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# The FedNor Review

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Industry, Science and  
Technology Canada

Industrie, Sciences et  
Technologie Canada



Canada

# The FedNor Review

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# Message from the Minister



As Minister of State, (Small Business and Tourism), I am pleased to have the FedNor Initiative as an integral part of my responsibility.

In 1987, the Government of Canada created FedNor to ensure that Northern Ontario received support to reach its economic development potential. Now, eighteen months into the five year mandate of this important regional initiative, we are achieving the kind of development that we envisioned when the program was in the design stage.

Much of this success is due to the emphasis placed on local decision-makers. The FedNor Board of Directors, comprised of leading business and community leaders from throughout the region, provides valuable input into program design and project approval. This regional decision-making authority gives FedNor access to firsthand information that reflects the true needs and expectations of the people of Northern Ontario.

I am proud to play an active role in Northern Ontario's economic development and will continue to devote myself to supporting the goals of the residents of this region.

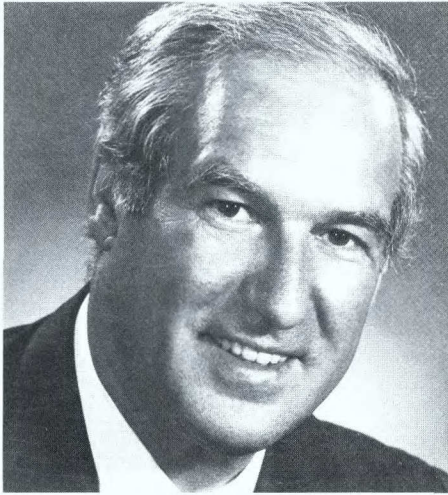
Sincerely,

Tom Hockin  
Minister of State  
Small Business and Tourism

*"...we are achieving the kind of development that we envisioned when the program was in the design stage..."*



# Message from the Chairman



*"I truly believe that the Board's valuable contribution and commitment will go a long way in promoting the development of Northern Ontario."*

During 1987-1988, the Advisory Board of the Federal Economic Initiative for Northern Ontario has been very active.

Over the past eighteen months, the Board has been directly involved in the design and implementation of several programs aimed at assisting northern entrepreneurs. Our mandate includes acting as an advocacy group for Northerners. In this capacity specific questions and concerns regarding policies and programs of the Federal government are brought forward on behalf of the region.

Made up of concerned and motivated people from a variety of backgrounds, FedNor's Board of Directors brings with it an in-depth understanding of what northern towns and cities, businesses and industries, require to ensure the continued growth of this vast region.

We are particularly proud of the role we have played in the assistance, development and launching of small enterprises in Northern Ontario. Often referred to as the "engine" of the economy, these small business starts are responsible for the bulk of new job creation and economic activity in the North. It is a testament to

the spirit of the people of Northern Ontario that so many are willing to strike out on their own helping both their own personal growth and that of the entire region.

I would like to take this opportunity to thank my fellow Board members for the valuable expertise, input and dedication they bring to their duties. I would also like to extend a warm thank you to the Hon. James Kelleher for his special efforts in support of the program throughout 1987-88.

I truly believe that the Board's valuable contribution and commitment will go a long way in promoting the development of Northern Ontario, helping northern entrepreneurs meet the challenges they face, today and in the future, and allowing them to attain their full potential.

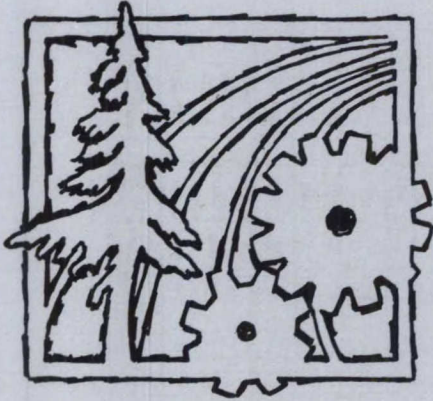
Yours respectfully,

A handwritten signature in blue ink that reads "Léo Bernier". The signature is fluid and cursive.

