

Business Start-Up Guide

StFX Enterprise Development Centre



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1. How to Use This Guide

The checklist provided on the third page serves as a roadmap for *The XEDC Guide to Business Start-Up and Expansion*. Use the checklist as a starting point and check off items as you complete them. Keep in mind that this is only a guide and although every attempt has been made to place each task in logical order, they do not have to be completed in such a manner. Also note, throughout the checklist are various page references to ease navigation to associated topics which appear in other sections of the guide.

Business resources providing support to new and existing entrepreneurs along with sources of financing available in Northern Nova Scotia are discussed in various sections of this guide. The final section in the guide is an overview of important contacts for entrepreneurs in Nova Scotia. You will find an alphabetical listing, which serves as a directory to *The XEDC Guide to Business Start-Up and Expansion*. Contact information detailing every organization and government agency mentioned throughout this guide, as well as business resources available to you have been cited in Section 17, Overview of Important Contacts for Entrepreneurs in Nova Scotia.

This document is current as of February 1st 2011; however, please keep in mind financing programs and services change frequently along with contact information as well. If you run into difficulty with a particular topic or have any questions, contact the StFX Enterprise Development Centre – See Appendix for contact details under University Development Centres (UBDCs).

Introduction

Are you thinking of starting a business? The process can be intimidating. This is where the StFX Enterprise Development Centre can assist you with your plans.

This document is based, in part, on the Canada Nova Scotia Business Service Centre (C/NSBSC) business start up guide. The C/NSBSC is your first point of access to information on federal and

provincial government programs, services, and regulations. Its computerized information system provides the latest facts on federal and provincial programs and services, financing programs, licenses and permits, purchasing opportunities, and current information on Canadian manufacturers, service firms, major industry sectors, and more.

2. St.F.X. Enterprise Development Centre (XEDC)

The Saint Francis Xavier University Enterprise and Development Center, XEDC, is committed to helping you start, grow, and maintain a thriving business enterprise. Its business development programs and services have been specifically designed to address issues important to small business owners.

Founded in the fall of 1997, the StFX Enterprise Development Centre (XEDC) joined ranks with four other University Business Development Centres (UBDC's) in Nova Scotia: Saint Mary's University Business Development Centre at Saint Mary's University, Centre for Women in Business at Mount Saint Vincent University, Centre d'Aide en Affaires et en Entrepreneuriat at Université Sainte-Anne, and Acadia Centre for Social & Business Entrepreneurship at Acadia University. A sixth UBDC has since been established in 2010 at Cape Breton University: The Small Business Development Centre. The Centres are sponsored in part by the Atlantic Canada Opportunities Agency (ACOA).

The XEDC has played a pivotal role in economic development in the region by working with individuals, cooperatives, and not-for-profit groups who have started small businesses. The Centre offers a series of courses and workshops, some of which are broad-based while others are sector specific. Please visit XEDC's website at www.xedc.ca for more information.

2.1 What We Offer

- Small Business Counselling
- Business Plan Development
- General Sector Specific Courses and Training Programs

- Staying Power for Small Business
- Facilitation with Cooperatives and Not-for-Profit Groups
- Workshops and Conferences
- Customized Business Training Publications

2.2 University Business Development Centres (UBDCs)

University Business Development Centres are partnerships between the Atlantic Canada Opportunities Agency (ACOA) and universities throughout Atlantic Canada. The Centres in Nova Scotia have been established independently by each university from 1988 (Acadia Centre for Small Business and Entrepreneurship) to 2010 (The Small Business Development Centre at Cape Breton University). Most were established in the late 1980's and early 1990's. By linking universities to their communities, UBDCs assist in small business start-ups.

Drawing from the sources of knowledge at universities, UBDCs provide counselling, consulting, and training to aspiring and existing businesses from both local communities and within the university itself. UBDCs also promote entrepreneurship as a viable option for those entering or already in the workforce.

If this guide does not answer all your questions, speak to a business counsellor by telephone or schedule to meet with a counsellor at XEDC in Antigonish or at a UBDC nearest you.

3. Start-Up Checklist

One of the most common questions when starting a business is “*Where do I start?*” The checklist below will help you find some answers. Remember, this checklist is a road map to starting a business, not a complete guide. Throughout *The XEDC Guide to Business Start-Up and Expansion* are references to additional information pertaining to each of the sections.

- Conduct a self-assessment of your entrepreneurial suitability. **(Page 4)**
- Speak to Business Counsellors, Business

Information Officers and Business Development Officers at a University Business Development Centre, Business Service Centre, Community Business Development Corporation or any of the business resources in your area. **(Page 21)**

- Contact your Municipal or Regional Government concerning zoning requirements, special licenses or permits, or environmental concerns for your type of business. **(Page 21)**
- Prepare a Business Plan. **(Page 4)**
- Ask for advice from professionals such as your banker, accountant, or lawyer.
- Register your business name with the Nova Scotia Registry of Joint Stock Companies. **(Page 9)**
- Set up a bookkeeping system. **(Page 13)**
- If you are occupying commercial premises, there are several regulatory organizations you must notify in writing within one week of opening your business in order to be assessed for Municipal Occupancy Tax. These governing bodies include your Regional Director of Assessment, Service Nova Scotia, and Municipal Relations.
- Open a business account with your bank under your business name.
- Business Number (BN) - Contact Canada Revenue Agency business window (formerly Revenue Canada) in order to register for collecting HST (if applicable), remitting EI (if applicable), making CPP payments, corporate income tax, and import/export taxes (if applicable) and for information on business expenses. **(Page 9)**
- Arrange for insurance coverage for your business. **(Page 12)**
- If you need to register a Trademark, Copyright, Industrial Design or apply for a Patent, contact the Canadian Intellectual Property Office.
- If you will be invoicing customers and charging interest on overdue accounts, contact Service Nova Scotia and Municipal Relations for information on proper disclosure.
- If you are hiring employees, contact the Labour Standards Office, the Nova Scotia Human Rights Commission, the Occupational Health and Safety Division of the Department of Labour, the Workers Compensation Board, and Canada Revenue Agency. **(Page 13)**

4. Self-Assessment

By reading this document, you are considering making one of the most difficult decisions you will ever make: Going into business for yourself. Entrepreneurship offers many rewards, such as the freedom of being your own boss, the personal satisfaction of accomplishment, and the chance to earn an income that is only limited by your skill and determination. Working for yourself as an entrepreneur has its drawbacks and it is important that you are aware and willing to accept the trade-off between entrepreneurship and traditional forms of employment.

Be Aware: Going into business takes a level of effort and energy that many people underestimate. It can place incredible demands on your time, your family relationships and your money. Unfortunately, the majority of all new businesses fail within their first three years (estimated as high as 70%). It's rare for any new business to provide any significant financial return to the owner in its early years. Do not be discouraged by this, however, as going into business for yourself can also produce great rewards financially as well as tremendous satisfaction personally. You become the master of your own destiny! You build equity that can be passed on to your children and you can reap unlimited financial rewards!

Improve the Odds: First, look at yourself. Are you an ambitious, confident, tolerant, persistent, and energetic individual? Are you a risk-taker, a problem solver, and a planner? Successful small business owners often possess the majority of these traits.

Considerations: Will you love what you will be doing in your business? Are you knowledgeable about the business and do you have skills in management, marketing, finance, and production? Do you have the ability to put together a business plan? If not, are you willing to take training courses for your underdeveloped areas? (For information on small business training courses please visit XEDC's website at www.xedc.ca).

Options: Can you bring someone else into the business that has the skills that you may be lacking?

Have you considered a franchise, where you follow pre-established guidelines and procedures?

If you have decided to go with one or more partners, are you confident that the relationship is strong enough to weather the storms ahead? Partnership agreements can help to deal with this.

Moral Support: Do you have the full support of your family? They are probably the most important assets you will rely on as your plans progress. Your prospects for success can only improve when those close to you share your commitment and provide moral support and encouragement.

Do you have enough money? Going into business is almost always more costly than you may think. You may find it a lot harder to raise capital for your business than for your personal needs (e.g., mortgage, car). Pay particular attention to the little expenses: a small leak can sink a great ship! Be thorough and realistic about how much you need right from the start so your business is not jeopardized after you have invested months of hard work.

5. Business Plan

Most business experts will say that the most crucial step in setting up a business is the *planning stage*. Unfortunately, this step often gets little attention or is skipped completely. Failure to plan can lead to disastrous outcomes such as failure of your business, loss of your investment, or loss of personal assets. Do not overlook this important step as creating a solid business plan is vital to your company's success.

A business plan has the following benefits:

- Defines your business idea and places it in perspective.
- Assists in obtaining financing for your business.
- Provides a measure for evaluating your results.
- Helps uncover potential weaknesses.
- Helps to reveal overlooked opportunities.
- Helps you anticipate and adapt to change.

- Tests the commitment of you and your team members.
- Helps you to understand and evaluate your competition.
- Helps you understand and plan your financial requirements.

The XEDC has a detailed *Business Plan Guide* that will assist you in every category. It is an excellent document to follow when constructing your business plan. The XEDC staff is available for support during the preparation of your plan.

5.1 MARKETING PLAN

The marketing plan is part of your business plan and is the result of documenting two main steps. The first step is to conduct market research to determine what consumers want or need, and then to develop a product or service based on that information. You may want to be in touch with market research firms for this information, but organizations such as Statistics Canada and Provincial Finance Departments can also supply relevant information.

The second step is to develop an overall marketing strategy that meets your objectives. The Canada/Nova Scotia Business Service Centre has a helpful resource library, with titles such as *Look Before You Leap-Market Research Made Easy*, and *Marketing Your Small Business*, to help you prepare marketing plans. The Nova Scotia Department of Economic Development's book, *A Guide to Starting a Home-Based Business*, has a wealth of marketing information (Refer to "Are You Setting Up a Home-Based Business" section in book). If you require further assistance in creating your marketing plan, help is available.

