

Canada

FedNor 



Introducing FedNor

FedNor is the Federal Economic Development Agency in Northern Ontario. Our mission is to promote economic growth, diversification, job creation and sustainable, self-reliant communities in Northern Ontario, by working cooperatively with community partners and other organizations.

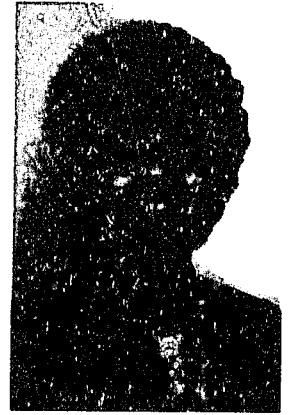
FedNor programs and services address some of the structural, sectoral and community economic development challenges facing the north. They are designed to help improve small business access to capital, information and markets, and to support the development of strong community partnerships.

By opening the door to emerging economic opportunities, FedNor helps northerners build a better future, bringing the federal government jobs and growth agenda to fruition. Recently, the federal government extended the FedNor mandate beyond its current term - the future of FedNor in Northern Ontario is now assured.

We plan to be there when opportunity knocks. Dynamic, active and committed, FedNor looks forward to working in partnership with you.



The novelist Graham Greene wrote in *The Power and the Glory* that "There is always one moment in childhood when the door opens and lets the future in."



That same concept holds true in the development of prosperity in a region. The 'moment' occurs when the pickaxe exposes the first glint of ore, when the first boards roll out of the mill, and when ingenuity opens the door and lets the future in.

Whether through the development of competitive new products and services and innovative new technologies; through success in new markets or community strategies to fuel economic activity, northerners are staking out the future, exploring new avenues of commerce while building on our cornerstones and our strengths.

The Government of Canada is committed to helping create the conditions that create growth from coast to coast. To that end, FedNor, the Federal Economic Development Agency in Northern Ontario, works in a wide range of partnerships to ensure northerners enjoy full access to the information and services they require to be successful.

FedNor looks forward to working with you – opening doors and building futures.

Louise C. Paquette

Director General

Welcome
to FedNor



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New business financing opportunities are available in Northern Ontario thanks to partnership agreements between FedNor and financial institutions, as well as FedNor contributions to the local investment funds administered by northern Community Futures Development Corporations (CFDCs). These programs are offered through and administered by the participating financial institutions and CFDCs as indicated below.

Northern Ontario Business Development Loan Fund

Business Development Bank of Canada



This \$25 million fund provides financing for a wide range of viable business projects in the small and medium-sized business sector, with an emphasis on the growth and market expansion activities of innovative companies. For more information, contact the Business Development Bank of Canada office nearest you.

Financing Program for Innovative Small and Medium-Sized Businesses in Northern Ontario

Royal Bank of Canada

This \$10 million fund supports the expansion activities of small and medium-sized businesses in the biotechnology and agriculture-biotechnology; information technology; medical devices; telecommunications; agribusiness/food or beverage processing; advanced manufacturing technology; mineral technology; new materials and plastics processing sectors. For more information, contact your nearest Royal Bank Business Banking Centre.



Financing Program for Northern Ontario Small and Medium-Sized Businesses

Caisses populaires

This special \$10 million fund supports a variety of activities in the small and medium-sized business sector, including expansion projects, market development programs, export market development or expansion initiatives, strategic planning, management training programs and quality improvement initiatives. For more information, contact a Caisse populaire serving your area.

Other business financing programs

Additional information on business financing in Northern Ontario is included elsewhere in this brochure. Refer to the sections entitled "Funded Programs" and "Community Economic Development".



Trade

The 1998 Team Canada Trade Mission to Latin America included representation from 13 Northern Ontario companies and organizations. Their participation resulted in millions of dollars in new business for the north.

A new export club was established in Sault Ste. Marie in 1997, and plans are underway for clubs in Sudbury and Thunder Bay.

FedNor has provided financial support to the Northern Network Trade Conference and the Northwest/Midwest Alliance, initiatives designed to promote trade between northwestern Ontario and the American Midwest.

FedNor works in partnership with the Business Development Bank of Canada on the BDC's NEXPRO program, which provides new exporters with classroom instruction and individual counselling.

FedNor is also supporting Confederation College in Thunder Bay in its efforts to organize missions for new exporters to such countries as Italy, Cuba and Ukraine.