Léo Bernier  
Chairman



# Program Overview



## *"Northern Ontario makes it"*

In July 1987, the Federal Government announced a special Northern Ontario economic development initiative. \$55 million was earmarked for the five-year initiative with \$40 million committed to topping up existing federal programs or undertaking new initiatives. In addition, \$15 million was set aside for loan insurance, with leverage of up to \$60 million. In total, the new package made over \$100 million available for economic development in Northern Ontario. The announcement also led to the establishment of a local private sector advisory board and a secretariat to be located in Northern Ontario. First unveiled as the "Federal Economic Development Initiative in Northern Ontario", the initiative has become known as "FedNor".

From the beginning, FedNor's general objectives paralleled those of the Atlantic Canada Opportunities Agency, and of the Western Diversification Office. FedNor's operational plan called for local input into program design, administration, and decision-making. By working through the private sector, FedNor's goal is to

*FedNor's operational plan called for local input into program design, administration, and decision-making.*

## NORTHERN ONTARIO MAKES IT

Northern Ontario is rapidly growing with increased opportunities in manufacturing and processing.

Created for Northern Ontario and run by Northerners, FEDNOR (Federal Economic Development Initiative in Northern Ontario) understands the requirements of the manufacturing and processing sector.

Now, FEDNOR can assist manufacturers and processors through a variety of programs. These programs are designed to encourage:

- the establishment of new facilities;
- modernization and expansion of existing facilities;
- research and development of new products and processes;
- market development and feasibility studies in support of the above activities.

To date, FEDNOR has assisted many northern manufacturers and processors in developing a solid base for economic growth. To learn more about your project's eligibility for FEDNOR assistance, write to the office nearest you.

**FedNor**  
Head Office  
Suite 106, Queenscenter  
215-477 Queen Street East  
South Bay, Markham, Ontario  
M3A 1Z5

**FedNor**  
Thunder Bay Office  
Suite 209  
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P7C 5P7

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Sudbury, Ontario  
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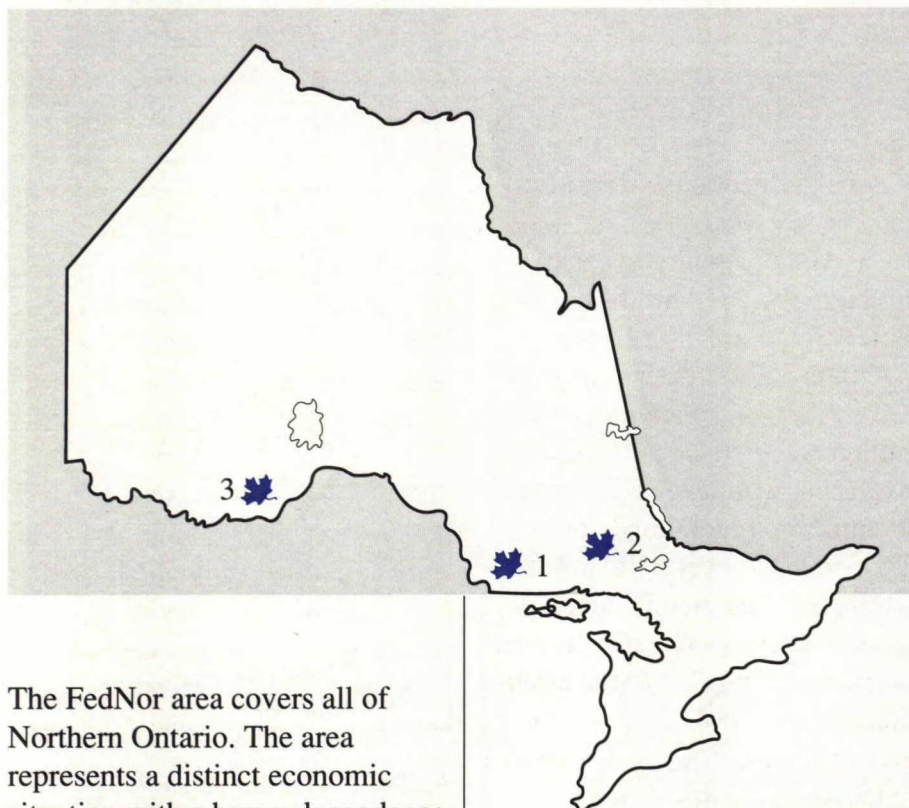
*FedNor Launch Campaign (1988)  
directed at rural enterprises.*

encourage economic growth and diversification, job creation, and income generation.

