

# **Atlantic Canada Opportunities Agency**



## **Performance Report**

**For the  
period ending  
March 31, 2004**

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**Minister of ACOA**



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## Minister's Message

Atlantic Canada is a region in transition. To compete and succeed in the 21<sup>st</sup> century, the region is transforming itself from a traditional, resource-based economy, into one that is increasingly innovative and entrepreneurial. The Government of Canada, through the Atlantic Canada Opportunities Agency (ACOA), is assisting the region to enhance this transformation.

ACOA is committed to building a leading, world-class economy driven by innovation, ideas and talent. The logic is simple: a more innovative economy is a more productive economy and a more productive economy is a more competitive one. In the years ahead, our capacity to innovate will determine precisely how well we prosper in global markets.

In Atlantic Canada, there is already mounting evidence of a fundamental shift in attitudes and opportunities. The region is, on the whole, becoming more entrepreneurial, more diversified and more innovative. Atlantic Canadians are becoming more confident in their collective ability to compete globally. ACOA has a lot to do with this.

Quite simply, ACOA works. Our programs are achieving positive and demonstrable results. Because of ACOA:

- Atlantic Canada has more jobs and higher paying jobs;
- productivity is greater;
- trade and foreign investment are on the rise;
- there are more entrepreneurs with better business skills and more businesses are surviving;
- Research and Development (R&D) has increased;
- more tourists are spending more dollars; and
- small and medium-sized businesses find it easier to access capital.

As Minister of ACOA, I invite you to review this *Performance Report* for specific details on how ACOA encouraged innovation and economic growth in Atlantic Canada in 2003-2004. While challenges remain, we are committed to working to help Atlantic Canadians take greater responsibility for their own development, and to building a stronger economy together.

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The Honourable Joseph McGuire  
Minister  
Atlantic Canada Opportunities Agency



# Management Representation Statement

I submit, for tabling in Parliament, the 2003-2004 Departmental Performance Report (DPR) for the Atlantic Canada Opportunities Agency (ACOA).

This report has been prepared based on the reporting principles and other requirements in the *2003-2004 Departmental Performance Reports Preparation Guide* and represents, to the best of my knowledge, a comprehensive, balanced and transparent picture of the organization's performance for the fiscal year 2003-2004.

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Monique Collette, President  
Atlantic Canada Opportunities Agency

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Date





# Agency Context

## The Agency

The Atlantic Canada Opportunities Agency (ACOA) is the arm of the federal government whose mission is to work in partnership with Atlantic Canadians to improve the economy of communities in the region. We accomplish this through a regional strategy that aims to improve economic performance and enhance the region's competitiveness. Working with partners in all levels of government, the private sector, academia and non-governmental organizations, ACOA seeks to advance the government's agenda for economic opportunities and innovation in order to serve the needs of businesses, organizations, individuals and communities in Atlantic Canada.

Established in 1987, ACOA offers a broad range of programs and services designed to improve the climate for business growth. The Agency ensures that a wide variety of business development tools and resources are available to Atlantic entrepreneurs throughout all stages of the business life cycle, from the time they are thinking about setting up a new business, to the time they are planning for growth and expansion.

ACOA is a federal agency with a difference. Its mandate and organizational structure were determined following consultations with Atlantic Canadians from across the region. The result was that, for the first time, a federal organization charged with regional economic development in Atlantic Canada was headquartered in the Atlantic region, and now has 36 regional and field offices in cities and towns throughout the four Atlantic provinces.

*Our mandate is to help increase employment opportunities and earned income for Atlantic Canadians.*

## The Government of Canada's Commitment

The Government of Canada remains committed – indeed, it is a legislated requirement – to reducing regional disparities and ensuring that Canadians in all parts of the country benefit from a strong economy and the services that such an economy can provide. It is within this context that the Atlantic Canada Opportunities Agency is mandated to tackle the economic development challenges facing Atlantic Canada, identify and address structural weaknesses (market failures) in the economy, help communities and businesses overcome barriers, and find new opportunities for growth. It is also within this context that ACOA is committed to helping the region make the transition to a more innovative, productive and competitive economy.

## ACOA's Approach

ACOA is taking an aggressive approach to overcoming regional barriers to growth and identifying dynamic opportunities, recognizing that an economy must have a number of conditions in place in order to succeed.

ACOA's broad-based approach to regional economic development addresses underlying structural challenges in the economy more effectively and more equitably than a narrowly focussed tax-based incentive approach.

At the national level, the Agency carries out this mandate by advocating for Atlantic Canada's interests, priorities and concerns in other federal government policy-making decisions and investments that have a direct impact on the Atlantic economy.

At the regional level, ACOA conducts policy research and analysis that help provide the intellectual foundation for a comprehensive and strategic approach to regional development. Furthermore, the Agency plays a key role in co-ordinating pan-Atlantic development strategies, programs and initiatives, working closely with the provincial governments, Atlantic universities and research institutes, business organizations and other stakeholders in the region to reduce duplication and maximize impact.

Locally, ACOA works with its partners to provide communities with the tools and resources they need to build more self-reliant local economies. The Agency also works locally to improve the growth and competitiveness of Atlantic enterprises through a variety of programs and services designed to increase start-ups, expansions and modernization.

Recognizing the growing correlation between innovation and productivity, Agency programs place emphasis on fostering research and development, technology adoption, skills development, and the improved access to capital required to make these kinds of investment in innovation possible.

### *ACOA's Major Programs/Initiatives<sup>1</sup>*

- Business Development Program
- Atlantic Investment Partnership
  - Atlantic Innovation Fund
  - Strategic Community Investment Fund
  - Trade and Investment Partnerships
  - Entrepreneurship and Business Skills Development
- Atlantic Policy Research Initiative
- Community Futures
- Canada Business Service Centres
- Community Economic Development
- Infrastructure Canada
- Adjustment Programs

The Atlantic Innovation Fund is a driving force behind the latest acceleration of Atlantic research and development. The Strategic Community Investment Fund (SCIF) is helping small and rural communities to strengthen their economic base. The Business Development Program and other ACOA programs are helping thousands of entrepreneurs to start up and expand businesses, optimize trade and export opportunities, and develop new tourism products.

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<sup>1</sup> For a complete list of programs/initiatives, refer to ACOA's Web site <http://www.acoa-apec.gc.ca/e/index.shtml>

These programs are strategically important. In the 1990s, 70% of the jobs created by new firms in Atlantic Canada were attributed to small businesses. ACOA places particular emphasis on providing people with the tools they need to effectively start, modernize or expand their businesses.

## **Results**

ACOA recognizes that regional economic development is not an exact science and that there is no easy way to build an economy.

Nevertheless, our broad-based approach to development has helped create thousands of jobs in Atlantic Canada, and our investments in the region have helped increase wages and salaries and business survival rates.

More information on results may be found in the Summary and Details of Performance sections.

## **Challenges and Risks**

The Atlantic economy was not immune to the significant economic shocks endured by the rest of Canada in 2003. The high value of the Canadian dollar affected export revenues in the region, most notably from manufacturing and tourism. Exports of food products, newsprint and lumber from Atlantic Canada were all negatively impacted by the appreciation of the Canadian dollar. The spillover effects from Severe Acute Respiratory Syndrome (SARS) and the weak global economy also affected tourism activity. In some provinces, this had the effect of straining ACOA's programming as provincial budgets were cut to deal with these pressing realities. In addition to the challenge of adjusting to the rising dollar, the business community faced increased insurance and energy costs.

The governments of the four Atlantic provinces also continued to face strong challenges in their efforts to maintain stable fiscal positions, with spending restraint and limited scope for tax cuts dominating both the short and long terms.

Over the long term, the main challenge facing the Atlantic economy is raising productivity levels in order to increase competitiveness. The Atlantic economy must continue to adapt to the requirements of the knowledge-based economy, which include raising overall levels of innovation and research and development, adopting advanced technologies, investing in skills development, increasing foreign investment, and becoming more export-oriented.

Newfoundland and Labrador had to face yet another significant challenge: the closure of the cod fisheries in the Gulf of St. Lawrence and along the coast of northeastern Newfoundland. In a short timeframe, a \$30-million Strategic Community Investment

Fund - Short Term Adjustment Initiative (STAI) program was mounted and aimed at providing employment opportunities to approximately 1,800 affected individuals. Extensive consultations with key stakeholders were held within the most affected areas in order to generate ideas for a longer term solution to the closure. The process confirmed that the biggest challenge facing rural Newfoundland and Labrador is what to do about the lack of strong wealth-creating opportunities facing many smaller communities.

### **Linking ACOA's Strategies to the Government of Canada's Objectives**

The chart below illustrates the link between the goals and objectives of the Government of Canada and ACOA's priorities.

<b>Government of Canada's Objectives</b>	<b>ACOA's Priorities (see sections)</b>
A Strong Economy	Strategic Outcome One: Enterprise Development
Community Development	Strategic Outcome Two: Community Development
Science and Technology	Innovation
Regional and Rural Development	Community Economic Development
Sustainable Development	Sustainable Development
Connecting Canadians	Government On-Line
Aboriginal Canadians	Aboriginal Economic Development

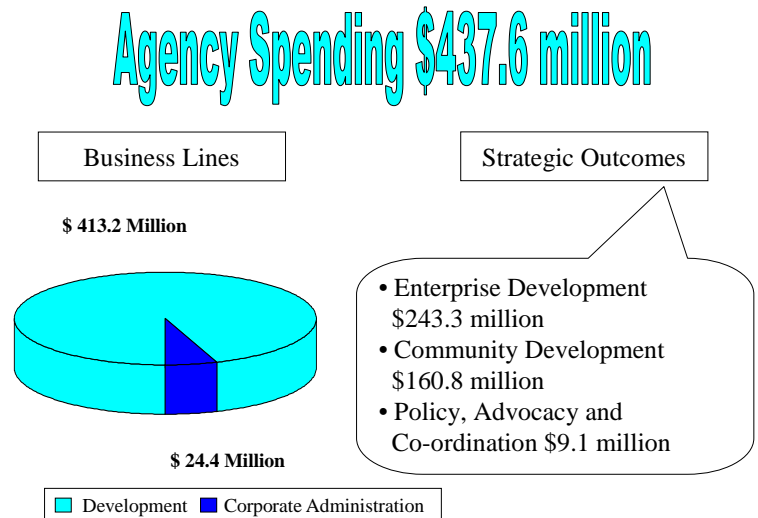
### **Financial Trends and Performance**

Agency spending of \$437.6 million for fiscal year 2003-2004 included \$352.2 million in transfer payments and \$85.4 million for operating costs and program-related expenditures. Revenues were \$71.7 million, with collections from repayable contributions totalling \$56.4 million, and \$15.3 million in miscellaneous revenues (other fees, recovery on defaults and interest). Collections from repayable contributions exceeded reference levels by \$11.4 million (or 20%), and are available to support future year programming.

Unused spending authority of \$8.8 million included items for \$5.8 million that were beyond Agency control (the government-wide reallocation exercise, a premium paid on the conversion of other operating to salaries, and a forced lapse resulting from a change in the procedure for the accounting of costs from the Department of Justice). This results in an effective lapse of \$3.0 million, or less than 1% of Agency resources.

In order to adapt to changing program requirements, the Agency sought additional authority during the year to meet special measures brought about by the closure of the cod fisheries, transferred resources to support interdepartmental government initiatives, realigned resources for Atlantic Investment Partnership programming, and obtained adjustment to statutory and other internal Agency authorities.

The Agency invested \$413.2 million to support economic development (broken down by Strategic Outcome in the figure to the right), with \$24.4 million spent in the financial stewardship of its resources, human resource management and improved service delivery. Continued focus by the Agency on results strengthens its commitment to fiscal prudence, accountability for the stewardship of expended public monies, and support and promotion of growth in Atlantic Canada.



### Responses to Parliament

The Standing Committee on Public Accounts tabled its Sixth Report in the House of Commons on December 12, 2002, after consideration of Chapter 6 of the December 2001 Report of the Auditor General of Canada on ACOA. The Report focussed on improving methods used by ACOA to measure and report on program performance, and on the Agency's corporate code of ethics and related training program for managers and staff.

Efforts were already underway at ACOA prior to the Report to improve methods used to report program performance in Agency documents such as the annual Report on Plans and Priorities, Departmental Performance Report and Five-Year Report to Parliament, and on its Web site. Further, the Auditor General has complimented ACOA in the past for work in the complex and difficult field of performance measurement, and the Agency was awarded the inaugural Canadian Comprehensive Auditing Foundation – Treasury Board of Canada Award in 2001 for the pursuit of excellence in public performance reporting.

Following the tabling of the government's response to the Report, the Agency has taken further action to address the specifics of the report's recommendations, including:

- providing detailed information on the Agency's repayable contributions portfolio in its RPPs and DPRs (for further information, refer to Appendix B, Business Development Program: Repayable Contributions Portfolio);
- undertaking studies to improve existing methodologies and develop new or alternative ones for measuring the impact of non-commercial (business support) projects;
- posting progress made in implementing the recommendations made by the Auditor General in her December 2001 report every six months on the Agency's Web site (see: <http://www.acoa-apeca.gc.ca/e/library/audit.shtml> ).



## Summary of Performance

In its seventeenth year of working in partnership with Atlantic Canadians, ACOA is regarded as a mature and experienced practitioner of regional economic development. The Agency is respected for its innovative programs, policies and initiatives aimed at enhancing the Atlantic region's competitiveness, both nationally and internationally.

The Agency's three strategic outcomes reflect its mandate to help increase employment opportunities and earned income for Atlantic Canadians:

1. Enterprise Development – improving the growth and competitiveness of Atlantic small and medium-sized enterprises (SMEs), leading to increased productivity, earned incomes and job creation.
2. Community Development – increasing economic opportunities for Atlantic Canada through community economic development.
3. Policy, Advocacy and Co-ordination – developing policies and programs to support and promote growth in the Atlantic economy.

These strategic outcomes do not operate independently of each other, but fit within a framework of interlocking programs, policies and initiatives that are designed to be cohesive, integrated and sustainable.

Following are summaries of the Agency's performance for fiscal year 2003-2004 in the three strategic outcome areas.

### **1. Enterprise Development**

#### ***a) Innovation***

To tackle lower rates of adoption of advanced technologies by companies in Atlantic Canada, ACOA has invested in innovation and related skills development. Initiatives include the Atlantic Innovation Fund (AIF), to increase the capacity for and commercialization of R&D in the region, and related programs to increase innovation skills and repayable loans to companies to acquire new equipment. Research has shown that the most widespread obstacle to introducing improved product and process technologies is the high cost of development. ACOA has been active in encouraging productivity improvement by addressing these obstacles.

ACOA's investment in innovation and skills training has resulted in significant growth in assisted firms as evidenced by the increase in highly skilled and better paying jobs. AIF is providing a major stimulus to the scope and pace of innovation in the region and reinforces the Agency's expanding role in building partnerships in innovation.

Productivity gains within the Atlantic manufacturing sector have exceeded the Canadian average over the past five years.

- AIF is increasing R&D activity not only by direct support to researchers, but also by contributing to the region's R&D capacity. AIF is supporting scores of world-class R&D projects, including IT, biotechnology and life sciences, aquaculture, environmental research, oil and gas, and in universities, research institutions, and the private sector.
- For every dollar of AIF funding invested, project proponents have committed to leverage, on average, \$1.14 in additional funding from private and public sources.
- Through AIF, university researchers and other research centres are partnering with businesses, as well as with each other, in novel ways. There is now an increased emphasis by Atlantic universities on commercialization, and scientists and researchers are being drawn to the Atlantic region.
- The Atlantic system of innovation will be strengthened through a new Atlantic Research Commercialization Network, supported through AIF, which involves 12 Atlantic universities and focusses on commercialization of university research.

#### ***b) Entrepreneurship and Business Skills Development***

A key means of achieving better employment and economic opportunities in Atlantic Canada is to ensure there are more entrepreneurs. ACOA is an advocate of entrepreneurship, and translates its beliefs into action through an entrepreneurship and business skills development strategy that focusses on providing Atlantic Canadians with the motivation, knowledge, skills, and ability to start, operate and expand a business. Much of the Agency's work in this regard relates to changing attitudes, particularly among young people, educators, guidance counsellors, women and Aboriginals. These results speak for themselves:

- Nine of ten firms funded by an ACOA program targeting innovation skills confirm early indications that the project will result in additional innovative activity within the firm.<sup>2</sup>
- Some 87% of participants at ACOA business skills development workshops said they can apply what they learned and that ACOA's initiatives in this respect are relevant and useful. (Profit Learn survey)
- ACOA's investments in youth entrepreneurship are relevant and strategic with 69% of young people polled indicating that government programs and information are an important career influence.<sup>3</sup>
- ACOA's Young Entrepreneur Development Initiative has already helped 6,000 young Atlantic Canadians learn what it takes to be an entrepreneur.<sup>4</sup>

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<sup>2</sup> Hickling Arthurs Low, *Evaluation of the Innovation Skills Development Initiative Draft Report*, August 2004.

<sup>3</sup> Corporate Research Associates Inc., *Study of Entrepreneurship Among Young Atlantic Canadians Aged 15 – 19*, 2001.

<sup>4</sup> ACOA, *Young Entrepreneur Development Initiative, Client Poll*, 2004.



### *c) Trade and Investment*

Atlantic Canada must export to expand its economy, and has generally done very well in this regard. But very few SMEs in the region are currently engaged in export activities, and ACOA has targeted efforts toward this potential source of export growth by offering opportunities to enhance export experience and success. These include research into market opportunities, company match-making, organizing trade missions with provincial and other federal partners, and offering skills training in exporting.

Attracting foreign direct investment to Atlantic Canada is a way to promote the growth of SMEs in the region, bring in new technologies and skills, and enhance exports and trade networks.

Specific results from trade and investment initiatives at ACOA include:

- In 2003-2004, nearly 1,000 potential exporters were assisted in becoming export ready.
- Team Canada Atlantic has completed nine missions to United States markets, involving 300 companies, almost 2,500 business meetings, and resulting in \$21.5 million in immediate sales (100 immediate jobs being created), and the prospect of \$115 million in long-term sales.
- The Atlantic-wide International Business Development Agreement (IBDA), started in 1994, has resulted in 32% of participating companies beginning exporting to new markets, and 40% increasing their export volumes to current markets.
- ACOA has formed a partnership for investment promotion with the four Atlantic Provinces and other federal partners, which will enable the region to pool resources in areas such as marketing, investment missions, and hosting incoming investment missions.

### *d) Tourism*

Expanding tourism in Atlantic Canada has been one of ACOA's most sustained efforts. In conjunction with the four provincial tourism departments and the Atlantic tourism industry associations, the Agency formed the Atlantic Canada Tourism Partnership (ACTP) in the mid-1990s to promote visitation from key markets. Support to the industry has enabled tourist operators to adopt innovative practices, including Internet technologies and e-commerce through the Atlantic Canada Technology Initiative.

- Evaluation of the Atlantic Canada Tourism Partnership found that the Partnership attained an overall return-on-investment estimated at \$16.36, well above its 10:1 revenue objective. This success was largely driven by the U.S. Consumer advertising campaigns, which generated an estimated \$73.2 million in revenue and posted a return on investment (ROI) of \$19.98.
- 87% of the region's tourism businesses were involved in business-to-consumer e-commerce transactions in 2002 compared with 42% in 1999.

### *e) Access to Capital and Information*

The Conference Board of Canada has noted that "... the SME debt market appears to be less developed in Atlantic Canada than in Canada as a whole. Indeed, there may be fewer suppliers, less breadth, fewer providers and few choices"<sup>5</sup>. To fill this gap, ACOA's Business Development Program (BDP) is designed to enable SMEs to obtain interest-free loans that act much like equity, and that can be used to leverage capital from other sources. Repayable since 1995, BDP loans become available for re-investment in other SMEs. Some \$213 million was repaid during the period 1998 to 2004, including \$56.4 million in 2003-2004 alone.

- ACOA maintains a Canada Business Service Centre (CBSC) in each province in Atlantic Canada as a full-service, free-of-charge business information resource. Within the last two years, business inquiries received by CBSCs have nearly doubled, with over 690,000 inquiries in 2003-2004, and users reporting an 85% satisfaction rate with the service offered.
- ACOA maintains special access to information services through the Aboriginal Business Service Network with a presence in 41 communities throughout the region.

## **2. Community Development**

Atlantic Canada's population is more rural than most of the rest of Canada, with a large number of smaller communities that contain about 45% of the region's population. Developing the strength of these communities is one of ACOA's priorities, with about 65% of BDP loans going to businesses outside metropolitan areas. This is intended to counter the fact that commercial banks have closed 16% of their branches in the region, with many of these closures in rural areas.

Enabling communities to build their own futures entails assisting them prepare plans based on realistic goals and the assets they have at their disposal, and helping fill gaps in the financial infrastructure left by withdrawal of commercial institutions.

- Strategic plans have been developed for each territory covered by the 52 Regional Economic Development Organizations (REDOs) in Atlantic Canada.
- The Seed Capital ConneXion Program for Young Entrepreneurs (SCCYE) has resulted in an average of 1.72 jobs per project at the time a loan was made, and 1.86 currently, both exceeding target rates of 1.5 jobs.
- Clients report that about 72% of projects would have either been cancelled or postponed without a SCCYE loan.

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<sup>5</sup> Conference Board of Canada, *Sources of SME Business Debt Financing in Atlantic Canada*, March 1999.

- SCCYE has been effective in slowing the outmigration of young people from small communities and rural areas, with 58% of clients reporting they would have moved away without the assistance they received from SCCYE.
- Atlantic Canada's Community Futures Program – delivered through the ACOA-supported Community Business Development Corporations (CBDCs) that cover Atlantic Canada – has filled a gap by providing an essential source of capital for small business.
- The average CBDC loan (\$38,000) has created 1.9 jobs and maintained 3.3 others.
- 57% of clients said they would not have started their business without the loans they obtained from a CBDC, and 35% of existing businesses would have shut down or reduced operations without their CBDC loans.
- CBDCs help keep people in rural areas and small towns, thereby helping to maintain the communities where they live.
- ACOA has invested \$66 million in 156 projects through the new Strategic Community Investment Fund (SCIF) to help improve community capacity.

