

Atlantic Canada Opportunities Agency



**2002-2003
Estimates**

Part III - Report on Plans and Priorities

Minister of Industry

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Section I - Messages

Minister's Portfolio Message

Today, our people, our universities and our industries are successfully competing around the globe. At the same time, we have a democratic society and way of life that continues to be judged one of the best in the world. To continue our economic growth and social development, indeed, to continue our success as a nation, we must strive to be among the best in creating and commercializing new knowledge. We are committed to building a world-leading, knowledge-based economy and we need to be more innovative to stay competitive.

To support a nation of innovators, we are investing in the skills and abilities of all Canadians so that they can actively contribute to and participate in today's knowledge-based economy. By harnessing our human potential and talent, we can continue our economic success.

The Government of Canada is investing in research and development to improve the capability of our universities and private sector firms to compete internationally. To foster a culture of innovation, we are creating an environment that is favourable to innovation, an environment of trust and confidence, where the public and private interests are protected and there are marketplace incentives for innovation.

Whether stimulating the creation and use of knowledge, supporting the creation and development of businesses and industries, promoting inclusive economic growth, or ensuring a fair and equitable marketplace, each of the fifteen member organizations of the Industry Portfolio is contributing to Canada's innovation strategy. Their work with public and private sector partners across the country is key to Canada's success.

I am pleased to present the Report on Plans and Priorities for the Atlantic Canada Opportunities Agency, which describes their expected achievements and results over the next three years.

The Industry Portfolio organizations are:

- Atlantic Canada Opportunities Agency
- Business Development Bank of Canada*
- Canada Economic Development for Quebec Regions
- Canadian Space Agency
- Canadian Tourism Commission*
- Competition Tribunal
- Copyright Board Canada
- Enterprise Cape Breton Corporation*
- Industry Canada
- National Research Council Canada
- Natural Sciences and Engineering Research Council of Canada
- Social Sciences and Humanities Research Council of Canada
- Standards Council of Canada*
- Statistics Canada
- Western Economic Diversification Canada

* Not required to submit Reports on Plans and Priorities.

These plans illustrate ACOA's continued commitment of working in cooperation with Atlantic Canadians to increase economic development opportunities for the region. ACOA will work toward increasing the region's capacity to carry out leading-edge research and development and will assist community-level projects to help strengthen the economic base of communities. The Agency will also continue to actively pursue its trade, tourism, investment and entrepreneurship and business skills development priorities.

To secure Canada's continued success in the 21st century, we are committed to nurturing and developing the potential of all our citizens in every community across our nation. By investing in organizations like the Atlantic Canada Opportunities Agency, we will continue building an innovative economy and society for the benefit of all Canadians.

The Honourable Allan Rock

Minister of State's Message

As noted in the latest Speech from the Throne, the Government of Canada is focussed on building a world-leading economy driven by innovation, ideas and talent.

Atlantic Canada is striving to move from a resource-dependent economy to one increasingly driven by innovation, technology and export growth. To that end, the Government of Canada, through ACOA, has implemented the Atlantic Investment Partnership (AIP), a balanced mix of investments in the areas of innovation, trade and investment, entrepreneurship and business skills development, and rural and community economic development.

The Partnership builds on ACOA's past regional economic development successes and brings new resources and a stronger innovation focus to the Agency's existing strategies, priorities and programs.

As you will see in this Plans and Priorities document, ACOA continues to build on this renewed focus. The Atlantic Innovation Fund, the flagship component of the AIP, has generated an overwhelming response from the region's research institutions and business community.

A more innovative economy is a more productive economy. In the years to come, our capacity to innovate will determine precisely how well we compete and prosper globally.

There is already mounting evidence that a fundamental change is taking place in the attitudes of Atlantic Canadians. The region is becoming more entrepreneurial, more forward-looking and more innovative. Atlantic Canada, as a region, is becoming more confident in its ability to compete globally. While significant challenges may remain, we are more ready than ever to recognize and embrace new opportunities.

This Report reflects the Government of Canada's continued commitment to the economic development of Atlantic Canada. It sets out in clear, measurable and substantial objectives on how ACOA, working with its partners throughout Atlantic Canada, will help ensure that Atlantic Canadians benefit from a strong and competitive economy characterized by its creativity, innovation and sustainability.