The high level of local input into program design, evaluation and decision-making, truly makes this a "NORTHERN ONTARIO MAKES IT" economic development vehicle.



## The FedNor Region



The FedNor area covers all of Northern Ontario. The area represents a distinct economic situation with a heavy dependence on resource industries and tourism, a vast rural-wilderness expanse, and a small number of urban centres.

The FedNor Secretariat is part of the regional program organization of Industry, Science and Technology Canada. The FedNor Advisory Board reports to the Honourable Tom Hockin who maintains a consultative role with both the Advisory Board, and the Secretariat.

There are three FedNor offices in Northern Ontario:

1. Sault Ste Marie
2. Sudbury
3. Thunder Bay

In addition, FedNor representatives regularly travel to the other cities and towns throughout Northern Ontario.

## MADE IN NORTHERN ONTARIO

Created for Northern Ontario and run by Northerners who understand the uniqueness of our business environment, **FEDNOR** (the Federal Economic Development Initiative in Northern Ontario) is meeting today's challenges and those of the future.

The economic make-up of Northern Ontario is rapidly changing, with increased opportunities in all sectors. Through a variety of programs, **FEDNOR** encourages:

- the establishment of new facilities;
- modernization and expansion of existing facilities;
- research and development of new products and processes;
- market development and feasibility studies in support of the above activities.

To date, **FEDNOR** has assisted many northern entrepreneurs in developing a solid base for economic growth. For information on how **FEDNOR** can assist you in meeting your goals, write to the office nearest you.



Suite 106, Queenscentres  
473-477 Queen Street East  
Sault Ste. Marie, Ontario  
P6A 1Z5  
1-800-461-6021



Government of Canada

Canada

*FedNor Launch Campaign (1988)  
directed at urban areas.*



## ***An Active and Vital Advisory Board***



In October 1987, the first 8 members of the economic development Advisory Board were

sequently adopted, as ancillary objectives, the need to actively promote federal economic development programs, and to ensure their effectiveness in Northern Ontario. The Board also chose to limit the use of the FedNor fund to small and medium sized private enterprise endeavours, believing municipal/provincial infrastructures, and “not for profit” endeavours could and should find support from other sources.

The Advisory Board undertook extensive consultations with other “stakeholders” throughout Northern Ontario. These included business associations, community leaders, interested entrepreneurs, municipal and provincial officials, elected representatives, as well as representatives from other federal departments and agencies. At the same time, prior to the introduction of the special FedNor programs, an interim program was implemented. By designating all of Northern Ontario as Tier III under the Industrial Regional Development Program, the interim program offered incentives of up to 25% of approved capital costs for eligible projects in manufacturing and processing within the FedNor region. Under the interim program, \$2.3 million was committed to 12 industrial projects in Northern Ontario, with

*“The Advisory Board undertook extensive consultations with other “stakeholders” throughout Northern Ontario.”*

named, with the Honourable Léo Bernier as Chairman. The “head office” of the FedNor Secretariat was established in Sault Ste. Marie under the direction of Hal McGonigal. At that time, the two existing offices of DRIE in Northern Ontario, located in Sudbury and in Thunder Bay, were incorporated into the Secretariat.

With the help of the Secretariat, the Board was asked to provide advice to Cabinet regarding the kinds of programs which should be established with the resources of the FedNor fund. The Board also advises Cabinet with respect to other federal policies and programs which have an influence on the economic environment of Northern Ontario. The Board sub-



a corresponding private sector investment of \$9.4 million. No new applications have been submitted under this program since the termination of the Industrial Regional Development Program in June 1988.

## ***New Program Development***

The interim program made it possible to accommodate some of the emerging development opportunities while FedNor's consultative and program design phases were underway. On May 9, 1988, two programs designed by FedNor were launched:

- the Rural Small Business Assistance Program;
- the Core Industrial Program.