FedNor sponsored a mission of Sault Ste. Marie area forestry service firms to Ecuador and Chile, and is organizing a mission of Northern Ontario mining equipment manufacturers to Chile.

FedNor serves as an access point for all federal government trade services, including the International Trade Centre, the Export Development Corporation, the Canadian Commercial Corporation and Canada's Trade Commissioners abroad.

FedNor is an active member of Trade Team Ontario, and works in partnership with others to increase the number of exporting firms in the north. FedNor recruits Northern Ontario firms for participation on Team Canada trade missions and has supported trade missions in the forestry and mining sectors.

FedNor's objective is to ensure that the business people of Northern Ontario have available the information, training and financial support they need to compete successfully in the international marketplace. To that end, FedNor is coordinating the training and development of 60 local export trade advisors in the north, who provide counselling services to new exporters, and providing financial support to regional efforts aimed at increasing international trade training. The staff of northern Community Futures Development Corporations have also received training on trade-related programs and services.

FedNor is also supporting a number of efforts to make trade readiness training more widely available in the north, and plans to establish a trade forum on its website to provide online trade problem solving to Northern Ontario firms.



Telecommunications and Business Information

FedNor has completed an inventory of existing and planned telecommunications services for each community in Northern Ontario. This document is available in hard copy and on the FedNor website.

FedNor is helping community groups in their efforts to resolve problems with telecommunications infrastructure. Sixteen communities in the Northwest have received financial support to upgrade local data transmission services, while in the Timiskaming-Cochrane area, FedNor is supporting local efforts to resolve the issue of party line service.

In cooperation with its Aboriginal Working Group, FedNor is developing an implementation plan that addresses short, medium and long term strategic priorities in upgrading telecommunication systems in Aboriginal communities in the FedNor area.

FedNor is supporting community awareness workshops on the use of telecommunications in the fields of business, education and health.

Through its website, FedNor is making sure that information on its programs and services and other topics of interest to regional businesses is widely available in the north. The FedNor website (fednor.ic.gc.ca) is linked to all business support resources in Northern Ontario.

FedNor continues to sponsor Small Business Conferences and Info-Fairs in communities throughout Northern Ontario to inform small business owners of the federal programs and services available to support them. In 1998, Conferences and Info-Fairs will be held in North Bay, Timmins and Kenora. In 1999, they are scheduled for Elliot Lake/Blind River, Parry Sound and Timiskaming.

"We will make the information and knowledge infrastructure accessible to all Canadians by the year 2000, thereby making Canada the most connected nation in the world."

— Speech from the Throne to open the Thirty-Sixth Parliament of Canada

FedNor promotes the upgrading of telecommunications infrastructure in Northern Ontario to ensure that communities and businesses have access to the information highway and modern telecommunications services. In addition, FedNor is supporting the efforts of community based groups to promote the use of modern telecommunications for economic and social development.

FedNor is also helping make business information more widely available in the north through the FedNor website and federal Small Business Conferences and Info-Fairs.



Technology and Innovation

FedNor has provided financial and promotional support to the Northern Centre for Advanced Technology Inc. (NORCAT), a not-for-profit corporation located in Sudbury that provides training, technology diffusion, applied research, technology transfer and prototype development services to companies and entrepreneurs.

FedNor is supporting the establishment of the Northwestern Ontario Technology Centre Inc., in association with Lakehead University. The Centre will promote the transfer and commercialization of technology from the University to the private sector and support the development of technology-based businesses.

FedNor has also provided financial support and other services to the Mining Innovation Rehabilitation and Applied Research Corporation. MIRARCo is based in the Willet Green Miller Centre at Laurentian University in Sudbury, and carries out applied research and training activities in mineral exploration and processing; mining; environmental rehabilitation; ecosystem management; and industrial health and safety.

The Northern Centre for Advanced Technology Inc.



The Northern Ontario Database

To ensure that its programs and services are informed by the relevant statistical data pertaining to the north, FedNor has created a Northern Ontario Database. This resource now includes the Census of the Canadian Population, the Census of Agriculture, Labour Force Survey data, and Taxfiler small-area data, all from Statistics Canada. It also includes data on Housing Starts compiled by CMHC, as well as data on consumer and business bankruptcies drawn from Industry Canada's Corporate Information System.