### **3. Policy, Advocacy and Co-ordination**

Recognizing that good research and analysis lead to good information and intelligence, and hence improved decision-making, ACOA's policy role has expanded and forms an indispensable part of the Agency's operations and planning. Policy effort concentrates on identifying the strategic interests and opportunities of the region, as well as exploring established and emerging sectors and trends that are of interest and concern not only to ACOA, but to the Government of Canada and other stakeholders. Research is used both to further Atlantic Canada's interests in national decision-making, and to extend the co-ordination of federal efforts in developing the Atlantic region.

An important element of ACOA's advocacy efforts relates to industrial regional benefits (IRB) from large national procurement contracts. Such large projects are constantly monitored by ACOA for their potential benefits for Atlantic industry, and the Agency uses the IRB policy to inform and advocate to national and multi-national companies about Atlantic Canadian industrial capabilities. Recent industrial benefits activity undertaken by ACOA has contributed to some \$500 million in contracts for Atlantic companies.

## ACOA's Macroeconomic Impact

Measuring ACOA's overall impact on Atlantic Canada has been undertaken using Statistics Canada data and reputable economic models, including that developed and tested over many years by the Conference Board of Canada. This has made it possible to measure ACOA's impact at a level that transcends the results of individual programs and initiatives in order to provide an aggregate picture of all of ACOA's assistance. Salient results from these modelling exercises<sup>6</sup> and Statistics Canada data include:

- For every dollar invested directly in business through ACOA programs there is a \$5.00 increase in Atlantic gross domestic product. (Conference Board of Canada's Atlantic Provinces Econometric Model)
- Atlantic gross domestic product in 2002 was \$1 billion (constant 1997 prices) higher than it would have been without ACOA direct support to businesses. (Conference Board of Canada's Atlantic Provinces Econometric Model)
- Expenditures of about \$500 million had produced tax revenues of about \$600 million. (Conference Board of Canada's Atlantic Provinces Econometric Model)
- Total employment in the Atlantic region was over 20,000 higher in 2002 than it would have been without total net employment gains (direct plus indirect and induced) resulting from ACOA's direct support to SMEs. (Conference Board of Canada's Atlantic Provinces Econometric Model)
- More than one-third of manufacturing jobs added in Atlantic Canada between 1997 and 2002 were attributable to ACOA clients. (Statistics Canada / ACOA data)
- Productivity growth over the period 1999-2001 for ACOA-assisted firms exceeded that for unassisted firms, both on an all-industry basis (40.9% versus 12.4%) and for the crucial manufacturing sector (9.5% versus a decline of 6.4%). (Statistics Canada, Proxy for Labour Productivity, 1999, 2001)
- ACOA's impact on firms with less than 20 employees is also evident. Productivity growth more than doubled for the ACOA-assisted firms, compared to a decrease of 18.5% for unassisted firms. (Statistics Canada, Proxy for Labour Productivity, 1999, 2001)
- Payroll data from Statistics Canada Employment Dynamics (1991-2001) indicate payroll increases for ACOA-assisted manufacturing firms is three times that of unassisted manufacturing firms and employment growth is four times higher.

*Productivity growth for ACOA clients is more than three times that of unassisted firms*

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<sup>6</sup> Details on how these estimates are made are contained in the Five-Year Report to Parliament 1998-2003, at <http://www.acoa-apeca.gc.ca/publicationE/5year/1998-2003/report.shtml>

## Strategic Outcome One: Enterprise Development

*Improved growth and competitiveness of Atlantic small and medium-sized enterprises (SMEs), leading to increased productivity, earned incomes and employment opportunities.*

Planned Spending	\$286.9 million	Total Authorities	\$285.4 million	Actual Spending	\$243.3 million	FTEs	298
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### Outcomes

#### Achievements in improving the growth and competitiveness of SMEs:

- Job Growth: Over the period 1991-2001, employment growth of ACOA-assisted manufacturing firms was four times that of non-assisted firms.
- Earned Income: Over the period 1991-2001, payroll for ACOA-assisted manufacturing firms increased by 82%, compared with 26% for non-assisted firms.
- Productivity: Productivity growth rate of ACOA-assisted firms exceeded that of unassisted firms (40.9% compared with 12.4%).

### Key Partners

Private sector, provincial governments, other Industry Portfolio departments, other federal government departments. Some examples: Business New Brunswick, Business Development Bank of Canada, Natural Resources Canada.

### Program, Resources, and Results Linkages

**Business Development Program (BDP)** – expenditures in 2003-2004 were \$154.6 million, including \$73.8 million in interest-free, unconditionally repayable contributions to SMEs.

**Results:** Employment growth four times that of unassisted firms.

**Web site:** Evaluation: <http://www.acoa-apeca.gc.ca/e/library/audit/busdevprog.shtml>

**Canada Business Service Centres (CBSCs)** – provision of business-related services and information products to SMEs and aspiring entrepreneurs. Expended \$2.7 million in 2003-2004.

**Results:** Interaction with clients increased by 68% in past two years.

**Web site:** <http://www.cbsc.org/english/>

**Atlantic Innovation Fund** – assist projects in the area of natural, applied, and social sciences. Expended \$34.5 million in 2003-2004.

**Results:** 1<sup>st</sup> round of proposals: 47 proposals selected, \$155 million in funding.  
2<sup>nd</sup> round of proposals: 55 proposals selected, \$139 million in funding.

**Web site:** <http://www.acoa-apeca.gc.ca/e/financial/aif/index.shtml>

## Strategic Outcome Two: Community Development

*Economic opportunities for Atlantic Canada through community economic development.*

Planned Spending	\$123.0 million	Total Authorities	\$131.4 million	Actual Spending	\$160.8 million	FTEs	144
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### Outcomes

Businesses Created	During 2003-2004, 714 new businesses were created through the CBDCs' two loan programs (i.e. Community Futures and Seed Capital ConneXion Program for Young Entrepreneurs).
Jobs Created	During the last fiscal year, approximately 1,700 jobs were created through the CBDCs' two loan programs.

### Key Partners

Community-based economic development agencies, Aboriginal communities, municipal governments, and voluntary groups. (e.g. volunteer boards for the Community Business Development Corporations, local chambers of commerce and local boards of trade.)

### Program, Resources, and Results Linkages

**Strategic Community Investment Fund (SCIF)** – supports strategic initiatives that enable communities to adopt new technologies, enhance competitiveness of their industrial base, and develop their economic infrastructure. Expended \$55.6 million (including SCIF-STAI) in 2003-2004.

**Results:** SCIF: a formative evaluation is currently underway. The results are not available for this report.  
SCIF-STAI: Over 2,000 individuals received employment opportunities through SCIF-STAI projects.

**Web site:** <http://www.acoa-apeca.gc.ca/e/financial/SCIF.shtml>

**Seed Capital ConneXion Program for Young Entrepreneurs** – provides loans, training and counselling to young entrepreneurs under 30 years of age; personal loans are available without security, with flexible repayment terms and low interest rates; in 2003-2004, 387 clients borrowed \$4.1 million through the program.

**Results:** Over past five years 1,981 loans were issued, providing \$21.4 million in assistance and \$44.2 million in additional leveraging.

**Web site:** <http://www.acoa-apeca.gc.ca/e/financial/capital.shtml>

**Regional Economic Development Organizations (REDOs)** –there are 52 REDOs across the Atlantic provinces that engage their communities in strategic planning and co-ordination; some provide counselling to clients and access to programs that support business development.

- 15 Community Economic Development Agencies in New Brunswick;
- 11 Regional Development Authorities in mainland Nova Scotia;
- 2 Regional Development Authorities in Cape Breton;
- 20 Regional Economic Development Boards in Newfoundland and Labrador; and
- 4 Community Economic Development Corporations in Prince Edward Island.

**Results:** Strategic community development plans were developed for each of the REDO regions.

**Community Futures** – autonomous, not-for-profit Community Business Development Corporations (CBDCs) supported by ACOA to help entrepreneurs in rural areas access information, advice and capital. Issued \$41.9 million in loans in 2003-2004.

**Results:** Created 1,200 new jobs through 1,040 new loans.

**Web site:** <http://www.acoa-apeca.gc.ca/e/financial/community.shtml>

### Strategic Outcome Three: Policy, Advocacy and Co-ordination

*Policies and programs to support and promote growth in the Atlantic economy.<sup>7</sup>*

Planned Spending	\$8.3 million	Total Authorities	\$8.6 million	Actual Spending	\$9.1 million	FTEs	67
<b>Outcomes</b>							
<ul style="list-style-type: none"> <li>▪ Enhanced capacity for policy research in Atlantic Canada.</li> <li>▪ Better national understanding of Atlantic Canada’s interests in national decision-making.</li> <li>▪ Tangible benefits for Atlantic Canada in national programs such as procurement.</li> <li>▪ Co-ordinated policy, advocacy and co-ordination activities between federal departments in Atlantic Canada.</li> </ul>							
<b>Key Partners</b>							
<p>Universities and research institutions, provincial governments and municipalities, private sector, other federal government departments (e.g. Canadian Institute for Research on Regional Development, Industry Canada, and the University of Prince Edward Island).</p>							
<b>Program, resources, and results linkages</b>							
<ul style="list-style-type: none"> <li>▪ Program of internal and external research: External policy research efforts are strategically focussed and actively involve public and private sector partners and key stakeholders from across Atlantic Canada and outside the region. The primary financial mechanism for carrying out these projects is the Atlantic Policy Research Initiative.</li> <li>▪ ACOA’s Policy Research Network harnesses the Agency’s policy capacity in a team approach via a permanent network that shares information, co-ordinates policy activities and engages Agency resources from all regions and Head Office divisions on corporate policy priorities.</li> <li>▪ ACOA’s Advocacy program is the primary responsibility of the Advocacy and Industrial Benefits Unit located in ACOA’s Ottawa office, whose objective is to make new government initiatives more responsive to the needs of Atlantic Canada. This requires environmental scanning and the monitoring of the federal government’s priorities for linkages and impacts, alerting and advising government officials on emerging issues, feeding information about Atlantic Canada to central agencies, line departments and to Cabinet, and influencing the government’s procurement agenda.</li> </ul>							

<sup>7</sup> More explicitly, Strategic Outcome Three involves policy and program activities that support and promote improved competitiveness in the Atlantic economy, including research and analysis, co-ordination of the relevant development activities of other stakeholders, and advocacy of Atlantic Canada’s interests in national decisions.





## Details of Performance

<b>Strategic Outcome One: Enterprise Development</b>		
<b>Improved growth and competitiveness of Atlantic small and medium-sized enterprises (SMEs), leading to increased productivity, earned incomes and employment opportunities.</b>		
<b>Supported under ACOA's Strategic Priorities</b>	<b>FTEs</b>	<b>Resources (\$ millions)</b>
<b>(a) Innovation:</b> Development and commercialization of new technologies, increased innovation capacity, and growth of strategic sectors/clusters.	116	71.0
<b>(b) Entrepreneurship and Business Skills Development:</b> Increased opportunities for Atlantic Canadians to develop the motivation and business skills required to start and successfully grow their own businesses.	36	25.0
<b>(c) Trade:</b> More SMEs exporting, more export-ready SMEs, existing exporters selling more and selling to diversified markets.	43	32.7
<b>(d) Investment:</b> Increased Foreign Direct Investment (FDI) in Atlantic Canada.	7	1.8
<b>(e) Tourism:</b> Increased sales, revenue, profitability, investment, and wages in the tourism sector, resulting from higher quality in-demand products that operate over longer seasons.	32	35.7
<b>(f) Access to Capital and Information:</b> Employment, new business start-ups, and expansion projects as a result of access to capital and information for Atlantic SMEs.	64	77.1
<b>Key Results</b>		
<ul style="list-style-type: none"> <li>▪ Assisted with the start-up of 35 SMEs in 2003-2004, and 1,024 since 1995.</li> <li>▪ Approximately 75 new products/processes are in the process of being commercialized.</li> <li>▪ Nearly 20:1 return on media-buy investment in U.S. tourist consumer markets, and a 5:1 return on media-buy investment in targeted European and Asia-Pacific markets.</li> <li>▪ The number of ACOA exporter clients grew by 9.8% from 1999 to 2001.</li> <li>▪ Provided over 200 existing exporters with information and skills to expand their export activities.</li> <li>▪ Promotion of the Atlantic region as a good place to do business through marketing campaigns, ads, attending trade shows (e.g. CoreNet) and participation on Team Canada trade missions.</li> </ul>		
<b>Management Practices</b>		
<p>For each of ACOA's Strategic Priorities, specific results and measures have been identified, along with interim indicators and key performance indicators. Agency performance targets are formally reported annually by program and by service line, which can be rolled up to a Strategic Priority level. ACOA continues to improve data quality for better analysis of all programs to implement the strategic plan for service quality and enhance the business process.</p>		

## a) Innovation

**Development and commercialization of new technologies, increased innovation capacity and growth of strategic sectors/clusters.**

**Plans:** Increase activity in, and build capacity for, innovation and R&D leading to new technologies, products, processes or services that contribute to economic growth in Atlantic Canada.

### **Planned Results (Targets)**

New partnerships for technology development and commercialization – 30 per year.

### **Results**

*Target exceeded. Achieved 50.*

Under the Atlantic Innovation Fund (AIF) alone, there were 46 new projects involving partnerships for technology development and commercialization. Some of these projects involve multiple partners from both the university and private sectors. An additional four partnerships were formed as a result of an initiative by Agriculture and Agri-Food Canada (AAFC), ACOA, and the National Research Council Canada for commercialization of technology from AAFC Research Centres and under the BDP.

### **Planned Results (Targets)**

Strengthened strategic sectors/clusters (e.g. aquaculture, ocean industries, biotechnology and information technology) – four sectors/clusters.

### **Results**

*Target exceeded. Achieved 8.*

Sectors strengthened as a result of AIF were information technology (wireless, software and e-business), biotechnology (including health/medical), aquaculture, environment, oil and gas, manufacturing/processing, and mining. In addition, PEI identified aerospace as a key strategic sector strengthened in that province.

### **Planned Results (Targets)**

Strengthened innovation system linkages through support to strategic technology networks – two per year.

### **Results**

*Target exceeded. Achieved 8.*

The Atlantic Research Commercialization Network, supported under AIF, is a major pan-Atlantic initiative involving 12 Atlantic universities and is focussed on commercialization of university research. There were an additional 7 supported projects under the BDP, including projects for the New Brunswick Environmental Industries Association, the Aquaculture Association of Nova Scotia, and the Innovation and Technology Association of Prince Edward Island Inc.

### **Planned Results (Targets)**

Strengthened technology development that allows resource sectors to increase their competitiveness – two sectors.

### **Results**

*Target exceeded. Achieved 5.*

Resource sectors strengthened as a result of technology development under Round II of AIF were: oil and gas, fisheries, mining, forestry, and agriculture.

<b>Plans:</b> Improve SME access to risk-oriented financing for innovation projects, thus increasing the capacity for commercialization of R&D outputs.	
<b>Planned Results (Targets)</b> New products and processes commercialized – 45 per year.	<b>Results</b> <i>Target exceeded. 76 contracts signed.</i>
The AIF and BDP results are measured by contracts signed in the fiscal year for R&D projects that have commercialization of new products or processes as an objective.	
<b>Planned Results (Targets)</b> Start-ups of technology-based SMEs – six per year.	<b>Results</b> <i>Target exceeded. Assisted nine technology-based SME start-ups.</i>

<b>Plans:</b> Encourage and assist Atlantic SMEs to acquire enabling e-commerce technologies and associated knowledge, to increase the level of transactions.	
<b>Planned Results (Targets)</b> Increased awareness and use of e-commerce by SMEs in Atlantic Canada by hosting 12 e-commerce training sessions.	<b>Results</b> <i>Target exceeded. 14 e-commerce training sessions were held at the regional level.</i>
<b>Planned Results (Targets)</b> 32 one-on-one consultations with SMEs on e-business, capacity-building, and exporting.	<b>Results</b> <i>20 companies were assisted with the development of e-commerce strategies in support of their international marketing plans.</i>
Atlantic SMEs are now more actively engaged in e-commerce activities and, as such, the demand for one-on-one consultation was lower than anticipated.	

<b>Plans:</b> Improve the awareness and implementation of commercialization and technology development processes at the SME, academic and institutional levels by developing innovation partnerships and hosting awareness and commercialization sessions targeting SMEs, government and university research institute participants.	
<b>Planned Results (Targets)</b> 15 innovation awareness sessions targeting 180 participants.	<b>Results</b> <i>ACOA supported 12 sessions, which attracted 182 SME participants.</i>
<b>Planned Results (Targets)</b> 7 advanced innovation sessions.	<b>Results</b> <i>6 sessions held.</i>
Session topics included: commercialization, advanced materials cluster, new product development, and best practices in product development.	

## **b) Entrepreneurship and Business Skills Development**

**Increased opportunities for Atlantic Canadians to develop the motivation and business skills required to start and successfully grow their own businesses.**

**Plans:** Increase awareness of entrepreneurship as a career option, particularly among young Atlantic Canadians, to be achieved primarily by using various media to present entrepreneurial role models. As well, continue to support opportunities for Atlantic Canadians to learn about entrepreneurship and ensure access to business advisory and support services.

### **Planned Results (Targets)**

Encourage entrepreneurship by exposing a minimum of 50% of 15 to 29 year olds in Atlantic Canada to entrepreneurial role models through use of media such as television and the Internet.

### **Results**

*On track.*

ACOA invested in various promotional and awareness activities using different forms of media:

- Profiles of young Atlantic Canadian entrepreneurs on season 15 of the CBC television series *Street Cents*. This show, on average, reaches over 250,000 young Atlantic Canadians per week.
- Both a second and third series of television profiles of young Francophone entrepreneurs from Atlantic Canada, through Radio-Canada programming; and
- Vignettes promoting the business activities of young entrepreneurs, which appeared in Francophone community newspapers and on Francophone radio stations.

### **Planned Results (Targets)**

Support informed decision-making about entrepreneurship as a viable career by ensuring that all high school guidance counsellors have the information they need to properly advise students about entrepreneurship.

### **Results**

*Target met.*

To assist in its efforts to promote entrepreneurship as a viable career option, ACOA works with the provincial education systems on various entrepreneurship awareness and promotional activities:

- ACOA distributed 16,000 young entrepreneur information kits and posters to high school guidance counsellors in Atlantic Canada.
- An entrepreneurship workshop was provided to teachers and guidance counsellors in New Brunswick. More than 100 participants attended this event.
- With ACOA assistance, the Centre for Entrepreneurship Education and Development hosted an Entrepreneurship Education Institute for 42 enterprise educators across the region. This workshop consisted of five days of professional development sessions focussed on the approach, philosophy, and implementation of entrepreneurship education, plus a package of teaching materials. 100% of participants (educators) felt that they were better able to present the topic to students in a manner that would encourage them to consider entrepreneurship as a career alternative. It is estimated that workshop participants are, in turn, able to teach entrepreneurial skills and attitudes to 3,000 students over the school year.
- In Prince Edward Island, ACOA partnered with the University of Prince Edward Island (UPEI) School of Business on the development of the Right on Island multimedia tool that will promote the benefits of education to youth. UPEI has begun preparing its co-op students to deliver the presentations to students in PEI schools and youth-oriented organizations.

<p><b>Planned Results (Targets)</b> Encourage business practices that respect the principles of sustainable economic development by widely distributing profiles of entrepreneurs whose businesses are respectful of the environment.</p>	<p><b>Results</b> <i>Target met. Over 10,000 copies of <i>Entrepreneurs Working Toward a Sustainable Future</i> were distributed to high schools, colleges, universities and business support organizations. See the Web site <a href="http://www.acoa-apeco.gc.ca/e/entrepreneurship/protecting/">http://www.acoa-apeco.gc.ca/e/entrepreneurship/protecting/</a></i></p>
<p><b>Planned Results (Targets)</b> Contribute to business survival and growth rates by providing opportunities for at least 1,200 Atlantic Canadians per year to participate in business skills development workshops and seminars.</p>	<p><b>Results</b> <i>Target exceeded. Over 3,000 Atlantic Canadians participated in workshops and seminars.</i></p>
<p>The Agency invested in the following projects to increase the awareness of good management practices as well as take-up in business management skills training:</p> <ul style="list-style-type: none"> <li>• In New Brunswick, 1,246 participants from approximately 400 companies participated in ProfitLearn training to enhance business skills. Twenty-eight full-day sessions and 99 half-day sessions were held (total 127 sessions).</li> <li>• In Newfoundland and Labrador, the Enterprise and Entrepreneurship Gateway project at Memorial University of Newfoundland creates an enabling environment for entrepreneurship in an academic setting. This mechanism helps bridge the gap between the needs of potential entrepreneurs at the seminal stages of enterprise development, and the various resources, programs and agencies that exist to meet those needs. To date, the Gateway has served over 350 clients, assisted with the start-up of 17 small businesses representing the most innovative technologies in the engineering, science and business faculties, and helped create 64 knowledge-based jobs.</li> <li>• In Nova Scotia, over 1,000 entrepreneurs and business people participated in business skills development workshops, seminars, and related programming organized by ACOA partners such as: the Community Business Development Corporations, University Business Development Centres, the Metropolitan Immigrant Settlement Association, and the Centre for Entrepreneurship Education and Development.</li> <li>• In Prince Edward Island, 500 individuals have been exposed to business skills development workshops and seminars through projects supported by the Agency.</li> </ul>	

<p><b>Plans:</b> Provide enhanced opportunities for Atlantic Canadian entrepreneurs to continue to improve their business skills. This will be achieved over the next three years through the implementation of three new programs: the Innovation Skills Development Initiative (ISDI), the Women in Business Initiative (WBI), and the Young Entrepreneur Development Initiative (YEDI).</p>	
<p><b>Planned Results (Targets)</b> ISDI: Assist approximately 200 firms over the three-year period 2003-2004 through 2005-2006 to train existing staff and to recruit experts, experienced managers and skilled graduates.</p>	<p><b>Results</b> <i>Target exceeded. 227 firms assisted.</i></p>
<p>As of March 31, 2004, 227 firms accessed ISDI enabling them to: undertake training and skills development activities to become more innovative and productive; recruit experienced experts and managers to strengthen their technology management skills; or recruit skilled graduates to develop their innovation capabilities. A mid-term evaluation of this initiative commenced in late 2003-2004, with scheduled completion in 2004-2005. This review will examine outputs and progress toward key ISDI outcomes and will provide recommendations about mid-course adjustments to design or delivery that may be needed to achieve the desired outcomes and impacts.</p>	

**Planned Results (Targets)**

WBI: Assist approximately 1,000 women business owners over the three-year period 2003-2004 through 2005-2006 to strengthen their management capabilities and business development skills.

