



Comparison of SCOR, SOMA & SWEA

Building Business Better

December 9, 2011



Outline

- SOMA
- SWEA
- SCOR
- Summary
- Economic Development Activities
- Recommendation
- Conclusion

Southern Ontario Marketing Alliance

- Outline:
 - Background
 - Mandate
 - Target Industries
 - Structure
 - Directors
 - Membership Fees
 - Notable Achievements
 - Recent Activities
 - Lead Generation
 - Annual Budget
 - Successes

Background

- The Southwestern Ontario Marketing Alliance (SOMA) is a partnership of similarly sized communities that has grown out of natural economic ties with the goal of attracting additional foreign direct investment to our region
- This region, known as Ontario's Heartland, encompasses the municipalities of Aylmer, Ingersoll, Stratford, St. Marys, St. Thomas, Tillsonburg and Woodstock. It stretches across Elgin, Oxford and Perth counties



Mandate

- SOMA works with local municipalities, provincial and federal governments and industry to ensure that a positive business climate and supportive infrastructure are in place
- SOMA and its partners offer support services to new and existing businesses and industries located in the region. These services include:
 - Confidential site selection assistance
 - Providing business development opportunities to area manufacturers
 - Market diversification seminars and events to assist manufacturers in exploring new markets
- SOMA's primary objective is foreign direct investment attraction!

Target Industries

- Transportation (Automotive parts and assembly)
- Machining and Tooling (Advanced Manufacturing)
- Plastics
- Food (Food Processing and Agri-business)
- Green Energy (Renewable and Alternative Energy)

Structure

- Formed in 2000 by economic development staff with Woodstock leading the initiative
- Registered as a corporation on January 10, 2001
- One of the first regional economic development agencies in Ontario and the first in Southwestern Ontario
- Each community pays a membership fee based on the size of the community
- Receives one or more director positions on the board
- All directors are municipal economic development staff or other staff with economic development responsibilities
- Accountability through provision of Annual General Meeting (Aug) reports to members as well as informal reporting through board of directors

Directors

- Bill Mates (Ingersoll) – President
- Larry Apple (Stratford) – Treasurer
- Len Magyar (Woodstock) – Secretary
- Bob Wheeler (St Thomas) – Past President
- Cephas Panschow (Tillsonburg) – Director
- Grant Brouer (St Mary's) – Director
- Jennifer Reynaert (Aylmer) – Director
- Randy Mattice (Stratford) – Director
- Brad Hammond (Woodstock) – Director
- Sean Dyke (St Thomas) – Director

Membership Fees

Categories	Population	Cost per Municipality/Yr	One Time Initiation Fee	Votes
1	0 - 10,000	\$10,000	\$2,000	1
2	10,000 - 20,000	\$20,000	\$3,000	2
3	20,000 - 40,000	\$30,000	\$4,000	3
4	40,000 - 80,000	\$45,000	\$6,000	3
5	> 80,000	\$1/per capita	\$0.10/capita	4

Notable Achievements 1999 - 2011

- Completed and updated a strategic economic analysis of the four county area identifying opportunities for manufacturing investment (1999 and 2006)
- Completed sector specific studies for Food Processing and Green Energy sectors (2009)
- Creation of the SOMA Branding which is now recognized internationally
- Researched, designed and printed investment brochures
- Designed and manufactured freestanding 10 and 20 foot wide trade show booths
- Developed SOMA website (www.somasite.com)
- Since 1999 SOMA has accessed over \$300,000 in funding from the Federal Government

Notable Achievements 1999 - 2011

- Investment seminar in Chicago with Provincial and the Federal Governments
- Exhibited at numerous trade shows throughout the United States, Germany and Japan
- Presented an Investment Seminar in Germany at the Hannover Fair in conjunction with the Ontario Government
- Presented information US based site selectors on familiarization tours of Ontario
- Prepared proposal for provincial consideration for a SOMA Tax Incentive zone
- Ongoing meetings with Detroit and Chicago consulate officials to investigate investment partnership opportunities
- Recognized by the Canadian Consulate in Munich as one of only three Ontario jurisdictions that are active in the German market

Notable Achievements 1999 - 2011

- Retained Mr. Katsuya Yamaguchi as an agent for SOMA in Japan to develop Foreign Direct Investment opportunities
- Retained Dr. Klaus Kempf to act as an agent for SOMA in Germany to develop FDI opportunities
- SOMA trade missions to Germany and Japan to meet with Embassy and Consulate officials, conduct Investment seminars, to attend trade fairs and to meet with companies
- Co-ordinated site selection visits of a major Japanese solar company and Toyota suppliers to the SOMA region.
- Contracted with US site selection consultants to develop investment opportunities and to arrange for meetings
- Hosted ongoing Automotive Investment seminars in cooperation with other Economic Development agencies

2011 Activities

Name	Date	Sector	Location	Comments
Composites	Feb 2-4	Plastics	Fort Lauderdale	
Windpower	May 22-25	Renewable Energy	Anaheim	
InterSolar NA	Jul 12-14	Renewable Energy	San Francisco	
ANUGA	Oct 8-12	Food Processing	Cologne	
Trade Mission to Japan	Nov 1 – 12	Advanced Manufacturing	Tokyo/Nagoya	