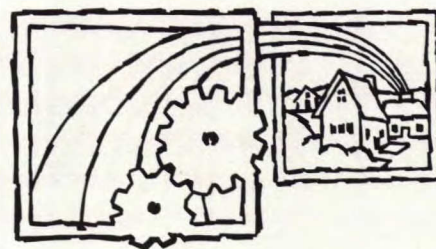
Both are business incentive programs offering grants against the capital costs of establishment, expansion or modernization projects.

The Rural Small Business Assistance Program provides capital assistance to a wide array of new or existing business enterprises in the rural areas of Northern Ontario. The program is aimed not

only at manufacturing but is also open to a wide range of service sectors including retail, wholesale, warehousing, repair services and other business services, tourism, accommodation facilities, and others.

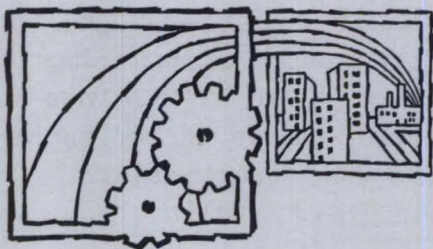
The objective of the program is to generate new income and employment opportunities, and to foster the long-term viability of small businesses operating in relatively difficult and isolated circumstances. The program is aimed at projects ranging from \$15,000 to \$135,000 in size. Contributions in the form of non-repayable grants, can be offered under the program. 200 cases are already "on the books", with 120 projects approved by the FedNor Board. FedNor's commitment to individual applicants now totals almost \$5 million with complementary private investment of almost \$11.5 million. To date, tourist accommodation establishments and marinas represent approximately 50% of FedNor's clients, with retail and wholesale business proposals representing an additional 20%.

The Core Industrial Program is the second major initiative. It is designed to provide assistance anywhere in the FedNor area for new and existing manufacturers



and processors, and selected service industries which provide technical and repair services to businesses. Assistance is not only for buildings and machinery but also for research and development. The program also provides assistance to entrepreneurs so that they may undertake feasibility studies, market research, and venture capital search in connection with new plant establishment, modernization, expansion or innovation projects. The program offers FedNor participation in small to medium sized industrial projects, covering up to \$15 million in capital costs. The contribution from FedNor is a non-repayable contribution of up to 35% of eligible capital costs for establishment, expansion and modernization projects; up to 50% of the costs for marketing and feasibility investigations and 60% of eligible costs for innovation projects. Up to this point, 72 projects have been approved or are under evaluation, with \$3.8 million in FedNor funds leveraging





*"The FedNor Loan Insurance Program...an investment value of over \$60 million for Northern Ontario businesses."*

another \$12.5 million in private investment.

In July, 1988, a special one-time tourism initiative was introduced: the Visitor Information Counsellors (VIC) Program. Under this program, the 6 authorized Northern Ontario travel associations received up to \$50,000 each to offset the wages of special supplementary tourist information counsellors - local senior citizens and students - to staff community visitor information centres for the 1988 summer tourist season, and to offer visitors the benefit of the seniors' in-depth knowledge of their communities.

In August 1988, the Supply and Services Canada procurement initiative was announced by the Federal Government. Under the initiative, an experienced officer from Supply and Services Canada has been assigned to the FedNor Secretariat for an initial period of one year. The officer, located in Sault Ste. Marie, is to define supplier development programs in Northern Ontario. This will include increasing the opportunities for purchases by the Federal Government of goods and services provided by businesses in the FedNor area. The

key element is information dissemination:

- how to sell to the Federal Government (bidding procedures, quantity and quality requirements, etc.);
- the different types of purchases (locally and nationally) which could be of interest to northern businesses;
- upgrading the quantity and quality of supplier facilities, with FedNor financial assistance as required, to expand the firms' abilities to respond efficiently to procurement opportunities.

In August 1988, the Federal Government announced that the FedNor Secretariat would receive additional staff resources in recognition of the need to maintain an effective response mechanism for the business clientele.

On October 27, 1988, the FedNor Loan Insurance Program was introduced with an investment value of over \$60 million for Northern Ontario businesses (\$15 million in FedNor funds will trigger an additional \$45 million in federal insurance coverage). The program can provide up to 85% coverage of loans granted



by approved lenders to assist eligible applicants seeking debt financing for projects between \$100,000 and \$15 million in capital costs.