Staying Power: Continuously updating and reaching goals you have outlined in your business plan is what makes this document a useful tool. In a study carried out by Statistics Canada in 1997 entitled *Successful Entrants: Creating the Capacity for Survival and Growth*, it was found that the percentage of firms with written business plans was almost the same for both firms that fail and those that succeed. Thus, having a business plan alone is not enough. 84% of successful small businesses had

not only developed solid business plans, but had developed plans that were flexible and were regularly monitored.

6. The Four Business Structures

One basic question facing all new business owners is "What business structure is best for me?" The four main structures recognized in Canadian law are sole proprietorship, partnership, corporation (limited company), and business cooperative. Each business structure has its own unique criteria.

People who are new to business may think it does not matter how a business is organized or structured; however, this decision can be critical to the future of the business. The right structure can help reduce taxes and maximize profits. Furthermore, investors or partners may only be interested in certain structures. Banks and other sources of funding may be more willing to lend to certain business structures than others. Thus, a business structure can affect how your business grows. Taxation and tax planning vary in each business structure. The following sections describe the four main business structures.

6.1 SOLE PROPRIETORSHIP AND PARTNERSHIP

A **sole proprietorship** is when one person owns the whole business and the business is essentially an extension of the owner. The business income and the owner's income are considered the same for tax purposes. Therefore, business profits are reported to the owner's personal income tax return, based on federal and provincial income tax schedules. Business expenses and losses are deductible. It is advisable to keep personal and business bank accounts separate. For instance, you should pay yourself a salary from your business account and deposit it into your personal account for your living expenses and personal savings, etc. It is important to note a proprietor is personally responsible for all debts and/or liabilities of the business.

A **partnership** is a proprietorship with two or more owners. The owners may not necessarily be 50/50 partners; they may have whatever percentage

properly reflects their investment and contribution to the partnership. Each partner shares profits and losses in proportion to their respective percentage interest. The partnership business itself does not pay any tax. Instead, the individual partners pay tax based on their portion of the net profit or loss, and this is shown on their personal tax return. In a partnership, each partner is personally liable for the full amount of the debts and liabilities of the business. It is sound business advice not to enter any partnership arrangement without a written agreement between the partners regarding responsibilities for financing the business, the sharing of profits and losses, the working in the business, specific duties, and other important considerations.

Advantages of a Sole Proprietorship or Partnership:

- Few government and legal formalities make sole proprietorships and partnerships easy to form. In most provinces there is a nominal one-time fee for registering the company.
- The personal tax rate is lower than the rate for corporations in certain situations. Therefore, during the early phases of the business, it may be more tax advantageous to remain a sole proprietorship or partnership. Once the business is earning substantial sums, the company could be converted to a corporation.
- Business losses can be offset against the owner's other income, thereby reducing the owner's overall personal marginal tax rate. There are some exceptions, and you should check with your accountant regarding current tax legislation.

Disadvantages of a Sole Proprietorship or Partnership:

- The owner is personally liable for all debts and obligations of the business.
- It is frequently difficult to raise capital, apart from conventional loans, because of the potential liability and risk.
- Some government loan, subsidy, or guarantee programs are available only to corporations (limited companies).

- Sale of the business could involve having to disclose the owner's personal tax return.
- If the business fails, the owners are not eligible to collect Employment Insurance (EI) benefits unless they have accumulated enough employment time elsewhere before pursuing the business.

6.2 CORPORATION (LIMITED COMPANY)

A **corporation** is a business entity consisting of one or more shareholders and is often referred to as a 'limited company'. It is the most formal and complex of the various forms of business structures. The most obvious advantage of incorporation is the limited liability of the company's shareholders. A company is an entity separate and distinct from its shareholders. The company owns and operates the business and also incurs its liabilities. As a legal person, a corporation has rights and duties of its own: it can own property and other assets, it can sue or be sued, and it files its own tax return. Unlike its human owners, a corporation is immortal, continuing to exist when owners pass on. The owners of a corporation are called shareholders, as they are entitled to a share of the profits of the business. The profits of the corporation may be retained for reinvestment or distributed to the shareholders in the form of dividends at the discretion of the directors. In a small corporation, the shareholders, directors, and officers can be the same person. There corporation can be private or public. Most small businesses qualify as a private corporation where the number of shareholders is limited to less than fifty.

Advantages of Incorporation:

- The shareholders are not personally responsible for any debts or obligations of the corporation, unless a shareholder has signed a personal guarantee.
- Incorporation makes it easier to raise capital, which is done by selling shares. In addition, corporations with some history and a track record can negotiate more effectively with outside sources of financing than a proprietorship or partnership. Some government grants and loans are available only to corporations.
- The corporation continues regardless of

whether a shareholder dies or retires.

- There is increased stability in that shareholders can come and go but the business continues uninterrupted and all contracts of the corporation remain valid.
- A corporation has a better opportunity to provide benefits to employees and stockholders, in the form of salaries, dividends, pensions, and profit-sharing plans.
- There are significant tax advantages.
- A corporation can convert itself to a public corporation by meeting the requirements of the Securities Commission and other government regulatory departments. It can thereby raise money on the stock exchange by going public.

Disadvantages of Incorporation:

- A corporation is subject to more numerous and complicated regulatory requirements than a proprietorship or partnership. Corporations must typically file annual reports, hold annual shareholder's meetings, share certificates, and file federal and provincial tax returns. A corporation is required to file its own tax return, which is a bit longer and more complicated process.
- Corporations are more expensive to start and operate. Initially, incorporation can cost in excess of \$1000 in legal and regulatory fees. In addition, a lawyer may charge upwards to \$300 a year to maintain the registered office and keep the corporate book (e.g., the record of annual meetings, director's meetings, etc). If you are planning to have more than one shareholder in the corporation, you will require a lawyer to prepare a shareholder's agreement. It is advised that the services of a lawyer be employed to guide you through the process because of the complexities involved in taxation laws and the registration requirements.
- If debt financing is obtained by a corporation (e.g., a loan from a bank), the fund source may require the personal guarantee by the owner(s) thereby eliminating the limited liability advantage of a corporation at least to the extent of the loan.
- Shareholders of a corporation must keep their

personal business separate from the business of the corporation. The corporation must have its own checking accounts, own recording, keep minutes of meetings, and keep all corporate money separate from personal money. Please note some banks have higher account transaction fees for businesses that are incorporated.

6.3 COOPERATIVE

A **cooperative** is an enterprise, or business, owned by an association of persons (minimum of 3) with a common purpose, seeking to satisfy common needs (access to products or services, sale of their products or services, employment, etc.).

Cooperatives operate democratically (one person, one vote) through two bodies (general meeting of the members or delegates and the board of directors which is composed of members elected at a general meeting). The delegate structure may be required to reflect the size of the organization or the distance covered by the cooperative.

The purpose of a cooperative is both economic and social. It may include, for example, social development or local economic development through job creation or the provision of goods and services that would be otherwise unavailable. Liability to members is limited to their investment in the co-op.

A cooperative may be formed in accordance with:

- A provincial cooperative statute setting out its corporate form and mode of operation.
- The Canada Cooperative Associations Act when the co-operative has a place of business in at least two provinces. For more information on cooperatives, contact the Nova Scotia Office of Economic Development – See Appendix for contact details under Nova Scotia Office of Economic Development.

7. REGISTERING YOUR BUSINESS NAME

Choose the right name for your business. Your business name should be unique and easy to remember, and should describe the products and services you provide.

No matter what form of ownership you choose (sole proprietorship, partnership, corporation, or cooperative) for your business, you must register the name of your business with the Registry of Joint Stock Companies. The exception is when the business name is just your first and last name. When you register your business name you are assuring yourself that no one else is carrying on business under that name. The Registry must perform a name search to ensure the name is not currently in use. Private companies also perform name searches.

STEPS TO RESERVE YOUR NAME

Submit a letter, indicating that you want either a Canada wide search, an Atlantic search, or both, by mail or deliver in person to the Registry of Joint Stock Companies. In this letter you must provide your name, phone number, address, proposed business name, type of business you will be conducting, and the business structure (sole proprietorship, partnership, corporation (limited company)). You must also provide a cheque or money order made payable to the Registry of Joint Stock Companies for the full fee or \$69 for a Canada wide search and \$55 for an Atlantic Canada search (NUANS name search). Contact the Registry to find out whether or not your name has been reserved – See Appendix for contact details under Registry of Joint Stock Companies. The Registry requires three full business days to complete your name search. Note – Do not send *registration form* along with name *search request*.

If your business structure is either a sole proprietorship or partnership and your reservation has been successful, register your company within 90 days at any Access Nova Scotia Centre. The fee to initially register your business is \$62 and the annual registration fee thereafter is \$62. After 90 days, the name will no longer be reserved for your

use if the annual fee has not been paid in full. This registration is valid for 1 year. It can be renewed, and the renewal time is 11 months from the date it was first issued.

STEPS TO SELF-INCORPORATE

A company can incorporate either federally or provincially. The provincial incorporation will allow the business to operate in other provinces, but it cannot relocate its head office to another province. One of the major advantages of incorporating federally is that the head office can be located in any Canadian province and it can be relocated if circumstances dictate. Federal incorporation requires that you also register with each province you are doing business in, which can become quite expensive. Nova Scotia companies have a government incorporation fee of \$365. There is also a government initial notice fee of \$85. Named companies also require an additional search report at a cost of \$55. If incorporated Federally, there is an annual fee of \$220 annually to register as an outside corporation doing business in Nova Scotia.

According to the Canada/Nova Scotia Business Service Centre, it is mandatory to reserve your name before filing Articles of Incorporation. Your name must end in Limited, Incorporation, Corporation, or some shortened version thereof. You can obtain the Articles of Incorporation forms from Dye & Durham: the sole source supply of incorporation documents located in Scarborough, Ontario.