Trade Show Selection Process

Name	Location	Date from	Date to	Sector
Modex 2012	Atlanta, GA	06-Feb-12	09-Feb-12	Advanced Mfg.
Composites 2012	Las Vegas, NV	21-Feb-12	23-Feb-12	Composites
Anuga Foodtec	Cologne, Germany	27-Mar-12	30-Mar-12	Food
NPE 2012	Orlando, FL	01-Apr-12	05-Apr-12	Plastics
IMTS 2012	Chicago, IL	10-Sep-12	15-Sep-12	Advanced Mfg.
Automechanika	Frankfurt, Germany	11-Sep-12	16-Sep-12	Auto
SIAL 2012	Paris, France	21-Oct-12	25-Oct-12	Food
SEMA 2012	Las Vegas, NV	30-Oct-12	02-Nov-12	Auto
JEC Show Americas	Boston, MA	07-Nov-12	09-Nov-12	Composites
IZB 2012	Wolfsburg, Germany	Fall 2012	Fall 2012	Auto
Solar Power Int'l	Orlando, FL	10-Sep-12	13-Sep-12	Solar
Intersolar NA	San Francisco, CA	10-Jul-12	12-Jul-12	Solar
Windpower 2012	Atlanta, GA	03-Jun-12	06-Jun-12	Wind
FabTech 2012	Las Vegas, NV	12-Nov-12	14-Nov-12	Advanced Mfg.

Tentative 2012 Activities

Building Business Better

Exhibit

	Name	Location	Date from	Date to	Sector
	JEC Show Americas	Boston, MA	07-Nov-12	09-Nov-12	Composites
	Intersolar NA	San Francisco, CA	10-Jul-12	12-Jul-12	Solar

Attend / Walk with Company Meetings

	Name	Location	Date from	Date to	Sector
	NPE 2012	Orlando, FL	01-Apr-12	05-Apr-12	Plastics
	IMTS 2012	Chicago, IL	10-Sep-12	15-Sep-12	Advanced Mfg.
	SEMA 2012	Las Vegas, NV	30-Oct-12	02-Nov-12	Auto
	Solar Power Int'l	Orlando, FL	10-Sep-12	13-Sep-12	Solar
	Windpower 2012	Atlanta, GA	03-Jun-12	06-Jun-12	Wind

WEDA Shows

	FabTech 2012	Las Vegas, NV	12-Nov-12	14-Nov-12	Advanced Mfg.
	Renewable Energy World Congress	Long Beach, CA	14-Feb-11	16-Feb-11	
	Plastec South	Fort Worth, TX	14-Mar-11	15-Mar-11	
	AMI International	Dallas, TX	30-Apr-11	03-May-11	
	Plastex East	Phildelphia, PA	22-May-11	24-May-11	
	Windpower Conference	Atlanta, GA	03-Jun-11	06-Jun-11	

OACA Shows

	IZB or IAA	Germany			
	MBS	Traverse Citv. MI	August		

Lead Generation

Year	Leads from SOMA vs Total Tillsonburg Leads	% Share of Tillsonburg Leads
2007	12/54	22%
2008	14/65	22%
2009	13/65	20%
2010	40/105	38%
2011 YTD	21/65	32%

Examples of Leads from SOMA

2010-52	IS- Has client from India that may mfgr in Ontario
2010-53	IS- Looking at setting up mfg in Ontario
2010-54	IS- Looking to establish office for solar installations
2010-55	IS- Planning for sales and mfg in Ontario
2010-56	IS- Seeking land for solar farm and 50,000 sf building
2010-84	IMTS - Looking to establish a sales office in Ontario
2010-85	IMTS - Considering expansion into Canada
2010-86	IMTS - Need a central NA office/mfg presence
2010-87	IMTS - Seeking 20 - 30,000 sf industrial building
2010-88	IMTS - Distributor relocation from BC
2011-26	AWEA - Considering partial tower mfg in Ontario
2011-42	IS-Considering solar panel plant in ON
2011-47	WEDA-US Mfgr seeking 20,000 sf

SOMA Budget

Building Business Better

Category	2011	2012 (Proposed)
Revenue		
-Membership	\$140,000	\$140,000
-Federal Gov't (ICCI)	\$ 10,000	\$ 10,000
-Other	\$ 1,000	\$ 1,000
TOTAL	\$151,000	\$151,000
Expenditures		
-Trade Show & Related	\$ 50,000	\$ 50,000
-Advertising	\$ 2,000	\$ 2,000
-ICCI	\$ 7,500	
-Printed Materials	\$ 5,000	\$ 5,000
-Database & Website	\$ 2,000	\$ 2,000
-Foreign Representation	\$ 57,000	\$ 35,000
-Administration & Misc	\$ 27,500	\$ 13,000
-Special Projects		\$ 43,500
TOTAL	\$151,000	\$151,000

Website

Building Business Better

SOMA
SOUTHWESTERN ONTARIO MARKETING ALLIANCE

About SOMA NEW! in SOMA Contact SOMA

HOME REGIONAL PROFILE ONTARIO'S HEARTLAND KEY INDUSTRY SECTORS SITE SELECTION

Ontario's Heartland Produces
FOOD
for the world

WELCOME TO ONTARIO'S HEARTLAND



Located in the Heart of the Great Lakes

Ontario's Heartland is located in the center of the Southwestern Ontario peninsula - an area

Grow and Thrive in SouthWestern Ontario!