**Results**

*On track.*

During 2003-2004:

- The WBI's Business Management Training Allowance helped 290 women business owners to access business management skills training tailored to their needs.
- 20 business counselling and community outreach officers conducted more than 2,000 counselling sessions with women entrepreneurs.
- 86 women business owners received assistance under WBI's Consultant Advisory Services, which enabled them to access consultant support to address business opportunities, issues and/or problems.
- As a result of the WBI, multiple training sessions and workshops were delivered throughout the Atlantic region to enhance women entrepreneurs' business management skills. More than 325 participants attended these activities.
- ACOA invested in various regional and pan-Atlantic networking and professional development conferences and events targeting women business owners. More than 370 women entrepreneurs attended these activities.

**Planned Results (Targets)**

YEDI: Involve approximately 3,000 young people over the three-year period 2003-2004 through 2005-2006 in activities and programs designed to develop the attitudes and business skills needed to successfully launch and grow a business.

**Results**

*On track.*

A variety of YEDI projects were undertaken or further developed:

- In Cape Breton, the YMCA Entrepreneur Centre worked with 14 other agencies, educational institutions and community organizations to host two one-day Entrepreneurship Expos in March 2004 in which 87 youth participated.
- Development of an Internet portal tool targeting young Francophones is ongoing. Once fully operational late in 2004, it is expected to provide entrepreneurship resources and services to approximately 300 registered young Francophone users after one year, 500 after two years, and 700 after three years.
- In Prince Edward Island, the Agency supported the UPEI's Business Administration Co-operative Education Program, which provides its students with opportunities to acquire entrepreneurial experience during their work terms, by either placing them within an SME or by allowing them to run their own business. During 2003-2004, students were placed with 19 SMEs and three students ran their own businesses during their work terms.
- A network of 10 youth entrepreneurship development officers is now in 10 regions throughout New Brunswick to promote entrepreneurship as a career option and to develop the business skills of existing young entrepreneurs in the regions. In fiscal year 2003-2004, this network of community-based partnerships reached 6,200 aspiring entrepreneurs through awareness sessions, with over 1,000 youth receiving hands-on training to encourage entrepreneurial skills development. Twenty-four existing entrepreneurs accessed local mentorship programs and 191 young entrepreneurs received business management skills training.
- In Newfoundland and Labrador, the Y-Enterprise Centre expanded its aftercare services program to young business owners in the first five years of operation to various regions throughout the province. This program provides support by offering one-on-one business counselling; a series of workshops designed to meet the needs of new business owners; and an advisory committee service whereby a number of established entrepreneurs offer their experiences as support to new business owners.
- In Nova Scotia, ACOA has partnered with the Guysborough County Community Business Development Corporation (CBDC) to deliver the Entrepreneurial and Skills Program for Youth (ESPY). As of March 31, 2004, over 400 youth availed themselves of this program's services.

### c) Trade

**More SMEs exporting, more export-ready SMEs, existing exporters selling more, and selling to diversified markets.**

**Plans:** Provide regional trade information and support awareness of exporting as a growth option to Atlantic Canadian firms through trade awareness sessions, one-on-one counselling, conferences, seminars, and trade mentoring/coaching programs.

**Planned Results (Targets)**

Assist 300 potential exporters in committing to exporting, and to meeting basic export readiness/skills requirements.

**Results**

*Target exceeded. 975 potential exporters assisted.*

**Planned Results (Targets)**

Assist 80 SMEs in becoming new (first-time) exporters.

**Results**

*Surveys delayed, results not yet available.*

In Nova Scotia, ACOA organized eight export information workshops and trade seminars throughout provincial communities. In total, 386 businesses, representing potential and experienced exporters, attended the sessions. ACOA also provided one-on-one counselling (trade mentoring) to 50 companies. In Prince Edward Island, 36 participants attended trade workshops organized by the Agency; and in Newfoundland and Labrador, well over 100 potential exporters attended awareness and training sessions funded by ACOA. As an example, in Newfoundland and Labrador, 52 attended trades and skills development sessions as part of the “Going Global” series of trade workshops. In New Brunswick, the Agency organized 11 “how-to sessions” attended by 385 participants.

**Plans:** Develop a larger Atlantic Canadian pool of skilled and experienced trade specialists, as well as more qualified trade graduates of Atlantic universities/colleges who will be employed in the region. This will be achieved through initiatives such as the Export Partnering Program and the Export Internship for Trade Graduates.

**Planned Results (Targets)**

Enable 20 trade graduates to gain practical work experience through internships with firms that are new and/or existing exporters.

**Results**

*Target exceeded. 45 students placed.*

Under the Export Internships for Trade Graduates (EITG) Program, the Agency, in partnership with Atlantic post-secondary institutions, placed 45 university students (who have completed formal training in the area of trade) with Atlantic companies actively pursuing new export markets. This program provides hands-on, trade-related work experience for Atlantic students, while contributing to the export performance of the region by providing SMEs with in-house trade expertise.

**Planned Results (Targets)**

Enable 20 students to gain first-hand international trade experience through participation in the development of research and export marketing plans for firms that are new and/or existing exporters.

**Results**

*Target exceeded. 46 students participated.*

The Export Partnering Program (EPP) in New Brunswick continues to be highly successful in meeting its goals. Partners this year included the University of New Brunswick, Fredericton and Saint John campuses, and the Université de Moncton, as well as Industry Canada and Trade Team New Brunswick. The EPP seeks to ensure that small and medium-sized businesses are equipped with the skills they need to become export savvy by pairing companies that lack exporting experience with teams of business students specializing in marketing programs. During the 2003-2004 academic year, 10 companies were matched. This co-operation and collaboration culminated in a trade mission to Boston at the end of the academic year (May 2003). Since its inception in 1995, 113 SMEs, 364 students, three universities and one college have taken part in EPP. As partners, these groups have worked together to increase the exporting potential of New Brunswick businesses and hone the skills and abilities of students to become future trade officers and/or counsellors.

**Plans:** Promote export development partnerships, consensus and “clusters of capability” in sectors/sub-sectors with significant export potential, and provide blueprints that are used successfully for export development in both knowledge-based and value-added resource industries.

**Planned Results (Targets)**

Engage industry associations in the development and/or implementation of three sector export strategies (for example, the Newfoundland and Labrador boat building industry).

**Results**

*Engaged 13 industry associations.*

Under the Atlantic Trade and Investment Partnership (ATIP) program, the Agency supported two pan-Atlantic strategies in the culture sector and the life sciences sector, as well as 11 provincially-based strategies, including:

- aerospace, diversified manufacturing, wind energy and industrial training in Prince Edward Island;
- ocean technologies, aerospace and defence, and value-added wood products in Nova Scotia;
- ACOA assisted the Newfoundland and Labrador Division of the Canadian Manufacturers and Exporters to complete a boat building export strategy which outlined specific export initiatives to grow this sector.
- metalworking and environment/engineering in New Brunswick.

**Plans:** Initiate and expand export activity in selected international markets through the organization of missions, complemented by dissemination of trade research and sector/market information through seminars and conferences.

**Planned Results (Targets)**

Provide 100 existing exporters with necessary information and skills to expand their export activity.

**Results**

*Target exceeded. 204 exporters assisted.*

**Planned Results (Targets)**

Assist 40 existing exporters in successfully securing new export markets.

**Results**

*Target exceeded. 112 exporters assisted.*

Successful initiatives completed by the Agency include:

- Building on the success of seven previous trade missions to Atlanta, Boston and New York, ACOA organized two Team Canada Atlantic missions to Washington, D.C. The missions included 75 Atlantic Canadian firms participating in over 430 meetings with U.S. firms.



Results of the November mission include:

- Short-term sales generated: \$575,000;
  - Long-term sales (over the next year): \$33.8 million; and
  - New business agents, distributors, partners: 153.
- An ACOA-led mission to Norway in the aquaculture sector included 24 Atlantic Canadian companies participating in over 115 one-on-one meetings with industry leaders, resulting in immediate sales projections of approximately \$550,000. In addition, some of the participating companies indicated that they expected to create jobs and implement new technologies as a result of the mission.
  - ACOA led a second mission to Scandinavia in which 11 Atlantic Canadian biotechnology and information technology organizations participated. Deals are being finalized in the areas of disease diagnosis products, vaccine delivery systems, joint research projects and the establishment of an antibody production facility in New Brunswick.
  - A delegation of 26 Atlantic Canadian professionals involved in cultural industries such as literature, film, theatre, ballet, the visual arts, and media management travelled to Paris, France, to participate in the Canadian Cultural Forum. At the Forum, the Atlantic companies showcased their capabilities before peers from European and African Francophone nations, and participated in business meetings and networking sessions with international buyers and industry representatives.
  - Fourteen companies from Atlantic Canada travelled to New York City on an ACOA-led seafood mission. During the mission, 45 one-on-one meetings were held between Atlantic firms and potential customers, agents and partners, and resulted in immediate sales of \$250,000. This trade mission built on two previous Team Canada Atlantic missions to New York City, which generated more than \$8.5 million in short-term sales and more than \$12 million in long-term sales.
  - A delegation of eight companies from Prince Edward Island embarked on a trade mission to Chile. This mission, supported by ACOA and its Trade Team PEI partners, was designed to increase export sales in farming, fish processing, aquaculture and tourism sectors. Long-term sales as a result of the mission are projected to be \$2 million. A similar trade mission to Chile in 2003 generated more than \$500,000 in projected sales.
  - A trade mission was supported to Komi Republic in Russia, which included 11 Newfoundland and Labrador business people, two business people from Nova Scotia, and two business people from New Brunswick. This was followed by a Forum for International Trade Training Seminar attended by 12 people in Happy Valley-Goose Bay, NL.

Team Canada Atlantic is a partnership designed to help Atlantic Canadian businesses reach their full potential as international exporters and trading partners. For more information on this initiative, refer to Appendix A, Horizontal Initiatives, section (c), Team Canada Atlantic. Additional information about the Team Canada Atlantic trade missions can be found at: <http://www.teamcanadaatlantic.ca>.

## d) Investment

### Increased Foreign Direct Investment (FDI) in Atlantic Canada.

**Plans:** Foreign direct investment intelligence, generation of investment leads, and greater regional awareness by strengthening investment partnerships.

**Planned Results (Targets)**

Initiation of pan-Atlantic investment research and establishment of an FDI database.

**Results**

*Database completed, with investment research on track and ongoing.*

**Planned Results (Targets)**

Advocacy and liaison with Investment Partnerships Canada (now named Investment Partnership Branch) and the Department of Foreign Affairs and International Trade.

**Results**

*Target achieved with ongoing development.*

The placement of an ACOA Investment Officer within the Canadian Consulate in Chicago will greatly benefit both organizations with regard to their respective investment activities and responsibilities. KPMG's Competitive Alternatives<sup>8</sup> study, launched in conjunction with the Investments Partnership Branch (IPB), detailed the investment opportunities and advantages of Canadian cities versus international cities. The Agency's greater involvement ensured that numerous Atlantic Canadian cities were represented within the study, with three Atlantic Canadian cities placing in the top five of 100 cities featured in the international study. The complete study results can be found at <http://www.competitivealternatives.com>.

**Planned Results (Targets)**

Subscription to various competitive intelligence databases.

**Results**

*Competitive Intelligence database pilot extended and ongoing.*

The six-month Competitive Intelligence pilot project was completed with an extension continued into the 2004-2005 fiscal year. The project provides the Agency with increased lead development data and allows ACOA to provide its provincial partners increased information and resources regarding lead opportunities, further helping to attract/increase FDI in Atlantic Canada.

**Planned Results (Targets)**

Greater co-operation between Industry Canada, the Provinces and ACOA in investment promotion and research through the Pan-Atlantic Investment Co-ordination Committee (PAICC).

**Results**

*Target achieved with ongoing development.*

The PAICC now includes the IPB as a committee member, along with the directors of investment representing the four Atlantic Provinces, and officials from Industry Canada. It is co-chaired by the Agency and by one of the four Provinces. Initiatives undertaken by the committee include: distribution of intelligence information, research and potential investment leads to ACOA's provincial partners; and the development and initial planning of pan-Atlantic initiatives to further increase FDI in the region, including the Atlantic Investment Forum.

In Newfoundland and Labrador, the Agency worked closely in providing support to the provincial Department of Industry Trade and Rural Development to develop a strategic plan to establish an enhanced approach to provincial FDI activity.

<sup>8</sup> KPMG, *Competitive Alternatives: The CEO's Guide to International Business Costs*, G7-2004 Edition.

<p><b>Planned Results (Targets)</b> Participation in various conferences and missions (e.g. CoreNet, Team Canada Atlantic and World Investment Summits).</p>	<p><b>Results</b> <i>Participation in the Team Canada Atlantic mission to Washington, including two investment luncheons and roundtables; participation in various conferences and missions including CoreNet 2003 in Atlanta, KPMG 2004 National Launch and the Economic Developers Association of Canada (EDAC) conference host to IT Can counsellors.</i></p>
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<p><b>Plans:</b> Develop and provide general information about the region as a prospective investment site and profile the region as part of investment missions.</p>	
<p><b>Planned Results (Targets)</b> Engage in joint pan-Atlantic investment activities such as familiarization tours for site selectors/business editors and investment conferences/missions.</p>	<p><b>Results</b> <i>Ongoing.</i></p>
<p>ACOA investment officers gave an investment-focussed presentation on Atlantic Canada to a group of 15 European journalists. This opportunity provided excellent international exposure for Atlantic Canada.</p>	
<p><b>Planned Results (Targets)</b> Develop an ACOA investment Web site to provide information for site selectors/corporate investors.</p>	<p><b>Results</b> <i>Target achieved. Web site developed.</i> <a href="http://www.acoa-apeca.gc.ca/invest/">http://www.acoa-apeca.gc.ca/invest/</a>.</p>
<p><b>Planned Results (Targets)</b> Provide timely intelligence and investment products to industry associations, and federal and provincial partners.</p>	<p><b>Results</b> <i>Ongoing. Lead development data provided to partners, further helping to attract/increase FDI in Atlantic Canada.</i></p>
<p>In Prince Edward Island, ACOA began assessing the need for and potential of a bio-accelerator to support and advance the bioscience industry in the province.</p>	
<p>In New Brunswick, four community investment projects were funded for local enterprise networks to help identify potential opportunities and increase investment attraction. The projects included the following: an Economic Base Analysis for Charlotte County; the development of 21 profiles of industrial parks throughout New Brunswick to help increase investment opportunities; Enterprise Central conducted a study in conjunction with Mount Allison University to identify the key opportunities in the Grand Lake area; and Enterprise Fredericton developed a study to analyze opportunities for the Fredericton Aerospace, Defence and Business Park in order to attract anchor tenants.</p>	
<p>In Nova Scotia, a labour market analysis of the Nova Scotia call centre industry in relation to local labour markets and potential for future development was completed.</p>	
<p>In Newfoundland and Labrador, ACOA worked with the EXCITE Corporation to host a familiarization tour for eight U.S. information technology professionals to promote investment in Grand Falls-Windsor.</p>	

<p><b>Planned Results (Targets)</b></p>	<p><b>Results</b></p>
<p>Develop a media campaign on the region's cost advantages – advertisements to be placed in targeted U.S. and European site selector and sector magazines.</p>	<p><i>Target achieved. Activities ongoing.</i></p>
<p>The Agency completed the second phase of its advertising campaign consisting of advertisements placed in sector- and geographic-specific publications including <i>Fortune</i>, <i>Forbes</i>, <i>Business Week</i>, <i>Fast Company</i>, <i>Inc.</i>, <i>Money</i> and several other publications in the New York, Washington, Atlanta and Boston markets. The series of advertisements, designed to raise awareness of the region as an attractive investment location, heavily focussed on the invest-ac.com Web site providing investors with direct access to vital investment information about the region.</p>	
<p>The advertising campaign also included an investment article written for <i>U.S. Industry Today</i> magazine. The article discusses Atlantic Canada's emerging oil and gas, and offshore sectors.</p>	
<p><b>Planned Results (Targets)</b></p>	<p><b>Results</b></p>
<p>Production of information/awareness materials (e.g. Atlantic Canada Business Environment Profile, sector-specific e-business CD cards) for distribution to partners and contacts.</p>	<p><i>Numerous pieces of collateral marketing materials were produced and distributed to the Agency's regional partners, IT Can posts abroad, site selectors located in the U.S. and Europe and other federal/provincial partners.</i></p>
<p>Marketing materials produced include the following: <i>Atlantic Canada: A profitable place to do business</i> (FDI brochure), selected sector profile sheets, industrial photo shoot and promotional photo CD-ROM of Atlantic Canada and the continued development of the Investment Web site. (For more information see <a href="http://www.acoa-apeca.gc.ca/invest/media/pub.shtml">http://www.acoa-apeca.gc.ca/invest/media/pub.shtml</a>.)</p>	
<p>In Prince Edward Island, promotional tools and brochures were developed for Invest PEI, including the redevelopment of the Invest PEI Web site and the production of a brochure highlighting the Aerospace sector in PEI for investment promotion and FDI attraction.</p>	

The 2002 *Speech from the Throne* called for an increase to Canada's presence in the U.S., to expand fair and secure trade and commerce, and to brand Canada in the U.S. To accomplish this goal, International Trade Canada (IT Can) established the Enhanced Representation in the U.S. Initiative (ERI), and invited key trade-mandated departments and regional agencies to partner in the initiative.

ACOA has committed \$5 million of the \$118-million ERI over five years and is taking a leadership role in the ERI implementation. Furthermore, the Agency is working closely with other federal partners to strengthen partnerships to ensure the project's success; ACOA's involvement will provide Atlantic Canada with numerous opportunities. For more information on ERI, refer to Appendix A, Horizontal Initiatives, section (f), Enhanced Representation Initiative.

## e) Tourism

**Increased sales, revenue, profitability, investment and wages in the tourism sector, resulting from higher quality in-demand products that operate over longer seasons.**

**Plans:** Increase investment in, and development of, strategic tourism products, services, experiences and geographic areas by: administering the Bouctouche sustainable tourism communities model and mentoring program to candidate tourism communities; co-ordinating best practice missions that empower tourism operators with the knowledge required to develop in-demand, quality tourism products, services and experiences; and working strategically with sub-sector tourism product groupings.

### **Planned Results (Targets)**

Deliver the Bouctouche Sustainable Tourism Communities Model to eight new tourism communities and a mentoring program to 10 tourism communities.

### **Results**

*Project modified. ACOA's internal assessment of the Bouctouche initiative resulted in the adoption of a more inclusive and thorough provincial/ACOA candidate community screening model. Eight communities scheduled for the fall of 2004.*

### **Planned Results (Targets)**

Deliver 10 new best practices missions attended by 120 industry and Destination Marketing Organization (DMO) representatives from Atlantic Canada. Best practice missions empower tourism operators with the knowledge required to develop and offer in-demand, quality tourism products and experiences.

### **Results**

*80% of target achieved. 76 tourism operators and DMO representatives participated in eight best practices missions. Two missions rescheduled to 2004-2005.*

### **Planned Results (Targets)**

Develop strategic public and private sector partnerships to generate five new streams of high quality, niche tourism products and experiences.

### **Results**

*On track. Progress is being made on the development of five new streams of high quality, niche tourism products including culinary tourism, interactive museums, heritage accommodations, watchable wildlife, and themed retailing.*

**Plans:** Conversion from traditional, resource-based, consumptive tourism practices to business and communities demonstrating non-consumptive and sustainable tourism practices by: working with federal/provincial partners to develop priority projects; communicating the need to focus on the quality and sustainability of the product; and providing infrastructure assistance to strategic tourism businesses.

### **Planned Results (Targets)**

Form strategic partnerships to bring a co-ordinated federal approach to tourism development in Atlantic Canada.