A variety of sectors are eligible, including the following:

- resource-based economic activities (i.e. mining and logging);
- manufacturing and processing;
- aquaculture;
- commercial research and development facilities;
- tourism projects.

Eligible applicants include only private sector initiatives. Non-profit organizations, and crown corporations are not eligible for funding by FedNor. Eligible lenders include chartered banks, credit unions, trust companies, insurance companies, and pension funds.

The Loan Insurance Program can be used in conjunction with other FedNor programs. Currently, the maximum allowable stacking level for total assistance from all governments is 50% of project costs. However, if the Loan Insurance Program is used in

conjunction with FedNor's Core Industrial Program, the maximum stacking level has been increased to 65% in order to match the stacking level already applicable under the Core program.

### ***"An Active Role in Business Assistance"***

In the 11 months since the launching of FedNor's Core Industrial and Rural Small Business Assistance programs, the Secretariat has received more than 3,500 inquiries regarding business proposals, with 2,160 of these consultations relating to projects which could be eligible for assistance from FedNor. The total number of developing projects in which FedNor is involved, whether in a financial or in an advisory capacity, is in excess of 300. These numbers are increasing as the new programs become more widely known and as the enlarged Secretariat is able to play a more active role with respect to advising entrepreneurs beyond the limits of the FedNor programs.

The FedNor Advisory Board has met on a monthly basis since its inception, reviewing program criteria, making recommendations on project proposals, and holding

consultative sessions throughout the FedNor area. Four additional appointments to the Board were made in August 1988, bringing the number of members to its authorized level of 12.

In the coming year, the Board plans to continue this consultative approval process and to offer advice to Ministers regarding other federal development policies and programs, thereby contributing to the ongoing economic development of Northern Ontario.



## The Loan Insurance Program



The FedNor Loan Insurance Program was designed to encourage private sector capital investment in viable commercial operations in Northern Ontario.

The Loan Insurance Program can insure

up to 85% of loan amounts to eligible businesses for the establishment of new commercial operations, or the expansion/modernization of existing commercial operations. The loan insured must be for an amount between \$100,000 and \$15,000,000.

A wide range of business sectors are eligible for assistance under this program, including aquaculture, specified agricultural services, specified business services, commercial research and development facilities, freight forwarding industries, logging industries, manufacturing and packaging operations, mining and related services, storage and warehousing industries, tourism accommodation, food and beverage services, recreational facilities, resorts, amusement parks, tour boat operations, as well as repair services to industry and the resource sector.

## The Rural Small Business Program



Rural Small Business Program



Canada

The Rural Small Business Assistance Program is a special program administered by the FedNor Secretariat of Industry, Science and Technology Canada to provide assistance for new and existing small businesses in

rural Northern Ontario.

In order to be considered for the FedNor program, businesses must be located in Northern Ontario, north of and including the census divisions of Parry Sound, with the exception of the towns of Thunder Bay, Sault Ste Marie, North Bay, Timmins and the Regional Municipality of Sudbury.

The program helps enterprises achieve their business goals through new facility construction, expansion or modernization. The capital cost of an eligible project must be between \$15,000 and \$135,000. Eligible sectors include logging and forestry, marinas, manufacturing and processing, repair services, hotels, motels, resorts, retail trade, wholesale trade, storage and warehousing, aquaculture, as well as professional services in the fields of architecture, science, engineering, computers and data processing.

## The CORE Industrial Program



Core Industrial Program



Canada

The CORE Industrial Program was designed to provide assistance for new and existing businesses in Northern Ontario. In order to be considered for the FedNor Programs, businesses must be located in Northern Ontario,

north of and including the census division of Parry Sound and Nipissing.

The CORE Industrial Program can provide assistance to business for a new facility, for the expansion and/or modernization of an existing facility, for market research and promotion, as well as for an innovation or development project.

Eligible operations must be owned by individuals, partnerships, cooperatives or corporations who are engaged in, or plan to undertake a profit making venture in the following sectors: manufacturing or processing, aquaculture, repair and other selected services.