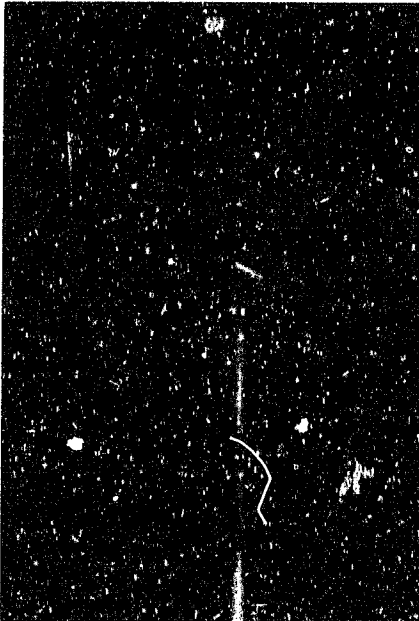
Through an agreement with Statistics Canada, FedNor is able to make local Census data available to individual Community Futures Development Corporations wishing to conduct comprehensive small-area analyses.

FedNor utilizes Labour Force Survey data to compile tables on the labour force, employment, unemployment, participation rates, unemployment rates and employment-to-population ratios in the Northeast and Northwest, and in the Cities of Sudbury, Thunder Bay, Sault Ste. Marie and North Bay. Taxfiler small-area data provides FedNor with information on migration flows by age group to and from the 11 districts of Northern Ontario.

The information included in the FedNor Northern Ontario Database is obtained under licensing agreements and cannot be disseminated to third parties, except as noted above.

Supplier Development and Procurement

FedNor promotes the development of business networks in various sectors of the economy, including forestry, mining and metal fabrication, to facilitate joint activities such as purchasing, research and development, and marketing.



Advanced Thermodynamics Corporation, located near Sault Ste. Marie, is marketing wind-powered energy systems throughout Ontario with support from FedNor.

In 1996/97, CFDC operations in Northern Ontario resulted in substantial economic benefits for our northern communities:

Investment Activities:

- 350 businesses assisted
- 1,395 jobs created/maintained
- \$10 million in investments disbursed
- \$23.5 million in leveraged funds

Business Counselling Activities:

- 579 businesses assisted
- 1,253 jobs created/maintained
- \$12.4 million in leveraged funds

(all figures based on information received from CFDCs)

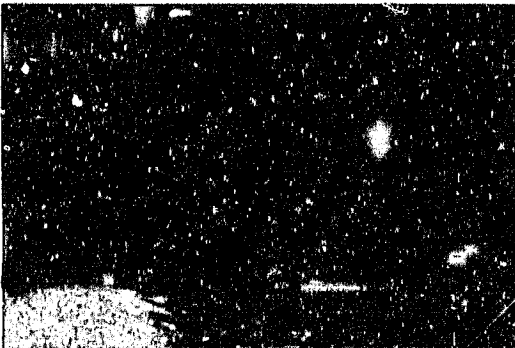
Community Futures Development Corporations

FedNor's Community Economic Development unit helps rural and northern communities strengthen their economies and create jobs.

FedNor provides funding, advice and support to a network of 22 Community Futures Development Corporations (CFDCs) across Northern Ontario. These not-for-profit, community-based corporations are governed by volunteer boards of directors that represent a variety of local interests and priorities. Professionally staffed offices deliver a wide variety of programs and services to support community economic development and small business growth.

Through a mutually beneficial and cooperative relationship, CFDCs relay vital federal government information and services to their communities and provide FedNor with feedback on community needs and issues related to local economic development. This direct link to hundreds of communities helps us refine and develop our programs and services and is an integral part of FedNor's approach to economic development in the North.