### **Results**

*On track. Strategic partnership formed with the Canadian Tourism Commission, Parks Canada, Canadian Heritage and ACOA.*

<p><b>Planned Results (Targets)</b> Host four Tourism Working Group meetings attended by federal/provincial representatives to exchange information and bring a co-ordinated regional approach to product development, tourism policy and program co-ordination.</p>	<p><b>Results</b> <i>Target achieved. Quarterly Tourism Working Group meetings held across the Atlantic region.</i></p>
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<p><b>Plans:</b> Increase tourism-related activity in Atlantic Canada by: forming strategic partnerships to bring a co-ordinated, regional approach to marketing the Atlantic Region in export markets; developing and marketing new, off-season tourism products; and providing leadership in the areas of brand development and brand marketing.</p>	
<p><b>Planned Results (Targets)</b> Atlantic Canada Tourism Partnership project that generates a 10:1 return-on-investment in U.S. markets and a 5:1 return-on-investment in Japanese, U.K. and German markets.</p>	<p><b>Results</b> <i>Target exceeded. Evaluation of the 2003-2004 Atlantic Canada Tourism Partnership evidenced a nearly 20:1 return-on-investment in U.S. consumer media markets and a 5:1 return-on-investment in targeted European and Asia-Pacific markets.</i></p>
<p><b>Planned Results (Targets)</b> A new generation of themed, interactive, off-season tourism products.</p>	<p><b>Results</b> <i>Project delayed. 2003-2004 was a post-9-11 and SARS recovery year. ACOA recognized a need to focus its financial and human resources on existing and newly established tourism products.</i></p>
<p><b>Planned Results (Targets)</b> Assist six industry sub-sectors to develop and promote in-demand, market-ready tourism products and experiences.</p>	<p><b>Results</b> <i>Target exceeded. Sub-sectors included the Bay of Fundy Tourism Partnership, Atlantic Canada Cruise Association, Resorts Atlantic, Economuseum Network of the Atlantic Provinces, Atlantic Outdoor Adventure Partners, Signature Attractions of Atlantic Canada and Commission du tourisme acadien du Canada atlantique.</i></p>

<p><b>Plans:</b> More effective use of federal, provincial and private sector financial resources by: informing tourism businesses and lenders about highest productivity tourism products, strategic investment areas and emerging opportunities in tourism; and forming strategic planning partnerships with federal and provincial governments, industry groups, industry associations, and other interested parties.</p>	
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<p><b>Planned Results (Targets)</b> Host 10 workshops / information sessions with attendance of approximately 300 private/public sector leaders.</p>	<p><b>Results</b> <i>Project delayed. 2003-2004 was a post-9-11 and SARS recovery year. ACOA recognized the need to delay the information sessions until leaders are more receptive to incremental tourism investment.</i></p>
<p><b>Planned Results (Targets)</b> Revise the communication strategy directed at dissemination of market intelligence/research to public and private partners.</p>	<p><b>Results</b> <i>Target achieved. Staff person now dedicated to the co-ordination of ACOA's pan-Atlantic tourism communication efforts.</i></p>
<p><b>Planned Results (Targets)</b> Establish/maintain strategic partnerships with 15 industry groups, associations and other interested parties.</p>	<p><b>Results</b> <i>Target achieved. Strategic partnerships established or maintained with 10 provincial governments, two territories, four federal agencies, five tourism industry associations and seven industry groups.</i></p>

The Atlantic Canada Tourism Partnership performed exceptionally well once again in 2003, a year marked by many unexpected global events. While a number of activities carried out in 2003 were delayed or disrupted to some degree because of the SARS situation and war in Iraq, initiatives generally performed well.<sup>9</sup> The partnership, (ACOA, the four provincial tourism industry associations and the four provincial government departments of tourism) works to promote tourism in the Atlantic region as a whole, in order to leverage resources, create brand awareness, obtain marketing efficiencies, and generate marketing impacts that far exceed what can be achieved by any province working alone. The partnership is a marketing consortium that focusses on international markets with a particular sustained emphasis on the northeastern United States. The intent of the partnership is increased tourism-related visits and revenues from targeted international markets.

Overall, the return on investment (ROI) for the partnership exceeded its revenue objective with an ROI of \$16 to \$1, meaning that every advertising dollar spent resulted in \$16.34 in tourism spending in Atlantic Canada. This success was driven by the U.S.

<b>Atlantic Canada Tourism Partnership Return on Investment</b>		
	<b>2003-2006 Target</b>	<b>2003 Result</b>
Overall Partnership	10:1	16:1
U.S. consumer advertising campaigns	10:1	20:1
Overseas Program	5:1	5:1

consumer advertising campaigns, which generated an estimated \$73 million in revenue and, in themselves, an ROI of nearly 20:1<sup>10</sup>.

<sup>9</sup> Tourism Synergy Ltd., *Evaluation of Year 1 of the Atlantic Canada Tourism Partnership 2003-2006*, March 2004.

<sup>10</sup> Methodology for the calculation of ROI includes Web visitors and conventional inquiry data, whereas previous ROI estimates included conventional inquiry data only.

Another highlight of the year was the successful development and implementation of a pilot project that estimates the conversion rate for anonymous Web visitors and their subsequent impact on ROI.<sup>11</sup> The importance of the Internet has been rising in recent years and the magnitude of its impact had not previously been taken into consideration.

The Atlantic Canada Tourism Partnership's efforts continued to build on the *Canada's East Coast* brand in European markets and the *Atlantic Canada, Where Canada Begins* brand in Japan. Overseas marketing activities included consumer advertising, travel trade initiatives and media relations. ACTP's ROI in targeted European and Asia-Pacific markets reached \$5.12 for every program dollar invested. For more information on this initiative, refer to Appendix A, Horizontal Initiatives, section (a), Atlantic Canada Tourism Partnership (ACTP).

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<sup>11</sup> Evaluators from Tourism Synergy Ltd. conclude that the basic methodology is sound and that, although the findings are based on data obtained for a two- to three-month period only, the magnitude of the estimated conversion rates is reasonable.



**f) Access to Capital and Information**

**Employment, new business start-ups, and expansion projects as a result of access to capital and information for Atlantic SMEs.**

**Plans:** Assist SMEs in Atlantic Canada to help them create and maintain jobs by providing capital assistance.

**Planned Results (Targets)**

Through the Business Development Program, invest in approximately 400 Atlantic SMEs annually.

**Results**

*Target exceeded. Financial assistance under Access to Capital was provided to 501 Atlantic SMEs.*

Access to Capital remains central to economic development in Atlantic Canada where access to commercial financing is relatively more difficult than in the rest of the country. In the past 10 years, the chartered banks have closed 16% of their branch network within the region.<sup>12</sup>

The Business Development Program (BDP) is the principal instrument used by the Agency to provide support for the higher risks of doing business in Atlantic Canada. Since its inception in 1995, the BDP has been associated with the start-up of over 800 new businesses in Atlantic Canada, principally in rural areas.<sup>13</sup>

**Plans:** Explore various options to identify and satisfy access to capital issues including other sources of public and private capital.

**Planned Results (Targets)**

Undertake to review the recommendations flowing from the Microcredit Review and the Junior Capital Pool formation, both reports scheduled to be released in 2003.

**Results**

*Target accomplished.*

The Microcredit review has paved the way for further information on impact assessment. As a result, the Agency will be undertaking a social and economic cost/benefit analysis of the Seed ConneXion Program for Young Entrepreneurs.

With respect to the Junior Capital Pool formation, the Agency will play a greater advocacy role with the Provincial Security Legislators and Economic Development Agencies.

<sup>12</sup> CFO Sustainability Group, *The Changing Banking Environment in Atlantic Canada and Effects on the SME Market & the Economy in General*, November 2002.

<sup>13</sup> ACOA, *Evaluation of ACOA's Business Development Program*, February 2003.

## Strategic Outcome Two: Community Development

**Economic opportunities for Atlantic Canada through community economic development.**

<b>Supported under ACOA's Strategic Priority: Community Economic Development</b>	<b>FTEs</b>	<b>Resources (\$ millions)</b>
<ul style="list-style-type: none"> <li>a) Self-sustaining, economically viable communities, supported through the development and implementation of strategic and operational plans.</li> <li>b) Expanded access to government business services, in the areas of financing, counselling and information.</li> <li>c) Community self-development and alternate employment in areas affected by the closure of resource-based industries or wind-down of large projects.</li> <li>d) Increased number of loans and resultant jobs created and maintained in rural areas as a result of SME counselling and financing services offered by Community Business Development Corporations.</li> </ul>	144	160.8
<b>Key Results</b>		
<ul style="list-style-type: none"> <li>▪ Strategic Plans were developed for each territory covered by 52 REDOs in Atlantic Canada.</li> <li>▪ Improved community capacity by investing \$66 million in 156 strategic community projects through SCIF.</li> <li>▪ Contributed to the creation of 1,205 jobs through CBDC loans and 500 jobs through seed capital loans.</li> </ul>		
<b>Management Practices</b>		
<p>Partnerships are used extensively for program delivery. Part of the Modern Business Management Initiative (MBM) will see process mapping for core/programming activities such as the CBDCs and the CBSCs. This should identify opportunities for improvement to delivery of services.</p>		

**a) Community Economic Development (CED)**  
**Self-sustaining, economically viable communities, supported through the development and implementation of strategic and operational plans.**

**Plans:** Strengthen community planning and development through increased use of strategic community planning tools.

**Planned Results (Targets)**

A stronger community strategic planning process and economic base to be achieved by using tools such as the new Strategic Community Investment Fund (SCIF), Community Business Development Corporations (41 corporations), Regional Economic Development Organizations (52 organizations) and other federal and provincial partners.

**Results**

*Strategic plans have been developed for each territory covered by the 52 REDOs in Atlantic Canada.*

The Agency continues to work in partnership with 52 Regional Economic Development Organizations throughout Atlantic Canada, 46 of which are located in rural areas of Atlantic Canada. Funding of \$7.5 million was provided for 2003-2004. All 20 organizations in Newfoundland and Labrador apply an integrated work plan approach to their activities, ensuring maximum partnership and consultation in the CED process. Similarly, 15 integrated work plans were developed for all organizations in New Brunswick. In developing these work plans, all levels of government and various community organizations are engaged. In New Brunswick, a formative evaluation of the CEDA network has been undertaken and will be completed early in the new fiscal year.

**Planned Results (Targets)**

Enhance collaboration with partners through the integration of labour force development initiatives into the planning process for PEI.

**Results**

*In PEI, an emerging province-wide strategy on labour force development will help to provide the framework for enhanced CED capacity, largely developed thus far through many successful community development projects. To date, these efforts have entailed capacity building through highly productive partnerships including ACOA, HRSDC, the PEI government, and community activists and stakeholders.*

**Planned Results (Targets)**

350 loans per year to young entrepreneurs through continued support from the Seed Capital ConneXion Program for Young Entrepreneurs.

**Results**

*Target exceeded. 387 loans were approved.*

In 2003-2004, the Seed Capital ConneXion Program for Young Entrepreneurs issued \$4.2 million in loans to 387 young entrepreneurs (78% first-time entrepreneurs) in Atlantic Canada, resulting in the creation of 500 full-time jobs and maintenance of 112 full-time equivalent jobs. Seed was able to lever an additional \$7 million in funding, consisting of owner equity and conventional financing.

Web site: <http://www.acoa-apecca.gc.ca/e/financial/capital.shtml>.

<p><b>Planned Results (Targets)</b> Support the development of business in Black communities in Nova Scotia through support for the Black Business Initiative.</p>	<p><b>Results</b> <i>The Black Business Initiative provided eight business loans, creating/maintaining 17 jobs. 1,395 client interactions were recorded.</i></p>
<p>Services provided consisted of business advice, mentoring, publications, technical assistance and training.</p>	
<p><b>Planned Results (Targets)</b> Foster the planning and implementation of information technology (IT) projects done primarily by the Regional Economic Development Organizations.</p>	<p><b>Results</b> <i>ACOA continues to support the development of information technology capacity in the region.</i></p>
<p>As an example of these efforts, three projects in PEI (Tignish, Borden and Evangeline) have been approved that support the implementation of broadband services. In NL three broadband projects spearheaded by Regional Economic Development Zone Boards were approved. These included projects with the Nordic and Irish Loop Regional Economic Development Zone Boards, and another project with a group steered by the five zonal boards in Labrador.</p>	
<p>In Nova Scotia, ACOA has supported two broadband implementation projects led by Regional Development Authorities (RDAs) (Cumberland and Western Valley). As well, ACOA in Nova Scotia has supported three RDA IT and e-commerce initiatives: Western Valley Development Authority (an e-commerce planning forum and targeted training), the Pictou Regional Development Commission (community portal), and the South West Shore Development Authority (e-commerce, including an electronic data interchange). RDAs in Nova Scotia are also the lead organizations in the roll-out of Navigating E-Business, an advanced training program designed to increase and improve the adoption and use of e-commerce by businesses.</p>	
<p><b>Planned Results (Targets)</b> Increase community economic viability through projects supported under the Strategic Community Investment Fund.</p>	<p><b>Results</b></p> <p><u>SCIF:</u>      <i>156 projects approved \$66 million in contributions (total project costs \$149 million)</i></p> <p><u>SCIF-STAI:</u> <i>143 projects approved, \$23.7 million in contributions (total project costs \$24.1 million)</i></p>
<p>By supporting community-led projects, SCIF made key investments in Atlantic communities in the areas of tourism development, economic diversification, strategic and community infrastructure, and improved economic development capacity.</p>	
<p>SCIF was revised in April 2003 to add \$30 million (making it a \$165-million initiative) in new programming authority aimed at mitigating the short-term impact of the cod stock closures in the Atlantic Ocean and Gulf of St. Lawrence. This Short Term Adjustment Initiative (STAI) component supports projects that provide direct employment opportunities to displaced workers in the communities in the Atlantic provinces most affected by the closures.</p>	
<p>Examples of approved SCIF-STAI projects in NL include:</p>	
<ul style="list-style-type: none"> <li>• The South West Coast Development Association received funding to enhance the Rose Blanche Lighthouse site, the Sea Lions Diving Club, and the Gateway Women’s Centre. The entire project created 35 short-term jobs in this community that was affected by the cod closure.</li> <li>• The Town of Fogo project completed the development of a trail network throughout the community. The trail provides scenic outlooks and a safe passage for tourists. The enhancement of historic Brimstone Head Park, one of the “four corners of the world,” is also part of the project. Bridges,</li> </ul>	

lookouts, interpretive and directional signage, and rest areas along the trail will provide visitors with a quality avenue through which to experience rural Newfoundland. As part of the project, the Town has also made extensive repairs to the Fogo United Church – built in 1877 and a Registered Heritage Structure. The project provided work for 32 people directly affected by the closure of the fishery, and served to enhance the tourism product offering currently available on Fogo Island.

## **b) Community Economic Development (CED)**

**Expanded access to government business services, in the areas of financing, counselling and information.**

**Plans:** Expand outreach to potential business clients through the availability of timely and useful information and the provision of assistance to prepare business and project plans.

### **Planned Results (Targets)**

Develop new information products/tools and strengthen information networks/partnerships to facilitate broader access to government business information and services through such activities as integration of electronic on-site libraries and increased use of electronic tools.

### **Results**

*Improvements made to Trade Team PEI and Invest PEI Web sites.*

*The four Atlantic CBSCs have completed reviews and upgrading of their respective Web sites.*

The focus of the CBSCs' site upgrades was not only to improve the "friendliness" of the sites, but also to identify information needs currently not met by the information holdings. As a result, a number of required "Info-guides" were identified and are in development. It is expected that these will be completed by mid-2004. The Atlantic CBSCs are also continuing their participation in national efforts to further identify improvements to their information holdings and to their technology-driven infrastructure. In addition, efforts are continuing to improve and integrate on-line libraries where this meets a local need.

CBSCs regularly participate in Trade Team meetings and give training/information sessions to Trade Team Co-ordinators and other partners on CBSC's service offering to business clients, including the Talk-to-Us interactive tool and the interactive intranet site for partners. In addition, ACOA PEI opened a new Summerside regional office with bilingual services.

### **Planned Results (Targets)**

Through 11 points of contact in New Brunswick, ACOA will provide counselling services to clients to assist in the process of community economic and client development. Annually, 4,500 interventions are targeted (an intervention is an interaction with a client that would contribute to advancing the client's business development and success).

### **Results**

*Target exceeded. The network of development officers (11 points of contact) in New Brunswick carried out 9,668 interventions supporting 1,613 clients with their projects.*

### **Planned Results (Targets)**

In Nova Scotia, ACOA will work to integrate service to rural communities with partner organizations through increasing co-location of offices and formal and informal partnership networks. A joint project with Human Resources Skills Development Canada will pilot integrated delivery of programs and services of both organizations to young entrepreneurs.

### **Results**

*ACOA and HRSDC agreed to cost-share a manager position in Yarmouth for two years commencing October 31, 2004. Pursuant to this, a Memorandum of Understanding was drafted to explore opportunities to merge resources to the benefit of both agencies and seek options to expand the partnership federally (e.g. CIC and CRA).*

**Planned Results (Targets)**

The 42 access points of the Aboriginal Business Service Network (ABSN) in Atlantic Canada will be strengthened through improving collaboration with the Atlantic ABSN Working Committee and developing specific information products. These will include a regional Web site and additional training in order to more fully address Aboriginal business information needs.

**Results**

*Ongoing.*

The implementation of the Aboriginal Service Network (ABSN) has been completed at 41 of the 42 planned sites. An Atlantic Aboriginal-specific Internet presence was launched in early 2003 and includes Aboriginal-specific information products. Further improvements include increased collaboration with members of the Atlantic ABSN Working Committee and local ABSN sites in the development of new information products, including the development of new communication products, as well as training and feedback/input sessions with all the sites in order to identify future enhancements. As a result of these efforts, a number of Aboriginal-specific Info Guides have been developed. In addition, all ABSN sites have received multiple training/information sessions on all of the CBSCs' information holdings and other products such as the ABSN Web site, the partner's intranet site and the Talk-to-Us interactive tool.

**Planned Results (Targets)**

Canada Business Service Centres (CBSCs) in Atlantic Canada will continue to review their partnership arrangements with external organizations. Some partnerships have already been renewed and strengthened, or, in some cases, transferred to a partner with a more direct fit. These ongoing changes provide more direct access to government business information and services at locations closer to "home" for the business community.

**Results**

*All four Atlantic CBSCs have completed reviews of their partnership agreements, both with on-site and external partners.*

All four CBSCs in Atlantic Canada are committed to reviewing their partnership arrangements on an annual basis. The objective of the annual reviews is to improve the relationship among the CBSC partners and to improve the CBSC's capacity to more fully answer their clients' needs through the CBSC centres and regional access sites.

As a result of the 2003-2004 review, the parameters for determining how, where and with whom to partner have been refined, leading to a number of initiatives to improve the relationship with external partners. One of the early results is an improved alignment between the partners' objectives and those of the CBSCs. Another result is the reduction in the number of regional access sites (from 141 to 103, including the ABSN sites).

The CBSCs across the Atlantic provinces are also forming partnerships/alliances with many new partners, including groups such as the Women in Business Initiative, Youth, the Innovation group, Rural Teams, the Federal Council, other federal departments and agencies, and Aboriginal communities. The CBSCs have renewed Memorandums of Understanding with approximately 50% of the Atlantic Aboriginal communities participating in the ABSN. The six PEI regional access sites were maintained and updated with new library materials. The PEI Women in Business Association became a tenant of the Canada/PEI CBSC, strengthening partnerships with external organizations.

**Plans:** Increase the number of loans and resultant jobs created and maintained in rural areas as a result of SME counselling and financing services by Community Business Development Corporations (CBDCs).

**Planned Results (Targets)**

Help create 1,200 new jobs and maintain approximately 2,500 jobs in rural areas through the issuance of approximately 1,040 new loans per year by CBDCs.

**Results**

*1,205 jobs created.  
1,915 jobs maintained.  
1,214 loans approved.*

**Planned Results (Targets)**

Approximately 10,500 enquiries and information requests and counselling sessions per year provided by CBDCs.

**Results**

<i>Enquiries: Telephone</i>	<i>20,968</i>
<i>E-mail</i>	<i>2,116</i>
<i>In person</i>	<i>8,750</i>
<i>Talk-to-us</i>	<i>307</i>
<i>Mail and fax</i>	<i>548</i>
<i>Total</i>	<i>32,689</i>
<i>Counselling sessions:</i>	<i>8,173</i>

In addition, CBDC Web sites received 660,609 hits.



### c) Special Response Measures

#### Community self-development and alternate employment in areas affected by the closure of resource-based industries or the wind-down of large projects.

**Plans:** Facilitate alternate and replacement economic opportunities in communities that experience closure of significant employers within a geographic area by assisting communities in planning and strategy development.

##### **Planned Results (Targets)**

Working with the community and economic development partners in Northeast New Brunswick to implement a targeted SME development initiative with SMEs affected by the pending closure of the Brunswick mine. Based on initial surveys of 60 affected companies, business planning services and support will be provided to those companies interested in further developing new products and new markets.

##### **Results**

*Of 74 companies surveyed, 48 were identified for further developmental activities.*

*Of those 48, 28 have undergone developmental interventions through consultants. Of the remaining 20 companies, five have interventions in preparation and the remaining 15 have yet to be triggered into actual development.*

##### **Planned Results (Targets)**

Assist communities in crisis, such as Canso in Nova Scotia, where traditional resource-based economies have severely declined. The Agency will work with such communities to develop leadership as well as plan and implement initiatives to diversify the economic base.

##### **Results**

*Efforts to stabilize and develop a diversified economic base in Canso continue, with a goal of increasing community ownership, capacity, and involvement.*

The community and stakeholders continue to participate in identifying and developing initiatives that have potential to improve the local economy. Discussions continue on several projects, including: high-speed connectivity (broadband); tourism infrastructure; and aquaculture industry development. To date, ACOA has provided project support for: research on a commercial halibut facility, establishment of an IT and digitization training centre, the Canso Technology Enterprise Centre, the annual Stan Rogers Folk Festival, and a Canso Industrial Park Expansion Study.

Community Business Development Corporations (CBDCs) are poised to provide financial and counselling assistance where opportunities for development are identified. In the case of Canso, the Guysborough CBDC has been a participant in most consultations involving the community leaders, and it continues to manage a significant investment fund that was entrusted to the community a number of years ago. The CBDC also delivers an array of outreach services to Canso that includes employment-related programs and support.

<p><b>Planned Results (Targets)</b> Proactive support for the development of the shellfish aquaculture sector in New Brunswick through areas such as research and development, marketing, access to capital, export development and technology development.</p>	<p><b>Results</b> <i>The Shellfish Producers Association has developed the terms of reference for an export marketing strategy. ACOA committed \$1 million in support of the Shellfish Development Program (a loan program) being delivered by the CBDC in the Acadian Peninsula. To date, 11 projects have been approved.</i></p>
<p><b>Planned Results (Targets)</b> Sustainable SME and job creation in areas other than the traditional fish harvesting and processing.</p> <p>The strategy includes:</p> <ul style="list-style-type: none"> <li>• Community-based research of Queens County with a view to diversification. Key activities include working with community leadership, Province of Nova Scotia and HRSDC to analyze/profile skills and business concerns and in some cases attract Foreign Direct Investment.</li> <li>• Regional Development Authorities ensure community leadership focusses on key economic issues such as fishing industry decline.</li> <li>• Multi-stakeholder participation in Team Guysborough, Team Shelburne, Team Eastern Shore and Team Queens. The primary focus of the teams is on regional issue identification and resolution.</li> </ul>	<p><b>Results</b> <i>A strategy is in place in Nova Scotia to mitigate the negative regional impact of a declining fish harvesting/processing industry.</i></p>

#### **d) Infrastructure Programming**

##### **Enhancement of municipal infrastructure in urban and rural communities.**

Since agreements were signed in the four Atlantic provinces from October 2000 to March 31, 2004, approximately 79% (\$145 million) of federal funds have been committed to over 560 approved projects. ACOA is well ahead of target on green objectives, at 86% of approved projects.