According to The Economist Intelligence Unit, the world's foremost provider of country, industry and management analysis, Canada will be the best place in the G7 to do business from 2010 to 2014. Ontario, Canada's economic powerhouse, has emerged as a North American hub for international business and many businesses are taking advantage of the region's strengths:

- ▶ **Competitive Business Costs and Corporate Taxes on Manufacturing**
- ▶ **A Strategic Location**
- ▶ **Quick Access to five NAFTA Corridors and six**

ONTARIO QUICK FACTS

- ▶ Population of over 12 million (1/3 of the Canadian population)
- ▶ Area of 415,000 square miles (larger than France & Spain combined)
- ▶ Over 250,000 lakes & rivers (1/3 of the world's fresh water)

NEWS FROM ONTARIO'S HEARTLAND

- **Forest City Castings Announces Major Relocation and Expansion to St. Thomas**
- **Hydro One Relocates to St. Thomas, Ontario**

Done Internet 100%

Booth

Building Business Better



Successes

- Creation of an organization that enables smaller municipalities to leverage their budgets in order to level the playing field with much larger and better financed investment attraction organizations
- Created international awareness of our region
- Received recognition and substantial financial support from senior government
- Generating increasing number of leads for members
- SOMA is Tillsonburg's only foreign direct investment vehicle at this time

South West Economic Alliance (SWEA)

- Outline:
 - Background
 - Mandate
 - Objectives
 - Benefits
 - Current Priorities
 - Structure
 - Directors
 - Members/Non-Members
 - Membership Fees
 - Notable Achievements
 - Budget
 - Successes

Background

- Jan 7, 2009 call for the Government of Canada to move quickly to bolster the region's economy, rebuild its infrastructure, and establish a federal agency to promote its economic development
- Southwest Ontario, one of Canada's economic engines, is (was) faltering, shedding thousands of auto-sector and other manufacturing jobs
- At the centre of \$750-billion worth of Canada's annual trade with the United States...the largest bi-national trading relationship in the world

Background Con't

- Conklin and Holburn (2008) Report concluded that new public infrastructure investment is essential for the region's economic development
- They proposed improved infrastructure links within the region and at border crossings, enhanced highway and rail infrastructure, new intermodal facilities, and new or enhanced border-security processes.
- Also emphasized the need to coordinate regional investments through increased regional cooperation

Mandate

- The mission of the Southwest Economic Assembly (SWEA) is to build Ontario's economy in the Southwest through strong regional leadership and cooperation
- “Creating one strong voice for Southwestern Ontario”

Map of SWEA Region

Building Business Better



Objectives

- Include:
 - Promote regional economic cooperation
 - Celebrate regional economic successes
 - Identify where economic cooperation will pay dividends
 - Signal the benefits for improved cooperation among key sectors of the economy
 - Outline the challenges to enhanced productivity
 - Recognize the political challenges
 - Produce a regional economic information base

Object per Letters Patent

- "cooperatively promote the competitive advantages and business opportunities in the counties and regions of Southwest Ontario and **to raise the profile of the Southwest Ontario Area as a world class business location in order to expand the economy of the region,** and other such other complementary purposes not inconsistent with these objects."

Benefits

- A forum to promote economic cooperation throughout the region and across key sectors of the economy
- A means to identify where regional investment will pay dividends
- A better understanding of challenges that impact productivity
- Access to in-depth economic information about the region
- Improved policy development and better cooperation between jurisdictions of government

Current priorities

1. Research and Advocacy
2. Regional Brand Building
3. Services for Foreign Direct Investment (FDI)
Attraction

Structure

- Formed in 2006 by economic development staff with Chatham-Kent, London and Windsor leading the initiative
- Politicians were added as the organization was formalized
- Registered as a corporation in May 2007
- Second regional economic development agency in Southwestern Ontario
- Each county pays a membership fee based on the size of the community
- Governed by a 11 member board of directors elected by the membership each year at the annual general meeting
- Accountability through Annual General Meeting (June) as well as informal reporting through board of directors and staff

Directors

- Dan Mathieson, Mayor of Stratford - Board Chair
- Kristina Verner, University of Windsor - Vice-Chair
- Don McKay, Warden, County of Oxford - Treasurer
- Ron Gaudet, Windsor-Essex Economic Development Corporation - Secretary
- Jim Maudsley, Mayor, Thames Centre
- Serge Lavoie (ex-officio), President, SWEA
- Dan Gieruszak, Transformation Services Group, Bruce County
- John Grace, Deputy Mayor, Town of Goderich
- Randy Hope, Mayor of Chatham-Kent
- Don Mumford, 'A' Channel London & Windsor
- Peter White, London Economic Development Corporation

