

**ACOA Departmental Performance Report  
For the period ending March 31, 2006**

***Horizontal Initiatives***

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# Atlantic Canada Tourism Partnership

|  |   |  |  |
|--|---|--|--|
| <b>1. Name of Horizontal Initiative</b>  |   | <b>2. Name of Lead Department</b>          |  |
| Atlantic Canada Tourism Partnership (ACTP)   |   | ACOA                                       |  |
| <b>3. Start Date of the Horizontal Initiative</b>  | <b>4. End Date of the Horizontal Initiative</b> | <b>5. Total Federal Funding Allocation</b> |  |
| April 1, 2003  | March 31, 2006                                  | \$9.95 million                             |  |
| <b>6. Description of the Horizontal Initiative</b>   |   |  |  |
| <p>The tourism industry is recognized as a high-growth sector in Atlantic Canada and, for the last 15 years, ACOA has worked with provincial and industry partners to maximize the economic growth and job creation of the sector. The Atlantic Canada Tourism Partnership (ACTP) was established in 1991 to promote the entire Atlantic region as a tourism destination to targeted markets.</p> <p>The ACTP is a nine-member, pan-Atlantic partnership comprising ACOA, the four provincial tourism industry associations and the Atlantic provincial government departments responsible for tourism.</p> <p>In order to continue to make inroads for Atlantic Canada in key international markets and to bolster the region's tourism industry, the ACTP launched its fourth consecutive international tourism marketing initiative. The current three-year project (fiscal years 2003-2004 through 2005-2006), valued at \$19.95 million, is supporting research-driven consumer marketing campaigns to attract more visitors to Atlantic Canada from key markets in the United States, Europe and Asia.</p> <p>The ACTP initiatives are:</p> <ul style="list-style-type: none"> <li>• United States Marketing Initiative – to effect greater tourism returns from the New England market; and</li> <li>• Overseas Marketing Initiative – to pursue the United Kingdom, German and Japanese markets through integrated marketing techniques.</li> </ul> <p>The cost-sharing for the partnership is 50% (\$9.95 million) from ACOA, 30% (\$6.0 million) from the Provinces, and 20% (\$4.0 million) from the industry associations. Contributions from ACOA and the Provinces are in the form of cash; contributions from industry associations include cash, plus in-kind and other cash investments in relation to partnership-related activities (e.g. trade registrations).</p> |   |  |  |
| <b>7. Shared Outcomes</b>  |   |  |  |
| <p>The goal of the ACTP exemplifies the strategic outcome for ACOA's priority of increasing tourism revenues, profits, investment and wages.</p> <p>The ACTP's outcome:<br/>To grow Atlantic Canada's tourism revenues from targeted American markets, and to maintain Atlantic Canada's share of overnight tourism to Canada from targeted overseas markets.</p> <ul style="list-style-type: none"> <li>• Promote regional co-operation (Federal / Provincial / Industry).</li> <li>• Promote incremental marketing activities.</li> <li>• Achieve economies of scale in marketing.</li> <li>• Raise awareness of Atlantic Canada as a "top-of-mind" destination.</li> <li>• Increase tourism arrivals and tourism revenues for the four Atlantic provinces.</li> </ul>   |   |  |  |
| <b>8. Governance Structure</b>   |   |  |  |
| <p>The activities of the ACTP are managed by a management committee comprising the presidents of the four provincial tourism industry associations, the four provincial deputy ministers responsible for tourism, and two representatives of ACOA. The management committee is responsible for the administration and</p>  |   |  |  |

management of the partnership agreement, approving work plans and budgets, evaluating program activities, and overseeing the work of its working committees. The working committees, established by the management committee, are staffed by federal, provincial and industry members, and are responsible for carrying out and executing the ACTP initiatives. A secretariat (budget of \$460,000) oversees the day-to-day operations of the partnership.

**9. Federal Partners involved in each program**

ACOA – sole funding federal department  
 Canadian Tourism Commission (may partner on marketing initiatives on an ad-hoc basis)