Budget 2001 announced the creation of a \$2-billion Canada Strategic Infrastructure Fund (CSIF). It is intended that this funding be targeted toward major infrastructure initiatives that cannot be dealt with under the current Infrastructure Canada Program. The CSIF has already made targeted matched investments in Atlantic Canada including:

- \$135 million to complete twinning of the Trans-Canada Highway in New Brunswick, the first project approved under the program;
- \$31 million in Newfoundland and Labrador to clean up the St. John's Harbour;
- \$30 million to clean up the Halifax Harbour and \$30 million for highway projects in Nova Scotia; and
- \$38 million in Prince Edward Island for waste treatment plant upgrades in Charlottetown and Summerside, and a central water system program in Stratford.

For more information on the Infrastructure Canada Program and CSIF, refer to Appendix A, Horizontal Initiatives, section (j) titled Infrastructure Canada.

<b>Strategic Outcome Three: Policy, Advocacy and Co-ordination</b>		
<b>Policies and programs to support and promote growth in the Atlantic economy.</b>		
	<b>FTEs</b>	<b>Resources (\$ millions)</b>
Policy and program activities that support and promote improved competitiveness in the Atlantic economy, including research and analysis, co-ordination of the relevant development activities of other stakeholders, and advocacy of Atlantic Canada's interests in national decisions	67	9.1
<b>Key Results</b>		
<ul style="list-style-type: none"> <li>▪ Products involving policy research, studies, economic analysis and other analytical exercises.</li> <li>▪ Consultation and engagement with interested parties.</li> <li>▪ Identification of areas of joint strategic interest, with other federal departments and within ACOA.</li> <li>▪ Advancement of departmental positions through participation in the federal government's planning and decision-making structures.</li> <li>▪ Supportive materials and input such as ministerial briefings and input to central agencies.</li> <li>▪ Ongoing tracking of sectoral and issue files.</li> <li>• Identification and analysis of key issues, research areas and best practices that enhance the understanding of the Atlantic economy in order to improve ACOA's capacity to co-ordinate and plan activities and programs that contribute to economic growth. Please refer to ACOA's Web site under Publications – Policy Research for more detailed info <a href="http://www.acoa-apeca/e/library/policy.shtml">http://www.acoa-apeca/e/library/policy.shtml</a>.</li> <li>• Greater economic activity in Atlantic Canada through policies and programs sensitive to the needs of Atlantic Canada.</li> </ul>		
<b>Programs, Resources and Results Linkages</b>		
<b>The Function</b>		
<ul style="list-style-type: none"> <li>• The <b>Policy</b> function centres on improving the understanding of regional issues and providing a basis for decision-making. It performs its role by means of research, ongoing analysis of issues and trends, and by events such as roundtables and conferences engaging other parties and stakeholders.</li> <li>• The <b>Advocacy</b> function has two main thrusts: to maximize regional industrial benefits from major federal procurement contracts, and to help ensure national policies and programs have due regard for Atlantic Canada's interests.</li> <li>• The <b>Co-ordination</b> function involves ACOA's taking the lead on major economic issues, as well managing special projects and key initiatives on behalf of the Government of Canada and through the engagement of economic partners in addressing the Atlantic region's strategic economic priorities.</li> </ul>		
<b>Resources</b>		
<ul style="list-style-type: none"> <li>• The Policy Advocacy and Co-ordination function is carried out by Agency officials in Head Office, the Ottawa office and all regional offices. Some of the work is often carried out in collaboration with other key partners in economic development.</li> </ul>		

<p><b>Plans:</b> Investment in policy research projects and associated activities, including consultation and engagement with interested parties, while undertaking internal research and analytical exercises targeting strategic priorities and emerging policy areas.</p>	
<p><b>Planned Results (Targets)</b> Better understanding of the Atlantic economy.</p>	<p><b>Results</b> <i>Ongoing.</i></p> <ul style="list-style-type: none"> <li>• In Newfoundland and Labrador, ACOA participated in a Business Retention and Expansion study headed by Capital Coast Alliance Regional Economic Development Board.</li> <li>• ACOA in Nova Scotia worked with federal and municipal partners to identify an agenda of urban-related research and awareness events. This included the <i>Are We Urban</i> study that serves as a foundation document for Atlantic urban research. A forum entitled <i>The Creative City – Canada’s Urban Challenge</i> was presented in Nova Scotia with federal, provincial and academic partners focussed on leading-edge urban research.</li> <li>• ACOA carried out the development of PEI Community and Municipal profiles, providing data and analysis on the sub-provincial economies. The Agency also conducted research and policy development on provincial economic sectors and indicators, labour force and skill development.</li> <li>• In New Brunswick, regional economic profiles were completed for the five regions of the province. These highlight the economic development situation of each region and ACOA’s role in helping support the economy.</li> </ul>
<p><b>Planned Results (Targets)</b> Better ability to develop policies to design or improve programs.</p>	<p><b>Results</b> <i>Ongoing.</i></p> <ul style="list-style-type: none"> <li>• In Newfoundland and Labrador, extensive consultations were conducted in the wake of the cod closures. Twenty-seven community roundtables were held that reached 230 stakeholders representing 95 communities, government, education and industry.</li> <li>• An urban-focussed research agenda was developed with the Greater Halifax Partnership. Opportunities for involvement of additional partners were identified.</li> <li>• In Nova Scotia, ACOA co-ordinated an Immigration Forum in December 2003. The event featured the leadership role of the business community to enhance immigration attraction, integration and retention. The forum will contribute to public-private partnership and collaboration on immigration initiatives in the province.</li> <li>• ACOA conducted an access to capital review of all programs available in Prince Edward Island.</li> <li>• ACOA participated in the development of an International Business Development Agreement IT Export Strategy for the Atlantic IT.</li> </ul>
<p><b>Planned Results (Targets)</b> Enhanced capacity for policy research in Atlantic Canada.</p>	<p><b>Results</b> <i>Ongoing.</i></p> <ul style="list-style-type: none"> <li>• In Newfoundland and Labrador, ACOA commissioned a number of studies to identify the key drivers of the Atlantic economy, including <i>The Economic Impact of Major Resource Projects on the Newfoundland and Labrador Economy: 2003-2025</i>.</li> <li>• Continued support of Memorial University of Newfoundland’s Public Policy Research Centre.</li> <li>• ACOA facilitated and contributed to the establishment of the Atlantic Metropolis Centre in Nova Scotia through advocacy and funding.</li> </ul>

<b>Plans</b> Effective defence of Atlantic Canada’s interests and promotion of the Atlantic economy by influencing national decisions.	
<b>Planned Results (Targets)</b> Better understanding of Atlantic position in national decision-making.	<b>Results</b> <i>Ongoing.</i>
<ul style="list-style-type: none"> <li>• One of the most critical functions for the policy, advocacy and co-ordination role is to inform the central agencies (Privy Council Office, Department of Finance, and Treasury Board Secretariat) on economic development opportunities in Atlantic Canada. For example, the Agency provided input to the 2004 <i>Speech from the Throne</i> and the 2004 Budget.</li> <li>• ACOA played a major role in the planning and research required for the Atlantic Energy Roundtable, including the establishment of a Task Force on Industrial Opportunities. Substantial efforts focussed on securing duty remission for Husky Energy’s White Rose Project, entailing close collaboration with the federal Department of Finance, Industry Canada and Natural Resources Canada.</li> <li>• A position paper was prepared on ACOA’s role in supporting the town of Happy Valley-Goose Bay following cutbacks in training flights at 5 Wing Goose Bay.</li> <li>• Funded a “lessons learned” tour of other places where bases have successfully adjusted to closure or reduction, in order to build capacity for diversification in Happy Valley-Goose Bay.</li> <li>• ACOA brought an Atlantic Canada perspective on the impact of the U.S. trade decision on softwood lumber.</li> </ul>	
<b>Planned Results (Targets)</b> National policies and programs that better reflect Atlantic circumstances.	<b>Results</b> <i>Ongoing.</i>
<ul style="list-style-type: none"> <li>• ACOA, in Newfoundland and Labrador, worked with other federal departments to refine and implement Canada's <i>Ocean Action Plan</i>, a major initiative to advance Canada's sovereignty over its continental margin, health of the oceans, integrated management and ocean technology development. Work is underway with the National Research Council Canada, Industry Canada and the Canadian Centre for Marine Communications to build a strong business case for development of Atlantic Canadian marine technologies in support of oceans.</li> <li>• Maintained regular liaison with the Privy Council Office (PCO) to ensure that the implications for Atlantic Canada are considered when planning major policy decisions or programs.</li> <li>• ACOA helped organize roundtables on urban issues in St. John’s, Newfoundland and Labrador, as well as public consultations in Prince Edward Island, for the Parliamentary Secretary to the Prime Minister (with special emphasis on cities).</li> </ul>	
<b>Planned Results (Targets)</b> Tangible benefits for Atlantic Canada in national procurement.	<b>Results</b> <i>Ongoing.</i>
<ul style="list-style-type: none"> <li>• Together with the Canadian Space Agency, ACOA co-funded capacity studies in the areas of Satellite Communications and Earth Observation. These are part of a joint effort to develop the capacity of space-related industry in Atlantic Canada. ACOA worked to increase awareness of Atlantic businesses with respect to federal procurement opportunities by providing speakers and facilitators at numerous industry association shows, conferences and seminars (TEXPRO in New Brunswick, New Brunswick Aerospace and Defence Association Education Days, and the Halifax Regional Air Show).</li> <li>• ACOA led industry visits to Atlantic businesses that could become potential suppliers to the prime contractors in upcoming Major Crown Projects such as the Maritime Helicopter Program, Fixed Wing Search and Rescue Program, and the Mobile Gun Systems program.</li> </ul>	

<b>Plans</b> Co-ordination of PAC activities between federal departments in Atlantic Canada, and with provincial governments in Atlantic Canada.	
<b>Planned Results (Targets)</b> Identify areas of joint strategic interest.	<b>Results</b> <i>Ongoing.</i>
<ul style="list-style-type: none"> <li>• Funded and participated in an ongoing pre-feasibility study of a fixed link between Labrador and the island of Newfoundland.</li> <li>• With a view to building a shared understanding on issues, ACOA and the Nova Scotia Federal Council funded a session on governance that included an overview of a new management and accountability framework modeled after the Crossing Boundaries National Council.</li> <li>• ACOA worked with the PEI provincial government and Human Resources and Skills Development Canada (HRSDC) on the labour force and skills agenda of the Province's Labour Market Development Agreement.</li> <li>• In New Brunswick, tourism and IT have been identified as priority sectors to be developed with the Province.</li> </ul>	
<b>Planned Results (Targets)</b> Develop common and/or compatible and/or complementary positions on defined issues.	<b>Results</b> <i>Ongoing.</i>
<ul style="list-style-type: none"> <li>• In Newfoundland and Labrador, consultations were carried out with federal departments and the provincial government on possible responses to the closure of the cod fishery.</li> <li>• An information-sharing session was held with other federal departments dealing with Aboriginal issues in Newfoundland and Labrador.</li> <li>• In Nova Scotia, ACOA is an active participant on the Tripartite Economic Development Committee, Canada/NS Skills and Learning Framework, and the Sustainable Communities Initiative.</li> <li>• In Prince Edward Island, ACOA led sector development strategies in wind energy, aerospace, diversified manufacturing and industrial training. It also implemented a wood products sector strategy.</li> <li>• In New Brunswick, ACOA is developing a value-added-wood policy and strategy with community colleges and industry.</li> </ul>	
<b>Planned Results (Targets)</b> Develop strategic initiatives that reflect commonly held positions on defined issues.	<b>Results</b> <i>Ongoing.</i>
<ul style="list-style-type: none"> <li>• In Nova Scotia, new collaborative initiatives have been initiated on a Canada-NS Innovation Team and a Climate Change Working Group.</li> <li>• In Prince Edward Island, ACOA continued to work closely with the National Research Council Canada, Agriculture and Agri-Food Canada, the Province of Prince Edward Island and the University of Prince Edward Island (UPEI) in the development of a broadly-based bio-resource cluster with, among other efforts, the establishment of the Institute for Nutrisciences and Health on the UPEI campus.</li> </ul>	

<b>Corporate Administration</b>		
	<b>FTEs</b>	<b>Resources (\$ millions)</b>
Efficiently and effectively managed resources and administrative systems and services to support management decision-making, accountability and operational control.	140	24.4

**Plans:** Continuous improvement in the provision of timely and quality corporate administrative services, and in the promotion of sound management practices, including modern comptrollership, grants and contributions, contracting accountability and human resources planning.

**Planned Results (Targets)**

Continued awareness and understanding of ACOA's rationale, programs and services, among both the general public and the Agency's key stakeholders.

**Results**

*On track. Most recent available research indicates the ACOA name is widely recognized across the region by the general public, and even more so by key stakeholders.*

ACOA research undertaken by Corporate Research Associates in 2002 showed the ACOA name is widely recognized across the region by the general public, and even more so by businesses and key economic development stakeholders. ACOA formed a marketing and outreach unit in early 2004 to strengthen public understanding of ACOA's programs and services, and to inform the public of how they can be accessed. Public opinion research will be conducted in late 2004.

**Planned Results (Targets)**

Through the use of Web technology and service transformation continue to increase the availability of corporate information, integrate program management and finance reporting systems, and ready key service systems for on-line delivery.

**Results**

*Target exceeded. Client portal development and secure channel design work underway; developed and implemented Web-based interfaces. Completed further enhancements to the Client Relationship Information Management System providing better access and use of corporate information.*

*New services such as the Automated Procurement System and the Finance Travel Expense and Hospitality System developed and implemented providing one-point process for financial system and reporting requirements.*

Advancement of Web technology and service transformation at ACOA has surpassed expectations in several areas:

- *Government On-Line*

The Agency is committed to ensuring direct, on-line access to its information and services. As such, the "on-line delivery of programs" has been identified under Government On-Line (GOL) as the Agency's priority key service. Under this initiative ACOA is developing a client portal that will enable clients to access account information and submit claims on-line in a secure environment. ACOA has signed a Memorandum of Understanding with Public Works and Government Services Canada in relation to the design of a secure channel. For further information, see Appendix A Government Themes and Management Issues, (f) Government On-Line.



- *Availability of corporate information*  
The Agency continues to expand the availability of corporate information through further refinements to the Client Relationship Information Management System. Implementation of additional modules during the past 12 months included follow-up work process and tasking for provisionally repayable projects and the project review work process. The system contains business intelligence that safeguards the quality of management information as it assists staff in completing the operational processes in their day-to-day work.
- *Integration of corporate reporting*  
Corporate reporting will be more integrated, following the development of Web-based interfaces, using a “multiple tabs” approach to deliver context-specific information to account assistants, account managers and financial staff. The information will be specific to the needs of individuals to perform their duties. Managers can also access roll-ups at the departmental or program level.
- *Publication of travel and hospitality expenses*  
In response to the Prime Minister’s announcement on the publication of travel and hospitality expenses for selected government officials, ACOA developed the Travel and Hospitality System and Web site. This Web site provides information on the travel and hospitality expenses incurred by senior staff.
- *Streamlining systems*  
The procurement of services has now been streamlined with the Automated Procurement System. This system automates several processes such as purchase orders and standing offer call-ups that used to require manual intervention. It is integrated with the Agency’s financial system (GX), providing a one-point interface.

**Planned Results (Targets)**

Sustained efforts toward becoming a workplace of choice by reviewing and modernizing leadership and employee development programs, promoting employment equity and implementing the continuous learning policy.

**Results**

*Target met. Ninety percent of respondents (ACOA staff) surveyed consider ACOA the employer of choice. Promotion of employment equity resulted in increased representation. Training sessions were conducted with the implementation of the continuous learning policy.*

Recognizing that a sustainable and effective workforce is an essential part of any organization, the Agency conducted numerous activities in recent years aimed at creating a workplace of choice that brings out the best in its employees. Results of an in-house employee survey showed that 90% of the respondents consider the Agency an employer of choice. Further, an analysis of the 2002 Public Service Employee Survey revealed ACOA as the number one federal department for an employees’ capacity to access career-related learning opportunities, and number two in the country for access to training. See the Web site <http://www.survey-sondage.gc.ca/> for more information on this survey.

The Agency’s commitment to hiring employees representing the population it serves has also shown positive results. The active promotion of Employment Equity within the organization resulted in full representation of all four target areas (Aboriginals, persons with disabilities, women and visible minorities).

<p><b>Planned Results (Targets)</b> Provide information as an aid to decision-making and strategic management and, ultimately, program improvement and organizational learning through fair, reliable, valid and understandable internal audits and evaluations. Follow up on the Office of the Auditor General reports pertaining to Agency activities.<sup>14</sup></p>	<p><b>Results</b> <i>On track. Evaluations and audits completed as per the Agency's three-year Review Plan. Response to recommendations made in the evaluations and audits and corresponding action plans were reviewed and approved by the Agency's Review Committee; implementation of recommendations underway. Recommendations in 2001 Auditor General's Report on ACOA all actioned.</i></p>
<p><b>Planned Results (Targets)</b> Review Agency activities to align resources with priorities as stated in the <i>Speech from the Throne</i>. This would include possible transfers to increase operating resources so that priorities are adequately resourced.</p> <p>Expenditure management and planning provides assurance that resource allocation is consistent with government priorities and the fiscal framework. Expenditure management, resource allocation and accountability included a strategic and risk-based approach to decision-making. Interdepartmental Initiatives, government themes and management issues were addressed, and results were ranked in consultation with key stakeholders. Horizontal and vertical initiatives meant reallocating existing resources from lower to higher priorities. Expenditure management continues to provide ways to move effectively from low-value transactions to higher-value strategic roles and values held by Atlantic Canadians. For example, \$11 million was transferred from lower priorities to help fund the Short Term Adjustment Initiative that is related to the closure of the cod fisheries.</p> <p>Information provided to Parliamentarians, Ministers and Treasury Board is focussed on Strategic Priorities and Outcomes, and displays the resource's relationship to Business Lines.</p>	<p><b>Results</b> <i>Target met. The Agency manages resources to balance the needs of existing programs and government priorities; the Estimates, which reflect Treasury Board allocations, decisions and government priorities, are tabled in Parliament in a timely manner.</i></p>
<p><b>Planned Results (Targets)</b> During the next three years (2003-2004 through 2005-2006) implementation of the Modern Business Management (MBM) Initiative Action Plan and a follow-up assessment to identify areas requiring further attention.<sup>15</sup></p>	<p><b>Results</b> <i>On track. MBM Corporate Action Plan being developed; numerous actions completed in response to the Capacity Assessment findings.</i></p> <p><i>More information on Modern Comptrollership may be found in this document under Government Themes and Management Issues.</i></p>

<sup>14</sup> Information on ACOA's evaluations and reviews may be found in Appendix E and on the Agency's Web site at: <http://www.acoa-apeca.gc.ca/e/library/audit.shtml>.

<sup>15</sup> More information on Modern Comptrollership may be found at: [http://www.tbs-sct.gc.ca/cmo\\_mfc/](http://www.tbs-sct.gc.ca/cmo_mfc/) and on ACOA's Web site at <http://www.acoa-apeca.gc.ca/e/library/parliament.shtml>

# Appendix A

## *Horizontal Initiatives*

### a) Atlantic Canada Tourism Partnership (ACTP)

<b>Horizontal Initiative:</b>		<b>Lead Department:</b>
Atlantic Canada Tourism Partnership (ACTP)		ACOA
<b>Start Date:</b>	<b>End Date:</b>	<b>Total Federal Funding:</b>
April 1, 2003	March 31, 2006	\$9.95 million
<b>Description:</b>		
<p>The Atlantic Canada Tourism Partnership (ACTP) was established in 1991 to promote the entire Atlantic region as a tourism destination in targeted markets. The tourism industry is recognized as a high-growth sector in Atlantic Canada and, for the last 12 years, ACOA has worked with provincial and industry partners to maximize the economic growth and job creation of the sector.</p> <p>ACTP is a nine-member pan-Atlantic partnership comprising ACOA, the four provincial tourism industry associations, and the Atlantic provincial departments responsible for tourism.</p> <p>To continue to make inroads for Atlantic Canada in key international markets and bolster the region's tourism industry, the ACTP launched its fourth consecutive international tourism marketing initiative. The current three-year project (2004 to 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 and overseas.</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 this partnership is 50% (\$9.95 million: ACOA), 30% (\$6.0 million: the Provinces) and 20% (\$4.0 million: Industry Associations). ACOA and the Provinces' contributions are in the form of cash contributions. Industry contributions include cash, in-kind and other case investments in relation to partnership-related activities, for example, trade registrations.</p>		
<b>Shared Outcomes:</b>		
<p>The goal of the ACTP exemplifies the strategic outcome for ACOA's Tourism priority of increasing revenues, profits, investment and wages in the tourism sector.</p> <p>The ACTP's outcome: 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> </ul>		

- Raise awareness of Atlantic Canada as a “top-of-mind” destination.
- Increase tourism arrivals and tourism revenues for the four Atlantic provinces.

The ACTP attained an overall return-on-investment estimated at \$16.34, well above the target of \$10 to \$1. The co-ordinated promotion of tourism in Atlantic Canada resulted in \$78.2 million in revenues directly related to the project.

**Governance Structure:**

The activities of the ACTP are managed by a Management Committee comprising the presidents of the four 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 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.

**Federal Partners involved in each program:**

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

<b>Program Name:</b> United States Marketing Initiative		
<b>Total Federal Allocation</b>	<b>2003-2004 Forecasted Spending</b>	<b>2003-2004 Actual Spent</b>
\$8.30 million	\$4.40 million	\$2.60 million
<b>2003-2004 Measurement Indicators</b>	<b>Planned Results</b>	<b>Results Achieved</b>
Return on Investment – measurable tourism revenues generated per dollar invested in the marketing/media campaign	\$10 to \$1	\$20 to \$1
Number of information requests directly related to the project	120,000	210,000
Number of visitor parties directly related to the project	30,000	56,000
Dollar amount of annual visitor spending on goods and services directly related to the project	\$40.0 million	\$73.2 million
Dollar amount generated in sales attributable to U.S. Travel Trade Initiative	\$1.0 million	\$1.6 million
<b>Comments on Variances:</b>		
The inclusion of anonymous Internet inquiries permitted the measurement of Web site impact. The results achieved reflect the addition of over 200,000 anonymous inquiries and over 25,000 converted parties that did not use call centres, request literature or other information.		