The actual registration of the corporation involves completing and filing the Articles of Incorporation. All Nova Scotia companies must be registered at the Registry of Joint Stock Companies located in Halifax in order to carry on business in the province. Fees paid to the Registry to register a corporation are:

In addition, a corporate seal and minute book are a requirement, which can be purchased as a kit from Dye & Durham.

If you have any questions about the business registration process, please contact the Registry of Joint Stock Companies.

7.1 REGISTRY OF JOINT STOCK COMPANIES

The Registry of Joint Stock Companies is the Nova Scotia Government Agency that registers businesses and societies in the province and records various information which is made available to the public. The Registry is a division of Service Nova Scotia and Municipal Relations.

Limited registry services are also available at all Access Nova Scotia Centres located across the province, which are a division of Service Nova Scotia and Municipal Relations. This is intended to make it easier for clients in rural areas to register their businesses. If you live outside Metro Halifax, contact the Access Nova Scotia Centre nearest you to see what registry services are now available in your area – See Appendix for Access Nova Scotia contact details under Service Nova Scotia & Municipal Relations.

The Registry of Joint Stock Companies has two purposes:

1. To administer statutory procedures for the creation and maintenance of corporations, with the power to carry on business activities and other useful activities involving group participation.
2. To provide and maintain a source of public information concerning the composition, activities, and other matters respecting corporations and partnerships that are of legitimate concern to persons participating in or dealing with corporations or partnerships.

8. BUSINESS NUMBER (BN)

The BN is a number that replaces the many identification numbers that businesses previously needed to deal with government. A BN is assigned to each business and stays the same, no matter how many accounts a business has. The Canada Revenue Agency (CRA) uses a BN for their four major business accounts listed below, indicating where each account is used. The BN is made up of two parts, including the registration number and account identifier.

Account Identifiers:

Corporate income tax (RC): For your annual tax return if your business is incorporated.

Import/export (RM): For importing or exporting goods to and from Canada.

Payroll deductions (RP): To remit payroll deductions (Income Tax, EI, CPP) for your employees.

GST/HST (RT): Used when collecting and remitting GST/HST.

8.1 DO YOU NEED A BN?

The Canada Revenue Agency (CRA), formed on November 1 1999, provides Canadians with the best possible tax, trade, and customs services.

If you need any one of the four CRA business accounts listed above, you will need a BN. However, before you register for the BN, you will be required to provide some information about the business you plan to operate. For instance, the name of the business, its location, its legal structure (sole proprietorship, partnership, corporation (limited company), or cooperative), and its fiscal period end are often required. You should also have some idea of what the sales of your business will be. Without this information, you will not be able to complete the BN registration form, which can be found at www.businessregistration.gc.ca.

Note:

If you are a sole proprietor or a partner in a partnership, you will continue to use your social insurance number (SIN) to file your individual income tax and benefit return, even though you may have a BN for your GST/HST, payroll deductions, and import/export accounts.

Registering early gives you certain advantages, such as the right to claim the GST/HST you pay on your business start-up expenses from the time you register. As an importer/exporter, it is important to obtain your number prior to sending and/or receiving goods as it will help you avoid delays at the point of entry. You should also open a payroll deductions account as soon as you know when you

will have employees. This account will allow you to make regular payroll deductions for your employees and make remittances on time.

8.2 HOW TO OBTAIN A BN

You can register your business for a BN and a CRA account (4 different account identifiers listed above) from the convenience of your home or office by visiting www.businessregistration.gc.ca. At the same site, you can register or apply for selected Nova Scotia business programs. This one stop service is designed for small and medium sized businesses that are starting or expanding operations. By answering a series of questions that guide you through the registration process, you can identify and register for the government programs you need. Registration for accounts and a BN can also be done over the phone or by faxing, writing or visiting your nearest taxation or customs office.

Saving you a Step

When you register with the Registry of Joint Stock Companies, you will be assigned a Business Number (BN) from the CRA. This number is a common identifier for many businesses. The Registry gets your BN automatically from Canada Revenue Agency who assigns it. Service Nova Scotia and Municipal Relations and the Workers' Compensation Board of Nova Scotia both use BN's.

9. TAXATION

9.1 HARMONIZED SALES TAX (HST)

You must register for and charge HST if you sell or provide taxable goods or services during your commercial activities in Canada. Furthermore, you must also register for and charge HST if your total taxable gross revenues are more than \$30,000 annually in the immediately preceding four consecutive calendar quarters, or exceed \$30,000 in a single calendar quarter.

If your sales do not exceed \$30,000 per year, you do not need to register for, nor charge HST. If your business has yet to reach the annual \$30,000 mark and you have not yet been collecting HST, keep a close eye in the event that you do go over \$30,000. Once \$30,000 has been surpassed you'll be required

to collect HST from this point forward (unless you can prove it was an abnormal year). During the first year that you go exceed \$30,000, you will be expected to collect and remit HST for every dollar in sales beyond \$30,000. If HST has not been collected during this time, you will owe CRA the difference.

There may be instances when registering early can give you certain advantages, such as the right to claim the HST you pay on your business's start-up expenses from the time you register. For more information, contact CRA or obtain a copy of its publications.

If you wish to register for the HST, you need a Business Number (BN). If you have recently registered your company name with the Registry of Joint Stock Companies, you will already have a BN. If not, just contact your CRA Business Window and explain that you want to register for the HST. You will be provided with a Business Number application form, or you may register over the telephone. BN Applications are also available at the C/NSBSC.

9.2 INCOME TAX

You have to report your business income on an annual basis. Business income includes money you earn from a profession, a trade, a manufacture, or any activity with a reasonable expectation of profit.

If you are a sole proprietor or a member of a partnership, you can obtain Income Tax information from CRA publications such as *Business Professional Income* and *Guide to Canadian Small Businesses*. These publications will give you an overview of the types of business expenses you can claim. Different rules apply to incorporated companies. CRA's publication called *T2 Corporation Income Tax Guide* has more details on the filing requirements for corporations.

9.3 SELF-EMPLOYED INCOME CONSIDERATIONS

Employment Insurance (EI) - as a self-employed worker, you do not contribute to employment insurance nor will you be eligible to receive these benefits.

Canada Pension Plan (CPP) - as a self-employed worker, you will have to remit both shares of CPP contributions and your income tax in quarterly installments.

For further information on tax implications for a self-employed worker, contact CRA – See Appendix for contact details under Canada Revenue Agency.

9.4 MUNICIPAL TAXATION

If you own the property in which your business is located, you will pay property tax at commercial rates which are typically 150-450% of residential rates on an equivalent market value assessment. There are over 50 municipal units in Nova Scotia, each with its own individual tax rate. For the assessment office closest to you, please consult the blue pages of your telephone book under Assessment.

9.5 TAX CREDITS

There are a number of tax credit programs to assist businesses:

- **Digital Media Tax Credit:** Nova Scotia offers a digital media tax credit that rivals all others in Canada – making this the ideal place for video game development and interactive media. Qualifying companies can claim the lesser of 50% of the qualifying expenditures or 25% of total expenditures.
- **Equity Tax Credits, New Small Business Tax Reduction** (for incorporated businesses)
- **ISO 9000 Tax Credit, Labour-Sponsored Venture-Capital Tax Credits**
- **Research and Development Tax Credits:** Canada offers one of the most rewarding R&D tax credit programs in the world.
- **Manufacturing and Processing Tax Credits.** Call the Canada/Nova Scotia Business Service Centre and ask for the *Taxation Info-Guide* or check the Info-Fax line or the Internet.

For more information on tax credit programs, direct your inquiries to either the Canada Revenue Agency or the Canada/Nova Scotia Business Service Centre – See Appendix for contact details.

10. CHOOSING & SETTING UP A LOCATION

Although this step may seem very simple, many people fail to consider many factors prior to deciding where to locate a business. Please spend time in making this important decision and consider the following:

- **Zoning:** Ensure the area is zoned for retail businesses.
- **Demographics:** Determine if the demographics of the local population are a good fit with your business (for example, age of the population, income, family size, and so on).
- **Traffic analysis:** Ensure that you are in a high traffic area and that it is easily accessible (public transit, parking, and so forth).
- **Competition:** Make sure that any stores that are close by are complementary and are not in direct competition with your business.

Leases

Before you enter into a long-term lease, decide how long you wish to stay at that location. Some issues to consider include:

- Do you plan to operate your business indefinitely or for a set number of years?
- Will you be able to expand your business at this location?
- Is your lease flexible, so you have the option to renew or seek another location, if needed?

- Is your rent fixed or is it pegged to sales volume?
- Make sure any promises the property owner has made to you are in writing. Some examples are: repairs, construction, decorating, alterations and maintenance.

This information is directly from www.canadabusiness.com. Visit the website for more information.

11. BUSINESS INSURANCE

One usually thinks of insurance for personal needs, like a car, a house, one's life, or a disability, but insurance is just as important for a business. The business provides income to its owner and employees. In many cases, the owner *is* the business. Insurance can provide the security that income will continue if an unforeseen tragedy strikes the business or one of its key people.

11.1 INSURANCE POLICIES

A wide variety of insurance products are available. These include the standard insurance policies covering fire, theft, or vandalism, which can offset a potentially serious loss of buildings, equipment, or inventories. It is likely that a lending institution will insist that adequate property insurance be carried as a condition for a loan. Also, life insurance is often carried on key individual(s) in an organization to minimize the impact in the absence of that individual(s) (usually called "keyman" insurance).

Many specialized types of insurance are available. For example, business liability insurance may be obtained to help protect business operations against legal action. As well, certain important assets of the business, such as plate glass or boilers, may be specifically insured against loss or damage.