| 10. Name of Program   | 11. Total Allocation | 12. Forecasted Spending for 2005-2006 | 13. Actual Spending in 2005-2006 |   |
|---|----------------------|---------------------------------------|----------------------------------|---|
| United States Marketing Initiative  | \$8.30 million       | \$2.77 million                        | \$2.77 million                   |   |
| <b>Results for 2005-2006</b>  |                      |                                       | <b>14. Planned</b>               | <b>15. Achieved</b>                       |
| Return on Investment: measurable tourism revenues generated per partner dollar invested in marketing/media campaigns  |                      |                                       | \$10 to \$1                      | \$25.72 to \$1.00                         |
| Number of information requests directly related to the project  |                      |                                       | 140,000                          | 208,352                                   |
| Number of visitor parties directly related to the project   |                      |                                       | 35,000                           | 60,577                                    |
| Dollar amount of annual visitor spending on goods and services directly related to the project  |                      |                                       | \$45.0 million                   | \$79.6 million                            |
| <b>16. Comments on Variances</b>  |                      |                                       |                                  |   |
| ACTP developed an Internet Conversion Model to assess the impact of travellers who preferred to download tourism information directly from the Internet, rather than request literature through conventional means. The inclusion of these <i>anonymous Internet inquiries</i> into its conversion research enabled the ACTP to measure the impact of anonymous Internet inquiries on media-generated party visits and tourism-related spending/revenues. |                      |                                       |                                  |   |
| 10. Name of Program   | 11. Total Allocation | 12. Forecasted Spending for 2005-2006 | 13. Actual Spending in 2005-2006 |   |
| Overseas Marketing Initiative   | \$1.19 million       | \$0.4 million                         | \$0.4 million                    |   |
| <b>Results 2005-2006</b>  |                      |                                       | <b>14. Planned</b>               | <b>15. Achieved</b>                       |
| Return on Investment: measurable tourism revenues generated per partner dollar invested in marketing/media campaigns  |                      |                                       | \$5 to \$1                       | \$6.21 to \$1.00                          |
| Number of visitor parties directly related to the project   |                      |                                       | 80,000                           | Statistics Canada info expected fall 2006 |
| Dollar amount of annual visitor spending on goods and services directly related to the project  |                      |                                       | \$96.0 million                   |   |
| Incremental revenue: revenue as a direct result of the program  |                      |                                       | \$3.2 million                    | \$5.1 million                             |
| <b>16. Comments on Variances</b>  |                      |                                       |                                  |   |
| Statistics on the number of tourism-related visits and annual visitor spending in Atlantic Canada for 2005 are obtained from Statistics Canada's International Travel Survey. Statistics Canada is not expected to announce or release 2005 statistics until November 2006.   |                      |                                       |                                  |   |

Statistics for 2005 indicate there were 103,900 overnight person-trips made to Atlantic Canada from the ACTP's overseas markets, and that these visitors spent \$121.1 million in the Atlantic region. In 2005, France was added as an ACTP developmental market.

**17. Results to be Achieved by Non-federal Partners** *(if applicable)*

Results are to be achieved by entire partnership as a whole.

| 18. Contact Information   | 19. Approved by | 20. Date Approved |
|---|-----------------|-------------------|
| Rob McCloskey, Director General,<br>Tourism Atlantic<br>Atlantic Canada Opportunities Agency<br>Telephone: 902-626-2479<br>E-mail: <a href="mailto:rmcclosk@acoa-apeca.gc.ca">rmcclosk@acoa-apeca.gc.ca</a> | Rob McCloskey   | June 14, 2006     |

## International Business Development Program

|   |   |  |   |
|---|---|--|---|
| <b>1. Name of Horizontal Initiative</b>   |   | <b>2. Name of Lead Department</b>            |   |
| International Business Development Program  |   | Atlantic Canada Opportunities Agency         |   |
| <b>3. Start Date of the Horizontal Initiative</b>   | <b>4. End Date of the Horizontal Initiative</b> | <b>5. Total Federal Funding Allocation</b>   |   |
| April 11, 2005  | March 31, 2010                                  | \$7.0 million                                |   |
| <b>6. Description of the Horizontal Initiative</b>  |   |  |   |
| <p>The IBDP is a co-operative effort between the federal government and the four Atlantic Provinces with the goal of providing a forum for the co-ordination of international export activities on a pan-Atlantic scale and of combining limited federal and provincial resources dedicated to export development activities. In existence since 1994, the partners agreed to continue the program for an additional five years as a result of the accomplishments achieved to date, the continued relevance of the agreement to regional trade development needs and opportunities, and increased interest from trade players.</p> |   |  |   |
| <b>7. Shared Outcomes</b>   |   |  |   |
| <p>The outcomes for the IBDP are:</p> <ul style="list-style-type: none"> <li>• more Atlantic SMEs engaged in exporting;</li> <li>• increased sales by Atlantic SMEs;</li> <li>• a more diversified set of international markets; and</li> <li>• a stronger “culture of exporting” in the Atlantic region.</li> </ul>  |   |  |   |
| <b>8. Governance Structure</b>  |   |  |   |
| <p>ACOA is the lead organization for this initiative and houses the secretariat responsible for administering the agreement. A management committee made up of a representative from each of the partners is responsible for the planning and management of the agreement’s programs and the evaluation of projects.</p>  |   |  |   |
| <b>9. Federal Partners involved in each program</b>   |   |  |   |
| <p>Federal departments and agencies (70% funding)</p> <ul style="list-style-type: none"> <li>• ACOA (lead department)</li> <li>• International Trade Canada – non-funding partner</li> <li>• Industry Canada – non-funding partner</li> </ul> <p>Provincial and territorial governments (30% funding)</p> <ul style="list-style-type: none"> <li>• Business New Brunswick</li> <li>• Nova Scotia Business Inc.</li> <li>• Newfoundland and Labrador Industry, Trade and Rural Development</li> <li>• Prince Edward Island Business Development Inc.</li> </ul>  |   |  |   |
| <b>10. Name of Program</b>  | <b>11. Total Allocation</b>                     | <b>12. Forecasted Spending for 2005-2006</b> | <b>13. Actual Spending in 2005-2006</b> |
| International Business Development Program  | \$7.0 million                                   | \$0.1 million                                | \$0.3 million *                         |
| <b>Results for 2005-2006</b>  |   | <b>14. Planned</b>                           | <b>15. Achieved</b>                     |
| Increase the number of new exporters  |   | 8  | 9                                       |
| Increase sales of exporters to current markets  |   | 15   | 23                                      |

