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Thunder Bay’s economy has been buffeted by the changes in the world economy. In the last decade, the seasonally adjusted employment in the City peaked at 67,400 employees in March 2003 versus 62,900 in August 2014. Since then, there has been a decline in the size of the forest industry throughout Northwestern Ontario that has greatly impacted Thunder Bay’s labour force directly and indirectly through suppliers and service providers.

However, changes have occurred to our economy to diversify it from its past strengths. Examples such as the Northern Ontario Medical School, Thunder Bay Regional Research Institute, Thunder Bay Regional Health Sciences Centre becoming a regional health/ science/education hub for Northwestern Ontario and, most recently, Lakehead University’s new law school that opened in September of 2013. All examples of Thunder Bay and Northwestern Ontario demonstrating the capacity to build and sustain a knowledge-based economy that provides a diversity of good jobs and academic opportunities for our citizens.
The CEDC’s 2014 to 2017 Strategic Action Plan, Transitioning to Growth, will demonstrate viable opportunities to implement and advance the six (6) Guiding Principles of the Provincial Government’s Growth Plan for Northern Ontario, 2011:

• Creating a highly productive region, with a diverse, globally competitive economy that offers a range of career opportunities for all residents;

• Developing a highly educated and skilled workforce to support an evolving knowledge-based economy and excellence in the trades;

• Partnering with Aboriginal peoples to increase educational and employment opportunities;

• Delivering a complete network of transportation, energy, communications, social and learning infrastructure to support strong, vibrant communities;

• Demonstrating leadership in sustainable growth and environmental management;

• Establishing innovative partnerships to maximize resources and ensure this Plan achieves its ambitious vision and is fiscally sustainable.

Strategic alignment to the common, long term economic goals of Northern Ontario, and the province as a whole, will result in a unified, focused direction generating stronger results for all.

The main themes of the CEDC’s Strategic Action Plan, Transitioning to Growth are:

1) Entrepreneurship

2) Business Retention and Expansion (BR&E) and Business Succession Planning

3) Innovative Manufacturing

4) Training and Educational Community

5) Logistics and Supply Hub

6) Social Enterprise, Information, Communications & Technology (ICT), Regional Food and Film

7) Mining Readiness Strategy (MRS)

Thunder Bay is one of the few cities in Canada that has an ocean port, International airport, Trans-Canada Highway system, two national railroads and is at the centre of growing mining development in Northwestern Ontario.

Positioning ourselves to use our existing assets to grow and expand our existing business, and attract new ones in the above themes is the CEDC’s path forward for the next three years.

The CEDC’s success in implementing our plan will involve working cooperatively and collaboratively with the CEDC’s community partners, Fort William First Nations, Lakehead University, Confederation College, Thunder Bay Regional Research Institute, Northwestern Ontario Innovation Centre, Province of Ontario, Government of Canada and other First Nation communities in Northwestern Ontario and other smaller community organizations. We will work closely with existing city and regional businesses to assist them to succeed and expand.
Transitioning to Growth, the CEDC Strategic Action Plan for 2014 to 2017 satisfies our corporate responsibilities, which are:

Mission of CEDC
To Grow and Diversify our Economy

Vision of CEDC
To Become a World Leader in Economic Growth and Prosperity

Mandate of CEDC
To operate in a way that is Project Based, Business Led, Community Supported and Partner Driven
The Thunder Bay & District Entrepreneur Centre (hereinafter referred to as the “Centre”) is poised to achieve significant successes in the upcoming years. With strong community partnerships in place and a skilled team of staff, consultants and advisors eager to take on new challenges, this promises to be a period for new entrepreneurial activity across the city and region. The Centre is co-funded by the Province of Ontario and the City of Thunder Bay/CEDC.