Business interruption insurance is available to guarantee income from the business while it is inoperative, for example, due to a major fire. As well as helping to bridge a gap in cash flow, business interruption insurance can help avoid the

loss of key personnel to competitors or other employers during and after the period in which the business is closed.

Crime Coverage: The property section of your policy does not include coverage for cash. It is therefore advisable to add some form of crime coverage to your policy.

Employee Dishonesty: Theft of stock, equipment, or cash by employees.

Broad Form Money and Securities: Theft of cash by someone other than an employee. Coverage is available for cash inside or outside the premises. Separate limits are normally shown for each. This is the broadest form of cash coverage available.

Robbery/Hold Up: This is the most restricted form of crime coverage in that there must be an actual robbery or hold up. Again, coverage is available for inside and outside the premises with separate limits shown.

Stock Burglary: If your equipment and stock are insured for fire and extended coverage, you may wish to add burglary coverage. In order for a claim to be paid, however, there must be signs of forced entry into the premises.

Safe Burglary: This is a very restricted form of coverage. Your cash must be kept in a safe and there must be signs of forced entry into that safe for coverage to apply.

Damage to Building by Burglary: This coverage is usually purchased if the building is insured for fire and extended coverage only. It can also be added to an all-risk policy if a lower deductible for this type of loss is required. The coverage provided is for damage to the building caused during a break-in.

11.2 LIFE INSURANCE

Life insurance is often carried on key individual(s) in an organization to minimize the impact during their absence. Often, insurance coverage is structured to fund buy-sell agreements among principal shareholders. In the event of a death, proceeds of the insurance policy can be used to

purchase the deceased person's shares in the business from his or her estate, eliminating the possibility of those shares being passed on to someone who may be unacceptable to the surviving shareholders.

Income from a small business can also be seriously affected by the onset of a disability, something that can be especially devastating to the single owner-operator. Plans that guarantee personal income to someone who is temporarily or permanently disabled are widely available.

You can protect yourself and your business against most potentially disastrous events. Your life and commercial insurance agents are the people to contact. They have the knowledge and experience to put together the proper insurance package for your organization. Also, when your business grows to the point where you want to provide a group benefits package for your employees, your insurance agent can help. Remember, however, that insurance agents make commissions on sales. Make sure you are buying only what you need. The C/NSBSC has a publication entitled *Insuring Business Risks in Canada*.

12. MARKETING & SALES

You put your heart and soul into your company because you love what you do. Your efforts should be rewarded in the form of profit. Efforts you put into promoting and advertising your product or service greatly influences the success of your business. There is a vast pool of resources available to you to help you discover how best to reach your target market. Public and media relations, e-commerce, direct mail marketing, trade show marketing, and simply hiring the right people to represent your venture can all contribute to your success. Sales and customer relationship management are becoming increasingly important in today's business world. Spend time evaluating your target market and performing market research to discover the most efficient and effective mediums to reach your audience. Contact your local UBDC for further information – See Appendix for contact details.

13. YOUR EMPLOYEES

People are what make a business possible. Managing people and hiring employees that fit with your business and its core values is vital for success. Hiring demands serious consideration and preparation regardless of the type of help you require (part-time, full-time, freelance workers, or sales agents). You'll want to determine the number of staff you require and their necessary qualifications. Then you'll need to recruit the best and brightest and create a working environment that they want to be a part of. There are several organizations you can contact in order to familiarize yourself with the rules, regulations, and mandatory expenses of being an employer.

According to Human Resources Management, which is an intermediary virtual office between Industry Canada and Human Resources and Skills Development Canada (HRSDC), you are considered an employer if the following conditions apply:

- You make payments to the employee: (1) on the basis of time; (2) at regular intervals; (3) directly to individuals, or subject to source deductions (e.g., Canada Pension Plan or Employment Insurance).
- You exercise supervisory control over the employee, have the authority to discipline the employee, and make provisions for holiday pay or sick leave.
- You are responsible for furnishing the tools, facilities, and materials needed to perform the duties.
- The employee has no opportunity to profit, and is not exposed to any risk of loss, in work performance.

For more information, contact the Labour Standards Division of the Province of Nova Scotia's (PNS) Department of Environment and Labour, Canada Revenue Agency (CRA), and the Workers' Compensation Board of Nova Scotia (WCB).

The PNS Labour Standards Act may be obtained from the Labour Standards Division, covering issues such as minimum wages, allowable deductions, hours of work, overtime, vacations and general holidays, severance pay, termination of

employment, and pay equity, etc. Becoming familiar with this information allows you to protect yourself from claims, such as wrongful dismissal.

Contact the Canada Revenue Agency about obtaining its employer's kit. CRA will assign you an employer number to use when submitting employee records to them.

13.1 WORKER'S COMPENSATION

You have an obligation to ensure the health and safety of all of your employees while they are working. This requires that you comply with certain regulations and standards for the safety of your workplace.

Some businesses are required to pay fees to the Workers' Compensation Board (WCB). Check to see if you are required to collect and submit remittances to WCB. Generally, businesses with low risk of on-the-job personal injury are exempt.

The WCB is supported entirely by Nova Scotia employers, representing approximately 300,000 employees across the province. As its website states, "The WCB sets the standard for workplace injury insurance. We inform and inspire Nova Scotians in the prevention of workplace injury, but if it occurs, we support those whose lives it touches by championing a timely return to safe and healthy work." When operating a business, remember that all injuries are preventable and significant time and resources dedicated to training your employees will prove to be beneficial in the long-term. Unfortunately, rates in Nova Scotia for workplace injury insurance is among the highest in Canada due to the high prevalence of injuries at the workplace.

14. BOOKKEEPING SYSTEM

Keeping good records are essential and can be a benefit for the following reasons:

- Help identify the sources of your income.
- Can lead to tax savings.
- Can prevent most of the problems you might encounter if your income tax is audited or you have GST/HST returns.

- Keep you better informed about the financial position of your business.
- May help you get loans from banks and other creditors.

A bookkeeper or an accountant can help you set up your records. More information may be found in publications such as the book entitled *A Guide to Starting a Home-Based Business* by Nova Scotia Business Inc. or Canada Revenue Agency publication *Guide for Canadian Small Businesses*.

First Steps to Setting up Your Books

There are several steps that you can take to set up a business accounting system. Remember that every business is unique and that its bookkeeping system often reflects this. Do not panic since you are not expected to know how to set up your books on your own. This is where an accountant or bookkeeper comes into play. Before approaching a professional, you should have a good handle on your expected sources of revenues and expenses. A completed business plan would provide the ideal information to approach an accountant or bookkeeper with.

Once your accounting system has been developed, bookkeeping can be as simple as a monthly visit by your bookkeeper and an annual visit to your accountant.

Keep your records for a minimum of six years after the end of the taxation year to which they relate. This is necessary as each year a number of individuals and corporations are audited by CRA tax auditors. During an audit, a CRA tax auditor reviews your income tax return and your financial records to ensure that all CRA rules and regulations are followed.

15. FINANCING YOUR BUSINESS

Here are some helpful tips to consider for financing your business:

- Develop a long term financing strategy.
- Find financing to suit your business needs.
- Use all your contacts – friends and other entrepreneurs for advice.
- Be prepared to walk away from a deal you do

not like. If it is too expensive, too restrictive, or too cumbersome, the option may not make sense.

- Consider the various ways to establish financing. Advance payments from your clients, for example, can provide a cushion to get you through a costly production period.
- Regard your lenders as suppliers. They want your business as much as you want their product, which in this case happens to be money.
- Re-examine the capital structure of your business from time to time to make sure it is still appropriate. The proportion of bank financing, owner's equity, and private investment, for example, may rise or fall, depending on the circumstances.
- Match the need for financing with the life of the asset (e.g., operating line of credit for a day-to-day use and long-term financing for machinery and buildings).
- Make thorough budgets and regularly check them to determine company position.
- Forecast future revenues and expenses.

Financing Options: Brief summaries of various types of financing currently available from lending institutions and private sources in Nova Scotia are provided below.

- **Equity** – financing is accumulated from personal savings and from investors. Outside investors typically receive a portion of your company equity (ownership) in return for their investment.
- **Debt** – financing your business by means of borrowing money in return for principal and interest payments over a given period of time.
- **Leasing** – equivalent to a long-term rental with option to buy at the end of the lease.
- **Factoring** – the sale of a firm's accounts receivables to speed up the inflow of funds (e.g., credit cards).
- **Angel Investment** – capital provided by informal investors, often seasoned professionals, looking to put their money in a

promising business while hoping to earn a larger return on their investment than through more traditional methods. Funds are invested in exchange for equity in the company.

- **Venture Capital** – equity financing typically targeted at high growth, high-tech sectors with the expectation of high returns (30%-50%).
- **Love Money** – financing from friends or relatives on either a debt or equity basis.

Please contact the XEDC or visit Industry Canada's Strategies website at www.strategis.ic.gc.ca in order to help you answer questions such as:

- What type of financing do I need?
- Where can I find financing?
- What is the right financing for my business?
- How can I increase my chances of securing financing?

In Section 16, the XEDC has compiled a list of current sources of funding available to small and medium sized businesses in Northeastern Nova Scotia.

16. SOURCES OF FUNDING

The following section details current sources of funding available to small and medium sized businesses in Northeastern Nova Scotia.

16.1 GOVERNMENT FINANCING PROGRAMS

ATLANTIC CANADA OPPORTUNITIES AGENCY (ACOA) & ENTERPRISE CAPE BRETON CORPORATION (ECBC)

Please note that these programs change on a regular basis. Visit www.acoa.com for the latest information or contact your nearest UBDC (See Appendix).