Eligible Members/Members

Municipal Members	Municipal Non-Members
Bruce County Chatham Kent Elgin County Essex County Grey County Huron County Lambton County City of London Middlesex County Oxford County Perth County City of St. Marys City of Stratford City of Windsor	Brant County*/Brantford Haldimand County Norfolk County* St Thomas Waterloo Region Wellington County*/Guelph

*Formal alliances with both SCOR and WOWC means that Norfolk, Brant and Wellington are connected to SWEA

Membership Fees

Voting Member Rate Card		
Population	Annual Dues	Voting Reps
Under 10,000	\$1,000	1
10,000 to 25,000	\$2,000	2
25,000 to 50,000	\$4,000	3
50,000 to 100,000	\$5,000	5
Over 100,000	\$10,000	5

- Membership fees support organization only
- Does not include any conference fees nor investment attraction initiatives

Notable Achievements (2010)

- Completion of two research documents
- Website & email distribution list
- “Drivers of Change” audio syndication
- SWEA Assembly
- Outreach meetings
- Sponsor of Ontario West Municipal Forum

Notable Achievements (2011)

- Economic Dev't Caucus (Feb)
- Mission to Netherlands (May 23 - 27)
- Annual General Meeting (Jun 10)
- Southwestern Ontario Advocacy Day at Queens Park (Dec 15)

SWEA Budget

Building Business Better

Category	2011	2012 (Proposed)
Revenue		
-Membership	\$113,375	\$136,000
-Conferences	\$ 32,000	\$ 34,500
-Other	\$ 150	\$ 150
TOTAL	\$145,525	\$170,650
Expenditures		
-Staffing	\$108,000	\$113,500
-Travel & Accom	\$ 10,000	\$ 10,000
-General Office	\$ 15,200	\$ 15,900
-Website	\$ 4,000	\$ 4,000
-Meetings	\$ 11,500	\$ 12,000
TOTAL	\$148,700	\$155,400

Successes

- Creation of FedDev Ontario?
- 2011 Commitment by Ontario Liberals to create a fund for Southwestern Ontario

....To be determined

South Central Ontario Region

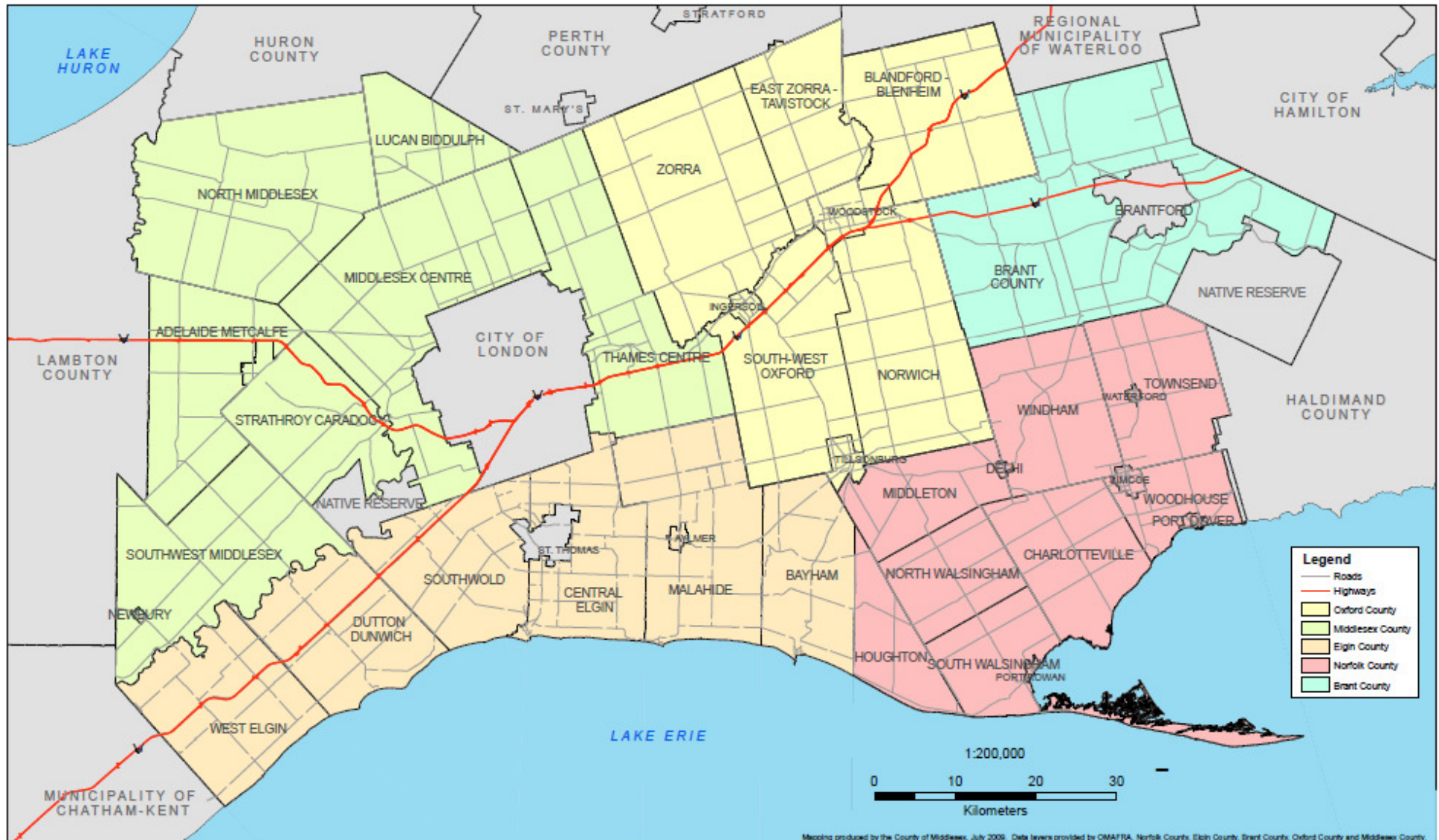
- Outline:
 - Background
 - Mandate/Vision
 - 7 Strategic Directions
 - Target Industries
 - Structure
 - Directors
 - Membership Fees
 - Notable Achievements
 - Budget
 - Successes

