











PARTNERS IN SUCCESS

Canada



■ ■ ■ INTRODUCTION FedNor is proud to highlight some of the people and the projects that are helping shape a dynamic and prosperous future for residents of the North. These stories will introduce you to a broad range of initiatives that clearly illustrate Northern Ontario is on the move and that FedNor and local communities are indeed Partners in Success.

For more information on the programs and services provided by FedNor, please visit our Web site at **fednor.ic.gc.ca** or call 1 877 333-6673.

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For additional copies of this publication, please contact:

FedNor Suite 307 19 Lisgar Street Sudbury ON P3E 3L4 Toll-free: 1 877 333-6673

E-mail: publications.fednor@ic.gc.ca

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■ ■ ■ BUSINESS

The way we see it, business development is best approached as a local enterprise — one that stems from home-grown inspirations and extends its benefits throughout the entire community. Through the Community Futures Program, FedNor helps foster the growth of Northern Ontario businesses by supporting community-based projects that put capital funds in the hands of local entrepreneurs. As you read about the successes we've helped other communities achieve, consider what might be possible in yours.



À

Community Futures Development Corporation Société d'aide au développement des collectivités

Waubetek Business Development Corporation

A partner for Aboriginal communities

Northerners have always appreciated the beauty of Manitoulin Island, and now the secret is out.

The picturesque island recently hosted seven media tours for tourism reporters from European countries including Germany and the United Kingdom. The promotional tour de force can be directly attributed to an ambitious marketing campaign by the Waubetek Business Development Corporation — the Great Spirit Circle Trail tourism initiative.

Waubetek, meaning "the future" in the Ojibwe language, is the area's local Community Futures Development Corporation (CFDC), one of 56 CFDCs in Ontario funded by Industry Canada through FedNor.

While the Great Spirit Circle Trail tourism initiative is its latest project, the CFDC offers a wealth of services to numerous northeastern Ontario Aboriginal communities. Since its inception, the CFDC has expanded significantly. Recently recognized as an Aboriginal role model by Industry Canada, Waubetek now offers 23 programs and covers 27 First Nations communities (as well as Aboriginal entrepreneurs off-reserve) stretching from Sault Ste. Marie to Barrie, and from North Bay to Temagami.

Waubetek CFDC General Manager, Dawn Madahbee, explains the organization's purpose: "Our goal is to help strengthen the economies of the local First Nations, as well as this whole region of Ontario,

through business and community development," she says. "Waubetek provides a variety of business services and commercial financing to more than 400 Aboriginal businesses in

various economic sectors."

Recently, the organization has been helping entrepreneurs develop prototypes and acquire patents to prepare new and innovative products for manufacture.

Through the Great Spirit Circle Trail, the CFDC hopes to not only increase Manitoulin Island's tourism profile, but also steer it.

"Because tourism is the largest industry in our area, we wanted to be involved in its development in order to influence the type of tourism that takes place in our communities," Madahbee

Waubetek CFDC Tourism Coordinator, Matthew Owl (right), speaks with the Governing Mayor of Berlin, Klaus Wowereit, at ITB Berlin, the world's leading trade fair for the global tourism industry.

says. "We are concerned about the implications of mass tourism — we must consider the social, environmental and cultural impacts."

With FedNor's assistance, Madahbee and Waubetek CFDC Tourism Coordinator, Matthew Owl, had the opportunity to attend the world's largest tourism trade show in Berlin, Germany, this past March. Using promotional material including German-language

brochures and interactive CD-ROMs, the pair found there was great interest in the Great Spirit Circle Trail.

Their efforts paid off and the media came calling. Having recently returned from the latest media tour, Madahbee is confident the island's natural brand of tourism will catch on.

"We brought the latest group to the base of the LaCloche mountains and listened to the wolves," she says. "They were amazed. People are learning about the history of our area through its original people and they see the relationship Aboriginal people have with the land."

Manitoulin Island's natural and historical brand of tourism has already been the subject of two major articles in some of Europe's most prestigious tourism magazines. The attention garnered by the trip to Berlin in March was enough to convince Madahbee that Waubetek must return next year.

Now that the media has had a taste of the Great Spirit Circle Trail tour, the CFDC will move to the second phase of its plan — hosting tour operators from around the globe.