Business Development Program (BDP): Financing is available for up to 75% of eligible costs. The BDP can provide businesses with interest-free, unsecured, repayable loans. Both

small and medium sized businesses as well as commercial and not-for-profit applicants are eligible. It is designed to help you set up, expand, or modernize your business. Retail/wholesale, real estate, government services, as well as personal business sectors do not qualify for this program.

Business Improvement ECBC Program

Funding for not-for-profit and commercial businesses to aid in further developing business activities.

The Canada/Atlantic Provinces Agreement on International Business Development

Funds projects that aim to help small- and medium-sized businesses. Strives to increase Atlantic Canada's exports, leading to a more developed and successful international market. Visit www.acoa.ca to learn more about this initiative.

Capital Assistance ECBC Program

Financial assistance in the form of loans to help start, grow, or modernize a business.

Community Business Development Corporations

Non-for-profit, autonomous organizations in Atlantic Canada that encourage small business development, as well as growth and modernization of existing businesses. Financial assistance is available. Visit www.cbdc.ca for more information.

Innovative Communities Fund (ICF)

Non-repayable financial assistance for non-commercial/not-for-profit organizations, such as educational and technology institutions and municipalities. ICF helps build Atlantic Canadian communities by providing investments in strategic projects that build economies and strive for sustainable practices. ICF is funded with \$175 Million over 5 years.

Investment Prospecting & Trade Missions

Financial assistance for businesses involved in investment and trade missions organized by ECBC.

Municipal Rural Infrastructure Fund (MRIF)

Provides financial assistance to small infrastructure projects that practice sustainable development and lead to positive economic opportunities. MRIF is a \$1 Billion program. Responsible for meeting the needs of First Nations communities. MRIF is cost-

shared with the Government of Canada which provides approximately 1/3 of total project costs, while MRIF contributes the remaining 2/3 of the cost.

Non-Commercial ECBC Program

Seed funding for commercial, not-for-profit organizations that provide services to business. Proposed project must provide a service to business in areas such as technology transfer, marketing, training, or entrepreneurship development. Assistance is non-repayable and is limited to a proportion of eligible costs as determined by ACOA/ECBC.

Seed Capital Program

Contributions to Community Business Development Corporations and other organizations to assist in developing business skills and capital necessary to establish, modernize, or expand a business. A maximum repayable, unsecured loan of \$20,000 with flexible interest and repayment terms. A maximum of \$2,000 is available for specialized training and business counseling. If 35 years of age or older, applicant may use the loan solely to start a new business.

Venture Capital (VC)

Similar to equity financing, VC invests in potentially highly profitable businesses with a considerable risk of loss. ACOA does not provide venture capital itself however it does have information on this form of financing. Please visit www.acoa.com for further information.

Women in Business Initiative (WBI)

Recognizes the significant impact female entrepreneurs have on the Atlantic Canada economy and provides the necessary support to foster their growth and development. Provides financial support for non-for-profit organizations located in Atlantic Canada. Female owners must have 51% ownership and control of the business.

Young Entrepreneur Development Initiative (YEDI)

Non-repayable financial support for colleges and universities, municipalities, and not-for-profit/non-commercial organizations to assist in the development of business skills and to foster support for Atlantic Canadian entrepreneurs. Must be

younger than 35 years of age to qualify.

COMMUNITY BUSINESS DEVELOPMENT CORPORATION (CBDC)

Financial Assistance Program

Up to \$150,000 in financing available for small businesses in the form of loans, loan guarantees, and equity financing.

Seed Capital Program

Provides entrepreneurs with a maximum of \$20,000 in the form of a repayable, unsecured loans with flexible interest and repayment terms. An additional \$2,000 training and business counseling allowance is also available. Applicants younger than 35 may use the loan to start-up, expand, or modernize a business, however individuals 35 years or older must use the loan to start a new business.

Students In Business (SIB)

Upwards of \$5,000 repayable in the form of an interest free loan for entrepreneurs between the ages of 15 to 34, which must be repaid, based on terms negotiated with the delivery agent. Applicant must be attending or plan to attend high school or a recognized post-secondary educational institution in the fall. Applicant must be a resident of Nova Scotia for 6 consecutive months prior to applying.

Self-Employment Benefit Program

Allows individuals to receive Employment Insurance Benefits while starting up a new business. The SEB Program provides bi-weekly income support and business counseling.

Other Financing Programs

- Bridge Financing
- Micro Loans up to \$5,000

NOVA SCOTIA BUSINESS INC. (NSBI)

Financial assistance in the form of loans, loan guarantees, and payroll rebates – No matter what stage of growth your company is in. If you are looking to support your business, NSBI can provide loans with repayment periods designed to meet your needs. Uses for such loans include: purchase of land, purchase of construction of buildings, expansions or renovations to existing building, or

provision of working capital-based financing. NSBI has financial products available to Nova Scotia companies it views as creating a net economic benefit to the province. The loans are available for innovation in manufacturing and processing, and for technology based industries. The payroll rebate supports companies improving their competitiveness in export markets through innovation, productivity improvements or investments in product development, as well as companies locating or expanding in Nova Scotia. The rebate is a return (5-10%) on a company's gross payroll taxes. For more information, please visit [www. Novascotiabusiness.com](http://www.Novascotiabusiness.com) - See Appendix for contact details under Nova Scotia Business Inc. (NSBI).

NOVA SCOTIA DEPARTMENT OF FINANCE

Nova Scotia Equity Tax Credit

- For investment made before January 1, 2010: Tax credit of 30% up to a maximum annual investment of \$50,000 (maximum annual credit of \$15,000; includes current year and the carry forward or back amounts).
- For investment made after December 31, 2009: Tax credit of 35% up to a maximum annual investment of \$50,000 (maximum annual credit of \$17,500, includes current year and the carry forward or back amounts)
- Investments in CED corporation and cooperatives are partially guaranteed by the province of Nova Scotia

INDUSTRY CANADA

Canada Small Business Financing Program (CSBF)

The CSBF Program, under the Canada Small Business Financing Act, can assist businesses in obtaining up to \$500,000 in financing. To be eligible for this program, businesses must generate less than \$5 Million in gross annual revenues and cannot be in agricultural, not-for-profit, or charitable sectors. The program is designed specifically to help businesses purchase, install, renovate and modernize fixed assets and to purchase premises. Applicants must apply for a loan or lease to the financial institution of their choice (e.g., bank, credit union). These loans may be used

to cover up to 90% of costs such as the purchase of equipment, land, or property. For more information, contact Industry Canada or a financial institution nearby – See Appendix for contact details under Industry. Canada.

BUSINESS DEVELOPMENT BANK OF CANADA (BDC)

Commercial Real Estate Financing

Finances purchase of land and building, construction of new premises, expansion or renovation of existing premises, and replenishment of working capital depleted by real estate costs with long-term loans. Repayment period up to 30 years and a 15% annual prepayment feature without penalty at loan anniversary.

Equipment & Machinery Purchase

Finances up to 100% of the cost of new or used equipment including production line machinery and equipment, specialized technology, and commercial vehicles to transport goods. Repayment period up to 12 years.

Working Capital for Growth Projects

Finances growth projects with working capital for developing new products, launching new products, adding e-commerce to your business, or upgrading your marketing and promotion strategies. Repayment period up to 8 years and a 15% annual prepayment feature without penalty at loan anniversary.

Start-Up Financing

Long-term financing to aid in working capital, acquiring fixed assets, marketing and start-up fees, or buying a franchise. Your choice of floating or fixed interest rates. No penalty repayment options up to 15% of remaining balance per year. Applicants must be in their first 12 months of sales (early growth phase).

EXPORT DEVELOPMENT CANADA (EDC)

Buyer Financing

Provides financing directly to your foreign customer for an export sale of capital goods and/or services. This provides you with a cash sale because EDC assumes the risk of non-payment, and disburses funds to you directly typically matching

the payment terms in your commercial contract. EDC can provide financing for up to 85% of the value of the sale and repayment terms from 2-10 years. Financing is in the form of a loan or a guarantee to another financial institution. Lines of credit are also available.

Export Guarantee Program

Provides access to additional financing to support export-related activities and/or foreign investments by providing a guarantee to your financial institution. The guaranteed amount is typically 75% of the amount of the loan your financial institution provides to you (can be higher). Any Canadian company with export-related activities or foreign investments is qualified for this program. Costs are based on associated risks and the amount of financing required.

Financial Security Guarantee (Offshore)

Financial institutions often post required security on your behalf when trying to establish local operation outside of Canada or engaging in a joint venture. These financial institutions often require collateral (limiting your cash on hand) before letters of guarantees are issued. This EDC program may be used to replace collateral, providing a guarantee directly to your financial institution that is unconditional and irrevocable, and it equal in value to the letter of guarantee for up to 1 year.

Project Finance

Provides structuring expertise and direct financing of complex, large-scale global projects across a variety of industry sectors. EDC has extensive international financing contacts and can assist in mobilizing capital dictated by the needs of the project. EDC also provides financing for smaller scale projects, acquisitions, and asset financings. The energy, telecom and infrastructure, and mining, metals, and resources industries are EDC's typical focus.

Supplier Financing

Supplier financing arrangements are tailored toward small- and medium-sized export contracts. Under a note purchase arrangement, EDC can buy promissory notes issued to you by your foreign buyer related to the sale of Canadian goods and services. This reduces your risk of non-payment and increased your access to cash. Rates are based on

credit risk of your customer, term of the note, and market risk.

SERVICE CANADA (SC)

Employment Insurance Special Benefits for Self-Employed People

For people who operate their own business and are of Canadian citizenship. Please visit www.servicecanada.gc.ca for more information.

Small Business Internship Program

Enables small and medium-sized businesses (fewer than 500 employees) to obtain funding to hire post-secondary students for 12-week full-time internships in a field related to information and communication technology. Government of Canada will reimburse up to 75% of eligible wages and other related expenses, to a maximum of \$10,000. Program expires March 31 2014.