|   |   |                          |
|---|---|--------------------------|
| Help exporters diversify their export markets   | 30  | 18**                     |
| <b>16. Comments on Variances</b>  |   |                          |
| <p>* Actual spending exceeded forecasted spending due to the program accepting applications sooner than anticipated.</p> <p>** At the time of print, not all survey results have been collected for SMEs participating in this results element.</p> |   |                          |
| <b>17. Results to be Achieved by Non-federal Partners (if applicable)</b>   |   |                          |
| <p>The IBDP represents 70% of an agreement with the four Atlantic Provinces whereby projects supported under the program receive funding on a 70/30 split. Expenditures and performances accomplishments would be shared accordingly.</p>           |   |                          |
| <b>18. Contact Information</b>  | <b>19. Approved by</b>  | <b>20. Date Approved</b> |
| <p>Serge Langis, Director General<br/>Trade and Investment<br/>Atlantic Canada Opportunities Agency<br/>Telephone: 506-851-6240<br/>E-mail: <a href="mailto:serge.langis@acoa-apec.ca">serge.langis@acoa-apec.ca</a></p>                            | <p>Michelle MacDonald,<br/>Acting Director General<br/>Trade and Investment</p> | <p>June 23, 2006</p>     |

## Team Canada Atlantic

|  |   |   |  |
|--|---|---|--|
| <b>1. Name of Horizontal Initiative</b>  |   | <b>2. Name of Lead Department</b>           |  |
| Team Canada Atlantic   |   | Atlantic Canada Opportunities Agency (ACOA) |  |
| <b>3. Start Date of the Horizontal Initiative</b>  | <b>4. End Date of the Horizontal Initiative</b> | <b>5. Total Federal Funding Allocation</b>  |  |
| April 1999   | July 2010                                       | \$11.14 million                             |  |
| <b>6. Description of the Horizontal Initiative</b>   |   |   |  |
| <p>Team Canada Atlantic (TCA) is a partnership of ACOA and the four Atlantic Provinces, with support from Agriculture and Agri-Food Canada, Industry Canada and Foreign Affairs and International Trade Canada. TCA is committed to strengthening the trade and investment relationship between Atlantic Canada and the United States. Since 1999, approximately \$5.03 million has been spent on TCA missions. Overall, mission participants reported actual sales to date in excess of \$37 million.</p> <p>The core of the TCA approach is the trade mission, which enables small and medium-sized businesses from across Atlantic Canada to meet with potential buyers, agents, distributors and strategic partners in the United States. The mission format features a comprehensive program that equips private sector participants with the knowledge, contacts and advice they require to make the best of their international opportunities before, during and after their venture abroad. Missions also provide the Government of Canada and the Atlantic provincial governments with crucial opportunities to promote the region as a tremendous location for foreign investment.</p> |   |   |  |
| <b>7. Shared Outcomes</b>  |   |   |  |
| <p>The Team Canada Atlantic (TCA) trade missions are focused on small to medium-sized enterprises (SMEs) in Atlantic Canada and are intended to assist SMEs to increase exports and attract investments in key markets. The mission objectives are to:</p> <ul style="list-style-type: none"> <li>• increase export readiness for Atlantic Canadian SMEs;</li> <li>• develop new partnerships/alliances between Atlantic Canadian SMEs and companies in target markets; and</li> <li>• increase Atlantic Canadian SME export sales to new and established markets, as well as raise awareness of Atlantic Canada in these markets.</li> </ul> <p>Between April 1999 and October 2005, Team Canada Atlantic completed 11 missions to United States' markets, involving 360 companies, close to 3,000 business meetings, and resulting in more than \$37 million in actual sales to date.</p>  |   |   |  |
| <b>8. Governance Structure</b>   |   |   |  |
| <p>A management committee, comprising senior officials of ACOA, Foreign Affairs and International Trade Canada and provincial governments, is the decision-making body that directs and oversees the co-ordination and implementation of the TCA missions. The TCA organizing committee is responsible for the organization of the mission and includes representation from the four provincial trade departments in Atlantic Canada, Foreign Affairs and International Trade Canada, Industry Canada, Agriculture and Agri-Food Canada and the Team Canada Atlantic Secretariat. The secretariat, housed at ACOA, is responsible for the overall co-ordination and implementation of the TCA missions.</p>  |   |   |  |
| <b>9. Federal Partners involved in each program</b>  |   |   |  |
| <ul style="list-style-type: none"> <li>• ACOA</li> <li>• Foreign Affairs and International Trade Canada – non-funding partner</li> <li>• Agriculture and Agri-Food Canada (AAFC) – \$6,000/mission</li> <li>• Industry Canada – non-funding partner</li> </ul>   |   |   |  |