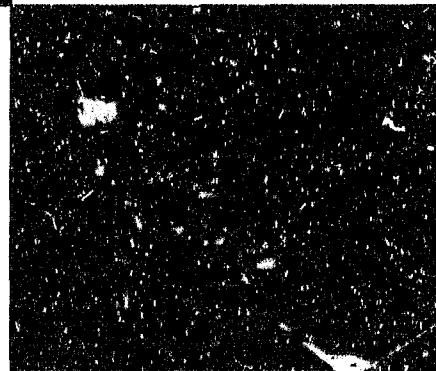
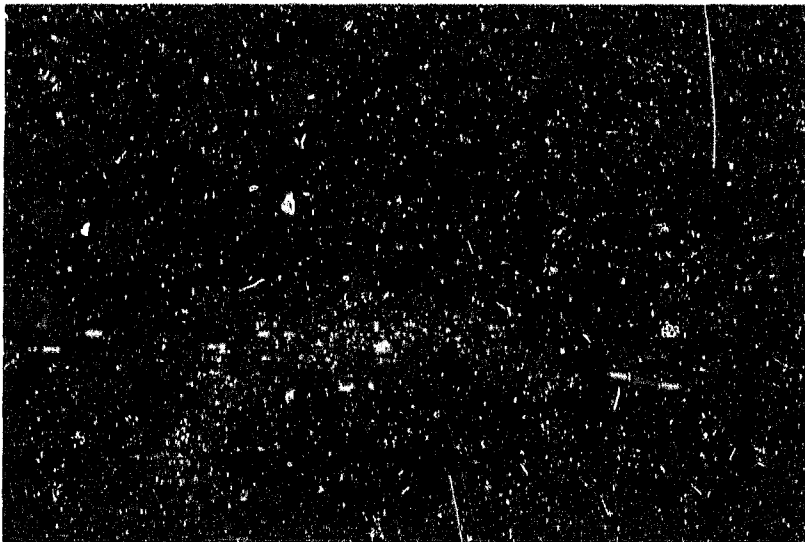
CFDC boards of directors are made up of representatives of the private sector, other community organizations, municipalities, educational institutions, labour and Aboriginal communities. They help analyze the local economy; develop and implement plans to stimulate economic growth and diversification; make local decisions on business investments; and work with community partners to identify and pursue opportunities and projects to improve the local economy. With support from FedNor, they also ensure that CFDCs are fiscally responsible and accountable to the community.



The activities undertaken by CFDCs in each community vary widely, and may include community projects supporting economic development; research; tourism marketing; initiatives to increase trade and exports; and promotion of investment in telecommunications infrastructure and the information highway. The three primary activities of CFDCs are:

Strategic Community Planning

Community Futures Development Corporations carry out strategic community planning for economic development, working with other partners in their communities to assess local problems; establish objectives, and plan and implement strategies to develop the local economy.



Business Development Services

CFDCs provide technical advice, business counselling, information and referral services to small and medium-sized enterprises. This can include help with business plan development or training needs, export support, and sponsoring trade shows or business seminars. CFDCs also provide local access to the services of the Canada/Ontario Business Service Centre.

Investment in Small Business

Community Futures Development Corporations provide loans, loan guarantees and equity investments at competitive rates to new or existing businesses that have viable business plans; demonstrate personal commitment; will help maintain or create jobs; and cannot obtain sufficient financing from other sources. All CFDC financing decisions are made by the local CFDC board of directors, placing economic development decision-making at the community level.



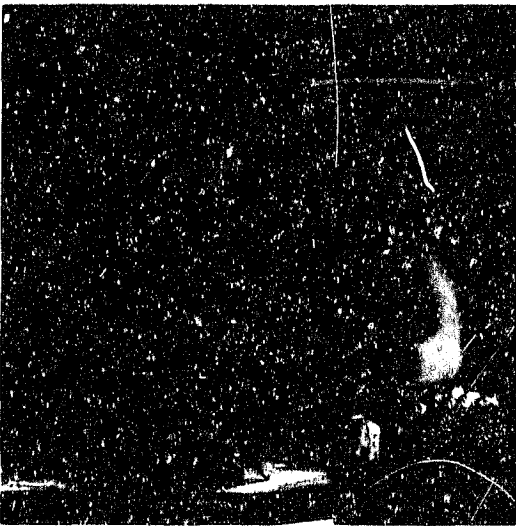
FedNor's Business Planning Initiative

Private sector, for-profit businesses may be eligible to receive repayable financial assistance for business planning through FedNor's Business Planning Initiative, which is administered by Northern Ontario CFDCs. CFDCs make all decisions pertaining to these repayable loans, which may be up to a maximum of \$5,000. The Business Planning Initiative helps qualified applicants retain the services of an independent, professional consultant to assist in business plan development. Business planning helps ensure that all aspects of the business proposal are considered and investigated; that all issues and potential problems are clearly understood; and may facilitate timely access to financing.

The Special Initiative for Sudbury

In the Sudbury area, business counselling and business investment services similar to those offered by CFDCs are available through a special partnership between FedNor, the Business Development Bank of Canada and the Sudbury Regional Business Centre.

Please refer to page 17 for CFDC contact information.