## CLIENT PROFILES



**Aqua-Cage Fisheries Limited**  
**Miller Technology Inc.**  
**Dingwell's Machinery & Supply Limited**



## CLIENT PROFILE

# Aqua-Cage Fisheries Limited



There's something unusual hidden under the water in Depot Harbour, at the Parry Island Indian Reserve near Parry Sound, Ontario. That something is a farm - a fish farm producing rainbow trout and Chinook salmon. Aqua-Cage Fisheries Limited owns and operates this growing business. The company received \$95,000 from the FedNor Rural Small Business Program in November, 1988.

Owners Gordon Cole and Stan Fairchild started operations at Depot Harbour in 1983, one year after they ran a pilot project for the fish farm at Huckleberry Island on Georgian Bay. Cole and Fairchild previously worked at a private hatchery in Southern Ontario. Both have an education in biology, although Cole says this background is not directly applicable to their current work.

Cole and Fairchild spent two years finding their northern location and setting up Aqua-Cage. A subsequent few years of reinvesting revenues, and foregoing regular salaries netted the owners a viable operation by 1985. Production has grown steadily, from 3,000 fish in 1982, to 700,000 fish in 1988.

Cole and Fairchild started Aqua-Cage with an innovative approach. The company was the first commercial aquaculture project in Northern Ontario to use net cages to raise fish. This technique is used widely in Japan and Scandinavia. Developed in Norway in the 1960's, the technique is now used in Canada's coastal fish farming industries, and has been subsequently used in Northern Ontario by newly established operators.

Sheets of nylon webbing are stitched together to make boxes for the net cages. These are then put on a galvanized steel frame. Aqua-Cage will use FedNor assistance to increase its cage volume, building one cage four times the size of those it currently has in use.

The contribution will also enable the company to upgrade older equipment, and mechanize the feeding process. A conveyor belt will now be used to take food from a silo to a feeding machine, a hopper with a blower that is operated from a boat. Says Gordon Cole, "In 1988, we fed the fish by hand - four tons of feed per day. That meant hauling 80 to 90 garbage buckets of feed by boat each day."

Aqua-Cage operates year round, moving its cages to deep water for the summer months, then to the sheltered harbour in winter. De-icing equipment is used to keep access to the nets open in winter. The company has seven full-time employees at present, plus part-time weekend processors. Additional part-time help is hired each summer. The FedNor assisted expansion will lead to the creation of an additional six full-time equivalent jobs in the next two to three years.



## CLIENT PROFILE

# Miller Technology Inc.



Feeding 700,000 growing fish day in and day out, regardless of the weather, is but one of the challenges of operating Aqua-Cage. Since the production cycle for fish is two to three years long, says Gordon Cole, "you have to guess what will be happening on the market in two years time. You have to think ahead about what size and species of fish people will want." Cole points out that the fish farming industry is expanding rapidly in Canada at present. If an increase in national production affects the marketplace, prices could drop, he notes.

Aqua-Cage sells much of its produce to the Toronto and American markets. Winter is the company's main marketing season.

Cole says a drop in market values in future would make FedNor's 1988 contribution vital to the continued operation of Aqua-Cage. Should prices remain stable, however, the assistance will have facilitated an expansion leading to increased productivity and employment at Depot Harbour.



As Miller Technology Inc. of North Bay enters its tenth year of operation in 1989, company president Ron Miller will be implementing a \$168,000 expansion at his Seymour Street location in North Bay. FedNor has supported this initiative under the CORE Industrial Program, with a contribution of \$42,000.

Miller Technology Inc. is a pioneer in the manufacture of small utility vehicles and mobile equipment used in underground mining. The FedNor contribution, says Ron Miller, will enable the company to undertake new research and development work, work that could not have proceeded without government support. The resultant new technology, he notes, will help other industries in Northern Ontario, as well as his own: "The expansion will allow us to design and build more prototypes, and help the mining industry become more efficient. We can develop the technology that is needed here, rather than import it. We can also



export this technology to other markets.”

Miller Technology currently exports to the United States. The company’s U.S. market is equal in volume to its Northern Ontario/Quebec market area.

A multi-faceted operation, the company, in addition to underground equipment manufacture, does engineering consulting, and accident investigations. The firm also makes such specialized equipment as rock drill torque testers, explosive loading devices, and cable bolt installing devices. Miller Technology sells locomotives for underground use, and tractors and implements to the farm industry.