Background

- Region has enjoyed almost a century of prosperity
- Based on successful crop production
- But...
 - Collapse of the tobacco industry
 - Local food processing industry in decline
 - Increasing cost of energy and labour, global economic uncertainties and decreasing commodity values
- Despite the challenges, the region's economy is becoming more diversified and opportunities are emerging

Map of SCOR Region

Building Business Better



Mandate

1. To pursue a regional approach to economic development thus ensuring the vitality and sustainability of our communities
2. To harness the region's potential and become a rural economic powerhouse in Ontario and Canada
3. To establish SCOR as a strategic, integrated and globally competitive economic region

Vision

In 2020, SCOR has a sustainable, prosperous and diverse economy driven by innovation. Our bountiful land, enterprising people and dynamic communities are the foundation for our success.

7 Strategic Directions

- Agribusiness & Food Industry
 - Capture & retain value from field to consumer through innovation, commercialization and value added processing
 - Expand into new and growing markets related to human health, landscaping and the bioeconomy
- Tourism
 - Leverage and market existing natural assets, authentic small town lifestyle, cultural assets and events and agriculture/food assets to become the tourism destination of choice.

7 Strategic Directions Con't

- Manufacturing
 - Attract new businesses and industries, and retain and expand existing businesses and industries
 - Seek out and support development of businesses and industries offering innovative products and services that are part of the new economy
 - Achieve a balanced manufacturing sector representing a broad diversity of business sizes and sectors
- Energy
 - Become a global leader in sustainable energy and in diverse renewable energy production.

7 Strategic Directions Con't

- Environment
 - Become a recognized leader in environmental and resource stewardship.
 - Expand business activity in green services, processes and products
 - Create a Centre of Excellence for research and development in environmental and energy solutions

7 Strategic Directions Con't

- Culture & Quality of Life
 - Increase development of life skills and skills associated with entrepreneurship and employment in new economy businesses and jobs
 - Increase retention of our youth
 - Support creative individuals and enterprises, both commercial and nonprofit, that contribute to the regional economy by creating and distributing cultural goods and services
 - Offer a high quality of life in both our rural and urban communities
 - Celebrate our local culture and sense of place

7 Strategic Directions Con't

- Public Infrastructure
 - Put in place the infrastructure - water, sewer, public transportation, transportation and broadband communications - needed to support and grow our new economy
 - Implement a sustainable approach to development of regionally significant infrastructure

Target Industries

- Agribusiness & Food Industry
- Tourism
- Manufacturing
- Energy
- Environment
- 5 out of 7 strategic directions are sectorally based

Structure

- Formed in 2006 as a Mayor's Roundtable led by mayors of Aylmer, Norfolk and Tillsonburg
- Registered as a corporation in August 2010
- The third regional economic development agency in Southwestern Ontario
- Each county pays a \$5,000 membership fee based on the size of the community
- Governed by a 10 member board of directors that has two representatives from local or county councils in each County
- Accountability through Annual General Meeting (Oct) where members are County representatives as well as informal reporting through board of directors/staff

Directors

- Mayor Dennis Travale (Norfolk) - Chair
- Mayor John Lessif (Oxford) - Vice Chair
- Mayor Jack Couckuyt (Elgin) - Treasurer
- Mayor Donald Doan (Oxford)
- Mayor Ron Eddy (Brant)
- Councillor David Miller (Brant)
- Mayor Chuck Hall (Middlesex)
- Mayor Jim Maudsley (Middlesex)
- Councillor Jim Oliver (Norfolk)
- Mayor Paul Ens (Elgin)