The Honourable Gerry Byrne
Minister of State
Atlantic Canada Opportunities Agency

MANAGEMENT REPRESENTATION

Report on Plans and Priorities 2002-2003

I submit, for tabling in Parliament, the 2002-2003 Report on Plans and Priorities (RPP) of the Atlantic Canada Opportunities Agency.

To the best of my knowledge the information in this document:

- accurately portrays the Agency's plans and priorities;
- is consistent with the reporting principles contained in the *Guide to the preparation of the 2002-2003 Report on Plans and Priorities*;
- is comprehensive and accurate;
- is based on sound underlying Agency information and management systems;

I am satisfied as to the quality assurance processes and procedures used for the RPP production.

The reporting structure, on which this document is based, has been approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.

Name: _____
Dennis Wallace, President
Atlantic Canada Opportunities Agency

Date: _____

Section II – Raison d’être



The Atlantic Canada Opportunities Agency’s mission is to work in partnership with the people of Atlantic Canada toward the long-term economic development of the region to provide Canadians with:

- improved growth and competitiveness of Atlantic small- and medium-sized enterprises (SMEs), leading to increased productivity, earned incomes and job creation;
- economic opportunities for rural Atlantic Canada through community economic development; and
- greater economic activity in Atlantic Canada through national policies sensitive to the needs of the region.