Please browse www.canadabusiness.ca for information on other government financing opportunities such as grants, loans, cash advances, loan guarantees, tax refunds and credits, wage subsidies, and equity investments.

16.2 COMMUNITY ORIENTED FINANCING PROGRAMS

NORTHEASTERN COMMUNITY INVESTMENTS INC. (NCII)

The goal of Northeastern Community Investments Inc. (NCII) is to increase the level of economic activity and prosperity by means of the creation of a Community Economic Development Investment Fund (CEDIF). The CED Investment Fund is a pool of capital raised in a community through the sale of shares. The money is then invested in new or existing local businesses. You can obtain financing from NCII or you can invest. There are 48 CEDIFs in Nova Scotia that have successfully closed at least one offering. See Appendix for contact details under Nova Scotia Office of Economic Development or visit www.gov.ns.ca/econ/cedif.

BLACK BUSINESS INITIATIVE (BBI)

The Black Business Initiative (BBI) is the fund

organizer for the Black Business Community Investment Fund Limited (BBCIFL). The BBCIFL is a Community Economic Development Investment Fund. The BBCIFL is a pool of capital raised in the community to make equity investments in Nova Scotia Black owned businesses. Benefits of the fund include holding your investment in a self-directed RRSP, a 30% (up to 60%) non-refundable tax credit against provincial taxes payable (up to an annual maximum of \$15,000 on a \$50,000 investment), and a long-term return on the investment. The goal of the fund is to increase the level of economic activity and prosperity within the Nova Scotia Black owned business community. If a client has a 10% equity investment in a project, he/she may access up to \$25,000 from the BBI Loan Fund, under a 5-year repayment term with zero interest in the first year and interest rates of prime plus 1% in each year thereafter. If between \$1,000 and \$5,000 is required, Micro Loan Funds may be used; a Mini-Micro Loan Fund can be used if less than \$1,000.

ENTREPRENEURS WITH DISABILITIES NETWORK (EDN)

The Entrepreneurs with Disabilities Network (EDN) is an organization comprised of people with disabilities who own, or plan to start a business. EDN membership is over 600 people strong. Their mission is to promote and to facilitate entrepreneurship among people with disabilities, to provide assistance, and to represent the needs of entrepreneurs with disabilities. This not-for-profit organization advocates for a "level playing field" for people with disabilities.

ABORIGINAL BUSINESS CANADA (ABC)

ABC works in partnership with Aboriginal financial and business institutions along with a range of other agencies, boards, and departments. The initiative is designed to provide financial assistance, information, resource materials, and referrals to other possible sources of financing or business support for eligible applicants.

RESOURCE RECOVERY FUND BOARD INC. (RRFB)

Value Added Manufacturing Program

A loan, forgivable loan, or non-repayable contribution grant of up to 50% of start-up costs. The program is designed to provide funding to local companies and entrepreneurs with innovative ideas for the use of solid waste as a resource in the manufacture of marketable products. The program supports the progress of new business by providing funding for research and development. There is an application fee of \$200. To qualify for this loan, applicants must have at least a 20% equity position in the project.

AGRICULTURE AND AGRI-FOOD CANADA

Farm financial programs are available and aim to assist producers through loans and credit advances.

16.3 CHARTERED BANKS AND CREDIT UNIONS

Chartered Banks

Chartered banks offer a variety of programs, loans, and support materials for small business. Loans must usually be fully secured and are available at 1-3 points above prime (depending on risk factor). The current prime rate can be found on each chartered bank's website, along with descriptions of their programs.

Chartered Banks Operating in Northeastern Nova Scotia:

Canadian Imperial Bank of Commerce (CIBC)

Website: www.cibc.com

Bank of Nova Scotia

Website: www.scotiabank.com

Bank of Montreal

Website: www.bankofmontreal.com

President's Choice Financial

Website: www.preschoicefinancial.com

Royal Bank (RBC)

Website: www.royalbank.com

TD Canada Trust

Website: www.tdcanadatrust.com

Credit Unions

Credit Unions, being locally-based and locally-owned, are uniquely positioned to support community development through:

- Loans to members and small businesses.
- Investment in community projects such as construction of recreation facilities.

Credit Unions Operating in Northeastern Nova Scotia:

Acadian Credit Union

Cheticamp & Great Etang, NS

Website: www.acadiancreditunion.ca

Bergengren Credit Union

Antigonish, New Glasgow, & St. Andrew's, NS

Website: www.bergengrencu.com

East Coast Credit Union

Havre Boucher, Mulgrave, Inverness, Mabou, Margaree, Margaree Center, Port Hood, Port Hawkesbury, Baddeck, L'Ardoise, Louisdale, D'Escousse, St. Peter's, & Petit de Grat, NS

Website: www.eastcoastcreditunion.ca

New Waterford Credit Union

New Waterford, NS

Website: www.newwaterfordcreditunion.com

Steel Centre Credit Union

Sydney, NS

Website: www.sccu.ca

Sydney Credit Union

Sydney River & Sydney, NS

Website: www.sydneycreditunion.com

Glance Bay Central Credit Union

Reserve Mines & Glance Bay, NS

Website: <http://www.glancebaycentralcreditunion.com/>

Listed below are Credit Unions operating in Northeastern Nova Scotia that do not have a website address:

- Coady Credit Union (Glance Bay, NS)
- Dominion Credit Union (Dominion, NS)

- Electric Employees Credit Union (Albert Bridge, NS) – part time
- North Sydney Credit Union (North Sydney, NS)
- Princess Credit Union (Sydney Mines, NS)
- Whitney Credit Union (Sydney, NS)

- Registry of Joint Stocks
- Provincial Tax Commission
- Vital Statistics

Services vary from centre to centre. Call the toll free number to inquire if the service you require is available at the centre nearest you – See Appendix for contact details under Service Canada.

17. BUSINESS RESOURCES IN NORTHERN NOVA SCOTIA

The following section contains business resources available in your area. Please keep in mind that all contact information is alphabetically listed in Section 17, which serves as a directory to *The XEDC Guide to Business Start-Up and Expansion*.

STFX ENTERPRISE DEVELOPMENT CENTRE (XEDC)

The StFX Enterprise Development Centre is one of six University Business Development Centres in Nova Scotia. The Centre provides counselling and support to new entrepreneurs and existing business owners. This is done by individual counselling sessions, courses and workshops, and connecting entrepreneurial community resources.

SERVICE NOVA SCOTIA AND MUNICIPAL RELATIONS

There are seven centres in the Northeastern Region. They are located in Antigonish, Guysborough, New Glasgow, North Sydney, Port Hawkesbury, Sydney, and Truro. The offices have been set up by the province of Nova Scotia to help people find out about government services, programs, and other information that may be useful to them. Business registration is also available at some of the Centres. Some locations have free Internet access.

Services include:

- Access Nova Scotia
- Assessment Services
- Business Licensing
- Consumer Complaints
- Debtor Assistance
- Publications
- Registry of Deeds

COMMUNITY BUSINESS DEVELOPMENT CORPORATION (CBDC)

Community Business Development Corporations (CBDCs) are autonomous, not-for-profit corporations that serve most rural regions of Atlantic Canada and are supported by ACOA. CBDC offices are located in Amherst, Bridgetown, Digby, Guysborough, Inverness, Liverpool, Musquodoboit Harbour, New Glasgow, Shelbourne, Sydney, Sydney Mines, Windsor, and Yarmouth.

They assist in the creation of small businesses and in the expansion, modernization, and stabilization of existing businesses. They offer both technical and financial services for entrepreneurs in their respective regions.

Technical assistance usually takes the form of information, counselling, and advice on small business-related matters. Financial assistance is usually in the form of a loan but may include equity or loan guarantees.

These financial services are targeted to entrepreneurs who have difficulty securing capital through traditional sources of funding. They do not compete with financial institutions as their interest rates are generally higher. They provide financial assistance of up to \$150,000, typically in the form of loans, loan guarantees, and equity financing. Investment decisions are made by an independent local board of directors who are sensitive to the needs of the community.

NOVA SCOTIA BUSINESS INC. (NSBI)

Nova Scotia Business Inc., a provincial crown corporation, was created in April 2001 by an Act of the Legislative Assembly. There are two NSBI offices in Northeastern Nova Scotia; one NSBI

office is located in New Glasgow and is responsible for the Pictou/Antigonish/Guysborough regions, while another is located in Port Hawkesbury and is responsible for Cape Breton – See Appendix for contact details under Nova Scotia Business Inc.

NSBI is a private-sector led organization whose goal is to expand business activity in Nova Scotia. NSBI is primarily focused upon activities that result in sustainable, value-added growth to the economy by increasing employment and provincial revenues.

ATLANTIC CANADA OPPORTUNITIES AGENCY (ACOA)

The Atlantic Canada Opportunities Agency (ACOA) is the federal government department responsible for helping to build economic capacity in the Atlantic provinces by working with the people of the region – in their communities, through their institutions, and with their local and provincial governments and businesses – to create jobs and enhance earned incomes.

There are three regional offices in the Northeastern Region. They are located in Antigonish, New Glasgow, and Truro – See Appendix for contact details under Atlantic Canada Opportunities Agency.

ENTERPRISE CAPE BRETON CORPORATION (ECBC)

Enterprise Cape Breton Corporation (ECBC) is the principal Federal Government of Canada organization for economic development in Cape Breton and Mulgrave. ECBC acts as a delivery agent for other federal government programs, more specifically the programs of ACOA in its mandate area. ECBC's activities enhance the effectiveness of ACOA programming and Cape Breton Island communities benefit from this unique relationship. In addition to its own programs, ECBC also partners with the private sector and other community stakeholders. ECBC offices are located in Port Hawkesbury and Sydney – See Appendix for contact details under Enterprise Cape Breton Corporation.