The Canadian Ecology Centre, Mattawa

Northern Ontario Economic Development Fund

The Northern Ontario Economic Development Fund (NOEDF) provides assistance for strategic projects that create employment and stimulate economic growth. Under this fund, assistance is provided to projects that reflect local needs and priorities as identified in a recognized community plan for economic development. The projects supported must be integral to the economic growth or recovery of the community and result in long term economic benefits, such as long term job creation, economic diversification and enhanced business competitiveness.

The applicant must clearly demonstrate that the Northern Ontario Economic Development Fund contribution is required to allow the project to proceed.

Eligibility Requirements

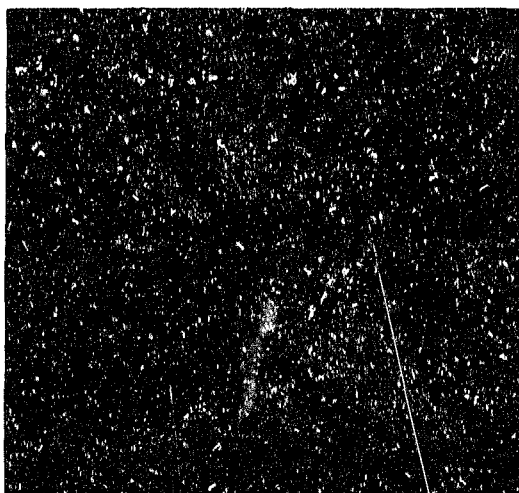
Not-for-profit, business-oriented organizations located in Northern Ontario are eligible to apply, including business or trade associations, local economic development associations, municipalities and post secondary educational institutions where the project proposed is linked to trade, technology or other activities in support of small and medium-sized enterprises. Eligible costs that can be supported by this fund include wages and benefits; professional and special services; research consultants' fees; travel and accommodation; liability insurance; and the rental or purchase of materials, supplies and equipment.

Level of Support

Preference will be given to projects that involve cost sharing among the applicant, the private sector and other levels of government. Support may be provided for up to 50 per cent of the project costs, normally to a maximum of \$100,000. Contributions made under the NOEDF are subject to Industry Canada's policy on repayability.

Not-For-Profit Fund

Not-for-profit business organizations play a vital role in providing support services, information and skills training to entrepreneurs and small businesses in Northern Ontario. These groups help build networks, provide advice and develop opportunities for local business people to share information. Recognizing the need to support these groups in their efforts to create a positive environment for the growth of small business, FedNor has created the Not-For-Profit Fund.



*The Ojibwe Cultural Foundation Centre,
West Bay First Nation*

Eligibility Requirements

This fund provides financial support to not-for-profit, business-oriented organizations for initiatives that develop business and trade opportunities; improve business competitiveness through seminars and quality initiatives; provide specialized services in support of entrepreneurship, small and medium-sized businesses; and regional economic development. It also provides support for feasibility and marketing studies; marketing projects; and research and analysis.

Level of Support

Eligible costs under the Not-For-Profit Fund include those directly associated with a specific project or initiative. No contributions are made toward ongoing operational costs. Support may be provided for up to 50 per cent of project costs, to a maximum of \$100,000. Contributions made under the Not-For-Profit Fund are subject to Industry Canada's policy on repayability.

Tourism Fund

The tourism industry contributes some \$780 million to the economy of Northern Ontario annually, directly employing 33,000 and indirectly many more. Strengthening this significant sector is a FedNor priority. FedNor is working closely with its key tourism partners in Northern Ontario to help realize the region's tourism potential. To respond to related requests for financial assistance, FedNor has established a special Tourism Fund.

FedNor's Tourism Fund provides financial support for broad-based regional initiatives that strengthen Northern Ontario's tourism industry. Support is available for cooperative marketing initiatives, specialty tourism package development, tourism skills development, and sector-specific economic research and analysis.

Non-profit organizations, such as tourism associations, tourism-related business associations, and alliances of commercial operations engaged in tourism, are eligible to apply for support under this fund for the following types of activities:

Cooperative Marketing

- promotional activities and materials related to major projects;
- tour operator/media familiarization tours; and
- sector-specific marketing projects, such as heritage/cultural tours, snowmobiling, birding, eco-tourism, fishing, etc., that have broad regional impacts.

