

Horizontal Initiatives

Atlantic Canada Tourism Partnership

Canada / Atlantic Provinces COOPERATION Agreement on International Business Development

Team Canada Atlantic

Canadian Rural Partnership

Team Canada Inc.

Infrastructure Canada Program

Canada Strategic Infrastructure Fund

Enhanced Representation Initiative

Canadian Agriculture and Food International Program

Canada Business Service Centres

Aboriginal Economic Development

1. Horizontal Initiative:		2. Lead Department:	
Atlantic Canada Tourism Partnership (ACTP)		ACOA	
3. Start Date:	4. End Date:	5. Total Federal Funding:	
April 1, 2003	March 31, 2006	\$9.95 million	
6. Description:			
<p>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. The Atlantic Canada Tourism Partnership (ACTP) was established in 1991 to promote the entire Atlantic region as a tourism destination to targeted markets.</p> <p>The ACTP is a nine-member, pan-Atlantic partnership comprising ACOA, the four provincial tourism industry associations and the Atlantic provincial departments responsible for tourism.</p> <p>In order to continue to make inroads for Atlantic Canada in key international markets and to bolster the region's tourism industry, the ACTP launched its fourth consecutive international tourism marketing initiative. The current three-year project (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, Europe and Asia.</p> <p>The ACTP initiatives are:</p> <ul style="list-style-type: none"> • United States Marketing Initiative – to effect greater tourism returns from the New England market; and • Overseas Marketing Initiative – to pursue the United Kingdom, German and Japanese markets through integrated marketing techniques. <p>The cost-sharing for this partnership is 50% (\$9.95 million) from ACOA, 30% (\$6.0 million) from the Provinces, and 20% (\$4.0 million) from the respective industry associations. Contributions from ACOA and the Provinces are in the form of cash; contributions from industry associations include cash, in-kind and other case investments in relation to partnership-related activities (e.g. trade registrations).</p>			
7. Shared Outcomes:			
<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"> • Promote regional co-operation (Federal / Provincial / Industry). • Promote incremental marketing activities. • Achieve economies of scale in marketing. • Raise awareness of Atlantic Canada as a "top-of-mind" destination. • Increase tourism arrivals and tourism revenues for the four Atlantic provinces. 			

8. 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.

9. Federal Partners involved in each program:

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

10. Program Name:	11.Total Federal Allocation	12. 2005-2006 Planned Spending
United States Marketing Initiative	\$8.30 million	\$2.77 million
13. 2005-2006 Expected Results		
Return on Investment - measurable tourism revenues generated per partner dollar invested in marketing/media campaigns		\$10.00 to \$1.00
Number of information requests directly related to the project		140,000
Number of visitor parties directly related to the project		35,000
Dollar amount of annual visitor spending on goods and services directly related to the project		\$45 million

14. Program Name:	15. Total Federal Allocation	16. 2005-2006 Planned Spending
Overseas Marketing Initiative	\$1.19 million	\$0.40 million
17. 2005-2006 Expected Results		
Return on Investment - measurable tourism revenues generated per partner dollar invested in marketing/media campaigns		\$5.00 to \$1.00
Incremental Revenues - revenues as a direct result of marketing / media campaigns		\$3.2 million

18. Results to be Achieved by Non-federal Partners (if applicable):

19. Contact Information:

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20. Approved by:

21. Date Approved:

1. Horizontal Initiative:		2. Lead Department:	
Canada / Atlantic Provinces COOPERATION Agreement on International Business Development (IBDA)		ACOA	
3. Start Date:	4. End Date:	5. Total Federal Funding:	
April 1, 1994	Negotiations are underway for a five-year renewal.	\$9.1 million	
6. Description:			
<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 \$13 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 five-year \$10-million extension.</p>			
7. Shared Outcomes:			
<p>The shared outcomes for the IBDA support ACOA's priority outcome for Trade.</p> <p>IBDA outcomes:</p> <ul style="list-style-type: none"> • 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. <p>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, 258 exporters to increase their export sales and 187 exporters to expand to new markets.</p>			
8. Governance Structure:			
ACOA is the lead organization for this initiative and houses the Secretariat responsible for administering the Agreement. A Management Committee made up of a representative from each of the partners is responsible for the planning and management of the Agreement's programs and the evaluation of projects.			
9. Federal Partners involved in each program:			
ACOA International Trade Canada – non-funding partner Industry Canada – non-funding partner			

10. Program Name:	11.Total Federal Allocation	12. 2005-2006 Planned Spending
International Business Development Agreement (IBDA)	\$9.2 million (since 1994)	\$0.1 million
13. 2005-2006 Expected Results		
The number of new exporters, number of exporters selling to new markets, and number of exporters with increased export sales will be identified with the approval of the Agreement.		