<b>Program Name:</b> Overseas Marketing Initiative		
<b>Total Federal Allocation</b>	<b>2003-2004 Forecasted Spending</b>	<b>2003-2004 Actual Spent</b>
\$1.19 million	\$0.63 million	\$0.42 million
<b>2003-2004 Measurement Indicators</b>	<b>Planned Results</b>	<b>Results Achieved</b>
Return on Investment – measurable tourism revenues generated per dollar invested in the marketing/media campaign	\$5 to \$1	\$5 to \$1
Incremental Revenue – revenue as a direct result of the program	\$3.17 million	\$3.42 million
<b>Comments on Variances:</b>		
Incremental revenue is now included as a measurement indicator.		

<b>Contact Information and Approval:</b>	<b>Date Approved:</b> September 2004
Rob McCloskey, Director General, TOURISM ATLANTIC, Atlantic Canada Opportunities Agency Telephone: (902) 626-2479 E-mail: <a href="mailto:rmcclosk@acoa-apeca.gc.ca">rmcclosk@acoa-apeca.gc.ca</a>	

**b) Canada / Atlantic Provinces COOPERATION Agreement on International Business Development (IBDA)**

<b>Horizontal Initiative:</b>		<b>Lead Department:</b>
Canada / Atlantic Provinces Cooperation Agreement on International Business Development (IBDA)		ACOA
<b>Start Date:</b>	<b>End Date:</b>	<b>Total Federal Funding:</b>
April 1, 1993	March 31, 2004	\$5.6 million
<b>Description:</b>		
<p>The IBDA is a co-operative effort between the federal government and the four Atlantic provinces with a goal to provide a forum for the co-ordination of international export activities on a pan-Atlantic scale and to combine limited federal and provincial resources dedicated to export development activities. Its main objectives are to increase the number of new exporters and the number of new markets for existing exporters. Funding for the \$8 million agreement is shared 70/30 by the federal and provincial governments.</p> <p>The Agreement expired in March 2004 and negotiations are underway with the Provinces for a four-year extension.</p>		

**Shared Outcomes:**

The shared outcomes for the IBDA support ACOA's priority outcome for Trade.  
 IBDA outcomes:

- To engage more Atlantic SMEs in exporting, i.e. increase the number of new exporters.
- To increase the value of sales for existing exporters.
- To diversify the markets of existing exporters.

Since the Agreement's inception, the Agency and its partners have administered over 140 projects involving some 2,500 Atlantic Canadian companies. The IBDA has assisted 155 companies to begin exporting, 328 exporters to increase their export sales and 187 exporters to expand their export markets.

**Governance Structure:**

The Atlantic Canada Opportunities Agency 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.

**Federal Partners involved in each program:**

ACOA  
 International Trade Canada – non-funding partner  
 Industry Canada – non-funding partner

**Program:** International Business Development Agreement

Total Federal Allocation	2003-2004 Forecasted Spending	2003-2004 Actual Spent
\$3.2 million	\$1.75 million	\$1.75 million
2001-2004 Measurement Indicators	Planned Results <sup>16</sup>	Results Achieved
Increase in number of new exporters	155	Survey results are not available.
Increase in number of new markets for existing exporters	185	
Increase in sales in existing markets for seasoned exporters	258	
Comments on Variances:		
The IBDA annual survey was delayed and the results are not yet available.		

**Activity:** Planning and Research

This activity will look at developing sector-specific, longer-term strategies and implementation plans for international business development and undertake supporting research on needs, best practices and market potential.

<sup>16</sup> Since inception of IBDA in 1994.

**Activity:** Training and Awareness

The objective is to expose companies to export market opportunities and ensure that they are well prepared for developing business in particular markets. Types of activities over the last year included supporting the training component of activities aimed at exposing Atlantic companies to potential international business partners. Examples include the international facet of the East Coast Music Awards, and the Atlantic Plastics Industry Symposium.

**Activity:** Market Information and Intelligence

This activity's aim is to profile the capabilities of Atlantic sector/companies and help them access market information and contacts both prior to and subsequent to activities in international markets. Over the past year, projects such as the Internship Program, which placed MBA students in the marketplace, and the International Tile and Stone Exposition reconnaissance mission contributed to this goal.

**Program:** International Business Development Activities

The objective is to undertake market development activities that support sector strategies and contribute to contacts, alliances and ultimately sales for both existing and new exporters. IBDA activities over the past year included attendance at trade shows such as the European Seafood Show, Oceanology International, Construct Canada and E-Learning in U.S. and European markets.

**Contact Information and Approval**

**Date Approved: September 2004**

Serge Langis, Director General, Trade and Investment, Atlantic Canada Opportunities Agency  
Telephone: (506) 851-6240 E-Mail: [serge.langis@acoa-apeca.gc.ca](mailto:serge.langis@acoa-apeca.gc.ca)

More information on the IBDA is available at: <http://www.acoa-apeca.gc.ca/e/ibda/>.

**c) Team Canada Atlantic**

<b>Horizontal Initiative:</b>		<b>Lead Department:</b>
Team Canada Atlantic		ACOA
<b>Start Date:</b>	<b>End Date:</b>	<b>Total Federal Funding:</b>
April 1999	March 2007	\$6.08 million
<b>Description:</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, Foreign Affairs Canada, and International Trade Canada. TCA is committed to strengthening the trade and investment relationship between Atlantic Canada and the United States.</p> <p>The core of the TCA approach is the trade mission, which puts small and medium-sized businesses from across Atlantic Canada on the ground and face-to-face with potential buyers, agents, distributors and strategic partners in the United States. The mission format features a comprehensive, top-to-bottom program that equips private sector participants with the knowledge, contacts and advice they need 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> <p>Other partners who contribute to the development and implementation of the trade missions are Team Canada and the Atlantic Canada World Trade Centre.</p>		
<b>Shared Outcomes:</b>		
<p>The Team Canada Atlantic (TCA) trade missions are focussed 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;</li> <li>• increase first-time export sales by Atlantic Canadian SMEs in priority sectors to target and established markets, as well as raise awareness of Atlantic Canada in these markets.</li> </ul> <p>Team Canada Atlantic has completed nine missions to United States markets, involving 300 companies, almost 2,500 business meetings, and resulting in \$21.5 million in immediate sales (100 immediate jobs being created), and the prospect of \$115 million in long-term sales.</p>		
<b>Governance Structure:</b>		
<p>A Management Committee, comprising ACOA officials and members from each of the four provincial trade departments, is the decision-making body that directs and oversees the co-ordination and implementation of the TCA missions. Members of TCA Organizing Committee include representation from the four provincial trade departments in Atlantic Canada, Foreign Affairs Canada, 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>		



**Federal Partners involved in each program:**

ACOA  
 Foreign Affairs Canada – non-funding partner  
 International Trade Canada – non-funding partner  
 Industry Canada – non-funding partner  
 Agriculture and Agri-Food Canada (AAFC) – \$6,000/mission  
 Team Canada<sup>17</sup> – non-funding partner

**Program Name:** Team Canada Atlantic

<b>Total Federal Allocation</b>	<b>2003-2004 Forecasted Spending</b>	<b>2003-2004 Actual Spent</b>
\$6 million ACOA	\$858,907	\$751,107
\$72,000 AAFC	\$12,000	\$12,000
<b>2003-2004 Measurement Indicators</b>	<b>Planned Results</b>	<b>Results Achieved</b>
Increased export readiness for SMEs	80 SMEs	Survey results are not available.
Increased export sales (long-term) by SMEs	\$20 million	
Increased number of potential buyers in export markets	180	
<b>Comments on Variances:</b>		
Survey results from these missions are not yet available.		

**Contact Information and Approval****Date Approved:** September 2004

Serge Langis, Director General, Trade and Investment, Atlantic Canada Opportunities Agency  
 Telephone: (506) 851-6240 E-Mail: [serge.langis@acoa-apeca.gc.ca](mailto:serge.langis@acoa-apeca.gc.ca)

<sup>17</sup> Led by the Prime Minister, the Minister for International Trade, provincial premiers and territorial government leaders, Team Canada missions are a unique partnership in Canada's international business development efforts to increase trade and create jobs and growth in Canada.

#### **d) Team Canada Inc.**

The Horizontal Initiative of Team Canada Inc. (TCI) includes a network of more than 20 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.

TCI is the first stop en route to the information, skills and assistance an entrepreneur needs to make its export venture 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.

TCI is a cost-shared initiative, with each department/agency contributing a standard annual membership fee. ACOA currently sits on both TCI's Management Board and Executive Committee, helping to define and implement TCI's strategic goals and focus. Furthermore, ACOA provides the front-line service of Team Canada Inc. through the Canada Business Service Centres throughout Atlantic Canada. 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.

For more information on this initiative, see the Web site: [http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/h013\\_e.asp](http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/h013_e.asp).

#### **e) Brand Canada Pilot Project**

The Department of Foreign Affairs and International Trade, on behalf of Team Canada Inc. members, was allocated a budget of \$9 million over three years (2002 through 2004) for the Brand Canada initiative. The project's specific strategic objectives are to raise the profile and improve the image of Canada internationally at key trade shows, commensurate with the standards of competitors, and ensure that perceptions held by foreign investors "catch up" with the reality of Canada's performance. The results from Brand Canada focus testing in the U.S. have assisted ACOA in developing media plans for the American marketplace.

**f) Enhanced Representation Initiative (ERI)**

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 over five years.

***ERI Partners***

- ACOA
- Foreign Affairs Canada
- International Trade Canada
- Industry Canada
- Agriculture and Agri-Food Canada
- Canada Economic Development
- Western Economic Diversification
- National Research Council Canada

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 U.S.

Central to the ERI is the expanded presence of Canadian offices in centres of economic and/or political importance. Between 2003 and 2008, Canadian U.S.-based staff 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.

Although it is too early to report results for this fiscal year, ACOA will contribute to the attainment of ERI priorities in the areas of political and trade policy advocacy and international business development.

**g) Canada Agriculture and Food International (CAFI)**

Within the International Strategy of the Agricultural Policy Framework (APF), Canadian Agriculture and Food International (CAFI) 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’s 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 the 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 their 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.

#### **h) Canada Business Service Centres (CBSCs)**

The network of Canada Business Service Centres (CBSCs) was established to improve service to small business and start-up entrepreneurs by providing a comprehensive first stop for information on government services, programs and compliance requirements for both the federal and provincial orders of government. The CBSCs have served the business community and entrepreneurs of Canada for over ten years. They have continued to evolve as a front-line service delivery initiative by taking full advantage of rapidly changing information technology and partnership building. The network of CBSCs is the result of co-operative arrangements between many parties involved in business development, including a network of partners providing access to CBSC information in communities across Canada.

In Atlantic Canada, the network includes a Centre in each provincial capital city and 103 regional access sites located across the region, including 41 Aboriginal Business Service Network sites. A 42<sup>nd</sup> site is planned for Labrador. Regional access sites are staffed by partner organizations including provincial and federal government departments, community business development corporations, private sector organizations and Aboriginal communities who have access to CBSC resources.

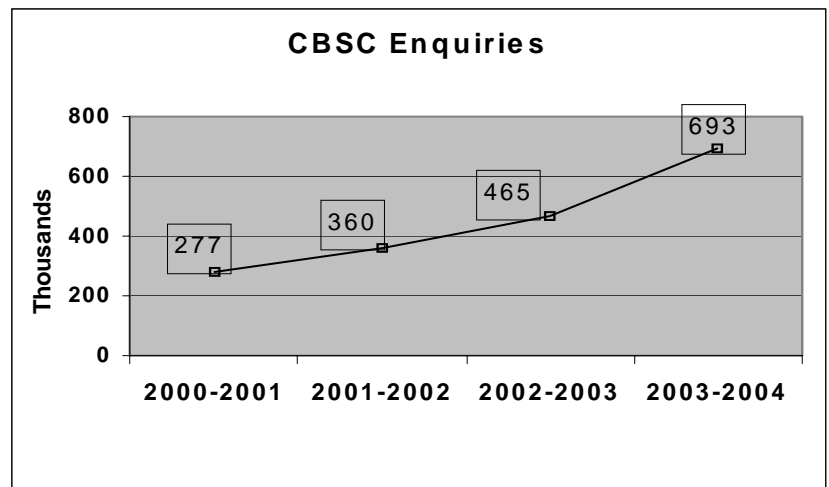
The centres are managed on behalf of the federal government by Industry Canada, ACOA, Western Economic Diversification Canada and Canada Economic Development for Quebec Regions using a horizontal team/committee known as the Managing Partners Committee. As a committee member, ACOA is responsible for managing the CBSCs in Atlantic Canada.

Business clients can obtain business information through their preferred officer-assisted access mode (i.e. telephone, e-mail, mail, fax and in person), or by the self-serve method using the Internet. The centres also provide the Team Canada Inc. Export Information

Service, which is a toll-free telephone service operated by the centres on behalf of the Team Canada Inc. partnership.

The CBSCs were funded as part of the federal government's *Jobs and Growth Agenda - Building a More Innovative Economy*, which recognized the importance of small business and entrepreneurs in Canada to job creation and economic growth. Funding for this initiative was extended to 2006. ACOA's funding for the 2003-2004 fiscal year was \$2.7 million for core CBSC operations. Operating costs for 2004-2005 and 2005-2006 are estimated to be \$2.6 million. These costs are shared through a variety of collaborative arrangements with the provinces and other on-site partners.

CBSC interaction with clients is steadily increasing. In 2003-2004, interactions increased 49% over the previous year and have nearly doubled since 2001-2002. Volumes of services provided through traditional modes have decreased by almost 16% over the last three years, while the volume of clients served via the Internet has doubled over the same period. Qualitative findings of the last CBSC evaluation<sup>18</sup> indicated that 98% of the clients interviewed agreed that referral contact information was accurate and 85% were either satisfied or very satisfied with the information they received.



For more information, see the Web site: <http://www.cbsc.org/>.

### i) Canadian Rural Partnership

The Canadian Rural Partnership, led by Agriculture and Agri-Food Canada, is a federal government initiative to address rural issues. ACOA continues to support the partnership and is a member of the Interdepartmental Working Group made up of representatives of federal departments and agencies. In each Atlantic province, ACOA chairs the Rural Team and contributes financial and human resources for secretariat services. The Atlantic Rural Team's accomplishments in 2003-2004 include the following.

#### Rural Team Newfoundland and Labrador

- The team continued to be a vehicle for information-sharing and dialogue among key federal and provincial government departments and agencies on issues of relevance to rural areas of the province.

<sup>18</sup> Goss Gilroy Inc., *Evaluation of the Atlantic Canada Business Service Centres*, October 2002.

#### Rural Team Nova Scotia

- Rural Team Nova Scotia worked to strengthen rural community engagement and involvement through several activities, including an African Nova Scotian Culture Awareness Workshop, Youth Dialogue, and participation in the development of the Canadian Volunteer Initiative – Nova Scotia Network.
- Rural Team Nova Scotia also provided input and support into the continuing development of a National Rural Policy Framework through a Nova Scotia Round Table and presentations to Rural Team members and some government departments.

#### Rural Team New Brunswick

- Rural Team New Brunswick advocated for greater access to broadband infrastructure in rural and Aboriginal communities. As a result, the federal government with the Province of New Brunswick and Aliant Inc. announced an investment of \$44.6 million to expand broadband to 90% of the province, including Aboriginal communities, by 2006.

#### Rural Team Prince Edward Island

- Participation in the development of an Atlantic region Rural Newsletter featuring local community development success stories;
- Support for local youth participating in the National Youth Forum in Ontario;
- Continuation of a research project, which includes GIS technology, to profile rural PEI;
- Support for the volunteer sector through skills training; and
- Organization of a workshop on Managing Horizontal Issues attended by 12 federal departments.

Rural Team PEI includes municipal representation and has a unique partnership in that the Chair and several members of the team sit as members of the PEI Federal Council. Whereas PEI is the only province in Canada with members of the Rural Team also sitting on the Federal Council, this partnership is being evaluated as a model that could be used in other provinces.

For more information on the Canadian Rural Partnership, see the Web site:

[http://www.agr.gc.ca/csb/rpp/2004/part3\\_2A\\_e.html](http://www.agr.gc.ca/csb/rpp/2004/part3_2A_e.html).

## **j) Infrastructure Canada**

The \$2.05-billion Infrastructure Canada Program 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. The Minister of State (Infrastructure and Communities), supported by the new department Infrastructure Canada [www.infrastructurecanada.gc.ca](http://www.infrastructurecanada.gc.ca), has been assigned responsibility for the overall management of this program. In most cases, the Government of Canada is matching the provincial and territorial contributions, and generally providing up to one-third of the cost of infrastructure projects. The program's first priority is green municipal infrastructure (i.e. projects that improve the quality of the environment and contribute to Canada's goal of clean air and clean water). Since agreements were signed in the four Atlantic Provinces from October 2000 to March 31, 2004, approximately 79% (\$145 million) of federal funds have been committed to over 560 approved projects. ACOA is well ahead of target on green objectives, at 86% of approved projects.

The following is representative of the many green projects approved throughout the region that have had significant effects on quality of life and the environment. The Town of Avondale, in Newfoundland and Labrador, developed a new community water supply at Lees Pond. This enabled the Town to discontinue the use of two wells that are arsenic-tainted. The proposed new water supply development required the construction of a 500-metre access road; installation of an intake pipe; a new all-equipped pump/screen/chlorination house; a water storage tank; and tie-in to the new supply system. The project eliminated the health risks associated with the arsenic-tainted supply and improved the potable water quality.

### Infrastructure Canada Program Delivery Agents:

- Industry Canada
- Indian and Northern Affairs Canada
- Western Economic Diversification Canada
- Canada Economic Development for Regions of Quebec
- Atlantic Canada Opportunities Agency

Budget 2001 announced the creation of a \$2-billion Canada Strategic Infrastructure Fund (CSIF) in response to major infrastructure 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). Eligible categories under the MRIF will be essentially the same as the current ICP, but expanded into some new categories such as: wastewater treatment, solid waste, public transit, local roads, cultural, recreation, tourism, environmental energy improvements and connectivity.

For infrastructure investments, refer to Details of Performance, Strategic Outcome Two: Community Development, section (d), Infrastructure Programming.

## **k) Aboriginal Economic Development**

Indian and Northern Affairs Canada (INAC) has primary, but not exclusive, responsibility for meeting the federal government's constitutional, treaty, political and legal responsibilities to First Nations, Inuit and Northerners. The mandate for Aboriginal Economic Development, however, is shared with other federal government departments, including Fisheries and Oceans Canada (DFO), Aboriginal Business Canada (ABC), Human Resources and Skills Development Canada (HRSDC) and ACOA.

ACOA has increased its efforts to identify opportunities for Aboriginal economic development and to develop a more co-ordinated and consistent team-like approach. The Agency has participated fully in all federal co-ordination improvement efforts.

The Agency invests not only in Aboriginal businesses and communities, but also in priority areas identified by Aboriginal business owners such as the development of management skills, improvements to productivity, expansion of markets, innovation, and financing. ACOA is currently examining the needs of the Aboriginal communities in Atlantic Canada to ensure that ACOA's programming tools are effective in redressing these needs.

The Agency continues to co-ordinate its involvement in Aboriginal economic development through the Industry Canada-led Interdepartmental Committee on Aboriginal Business Development. As part of this initiative, the Agency has committed funding for an extension to the Access to Capital initiative to 2005 and agreed to work with federal partners to strengthen the capabilities of Aboriginal Capital Corporations and Aboriginal Financial Institutions.

The Nova Scotia Tripartite Economic Development Committee (TEDC), established under the broader Tripartite Forum, meets regularly to identify barriers to economic development in the First Nations communities. The committee continues to be an effective forum for dialogue on issues and on building partnerships to enhance Aboriginal economic development. The committee's work continues to point to the need to develop partnership responses in addressing the First Nations' economic development needs. It continues to place a strong emphasis on youth, entrepreneurship and the need to examine the constraints to business and economic development in native communities.

In Newfoundland and Labrador, ACOA continues to chair two committees that support Aboriginal economic development associated with Voisey's Bay, the Voisey's Bay Interdepartmental Co-ordinating Committee and the Voisey's Bay Federal Aboriginal Co-ordinating Committee. ACOA works with members of this committee, such as Aboriginal Business Canada, and Indian and

***Aboriginal benefits accruing from Voisey's Bay:***

- \$265 million in contracts awarded
- 37% of workforce is Aboriginal



Northern Affairs Canada, and with Aboriginal economic development organizations and the Regional Economic Boards to identify opportunities and help broker financing and other support. A major improvement was the significant involvement of the Innu Nation, the Métis Nation and the Labrador Inuit Association in the development of Voisey's Bay and the economic development process.

In Prince Edward Island, ACOA's project-based approach has resulted in several projects including the Abegweit First Nation Craft Store Project, the Trailhead Centre and the Trails Project part of Lennox Island First Nation's 10-year eco-tourism strategy.

In New Brunswick, ACOA co-chairs the Joint Economic Development Initiative (JEDI), a tripartite partnership between the Aboriginal communities of New Brunswick, the Government of Canada and the Province of New Brunswick. This initiative was established in 1995 to identify and pursue undertakings that would contribute to the economic development of Aboriginal people. JEDI, through its unique forum of open dialogue, is actively encouraging initiatives aimed at enhancing economic development opportunities for Aboriginal people both on and off the reserves. JEDI focusses on practical, results-oriented undertakings that facilitate capacity building, entrepreneurship, education and training initiatives designed to develop the skills essential for individual and community self-reliance.

