

Atlantic Canada Opportunities Agency

ANNEX

for

2002-2003
Estimates

Part III - Report on Plans and Priorities

Table of Contents

Table 4	Summary of Transfer Payments.....	1
Table 5	Details of Transfer Payments Programs	1
Table 6	Non-respendable Revenue	6
Table 7	Net Cost of Program - 2002-2003 Estimates	6
Table 12	Government-wide and Horizontal/Collective Initiatives	7
	A. Sustainable Development Strategy	7
	B. Government On-Line	9
	C. Federal Government Rural Policy	9
	D. Citizen Centred Service Delivery	10
	E. Section 41 of the <i>Official Languages Act</i>	10
	F. Aboriginal Economic Development	11
	G. Regional Federal Council and Policy Initiatives	12

Table 4: Summary of Transfer Payments

(\$ millions)	Forecast Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
Grants				
Development	2.0	2.0	2.0	2.0
Total Grants	2.0	2.0	2.0	2.0
Contributions				
Development	233.8	362.8	352.9	319.0
Total Contributions	233.8	362.8	352.9	319.0
Other Transfer Payments				
Development	8.0	5.0	4.0	3.0
Total Other Transfer Payments	8.0	5.0	4.0	3.0
Total Grants, Contributions and Other Transfer Payments	243.8	369.8	358.9	324.0

Table 5: Details of Transfer Payments Programs

(\$ millions)	Forecast Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
Development				
<i>Business Development Program</i>	116.2	127.0	127.0	127.0
<p><u>Objective:</u> To increase the number of successful business start-ups, the successful expansion and modernization of SMEs, and the number of jobs.</p> <p><u>Planned Results:</u> Increased survival rates of assisted start-ups, increased sales, increased productivity and increased number of jobs.</p> <p><u>Milestones:</u> Results are monitored regularly for all large projects and a random sample of smaller projects through the Agency's Client Relationship Information Management System (CRIMS). An evaluation will be completed in spring 2002.</p>				

Table 5: Details of Transfer Payments Programs

(\$ millions)	Forecast Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
Development (continued)				
COOPERATION Program				
Canada/Newfoundland Comprehensive Economic Development Agreement	11.1	17.7	16.9	----
<p><u>Objective:</u> Development of strategic sectors, markets and trade, entrepreneurship and innovation, and community economic development.</p> <p><u>Planned Results:</u> Further development of strategic sectors, development of new products and strengthened SME technical capabilities and implementation of strategic economic plans by the 20 economic zone boards.</p> <p><u>Milestones:</u> A monitoring report is prepared annually. Results are tracked in the CRIMS. A final evaluation is scheduled for fiscal year 2004-2005.</p>				
Canada/Nova Scotia COOPERATION Agreement on Economic Diversification	12.6	5.6	5.4	
<p><u>Objective:</u> To create quality, sustainable jobs and profitable, world-class companies that are export oriented. To build on the potential of strategic sectors and enhance the sustainability of communities.</p> <p><u>Planned Results:</u> An increase in the number of sustainable jobs, improved competitiveness of firms as measured by increased exports, increased skills of individuals, development of new businesses and sustainability of communities.</p> <p><u>Milestones:</u> A federal-provincial monitoring effort (EDA-MIS) tracks results and these are entered in the CRIMS. Two interim evaluations and a final evaluation have been completed.</p>				
Canada/New Brunswick Regional Economic Development Agreement	5.9	12.4	5.0	4.4
<p><u>Objective:</u> To contribute to the expansion of the economic base of New Brunswick.</p> <p><u>Planned Results:</u> Increased opportunities for private sector investment and entrepreneurship, expanded competitive ability of the province through investment in key sectors, sustainable job growth.</p>				