| 10. Name of Program  | 11. Total Allocation  | 12. Forecasted Spending for 2005-2006 | 13. Actual Spending in 2005-2006 |                  |
|--|---|---------------------------------------|----------------------------------|------------------|
| Team Canada Atlantic   | \$11.14 million ACOA<br>\$132,000 AAFC                                  | \$1.2 million ACOA<br>\$12,000 AAFC   | \$816,482 ACOA*<br>\$13,000 AAFC |                  |
| Results for 2005-2006  |   |                                       | 14. Planned                      | 15. Achieved     |
| Companies participating in TCA missions  |   |                                       | 80                               | 75**             |
| Companies reporting increased export readiness as a result of their participation on the mission   |   |                                       | 55                               | 63               |
| Existing exporters securing new export markets   |   |                                       | 40                               | 43               |
| Increased export sales – final results of two-years-out surveys  |   |                                       | \$10 million                     | \$34.005 million |
| 16. Comments on Variances  |   |                                       |                                  |                  |
| <p>* For the Chicago Tier 2 mission, project costs were lower than expected because of significant changes to the mission program. For the Florida Tier 1 and Tier 2 missions, unforeseen circumstances did not permit expenditure of the entire funding during the 2005-2006 fiscal year.</p> <p>** For the Chicago Tier 2 mission, the start date for recruitment was delayed, resulting in fewer participants than anticipated.</p> |   |                                       |                                  |                  |
| 17. Results to be Achieved by Non-federal Partners (if applicable)   |   |                                       |                                  |                  |
| Results are the same as those for the horizontal initiative as a whole.  |   |                                       |                                  |                  |
| 18. Contact Information  | 19. Approved by   |                                       | 20. Date Approved                |                  |
| Serge Langis, Director General<br>Trade and Investment<br>Atlantic Canada Opportunities Agency<br>Telephone: 506-851-6240<br>E-mail: <a href="mailto:serge.langis@acoa-apeca.gc.ca">serge.langis@acoa-apeca.gc.ca</a>  | Michelle MacDonald,<br>Acting Director General,<br>Trade and Investment |                                       | June 21, 2006                    |                  |

## **Canadian Rural Partnership**

*(Lead department: Agriculture and Agri-Food Canada)*

The Prince Edward Island Rural Team continued a horizontal partnership approach, as a committee of the PEI Federal Council, to support the needs of rural Prince Edward Island. At the team's planning session in February, rural governance, youth and repopulation were identified as priority areas. Research will be conducted on rural governance to provide rural communities with information on this matter. The establishment of the PEI Youth Network was supported by the PEI Rural Team and discussions are ongoing with the Province to explore the possibility of establishing a youth secretariat. The team also established a provincial repopulation working group to help initiate activities for repopulation in rural communities. Meetings are held regularly in communities in order to engage the local citizens in community development.

Rural Team Nova Scotia provided leadership in the Canadian Rural Partnership, co-chaired the Nova Scotia Rural Team (NSRT) and cost-shared the Regional Advisor's position. The team continues to build and support integrated partnerships among governments and communities toward innovative, vibrant, safe and healthy rural coastal communities. The NSRT provides an effective forum for a) the exchange of information on rural issues and priorities, b) the sharing of lessons learned on the impact and implications of policies, programs, initiatives and services on rural and coastal communities, and c) collaboration and the development of partnerships in support of sustainable, rural community development. The NSRT also engaged rural and coastal communities through their involvement in the implementation of five national models of rural development and capacity building in Nova Scotia, as well as through their involvement with the rural knowledge cluster with the Nova Scotia Community College in Middleton. In 2005-2006, the NSRT held six meetings, averaging 16 participants per meeting including rural citizens and representatives from First Nations, Acadian communities and regional development authorities.