REGIONAL DEVELOPMENT AUTHORITIES (RDA)

The primary function of the Regional Development Authorities (RDA) is to integrate and to coordinate the activities of all local development groups and/or to undertake activities itself to accomplish common objectives within the region. Ultimately, this is so communities may build competitive advantages and capitalize on market opportunities.

BUSINESS DEVELOPMENT BANK OF CANADA (BDC)

The Business Development Bank of Canada (BDC) is Canada's small business bank. BDC plays a leadership role in delivering timely and relevant financial and management services, with a particular focus on the emerging and exporting sectors of the economy. The BDC's services are available across Canada in both English and French through a network of more than 80 branches, one of which is located in Truro.

APPENDIX A: IMPORTANT CONTACTS FOR ENTREPRENEURS IN NOVA SCOTIA

The alphabetical listing below serves as a directory to *The XEDC Guide to Business Start-Up and Expansion*. You will find contact information detailing every organization and government agency mentioned throughout this guide, as well as business resources available for you.

Aboriginal Business Canada (ABC)

CIBC Building
1809 Barrington Street Suite 500
Halifax, NS, B3J 3K7
P: (902) 426-2018
F: (902) 426-1643
Email: (email fields located on website)
Website: www.ainc-inac.gc.ca

Agriculture and Agri-Food Canada

1341 Baseline Road
Ottawa, Ontario K1A 0C5
T: (613) 759-1000
F: (613) 759-2772
Email: info@agr.gc.ca
Website: www.agr.gc.ca

Atlantic Canada Opportunities Agency (ACOA)

Toll Free: 1-800-561-7862
Website: www.acoa-apeca.gc.ca

Antigonish

188 Main Street, Suite 2-2A
Antigonish, NS B2G 2B9
P: (902) 867-6075
F: (902) 863-4095

Halifax – Canada Business Nova Scotia Business Service Center

1575 Brunswick Street
Halifax, NS B3J 2G1
(Courier Address: B3J 3N4)
P: (902) 426-8604
F: (902) 426-6530
Toll Free: 1-888-576-4444
Email: info.cb.ns@acoa-apeca.gc.ca

Halifax – Regional Office

1801 Hollis Street, Suite 600
P.O. Box 2284, Stn. Central
Halifax, NS B3J 3C8
(Courier Address: B3J 3N4)
P: (902) 426-6743
F: (902) 426-2054
Toll Free: 1-800-565-1228

Pictou

980 East River Road
New Glasgow, NS B2H 3S8
P: (902) 755-3746
F: (902) 755-2722

Port Hawkesbury

32 Paint Street, Unit 1
Port Hawkesbury, NS B9A 3J8
P: (902) 625-3111
F: (902) 625-3266

Truro

35 Commercial Street, Suite 208
Truro, NS B2N 3H9
P: (902) 895-2743
F: (902) 897-1157

Better Business Bureau (BBB)

1888 Brunswick Street, Suite 805
Halifax, NS B3J 3B8
P: (902) 422-6581
F: (902) 429-6457
Email: bbbmp@bbbmp.ca
Website: maritimeprovinces.bbb.org

Black Business Initiative (BBI)

Centennial Building, Suite 1201
1660 Hollis Street
Halifax, NS B3J 1V7
P: (902) 426-2224
F: (902) 426-8699
Toll Free: 1-888-664-9333
Website: www.bbi.ca

Business Development Manager: Cheyanne Gorman: Northern / Metro Region

Business Development Bank of Canada (BDC)

622 Prince St.
P.O. Box 1378
Truro, NS B2N 5N2
P: (902) 895-6377
F: (902) 893-7957
Toll Free: 1-877-232-2269 (BDC-BANX)
Website: www.bdc.ca

Canada/Nova Scotia Business Service Centre (C/NSBSC)

1575 Brunswick Street
Halifax, NS B3J 2G1
P: (902) 426-8604
Toll Free: 1-888-576-4444
Website: www.canadabusiness.ca/eng

Canada Revenue Agency (CRA) - Tax Services:

TIPS (Tax Information Phone Service):
1-800-267-6999

Individual Income Tax Inquiries:
1-800-959-8281

Businesses and Self-Employed Individuals:
1-800-959-5525

Goods and Services or Harmonized Tax Credit Inquiries: 1-800-959-1953

Income Tax Refund Inquiries:
1-800-959-1956
Or you may also visit CRA's website at www.cra-arc.gc.ca.

Halifax

Ralston Building
1557 Hollis Street
P.O. Box 638
Halifax, NS B3J 2T5
F: (902) 426-7170

Sydney

47 Dorchester Street
P.O. Box 1300
Sydney, NS B1P 6K3
F: (902) 564-3095

Canadian Intellectual Property Office
Canada/Nova Scotia Business Service Centre
1575 Brunswick Street
Halifax, NS B3J 2G1
P: (902) 426-8604
F: (902) 426-6530
Website: cipo.ic.gc.ca

Community Business Development Corporation
Website: www.cbdc.ca

Guysborough

CBDC Guysborough County
46 Main Street, P.O. Box 199
Guysborough, NS B0H 1N0
P: (902) 533-2770
F: (902) 533-2016
Email: wanda.macdonald@cbdc.ca

Inverness

InRich CBDC
15991 Central Ave., P.O. Box 600
Inverness, NS B0E 1N0
P: (902) 258-3698
F: (902) 258-3689
Email: perry.chandler@cdbc.ca

New Glasgow

CBDC Northern Opportunities for Business Limited (NOBL)
4852 Plymouth Road, P.O. Box 817
New Glasgow, NS B2H 5K7
P: (902) 752-7402
F: (902) 752-8856
Email: ron.obrien@cbdc.ca

Sydney

Coastal Business CBDC
292 Charlotte Street, Suite 100
Sydney, NS B1P 1C7
P: (902) 539-4332
F: (902) 562-1016
Email: patricia.macneil@cbdc.ca

Sydney Mines
CBDC Northside Victoria
1 Fraser Ave, P.O. Box 99, Suite 7
Sydney Mines, NS B1V 2Y4
P: (902) 736-6211
F: (902) 736-6212
Email: bruce.macdonald@cbdc.ca

**Co-operatives Branch –
Service Nova Scotia and Municipal Relations**
80 Walker Street, Suite 3
Truro, NS B2N 4A7
P: (902) 424-6154 or (902) 893-6190
F: (902) 893-6108
Email: nscoop@gov.ns.ca
Website: www.servicens.ca/coop

Dye & Durham
40 West Beaver Creek Road
Richmond Hill, ON L4B 1G5
P: (905) 762-7100
F: (905) 762-7101
Toll Free: 1-888-393-3874
Email: officeproducts@supremebasics.com
Website: www.dyedurham.ca

Enterprise Cape Breton Corporation (ECBC)
Toll Free: 1-800-705-3926
Email: information@ecbc-secb.gc.ca
Website: www.ecbc.ca

Port Hawkesbury
32 Paint Street, Unit 1
Port Hawkesbury, NS B9A 3J8
P: (902) 625-3111
F: (902) 625-3266

Sydney
70 Crescent Street
Silicon Island, NS B1S 2Z7
P: (902) 564-3600
F: (902) 564-3825

Entrepreneurs with Disabilities (EDN)
Canada/Nova Scotia Business Service Centre
(C/NSBSC)

1575 Brunswick Street
Halifax, NS, B3J 2G1
Phone/TTY: (902) 426-0561
F: (902) 426-6530
Email: Brianaird@ednns.ca
Website: www.ednns.ca

Export Development Canada (EDC)
Purdy's Wharf Tower II
1969 Upper Water Street, Suite 1605
Halifax, NS B3J 3R7
P: (902) 442-5205
F: (902) 442-5204
Website: www.edc.ca

Immigrant Settlement & Integration Services (ISIS)
West End Mall entrance, Suite 2120 2nd Floor
6960 Mumford Rd
Halifax, NS B3L 4P1
P: (902) 423-3607
F: (902) 423-3154
Toll Free : 1-866-431-6472
Email : info@isisns.ca
Website: www.isisns.ca

Industry Canada
Maritime Centre
1505 Barrington Street
P.O. Box 940
Halifax, NS B3J 2V9
P: (902) 426-3459
F: (902) 426-2615
Website: www.ic.gc.ca

Legal Information Society of Nova Scotia (LISNS)
5523-B Young Street
Halifax, NS B3K 1Z7
P: (902) 454-2198
F: (902) 455-3105
Email: lisns@legalinfo.org
Website: www.legalinfo.org

Nova Scotia Business Inc. (NSBI)
www.novascotiabusiness.com

Colchester & Cumberland Counties

80 Walker Street
Truro, NS B2N 4A7
P: (902) 893-6156
F: (902) 893-6108
Email: dcopus@nsbi.ca

*Inverness, Victoria, Richmond, & Cape Breton
Counties*

32 Paint Street, Unit 5
Port Hawkesbury, NS B9A 3J8
P: (902) 625-4205
F: (902) 625-1559
Email: ldobson@nsbi.ca

Pictou, Antigonish, & Guysborough Counties

980 East River Road
New Glasgow, NS B3H 3S8
P: (902) 755-7040
F: (902) 755-4018
Email: lcoffin@nsbi.ca

**Nova Scotia Department of Environment and
Labour – Occupational Health & Safety Division**

5151 Terminal Road
P.O. Box 697
Halifax, NS B3J 2T8
P: (902) 424-5301
F: (902) 424-0575
Website: www.gov.ns.ca/lwd/healthandsafety

*Antigonish, Colchester, Cumberland, Guysborough,
and Pictou Counties – Inspection & Compliance
Services*

David Clark, Regional Director
187 Terra Cotta Drive
P.O. Box 3040
New Glasgow, NS
B0K 1S0
T: (902) 752-2641
Email: clarkdg@gov.ns.ca