Found Aircraft

Bush Hawk takes off

Just a few years ago, only nine Bush Hawks remained in use in the rugged wilderness that the Canadian made planes were designed to navigate. Now, more than 40 years after its first flight,

the Bush Hawk is being revived by one of its original designers, Bud Found.

Based in Parry Sound, Found Aircraft

Development Inc. is the only bush plane manufacturer in Canada.

"With FedNor's help, we have produced what I believe is an exceptional aircraft," says Found.

Remarkably, Found Aircraft Development Inc. simply refined its original 1950s design. During the planning stage, FedNor provided assistance with three research and development-related projects.



Bud Found at the Bush Hawk controls.

Now in full production, the company employs 65 skilled, full-time workers and plans to hire additional staff in the near future. "Right now, we're in training mode," explains Chief Engineer, Bill McKinney. "Quality is very important and we've chosen to grow at a manageable pace."

Found Aircraft Development Inc. has already shipped its first five planes, and more than half of the company's current orders are destined for export to the United States. Most of the company's clients are commercial operators who use Bush Hawks as air taxis to remote fly-in locations for fishing or hunting trips.

"With FedNor's help, we have produced what I believe is an exceptional aircraft."

Bud Found



The Bush Hawk

"Only 26 were built in the 1960s, but the plane's dependability and suitability for the challenging terrain of the Canadian North and Alaska has earned it a spot in the hearts of bush pilots and aviation enthusiasts everywhere," Found says. "Operating on wheels, floats or skis, the Bush Hawk can fly and land anywhere."

Currently producing one plane per month in two large hangars at the Parry Sound Airport, Found Aircraft Development Inc. aims to

double production by next year, and to ultimately boost its output to five planes per month within a few years.

In fact, the growing demand for the Bush Hawk convinced designer Bud Found — 72 years young — to come out of retirement in 1996 to fulfil his dream. And he hasn't looked back.



Mattagami First Nation

On the road to self-sufficiency

Residents of Mattagami First Nation have always had a strong connection to the rugged forests that surround their community.

Now, the small village 80 kilometres south of Timmins is poised to capitalize on its knowledge of the land.

As a result of a FedNor-funded business plan, a community-owned forestry company called the Gawuhigaewin Community Development Corporation is developing forestry-related business opportunities for the First Nation's residents. FedNor also provided funding for the implementation of its new strategy.

Mattagami First Nation Chief, Chad Boissoneau, says that self-sufficiency is the ultimate goal of the corporation.

"With the machinery we were able to finance, we are producing the 80 000 cubic metres of wood that our business plan predicted," says Boissoneau, who also manages Gawuhigaewin. "We've created about 10 jobs and are looking to expand once we've evaluated the first year of operation." "Self-sufficiency is the ultimate goal of the corporation. With the machinery we were able to finance, we are producing the 80 000 cubic metres of wood that our business plan predicted."

Mattagami First Nation Chief, Chad Boissoneau

The new business is also providing a substantial economic boost for the community's 150 residents. Contracts have been secured with industry giants Tembec and Domtar.

Boissoneau is also pleased that the members of the First Nation are involved in the area's harvesting operations.

"It's not just a matter of benefiting financially. Our values — values that were passed on to us by past generations — are directly tied to the land, so our intention is to also protect what our members hold dear, what is sacred to us," he explains.



Wabigoon Lake Ojibway Nation

Tree nursery growing business for First Nation

Two years ago, all the Wabigoon Lake Ojibway Nation needed to ensure the commercial success of its multimillion-dollar tree nursery was a cold storage facility to guarantee its seedlings were fresh and ready for planting each spring.

"Without it, we'd have to rely on caching the seedlings in snowbanks," says Roddy Brown, foreman at the state-of-the-art nursery. "With the unpredictable winters we've been getting lately, that would have put us in danger of losing the whole crop."

With assistance from FedNor, the First Nation was able to construct the cold storage unit with a back-up generator, and launched itself into a business that provides year-round employment for 7 people and seasonal work for 40 more.

No other private nursery in the Dryden area has as much greenhouse space, or as sophisticated a climate-control system. Brown says the cold storage facility is the envy of other growers because it is able to house up to 9 million seedlings in near-freezing state throughout the winter.