10. (a) Activity: Planning and Research

To develop longer-term strategies and implementation plans for international business development and undertake supporting research on companies' needs and best practices.

10. (b) Activity: Training and Awareness

To expose sectors and companies to export market opportunities to ensure that they are well prepared with the capability, knowledge and information required for developing international business.

10. (c) Activity: Market Information and Intelligence

To assist sectors and companies by obtaining market intelligence and contacts, identifying international market opportunities and applying this knowledge to trade development activities.

10. (d) Activity: International Business Development Activities

To undertake business activities that support sector export development strategies and contribute to contacts, alliances and ultimately sales for both existing and new exporters.

14. Results to be Achieved by Non-federal Partners (if applicable):

Not Applicable

15. Contact Information:

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16. Approved by:

17. Date Approved:

1. Horizontal Initiative:		2. Lead Department:	
Team Canada Atlantic (TCA)		ACOA	
3. Start Date:	4. End Date:	5. Total Federal Funding:	
April 1999	March 2007	\$6.08 million	
6. Description:			
<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. Since 1999, approximately \$4.1 million has been spent on TCA missions.</p> <p>The core of the TCA approach is the trade mission, which enables small and medium-sized businesses from across Atlantic Canada to meet with potential buyers, agents, distributors and strategic partners in the United States. The mission format features a comprehensive program that equips private sector participants with the knowledge, contacts and advice they require to make the best of their international opportunities before, during and after their venture abroad. Missions also provide the Government of Canada and the Atlantic provincial governments with crucial opportunities to promote the region as a tremendous location for foreign investment.</p>			
7. Shared Outcomes:			
<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"> • increase export readiness for Atlantic Canadian SMEs; • develop new partnerships/alliances between Atlantic Canadian SMEs and companies in target markets; and • increase Atlantic Canadian SME export sales to new and established markets, as well as raise awareness of Atlantic Canada in these markets. <p>Team Canada Atlantic has completed nine missions to United States markets, involving 300 companies, nearly 2,500 business meetings, and resulting in over \$30 million in short-term export sales to date.</p>			
8. Governance Structure:			
<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. The TCA Organizing Committee is responsible for the organization of the mission and includes representation from the four provincial trade departments in Atlantic Canada, Foreign Affairs 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>			

9. 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 – non-funding partner (*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.*)

10. Program Name:	11. Total Federal Allocation	12. 2005-2006 Planned Spending
Team Canada Atlantic	\$6 million: ACOA \$72,000: AAFC	\$1.2 million: ACOA \$12,000: AAFC
13. 2005-2006 Expected Results (available 2 years out)		
80 companies participating on TCA missions 55 companies reporting increased export readiness as a result of their participation on the mission 40 existing exporters securing new export markets \$10 million in increased export sales - final results two-years-out survey		

14. Results to be Achieved by Non-federal Partners (if applicable):

Not Applicable

15. Contact Information:	16. Approved by:	17. Date Approved:
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Government of Canada's Rural Policy / Canadian Rural Partnership

The Government of Canada's Rural Policy is particularly relevant in Atlantic Canada because a larger proportion of the region's population is based in rural areas than is the case for the nation as a whole. The Agency has been very successful in the establishment of community partnerships, the identification of community economic development needs, and the use of its programming flexibility in addressing these needs.