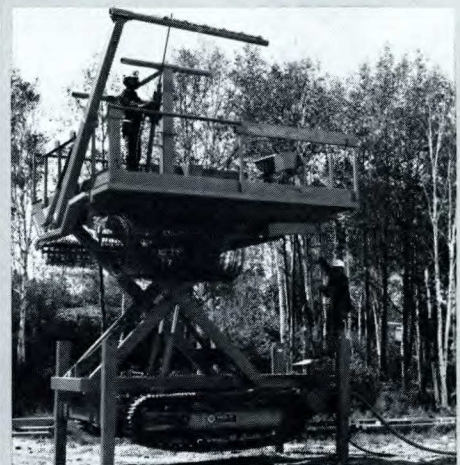
The North Bay plant currently stands at 7,000 square feet. The new expansion project will enlarge the facility by an additional 2,000 square feet. It is anticipated that five new full-time jobs will be created by the project, over and above the current number of full-time employees, 18.

Much of the new space will be used to expand engineering and warehousing facilities. New manufacturing equipment, including a press break, for bending steel, and iron workers, for bend-



ing iron, will bring new processes in house. “It gives us more control over our operation,” explains Ron Miller. Computer equipment will also be added, for a variety of applications, including computer-aided drafting, and inventory and production control.

Ron Miller says FedNor has provided important support for his company, support that will enable Miller Technology Inc. to continue making innovations in underground equipment manufacture. “We have to be competitive in industry,” he says, “but somebody still has to do the pioneering. The FedNor assistance has allowed us to do research and development work we could not

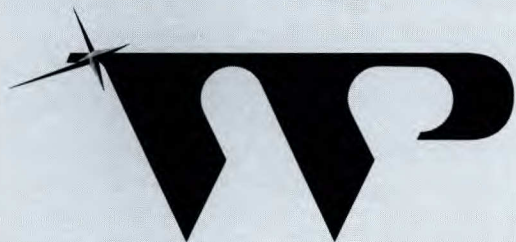


have initiated on our own.” For Northern Ontario entrepreneurs, says Miller, the FedNor presence is very important. “Our companies should use it to its full extent,” he says. “It’s there to use. It’s going to promote the North, and create jobs.”



## CLIENT PROFILE

# Dingwell's Machinery & Supply Limited



Dingwell's Machinery & Supply Limited has served the pulp and paper, sawmill, mining and grain industries in Thunder Bay for 45 years. This industrial supply house and machining and fabrication facility employs 42 full-time staff at its Alloy Drive operation. A new project is underway at Dingwell's, one that will give the company an expanded manufacturing base, and the flexibility it needs to market a new product across the country.

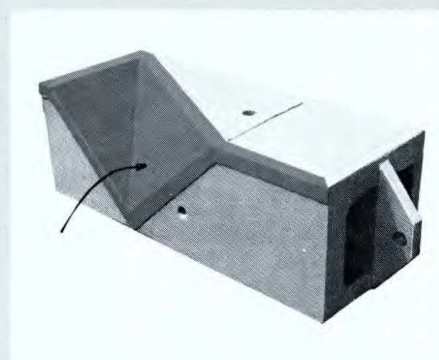
Company vice-president Robert Bell comments on the new development: "The expansion is a division of Dingwell's called Canadian Wear Parts Limited. This division specializes in wear-proofing parts that show premature wear, or wear easily. The wear-proofing substance can be either fused into the existing, or apparent metal, or inlaid. We can then guarantee that the part will last three times as long as the best hard surface welding rod."

An alternative to welding, this new process is used for smaller surfaces, within two square feet in size. It can withstand heat without cracking or flaking. The process was designed and patented in the United States. Canadian Wear Parts Limited holds exclusive rights from the U.S. owner.

The development of this new division required an investment of \$430,000. FedNor contributed \$107,000 towards this sum in February, 1988. Says Robert Bell, "FedNor was great to work with. They supported us throughout the whole endeavour. They looked at it carefully to see if it was viable. They looked for stability, and feasibility."