Rural Team New Brunswick has continued its important role in creating a venue for information sharing, dialogue and co-ordination between federal and provincial departments and agencies, as well as with important economic development stakeholders. The team is currently co-chaired by the Province and is pursuing a number of horizontal files. Immigration, youth and local governance have been and will continue to be high on the list of priorities for Rural Team New Brunswick.

Futures in Newfoundland and Labrador Youth! (FINALY!) received funding from the Rural Secretariat (Networking Initiative) to host Youth LEAP (Leadership, Entrepreneurship And Partnership). The event brought together young business and community leaders from around the province, and offered participants the opportunity to build leadership capacity within their communities. Success stories of youth leaders were highlighted throughout the conference in order to create a "can do" attitude. The event was a partnership between FINALY! and a number of other agencies serving youth including the Newfoundland and Labrador Association of Community Business

Development Corporations, the Newfoundland and Labrador Organization of Women Entrepreneurs, and Junior Achievement. The Canadian Rural Revitalization Foundation Conference was held in Newfoundland and Labrador in 2005. This event allowed participants to exchange rural research findings, link researchers and practitioners, and identify new opportunities for collaboration. The Newfoundland and Labrador Rural Team is continuously developing partnerships with Regional Economic Development Boards, the Newfoundland and Labrador Regional Economic Development Association, the Community Business Development Corporations, and other non-government agencies.

More information on all Government of Canada horizontal initiatives is available on the Treasury Board of Canada's website at [http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/profil\\_e.asp](http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/profil_e.asp)

## **Team Canada Inc.**

*(Lead department: International Trade Canada)*

The horizontal initiative of Team Canada Inc. (TCI) is a partnership of federal departments and agencies working with the Provinces, Territories and other partners to help Canadian businesses prepare for the global marketplace. Its purpose is to provide Canadian businesses with single-window access to fully integrated export services. TCI is a virtual organization, or service cluster, with no separate legal status. It is a cost-shared initiative, with each department/agency contributing a standard annual membership fee.

TCI is the first step en route to acquiring the information, skills and assistance entrepreneurs need to make their export ventures a success. TCI's wide range of tools is designed to help entrepreneurs become export-ready, develop their export potential and expand into new markets. The initiative is seen as the mechanism for bringing about an integrated vision and strategy for international business development, encompassing trade development, market access, investment promotion, and international science and technology co-operation.

During the 2005-2006 fiscal year, the Agency sat on both TCI's Management Board and Executive Committee, helping to define and implement TCI's strategic goals and focus. Furthermore, ACOA continued to provide front-line service for Team Canada Inc. through the Canada Business Service Centres in the region. In fielding front-line inquiries from potential exporters, export-ready, and existing exporters in Atlantic Canada, the Agency continues to meet the goals of the initiative, while developing Atlantic Canada's SMEs and their growth potential. The Agency also continued to its role through participation on the regional trade networks in Atlantic Canada, helping to co-ordinate the region's trade initiatives.

For more information on this initiative, see the Team Canada Inc. website at <http://exportsource.ca>.

Additional information is available at [http://www.pch.gc.ca/progs/ac-ca/progs/rc-tr/progs/canada-inc/index\\_e.cfm](http://www.pch.gc.ca/progs/ac-ca/progs/rc-tr/progs/canada-inc/index_e.cfm)

More information on all Government of Canada horizontal initiatives is available on the Treasury Board of Canada's website at [http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/profil\\_e.asp](http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/profil_e.asp)

**Infrastructure Canada Program  
Canada Strategic Infrastructure Fund  
Municipal Rural Infrastructure Fund**

*(Lead department: Infrastructure Canada)*

The \$2.05-billion Infrastructure Canada Program (ICP) was created in 2000 to enhance municipal infrastructure in urban and rural communities across the country, and to improve Canada's quality of life through investments that protect the environment and support long-term economic growth. Virtually all ICP funding has been committed, with more than 3,500 ICP-funded projects having been announced.

The \$2-billion Canada Strategic Infrastructure Fund (CSIF) is directed toward initiatives that cannot be dealt with under the current Infrastructure Canada Program.

Budget 2003 announced a \$2-billion top-up to the CSIF, along with a further \$1-billion Municipal Rural Infrastructure Fund (MRIF). The MRIF improves and increases the stock of core public infrastructure in areas such as water, wastewater, cultural, recreation, and those very things that make our communities vibrant and productive places to live and work and raise families.