ACOA will continue its support of the Government of Canada's Rural Policy Initiative through its programs and community economic development activities. The Agency has funded a significant number of projects in rural communities through its Strategic Community Investment Fund and Business Development Program. The Government of Canada has mandated the Rural Secretariat of Agriculture and Agri-Food Canada to lead a national, co-ordinated, cross-government initiative – the Canadian Rural Partnership – to develop a federal policy framework to address rural issues. ACOA will continue to support the rural policy initiative through activities such as chairing the rural teams in each of the Atlantic provinces, as well as supporting other Atlantic Rural Team activities.

- ACOA PEI and Tourism, in its co-ordination role, will continue to provide leadership in support of rural communities, recognizing their contributions as an essential economic element of the Island's economy. As in each of the Atlantic provinces, ACOA continues to chair the Rural Team in Prince Edward Island and lends support to the Government of Canada's horizontal approach as chair of Federal Council's Rural Development Committee. Rural youth will be supported through dialogue and promotion of inclusion within their communities. Achievement recognition for youth will be promoted through community awareness for nomination to the Young Leaders in Rural Canada Awards. The volunteer sector will be supported through the facilitation of opportunities for training and skills development. Rural research efforts will improve understanding of rural issues and support effective consideration of rural areas in government decision-making.
- Rural Team Newfoundland and Labrador will continue to act as a conduit for the horizontal flow of information between provincial and federal departments, non-government organizations and rural communities. The team will re-focus and restructure in a manner that allows for the engagement and participation of federal and provincial government departments, as well as the not-for-profit sector and rural communities. The team will undertake liaison and co-ordination activity in any upcoming dialogue and research initiatives deemed appropriate for the province.
- The Nova Scotia Rural Team will focus on rural repopulation (attracting and retaining youth and immigrants) and facilitate inter-jurisdictional collaboration and co-ordination through sharing of information on rural policies and programs. The team will contribute to the development of the National Rural Policy Framework and prepare to play a leading role in the implementation in

Nova Scotia. Innovative approaches will continue to be encouraged and supported through the Rural Community Capacity Building Initiative for partnerships, learning events, research, and models of sustainable rural development. The Team will continue the Rural Dialogue and provide forums for governments and communities to express their views and perspectives on rural realities, issues and priorities and seek common areas for collaboration. The Coastal Communities Network will continue to be funded and supported as the Rural Co-ordinating Organization in Nova Scotia. Rural youth representatives will be supported in their participation in the National Rural Youth Network. The Nova Scotia Rural Team will strengthen partnerships with ACOA, the Federal Council, the Nova Scotia Sustainable Communities Initiative, Regional Development Agencies, municipalities and First Nations.

- Rural Team New Brunswick, which is now co-chaired by ACOA and Business New Brunswick, will continue its important role in creating a venue for information sharing, dialogue and co-operation between federal and provincial departments and agencies as well as non-government organizations that work in rural New Brunswick. In 2005-2006, the team will continue to contribute to horizontal files such as immigration, youth and broadband, and, where appropriate, provide input into the National Rural Policy Framework.

More information is available from the Canadian Rural Partnership Web site at:
http://www.rural.gc.ca/iwg_e.phtml

More information on horizontal initiatives is available at the following location on the Treasury Board of Canada's Web site
http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/profil_e.asp

Team Canada Inc.

The Horizontal Initiative of Team Canada Inc. (TCI) is a partnership of federal, provincial and territorial governments 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 and, as such, assists in defining and implementing TCI's strategic goals and focus. Furthermore, ACOA continues to provide 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 small and medium-sized enterprises and their growth potential.

For more information on this initiative, see the Web site:

http://www.pch.gc.ca/progs/ac-ca/progs/rc-tr/progs/canada-inc/index_e.cfm.

More information on horizontal initiatives is available at the following location on the Treasury Board of Canada's Web site

http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/profil_e.asp

Infrastructure Canada Program (ICP) Canada Strategic Infrastructure Fund (CSIF)

The \$2.05-billion Infrastructure Canada Program (ICP) was created in 2000 to enhance municipal infrastructure in urban and rural communities across the country, and to improve Canada's quality of life through investments that protect the environment and support long-term economic growth.

The Minister of State (Infrastructure and Communities), supported by the new department of Infrastructure Canada (<http://www.infrastructurecanada.gc.ca>) has been assigned responsibility for the overall management of this program.

In most cases, the Government of Canada matches the provincial and territorial contributions, and provides 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.

