crowfoot Crescent N.W.	Suite 235	Calgary	AB	T3G 0B4	403-215-5490	403-215-5495	www.avrioventures.com
BC Investment Management Corporation	2940 Jutland Rd.	3rd. Floor	Victoria	BC	V8T 5K6	250-356-0263	250-387-2770	www.bcimc.com

VENTURE CAPITAL COMPANIES

Corporate Name	Address	Suite	City/Town	Prov.	Postal Code	Phone	Fax	URL
BDR Capital	1100 Rene Levesque W.	Suite 1313	Montréal	QC	H3B 4N4	514-908-1237	514-878-2246	www.bdr-capital.com
Bedford Capital Limited	130 Adelaide St. W.	Suite 290	Toronto	ON	M5H 3P5	416-947-1492	416-947-9673	www.bedfordcapital.ca
Birch Hill Equity Partners	100 Wellington St. W., CP Tower	Suite 2300	Toronto	ON	M5K 1A1	416-775-3800	416-360-1688	www.birchhillequity.com
BMO Bank of Montreal - Asset Based Lending	First Canadian Place, 100 King St. W. 11th Floor		Toronto	ON	M5X 1A1	416-867-6304	416-643-4249	www.bmo.com
BMO Capital Corporation	First Canadian Place, 100 King St. W. 11th Floor		Toronto	ON	M5X 1A1	416-867-3401	416-643-4249	www.bmo.com/bmocc
Bond Capital	1040 West Georgia St.	#940	Vancouver	BC	V6E 4H1	604-687-2663	604-688-6527	www.bondcapital.ca
Business Development Bank of Canada (BDC) Venture Capital	5 Place Ville Marie	Suite 600	Montréal	QC	H3B 5E7	514-283-8030	514-283-7675	www.bdc.ca/venturecapital
C.A. Bancorp Inc.	130 King St. W.	Suite 2805	Toronto	ON	M5X 1A4	416-214-5985	416-364-2398	www.cabancorp.com
Caisse de dépôt et placement du Québec	1000 Place Jean-Paul-Riopelle	Suite 2600	Montréal	QC	H2Z 2B3	514-847-2646	514-847-2170	www.lacaisse.com
Canada Pension Plan Investment Board	One Queen St. E.		Toronto	ON	M5C 2W5	416-868-4075		www.cppib.ca
Canterbury Park Capital L.P.	1001 Corydon Ave.	Suite 300	Winnipeg	MB	R3M 0B6	204-954-5100	204-954-5185	www.canparkcap.com
CAPE Fund/Fonds CAPE	759 Square-Victoria	Suite 300	Montréal	QC	H2Y 2J7	514.982.3905	514-982-3803	www.capefund.ca
Celtic House Venture Partners	303 Terry Fox Dr.	Suite 120	Kanata	ON	K2K 3J1	613-271-2020	613-271-2025	www.celtic-house.com
CentreStone Ventures Inc.	1250 Waverly St.	Suite 7	Winnipeg	MB	R3T 6C6	204-477-7590	204-452-1293	www.CentreStoneVentures.com
CIBC Capital Partners	Brookfield Place, 161 Bay St.		Toronto	ON	M5J 2S8	416-594-7000		www.cibcwm.com
CIT Corporate Finance, Canada	207 Queen's Quay W.	Suite 700	Toronto	ON	M5J 1A7	416-507-5104	416-507-5560	www.cit.ca
Clairvest Group Inc.	22 St. Clair Ave.E.	Suite 1700	Toronto	ON	M4T 2S3	416-925-9270	416-925-5753	www.clairvest.com
Cobalt Capital Inc.	1464 Cornwall Rd.	Suite 7	Oakville	ON	L6J 7W5	905-815-9755	905-815-8385	www.cobaltcapital.ca
Comerica Bank	200 Bay St., South Tower, Royal Bank Plaza	Suite 2210	Toronto	ON	M5J 2J2	416-646-4797	416-367-6435	www.comerica.com