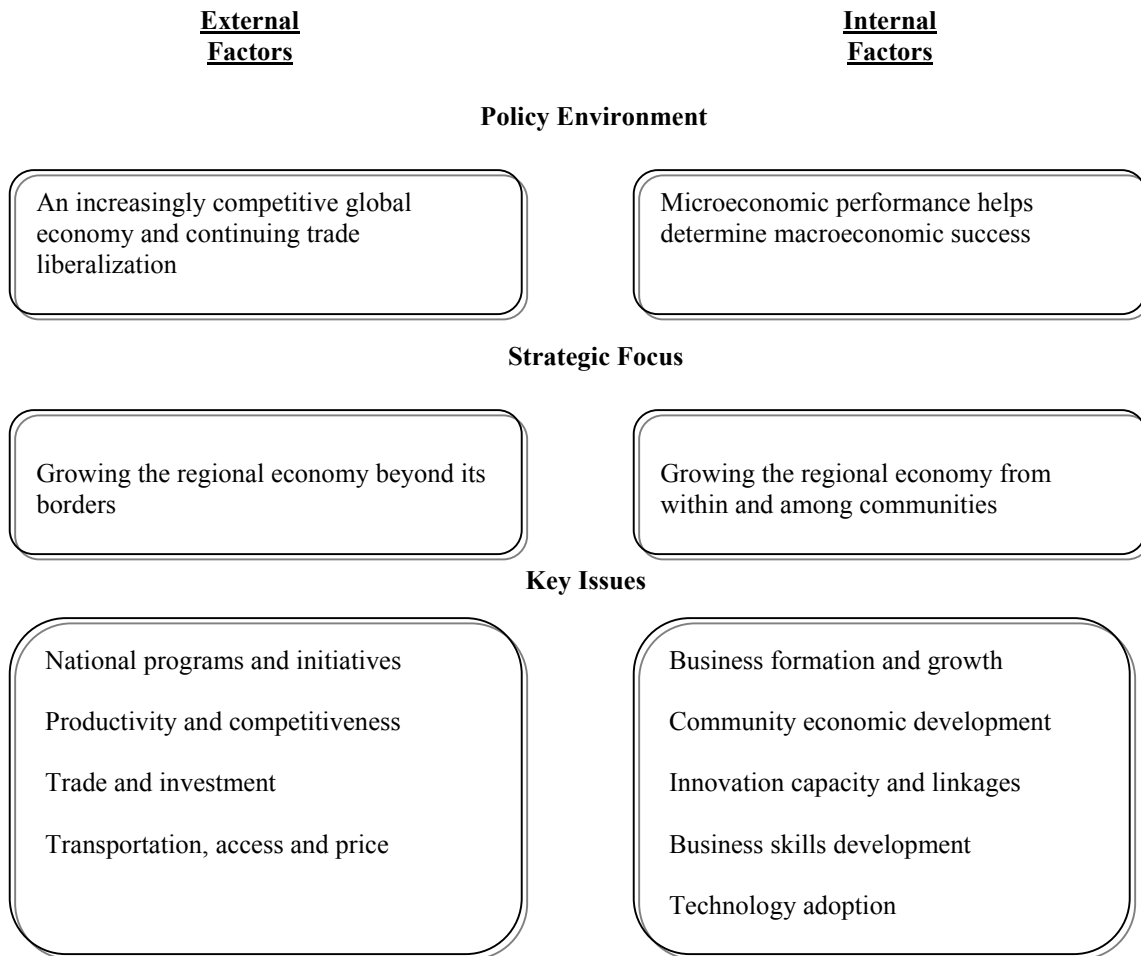
Section III – Strategic Outcomes

A. Agency Challenges

Among the primary issues facing ACOA are meeting the challenges of increasing per capita research and development expenditures, and raising overall productivity and employment levels.

In responding to these challenges, key factors need to be addressed as indicated in Figure 1 below.

Figure 1 - Regional Economic Development Framework



The Agency's primary focus is on small- and medium-sized enterprises with the aim of helping Atlantic Canadians innovate and compete in a global, knowledge-based economy through:

- increasing the region's capacity to carry out leading-edge research and development;
- contributing to the development of new technology-based economic activities;
- strengthening the export performance of the Atlantic region;
- implementing a new foreign investment strategy;
- improving the innovation and technical competencies of Atlantic SMEs;
- supporting strategic initiatives that help communities adopt new technologies; and
- improving the business management competency of Atlantic SMEs, thereby strengthening their ability to compete and prosper in the new economy.

In a diversified region such as Atlantic Canada, the specifics of these overall challenges vary from province to province. In Newfoundland and Labrador, the major economic challenge in community economic development lies in dealing with the continuing decline in population, particularly of rural youth, and the growing dichotomy between the economic opportunities of rural and urban areas. In dealing with the issue of business growth, the province must continue to promote successful industries such as marine, tourism and advanced technology, while working to diversify resource-based industries and increasing the benefits from oil and gas developments. However, the economic opportunities from oil and gas and the knowledge-based economy tend to be urban, particularly in St. John's. Newfoundland and Labrador must also deal with environmental concerns and looming transportation issues. All of these challenges need to be addressed within the constraints posed by the provincial government's fiscal position currently being aggravated by the economic downturn.

For Nova Scotia, raising the capacity and capability for research and development is a challenge that needs to be overcome to attain a more innovative economy. Partnering is key, between the R&D community and those requiring and conducting the commercialization of R&D results. Increases in the rate of technology adoption and skills development need to be made in order to advance productivity, particularly given the role natural resources play in the provincial economy.

Provincial growth has tended to concentrate in metro Halifax and adjacent areas, posing a challenge for rural areas. The requirements for Internet and broadband access among communities and the ongoing resource demands of traditional infrastructures are significant challenges for all levels of government. As well as moving toward a more innovative economy, the challenge for Nova Scotia in increasing incomes involves not only productivity and competitiveness, but increasing the range of exports, especially higher value-added products.

Prince Edward Island's main challenges in promoting business growth are to achieve further economic diversification through cluster development in the bio-resource, aerospace and industry technology sectors, to enhance sustainability in the traditional sectors, to strengthen the scientific and technical base of the province through skills development and training, and to ensure that value-added goods and services compete successfully in the international market.

The main issue for New Brunswick in growing the regional economy is to respond to the impact that the economic downturn will have on the primary sectors and exporting. Wood products are experiencing low prices and possible new export duties as the Softwood Agreement ends. The aquaculture industry is under pressure with large volumes of Chilean fish stocks being placed in the US market. This threatens over 2,000 aquaculture jobs in the province, mostly in the southwest. ACOA New Brunswick, in partnership with the provincial government, must identify and build on its key sectoral clusters. The province of New Brunswick also faces a labour market mismatch in which there are pockets of high unemployment and, at the same time, many technical jobs remaining vacant. The imminent closure of the Brunswick Mines in Bathurst and the troubled softwood industry have placed the northeast of the province in a highly vulnerable economic position. Due to the mine closure, there could be a loss of up to 2,500 jobs in the northeast by the year 2006. These developments represent the major issues facing community economic development.