Bell says the FedNor contribution enabled Dingwell's to lock in its new division quickly. Now, Canadian Wear Parts has customers on both the East and West coasts. The product has been tested in a variety of applications in sawmills. In some cases, parts have lasted up to ten times their normal expected 'life'. In every test, the product has met its guarantee, lasting a minimum of three times its normal lifespan.

Canadian Wear Parts is setting up a distribution network for its product across Canada. Ulti-



mately, however, the objective is to license the manufacturing process for the product in other centres, eliminating the need for a costly national distribution system.

This new product has helped Dingwell's open doors to new and larger customers from coast to coast. Says Robert Bell, "It's being able to open those doors with something new and different. Once you start advertising that you are wear specialists, they throw everything at you, from soup to nuts." Canadian Wear Parts has been opening doors. Dingwell's has been gaining entry, and getting spin-off business for its other products and services from new clients at the same time.

This growing market will enable the company to diversify. Robert Bell says earnings from wear-proofing will be put into research



and development, and further growth. At home in Thunder Bay, repair work that was being sent to the United States, is being localized, and done at Dingwell's.

For company president Patrick Gilbride, and vice-president Bell, FedNor has provided a means to achieve positive growth. Over a three year period, eleven new jobs are to be created. Seven of these positions are now in place.

Says Bell, "Especially because it is assisting Northern Ontario people, it has a great impact. Because of the part of the country we happen to be in, there is a lot of untapped opportunity. It took something from our government to get this going."



**For further Information  
Please Contact Our Office Nearest You**

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# Appendix

## *FedNor Statistics*

For the fiscal year ending March 31, 1989

### *Rural Small Business Assistance Program*

BUSINESS TYPE	ACCEPTED OFFERS	FEDNOR ASSISTANCE	TOTAL CAPITAL COSTS	JOBS CREATED
Accommodations	39	\$1,717,489	\$4,188,998	52
Retail	31	\$1,072,221	\$2,749,285	68
Manufacturing	24	\$908,060	\$1,932,043	60
Marinas	14	\$712,897	\$1,549,776	22
Forestry	4	\$169,150	\$367,717	8
Repair Services	3	\$120,871	\$223,835	5
Aquaculture	2	\$127,100	\$186,912	8
Computer Services	1	\$39,260	\$98,150	2
Scientific Services	1	\$28,216	\$56,432	6
Wholesale Trade	1	\$53,400	\$133,500	4
<b>TOTAL</b>	<b>120</b>	<b>\$4,948,664</b>	<b>\$11,486,647</b>	<b>235</b>

### *Core Industrial Program*

PROJECT TYPE	ACCEPTED OFFERS	FEDNOR ASSISTANCE	TOTAL CAPITAL COSTS	JOBS CREATED
Expansion	21	\$2,701,696	\$9,068,024	165
Establishment	6	\$547,010	\$1,909,500	49
Innovation (R&D)	3	\$113,188	\$214,866	0
Marketing	4	\$134,445	\$270,111	0
Modernization	4	\$244,191	\$874,832	14
Studies	4	\$62,500	\$158,800	0
<b>TOTAL</b>	<b>42</b>	<b>\$3,803,030</b>	<b>\$12,496,133</b>	<b>228</b>



## ***FedNor Advisory Board***

October 28, 1988

North Bay, Ontario



*Standing:*

*Pat Birnie (New Liskeard); John Cochrane (Sudbury); Leo Bernier, President (Hudson); John Follis (North Bay); Bill Elgie, Vice President (Sault Ste. Marie); Howard Bannon (Thunder Bay)*

*Sitting :*

*Gaston Demers (Sudbury); Leah Welk (Parry Sound); Ginette Quirion (Hearst); Claire Dimock (Elliot Lake); Shawn Emery (Thunder Bay); Reg Pope (Timmins)*



*Hal McGonigal is Director General of the FedNor Secretariat.*

“As a member of the FedNor team, I have the opportunity to meet many of our “partners” - business people and public officials concerned with economic development in Northern Ontario. Their dedication and enthusiasm are impressive. It is a pleasure and a challenge to work with our innovative, forward thinking clients. The entrepreneurial spirit is strong in the FedNor area.”



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