Table 5: Details of Transfer Payments Programs

(\$ millions)	Forecast Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
Development (continued)				
<u>Milestones:</u> A business case analysis is employed to identify measurable economic benefits for supported projects and establish a schedule for monitoring benefits. Benefits are tracked in the CRIMS and an evaluation is scheduled for fiscal 2002-2003.				
<i>All other COOPERATION Agreements</i> (excluding pan-Atlantic)	3.3	0.9	0.9	0.9
Total:	32.9	36.6	28.2	5.3
Community Futures	9.3	10.8	10.8	10.8
<u>Objective:</u> To provide financial and technical assistance to SMEs in rural areas.				
<u>Planned Results:</u> New and expanded SMEs and additional jobs.				
<u>Milestones:</u> Results are monitored and reported quarterly. An evaluation is to be completed by December 31, 2002.				
Canadian Fisheries Adjustment and Restructuring Initiative				
Canada/Newfoundland Agreement for the Economic Development Component of the Canadian Fisheries Adjustment and Restructuring Initiative	24.5	6.2		
Canada/Nova Scotia Agreement for the Economic Development Component of the Canadian Fisheries Adjustment and Restructuring Initiative	7.3	5.0	2.2	
All other Agreements	1.1	0.9	0.5	
Total:	32.9	12.1	2.7	

Table 5: Details of Transfer Payments Programs

(\$ millions)	Forecast Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
<p>Development (continued)</p> <p><u>Objective:</u> Economic Development Component. To help affected rural communities to become more self-reliant by diversifying and expanding their economies.</p> <p><u>Planned Results:</u> a) Creation of longer-term employment opportunities through economic development initiatives. b) Communities will be strengthened and diversified and less dependent on seasonal industries and income support programs.</p> <p><u>Milestones:</u> An evaluation will be completed by the end of 2002.</p>				
<p><i>The Atlantic Groundfish Strategy</i></p> <p><i>Canada/Newfoundland Economic Renewal Agreements</i></p> <p style="text-align: right;">Total:</p>	<p style="text-align: center;">8.5</p> <p style="text-align: center;">8.5</p>			
<p><u>Objective:</u> To assist communities to lever development projects and develop long-term employment opportunities in response to the downturn in the groundfish industry. To improve the climate for private sector investment and entrepreneurship.</p> <p><u>Planned Results:</u> Increases in jobs and earned incomes and export development. Strategic infrastructure in the areas of distance education and technology in schools. Improved investment climate in targeted areas of aquaculture, tourism and advanced technology industries.</p> <p><u>Milestones:</u> Annual monitoring reports are prepared and the final evaluation will be completed in spring 2002.</p>				
<p><i>Infrastructure Canada Programs</i></p> <p>Canada/Newfoundland Agreement</p> <p>Canada/Prince Edward Island Agreement</p> <p>Canada/Nova Scotia Agreement</p> <p>Canada/New Brunswick Agreement</p> <p style="text-align: right;">Total:</p>	<p style="text-align: center;">3.5</p> <p style="text-align: center;">3.5</p> <p style="text-align: center;">5.0</p> <p style="text-align: center;">4.0</p> <p style="text-align: center;">16.0</p>	<p style="text-align: center;">11.4</p> <p style="text-align: center;">3.3</p> <p style="text-align: center;">16.7</p> <p style="text-align: center;">14.0</p> <p style="text-align: center;">45.4</p>	<p style="text-align: center;">15.0</p> <p style="text-align: center;">2.5</p> <p style="text-align: center;">12.7</p> <p style="text-align: center;">11.9</p> <p style="text-align: center;">42.1</p>	<p style="text-align: center;">10.5</p> <p style="text-align: center;">3.4</p> <p style="text-align: center;">17.0</p> <p style="text-align: center;">13.4</p> <p style="text-align: center;">44.3</p>

Table 5: Details of Transfer Payments Programs

(\$ millions)	Forecast Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
Development (continued)				
<u>Objective:</u> Improve Canadians' quality of life through investments that enhance the quality of the environment, support long-term economic growth and improve community infrastructure.				
<u>Planned Results:</u> Improvements and additions to Green municipal infrastructure, local transportation infrastructure, infrastructure in support of tourism and affordable housing.				
<u>Milestones:</u> An interim evaluation will be undertaken in fiscal 2003-2004 and a final evaluation in fiscal 2006-2007.				
<i>All other programs (Adjustment)</i>	1.3	0.6	0.6	0.6
<i>Atlantic Investment Partnership Initiative</i>				
Atlantic Innovation Fund	8.0	60.0	86.0	81.0
Strategic Community Investment Fund	5.0	44.0	35.0	23.0
Trade, Investment, Entrepreneurship and Business Skills Development	5.7	28.3	22.5	29.0
Total:	18.7	132.3	143.5	133.0
Total Grants and Contributions	235.8	364.8	354.9	321.0
Other Transfer Payments				
Statutory Liabilities:				
<i>SBLA</i>	5.0	2.0	1.0	
<i>CSBFA</i>	2.0	2.0	2.0	2.0
Loan/credit insurance	1.0	1.0	1.0	1.0
Total:	8.0	5.0	4.0	3.0
<u>Objective:</u> The objective of the Canada Small Business Financing Act (CSBFA) is to encourage participating lending institutions to increase the availability of loans for the establishment, expansion, modernization and improvement of small businesses.				
Total Grants, Contributions And Other Transfer Payments	243.8	369.8	358.9	324.0