Cordiant	1010 Sherbrooke St. W.	Suite 2400	Montréal	QC	H3A 2R7	514-286-1142	514-286-4203	www.cordiantcap.com
Covington Capital Corporation	200 Front St. W.	Suite 3003	Toronto	ON	M5V 3K2	416-365-0060	416-365-9822	www.covingtoncap.com
Crown Capital Partners Inc.	1874 Scarth St.	Suite 1900	Regina	SK	S4P 4B3	306-546-8000	306-546-8010	www.crowncapital.ca
Dancap Private Equity Inc.	5000 Yonge St.	Suite 1705	Toronto	ON	M2N 7E9	416-590-9398	416-590-9488	www.dancap.ca
Desjardins Capital de risqué	2 Complexe Desjardins, C.P. 760, Bureau 1717		Montréal	QC	H5B 1B8	514-281-2296	514-281-7808	www.dcrdesjardins.com
Discovery Capital Management Corp.	1199 West Hastings St.	5th Floor	Vancouver	BC	V6E 3T5	604-683-3000	604-662-3457	discoverycapital.com
EdgeStone Capital Partners	130 King St. W., Exchange Tower,	Suite 600	Toronto	ON	M5X 1A6	416-860-3740	416-860-9838	www.edgestone.com
Elgner Group Investments Ltd.	3300 Bloor St. W.	Suite 3100	Toronto	ON	M8X 2X3	647-426-0380	647-426-0376	www.elgnergroup.com
Emerald Technology Ventures	999, boul. de Maisonneuve O.	Suite 1700	Montréal	QC	H3A 3L4	514-789-6441	514-286-9817	www.emerald-ventures.com
EnerTech Capital Canada Ltd.	111 Richmond St. W.	Suite 1014	Toronto	ON	M5H 2G4	416-363-8563	484-582-1092	www.enertechcapital.com
Export Development Canada	151 O'Connor St.		Ottawa	ON	K1A 1K3	866-399-2899	613-597-8599	www.edc.ca
Extreme Venture Partners	67 Yonge St.	Suite 1600	Toronto	ON	M5E 1J8			www.extremevp.com
First Asset	95 Wellington St. W.	Suite 1400	Toronto	ON	M5J 2N7	877-642-1289	416-362-2199	www.firstasset.com
Foragen Technologies	105 - 111 Research Dr.		Saskatoon	SK	S7N 3R2	306-651-1066	306-651-1067	www.foragen.com
G3 Capital Corp.	67 Yonge St.	Suite 1600	Toronto	ON	M5E 1J8	416-865-9888	416-865-0088	www.g3cc.com
Genesys Capital Partners	200 Front St.W.	Suite 3004	Toronto	ON	M5V 3K2	416-598-4900	416-598-3328	www.genesyscaptial.com
Golder Associates Ltd.	1000, 940 - 6th Ave. S.W.		Calgary	AB	T2P 3T1	403-299-4606	403-299-5606	www.golder.com
Greenfield Commercial Credit	20 Queen St. W.	Suite 301	Toronto	ON	M5H 3R3	416-581-1654		www.greenfieldcredit.com
Greenpoint Ventures	500 Morgan Rd.	Suite 100	Baie d'Urfe	QC	H9X 3V1	514-694-4866	514-694-4280	www.greenpointventures.org
GrowthWorks	1055 West Georgia St., Royal Center	#2600	Vancouver	BC	V6E 3R5	604-633-1418		www.growthworks.ca
Hargan Ventures	4850 Keele St.	1st. Floor	Toronto	ON	M5L 1E2	416-923-0660	416-495-9750	www.harganvc.com
HDL Capital Corporation	Commerce Court West, 199 Bay St.	Suite 2900	Toronto	ON	M5L 1E2	416-599-7330	416-599-7957	www.hdlcapital.com