## ***Government Themes and Management Issues***

### **a) Territorial Development Policy Committee (TDPC) of the Organisation for Economic Co-operation and Development (OECD)**

As the Canadian delegate to the TDPC, in 2003-2004, ACOA participated in the development of the committee's new mandate and co-ordinated the Government of Canada's input in the proposed directions for the 2005-2009 time period. The new mandate (approved June 2004) will build on the key conclusions reached by the committee in previous national and regional studies, namely: the drivers of national competitiveness have become more local; policy must increasingly consist of an array of regional competitiveness policies; and regional policies are required to help overcome sectoral, vertical and horizontal administrative barriers.

These new directions will make the TDPC the principal international forum for policy dialogue and for the exchange of experience and good practices in regional policy and multi-level governance. The new mandate will also incorporate changes recommended in the reform proposed by the OECD, which are intended to introduce more modern management practices and increased transparency and accountability.

During fiscal year 2003-2004, the TDPC completed the review of Metropolitan Montreal, which was released in February 2004. The review's objectives were to address issues of governance, fiscal capacity and international competitiveness of Metropolitan Montreal.

As of April 1, 2004, Western Economic Diversification Canada became Canada's official delegate to the TDPC.

### **b) Federal Regional Councils**

ACOA regional Vice-Presidents chair or play co-ordinating roles in Federal Regional Councils in each province. These councils bring together senior officials of federal departments and agencies. Councils play an important role as an executive forum to help improve service delivery, communications with provincial governments and other federal departments on regional perspectives and federal initiatives, as well as co-operation and co-ordination with other jurisdictions.

Some of the specific initiatives undertaken in 2003-2004 were:

In Newfoundland and Labrador, an Issues Environmental Scan was completed to help provide a more informed federal-regional perspective to central agencies on key issues affecting the economic and social well-being of the residents of Newfoundland and Labrador. A very successful Government On-Line outreach program was undertaken to inform people in rural Newfoundland and Labrador of the federal services available to

them. The Council also evaluated the Public Sector Leadership and Management Development Program and made the changes necessary to meet the needs of the Manager Community in Newfoundland and Labrador.

In Prince Edward Island, a needs analysis was carried out and a concept was developed for a learning centre that is to be shared by 27 federal department and agencies in that province. The Council also initiated a diversity network for enhancing equality across all federal offices, and the Youth Committee held a forum to help in the development of young public servants. Other initiatives include the development of a federal Official Languages Linguistic Strategy for the province, Security Planning, and the creation of a Web site that provides learning information to public servants. Planning for sessions on Values and Ethics, and Management Accountability was completed and arrangements were made with the University of Prince Edward Island, Holland College and a new school for the public service to deliver training to federal public servants in the province.

In New Brunswick, the Council implemented its new governance structure through a Board of Management where each member acts as a champion on a horizontal file. It also provided for more flexibility and accountability in reporting on such horizontal initiatives. Some of the key files were Aboriginal Dialogue, Youth, Homelessness, Learning Diversity, Official Languages, Emergency Protocol for the province, and the Government Workplace Charitable Campaign in Fredericton.

In Nova Scotia, the Federal Council undertook activities that resulted in significant accomplishments for the public service in the province. The official languages committee fostered significant networking and sharing of best practices, submitted and received major financial support for projects under the regional partnership fund. These projects will include a forum on exemplary public service, language skills training and a feasibility study to single-window approach on service delivery. The service delivery action group has completed research on Government of Canada service delivery issues and conducted seminars on service delivery initiatives in various federal departments. Its current focus is on developing and implementing a pilot on service delivery. ACOA organized learning seminars on horizontal management, climate change and socio-economic inclusion. The Agency has also negotiated and completed a declaration on the advancement of social and economic inclusion, which was endorsed by all Council members.

### **c) Sustainable Development Strategy**

ACOA's goals for sustainable development relate to promoting sustainable communities and businesses in Atlantic Canada and setting an example in the environmental management of ACOA's operations. The majority of targets under ACOA's Sustainable Development Strategy (SDS) I and II were focussed on raising awareness, providing information to clients and staff, partnering with other stakeholders to host workshops and presentations, and greening of internal operations. These targets were met and the framework for SDS III is built to include objectives of working with associations and

partners on projects and initiatives that promote and support environmental industries in the region, contributing to improved water and sewer infrastructure, and promoting eco-efficiency and eco-tourism.

Since 2000, community leaders in Bouctouche, New Brunswick, have been leading the “Lessons Learned” program, in partnership with ACOA, to share with other communities in Atlantic Canada their experience of using the concept of eco-tourism to guide regional development. ACOA has supported various tourism operators in the region to participate in the program and will continue this under SDS III.

Two-year funding was approved to establish the Nova Scotia Environmental Industry Association’s (NSEIA) ClimAdapt, whose objectives are to pursue emerging world market demand for assessment and planning services of climate change. ClimAdapt is a network of companies within the NSEIA that works in conjunction with the Nova Scotia Department of Environment, the Nova Scotia Department of Labour, the Halifax Regional Municipality, Canadian Climate Impacts and Adaptation Research.

Two-year funding was approved for ongoing operation and incremental activity of the Eco-Efficiency Centre in the Burnside Industrial Park, in the Halifax Regional Municipality. The main objective of the Centre is to work with companies in the Park to improve their environmental and economic efficiency in such areas as waste management and water use. The Centre provides arm’s-length credible service to small and medium-sized businesses, with the eventual goal of writing a manual to be distributed to industrial parks worldwide. The Centre is also a prototype and is being marketed nationally and internationally.

ACOA has successfully completed two environmental audits with volunteer clients in New Brunswick who have a high potential for financial and environmental benefits from participating in this process. Both companies are now in the implementation phase of modifying their operations to comply with the reports’ recommendations. After the savings are quantified and formally reported, this initiative will be used as a marketing tool to demonstrate to ACOA clients the benefits of adopting sustainable environmental practices.

The Agency has also partnered with environmental industry associations to enhance the technical skills of SMEs so they are more efficient and competitive in the international marketplace. This process, known as “lean manufacturing,” involves an expert consultant to work in partnership with a company’s management and staff to improve productivity in relation to production (quantity/quality), inventory control, waste reduction, plant layout/design, etc. In addition to enhancing the companies’ overall viability, it is expected that there will be significant sustainable benefits as SMEs reduce waste, energy consumption and emissions.

In its internal operations, ACOA has introduced initiatives to recycle paper, print double-sided documents and use paper with at least a 30% recycled paper content. Another important initiative to reduce paper usage has been the introduction of an

electronic leave system, which eliminates the need for paper request forms and copies. The Agency's small fleet of 25 vehicles now contains six gasoline-electric hybrid models.

More information on ACOA's Sustainable Development Strategy may be found on ACOA's Web site at <http://www.acoa-apecca.gc.ca/e/sustain/strat.shtml>.

#### **d) *Official Languages Act, Section 41***

ACOA's support of the French linguistic minority community in Canada, and especially in the Atlantic region, is evidenced by its membership on the national committee of Section 41 Co-ordinators and the National Committee on Economic Development and Employability. The goals outlined in the Committee's 2002-2007 Operational Strategic Plan are supported by the Agency.

During 2003-2004, ACOA worked on implementing the Atlantic Canada Cultural and Economic Partnership. The focus of this \$10-million regional partnership with Canadian Heritage is to stimulate economic development of the culture sector and celebrate the history and cultural diversity of Atlantic Canada by highlighting the 400<sup>th</sup> anniversary of l'Acadie in 2004. The co-ordinating committee, with equal representation from the two departments, received 175 project proposals, of which 77 were approved.

In Nova Scotia, tourism remains a key economic development sector. Due to its unique culture, heritage and language, Acadian tourism represents an economic growth opportunity. In 2003-2004, ACOA worked with Acadian communities to support initiatives to capitalize on tourism opportunities arising from the Acadian commemorative events and beyond. The Agency also promoted Acadian entrepreneurship and skills development through core financial assistance to the Centre Jodrey at the Université Sainte-Anne, one of five Agency-supported University Business Development Service Centres in Nova Scotia. ACOA also facilitated economic development in the province's Acadian regions by providing core operating support to the Conseil de développement économique de la Nouvelle-Écosse. In 2003-2004, over \$1.4 million was invested in support of community development and commercial projects in the Francophone communities on Cape Breton Island.

In New Brunswick, ACOA invested in 73 projects involving the French minority official language community. Organizations that benefited include: Université de Moncton, Collectivité ingénieuse de la Péninsule acadienne, Festival acadien de Caraquet, Pays de la Sagouine, Association des conchyliculteurs professionnels du N.-B., Avancement pédagogique des technologies de l'information et de la communication en Atlantique (APTICA) as well as other non-profit organizations and sector associations, community colleges, Community Economic Development Organizations, Community Business Development Corporations, Conseil économique du N.-B., and municipalities.

In Prince Edward Island, ACOA authorized 10 applications for financial assistance totalling over \$1 million in support of Francophone cultural activities. Activities including marketing assistance for the Acadian 400<sup>th</sup> anniversary celebrations, Community Business Development Corporations, Community Economic Development Organizations, and the Grand-Ruisseau tourism development in the Evangeline area. A dedicated Francophone Affairs Development Officer now works in Wellington to serve the needs of PEI's largest Francophone community. A Memorandum of Understanding between ACOA, the Prince Edward Island Francophone Community and other federal and provincial departments commits the three partners to work together to ensure that policies, programs and services are co-ordinated and support the development of Prince Edward Island's Acadian Francophone community.

In Newfoundland and Labrador, ACOA continued to assist with economic diversification projects in the Francophone communities. These included the implementation of a plan for a Francophone Heritage Touring Route along the Avalon Peninsula, and the implementation of a proposal by the Fédération des Francophones de Terre-Neuve et du Labrador and the Société 2004 Society to plan and carry out activities specific to the Acadian celebrations of 2004. ACOA also collaborated with Canadian Heritage on the assessment and approval of several special projects throughout the province in support of the 2004 Acadian celebrations. These proposals were funded through the Atlantic Canada Cultural and Economic Partnership.

#### **e) Modern Comptrollership**

For the past year, ACOA has been implementing Modern Comptrollership, known as Modern Business Management (MBM) within the Agency. Numerous actions have been completed in response to the original Capacity Assessment findings, including most of the activities in the 10 MBM Priority Area Action Plans. In addition to the priority areas, the Agency recognized other opportunities for improvement that could be implemented in the immediate term. These "low-hanging fruit" have all been completed. More information on the action plan and low-hanging fruit can be found at <http://www.acoa-apeca.gc.ca/e/library/reports/MBM.shtml>.

In 2003-2004, the Agency conducted an internal examination of its progress with regard to MBM, in preparation for a capacity review that is currently underway. The report illustrates that ACOA is doing quite well in most areas of MBM and identifies areas for improvement.

ACOA has made progress in implementing the critical elements of modern comptrollership:

- *Linking Financial and Non-financial Information.* The Agency's Report on Plans and Priorities (RPP) and Departmental Performance Report (DPR), complementary documents, show links between the Agency's performance plans and achievement, and demonstrate ACOA's commitment to results-based management. Within these

reports, ACOA's three strategic outcomes are identified, supported by several strategic priorities, and presented according to total planned spending on strategic outcomes and allocation of resources to the priorities.

- *Managing Corporate Risk.* The consulting firm Deloitte and Touche developed a Risk Profile for the Agency, which was presented to ACOA's Executive Committee. The next step is to develop an Integrated Risk Management Framework, identifying appropriate mitigation measures for the three highest priority risk levels identified in the Risk Profile.
- *Delegations of Authority.* ACOA has systems of control to ensure that delegations of authority are appropriate. Financial signing authority delegation instruments are reviewed regularly and the Agency's master chart is available on its intranet site for ease of use and availability.
- *Values and Ethics.* Copies of *Values and Ethics Code for the Public Service* have been distributed to all ACOA staff with a note from the President; values and ethics case study discussions have been held in most ACOA regions, and staff are reminded on a yearly basis of their obligation vis-à-vis the code. No complaints have been received to date by the Senior Integrity Officer.

With the introduction of the Management Accountability Framework (MAF), the Agency has taken some measures to build on its approach to implement Modern Comptrollership and to address the expectations set out in the MAF:

- A highly successful conference on modern business management practices was held for all ACOA managers. The conference focussed on engaging all of management in the implementation of the Agency's MBM action plan. At the conference, a presentation on MAF was delivered by a representative from the Treasury Board Secretariat.
- In early 2004, the ACOA Executive Committee requested a MBM Capacity Review that would include a current assessment of the seven core criteria of modern business management: shared values and ethics, mature risk management, integrated performance information, rigorous stewardship, strategic leadership, motivated people, and clear accountability. The review would also benchmark the three additional criteria identified in the MAF: policy and programs, citizen-focussed services; learning, innovation and change management. The Capacity Review will be completed in the fall of 2004.

## f) Government On-Line (GOL)

In the 1999 *Speech from the Throne*, the Government of Canada committed to giving Canadians on-line access to all its information and key services by 2005. ACOA is well positioned to meet this goal.

A key component of improving service delivery to Atlantic Canadians is ACOA's commitment to the Government On-Line (GOL) strategy to deliver information, programs and services over the Internet. Improving the quality of interaction between Atlantic Canadians and the Agency enables ACOA's clients to request and receive information and services when and where it is most convenient for them. The use of on-line tools is an important part of this strategy. ACOA's vision for GOL can be found at <http://www.acoa-apeca.gc.ca/e/about/gol.shtml>. Identifying areas of collaboration on GOL initiatives continues through the Agency's chairing of a Regional Development Agency committee including Western Economic Diversification, Canada Economic Development for Quebec Regions, FedNor, Enterprise Cape Breton Corporation.

ACOA, in co-operation with partners, developed two partner-managed Web sites for the delivery of community-based information, one for the PEI Federal Council (<http://www.peifc-cfipe.gc.ca>) and the other for Team Canada Atlantic (<http://www.teamcanadaatlantic.ca>).

ACOA entered into an agreement with Treasury Board's secure channel initiative to be one of the first departments/agencies for which a generic process for connectivity to the secure channel infrastructure could be developed. The teams are in place for both partners, and a project plan has been developed and is being followed. Completion of phase one is expected for 2004-2005.

## g) Service Improvement Initiative

The Service Improvement Initiative is a key component of the government's commitment to Citizen-Centred Service Delivery. The Agency continued to support this initiative by pursuing several activities, including the second corporate paper-based client survey in late 2003. Over 1,000 clients were surveyed, with a response rate of 43.1%.

Survey responses for the core indicators required by Treasury Board, using the Canadian Centre for Management Development (CCMD) acclaimed Common Measuring Tool (CMT), are shown in the box to the right. While the

Indicators	2001 Survey	2003 Survey
Ease of contacting ACOA personnel	65.0%	88.4%
Business knowledge of personnel	58.4%	86.2%
Fairness of application process	42.2%	76.6%
Staff went the extra mile to get what I needed	n/a	73.9%
It was easy to find out/looking on Web site	n/a	74.5%
The site was visually appealing	n/a	60.2%
The site had the information I needed	n/a	69.5%
I felt confident that my privacy was protected	n/a	83.2%
Did you get what you needed?	n/a	80.7%
How satisfied were you with the service received?	83.6%	81.8%



Agency recorded a slight (less than 2%) decrease in overall satisfaction, ACOA results exceed the overall government rating (64%) by nearly 20%. The Agency is now in the process of reviewing the results of its second client satisfaction survey with the objective of further refinement of the improvement plan.

To contribute to the government's objective of service improvement, the Agency developed a service improvement plan that addresses the major concerns identified in the first client satisfaction survey. In terms of business process improvement, the Agency implemented its process mapping approach to core programming activities, including the Strategic Community Investment Fund.

## **h) ACOA's Review Services Division and Performance Measurement**

ACOA's Review Services Division includes the Agency's internal audit and evaluation functions. The primary goal of these functions is to provide ACOA's managers with timely, accurate, balanced and evidence-based information on the performance, relevance and cost-effectiveness of the Agency's various programs, policies and initiatives and, ultimately, their outcomes. This information is used by external stakeholders such as central agency officials, parliamentarians and the general public to gauge Agency results, and by internal ACOA managers to make strategic and operational decisions on improving the overall effectiveness of the Agency's programming and to account for results.

Performance measurement is usually defined as the ongoing, systematic monitoring and reporting of program accomplishments, particularly progress toward pre-established goals. Performance measures may address the type or level of program activities conducted (process), the direct products and services delivered by a program (outputs), and/or the results of those products and services (outcomes). A "program" may be any activity, project (initiative), function, or policy that has an identifiable purpose or set of objectives.

Depending on their focus, audits and evaluations may examine aspects of program management and operations, or factors in the program environment that may impede or contribute to its success, to help explain the linkages between program inputs, activities, outputs and outcomes. Performance measurement focusses on whether a program has achieved its objectives, expressed as measurable performance standards. In the end, both forms of assessment aim to support resource allocations and other policy decisions to improve service delivery and program effectiveness. But performance measurement, because of its ongoing nature, can serve as an early warning system to management and as a means for improving accountability to Parliament, and to Canadians in general.

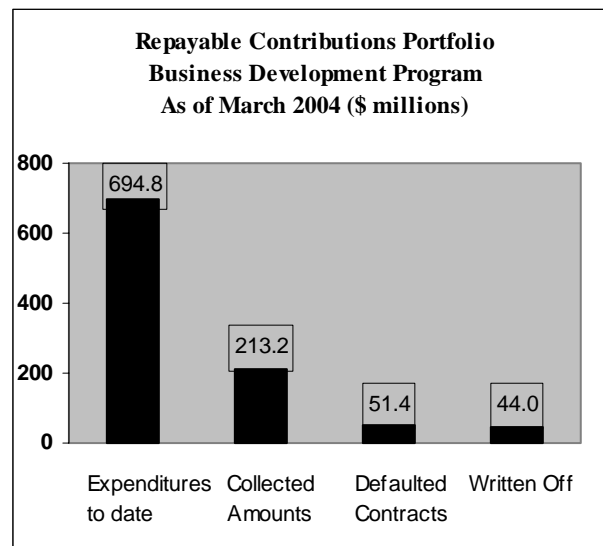
Several audits and evaluations of ACOA programs were recently completed, including a program management audit and formative evaluation of the Agency's Atlantic Innovation Fund. A list of evaluations and reviews conducted in 2003-2004 appears in Appendix E. Report summaries are available at <http://www.acoa-apeca.gc.ca/e/library/audit.shtml>.



## Appendix B – Business Development Program: Repayable Contributions Portfolio

Under the Business Development Program (BDP), ACOA provides interest-free, unsecured loans to small and medium-sized enterprises to help them start up, expand, improve productivity, develop new markets or undertake other growth-oriented activities. Commercial assistance is repayable over an average repayment term of five to seven years. From inception of the BDP in 1995 until March 2004, the Agency collected \$213.2 million of repayable contributions.

On the overall repayable portfolio (BDP and inherited programs), annual collections have increased steadily and reached \$56.4 million in fiscal 2003-2004, of which \$50.4 million related to the BDP. The Agency generally collects approximately 79% of annual forecasted repayments, about 15% being rescheduled to future years, and about 6% to be defaulted and/or written off. Collection of the overall repayable contributions portfolio is expected to total at least \$55 million in 2004-2005. The chart at right gives a picture of the portfolio. The cumulative rate of defaulted contracts and/or write-offs since 1995 is 13.7% (\$95.4 million of a total \$694.8 million).



### Risk Mix

All commercial clients are risk-rated based on a five-tier gradation system. Accounts are reviewed regularly and the level and frequency of monitoring applied are adjusted in accordance with the risk rating. As of March 31, 2004, the risk mix of the BDP repayable portfolio (excluding conditionally repayable accounts where conditions were not yet met) was ranked as shown in the table to the right.

Risk Rating	Portion of Portfolio	Principal Outstanding (\$ millions)
1 Low	9%	29.4
2 Low -- Medium	28%	88.3
3 Medium	39%	124.2
4 Medium -- High	18%	55.7
5 High	5%	15.4
Not yet rated	1%	1.6
<b>Total</b>	<b>100%</b>	<b>314.6</b>

More Information on repayable contributions may be found on ACOA's Web site at: <http://www.acoa-apeca.gc.ca/e/financial/repayable/index.shtml>



## Appendix C – Financial Information

The Agency's total authorities, consisting of Main Estimates and Supplementary Estimates approved by Parliament, were \$446.4 million. Actual expenditures of \$437.6 million resulted in a reported lapse of \$8.8 million. However, the actual lapse was \$3.0 million (after considering the \$5.0 million set aside for the 2003-2004 Expenditure Reduction, the transfer price adjustment premium of \$0.5 million due when other operating funds are converted to salaries, and a forced lapse of \$0.3 million due to changes to the accounting treatment of the costs of services acquired from the Department of Justice).

The following financial tables for 2003-2004 are provided:

Financial Table 1	Summary of Voted Appropriations
Financial Table 2	Comparison of Total Planned Spending to Actual Spending
Financial Table 3	Historical Comparison of Total Planned Spending to Actual Spending
Financial Table 4	Crosswalk Between Strategic Outcomes and Business Lines
Financial Table 5	Revenue
Financial Table 6	Statutory Payments
Financial Table 7	Transfer Payments
Financial Table 8	Contingent Liabilities

### Definitions:

- Total Main Estimates – These figures are the same as the figures quoted for Authorities in *2003-2004 Estimates Part II Main Estimates*, which are the same as the figures quoted for Main Estimates in the *2003-2004 Public Accounts of Canada*.
- Total Planned Spending – These figures are the same as the figures quoted for Planned Spending in the Agency's *2003-2004 Estimates Part III Report on Plans and Priorities*.
- Total Authorities – These figures are the full spending authorities received during the fiscal year through Main Estimates, Supplementary Estimates and other Treasury Board approvals, and correspond to those shown in the *2003-2004 Public Accounts of Canada*.
- Total Actual Spending – These figures are the same as the figures quoted in the *2003-2004 Public Accounts of Canada*.

## Financial Table 1

### Summary of Voted Appropriations

This table displays the way Parliament approved resources in the *2003-2004 Estimates Part III Report on Plans and Priorities* and shows the changes in resources derived from supplementary estimates and other authorities, as well as how funds were spent.