**Nova Scotia Department of Finance –
Statistics Division**

PO Box 187
1723 Hollis Street
Halifax, NS, B3J 2N3
P: (902) 424-2410

F: (902) 424-0714
Email: storrith@gov.ns.ca
Website: www.gov.ns.ca/finance/statisti

**Nova Scotia Department of Labour & Advanced
Education– Employment Rights**

5151 Terminal Road
P.O. Box 697
Halifax, NS B3J 2T8
P: (902) 424-4311
F: (902) 424-0648
Toll Free: 1-888-315-0110
Website: www.gov.ns.ca/lwd/employmentrights

Nova Scotia Human Rights Commission

Joseph Howe Building, 6th floor
1690 Hollis Street
P.O. Box 2221
Halifax, NS B3J 3C4
P: (902) 424-4111
F: (902) 424-0596
Email: hrcinquiries@gov.ns.ca
Website: www.gov.ns.ca/humanrights

Nova Scotia Office of Economic Development

Centennial Building
1660 Hollis Street
Suite 600
P.O. Box 2311
Halifax, NS, B3J 1V7
(Mail: B3J 3C8)
P: (902) 424-0377
F: (902) 424-0500
Email: comm.@gov.ns.ca
Website: www.gov.ns.ca/econ

Nova Scotia Permits Directory

Service Nova Scotia and Municipal Relations
Maritime Centre, Mail Room, 8 South
1505 Barrington Street
Halifax, NS B3J 3K5
P: (902) 424-5200
F: (902) 424-0720
Toll Free: 1-800-670-4357
Email: askus@gov.ns.ca
Website: www.gov.ns.ca/snsmr/paal

Regional Development Authorities/Commissions (RDA)

Website: www.gov.ns.ca/econ/rda

Antigonish Regional Development Authority (ARDA)

188 Main Street, Suite 2-1

Antigonish, NS B2G 2B9

P: (902) 863-3330

F: (902) 863-4095

Email: arda@antigonishrda.ns.ca

Website: www.antigonishrda.ns.ca

Cape Breton County Economic Development Authority (CBCEDA)

77 Kings Road

Sydney, NS B1S 1A2

P: (902) 562-2201

F: (902) 562-2866

Email: eileen@cbceda.org

Website: www.cbceda.org

Colchester Regional Development Agency (CoRDA)

35 Commercial Street, Suite 208

P.O. Box 181

Truro, NS B2N 5C1

P: (902) 893-0140

F: (902) 897-1157

Toll Free: 1-866-227-6182

Email: contact@corda.ca

Website: www.corda.ca

Guysborough County Regional Development Authority (GCRDA)

46 Main Street

P.O. Box 49

Guysborough, NS B0H 1N0

P: (902) 533-3731

F: (902) 533-2064

Toll Free: 1-800-355-3731

Email: info@connectwithourenergy.com or

gcrda@gcrda.ns.ca

Website: www.gcrda.ns.ca

Greater Halifax Partnership

1969 Upper Water Street

Purdy's Wharf Tower Two, Suite 2101

Halifax, NS B3J 3R7

P: (902) 490-6000

F: (902) 490-6010

Toll Free: 1-800-565-1191

Email: info@greaterhalifax.com

Website: www.greaterhalifax.com

Pictou Regional Development Agency (PRDA)

980 East River Road

New Glasgow, NS B2H 3S8

P: (902) 752-6159

F: (902) 755-2722

Toll Free: 1-888-412-0072

Website: www.pictourda.ca

Strait-Highlands Regional Development Agency (SHRDA)

32 Paint Street, Unit 5

Port Hawkesbury, NS B9A 3J8

P: (902) 625-3929

F: (902) 625-1559

Email: info@strait-highlands.ns.ca

Website: www.strait-highlands.ns.ca

Registry of Joint Stock Companies

Maritime Centre, 9th Floor

1505 Barrington Street

P.O. Box 1529

Halifax, NS, B3J 2Y4

(Mail Courier: B3J 3K5)

P: (902) 424-7770

F: (902) 424-4633

Toll Free: 1-800-225-8227

Website:

<http://www.gov.ns.ca/snsmr/access/business/registry-joint-stock-companies.asp>

Resource Recovery Fund Board Inc. (RRFB)

14 Court Street, Suite 305

Truro, Nova Scotia B2N 3H7

P: (902) 895-7732

F: (902) 897-3256

Email: info@rrfb.com

Website: www.rrfb.com

Service Canada (SC)

Website: www.servicecanada.gc.ca

Toll Free: 1-800-622-6232

In-person services only at the following offices:

Antigonish

Federal Building, 2nd Floor
325 Main Street
Antigonish, NS B2G 2C3
F: (902) 863-7053

Bedford

Royal Bank Building, Floor 2
1597 Bedford Highway
Bedford, NS B4A 1E7
F: (902) 426-5552

Dartmouth

46 Portland Street
Dartmouth, NS B2Y 1H1
F: (902) 426-7301

Glace Bay

Senator's Place
633 Main Street East, Suite 201
Glace Bay, NS B1A 6J3
F: (902) 842-2655

Guysborough

Chedabucto Centre
9996 Highway 16
Guysborough, NS B0H 1N0
F: (902) 533-2891

Halifax

Halifax Shopping Center, Mumford Towers, Tower 2,
Floor Mall
7001 Mumford Road,
Halifax, NS B3J 3V1
F: (902) 426-7690

Inverness

15926 Central Avenue
Inverness, NS B0E 1N0
F: (902) 258-3036

New Glasgow

340 East River Road
New Glasgow, NS B2H 3P7
F: (902) 755-7869

North Sydney

105 King Street, Main Floor
North Sydney, NS B2A 3S1
F: (902) 794-5724

Port Hawkesbury

Shediac Shopping Centre, Unit 8
811 Reeves Street
Port Hawkesbury, NS B9A 2S4
F: (902) 625-4137

Sydney

Commerce Tower, Floor 1
15 Dorchester Street
Sydney, NS B1P 5Y9
F: (902) 564-7104

Truro

60 Lorne Street, Suite 8
Truro, NS B2N 3K3
F: (902) 893-0075

Service Nova Scotia and Municipal Relations

To contact a location nearest you, phone the province wide toll free number 1-800-670-4357. A customer service representative will connect you to any one of the following Centres listed below.

Email: askus@gov.ns.ca

Website: www.gov.ns.ca/snsmr

Access Nova Scotia Antigonish

Antigonish Mall Annex, Suite 3
149 Church St.
Antigonish, NS
B2G 2E2

Access Nova Scotia Halifax

300 Horseshoe Lake Drive
Bayers Lake Business Park
Halifax, NS B3S 0B7

Access Nova Scotia Port Hawkesbury

218 MacSween Street, Suite 22
Provincial Building
Port Hawkesbury, NS B9A 2J9

Access Nova Scotia Sydney

Moxham Centre
380 King's Road
Sydney, NS B1S 1A8
Access Nova Scotia Truro
80 Walker Street, Suite 3
Truro, NS B2N 4A7

Halifax: Public Enquiries - Service Nova Scotia & Municipal Relations

Mail Room, 8 South, Maritime Centre
1505 Barrington Street
Halifax, NS B3J 3K5
T: (902) 424-5200

Statistics Canada

1888 Brunswick Street, 1st Floor
Halifax, NS, B3J 2G7
F: (902) 426-6613
Toll Free: 1-800-263-1136
Website: www.statcan.gc.ca

University Business Development Centres (UBDCs)

Website: www.ubdc.ca

Acadia Centre for Social & Business Entrepreneurship (ACSBE)

Acadia University
c/o Willett House
38 Cromwell Drive
Wolfville, NS B4P 2R6
Phone: (902) 585-1180
Fax: (902) 585-1057
Toll Free : 1-866-654-4499
E-mail: acsbe@acadiau.ca
Website: www.acsbe.com

Centre d'aide en affaires et en entrepreneuriat (CAAE)

Université Sainte-Anne
Chruch Point, NS B0W 1M0
P: (902) 769-3265
F: (902) 769-0163
Email: nfo@cdene.ns.ca
Website: www.cdene.ns.ca

Centre for Women in Business (CWB)

Mount Saint Vincent University
The Meadows, 2nd Floor
166 Bedford Highway
Halifax, NS B3M 2J6
Phone: (902) 457-6449
Fax: (902) 443-4687
Toll Free: 1-888-776-9022
E-mail: cwb@msvu.ca
Website: www.msvu.ca/cwb

Saint Mary's University Business Development Centre (SMUBDC)

Saint Mary's University
1546 Barrington Street
Halifax, NS B3J 3X7
P: (902) 429-2992
F: (902) 429-0330
E-mail: smubdc@smu.ca
Website: www.smu.ca/smubdc

Small Business Development Centre, Shannon School of Business (SBDC)

Cape Breton University
2nd Floor, Marvin Harvey Building
1250 Grand Lake Road
Sydney, Nova Scotia B1P 6L2
T: (902) 563-1257
Email: Cbu_sbdc@cbu.ca
Website: www.cbu.ca/sbdc

StFX Enterprise Development Centre (XEDC)

St. Francis Xavier University
54 St. Mary's Street
P.O. Box 5000
Antigonish, NS B2G 2A5
P: (902) 867-5543
F: (902) 867-2244
E-mail: xedc@stfx.ca
Website: www.xedc.ca

Workers Compensation Board (WCB) of Nova Scotia

Website: www.wcb.ns.ca

Halifax

5668 South Street
P.O. Box 1150

Halifax, NS B3J 2Y2
P: (902) 491-8999
Toll Free: 1-800-870-3331

Sydney
404 Charlotte Street, Suite 200
Sydney, NS B1P 1E2
Phone: (902) 563-2444
Fax: (902) 563-0512
Toll Free: 1-800-880-0003