**Mandate**

• Assist new entrepreneurs in the evaluation and process of business start-up

• Provide stability and early stage growth support to existing small business, typically those with
  • Less than 5 years in operation
  • Under 10 employees

• Work collectively with partners in Thunder Bay and the District to promote and encourage small business development and entrepreneurship

**Programs and Services**

Programs and services provided by the Centre include:

• Expert consultations on a variety of business subjects, such as:
  • Business planning and review
  • Providing assistance in helping to find, and applying for funding sources.
  • Financial statement assistance for business plan preparation

• Up to date information on rules/regulations, licensing and business registrations

• Innovative workshops and seminars on a variety of business topics
• New networking opportunities with business facilitated through community and regional events

• Enhanced delivery of Ontario Government programs such as Starter Company, Summer Company and Make Your Pitch

• Advanced coordination for Annual Small Business Week Event in collaboration with partners

• Timely community/Regional outreach by conducting presentations, trade shows, etc.

• Facilitated client access to computer workstations and library

• Greater promotion and delivery of the Futurpreneur Canada Program (formerly the Canadian Youth Business Foundation Loan Program). The Centre assists in promoting the program and is involved in providing assistance in analyzing applications to the Futurpreneur Canada Program

Challenges and Opportunities
The following challenges exist for the Entrepreneur Centre in the near future:

Greater promotion and delivery of the Futurpreneur Canada Program. The Centre assists in promoting the program and is involved in providing assistance in analyzing applications to the Futurpreneur Canada Program

1) Changes in eligibility criteria for Northern Ontario Heritage Fund Corporation (NOHFC) Small Business Start-Up and Business Expansion programs

2) Coordination of services provided by partner agencies supporting business start-up and expansion (Thunder Bay and District)

3) Consistent delivery of training and seminars to regions of Atikokan, Superior North and Greenstone

4) Increased demand from clients for information regarding e-commerce strategies, website development, and social media

5) Development and Implementation of new Starter Company and Regional Grant Administration Programs (RGA) in Thunder Bay and District, as well as Kenora and District (RGA)

In October 2013, NOHFC announced new funding programs available to the public and private sectors in Northern Ontario. Key changes to NOHFC programs included new eligibility criteria in line with priority economic sectors as identified in the Northern Ontario Growth Plan. Businesses operating in the retail and service sectors can no longer access NOHFC funding programs. NOHFC’s Young Entrepreneur Program was also eliminated.

In response to these changes, the Centre will increase referrals to other funding agencies and programs including Starter Company, the Futurpreneur Canada Program, Thunder Bay Ventures and regional CFDCs, the Business Development Bank of Canada, FedNor, the Northwestern Ontario Innovation Centre, the GreenBelt Fund, the Ontario Arts Council, Nishnawbe Aski Development Fund, the Aboriginal Business Contribution Program, PARO Centre for Women’s Enterprise, as well as commercial lenders including RBC, TD Canada Trust, Scotiabank, CIBC, BMO, and local credit unions.

Challenges identified in the Regional Review process included clear communications of business support services to clients in Northwestern Ontario, as well as need for improved communication between agencies regarding services, seminars offered, and individual work with client. A plan will be put in place to address this need.
Service requests from regional business support agencies primarily focus on the delivery of seminars and workshops for small businesses. The preferred time of delivery for such workshops is in the evening. The Entrepreneur Centre will continue to develop and implement this model going forward by offering at minimum one six part mini-series per year.

As the need for both small and large businesses to incorporate a strong online presence and e-commerce options into their business strategy increases, so does the need for the Entrepreneur Centre to provide business counselling and training in this area. To respond to this demand, the Entrepreneur Centre has hired a one year Digital Resources and Outreach Intern with funding from the NOHFC Internship Program.

The Youth Jobs Strategy launched by the Government of Ontario in 2013 requires that as a Small Business Enterprise Centre, the Entrepreneur Centre coordinate and implement a two year pilot project for young entrepreneurs called “Starter Company”. This business training and mentoring program for young entrepreneurs between the ages of 18 and 29 years, also includes a grant component, the Regional Grant Administration (RGA) that will be coordinated by the Centre for Thunder Bay & District as well as Kenora and District. The Centre will use a portion of funds from this program to hire a full time contract staff for a two year period for Starter Company as well as other youth programs delivered by the Centre.

The Centre is also reaching out to the BIA’s in Thunder Bay to assist their members in the above areas, but especially e-commerce.