VENTURE CAPITAL COMPANIES

Corporate Name	Address	Suite	City/Town	Prov.	Postal Code	Phone	Fax	URL
Hilco Consumer Capital Corp.	Scotia Plaza, 40 King St. W.	Suite 3201	Toronto	ON	M5H 3Y2	416-361-6336		www.hilcocc.com
HSBC Capital (Canada) Inc.	885 West Georgia St.	Suite 1100	Vancouver	BC	V6C 3E8	604-631-8088	604-631-8073	www.hsbc.ca
ID Capital Management Inc.	1250 René Lévesque Blvd. W. 38th Floor		Montréal	QC	H3B 4W8	514-397-8477	514-673-8488	www.idcapital.ca
InNOVAcorp	1801 Hollis St.	Suite 1400	Halifax	NS	B3J 3N4	902-424-8670	902-424-4679	www.innovacorp.ca
Innovatech Québec	925, Grande-Allee O.	Suite 120	Québec	QC	G1S 1C1	418-528-9770	418-528-9783	www.innovatechquebec.com
iNovia Capital Inc.	1155 René-Lévesque Blvd. W.	Suite 2701	Montréal	QC	H3B 2K8	514-982-2251	514-982-2264	www.inoviacapital.com
Integrated Partners	130 Adelaide St. W.	Suite 2200	Toronto	ON	M5H 3P5	416-360-7667	416-360-7446	www.iamgroup.ca
Intrepid Equity Finance Ltd.	266 King St.W.	Suite 405	Toronto	ON	M5V 1H8	647-288-3006	416-360-3819	www.intrepidequity.com
Invico Capital Corporation	520 - 5th Avenue S.W.	#2410	Calgary	AB	T2P 3R7	403-538-4771	403-538-4770	www.invicocapital.com
JLA Ventures	161 Bay St.	Suite 4440	Toronto	ON	M5J 2S1	416-367-2440	416-367-4604	www.jlaventures.com
JOG Capital Inc.	440 - 2nd Avenue S.W.	Suite 2370	Calgary	AB	T2P 5E9	403-232-3340	403-705-3341	www.jogcapital.com
Ken Fowler Enterprises	110 Hannover Dr.	Suite 703B	St. Catharines	ON	L2R 7P7	905-688-9740	905-688-3060	www.kfe.on.ca
Kensington Capital Partners Limited	95 St. Clair Ave. W.	Suite 905	Toronto	ON	M4V 1N6	416-362-9000	416-362-0939	www.kcpl.ca
KERN Partners Ltd.	200 Doll Block, 116 - 8th Avenue S.E.		Calgary	AB	T2G 0K6	403-517-1500	403-517-1515	www.kernpartners.com
Killick Capital Inc.	Station C, 34 Harvey Rd. 5th Floor		St. John's	NL	A1C 5W2	709-738-5513	709-738-5578	www.killickcapital.com
Kilmer Capital Partners Limited	Scotia Plaza, 40 King St. W.	Suite 2700	Toronto	ON	M5H 3Y2	416-635-6100	416-635-7697	www.kilmercapital.com,
Kirchner Private Capital Group	36 Toronto St.	Suite 850	Toronto	ON	M5C 2C5	416-861-9807	954-252-2522	www.kirchnergroup.com
Lions Capital Corp.	885 West Georgia St.	Suite 1280	Vancouver	BC	V6C 3E8	604-688-6877	604-688-6166	www.lionscapital.com
Longbow Capital Inc.	701, 421 - 7th Avenue S.W.		Calgary	AB	T2P 4K9	403-264-1888	403-264-1855	www.longbowcapital.com
Lumira Capital	141 Adelaide St. W.	Suite 770	Toronto	ON	M5H 3L5	647-435-9376	416-213-4232	www.lumiracapital.com
Macquarie Capital Funds Canada Ltd.	181 Bay St.	Suite 310	Toronto	ON	M5J 2T	416-607-5000	416-607-5073	www.macquarie.com
Manulife Capital	200 Bloor St. E. North Tower, 4th Floor		Toronto	ON	M4W 1E5	416-926-5727	416-926-5737	www.manulife.com
Manvest Inc.	530 - 8th Avenue S.W.	Suite 1600	Calgary	AB	T2P 3S8	403-231-7650	403-231-7688	www.manvest.com
McKenna Gale Capital Inc.	145 King St. W.	Suite 1220	Toronto	ON	M5H 1J8	416-364-8884	416-364-8444	www.mckennagale.com
McLean Watson Capital Inc.	One First Canadian Place	Suite 2810	Toronto	ON	M5X 1A4	416-363-2000	416-363-2010	www.mcleanwatson.com
MEDA Investments Inc.	155 Frobisher Dr.	Suite 105	Waterloo	ON	N2V 2E1	519-725-1633		www.meda.org
Mercator Investments Limited	TD Canada Trust Tower, BCE Place, 161 Bay St., Suite 4520		Toronto	ON	M5J 2S1	416-865-0003	416-865-9699	www.mercatorinvest.com
Middlefield Group	First Canadian Place, 8th Floor		Toronto	ON	M5X 1A6	416-362-0714	416-362-7925	www.middlefield.com
MMV Financial Inc.	370 King S. W.	Suite 604	Toronto	ON	M5V 1J9	416-977-9718	416-591-1393	www.mmvf.com
Multiple Capital Inc.	1010, Sherbrooke St. W.	Suite 1200	Montréal	QC	H3A 2R7	514-461-9900	514-461-9969	www.multiplecapital.com
Northwater Capital Management	181 Bay St., P.O. Box 794	Suite 4700	Toronto	ON	M5X 2T3	416-643-2214	416-360-0671	www.northwatercapital.com
Novacap	375 Roland-Therrien Blvd.	Suite 210	Longueuil	QC	J4H 4A6	450-651-5000	450-651-7585	www.novacap.ca
NSBI Venture Capital	World Trade & Convention Centre, 1800 Argyle St., 7th Floor		Halifax	NS	B3J 3E4	902-424-5711	902-424-6823	www.novascotiabusiness.com
Omazo Ventures Inc.	8 Price St.	Suite 300	Toronto	ON	M5J 2J2	416-366-6296		www.omazo.com
OMERS Private Equity	Royal Bank Plaza, South Tower, 200 Bay St.	Suite 2010	Toronto	ON	M5J 2J2	416-864-3200	416-864-3255	www.omers.com
ONCAP L.P.	Canada Trust Tower, BCE Place, 161 Bay St., 48th Floor		Toronto	ON	M5J 2S1	416-214-4300	416-214-6106	www.oncap.com
Ontario Venture Capital Fund	TD Waterhouse Tower, 79 Wellington S. 6th Floor		Toronto	ON	M5K 1A2	866-832343	416-983-9763	www.ovcf.com
Osprey Capital Partners	55 University Ave.	Suite 1705	Toronto	ON	M5J 2H7	416-867-8282	416-867-8301	www.ospreycapital.ca
Paul Capital			Toronto	ON		416-644-4930	416-513-0348	www.paulcapital.com
Penfund	390 Bay Street, Munich Re Centre	Suite 1720	Toronto	ON	M5H 2Y2	416-865-0300	416-364-4149	www.penfund.com
PFM Capital Inc.	1925 Victoria Ave.	2nd Floor	Regina	SK	S4P 0R3	306-791-4855	306-791-4848	www.pfm.ca