The results of this investment — not to mention the concerted efforts of Brown and the First Nation's Chief and Council — are plain to see. The tree nursery sells more than 6 million seedlings a year — most under contract to companies such as Weyerhaeuser

The tree nursery operation has instilled a new business culture in the small First Nation.

and Bowater Canada. It has a crop loss rate of only 4 percent — vastly better than the industry average of 20 percent. And the quality of its stock is rated high by LUSTR Co-operative Inc., a regional research and seedling improvement association.

Perhaps most important, the tree nursery operation has instilled a new business culture in the small First Nation. The Wabigoon Lake Ojibway Nation story has attracted widespread attention, including a feature article in *The Globe and Mail* and a recent visit by Governor General Adrienne Clarkson.

"The key to our success was the determination of the Chief and Council and the commitment of the forestry companies that brought in the bank for a major loan," says Brown. "This showed a lot of faith in Aboriginal enterprise. Now we're proving that trust wasn't misplaced."







"Helping SMEs adapt technologies to unique uses — that's innovation, and that's what we're all about."

Darryl Lake

NORCAT

Innovation centre puts Northern Ontario on world stage

The moment you step through the main doors of the Northern Centre for Advanced Technology (NORCAT) in Sudbury, you know you're entering a place that is out of the ordinary. The entrance is the same height and width as that of a mining cage, meaning that anything that can be transported to the depths of a mine shaft can also be brought into NORCAT's headquarters for research and development.

Established in 1995, the not-forprofit technology centre has garnered its share of international recognition. A recent partnership with the Canadian Space Agency resulted in the development of a specialized mining

drill to be used for space exploration. Work on the new drill has also resulted in the development of innovative technologies that can be used by NORCAT's Northern Ontario clientele.



NORCAT drill on Mars . . . one day.

"While large projects increase our profile and give us credibility, we remain focussed on small and medium-sized enterprises (SMEs) that have viable plans and the necessary resources to implement the products and technologies developed with the NORCAT team," says NORCAT Executive Director and Chief Executive Officer Darryl Lake. "Helping SMEs adapt technologies to unique uses — that's innovation, and that's what we're all about."

One of NORCAT's most notable achievements is the operation of its world-class underground training facility located near Sudbury. The facility has helped develop and test new technology, has trained hundreds of people in various underground applications, and has put NORCAT on the world map as a

leader in the development and commercialization of new technologies.

Another innovative project currently under development is a voice-controlled workstation for persons with disabilities and mobility

With the support of its many partners, including FedNor, NORCAT has capitalized on its cutting-edge research and development capabilities.

challenges. Keyboard entries and infrared technology will allow users to completely customize their computer workstations.

With the support of its many partners, including FedNor, NORCAT has capitalized on its cutting-edge research and development capabilities.

Since its inception, the centre has helped create more than 200 technology-oriented jobs, helped launch 22 new companies and completed 140 projects. Since 1995, NORCAT has boosted its annual revenues by 600 percent, which Lake says translates to a \$60-million injection into the Northern Ontario economy.