**Goals**

“Provide the right service to the right customer in the right way”. Customer service to clients has always been a focus of the Centre and the services provided to clients must be superior. The top priorities are:

1) Increase client traffic numbers by 20% versus 2013. This will be achieved by expanded partnerships with joint calls with Development Officers at the CEDC, working closely with officers from the Ministry of Northern Development and Mines (MNDM) and follow up with partner centres, such as Community Future Development Corporations (CFDCs) in the region

2) Continue to market services and increase awareness of the Centre in the community and region

3) Establish new partner/business relationships and enhance on-going relationships with existing partners/businesses

To achieve the goals and objectives set out above, the CEDC will work diligently to ensure that high level strategies are in place to meet the diverse needs of our clients in Thunder Bay and across the District.
Mandate
The goal of business retention and expansion is to identify roadblocks and barriers to growth as well as generate opportunities for existing businesses operating in Thunder Bay.

It is critical for the CEDC to understand the needs of local business and to ensure concerns are addressed and impediments to conducting business are reduced or alleviated.

Programs and Services
The CEDC does:
- Help retain existing local businesses and helps create an environment to grow and prosper by helping businesses attain essential information for their decision making
- Research and implement strategies to support local business retention and expansion
- Attract new business owners to Thunder Bay or identify existing entrepreneurs in Thunder Bay who may wish to take over an existing business
- Receives formal proposals for projects that will contribute to economic development
- Responds quickly to new opportunities and initiatives to attract direct financial involvement

Challenges and Opportunities
The CEDC will:
1) Improve local business owners’ access to and awareness of essential business development programs through site visits, newsletters and social media
2) Enhance municipal relationships with local businesses
3) Enhance awareness of global markets and exporting through seminars, webinars, supplier visits and trade associations CEDC may sponsor. CEDC will help identify what potential is out there to export, diversify and attract
4) Develop business recruitment strategies and succession planning by working with our community partners
5) Do a SWOT (Strengths, Weaknesses, Opportunities, Threats) of the competitiveness of Thunder Bay to attract new business
6) Assist local business owners in attracting talent both nationally and internationally by introducing them to community partners and government agencies
The CEDC can assist local businesses and potential new businesses to be aware of and possibly access the following programs:

**Northern Ontario Heritage Fund Corporation (NOHFC)**
The NOHFC is a regional economic development funding agency established by the Province of Ontario. NOHFC has an annual budget of $100 million. Its goal is “to partner with business-minded Northerners to develop innovative technologies, invest in infrastructure, bolster collaboration and build economic development capacity”. NOHFC programs focus on the growth of the existing and emerging sectors identified in the Growth Plan for Northern Ontario and the government’s key priority of helping Northern Ontario communities prosper. The NOHFC offers five programs: the Strategic Economic Infrastructure Program, the Northern Community Capacity Building Program, the Northern Innovation Program, the Northern Business Opportunity Program and the Northern Ontario Internship Program.

The focus of the NOHFC is to support community advancement in economic development and investment through strategic infrastructure. As well, the programs offer financial support to help increase the competitiveness of business and industry, foster innovation and entrepreneurial prospects, and create new jobs. The financial support provided by the NOHFC is in form of repayable and/or non-repayable contributions.

**FedNor**
The Federal Economic Development Initiative for Northern Ontario (FedNor) is a program of Industry Canada established in 1987. Its mission is to address the economic development, diversification and job creation in Northern Ontario. FedNor’s role “is one of facilitator and catalyst, to bring the private and public sector partners together in order to create an environment where communities can thrive, businesses can grow and people can prosper”.

FedNor has a Community Futures (CF) Program. This program helps support 61 Community Futures Development Corporations (CFDCs), throughout Ontario. CFDCs (locally Thunder Bay Ventures) provide a variety of programs and services to assist with community economic development and small business growth, including:

- Strategic community planning and socio-economic development
- Support for community-based projects
- Business information and planning services
- Access to capital for small and medium-sized businesses (SMEs) and social enterprises

FedNor also delivers the Northern Ontario Development Program (NODP). The focus of NODP is to help promote economic development and diversification throughout Northern Ontario. NODP provides repayable and non-repayable contributions to not-for-profit organizations and SMEs for projects focused on one or more of the following six areas: Innovation; Information and Communications Technology (ICT); Community economic development; Business Financing Support; Trade and Tourism; and Human Capital.