VENTURE CAPITAL COMPANIES

Corporate Name	Address	Suite	City/Town	Prov.	Postal Code	Phone	Fax	URL
Pinnacle Capital	161 Bay St,.	Suite 3820	Toronto	ON	M5J 2S1	416-601-2270	416-601-2280	www.pincap.com
PRIVEQ Capital Funds	1500 Don Mills Rd.	Suite 711	Toronto	ON	M3B 3K4	416-447-3330	416-447-3331	www.priveq.ca
Propulsion Ventures Inc.	1250 René-Lévesque Blvd. W. 38th Floor		Montréal	QC	H3B 4W8	514-397-8450	514-397-8451	www.propulsionventures.com
RBC Capital Partners	Royal Bank Plaza, 200 Bay St., North Tower 4th Floor		Toronto	ON	M5J 2W7	416-842-4077	416-842-4060	www.rbcap.com
RBC Venture Partners	MaRS Centre, Heritage Building, 101 College St.	Suite 230	Toronto	ON	M5G 1L7	416-542-1254	416-542-1288	www.rbc.com
Renewal2 Investment Fund	220 Cambie St.	#610	Vancouver	BC	V6B 2M9	604-844-7474	604-844-7441	www.renewal2.ca
Richardson Capital Limited	3100 - One Lombard Place		Winnipeg	MB	R3B 0H3	204-953-7969		www.richardsoncapital.com
ROI Capital	43 Colborne St.	3rd Floor	Toronto	ON	M5E 1E3	416-361-6162	416-361-3013	www.roicapital.ca
Royal Bank	260 East Beaver Creek Rd.	Suite 201	Richmond Hill	ON	L4B 3N3	905-764-4381	905-764-4361	www.rbcroyalbank.com
Roynat Capital Inc.	40 King St. W., Scotia Plaza 26th Floor		Toronto	ON	M5H 1H1	416-933-2730	416-933-2783	www.roynat.com
Scotiabank Private Equity	40 King St. W.	64th Floor	Toronto	ON	M5H 3Y2	416-945-4891	416-945-4588	www.scotiabank.com
Skypoint Capital Corporation	555 Legget Dr.	Suite 830	Kanata	ON	K2K 2X3	613-271-1500	613-271-1505	www.skypointcorp.com
Société Innovatech Québec	10, rue Pierre-Olivier Chauveau Bureau M-1		Québec	QC	M5K 1A2	418-528-9770	418-528-9783	www.innovatechquebec.com
TD Capital Private Equity Investors	79 Wellington St. W., TD Waterhouse Tower 6th Floor		Toronto	ON	M5K 1A2	866-831-2343	416-983-9763	www.tdcapital.com
Teachers' Private Capital	5650 Yonge St.		Toronto	ON	M2M 4H5	416-730-5103	416-730-5082	www.teachersprivatecapital.com
Tech Capital Partners Inc.	8 Erb St. W.		Waterloo	ON	N2L 1S7	519-883-8656	519-883-1265	www.techcapital.com
Torquest Partners	BCE Place, 181 Bay St.	Suite 3300	Toronto	ON	M5J 2T3	416-956-7022	416-956-7001	www.torquest.com
Trellis Capital Corporation	330 Bay St.	Suite 1302	Toronto	ON	M5H 2S8	416-398-2299	416-398-1799	www.trelliscapital.com
Tricor Pacific Capital, Inc.	200 Burrard St.	Suite 1560	Vancouver	BC	V6C 3L6	604-688-7669	604-688-7649	www.tricorpacific.com
TriWest Capital Partners	150-6th Avenue S.W.	Suite 3210	Calgary	AB	T2P 3Y7	403-225-1144		www.triwest.ca
Turtle Creek Private Equity	4 King St. W.	Suite 1300	Toronto	ON	M5H 1B6	416-363-7400	416-363-7511	www.turtle-creek.ca
Vanedge Capital Partners Ltd.	1333 West Broadway	#750	Vancouver	BC	V6H 4C1	604-569-3883	604-569-3813	www.vanedgecapital.com
VentureLink LP	1 Richmond St. W.	Suite 701	Toronto	ON	M5H 3W4	416-681-6341	416-681-6661	www.venturelinkfunds.com
Ventures West Capital Ltd.	999 West Hastings St.	Suite 400	Vancouver	BC	V6C 2W2	604-688-9495	604-687-2145	www.ventureswest.com
VG Partners - Part of VenGrowth Private Equity Partners Inc.	105 Adelaide St. W.	Suite 1000	Toronto	ON	M5H 1P9	416-971-6656	416-971-6519	www.vengrowth.com
Victoria Park Capital Inc.	874 Scarth St.	#1850	Regina	SK	S4P 4B3	306-566-4600	306-566-4618	www.victoriaparkcapital.com
Wachovia Capital Finance of Canada	141 Adelaide St. W.	Suite 1500	Toronto	ON	M5H 3L5	416-507-2673	416-364-6068	www.wachovia.com
Walsingham Fund	4 King St. W.	Suite 1300	Toronto	ON	M5H 1B6	416-363-7400	416-363-7511	www.walsinghamfund.com
Wellington Financial LP	Brookfield Place, 161 Bay St.	Suite 2520	Toronto	ON	M5J 2S1	416-682-6002	416-682-1160	www.wellingtonfund.com
Westcap Mgt. Ltd.	410 - 22nd St. E.	#1300	Saskatoon	SK	S7K 5T6	306-652-5557		www.westcapmgt.ca
Whitecastle Group	22 St. Clair Ave. E.	Suite 1010	Toronto	ON	M4T 2S3	416-961-5355		www.whitecastle.ca
Wifleur Inc.	30 St. Clair Ave. W.	Suite 900	Toronto	ON	M4V 3A1	416-927-2000	416-927-2013	
XPV Capital Corporation	100 Adelaide St. W.	Suite 1302	Toronto	ON	M5H 1S3	416-864-0475	416-864-0514	www.xpvcapital.com
Yaletown Venture Partners	1224 Hamilton St.	Suite 301	Vancouver	BC	V6B 2S8	604-688-7807	604-688-7031	www.yaletown.com