B. Addressing the Challenges

The following table outlines the Agency's priorities by Strategic Outcome in addressing its challenges.

To provide Canadians with	Strategic Outcomes	Strategic Priority
<p>Improved growth and competitiveness of Atlantic small- and medium-sized enterprises, leading to increased productivity, earned incomes and job creation</p> <p>Resources: \$204.6</p>	<ul style="list-style-type: none"> • Employment, new business start-ups and expansion projects as a result of access to capital for Atlantic SMEs. • Increased opportunities for Atlantic Canadians to develop the motivation and business skills required to start and successfully grow their own businesses. • Development and commercialization of new technologies, increased innovation capacity and growth of strategic sectors/clusters. • More SMEs exporting, more export-ready SMEs, existing exporters selling more and to diversified markets. • Increased profitability, investment and wages in the tourism sector resulting from higher quality in-demand products that operate over longer seasons. • Increase in Foreign Direct Investment (FDI) in the Atlantic region. 	<ul style="list-style-type: none"> • Access to Capital and Information • Entrepreneurship and Business Skills Development • Innovation • Trade, Tourism and Investment
<p>Economic opportunities for rural Atlantic Canada through Community Economic Development (CED)</p> <p>Resources: \$84.9</p>	<ul style="list-style-type: none"> • Support to rural communities in developing and implementing strategic and operational plans to create self-sustaining economically viable communities. • Expanded access to government business services (financing, counselling and information). • Increased 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). • Communities' self-development and alternative employment in areas affected by the closure of the Atlantic groundfish fishery. 	<ul style="list-style-type: none"> • Community Economic Development
<p>Greater economic activity in Atlantic Canada through national policies sensitive to the needs of the region.</p> <p>Resources: \$6.7</p>	<ul style="list-style-type: none"> • Co-ordinated action by key stakeholders on a contemporary policy framework for economic development resulting in productivity growth and improved competitiveness. • A stronger positive impact on economic growth in Atlantic Canada as a result of federal policies and programs. 	<ul style="list-style-type: none"> • Policy, Advocacy and Co-ordination
<p>Total Resources \$296.2 Resources are for key activities in 2002-2003 only.</p>		

C. Plans and Priorities

The tables and information presented on Pages 14 - 23 describe ACOA's major planned results, related activities and resources for the next three years. Information is grouped to report on strategic outcomes, linking these outcomes to ACOA's strategic priorities:

- entrepreneurship and business skills development;
- trade, tourism and investment;
- innovation;
- access to capital and information;
- community economic development; and
- policy, advocacy and co-ordination.

Atlantic Investment Partnership

A new initiative, the Atlantic Investment Partnership launched in June 2001, builds on the success of ACOA programming by extending further support to productivity and competitiveness. The AIP takes a balanced and comprehensive approach to implementing ACOA's strategic priorities.

The AIP is a Pan-Atlantic initiative and encourages partnerships between key stakeholders including different levels of government, communities, businesses, universities, colleges and research institutes.

The major investments under the AIP are:

- \$300 million for the Atlantic Innovation Fund (AIF) which is designed to strengthen innovation capacity. This is achieved through new investments in research and development activities which lead to the commercialization of new products, services or technologies in economic sectors that have demonstrated potential for growth. An Advisory Board has been established for the AIF and includes highly knowledgeable individuals with experience in research and development, business, high technology and who are leaders in economic policy.
- \$123.6 million for the Trade and Investment as well as Entrepreneurship and Business Skills Development priorities.
- \$135 million for a Strategic Community Investment Fund (SCIF) in support of community economic development, assisting community-level projects which help strengthen the economic base of communities and create new opportunities for investment and job creation.

Activity under the SCIF has begun throughout the region. ACOA has met with community groups to discuss their economic development needs and identify strategic projects that have potential for SCIF funding. Eleven projects involving \$1.72 million in contributions towards total project costs of \$5.2 million have been approved and several more projects are currently under review.