Membership Fees

- \$5,000 per year per county from 2009 – 2011
- A request for an increase to \$25,000 from each county has been made for the 2012 budget year
- Received a \$485,000 grant from Sand Plains Community Development Fund that provided majority of operating budget from 2010 to March 31, 2012

15 Priorities

1. Maintaining The Competitive Edge
2. Supporting Entrepreneurship
3. Accessing Business Capital
4. Investing in Infrastructure
5. Expanding Research, Development & Commercialization
6. Recognizing Youth As Innovators
7. Accessing the Marketplace
8. Implementing a Regional Communications Strategy on Skills & Training

15 Priorities

9. Enhancing the Quality of Life of Our Communities
10. Fielding a Winning Team
11. Advancing the Rural Role in Renewable Energy
12. Reducing Our Carbon Footprint
13. Protecting Drinking Water
14. Marketing Themed Touring Routes
15. Developing An Agri-Tourism Showcase

Notable Achievements

- Launch of SCOR Business Portal (Apr 2011)
- Maintaining the competitive edge
- Access to Market Study
- Strategic Alliances with:
 - OMAFRA, AAFC, Erie Innovation & Commercialization, South West Economic Alliance, Workforce Planning & Development Boards, Western Ontario Warden's Caucus

Notable Achievements

- Wine Tour (Sep 2011)
- Partnership on Agriculture & Agri-Food Canada Community Information Database
- Assist businesses in identifying other sources of funding
- Advocacy at Rural Ontario Municipal Association and Association of Municipalities of Ontario conferences
 - Meetings with 15 ministers
- Detailed input into Ontario Provincial Policy statements
- Meetings with 5 MPPs and 4 MPs

Budget

Building Business Better

Category	2011	2012 (Proposed)
Revenue		
-Carry over from Committee to Corp	\$ 60,435.90	
-Carry over - Sand Plains	\$ 74,143.09	
-Sand Plains CDF	\$225,247.01	\$ 73,000
-Shareholder Levy	\$ 25,000.00	\$125,000
-Interest	\$ 0	\$ 500
-Rural Secretariat/CDP		\$ 50,000
TOTAL	\$384,826.00	\$248,500
Expenditures		
-Staffing	\$142,126.00	\$146,500
-Project	\$173,200.00	
-Board Expense	\$ 17,000.00	\$ 9,000
-General Expense	\$ 52,500.00	\$ 93,000
TOTAL	\$384,826.00	\$248,500

Successes

- Regional support for the creating of “a rural powerhouse”
- Increased awareness and support of the region from senior levels of government
- Through Sand Plains Community Development Funding influenced 63 loans to business valued at over \$10 M with matching funds of \$25 M for a total investment of \$35 M in region with 631 jobs and new sales revenue of over \$ 34 M

Summary

Building Business Better

	SCOR	SOMA	SWEA
Primary Focus	Capacity building & securing funds for infrastructure	Investment attraction through lead generation	Regional economic cooperation
Established	2010	2001	2007
Incorporated	Yes	Yes	Yes
Governed	Politically	Bureaucratically	Combination
Staff	Two	0	One
2012 Budget	\$248,500	151,000	\$155,400
Membership Fee	\$25,000	\$20,000	\$10,000
Tillsonburg Membership Fee	0	\$20,000	0
Per Diems Reimbursement	No	Yes, up to \$300 per day	No
2010 Leads	0	40	0