In late 2013, FedNor also launched its Targeted Manufacturing Initiative, with the goal of stimulating projects that would have existing manufacturers in Northern improve and modernize their manufacturing processes, leading to increased productivity and competitiveness. Under this program FedNor will contribute up to 33% of eligible capital costs, and up to 50% of eligible non-capital costs. Contributions are fully-repayable, and interest-free.

Because the CEDC is an arms-length Community Development organization led by an independent board we become knowledgeable about certain concerns and issues or misunderstandings the business community may have with certain services provided in the City. The CEDC is in a position to bring these concerns forward, whether they be municipal, provincial, federal or private sector to be discussed and hopefully resolved to make Thunder Bay a stronger, vibrant community.
The world is an ever-changing place and world markets are becoming ever more connected. The CEDC will assist local businesses in improving their business connections and awareness by supporting them with the help of our partner organizations, governments and other businesses with information about developing trends, potential markets, project opportunities and investment opportunities. This will occur by the CEDC taking a continued proactive presence at local, national and international trade shows to promote Thunder Bay.

There are many people with many opinions on the competitiveness of Thunder Bay to attract new businesses to the City. We do not need opinions – we need hard facts to understand our strengths and weaknesses. To accomplish this, a SWOT analysis will be done to compare ourselves to other Northern Ontario cities and Manitoba cities, to show our strengths and weaknesses so that we may expand and attract businesses due to our strengths and develop plans to start to deal with, where possible, our weaknesses.

**Business Succession Planning**

Just like our labour force, the bulk of our business owners are of the baby boomer generation. This group is now starting to retire and many businesses are for sale in Thunder Bay that require new owners. The CEDC has developed a web presence to showcase these business opportunities by working with our community, provincial and federal partners. We will disseminate this information throughout Thunder Bay, Northwestern Ontario and onto the National and International scene to attract new business owners and investors.

**Goals**

The CEDC will help create a stronger diversified business environment that accesses new markets, can take advantage of new opportunities and attracts new business and business owners to Thunder Bay by:

1) More outreach through seminars, meetings, individual consultations and business visits

2) Bringing business concerns to proper authorities and partners

3) Create a business opportunity website

4) Conduct a SWOT analysis of our competitiveness
**Mandate**
In order to continue to diversify our economy, attract new businesses and to assist existing businesses in Thunder Bay that manufacture products, we need to move further along the innovation curve to make more innovative products.

**Program and Services**
The CEDC can assist companies to pool resources with others to assist in training, marketing and technical skill development. We will also look at attracting companies to Thunder Bay than can provide products or services that are not presently available in Thunder Bay. One of our major companies, Bombardier, would prefer to have more primary part suppliers in the Thunder Bay area and we will work with them to help achieve this goal.

**Challenges and Opportunities**
1) Assist Thunder Bay Regional Research Institute (TBRRRI)
2) Working with partners advance their skill sets, and tools available to increase our skills capabilities and capacities to make more innovative products and parts. The CEDC will help new and existing Thunder Bay businesses and manufacturers expand outward. Also, CEDC will build on the results of the SWOT
3) Work with partners and private industry to support value added forest products, Biorefinery Concept and Advance Wood Pellets
4) Expand MI-Zone* concept by working with the College, the Innovation Centre and local business

*MI-Zone – Collaborative partnership that supports makers and innovators*
TBRRRI has recruited 14 brilliant minds who have proven their scientific excellence in medical imaging internationally; constructed facilities and acquired state-of-the-art medical imaging equipment that are the envy of many; and developed highly accredited clinical trials and infrastructure – all of this is attractive to pharmaceutical and other industry partners. TBRRRI is also poised to launch a series of business ventures that are critical to its long term sustainability and a key driver of our city's new health science economy and as such is placing more emphasis than ever before on business development. CEDC will work closely and help identify and pursue unique business opportunities and market the expertise, infrastructure and services of TBRRRI around the globe.