Skills Development

- participation in, or organization of, workshops or seminars designed to improve local tourism management, marketing and hospitality skills;
- the development of distance learning/training tools, such as videos and interactive software programs; and
- initiatives that facilitate tourism networking and industry partnerships.



Research and Analysis

- sector-specific research into trends affecting the region's tourism potential;
- feasibility studies of proposed sectoral or sub-regional tourism initiatives, and;
- the identification of tourism investment opportunities.

Eligible costs

Eligible project costs may include networking activities; print and electronic media advertising; the development and distribution of promotional materials; direct costs associated with regional familiarization tours; the organization of seminars or workshops; and consultants' costs.



Level of Support

FedNor contributions under the Tourism Fund will not normally exceed 50 per cent of eligible project costs, to a maximum of \$250,000. Contributions that may have a positive impact on the proponents' revenues will be repayable (for example, marketing initiatives or support for the development of training/seminar packages that are subsequently sold). Projects that have a broad, positive economic impact and cannot be structured to generate revenues may be eligible to receive non-repayable contributions (for example, market research and analysis or business networking activities).

Pre-Commercial Fund

FedNor also offers financial support for technology and innovation through its \$3 million Pre-Commercial Fund. This fund provides repayable assistance to small and medium-sized companies based in Northern Ontario for pre-commercial research and development and market research activities. To be eligible for assistance, proponents must demonstrate that the project has significant job creation and/or export potential and that they have been unable to obtain the required funding from traditional financial institutions.

FedNor has convened an Aboriginal Working Group, which supports the establishment, development and growth of Aboriginal economies by working collectively to improve access to FedNor programs and services within the Aboriginal community. Through the efforts of FedNor's Aboriginal Working Group, all FedNor staff have been provided with cross-cultural awareness training. The AWG has also organized a special conference for Aboriginal youth.

FedNor launched a Youth Internship Initiative in 1997 to provide northern post secondary graduates with opportunities to gain employment experience within community organizations that have an economic development mandate.

Information on FedNor programs and services has been forwarded to women's organizations throughout Northern Ontario to increase their awareness of the community economic development opportunities available through the agency.

FedNor has also launched a three-year action plan under Section 41 of the Official Languages Act, reflecting a commitment to support the full use of both English and French in Canadian society through its own programs and services.

FedNor is a part of Industry Canada and may be contacted for information on the many programs and services offered by this federal government department. Industry Canada's mission is to foster a growing, competitive, knowledge-based Canadian economy, ensuring that Canadian businesses and industries have the best tools, information and skills to innovate, grow, compete globally and generate jobs at home.

Industry Canada's program areas include:

- developing industry and technology capability;
- fostering scientific research;
- setting telecommunications policy;
- promoting investment and trade;
- promoting tourism and small business development; and
- setting rules and services that support the effective operation of the marketplace.

Promoting Opportunity

FedNor promotes its programs and services to all northerners and makes a particular effort to communicate with Aboriginal communities, Youth, Women and Francophones.



Canada's Largest Business Website

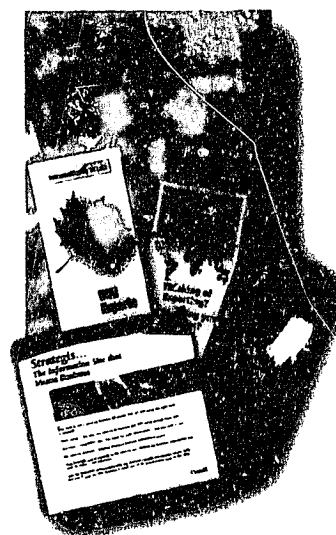
FedNor actively promotes such Industry Canada services as Strategis, among others. Strategis is Industry Canada's online business information site, and the largest business website in Canada. Through Strategis, Industry Canada provides comprehensive business information on markets, trade and investment; industrial perspectives; technology and innovation; micro-economic research and analysis; business management; and marketplace services. It is available on the Internet at:
<http://strategis.ic.gc.ca>

The Student Connection Program

Through this program, specially trained university or college students provide Canadian businesses with 15 hours of training on making strategic use of the Internet. For more information, call the Student Connections Program toll free at: 1-888-807-7777.