Table 6: Non-respendable Revenue

(\$ millions)	Forecast Revenue 2001-2002	Planned Revenue 2002-2003	Planned Revenue 2003-2004	Planned Revenue 2004-2005
Development				
Repayable contributions	51.0	50.0	50.0	50.0
All other	9.3	9.0	9.0	9.0
Total Non-respendable Revenue	60.3	59.0	59.0	59.0

Table 7: Net Cost of Program – 2002-2003 Estimates

(\$ millions)	Total
Net Planned Spending (Main Estimates plus Adjustments)	446.7
<i>Plus: Services received without Charge</i>	
Accommodations provided by Public Works and Government Services Canada (PWGSC)	2.4
Contributions covering employer's share of employee insurance premiums and expenditures paid by TBS	1.9
Workers' compensation coverage provided by Human Resources Development Canada	-
Salary and associated expenditures of legal services provided by Justice Canada	-
	4.4
<i>Less: Non-respendable revenue</i>	(59.0)
2002-2003 Net cost of Program	392.1

Table 12: Government-wide and Horizontal/Collective Initiatives

A. Sustainable Development Strategy (SDS)

<p>Strategic Outcome: To encourage environmentally responsible practices among ACOA clients and stakeholders.</p>	
<p>Planned Results</p>	<p>Key Activities</p>
<p>More eco-efficient operations and environmentally conscious decisions by ACOA clients and stakeholders.</p>	<p>Eco-efficiency information on ACOA web site and links to relevant sites by September 2002. Expanding pilot project on eco-efficiency reviews.</p> <p>Study completed on Atlantic youth (15 to 29) with sustainable development element. Results will factor into direction for outward-bound promotional and awareness material on entrepreneurship and skills development.</p>
<p>Strategic Outcome: To explore opportunities for environmental industries.</p>	
<p>Planned Results</p>	<p>Key Activities</p>
<p>To determine what currently exists within the industries and what role ACOA could play.</p>	<p>Strategy for the development of the environmental industries sector presented to senior management by September 2002.</p>

Sustainable Development Strategy (continued)

<p>Strategic Outcome: To seek opportunities to collaborate with public and private organizations on common sustainable development goals and objectives.</p>	
<p>Planned Results</p>	<p>Key Activities</p>
<p>Create partnerships within the public and private sectors to work on common initiatives.</p>	<p>Collaboration with IC, EC, CEDQ and PWGSC on development of a Waste Management Guide for SMEs.</p> <p>Collaboration with Burnside Eco-efficiency Centre on the development of industry-specific fact sheets on eco-efficiency.</p>
<p>Strategic Outcome: To increase awareness and understanding of what ACOA employees and contracted resources can do to support the goal of sustainable development.</p>	
<p>Planned Results</p>	<p>Key Activities</p>
<p>Increase the Agency's capacity to embrace the three "Rs" of sustainable development: Reduce, Re-use and Recycle.</p>	<p>More specific training for staff on ACOA's role in SD and how they can contribute to SD at ACOA by December 2003.</p> <p>All Agency printers set to default for double-sided copies by June 2002.</p> <p>SDS Intranet site updated and links provided to relevant SD sites.</p>
<p>Strategic Outcome: To make more efficient use of resource development.</p>	
<p>Planned Results</p>	<p>Key Activities</p>
<p>Help preserve Atlantic Canada's biophysical resources.</p>	<p>Purchase at least one alternative fuel vehicle to replace existing gasoline-fuelled vehicles.</p>

B. Government On-Line (GOL)

Government On-Line is the initiative to make the Government of Canada the most electronically connected government in the world by 2004 and to provide Canadians with electronic access to federal information and services. Its vision is to continually improve the quality of interaction between Canadians and their government by enabling Canadian citizens to request and receive services and information when and where it is most convenient for them, no matter where they live. Government On-Line will make it easier for citizens and businesses to find what they need through one-stop access points with services and information organized by theme (e.g., small- and medium-sized business) or type of activity (e.g., government funding) rather than by government department.