VENTURE CAPITAL ASSOCIATIONS

Corporate Name	Address	Suite	City/Town	Prov.	Postal Code	Phone	Fax	URL / Email
HCFLA The Canadian Finance and Leasing Association	15 Toronto St.	Suite 301	Toronto	ON	M5C 2E3	416- 860-1133	416-860-1140	www.cfla-acfl.ca info@cfla-acfl.ca
CVCA Canadian Venture Capital and Private Equity Association	MaRS Centre, Heritage Building, 101 College St.	Suite 120 J	Toronto	ON	M5G 1L7	416-487-0519	416-487-5899	www.cvca.ca cvca@cvca.ca
CVF Canadian Ventures Forum								www.canadianventureforum.com
NACO Angel Capital Organization	257 Adelaide St. W.	6th Floor	Toronto	ON	M5H 1X9			www.angelinvestor.ca
Réseau Capital - Réseau de capital de risque du Québec	900 Cherrier St.		Montréal	QC	H2L 1H7	514-514-334-9688		www.reseaucapital.com inforeseau@reseaucapital.com
Venture Capital Association of Alberta				AB				www.vcaa.ca info@vcaa.ca

INTERNATIONAL VENTURE CAPITAL ASSOCIATIONS

Corporate Name	Address	City	Country	Phone (+011 from Canada)	Fax (+011 from Canada)	URL	Email
Africa Venture Capital Association	PO Box 11838	Yaoundé	Cameroon	237 223 1898	237 223 1911	www.africanvca.com	avcasecgen@avcanet.com
Asoc. Espanola de Capital Riesgo Inversion (ASCRI)	c/o Josefa Valcarcel 8-3° 28027	Madrid	Spain	00 34 91 320 2884	00 34 91 320 8438	www.ascri.org	ascri@mad.servicom.es
Association Francaise des Investisseurs en Capital (AFIC)	76 Avenue Marceau 75008	Paris	France	00 33 1 4720 9909	00 33 1 4720 9748		info@afic.fr
Association Italiana Inv Istit Cap Risco (AIFI) Via C.O. Comaggia	10 1-20123	Milan	Italy	00 39 2 721 08 41	00 39 2 805 59 26	www.aifi.it	aifi@betacom.it
Australian Venture Capital Association Limited (AVCAL)	Level 5, 88 Phillip St.	Sydney	Australia	00 612 9251 3888	00 612 9251 3808	www.avcal.com.au	katherine.woodthorpe@avcal.com.au
Belgian Venturing Associations (BVA)	15 bd St Michel 1040	Brussels	Belgium	00 32 2743 4421	00 32 2743 1550	www.bvassociation.org	bva@associationhq.com
British Venture Capital Association (BVCA)	Essex House, 12-13 Essex St.	London, WC2R 3AA.	Britain	020 7240 3846	020 7240 3849	www.bvca.co.uk	bvca@bvca.co.uk
Bundesverband Deutscher KBG's (BVK)	Reinhardtstrasse 27c 10117	Berlin	Germany	00 49 30 30 6982 0	00 49 30 30 6982 20	www.bvk-ev.de	bvk@bvk-ev.de
c/o Rona & Tarsai Rt., Pf. 906/82	H-1386 Budapest	Hungary	Hungary	00 36 1 235 62 21	00 36 1 235 62 21	www.hvca.hu	vzombory@rona.hu
Czech Venture Capital Association	c/o Fond rizikoveho kapitalu, spol. s r.o., Na Stahlavce 2 CZ - 160 00	Prague 6 C	zech Republic	00 420 2 3332 6330, 3332 6340	00 420 2 3332 6295	www.cvca.cz	riskfund@notesnet.cz
Emerging Markets Private Equity Association (EMPEA)	2001 Pennsylvania Ave. N.W. Suite 1100	Washington, DC 20006	USA	202 587 3242	202 331 9250	www.empea.net	empea@empea.net
European Venture Capital Association (EVCA)	Keibergpark, Minervastraat 6	Zaventem, B-1930	Belgium	00 32 2 715 0020	00 32 2 725 0704	www.evca.com	evca@evca.com
Finnish Venture Capital Association (FVCA)	Uudenmaankatu 16B P.O. Box 329	SF-00121 Helsinki	Finland	00 358 9 61 899266	00 358 9 64 5072	www.fvca.fi	peter.borg@sitra.fi
Gulf Venture Capital Association	P.O. Box 11250	Manama	Kingdom of Bahrain	973 17 5842 59 Ext 336	973 17 5646 06	www.gulfvca.org	gvca@batelco.com.bh
Hong Kong Venture Capital Association	New Henry House, 10 Ice House St.	Central Hong Kong	Hong Kong	00 852 2845 6100	00 852 2526 2713	www.hkvca.com.hk	enquiry@hkvca.com.hk
Indian Venture Capital Association	301-302 Main Ring Rd., Delhi Blue	New Delhi	India	91 11 41628566	91 11 41628863	www.indiavca.org	info@indiavca.org