Thunder Bay CEDC was a partner, along with Confederation College, Northwestern Innovation Centre and both governments, in the development of the MI-Zone. MI-Zone is a collaborative partnership that supports makers and innovators in Northwestern Ontario. MI-Zone provides access to sophisticated equipment and technology as well as the talent and resources that helps build better products, creates new opportunities and grows businesses. With expertise in design, prototyping, development, testing, market assessment, business planning, manufacturing and much more. MI-Zone can help your business or innovation today.

We will support the development and expansion of this effort to not only allow the production of further unique parts, but just as importantly, the training of people to give them the skill sets to advance our businesses.

With the announcement in November of 2013 of the conversion of the Thunder Bay Generating Station to Advanced Wood Pellets to make electrical power, a new opportunity has opened in our region to explore other uses of wood fibre. Using non spruce/fir/pine feedstocks, the creation of new value-added wood products, a biorefinery which can make green chemicals, fuel and Advanced Wood Pellets are possible and can exist in Thunder Bay and region.

**Goals**

By working with partners, public and private, and new businesses, we have an opportunity to further diversify the Thunder Bay economy and grow more local suppliers for our existing businesses (Bombardier and OPG) as an example.
Mandate
The City of Thunder Bay is the training and educational centre for Northwestern Ontario. With the retirement of the baby boomer generation, rejuvenation of the forest industry and the potential mining developments, Northwestern Ontario will and does face a labour shortage.

Challenges and Opportunities
Working with community partners, institutional educators and private schools, the CEDC will work to implement programs that increase people with skills in Northwestern Ontario. We define skills in a broad sense: A skilled person is a person who, through education, training and experience, makes a useful contribution to the economy and society.

Existing businesses and new businesses in Thunder Bay and Region may not be able to start, expand or exist if we do not solve our skilled persons challenges. The Mining Readiness Study has listed a number of recommendations to work on the skilled persons issue and the word mining can easily be substituted with the word transportation manufacturer, forest industry worker, IT programmer and others.

1) We need to generate skills locally to retain and expand this community

2) The First Nations community is important – they are now producing highly qualified competent occupations however, not in skilled trades – there is a considerable opportunity in this area to generate interest

3) Understand and support the growth of “shops” in our education system. The Province has recognized that there will be a shortage of skilled workers and it has just started again to look at this area however, it may take 10-15 years to accomplish this goal, so CEDC will assist through our partners in helping to increase this section of our education system to increase the Thunder Bay labour force, trade availability and supply
4) To accomplish the above and train First Nation students, Northwestern Ontario students, or International students, we need a housing strategy to accommodate them.

Based on recent reports from the Conference Board of Canada, Post-Secondary Educational (PSE) institutions create innovation and economic activity in their host city region. They attract highly skilled and talented individuals, support commercialization of intellectual property, produce spin-off companies and work with industry to solve problems. Top educational institutions attract world-class staff and ambitious students and the subsequent economic benefits can be profound from top dollars paid by international students, to added spending in their host region, to the hoped-for (and occasionally delivered) new IP, firms and innovative products.

The rationale for using PSE institutions as a tool for economic growth is not lost on massive global economies like the United States, Europe and China.

Goals
The CEDC will coordinate and help implement the people sections of the Mining Readiness Strategy while understanding that many of the same occupations assist other industries and companies.

Work with private and community partners to generate plans to build accommodations for First Nation Students and non-Thunder Bay residents to expand our PSE Institutions.

Attract immigration to fill in the gaps not satisfied by the above two goals to solve our looming labour shortage. This includes working closely with our local, provincial and federal partners in presenting Thunder Bay as a place to live and work. Immigration is not a quick fix, but offers long term potential for the growth and sustainability of Thunder Bay as it has in the past.
Mandate
Expand Thunder Bay’s position as a Logistics and Supply Hub for Northwestern Ontario.