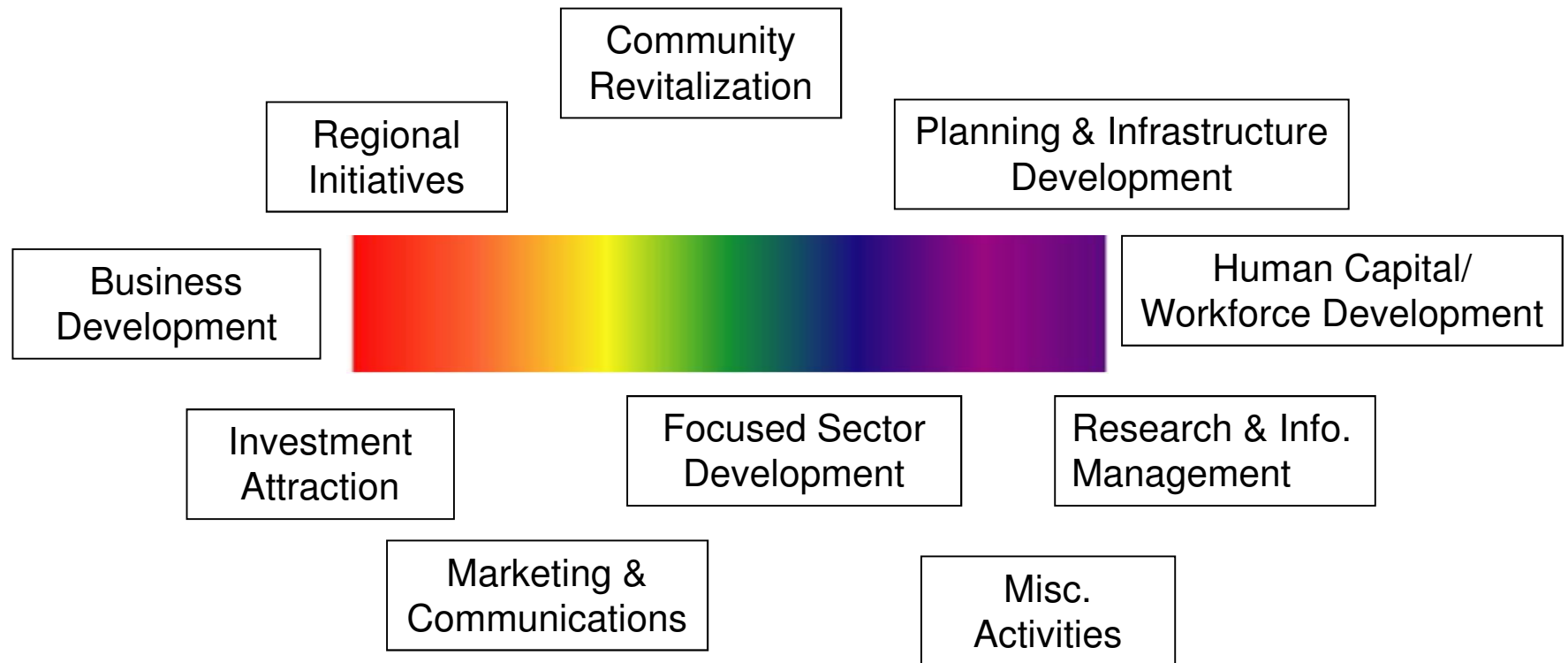
Summary

- SCOR - Grassroots community development efforts focused on creating a rural economic powerhouse and whose efforts are foundational for economic development and growth.
- SOMA - Local government foreign direct investment attraction corporation focused largely on exploring new markets and opportunities for attracting foreign investment and whose efforts are key to winning that investment.
- SWEA - Regional government initiative focused on inter-regional issues relating to the transportation of goods and services and identifying opportunities to leverage Southern Ontario's position on a major trade corridor into major investments in infrastructure, which would be accompanied by increased private sector investment. **New focus on investment attraction.**