Irish Venture Capital Association (IVCA) C/o Smurfit Ventures Limited	Clanwilliam Place	Dublin 2	Ireland	00 353 1 260 0966	00 353 1 260 0538		infor@smurfit-venture.iol.ie
Israel Venture Association	Eliahu House, 2 Ibn Gvirol St. 12th Floor	Tel Aviv 64077	Israel	00 972 3696 8224	00 972 3695 3847	www.iva.co.il	
Korean Venture Capital Association	Ssangma Building, 24-5 Yoido-dong Yongdupo Room 1201	Seoul 150-010	Korea	00 82 2 785 0602	00 82 2 785 0605		
National Venture Capital Association (NVCA)	1655 North Fort Myer Dr. Suite 850	Virginia 22209	USA	703 524 2549	703 524 3940	www.nvca.org	lturner@nvca.org
Nederlan. Verenig. Van Part. Mijen (NVP)	Bezuidenhoutseweg 12 Postbus 93002	2509 AA Den Haag	The Netherlands	00 31 70 349 0411	00 31 70 349 0450	www.nvp.nl	nvp@vno-ncw.nl

INTERNATIONAL VENTURE CAPITAL ASSOCIATIONS

Corporate Name	Address	City	Country	Phone (+011 from Canada)	Fax (+011 from Canada)	URL	Email
Norwegian Venture Capital Associat (NVCA)	c/o Stradec Bygdoey Alle 5	N-0257 Oslo	Norway	00 47 22 55 52 30	00 47 22 55 52 58		
Philippine Venture Capital Investment Group G/F Torre de Salcedo Building	184 Salcedo St, Legaspi Village 1229	Makati City	Philippines	00 63 2 818 5606	00 63 2 817 7158	www.philvencap.com	elop@info.com.ph
Poland Equity Investors Association	c/o Enterprise Investors, Al. Jana Pawla II 25 00-854	Warsaw	Poland	00 48 22 653 4500	00 48 22 653 4555	www.ei.com.pl	info@ei.com.pl
Portuguesa de Capital de Risco (APCRI)	Avenida Casal Ribeiro 18 - 2	1050 Lisbon	Portugal	00 351 1 355 71 46/7	00 351 1 357 99 00	www.apcri.pt	
Russian Venture Capital Association	PO Box 33	St Petersuburg 194156	Russia	00 7 812 326 6180	00 7 812 326 6180	www.rvca.ru	rvca@rfntr.neva.ru
Singapore Venture Capital Association	331 North Bridge Rd. # 05-04/06 Odeon Towers	Singapore 188720	Singapore	00 65 339 9090	00 65 339 8247		
Slovak Venture Capital Association (SLOVCA)	c/o Slovak American Enterprise Fund P.O. Box 100 Obchodna 58, 810 00	Bratislava	Slovakia	00 421 752 7313 17	00 421 752 7313 23	www.slovca.sk	sulekova@saef.sk
Slovenian Venture Capital Association (SLEVCA)	c/o Small Business Development Centre, Steifanova 5 1000	Ljubljana	Slovenia	00 386 61 21 7827	00 386 61 21 7846		
South Africa Venture Capitalists Association	33 Scott St. Waverley	Johannesburg SA	South Africa	011 885 2666	011 885 3640	www.savca.co.za	savca@worldonline.co.za
Swedish Private Equity and Venture Capital Association	Grev Turegatan 14 SE-114 46	Stockholm	Sweden	46 8 678 30 90	46 8 678 40 90	www.vencap.se	info@vencap.se
Swiss Private Equity & Corporate Finance Association	Lowenstrasse 32	8001 Zurich	Switzerland	00 41 1 210 3379	00 41 1 210 3375	www.seca.ch	infor@seca.ch
Taipei Venture Capital Association	115 Min Sheng E Rd. Section 3, 10 Floor	Taipei	Taiwan	00 886 2 719 1010	00 886 2 719 1019	www.tvca.org	
Thailand Venture Capital Association c/o Prudential Asset Management Asia Ltd. Maneeya Centre Building, 5	1815 Ploenchit Rd. 10th Floor	Bangkok 10330	Thailand	00 662 255 6816/7	00 662 253 9110		
The Brazilian Venture Capital and Private Equity Association (ABVCAP)	Av Rio Branco, 123 sl 806	Rio de Janeiro, 24220-091	Brazil	55 21 3970 2432	55 21 2292 5607	www.abvcap.com.br	abvcap@abvcap.com.br
The Venture Capital Club for Indonesia c/o PT Malindo Ventura Nusantara Graha Iskandarsyah, Jl. Iskandarsyah Raya	66-C 5th Floor, Suite 504-505	Jakarta 12160	Indonesia	00 62 21 720 6119	00 62 21 720 6059		