ACOA administers the Infrastructure Program Agreement in each Atlantic province by providing one-third of project costs to municipalities and non-government organizations.

See the Infrastructure Canada website at  
[http://www.infrastructure.gc.ca/funding/index\\_e.shtml](http://www.infrastructure.gc.ca/funding/index_e.shtml)

More information on all Government of Canada horizontal initiatives is available on the Treasury Board of Canada's website at  
[http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/profil\\_e.asp](http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/profil_e.asp)

## Enhanced Representation Initiative

*(Lead department: Foreign Affairs Canada)*

The Government of Canada's 2002 Speech from the Throne called for an increase in Canada's presence in the United States to expand fair and secure trade and commerce, and to brand Canada in the U.S. To accomplish this goal, the Department of Foreign Affairs and International Trade (DFAIT) established the Enhanced Representation Initiative (ERI), and invited key trade-mandated departments and regional agencies to partner in the initiative. As a partner, ACOA has committed \$5 million of the \$118-million ERI budget over five years.

The ERI is intended to strengthen political and economic relationships with the U.S.; increase trade, investment and technology exchange vis-à-vis the U.S.; increase public awareness in the U.S. of Canada and its values; and increase economic benefit to Canada by expanding its base of commercialization/adoption opportunities for innovative products and services in the United States.

Central to the ERI is the expanded presence of Canadian offices in centres of economic and/or political importance. Between 2003 and 2008, the number of Canadian federal public servants based in the U.S. will increase by 60 positions in emerging centres of political and economic power, primarily in the south and west.

Under the terms of the ERI Partnership, the partnership management is responsible for Canada's advocacy and business development interests in all regions of the United States. The President of ACOA represents Canada's Regional Development Agencies on the Deputy Minister's Steering Committee. One of the committee's responsibilities is to ensure financial and personnel resource planning and allocation in support of the partnership mandate.

During the 2005-2006 fiscal year, ACOA contributed to the attainment of ERI priorities in the areas of political and trade policy advocacy and international business development, through participation in 35 projects with partners and posts. Over \$330,000 of ERI Business Development funds was invested to assist Atlantic industry through sectoral work in the seafood and agri-food industries, information communications technology and initiatives aimed at the development of women exporters. Furthermore, investment attraction and promotion remained another key area of emphasis for the Agency's ERI strategy. Extensive work was done with key U.S. investment stakeholders in the promotion of and attraction to the Atlantic region, through outcalls, roundtables and networking receptions.

### ***ERI Partners***

- Foreign Affairs Canada (lead)
- International Trade Canada
- Industry Canada
- Agriculture and Agri-Food Canada
- National Research Council Canada
- Canada Economic Development for Quebec Regions
- Western Economic Diversification
- ACOA

The Agency has also placed five of its staff members during the year in various short- and long-term ERI assignments throughout the U.S. (specifically, in Boston, Chicago, Miami and Dallas).

See the website at

[http://w01.international.gc.ca/minpub/Publication.asp?publication\\_id=380348&Language=E](http://w01.international.gc.ca/minpub/Publication.asp?publication_id=380348&Language=E)

More information on all Government of Canada horizontal initiatives is available on the Treasury Board of Canada's website at

[http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/profil\\_e.asp](http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/profil_e.asp)

## **Canadian Agriculture and Food International (CAFI) Program**

Within the International Strategy of the Agricultural Policy Framework (APF), the Canadian Agriculture and Food International (CAFI) program provides funds for branding and market development initiatives to industry associations and commodity groups.

CAFI is a cost-shared contribution program designed to support the Canadian food industry activities in areas of branding and market development, trade advocacy and technical marketing. The objective of the CAFI program is to support industry action to deliver on a comprehensive national strategy to gain and expand international recognition and enhance market opportunities for Canadian agriculture and food products.

It is designed to support industry in building long-term strategies that will position them for success in key markets and respond to increasing consumer demands and global competition. The program helps industry improve access to global markets for Canadian agricultural and seafood products and services, and strengthens the sector's capacity to market products abroad.

Funding for the program is provided by Agriculture and Agri-Food Canada. ACOA is a voting member on the Strategy Steering Committee and acts as a proponent for Atlantic Canada sourced projects. The committee approves funding allocation to long-term development strategies and provides recommendations on policies that impact across teams and/or programs.

During the 2005-2006 fiscal year, the Agency worked closely with the Atlantic Canada Food Export Partnership Club, to assist in securing CAFI funds for a variety of trade development activities including an educational seafood mission to New York for new exporters, a skills development mission to Boston for existing exporters, and various market awareness sessions and conferences.