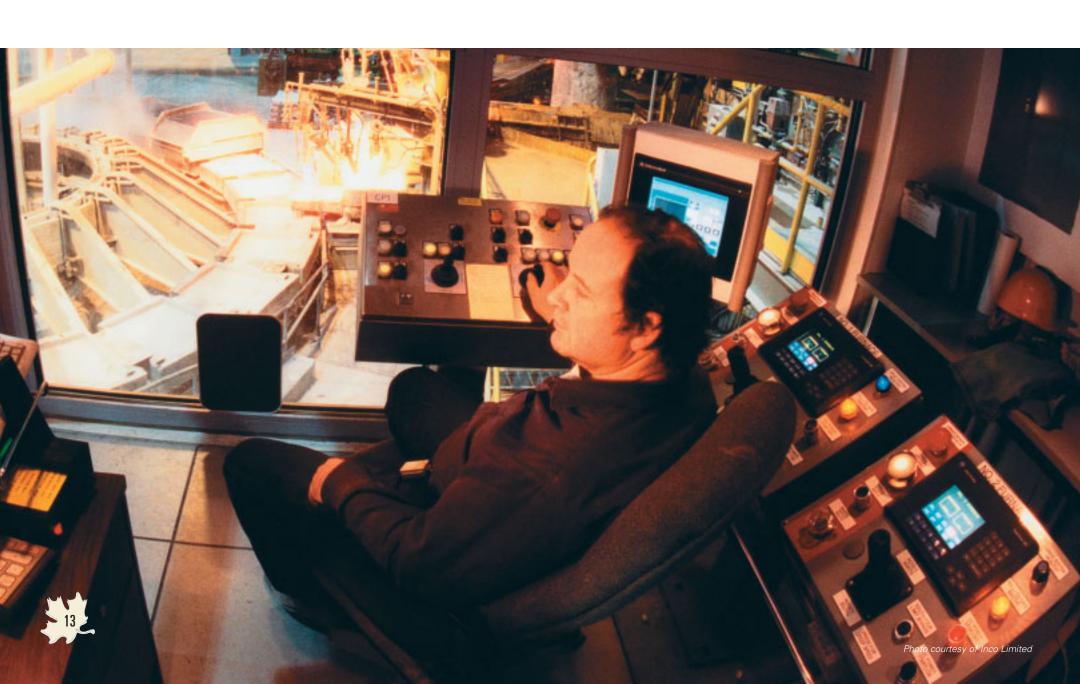
What's next in the stars for NORCAT? The centre is currently vying for the opportunity to contribute to NASA's planned mission to Mars!



Marcel Viel, Senior Technologist, NORCAT.









Thunder Bay Co-operative Farm Supplies

Growing opportunities in the Northwest

The key to operating a successful dairy farm boils down to two factors: hard work and cost efficiency. For farmers in northwestern Ontario, projected annual savings of between \$5000 and \$10 000 was the proof they needed to approach FedNor with a new business idea.

Through Thunder Bay Co-operative Farm Supplies, the farmers applied for funding for a soybean processing and grain handling facility. Fritz Jaspers, Chair of the organization, says the rationale was simple.

"I think this type of facility opens up opportunities for different types of crops in the area," he says. "The most important part of the project is a new soybean roaster, which will help cut farmers' expenses by up to \$10 000 per year."

Soybeans are the primary source of feed for cattle. FedNor funding will help the co-operative purchase a soybean roaster and will also cover costs related to the construction of a new building, providing farmers with a place to receive, weigh, clean and store various grains. In the past, farmers had to import soybeans.

"Now, about half of the 45 dairy farmers in the region will be able to grow their own feed," says Jaspers. "They will also be able to supply area farms that can't produce their own soybeans."

Expected to be ready for the fall crop of 2003, the project will continue to have economic benefits for northwestern Ontario farmers for many years to come.

"I think this type of facility opens up opportunities for different types of crops in the area."

Fritz Jaspers



Soya crops bask in the sun

Northern Ontario Agriculture Producers

The 25 exhibitors, including elk, bison, goat and fish farmers, as well as producers of northern cranberry products, wild rice, jams and maple syrup, showcased their wares at the 2400-square-foot Northern Ontario Agriculture Pavilion.

The cream of the crop

Northern Ontario agriculture producers were once again in the spotlight at the 80th Annual Royal Agricultural Winter Fair in Toronto, displaying their unique northern products

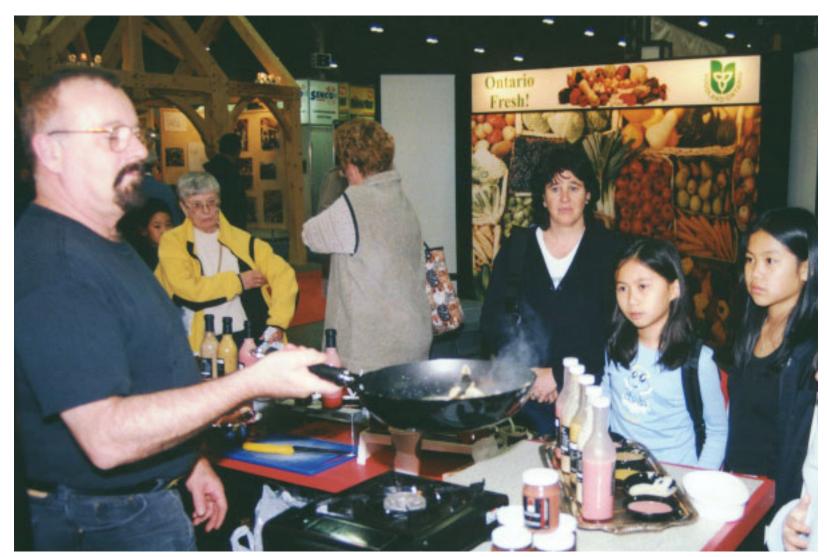
to the thousands of people who roamed the various exhibits during the 10-day event.