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 ICP. The CSIF has already identified matched investments in Atlantic Canada including: complete twinning of the Trans-Canada Highway in New Brunswick; clean-up of the St. John's Harbour; clean-up of the Halifax Harbour; highway projects in Nova Scotia; waste treatment plant upgrades in Charlottetown and Summerside; and a central water system program in Stratford, Prince Edward Island. Discussions regarding delivery of the second round of CSIF are ongoing.

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 as follows: water; wastewater treatment; solid waste; public transit; local roads; culture; recreation; tourism; environmental energy improvements; and connectivity. As with the Canada Infrastructure Works Program and ICP, MRIF seeks equitable participation from provincial and municipal levels of government.

More information on ACOA's infrastructure programs may be found in ACOA's *Report on Plans and Priorities 2005-2006* under the section detailing Strategic Outcome Two.

More information on horizontal initiatives is available at the following location on the Treasury Board of Canada's Web site
http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/profil_e.asp

Enhanced Representation Initiative (ERI)

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. Moreover, the Agency will continue to actively assist the placement of Atlantic Canadian officers within the U.S. offices helping to raise the Atlantic Canadian profile.

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.

The Agency also plans to continue delivery of ERI-funded initiatives in the forthcoming year. These may include sector-specific missions to selected U.S. markets, bringing buyers into the regions and increasing awareness of the benefits of Atlantic Canada through focussed U.S. promotional events. The value and the exact nature of these projects will be determined through a joint ERI partners-U.S. post planning process.

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

Canadian Agriculture and Food International (CAFI) Program

Within the International Strategy of the Agricultural Policy Framework, the CAFI Program provides funds for branding and market development initiatives to industry associations and commodity groups.

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

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

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

For more information, see the CAFI Web site at:

http://www.agr.gc.ca/int/cafi-picaa/index_e.php?page=intro.

Canada Business Service Centres

The Canada Business Service Centres (CBSCs) were established to provide a nation-wide, comprehensive first stop for information on government services, programs and selected regulations. ACOA is one of the Managing Partners and is responsible for defining and implementing operational policies and procedures to ensure that the information needs of Atlantic Canada's small and medium-sized enterprises (SMEs) and potential entrepreneurs are met.

The mission of the CBSCs is to contribute to economic growth in all sectors of the economy by ensuring potential entrepreneurs, SMEs and intermediaries in Atlantic Canada have access to accurate, timely and relevant business information and referrals through a convenient single-window approach and all modes of delivery (i.e. click, call and visit). The Atlantic CBSCs are continually developing sector-focussed information products and services where there is a demonstrated need.

The CBSCs target new and established entrepreneurs looking to start businesses or expand existing operations. The CBSCs have developed partnerships with local business service providers such as community business development corporations and economic development agencies to allow for easier and more direct local access to the CBSC information holdings. The CBSC network currently consists of over 100 existing Atlantic-based intermediaries, including the 41 Aboriginal communities and organizations that are part of the Atlantic Aboriginal Business Service Network. The Atlantic CBSCs will be assessing the need for new partnerships and gauging the value of the existing network with a view to improving access by their clients and the CBSCs' continuing impact.

Expenditure Profile		
(\$ millions)		
	2004-2005	2005-2006
Salaries	1.1	1.1
O&M	<u>1.5</u>	<u>1.5</u>
Total	2.6	2.6

For more information, please refer to the following Web site:
<http://www.cbsc.org/english/>.

Aboriginal Economic Development

The responsibility for Aboriginal economic development is shared with other federal government departments such as Indian and Northern Affairs Canada, Fisheries and Oceans Canada, Industry Canada, and Human Resources and Skills Development Canada. ACOA continues to make progress at identifying increased opportunities for Aboriginal economic development and in developing a more co-ordinated and consistent team approach, both internally and in partnership with other federal departments sharing the mandate. However, ACOA does not have programs specifically targeted to Aboriginal applicants. In most cases, existing programs have sufficient flexibility to accommodate Aboriginal development initiatives. The Agency has the ability not only to invest in Aboriginal businesses and communities, but to invest in those priority areas identified by Aboriginal business owners themselves: development of management skills; improvements in productivity; expansion of markets; innovation; and financing. The Agency will work toward improving and strengthening its internal co-ordination mechanisms and will participate in federal co-ordination improvement efforts.