As one of the 28 core departments and agencies, ACOA is participating in activities related to its goal of improving the economy of Atlantic Canadian communities through the successful development of business and job opportunities.

Some of the accomplishments and planned key activities are:

- ▶ completion of the Tier One commitment that provides Canadians with on-line access to information on all key programs and services;
- ▶ completion of a pilot project with PWGSC on secure on-line applications using state-of-the-art technologies for applications to the new Atlantic Innovation Funds component of the Atlantic Investment Partnership initiative;
- ▶ development of a new information management system to support the business transformation requirements associated with program delivery and the implementation of Government On-Line.
- ▶ continued participation in several committees related to Tier Two which is to provide key government services over the Internet; and
- ▶ continued collaboration with PWGSC on using the Secure Channel Delivery Model currently being developed for the GOL initiative related to transactions between citizens and government.

C. Federal Government Rural Policy

The Agency continues to support the Government of Canada's Rural Policy. A significant portion of the population in Atlantic Canada lives in rural communities and the economic strength of these communities is an essential element of the economic strength of the region. ACOA recognizes that economic development in these communities requires local involvement as well as federal support. This local involvement has been a cornerstone of ACOA's community economic development strategy. The Community Business Development Corporations and community controlled non-profit organizations have been effective delivery partners in the provision of business capital to rural communities throughout Atlantic Canada.

In addition to this partnership, the Agency has considered the needs and opportunities of rural communities in the development of its Strategic Community Investment Fund (SCIF) and the delivery of its existing programs. A substantial portion of SCIF activity targets rural development. The Agency's Business Development Program continues to invest heavily in rural initiatives with approximately 65% of assistance directed to rural businesses or economic development organizations.

The Canada Business Service Centres, located in four Atlantic provinces, provide business-related information to many rural areas throughout the region. The Agency remains active in the co-ordination of federal government activity in rural communities. It participates on interdepartmental committees such as the Rural Secretariat's Interdepartmental Working Group at Agriculture and Agrifood Canada, and the Rural Teams in Atlantic Canada. Rural Teams have been established in each province to promote interdepartmental co-operation and build partnerships, networks and alliances related to rural issues.

D. Citizen-Centred Service Delivery

The Agency has long been active on the Service Quality front and continues to be a strong supporter of the Government of Canada's five-year service improvement initiative. As part of its commitment to the strategy, the Agency conducted client surveys. The results of these surveys indicated an overall client satisfaction rating of over 83%. These results will be used to establish client satisfaction baseline benchmarks for the Business Development Program, the Agency's key service to the public, and will be instrumental in the development of ACOA's Service Improvement Plan based on client priorities.

As part of its Service Improvement Plan, the Agency will identify satisfaction improvement targets and will identify and publish client-centred service standards.

E. Section 41 of the Official Languages Act

On the national level, ACOA has maintained its participation on the National Committee for Canadian Francophone Human Resources Development as well as the National Committee of Official Languages Coordinators responsible for the implementation of Section 41 of the *Official Languages Act*.

Consequently, the Agency is working closely with the economic development and employability groups (Regroupement de développement économique et d'employabilité - RDÉÉs) in each of the four Atlantic provinces. In addition to the regular contact maintained with organizations representing Francophones in the four Atlantic provinces and the assistance it provides with the preparation of their action plans, the Agency maintains a close relationship with the four Francophone organizations spearheading economic issues.

At the regional level, the Agency plays an active role in the official languages sub-committees of each of the four federal councils of the Atlantic provinces. The Agency also works with various Francophone organizations in the region to stimulate and nourish the economic development of the Francophone community. To prepare the way for effective collaboration, the Agency ensures that the specific needs of the Francophone population are an integral part of its economic development research, thus enabling ACOA to better meet the needs of Francophone entrepreneurs. The research conducted by the Agency also looks at entrepreneurship opportunities for young Francophones.