The 25 exhibitors, including elk, bison, goat and fish farmers, as well as producers of northern cranberry products, wild rice, jams and maple syrup, showcased their wares at the 2400-square-foot Northern Ontario Agriculture Pavilion. Many participants were returnees from last year's successful event when the pavilion received the Best Large Agriculture Booth Display award.



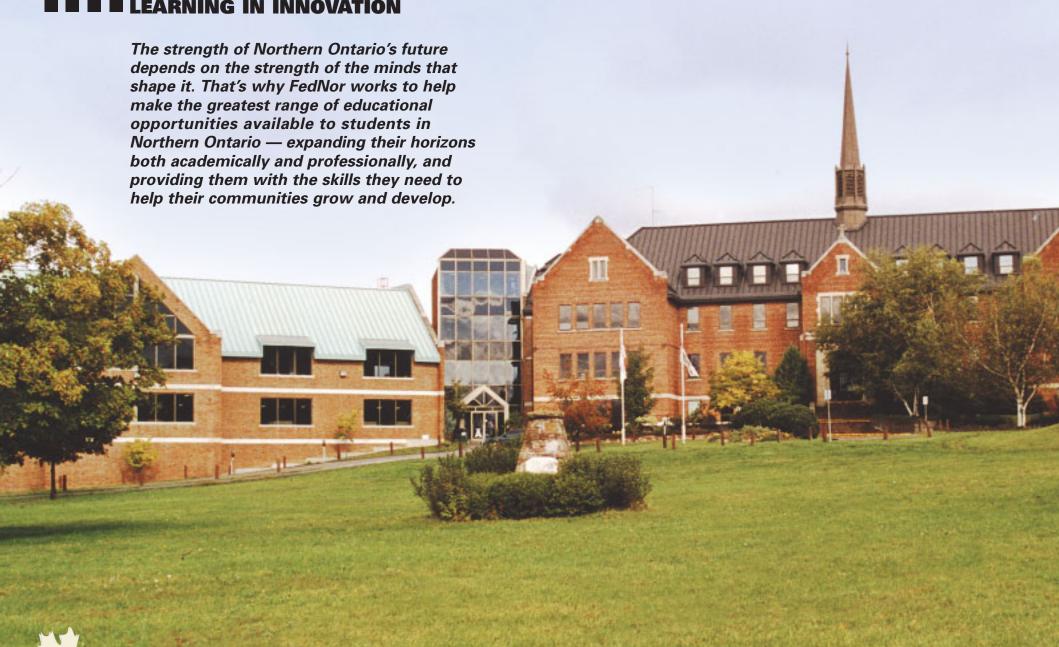
Funded by FedNor, the northern showcase at the Royal Agricultural Winter Fair also featured a series of cultural presentations and cooking demonstrations that helped to educate the public and promote the North's distinct agriculture industry, proving that Northern Ontario is more than just rocks and trees.





Dan Dixon of Vinegar on the Rocks in Sudbury displays his cooking skills using his gourmet vinegars at the Royal Agricultural Winter Fair.





Algoma University College

Algoma University College

Taking charge of Northern Ontario's future

A unique new program at Algoma University College (AUC) in Sault Ste. Marie is setting its sights on the challenges of community

development in rural communities across Northern Ontario.

The only one of its kind in Canada, the Community Economic and Social Development (CESD) program — a specialized four-year degree — was implemented in the fall of 2001 to target region-specific issues involving economic and social development in the North. Fitting into FedNor's mandate to support community-based development, the project received funding for both the planning and implementation phases, as well as for a related conference.