See the CAFI website at <http://www.agr.gc.ca/int/cafi-picaa/>



## **Canada Business Service Centres**

*(Lead department: Industry Canada)*

There are four Canada Business Service Centres (CBSCs) in Atlantic Canada, one in each provincial capital. The centres were established to provide a comprehensive first stop for information on business-related government services, programs and selected regulations. These centres are part of the national Canada Business network, with ACOA acting as the federal managing partner for Canada Business in Atlantic Canada.

For more information, refer to the Program Activity *Access to Business Information* in Section II of ACOA's 2006 Departmental Performance Report main document, or the Canada Business website at <http://canadabusiness.gc.ca/gol/cbec/site.nsf/en/index.html>.

More information on all Government of Canada horizontal initiatives is available on the Treasury Board of Canada's website at [http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/profil\\_e.asp](http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/profil_e.asp)

## Aboriginal Economic Development

The responsibility for Aboriginal economic development is shared with other federal government departments including Indian and Northern Affairs Canada (INAC), the Department of Fisheries and Oceans (DFO), Industry Canada, and Human Resources and Social Development Canada (HRSD). ACOA continues to make progress in identifying increased opportunities for Aboriginal economic development and in developing a more co-ordinated and consistent team-like approach, both internally and in partnership with other federal departments sharing the mandate. However, ACOA does not have programs specifically targeted to Aboriginal applicants. In most cases, existing programs have sufficient flexibility to accommodate Aboriginal development initiatives. The Agency has the ability not only to invest in Aboriginal businesses and communities, but also to invest in those priority areas identified by Aboriginal communities and business owners themselves: development of management skills; improvements in productivity; expansion of markets; innovation; and financing. In 2005-2006, the Agency continued its work to improve and strengthen its internal co-ordination mechanisms and is participating fully in federal co-ordination improvement efforts.

ACOA has continued efforts to improve and strengthen the Aboriginal Business Service Network (ABSN). This network essentially takes the business information available through the region's Canada Business Service Centres, tailors the information to an Aboriginal business audience, and then enhances access by making the information available through over 40 network sites in Aboriginal communities. In the past year, a review of the ABSN was initiated to determine how the service could be improved. These improvements will be implemented throughout the 2006-2007 fiscal year.

In Nova Scotia, ACOA maintained its primary presence through its participation in the Mi'kmaq-Nova Scotia-Canada Tripartite Forum. Formed in 1997, the tripartite forum is a partnership between the Nova Scotia Mi'kmaq, the Province of Nova Scotia, and the Government of Canada. The intent of this partnership is to strengthen relationships and to resolve issues of mutual concern affecting Mi'kmaq communities. Today, in 2006, the tripartite forum is well recognized for its facilitation of both discussions and outcomes. From this forum was born the Nova Scotia Tripartite Economic Development Committee. Co-chaired by ACOA, the committee meets regularly to discuss issues, develop solutions, and recommend actions with respect to Mi'kmaq economic development in Nova Scotia. Through the committee, projects are completed using shared funding arrangements designed to ensure community benefits are derived by all 13 Nova Scotia First Nations.

More broadly, examples of some of the significant Aboriginal accomplishments in Nova Scotia supported by ACOA, Enterprise Cape Breton Corporation, Indian and Northern Affairs Canada, Aboriginal Business Canada, and the Province of Nova Scotia include:

- **Mi'kmaq Interpretive Facility** - construction of a Mi'kmaq Interpretive Facility as part of the Truro Power Centre on Millbrook First Nation.

- **Open For Business Mi'kmaq (OFB Mi'kmaq)** - supporting the OFB Mi'kmaq site in Eskasoni, Nova Scotia, and its ongoing provision of services (through focused outreach) to all Nova Scotia First Nation communities. OFB Mi'kmaq provides a supportive environment and generates awareness of entrepreneurship as an opportunity for youth.
- **Economic Development Officers Network (EDON)** - supporting formalization efforts of EDON including staffing of an Executive Director reporting to the EDON members.
- **FirstNet** - supporting the development and an ongoing Web presence for Mi'kmaq as a first source for information related to employment, starting a business, education, scholarships and bursaries. <http://mns-firstnet.ca>
- **Aboriginal Business Directory** - developing a business directory that will be forwarded to all federal, provincial and municipal governments dealing with procurement; it will also be used as a tool in outreach and education programs, such as supplier development sessions.
- **Entrepreneurship Skills for Aboriginal Craftswomen** - delivering a customized business skills training program through selected locations including participation of the Nova Scotia Native Friendship Centre.
- **Ulnooweg Development Group Inc.** - providing operational support to Atlantic Canada's only Aboriginal capital corporation to ensure it can continue efforts to improve operational performance.

Overall, 2005-2006 was a productive year with excellent work plan achievements. Activities accessed various program funding through ACOA, generating tangible outcomes, and contributed to the ongoing development of the tourism sector, entrepreneurship, information communications technology, and community capacity building.