The Community Access Program

Through the Community Access Program, Industry Canada provides funding to help small and rural communities gain access to the information highway. For additional information, please call the Community Access Program toll free at: 1-800-268-6608 or visit their website at <http://cnet.unb.ca>



Northern Ontario Community Futures Development Corporations

CFDC	Service Area	Telephone	Toll Free	E Mail Address
Atikokan Economic Development Corporation	Atikokan	807-597-2757	888-334-2932	aedc@atikokan.lakeheadu.ca
Chukuni Communities Development Corporation	Ear Falls/Golden Red Lake	807-222-2059 807-727-3275		chukuni@chapwin.net business@chapwin.net
Community Development Centre for East Algoma	Blind River	705-356-1152	888-227-3569	cdcbr@adss.on.ca
Community Development Corp. of Sault Ste. Marie & Area	Thessalon & North Shore of Lake Huron Sault Ste. Marie & Area	705-842-3605 705-942-8548	888-795-0159	cdct@adss.on.ca cd@soonet.ca
Greenstone Economic Development Corporation	Geraldton/Nakina/Longlac/Beardmore	807-854-2273		gstone@cancom.net
Kirkland & District Community Business Corp.	Kirkland Lake & Area	705-567-3331	800-297-7347	kkb@ntl.sympatico.ca
Lacloche Manitoulin Business Assistance Corp.	Manitoulin/Espanola Area	705-282-3215	800-461-5131	lambac@onlink.net
Lake of the Woods Business Incentives Corp.	Kenora	807-467-4640		lowbic@voyageur.ca
Nipissing East Community Opportunities	North Bay/Mattawa & Area	705-476-8822	888-476-8822	neco@vianet.on.ca
Nord-Aski Non-Profit Development Corporation	Hearst/Constance Lake/Val Côté/ Mattice/Hornepayne	705-362-7355	800-655-5769	nord-aski@henc.on.ca
North Claybelt Community & Business Dev. Corp.	Kapuskasing/Cochrane/Iroquois Falls & Area	705-337-1407	888-289-4293	nccbdc@nt.net
Rainy River Future Development Corp.	Rainy River District	807-274-3276	800-465-8502	rrfdc@fort-frances.lakeheadu.ca
Parry Sound Area Community Bus. & Dev. Corp.	Parry Sound and Area	705-746-4455	888-746-4455	cbdc@zeiter.com
Patricia Area Community Endeavours Inc.	Ignace/Dryden/Sioux Lookout	807-221-3293	800-465-5307	pace@ilrviden.net
South Temiskaming Community Bus. Dev. Corp.	Tri-Towns/Earlton	705-672-5161		ciac@nt.net
Sudbury East Economic Development Corp.	Warren/Noelville/Markstay/St. Charles	705-967-0194	888-783-3278	economic@sudburveast.com
Superior East Community Development Corp.	Wawa/Chapleau/White River/Dubreuilville	705-856-1105	800-387-5776	secdc@onlink.net
Superior North Community Development Corp.	Terrace Bay/Schreiber/Red Rock/ Marathon/Manitouwadge	807-825-4505	888-445-9999 (from area code 807 only)	janmcc@cancom.net marvht@cancom.net leshed@cancom.net
Thunder Bay Ventures	Thunder Bay & Area	807-623-9355		tbventur@tbventures.on.ca
Timmins & Dist. Community Futures Committee	Timmins & Dist.	705-268-6624	800-966-9461	tdcfc@vianet.on.ca
Wakenagun Community Futures Dev. Corp.	Ontario James Bay/Hudson Bay Coast	705-658-4428	800-989-4850	wakenag@onlink.net
Waubetek Business Development Corp.	Manitoulin/North Shore First Nations	705-285-4275	800-665-2248	waubetek@etown.net
West Nipissing Economic Development Corp.	Sturgeon Falls/Verner/Field & Area	705-753-5450	800-263-5359	wnedc@west-nipissing.on.ca
In the Sudbury Region, business development services similar to those of a Community Futures Development Corporation are provided through special initiatives, accessible through:				
Sudbury Regional Business Centre	Sudbury Region	705-673-4161	800-708-2505	srdc@vianet.on.ca

For more information on Community Futures Development Corporations, please visit the Community Economic Development page of the FedNor website at: fednor.ic.gc.ca

For additional information on FedNor programs and services,
call our offices toll-free at:

1-877-FED-NORD (1-877-333-6673)

or visit the FedNor website at: fednor.ic.gc.ca

FedNor has offices in Sudbury, Sault Ste. Marie and Thunder Bay.

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Thunder Bay, ON P7B 2W6