Dr. Celia Ross, President of AUC, says the program is about more than just improving communities' economic fortunes.

"The CESD program is designed to foster ongoing exchanges between people working on critical quality of life issues in northern and rural communities," she says. "Only in its second year, the CESD program has already reached well beyond the Algoma District through conferences and international connections, demonstrating The only one of its kind in Canada, the Community Economic and Social Development (CESD) program — a specialized four-year degree — was implemented in the fall of 2001 to target region-specific issues involving economic and social development in the North.

that community economic and social development is regionally specific and globally pertinent."

While the first class won't graduate until the spring of 2005,

AUC has already begun to implement short-term learning opportunities related to the CESD program. In addition to offering a distance education component, the college held its first "Spring Institute" this past spring, attracting students from across the province and Northern Quebec for an intensive one-week session. In keeping with the program's goal to contribute to the development of First Nation communities in Northern Ontario, more than 50 percent of the spring session's students were Aboriginal.

"Having had the opportunity to attend several classes and meet the students, I have no doubt AUC is helping to shape a more attractive Northern Ontario for our youth," notes FedNor Director General, Louise Paquette. "Clearly, this program will empower our future leaders to take charge of their communities."



The first class of the Community Economic and Social Development program.



"By having the most modern and up-to-date facilities and training equipment, the reputation of the aviation pilot training program is further reinforced."

Timothy Meyer

Sault College

New Sault College program takes off

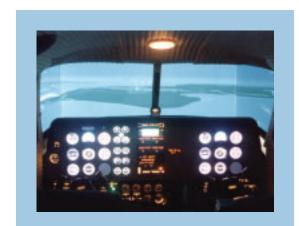
Aviation Technology students at Sault College of Applied Arts and Technology are benefiting from enhanced learning thanks to

the arrival of two flight simulators. Announced in February 2001, the simulators are the centrepiece of new facilities officially opened earlier this year. The full impact of the investment will become increasingly evident in the months and years ahead, according to Timothy Meyer, President of Sault College.

"FedNor funding enabled us to purchase state-of-the-art instructional equipment which has already increased enrolment and serves as an important

element of the College's regional economic development efforts toward a nationally recognized aviation centre in Northern Ontario," says Meyer.

The aviation pilot training program, one of 60-plus full-time study options at Sault College, draws the most out-of-district students. Almost all of the program's 160 students come from outside Algoma district.



Flight simulator.

According to the College, this translates into incremental student spending of approximately \$1.6 million annually in Sault Ste. Marie and the creation and support of 64 full-time jobs in the community

at large, as well as 12 faculty and 6 Sault College support staff positions.

Sault College Aviation Technology students currently earn a commercial pilot's licence, multi-engine endorsement and Group 1 Instrument rating. The College is one of only two in Canada offering these credentials.

"By having the most modern and up-to-date facilities and training equipment, the reputation of the aviation pilot training program is further reinforced and will enable us

to pursue international flight training contracts," says Meyer.

The enhancement of the Sault College program further strengthens Northern Ontario's position as a recognized leader in aviation training by complementing other specialized aviation programs at Canadore College in North Bay and Confederation College in Thunder Bay.

Flight students at Sault College of Applied Arts and Technology get a first-hand look at the planes they will be flying.

(From left) Sault College Flight Instructor, Louis St. Pierre, poses with students Dan Sivyer of Smithville, Devan Brooks of Demorestville and James Harrison of Vankleek Hill.



TRADE

While we believe the best businesses are developed locally, we also realize that Northern Ontario enterprises need access to the world marketplace. That's why FedNor works to help companies take advantage of export and trading opportunities.



North Meets South

Trade mission to southern U.S. pays immediate dividends

The first full-fledged international trade mission to Atlanta was indeed a success!

This spring, Team Northern Ontario — made up of 18 businesses and organizations — participated in a trade mission to Atlanta.

Over three days, mission delegates engaged in more than 115 meetings with U.S. firms. Most took place in Atlanta, but some were held as far away as Savannah, Georgia, and Birmingham, Alabama.