Opportunities and Challenges
Historically, the City’s location as a gateway to vast tracks of wilderness made it a strong participant in resource industries like the fur trade, forestry and mining. Thunder Bay is at the geographical centre of North America and is the largest metropolitan centre in Northwestern Ontario.

Situated near the Trans-Canada Highway, the Ontario/Minnesota border crossing is less than one hour south of Thunder Bay. The City has rail road access to Canadian National Railway and Canadian Pacific Railway rail lines. Thunder Bay is a one or two hour flight from major centres in Canada and the United States.

The Port of Thunder Bay on Lake Superior is at the head of an important transportation link through the Great Lakes and the St. Lawrence Seaway to destinations within Canada, the United States and internationally. Approximately 400 ships visit the port every year.

We have wonderful assets in Thunder Bay and are one of only a few cities in Canada that can boast of an international airport, seaway port, Trans-Canada Highway and two national railroads, all within 15 kms of each other.

Yet, with all this infrastructure, local and regional businesses still indicate the logistics costs into and out of the region can be a detriment to expanding their businesses or supplier relationship. The CEDC working with other community partners will undertake a study on Logistics and Supply Issues affecting Thunder Bay and its ability to become an even larger supply distribution centre for existing and potential developments in Northwestern Ontario. Once completed, the CEDC will use this study to expand or attract new businesses to Thunder Bay to supply and support the region.

Goals
Understand the limitations and reasons why Thunder Bay is being perceived as being held back by logistics and supply issues so that new or existing businesses can expand by bringing in raw materials or exporting finished goods or services from Thunder Bay.
Mandate
Social Enterprise*, ICT, Regional Food and Film are usually small businesses but growing segments of our economy. Small business growth will still be one of the most important growth areas of our economy.

Through programs offered by the Entrepreneur Centre, Business Retention and Expansion (BR&E), Innovative Manufacturing and Logistics and Supply, we will help support the businesses in these sectors. Numerous other community partners work in this area and the CEDC will take a supportive role in supplementing their skills both from a human and financial perspective.

*Social Enterprise can be an organization that applies commercial strategies to maximize improvements in human and environmental well-being, rather than maximizing profits for external shareholders. Social Enterprise can be structured as a for-profit or non-profit and as an example, may take the form of a co-operative, mutual organization, a social business or a charity organization.
Mandate
The City of Thunder Bay, together with Fort William First Nation (FWFN) and the Thunder Bay Community Economic Development Commission (CEDC), released a Mining Readiness Strategy on April 25, 2013 to address and strategically plan for growth in Thunder Bay and the Northwestern Ontario Region. The Strategy is a major step forward to help guide all of Northwestern Ontario in capitalizing on the many opportunities that mining development is expected to bring to the Region. The CEDC was asked to develop Key Performance Indicators (KPIs) and coordinate the implementation of the Mining Readiness Strategy (MRS).

Programs and Services
There are 56 recommendations in the MRS that was published in late April 2013. The CEDC’s role is to coordinate and deliver the KPIs for the sector areas and help with the implementation of these recommendations. The sector leads are partners from the City of Thunder Bay, Fort William First Nation, Lakehead University, Confederation College, Multicultural Association, North Superior Workforce Planning Board, Northwestern Ontario Chamber of Commerce, CommonVoice NW – Energy Task Force and the CEDC.
Challenges and Opportunities
Due to the thoroughness and complexity of the MRS Report, we have broken down the 56 recommendations into sector themes. These sector themes are:

• Energy in Northwestern Ontario

• Transportation in Northwestern Ontario

• People – which is further broken into the subsections of:
  o Labour
  o Culture
  o Immigration
  o Education and Training

• Housing

• Economic Development

• Fort William First Nation Economic Development

• City of Thunder Bay Infrastructure

• Supply Chain – Expanding existing business opportunities and attracting new businesses to supply the mines

The complete MRS Study is located on the CEDC website and regular updates to the status of the various recommendations will be posted separately on a regular basis. Some recommendations will take years to complete, others can be done in a short period of time.

The CEDC will help coordinate the completing of these recommendations which will position Thunder Bay and region well to take advantage of future expansion in the Mining and Resource sector as it develops in Northwestern Ontario.

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