

# Federal business bank works with entrepreneurs

The Federal Business Development Bank is helping small business owners gain a competitive advantage through Strategic Planning. Strategic Plans help entrepreneurs evaluate their competitive situation and determine the resources needed to achieve full growth potential.

In this process, an FBDB Strategic Planner works with the business owner and his or her senior management team to identify the strengths and weaknesses of the operation as well as the opportunities and threats it faces.

Once these have been established, the information is used to develop an implementation plan. This assigns specific responsibilities and deadlines that will assist the business in creating and exploiting a competitive advantage in the marketplace.

Developing the strategic plan is a three-phase process. The Diagnostic Phase examines the opportunities and risks facing the business; the position and potential of the business in its industry; customers, competitors and markets for its products; and the personal and business objec-

tives of its owner/operators. The Strategy phase develops a clear, simple and flexible strategic plan which will define: the direction of the business based on opportunities, threats, strengths, weaknesses and values; short, intermediate and possible long-term objectives; and guidelines for developing a lasting, competitive foothold in the marketplace. The Action Plan phase is designed to turn the ambitions of the business's owner/operators into concrete achievements by determining: what is to be done, who is respon-

sible and when are the deadlines.

"During the current recession, it is even more important that a small business have a sound strategic plan in place. Firms with highly developed business plans not only have higher survival rates but will be better able to gain competitive advantage in the marketplace," says Ray Frizell, Strategic Planning Manager, Mississauga.

Businesses interested in learning more about Strategic Planning and how it can benefit their business are asked to call Ray Frizell at 566-6417.

and development of businesses in Canada. It pays particular attention to small and medium-sized businesses. The Bank provides term loans and guarantees, venture capital, and a broad range of management training, counselling and planning services. FBDB clients employed 181,000 workers over the past year and created an average of 8,000 to 10,000 new jobs each year over the past five years. Half of these new jobs were created in non-metropolitan areas of the country.

# Crude oil reserves increase

from the Ottawa Bureau of Thomson News Service  
OTTAWA - It may only amount to a drop in the barrel, but the Canadian Petroleum Association reports Ontario's crude oil reserves increased in 1990.

In its annual review of natural gas and oil reserves, the association of petroleum producers reported an overall decline of 6.7 per cent in the reserves in producing regions of the country. They are estimated at 4.4 billion barrels. Only 27 per cent of the 1990 production of 418.6 million barrels was replaced by new reserves.

But in Ontario, the 1989 reserves of 8.3 million barrels were increased by 2.13 million barrels. After 1.56 million barrels were pumped from producing wells scattered through

southwestern Ontario, the association estimates remaining reserves still increased by 566,000 barrels in 1990 to almost 8.9 million barrels.

In terms of total production and remaining resources, Ontario was ranked fifth on a list of seven provinces. Alberta led production by pumping almost 329.7 million barrels and ended the year with more than 3.3 billion barrels in reserve. The total production for all provinces was estimated at 418.6 million barrels.

The association also reported that Ontario's natural gas fields, most of them in Lake Erie, yielded 798 million cubic metres in 1990. Another 172 million cubic metres were added to the reserves, but the production cut the total by 626 million to 16.9 billion cubic metres by the end of

the year.

Ontario was ranked fourth on the natural gas list which was also headed by Alberta. That province drew 89.7 million cubic metres from the ground last year, but still held reserves of almost 1.7 billion cubic metres.

Gas companies in six producing provinces reported pumping 106.6 billion cubic metres last year and estimated total reserves at more than two trillion cubic metres.

The association calculated so-called frontier reserves in the Arctic and offshore from the East Coast separately. Production in those areas totalled 11.7 million barrels and 74 million cubic metres. Reserves at the end of the year were estimated at 1.34 billion barrels and 716 billion cubic metres.



## Open for business

Knob Hill Farms largest food terminal in Ontario opened Wednesday (today), on Hespeller Road in Cambridge and employees such as Cheryl Adair, David Coren, Milton Moffat, Tim Berenz and Lester

Barnes were hard at work stocking some of the thousands of tons of merchandise and food that was trucked into the terminal in preparation for the grand opening. (Cambridge Reporter photo)



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