Several of the businesses forged promising trade relations, some of which have since signed contracts. Science North Enterprises, for example, signed a \$180 000 contract to lease its "Discovering Chimpanzees: The Remarkable World of Jane Goodall" exhibit to the Fernbank Museum of Natural History in Atlanta.

This spring, Team Northern Ontario — made up of 18 businesses and organizations — participated in a trade mission to Atlanta. Over three days, mission delegates engaged in more than 115 meetings with U.S. firms.

In 2000, Canada's exports to the southeastern U.S. topped \$26 billion — three times the level of exports to its number two trading partner, Japan.

Of the 18 delegate firms, the majority intend to return to Atlanta, including Brown's Concrete, Neureka Research Corp. and Lumière International from Greater Sudbury; Lakehead University, software maker FSC Ltd. and Bombardier Transportation from Thunder Bay; and Mining Technologies International Inc. and Cutsey Business Systems from North Bay.

Led by the Honourable Andy Mitchell, Secretary of State (Rural Development) (FedNor), Team Northern Ontario was organized by FedNor and the North Bay and District Chamber of Commerce.





Team Northern Ontario



Left to Right

Bottom Row Jennifer Cantin, Cutsey Business Systems; Grant Dussiaume,

Knowledge Control Corporation; Louise Paquette, Director General, FedNor; The Honourable Andy Mitchell, Secretary of State (Rural Development) (FedNor); Astrid Pregel, Consul General, Consulate General of Canada; Magdy Basta, Neureka Research Corporation.

Row 2 Jean-Marc Pellerin, Lumière International Corporation;

George Mekosh, Bombardier Transportation; Jay Aspin, North Bay and District Chamber of Commerce; Peter Birnie, Wabi Iron and Steel Corporation; Gordon Ryan,

Coastal Steel Construction Limited.

Row 3 Manfred Herold, Brown's Concrete Products Limited;

Gordon Sunstrum, Mining Technologies International Inc.; Ronald Dysievick, Bombardier Transportation; Stephen Lee, Grandmother's Pie Shoppe Inc.; Michael Anthony, North Bay and District Chamber of

Commerce.

Row 4 David Henley, Lumière International Corporation; David

Butti, Air Base Property Corporation; Louise Brinkmann,

North Bay and District Chamber of Commerce.

Row 5 George Fleming, FSC Limited; Louis Blanchette,

Mining Technologies International Inc.; Richard
Dickson, Muskoka Millwrighting and Machining Ltd.;
Ross MacGregor, ReconAir Corporation; John Guerard,

Lakehead University.

Sault Ste. Marie International Bridge

Row 6 David Mendicino, North Bay and District Chamber of Commerce;

Larry Bouchard, Cambrian College of Applied Arts and Technology; John Cutsey, Cutsey Business Systems; Ewen Cornick, Canadore

College; Guy Labine, Science North Enterprises.

Top Row Mark Hahn, Wabi Iron and Steel Corporation; Robin MacNab, Senior

Trade Commissioner, Consulate General of Canada; Terry Olsen,

Coastal Steel Construction Limited.

■ ■ ■ TOURISM

The North has always drawn people eager to explore its rugged, natural beauty. FedNor sponsors and supports activities promoting Northern Ontario as a great escape with something to offer every kind of tourist, from hikers and bikers to those who simply seek the tranquility of a northern sunset.



Exploring Opportunities

Ecotourism in the North — a natural evolution

It was dubbed a "thinking conference" and it marked the beginning of opportunity and growth for Northern Ontario's fledgling ecotourism industry.

More than 300 delegates gathered in Sudbury last February for Eco-North 2002 Éco-Nord, a four-day FedNor-funded conference designed to provide an overview of nature-based and adventure tourism activities, and the potential of this rapidly growing industry in Northern Ontario.

Conference Chair, David Pearson, a Laurentian University professor and leader in environmental restoration, believes ecotourism is a natural fit with the northern landscape and the communities within.

"While ecotourism is not new, the number of people who are looking for this type of experience is increasing dramatically," says Pearson. "Northern Ontario is a natural fit."

A roster of dynamic guest speakers including Jim Watson, President and Chief Executive Officer of the Canadian Tourism Commission, encouraged delegates to become trailblazers in this "While ecotourism is not new, the number of people who are looking for this type of experience is increasing dramatically. Northern Ontario is a natural fit."