Vote		2003-2004			
		Total Main Estimates	Total Planned Spending	Total Authorities	Total Actual Spending
1	Operating expenditures	72.0	72.0	81.3	77.5
5	Grants and Contributions	354.9	354.9	351.2	346.2
(S)	Liabilities in Atlantic Canada under the <i>Small Business Loans Act</i>	2.5	2.5	2.2	2.2
(S)	Liabilities in Atlantic Canada under the <i>Canada Small Business Financing Act</i>	2.1	2.1	3.8	3.8
(S)	Liabilities for loan or credit insurance pursuant to the <i>Government Organization Act, Atlantic Canada, 1987</i>	0.4	0.4	-	-
(S)	Contributions to employee benefit plans	7.3	7.3	7.9	7.9
<b>Total</b>		<b>439.2</b>	<b>439.2</b>	<b>446.4</b>	<b>437.6</b>

The \$7.2 million increase from Total Main Estimates to Total Authorities is due to the following:

- additional resources for the closure of the cod stock fisheries;
- net resource transfers toward interdepartmental initiatives;
- compensation for salary increases arising from the renewal of collective agreements;
- resources for various projects such as policy implementation for audit and evaluation, regional councils, modernization project management, and the Joint Career Transition Committee; and
- increases to statutory provisions for the *Small Business Loans Act*, the *Canada Small Business Financing Act*, and contributions to employee benefit plans.

## Financial Table 2

### Comparison of Total Planned Spending to Actual Spending

The information below illustrates how the Agency used the resources reported in the *2003-2004 Estimates Part III Report on Plans and Priorities*. The net cost of the program is shown by displaying expenditures and revenues together with costs of services provided by other government departments.

<b>Departmental Planned versus Actual Spending by Business Line for 2003-2004 (\$ millions)</b>							
<b>Business Line</b>	<b>FTEs</b>	<b>Operating</b>	<b>Capital</b>	<b>Grants and Contributions</b>	<b>Total Gross Expenditures</b>	<b>Less: Respendable Revenues</b>	<b>Total Net Expenditures</b>
<b><u>Development</u></b>							
Strategic Outcome One: Enterprise Development							
Total Main Estimates	271	40.2	-	246.7	286.9	-	286.9
Total Planned Spending	271	40.2	-	246.7	286.9	-	286.9
<i>Total authorities</i>	298	47.1	-	238.3	285.4	-	285.4
Total Actual Spending	<b>298</b>	<b>36.0</b>	-	<b>207.3</b>	<b>243.3</b>	-	<b>243.3</b>
Strategic Outcome Two: Community Development							
Total Main Estimates	185	11.0	-	112.0	123.0	-	123.0
Total Planned Spending	185	11.0	-	112.0	123.0	-	123.0
<i>Total authorities</i>	144	13.7	-	117.7	131.4	-	131.4
Total Actual Spending	<b>144</b>	<b>16.8</b>	-	<b>143.9</b>	<b>160.8</b>	-	<b>160.8</b>
Strategic Outcome Three: Policy Advocacy and Co-ordination							
Total Main Estimates	12	7.1	-	1.2	8.3	-	8.3
Total Planned Spending	12	7.1	-	1.2	8.3	-	8.3
<i>Total authorities</i>	67	7.4	-	1.2	8.6	-	8.6
Total Actual Spending	<b>67</b>	<b>8.1</b>	-	<b>1.0</b>	<b>9.1</b>	-	<b>9.1</b>
<b>Total Development</b>							
Total Main Estimates	468	58.3	-	359.9	418.2	-	418.2
Total Planned Spending	468	58.3	-	359.9	418.2	-	418.2
<i>Total authorities</i>	509	68.2	-	357.2	425.4	-	425.4
Total Actual Spending	<b>509</b>	<b>61.0</b>	-	<b>352.2</b>	<b>413.2</b>	-	<b>413.2</b>
<b><u>Corporate Administration</u></b>							
Total Main Estimates	135	21.0	-	-	21.0	-	21.0
Total Planned Spending	135	21.0	-	-	21.0	-	21.0
<i>Total authorities</i>	140	21.0	-	-	21.0	-	21.0
Total Actual Spending	<b>140</b>	<b>24.4</b>	-	-	<b>24.4</b>	-	<b>24.4</b>

Continued on next page

<b>Departmental Planned versus Actual Spending by Business Line for 2003-2004 (\$ millions) continued from previous page</b>							
<b>Business Line</b>	FTEs	Operating	Capital	Grants and Contributions	Total Gross Expenditures	Less: Respendable Revenues	Total Net Expenditures
<b><u>Total</u></b>						-	
Total Main Estimates	603	79.3	-	359.9	439.2	-	439.2
Total Planned Spending	603	79.3	-	359.9	439.2	-	439.2
<i>Total authorities</i>	<i>649</i>	<i>89.2</i>	-	<i>357.2</i>	<i>446.4</i>	-	<i>446.4</i>
Total Actual Spending	<b>649</b>	<b>85.4</b>	-	<b>352.2</b>	<b>437.6</b>	-	<b>437.6</b>
<b>Other Revenues and Expenditures</b>							
<b>Non-respendable Revenues</b>							
							<i>(59.0)</i>
							<b>(71.7)</b>
<b>Cost of services provided by other departments</b>							
							<i>6.1</i>
							<b>7.5</b>
<b>Net Cost of the Program</b>							
							<i>393.5</i>
							<b>373.4</b>
<p><i>Numbers in italics denote Total authorities for 2003-2004 (main and supplementary estimates and other authorities).</i></p> <p><b>Bolded numbers</b> denote actual expenditures/revenues in 2003-2004.</p> <p>Due to rounding, columns may not add to totals shown.</p>							

Actual use of full-time equivalents (FTEs) is higher than planned due to growth and workload under the Atlantic Investment Partnership and Infrastructure Canada Program, and the Agency's response to the Government of Canada horizontal priorities.

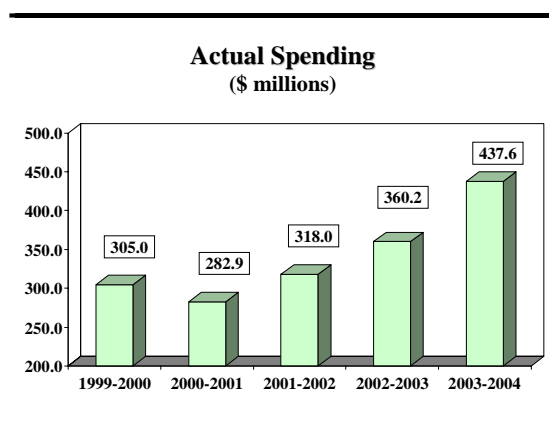


### Financial Table 3

#### Historical Comparison of Total Planned Spending to Actual Spending

An historical perspective on the way resources were used is shown, along with a graph illustrating the trend for actual results.

Business Line	Actual 2001-2002	Actual 2002-2003	2003-2004			
			Total Main Estimates	Total Planned Spending	Total Authorities	Total Actual Spending
<b>Development</b>						
Strategic Outcome One: Enterprise Development	220.1	222.3	286.9	286.9	285.4	243.3
Strategic Outcome Two: Community Development	68.9	105.2	123.0	123.0	131.4	160.8
Strategic Outcome Three: Policy Advocacy and Co-ordination	9.3	9.3	8.3	8.3	8.6	9.1
<b>Total Development</b>	<b>298.3</b>	<b>336.8</b>	<b>418.2</b>	<b>418.2</b>	<b>425.4</b>	<b>413.2</b>
<b>Corporate Administration</b>	<b>19.7</b>	<b>23.4</b>	<b>21.0</b>	<b>21.0</b>	<b>21.0</b>	<b>24.4</b>
<b>Total</b>	<b>318.0</b>	<b>360.2</b>	<b>439.2</b>	<b>439.2</b>	<b>446.4</b>	<b>437.6</b>



Spending in 2003-2004 increased over 2002-2003 due to the maturing of programming under the Atlantic Investment Partnership, and additional requirements for the business development and community-based economic development programs.

## Financial Table 4

### Crosswalk between Strategic Outcomes and Business Lines

The following table demonstrates the resource relationship between the Strategic Outcomes and Business Lines.

Business Line	2003-2004 (\$ millions)	
	Total Planned Spending	Total Actual Spending
<b>Development</b>		
<b>Strategic Outcome One: Enterprise Development</b>		
Innovation	126.2	71.0
Entrepreneurship and Business Skills Development	29.7	25.0
Trade	33.7	32.7
Investment	4.1	1.8
Tourism	39.7	35.7
Access to Capital and Information	53.5	77.1
<b>Total Enterprise Development</b>	<b>286.9</b>	<b>243.3</b>
<b>Strategic Outcome Two: Community Development</b>		
Community Economic Development	76.6	100.6
Special Response Measures	3.7	19.4
Infrastructure	42.7	40.8
<b>Total Community Development</b>	<b>123.0</b>	<b>160.8</b>
<b>Strategic Outcome Three: Policy Advocacy and Co-ordination</b>		
Policy Research	3.3	4.2
Advocacy	3.0	2.9
Co-ordination	2.0	2.0
<b>Total Policy Advocacy and Co-ordination</b>	<b>8.3</b>	<b>9.1</b>
<b>Total Development</b>	<b>418.2</b>	<b>413.2</b>
<b>Corporate Administration<sup>19</sup></b>	<b>21.0</b>	<b>24.4</b>
<b>Total Programming</b>	<b>439.2</b>	<b>437.6</b>

<sup>19</sup> Not ascribed to Strategic Outcomes in the Agency's 2003-2004 Estimates Part III Report on Plans and Priorities. The transition began in fiscal year 2002-2003, with full implementation to Strategic Outcomes applied in fiscal year 2004-2005.

*(Financial Table 4 continued)*

### **Variances: Planned/Actual Spending**

#### *Innovation*

Actual spending of \$71 million in 2003-2004 represented a decrease of \$55 million from planned spending. Although the Agency has approved close to \$300 million in projects under the Atlantic Innovation Fund, signing of actual contribution agreements is lagging behind planned activity as terms and conditions are negotiated with multiple proponents.

#### *Access to Capital and Information*

Actual spending of \$77 million in 2003-2004 showed an increase of \$24 million over planned spending due to increased demand from clients for assistance in starting up new businesses, in modernizing and/or expanding businesses and in creating employment.

#### *Community Economic Development*

Actual spending of \$101 million in 2003-2004 was \$24 million greater than planned. The Agency was able to meet demands to strengthen community planning and development through its various partnerships and also through support to community business development corporations to help entrepreneurs in rural areas.

#### *Special Response Measures*

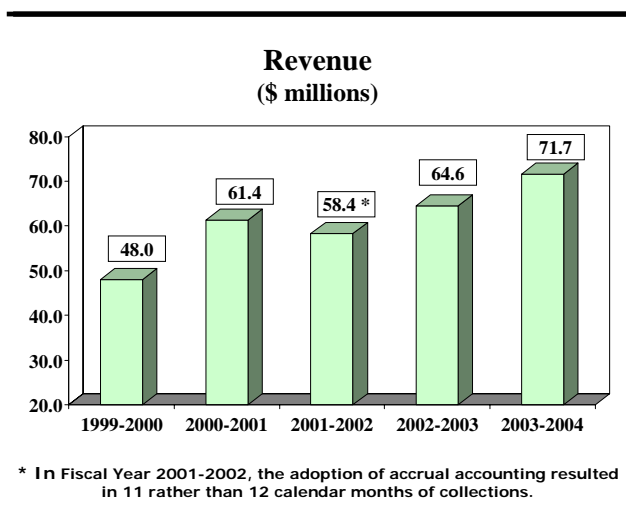
The \$16 million increase in 2003-2004 spending over planned spending represented funding allocated to initiatives in response to the economic downturn as a result of the closure of the cod fishery.

## Financial Table 5

### Revenue

The type of revenues collected is illustrated in the following table, along with an historical perspective of actual revenues received. The graph below indicates the performance trend for collections.

<b>Revenues by Business Line (\$ millions)</b>					
<b>Development Business Line</b>	<b>Actual 2001-2002</b>	<b>Actual 2002-2003</b>	<b>2003-2004</b>		
			<b>Planned Revenues</b>	<b>Total Authorities</b>	<b>Actual</b>
<b>Non-Respendable Revenues</b>					
Strategic Outcome One: Enterprise Development	58.4	64.6	59.0	59.0	71.7
<b>Total Revenues</b>	<b>58.4</b>	<b>64.6</b>	<b>59.0</b>	<b>59.0</b>	<b>71.7</b>



Increased revenue in 2003-2004 over 2002-2003 is due mostly to the recovery of a defaulted loan, the refund of prior year expenditures, and an adjustment to prior year payables.

## Financial Table 6

### Statutory Payments

Shown below are statutory payments made by the Agency for liabilities in Atlantic Canada under the *Small Business Loans Act* (SBLA), liabilities in Atlantic Canada under the *Canada Small Business Financing Act* (CSBFA), and liabilities for loan or credit insurance pursuant to the *Government Organization Act, Atlantic Canada, 1987*.

<b>Statutory Payments by Business Line (\$ millions)</b>						
<b>Business Line</b>	<b>Actual 2001-2002</b>	<b>Actual 2002-2003</b>	<b>2003-2004</b>			
			<b>Total Main Estimates</b>	<b>Total Planned Spending</b>	<b>Total Authorities</b>	<b>Total Actual Spending</b>
<b><u>Development</u></b>	<b>7.5</b>	<b>5.4</b>	<b>5.0</b>	<b>5.0</b>	<b>6.0</b>	<b>6.0</b>
<b>Total</b>	<b>7.5</b>	<b>5.4</b>	<b>5.0</b>	<b>5.0</b>	<b>6.0</b>	<b>6.0</b>

After fiscal year 2003-2004, SBLA and CSBFA will be reported by Industry Canada, rather than by ACOA.

## Financial Table 7

### Transfer Payments

Transfer Payments refer to resources transferred to organizations and individuals. They include expenditures made for both statutory appropriations and voted items for grants and contributions under Agency programming.

Development Business Line	Actual 2001-2002	Actual 2002-2003	2003-2004			
			Total Main Estimates	Total Planned Spending	Total Authorities	Total Actual Spending
<b>Grants</b>						
Business Development Program	1.9	2.0	1.8	1.8	1.3	1.3
AIP-Trade, Tourism, Investment, Entrepreneurship and Business Skills Development	-	-	0.2	0.2	0.2	0.2
<b>Total Grants</b>	<b>1.9</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>1.5</b>	<b>1.5</b>
<b>Contributions</b>						
Business Development Program	116.8	129.0	125.9	125.9	153.3	153.3
Atlantic Policy Research Initiative	0.5	0.6	0.6	0.6	0.3	0.3
Community Futures	25.6	7.8	10.8	10.8	22.6	22.6
Federal Provincial Co-operation Agreements	43.2	27.6	24.8	24.8	17.8	17.8
AIP-Atlantic Innovation Fund	-	24.9	86.0	86.0	39.5	34.5
AIP-Strategic Community Investment Fund	0.6	17.1	35.0	35.0	55.6	55.6
AIP-Trade, Tourism, Investment, Entrepreneurship and Business Skills Development	-	5.6	24.0	24.0	17.9	17.9
Canadian Fisheries Adjustment and Restructuring Initiative	29.5	14.3	3.7	3.7	2.0	2.0
Saint John Shipyard Initiative	-	-	-	-	1.0	1.0
Infrastructure Canada	14.4	39.4	42.1	42.1	39.7	39.7
Statutory Transfer Payments	7.5	5.4	5.0	5.0	6.0	6.0
<b>Total Contributions</b>	<b>238.1</b>	<b>271.7</b>	<b>357.9</b>	<b>357.9</b>	<b>355.7</b>	<b>350.7</b>
<b>Total Transfer Payments</b>	<b>240.0</b>	<b>273.7</b>	<b>359.9</b>	<b>359.9</b>	<b>357.2</b>	<b>352.2</b>

The difference of \$5.0 million between Total Authorities and Total Spending is due to the amount set aside by ACOA toward the government re-allocation exercise late in the fiscal year. AIP in the above table refers to Atlantic Investment Partnership.

## Financial Table 8

### Contingent Liabilities

Contingent liabilities are future costs that can be disbursed by the Agency if events or decisions beyond its control occur. The table below shows the amount of contingent liabilities that could arise from Loan Guarantees and Litigations.

#### *Loans*

The amount for loan guarantees represents loans by financial institutions that have been guaranteed by the Agency. Where financial institutions claim amounts against the guarantee, the Agency has authority to charge these payments against a statutory authority.

#### *Claims, Pending and Threatened Litigation*

Amounts captured as Litigation are claims against the Agency for damages incurred from losses suffered by outside parties.

<b>Contingent Liabilities (\$ millions)</b>			
<b>List of Contingent Liabilities</b>	<b>Amount of Contingent Liability</b>		
	<b>March 31, 2002</b>	<b>March 31, 2003</b>	<b>Current as of March 31, 2004</b>
<b>Loans</b>			
Loan Guarantees	<b>4.5</b>	<b>3.6</b>	<b>0.5</b>
<b>Claims, Pending and Threatened Litigation</b>			
Litigations	<b>10.2</b>	<b>10.0</b>	<b>10.8</b>
Non-litigations	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total</b>	<b>14.7</b>	<b>13.6</b>	<b>11.3</b>





## Appendix D – User Fees

User Fee	Loan Insurance Fees	Canada Small Business Financing Act & Regulations – Registration & Administration Fees	Canada Small Business Financing Regulations – Capital Lease Pilot Project	Small Business Loans Act & Regulations – Administration Fees	Totals (\$000)					
<b>Fee Type</b>	Regulatory	Regulatory	Regulatory	Regulatory						
<b>Fee Setting Authority</b>	Liabilities for loan or credit insurance pursuant to the <i>Government Organization Act, Atlantic Canada, 1987</i>	<i>Canada Small Business Financing Act</i>	<i>Canada Small Business Financing Regulations</i>	<i>Small Business Loans Act</i>						
<b>Date Last Modified</b>	Note 1	Established in April 1999 Note 2	Established in April 2002 Note 2	Established in 1961 Note 2						
<b>2003-2004</b>										
<b>Forecast Revenue (\$000)</b>	5	5,230	50	770	<b>6,055</b>					
<b>Actual Revenue (\$000)</b>	4	2,756	46	2,376	<b>5,182</b>					
<b>Performance Standard (\$000)</b>	Fees are collected at 1% of account balance at beginning of year.	Registration fees are collected at 2% of loan amount. Administration fees are collected at 1.25% of average annual loan outstanding amount.	Registration fees are collected at 2% of lease amount. Administration fees are collected at 1.25% of average annual lease outstanding amount.	Administration fees are collected at 1.25% of average annual loan outstanding amount.						
<b>Performance Results (\$000)</b>	Fees are collected on account balance as expected.	Performance results are identified and reported in the Small Business Loan Administration Annual Report.	Performance results are identified and reported in the Small Business Loan Administration Annual Report.	Performance results are identified and reported in the Small Business Loan Administration Annual Report.						
<b>Planning Years</b>										
<b>Fiscal Year (\$000)</b>	2004-2005	4	2004-2005	Note 3	2004-2005	Note 3	2004-2005	Note 3	2004-2005	<b>4</b>
	2005-2006	4	2005-2006	Note 3	2005-2006	Note 3	2005-2006	Note 3	2005-2006	<b>4</b>
	2006-2007	3	2006-2007	Note 3	2006-2007	Note 3	2006-2007	Note 3	2006-2007	<b>3</b>

Note 1: The program has three outstanding loans in good standing, with loan guarantees no longer being issued.

Note 2: Fees from the *Small Business Loans Act & Regulations* and the *Canada Small Business Financing Act & Regulations*, including the Capital Lease Pilot Project, were consolidated by Industry Canada in fiscal year 2004-2005.

The *Canada Small Business Financing Act & Regulations* replaced the *Small Business Loans Act & Regulations* in 1999, and the latter remains active for fees to be collected and claims to be paid.

Note 3: Due to the consolidation, revenues for these years will be forecasted by Industry Canada.



## Appendix E – Evaluations and Reviews

*Evaluation of Year 1 of the Atlantic Canada Tourism Partnership 2003-2006*  
by Tourism Synergy Ltd., March 2004

*Evaluation of the Atlantic Innovation Fund, Final Evaluation Report*  
by Performance Management Network Inc., March 2004

*Evaluation of the Community Futures Program as Delivered Through the Atlantic Community Business Development Corporations*  
by Goss Gilroy Inc., May 2003

*Review of Extension Two of the International Business Development Agreement*  
by Belleclaire Consulting, March 2004

*An Evaluation of the Seed Capital ConneXion Program for Young Entrepreneurs*  
by Gardner Pinfold Consulting Economists Ltd., March 2004

*ACOA as a Workplace of Choice*  
by Consulting and Audit Canada, June 2003

*Internal Communications – Qualitative Research*  
by Omnifacts Bristol Research / Bristol Group, August 2003

*2003 ACOA Client Satisfaction Survey Report, Nova Scotia Region*  
by SRG Consulting, January 2004

*A Special Place, A Special People, The Future for Newfoundland and Labrador Tourism*  
by The Economic Planning Group & D.W. Knight Associates, March 2004

*A Portrait of Women Business Owners in Atlantic Canada in 2003*  
by Calhoun Research & Development in association with Donna Crozier, October 2003

*A Review of ACOA's Entrepreneurship and Business Skills Activity Projects*  
by Collins Management Consulting & Research Ltd., March 2004

*Atlantic Innovation Fund, Audit of Program Management*  
by Audit Directorate, ACOA Head Office, April 2003

*Strategic Community Investment Fund, Audit of Program Management*  
by Audit Directorate, ACOA Head Office, June 2003

*Nova Scotia Region, Review of University Business Development Centres*  
by Audit Directorate, ACOA Head Office, March 2004

*Review of FIS Implementation/Reporting, Support for Amounts Reported on Financial Statements for Fiscal Year ended March 31, 2002*

by Audit Directorate, ACOA Head Office, March 2004

*Application of the OAG Rating Guide for the Departmental Performance Report, for the 2002 DPR*

by Audit Directorate, ACOA Head Office, December 2003

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