ACOA has implemented the Aboriginal Business Service Network (ABSN) in 41 communities: 31 reserves; 6 Innu, Inuit and Métis communities in Labrador; 3 Native Friendship Centres; and one with Ulnooweg Development Group Inc. (UDG), Atlantic Canada's only Aboriginal Capital Corporation. In partnership with the Atlantic Canada ABSN Working Committee and UDG, ACOA has provided a public access computer and related peripheral equipment, a small library (business start-up topics), computer literacy training, and training on Canada Business Service Centres services. Over the next 12 months, efforts will be expended to renew the infrastructure and identify any opportunities to expand and improve the service initiative.

In Nova Scotia, the Nova Scotia Tripartite Economic Development Committee, established under the broader Tripartite Forum to enhance the economic sustainability of First Nations in the province, continues to address the Aboriginal economic development challenges within the province. The priority areas being addressed by the committee for the current year include entrepreneurship and business development, communications, and community capacity building. Examples of initiatives over the last year include support for an Aboriginal Tourism Industry Development Officer to co-ordinate and promote sector development; support to expand Open for Business province-wide; and support to increase the capacity of the Economic Development officers. In terms of the 2005-2006 action plan, the committee will continue to focus on the priority areas identified. The committee has proven to be an effective forum for dialogue on issues and building partnerships to enhance Aboriginal economic development. In addition to the above, the Agency is also working in partnership with other federal government departments to support Ulnooweg Development Corporation so that it can implement a number of operational improvements to strengthen its operations.

The Mi'kmaq Confederacy of PEI is a recognized Tribal Council / Provincial Territorial Organization. ACOA is working with this organization to develop an economic development program to guide the organization and the communities it represents. This

report is expected to provide the community with recommendations for program mandate, strategic objectives, services and implementation.

In New Brunswick, ACOA co-chairs the Joint Economic Development Initiative (JEDI), a tripartite partnership process implemented by Aboriginal communities and the federal and provincial governments to identify and encourage undertakings aimed at stimulating economic development in Aboriginal communities. Participants of JEDI include: senior officials from a number of provincial and federal departments; Chiefs of First Nation communities; leaders of provincial Aboriginal organizations; Economic Development Officers and Human Resource Development Officers from Aboriginal communities; and interested Aboriginal individuals. All participants are committed to enhancing economic development within Aboriginal communities, both on and off reserves. Through this process, policy actions and funding partners were identified to encourage capacity building, education, and training initiatives to develop the skills essential for individual and community self-reliance, as well as the economic development of New Brunswick's Aboriginal population. The primary goal for 2005-2006 will be the implementation of a new JEDI Strategic Action Plan. Priorities will include the adoption of improvements to the structure and operations of JEDI, Aboriginal community planning, and improved communication among JEDI partners and stakeholders.

In Newfoundland and Labrador, ACOA is actively engaged with Aboriginal entrepreneurs and organizations. In Labrador, in particular, ACOA will continue its "broker" role between Aboriginal groups and other federal agencies. ACOA is also chairing the Voisey's Bay Interdepartmental Co-ordinating Committee and the Voisey's Bay Federal Aboriginal Co-ordinating Committee, the latter of which acts as a single window to co-ordinate access to federal programs by Aboriginal businesses in Labrador. Both the Innu Nation and the Labrador Inuit Association are heavily involved with the development of Voisey's Bay, in terms of jobs, business opportunities and royalties. The Métis Nation is also increasingly accessing opportunities associated with Voisey's Bay development. As well, ACOA is taking a pro-active, hands-on approach to assist the Community Development Officers hired by the Inukshuk Development Corporation (representing the five Inuit communities in Northern Labrador) to develop CED initiatives.

ACOA will continue to work with the Aboriginal groups in Newfoundland and Labrador, the Labrador Inuit Association (LIA), the Innu Nation and the Labrador Métis Nation (LMN), the Conne River Mi'kmaq and the Federation of Newfoundland Indians (FNI) on their self-identified priorities.