In Newfoundland and Labrador, ACOA continued to contribute toward co-ordination of federal support for Aboriginal development. ACOA again worked in partnership with the Federal Regional Council to organize federal forums on Aboriginal issues. In 2005-2006 two forums were held: one, in Happy Valley-Goose Bay, focused on the implementation of Nunatsiavut self-government, the creation of the Mealey and Torngat Mountains National Parks and the Aboriginal Human Resource Strategy; a second, in Conne River, focused on the road to self-governance of the Miawpukek First Nation. In addition, ACOA continued to chair two committees that support Aboriginal economic development associated with the Voisey's Bay Nickel Project: the Voisey's Bay Interdepartmental Co-ordinating Committee, and the Voisey's Bay Federal Aboriginal Co-ordinating Committee. ACOA worked with members of this committee, including Aboriginal Business Canada, Indian and Northern Affairs Canada (INAC), and Human Resources and Social Development Canada, as well as Aboriginal economic development organizations and the local regional economic development groups to identify opportunities and help broker financing and other support.

Examples of some of the significant Aboriginal accomplishments supported by ACOA in Newfoundland and Labrador include:

- ongoing work of the Innu Business Development Centre, the Nunatsiavut Business Centre and the Labrador Métis Business Centre to support the development of Aboriginal businesses;
- a four-day economic development conference on Foundations for Success with Nunatsiavut hosted in Nain to provide a forum to determine and discuss potential economic opportunities associated with industry, natural resources and other businesses under the new Nunatsiavut government;
- exterior stabilization at the Moravian mission complex in Hebron to preserve its cultural and heritage value;
- the 10<sup>th</sup> Annual Miawpukek First Nation Pow-Wow, an annual provincial and national event that gives voice to decades of effort by the Mi'kmaq people of Conne River to rediscover and restore their heritage as one of Canada's First Nations people; and
- Aboriginal participation in tourism development initiatives, such as the partnership of Miawpukek First Nation in the arts and exploration tourism initiative for the central region of Newfoundland.

In New Brunswick, there has been ongoing discussion with the Joint Economic Development Initiative (JEDI) Plenary Committee and JEDI Priorities and Planning committee to set direction and priorities. The JEDI Priorities and Planning Committee is composed of the JEDI Senior Co-chairs, JEDI Manager, Indian and Northern Affairs Canada representative, Aboriginal economic development officers, and Aboriginal human resource development officer. The committee identified six key JEDI working groups for 2005-2006: tourism; wind energy; community economic development planning; the workplace skills and human resources; the procurement; and communications. Each JEDI working group has selected a lead that will co-ordinate activities and ensure that the working group is managed efficiently and in line with the working group objectives. Action plans were developed during the second round of working group meetings.

Following are highlights of the JEDI working groups' activities:

- Funding has been secured through INAC to place an advertisement for the Pow-Wow Trail in the New Brunswick government's tourism guide for 2006, and for the publication of the Aboriginal Tourism Toolkit, which will assist First Nations in developing Aboriginal tourism products.
- The wind energy working group will host a wind energy information session for the Aboriginal community. Terms of Reference have been developed to hire a consultant to organize this session.
- The procurement working group plans to develop and pilot a procurement information session to interested First Nation communities and Aboriginal entrepreneurs. Individuals at the First Nation level will be involved in planning this session.
- The community economic development planning working group has invited the community planner from Metepenagiag First Nation to present the community plan. There was also a suggestion that a resource guide be completed to identify financial assistance agencies that would assist First Nation communities.

- The workplace skills and human resources working group has developed a vision statement and identified objectives. Included in the action plan is a one-day session identifying the barriers to employment for Aboriginals.
- Two Aboriginal companies participated in the export partnering program's trade mission to Boston. Both companies (Great Spirit Canoes and ATVentures) are now exporting their products to New England.
- A presentation was developed on Aboriginal Employment in New Brunswick and delivered to the New Brunswick Federal Regional Council by the JEDI Aboriginal Co-chair.
- Forty-four Aboriginal students are enrolled in the First Nations Business Administration Certificate Program at the University of New Brunswick. Two students have graduated from this program.
- JEDI supported eight Aboriginal economic development officers to attend conferences in the areas of economic development, tourism and entrepreneurship and business skills.

In Prince Edward Island, ACOA continues to work with the Mi'kmaq Confederacy of Prince Edward Island with regard to the economic development program. A report was submitted, which outlines expected results, targets and implementation plans. Initial discussions have begun on a conceptual plan for a Mi'kmaq Cultural Centre, in co-operation with Parks Canada, at the Prince Edward Island National Park of Canada.