David Pearson

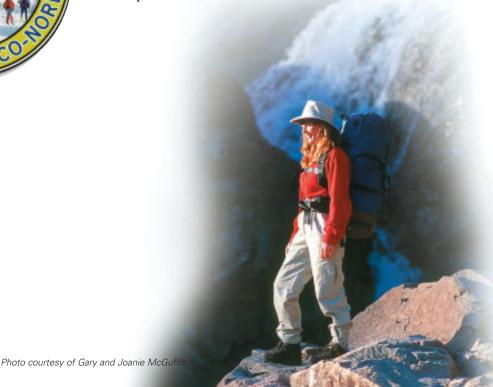
niche tourism market. Marybeth Bond, a CBS News travel and tourism correspondent, told participants that nature-based activities are increasingly the choice of women and young seniors. Delegates were also treated to stories of the many adventures of world explorers Gary and Joanie McGuffin.

Building on the success of the Eco-North conference, FedNor led a seven-person delegation to the World Ecotourism Summit in

> Québec City, May 19–22, 2002. For a complete look at

Eco-North 2002 Éco-Nord, visit

http://www.eco-north2002eco-nord.ca/





Northern Ontario youth are not only the leaders of tomorrow — they're the leaders of today. FedNor recognizes the importance of encouraging young people to stay, work and play in the North. Through internship programs aimed at giving our youth first-hand work experience, we're doing just that.



Youth Internship Program

Business graduate finds niche in the North

Stéphane Gallant is a living success story. A lifelong resident of Timmins, Ontario, Gallant held a Bachelor of Arts degree specializing in psychology, and had recently received his Master's in Business Administration from Laurentian University. What he didn't have was a job.

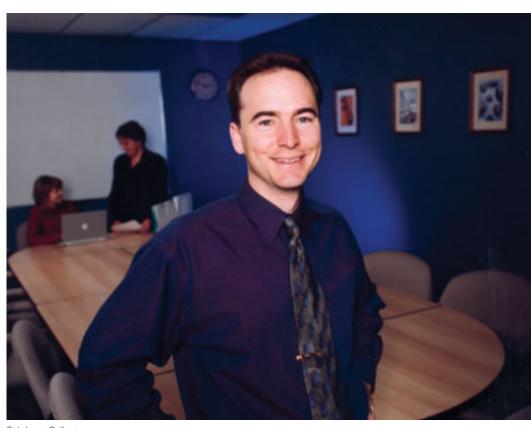
Fortunately, an opportunity was waiting for him at the Timmins Economic Development Corporation (TEDC), thanks to FedNor's Youth Internship Program.

Initially launched in 1997 as a pilot project, the Youth Internship Program is designed to offer recent post-secondary graduates full-time employment with non-profit organizations involved in community economic development. In Stéphane's case, it not only provided him with valuable employment experience but also gave him the tools and contacts he needed to secure full-time employment in his hometown.

"This FedNor internship opened a lot of doors for me," Gallant says. "I worked with many great people, especially the staff of the Timmins Economic Development Corporation (TEDC), the Venture Centre CFDC and the Chamber of Commerce. The position of Strategic Plan Coordinator is definitely ideal for any recent graduate wanting to demonstrate and develop his or her abilities. It has been instrumental in helping me secure a full-time position."

"The position of Strategic Plan Coordinator is definitely ideal for any recent graduate wanting to demonstrate and develop his or her abilities. It has been instrumental in helping me secure a full-time position."

Stéphane Gallant



Stéphane Gallant



Youth Testimonial

Cale Krezek

Commercial Accounts Manager

HSBC Bank Canada

Sault Ste. Marie

"Soon after graduating from the FedNor Youth Internship Program, I was hired at a local company as the office manager — a job that led to my current position at HSBC Bank Canada. The internship program allowed me to improve the skills



I acquired at university, but more importantly, it allowed me to develop a network of contacts that will continue to benefit me in my future endeavours."

Putting his education in business and marketing to good use, Cale began his youth internship in March 2000 working in small business financing for RAPIDS Community Investment Inc. He is now Commercial Accounts Manager with HSBC Bank Canada in Sault Ste. Marie.