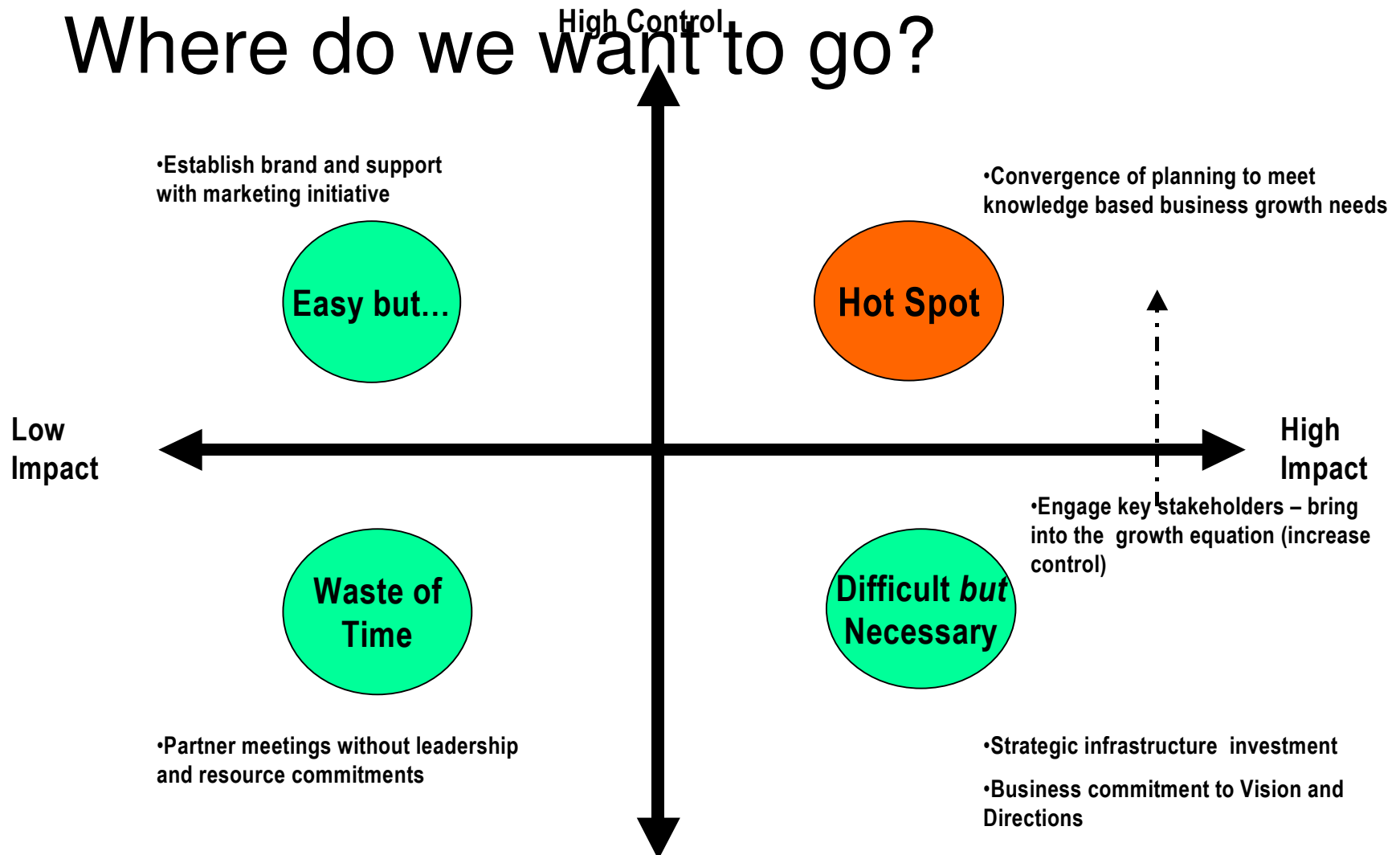
Summary - Committed Resources

	SCOR	SOMA	SWEA
Meetings	1 hr/month	4 hrs/month	< 1 hr/month
Tasks	2 hr/month	1 hr/month	< 1 hr/month
Trade Shows/Conf	0	10 hrs/month	7 hrs/year
Total	3 hrs/month	15 hrs/month	9 hrs/year

Spectrum of Economic Development Activities



Where do we want to go?



Economic Development

- Responsibilities include:
 - Business Attraction
 - Business Retention
 - Supporting Entrepreneurship
 - Tillsonburg REGIONAL Airport
 - Tourism Tillsonburg
- Wide range of activities
- Competitive positioning

How do we accomplish this?

- Local
 - Economic Development Office as a champion
 - Increase Collaboration
 - Increase Capacity
 - Improve marketing & brand
- Regional
 - South Central Ontario Region
 - Informal networks
- National/International
 - Southwestern Ontario Marketing Alliance
 - South West Economic Alliance

Recent Investments

Building Business Better

Company	Details	Comments
Siemens Canada Ltd	253,000 SF wind blade mfg facility with up to 300 employees	
Martinrea International	70,000 SF with 30 employees	Employment has increased
Future Transfer Company	300,000 SF seed processing, warehousing & distribution	\$2 M investment. Monsanto contract. Resulted in Monsanto relocating field office here
Eberhard Hardware	30,000 SF for high tech mfg	Expansion
Nautical Lands Group (Harvest Retirement Community)	7 Phase retirement community with over 30 employees	Up to \$45 M investment
Long Point Region Conservation Authority	10,000 square feet with 20 full-time and up to 50 seasonal employees	Purchased 12,000 square foot building
Home Hardware	New 22,000 square foot store	\$2.2 M investment

New Businesses – Example from 2009

Category	Number of Businesses	Comments
Startups	20	Includes Mill Tales Inn, FooDelicious (Food wholesaler), etc.
New Franchises/Branches	10	Includes Ardene's, Tillsonburg Laser Clinic, Oxford Plumbing, Norma Jean's, etc.
Expansions	6	Includes OPP Training Centre, Oxford County Emergency Medical Services Station, Service Master, Anastacia's, BrewMaster, Home Hardware

Decision Matrix - SOMA

1. Does Tillsonburg want to attract foreign direction investment?
2. If yes, how is the best way to do this?
3. Is the SOMA model cost effective?
4. More importantly, does the SOMA model get results?
5. How does one define results?
6. Can we do more on our own?
7. How will this cost in terms of marketing collateral/booths, trade show/travel costs, additional staff resources?
8. How important is it to be part of a region in terms of representing your community internationally?
9. How does SOMA compare to other regional efforts like the Ontario Clean Tech Alliance, Ontario's Food Corridor, etc?

Decision Matrix – SWEA

1. Which of Tillsonburg's need is greatest?
 - Advocacy/lobbying
 - Regional infrastructure
 - Foreign Direction Investment (FDI)
2. Is SWEA the most effective FDI vehicle?
3. Is their FDI model cost effective?
4. Does SWEA have a good enough track record with respect to FDI initiatives yet?
5. Will Tillsonburg receive greater benefits from SWEA or SOMA FDI efforts or both?
6. How much will this cost in terms of marketing collateral/booths, trade show/travel costs, additional staff resources?

Decision Matrix - SCOR

- Is economic development capacity being built in the region and in Tillsonburg?
- Are we reaching our goal of becoming a rural economic powerhouse?
- Are regional infrastructure commitments happening?

Recommendation

- That the Town of Tillsonburg continue to be engaged with the three major regional economic development groups in Southwestern Ontario with a focus on using each specific group as follows:
 - SCOR – Community economic development efforts to build capacity and the local infrastructure needed for long term growth
 - SOMA – Foreign direct investment attraction
 - SWEA – Advocacy and larger regional infrastructure initiatives with participation in specific FDI initiatives that are beneficial to Tillsonburg

- One caveat...That SOMA seek to increase their engagement with other regional economic development groups where mutually beneficial

Q & A