ANGEL INVESTORS

Organization	Contact	Title	Address	Suite	City/Town	Prov.	Postal Code	Phone	Fax	URL / Email
Advant Leasing Limited			5500 North Service RD., Reimer Millennium Tower 8th Floor		Burlington	ON	L7L 6W6	905-335-3301	905-335-3302	www.advant.ca
AApris Ventures			120 Wicksteed Ave.	Suite 31	Toronto	ON	M4G 2G7	416-410-5454	416-410-5453	
Cleantech Angel Network	Mr. James Black	Group Administrator	257 Adelaide St. W.	Suite 600	Toronto	ON	M5H 1X9	416-840-6970		www.cleanangelnetwork.com info@cleanangelnetwork.com
Golden Horseshoe Angels Network										www.ghangels.com
Infusion Angels and Infusion Angels Innovation Centre, Accelerator Centre			295 Hagey Blvd. UW Research + Technology Park	Suite 14	Waterloo	ON	N2L 6R5	519-513-2414	519-513-2421	www.icinfusionangels.com www.infusionangels.com
Innovation Synergy Centre in Markham	Mr. R. Graham	Director Client Services	1380 Rodick Rd.	Suite 100	Markham	ON	L3R 4G5	905-248-2727 1-866-905-4726	905-479-2055	www.iscm.ca mail@iscm.ca
Northern Ontario Enterprise Gateway			P.O. Box 94		Providence Bay	ON	P0P 1T0	705-377-7600 1-866-924-7600	705-377-7601	www.noeg.ca info@noeg.ca
Ryerson Angel Network	Mr. Dan Goldstein	Vice President	Ted Rogers School of Management Ryerson University, 575 Bay St.		Toronto	ON	M5B2K3	416-979-5000 x 7085		www.ryersonangelnetowork.com
SAINT - Saskatchewan Angel Investor Network			116 Research Dr.	#207	Saskatoon	SK	S7N 3R3	306-244-3889	306- 244-6649	www.saint.sk.ca info@saint.sk.ca
York Angel Investors Inc.			11 Cidermill Ave.	Suite 204	Vaughan	ON	L4K 4B6	905-532-0617	905-532-0092	www.yorkangels.com