The Agency supports the development of Acadian and Francophone tourism products and is preparing to participate in various activities relating to the year 2004 including the World Acadian Congress, to be held in Nova Scotia, and other activities associated with the 400th anniversary of the arrival of the French in North America in 1604.

With respect to the Regional Economic Development Organizations and Community Business Development Corporations to which it provides funding, ACOA monitors the contribution levels these organizations make to Francophone groups as well as the representation of Francophones on their Boards of Directors. It also ensures that the Canada Business Service Centres, located in each of the four Atlantic Provinces, deliver services in both official languages.

F. Aboriginal Economic Development

Under the Aboriginal Business Development initiative, ACOA will complete the implementation of the Aboriginal Business Service Network (ABSN) by building on the information infrastructure and regional access partner approach of the Atlantic Canada Business Service Centres (CBSC). The network includes public access workstations and a hard copy, small business library in 42 Aboriginal communities or organizations throughout Atlantic Canada. Aboriginal communities and organizations are also participating in the development and implementation of this initiative through the Atlantic ABSN Working Committee, which includes a broad cross-section of Aboriginal stakeholders.

Currently, 39 communities or organizations have received computer hardware, software and some training to improve basic computer skills and CBSC database accessing skills. Three additional communities in Newfoundland and Labrador joined the network in 2001. In addition, ACOA and the CBSCs will collaborate with the Atlantic ABSN Working Committee to concentrate efforts on the development of Aboriginal-specific information products, a regional web site and additional training in order to more fully address the Aboriginal business information needs.

In New Brunswick, ACOA co-chairs the Joint Economic Development Initiative (JEDI), a tripartite process implemented by Aboriginal communities and the federal and provincial governments to identify and encourage projects aimed at stimulating economic development in Aboriginal communities. JEDI is investing in people by actively encouraging and pursuing opportunities available to on- and off-reserve Aboriginals through training, economic development and planning.

JEDI helps segments of the Aboriginal population gain the education, training and skills essential for individual self-reliance. This unique partnership fosters economic development in New Brunswick's First Nation.

G. Regional Federal Council and Policy Initiatives

ACOA regional Vice-Presidents chair or play key coordinating roles in Regional Federal Councils in each province. These Councils bring together senior officials of federal departments and agencies. The Regional Federal Councils play an important role as an executive forum ensuring integrated and improved service delivery, communication with provincial governments and other federal departments on regional perspectives and federal initiatives and co-operation with other jurisdictions. Federal Councils work jointly with stakeholders on initiatives such as official languages, innovation, security, human resources management, homelessness, policy development, Government On-Line, regional economic development and science and environment.

Some specific initiatives for 2002-2003 include:

- the newly launched career development program entitled "Options" geared toward improving career development opportunities for interested employees and comprises training, interdepartmental assignments, career counselling and mentoring in Newfoundland and Labrador;
- implementation of a Public Sector Leadership and Management Development Program which will feed into the university's Executive MBA program in Newfoundland and Labrador;
- research on labour force issues and resource sectors, including a policy forum for federal policy officials in Newfoundland and Labrador;
- co-ordination of a series of Atlantic scientific conferences on management issues in Nova Scotia;
- sponsorship of policy seminars and forums and development of an interdepartmental social inclusion initiative in Nova Scotia;

- development of a comprehensive strategy for achieving diversity in federal work places in Nova Scotia;
- continued sponsorship of a broad range of initiatives including assignment and development programs, Council annual awards, service improvement projects, economic development co-ordination and official languages events in Nova Scotia;
- hosting a meeting in Prince Edward Island of the Atlantic Federal Councils to initiate plans to enhance agendas that are common throughout the Atlantic Region;
- working with youth in Prince Edward Island to prepare them to take on essential roles within the public service;
- advancing the achievements of the recent Official Languages Symposium and strengthening of the region's capacity in the area of official languages in Prince Edward Island;
- revision of its management structure in order to share the executive responsibilities in a more equitable fashion and to prepare the way for the succession of younger council members to leadership positions in New Brunswick;
- adoption of a management board model in New Brunswick, whereby executive members assume responsibility for specific files as well as being in position to take on the duties of the Chair when that individual is otherwise committed which is expected to bring about greater integration and effectiveness of the Council's work.