GOVERNMENT FUNDS & PHILANTHROPIC FOUNDATIONS

Organization	Address	Suite	City/Town	Prov.	Postal Code	Phone	Toll Free	URL / Email
Agriculture and Agri-Food Canada Advance Payments Program Financial Guarantee Programs Division	1341 Baseline Rd., Tower 7 7th Floor		Ottawa	ON	K1A 0C5		888-346-2511	www.agr.gc.ca
Agriculture and Agri-Food Canada Agri-Opportunities Program	1341 Baseline Rd., Tower 7 8th Floor, Room 242		Ottawa	ON	K1A 0C5		877-246-4682	www.agr.gc.ca
Agriculture and Agri-Food Canada c/o Agricultural Flexibility Fund Administration c/o Canadian Agricultural Adaptation Program (CAA)	1341 Baseline Rd., Tower 7 8th Floor, Room 242		Ottawa	ON	K1A 0C5		877-290-2188	www.agr.gc.ca
Association for the Export of Canadian Books	1 Nicholas St.	Suite 504	Ottawa	ON	K1N 7B7	613-562-2324		www.aecb.org
Business Development Bank of Canada (BDC)	5 Place Ville Marie	Suite 400	Montréal	QC	H3B 5E7		877-232-2269	www.bdc.ca
Business Development Bank of Canada (BDC)	3130 Highway 7 E.		Markham	ON	L3R 5A1	905-305-6867		www.bdc.ca
Business Development Bank of Canada (BDC)	71 Main St. S.		Newmarket	ON	L3Y 3Y5	905-954-1615		www.bdc.ca
Canada Council for the Arts	350 Albert St.		Ottawa	ON	K1P 5V8	613-566-4414	800-263-5588	www.canadacouncil.ca
Canada Foundation for Innovation	230 Queen St.	Suite 450	Ottawa	ON	K1P 5E4	613-947-6496		www.innovation.ca
Canada-Ontario Business Service Centre (COBSC)	151 Yonge St.	3rd Floor	Toronto	ON	M5C 2W7	416-775-3456	888-576-4444	www.canadabusiness.ca
Canadian Heritage	15 Eddy St.		Gatineau	QC	K1A 0M5		866-811-0055	www.pch.gc.ca
CanmetENERGY, Natural Resources Canada	580 Booth St.	13th Floor	Ottawa	ON	K1A 0E4			www.nrcan-rncan.gc.ca
Dairy Farmers of Canada	21 Florence St.		Ottawa	ON	K2P 0W6			www.dairygoodness.ca
Export Development Canada (EDC)	151 O'Connor St.		Ottawa	ON	K1A 1K3	613-598-2500	800-283-2957	www.edc.ca
Export Development Canada (EDC)	150 York Street	Suite 810	Toronto	ON	M5H 3S5	416-640-7600		www.edc.ca
FACTOR	30 Commercial Rd.		Toronto	ON	M4G 1Z4	416-696-2215		www.factor.ca
Farm Credit Canada	1800 Hamilton St.		Regina	SK	S4P 4L3	306-780-8100		www.fcc-fac.ca
Farm Credit Canada	301 Bryne Dr.	Unit 2	Barrie	ON	L4M 4S8	705-728-2235		www.fcc-fac.ca
Foreign Affairs and International Trade Canada (DFAIT)	151 Yonge St.	4th Floor	Toronto	ON	M5C 2W7	416-973-5000		www.international.gc.ca
Foreign Affairs and International Trade Canada (DFAIT)	125 Sussex Dr.		Ottawa	ON	K1A 0G2	613-944-4000	800-267-8376	www.international.gc.ca
Industry Canada Web Service Centre C.D. Howe Building	235 Queen St.		Ottawa	ON	K1A 0H5	613-954-5031	800-328-6189	www.ic.gc.ca
The National Film Board	P.O Box 6100		Montréal	QC	H3C 3H5		800-267-7710	www.nfb.ca
Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA)	1 Stone Rd. W.		Guelph	ON	N1G 4Y2	519-826-3100	877-424-1300	www.omafra.gov.om.ca
Ontario Ministry of Economic Development and Trade (MEDT)	Hearst Block, 900 Bay St.	8th Floor	Toronto	ON	M7A 2E1	416-325-6666	866-668-4249	www.ontariocanada.com
Ontario Arts Council	151 Bloor St. W.	5th Floor	Toronto	ON	M5S 1T6	416-961-1660	800-387-0058	www.arts.on.ca
Ontario Investment and Trade Centre	250 Yonge St.	35th Floor	Toronto	ON	M5B 2L7	416-313-3469	800-819-8701	www.investinontario.com
Ontario Media Development Corporation	175 Bloor St. E., South Tower	Suite 501	Toronto	ON	M4W 3R8	416-314-6858		www.omdc.on.ca
Philanthropic Foundations Canada	555 René Lévesque Blvd. W.	Suite 900	Montréal	QC	H2Z 1B1	514-866-5846		www.pfc.ca
SOCAN Foundation	41 Valleybrook Dr.		Toronto	ON	M3B 2S6	416-445-8700	800-557-6226	www.socanfoundation.ca
Telefilm Canada	474 Bathurst St.	Suite 100	Toronto	ON	M5T 2S6	416-973-6436	800-463-4607	www.telefilm.gc.ca

NOTES

FOR MORE INFORMATION, OR TO SUBMIT A CHANGE OR UPDATE, CONTACT:

THE REGIONAL MUNICIPALITY OF YORK
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www.york.ca
www.yorkeconomicinsights.ca
www.yorksmallbusiness.ca

Canadian made Rolland Enviro100 paper is manufactured from 100per cent post-consumer recycled fibre; is Processed Chlorine Free (PCF) and uses Biogas Energy in its production (an alternative "green energy" source produced from decomposing waste collected from landfill sites) to help reduce greenhouse gas emissions. Rolland Enviro100 saves the harvesting of mature trees; reduces solid waste that would have been dumped into landfill sites; uses 80per cent less water than conventional paper manufacturing and helps to reduce air and water pollution.

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