Under the AIF, the Agency has received almost 200 proposals seeking a total of \$810 million toward project costs of \$1.5 billion. Of the submitted proposals 120 are from non-commercial institutions or organizations seeking a total of \$587 million in funding, and 75 are from commercial enterprises requesting a total of \$223 million in funding.

Entrepreneurship and Business Skills Development	Resources (\$ millions)		
	2002-2003	2003-2004	2004-2005
	21.0	22.0	22.2

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

Some Planned Results:
Increased awareness of the benefits of good management practices by promoting the benefits and usage of management training and skills development. Examples of activities include web sites, media advertisements and profiling successful entrepreneurs.

Increased use of management training products by providing business skills development opportunities such as courses, workshops and mentoring.

Enhanced awareness of entrepreneurship as a career option among young people by 2002-2003. Activities include working with the secondary and post-secondary education systems as well as promotion and awareness initiatives aimed at encouraging Atlantic Canadians to pursue entrepreneurship.

Trade

Resources (\$ millions)

2002-2003	2003-2004	2004-2005
17.3	22.4	22.4

Strategic Outcome:

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

Some Planned Results:

Increased number of potential exporters committed to exporting and meeting basic export readiness/skills requirements – 300 per year. To be achieved by providing regional trade information and support awareness of exporting as a growth option.

Increased number of new (first-time) exporters – 80 per year.

Develop and implement two sector export strategies per year.

100 existing exporters per year equipped with necessary information and skills.¹

40 existing exporters per year successfully securing new export markets.

¹ This target has been increased from 50 to 100 reflecting an increased emphasis on support to existing exporters (securing new export markets, Team Canada Atlantic missions).

Tourism

Resources (\$ millions)

2002-2003	2003-2004	2004-2005
47.0	47.9	49.3

Strategic Outcome:

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

Some Planned Results:

Investment and tourism development in strategic product and geographic areas.

Conversion from traditional resource-based activities to tourism in communities demonstrating sustainable competitive advantage.

Products that grow in quality, productivity, yield and appeal resulting in greater experiences and enhanced customer satisfaction.

More customers who visit at off-peak times of year, more markets reached with greater impact, increased export tourism receipts.

More effective use of resources from federal and other partners (e.g., provinces, private sector) through policy, advocacy and co-ordination and an enhanced stature for the tourism sector.

Investment

Resources (\$ millions)

2002-2003	2003-2004	2004-2005
4.9	5.0	5.0

Strategic Outcome:

Increase in foreign direct investment in the Atlantic region.

Some Planned Results:

Corporate investment, intelligence and investments lead by strengthening investment partnerships.

General information about the region as a prospective investment site and regional profiles as part of investment missions. Activities include developing an ACOA investment web site to provide information for site selectors/corporate investors.

Identification and analysis of the key factors influencing investment by foreign corporations in Atlantic Canada and developing information/awareness materials.

Innovation

Resources (\$ millions)		
2002-2003	2003-2004	2004-2005
60.0	86.0	81.0

Strategic Outcome:

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

Some Planned Results:

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

Start-ups of technology based SMEs – six per year.

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

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

Strengthened innovation system linkages through support to strategic technology networks.

New products and processes commercialized – 45 per year.

Increased awareness and use of e-commerce by SMEs in Atlantic Canada.

Improved level of new technology adoption and productivity by implementing TopTech sessions and a new technology adoption initiative for the wood products sector (NB).

Increased innovation awareness by implementing commercialization sessions matching university researchers and SMEs (NB).

Community Economic Development

Resources (\$ millions)		
2002-2003	2003-2004	2004-2005
84.9	64.4	46.2

Strategic Outcome:

Support to rural communities in developing and implementing strategic and operational plans to create self-sustaining, economically viable communities.

Some Planned Results:

Increased use of integrated community planning. Activities include assisting Regional Economic Development Organizations throughout Atlantic Canada to develop and implement strategic plans and to provide training in best practices in CED for municipalities in partnership with the Newfoundland Federation of Mayors and Municipalities.

Increased opportunities for economic development by helping communities strengthen their economic base through the Strategic Community Investment Fund.

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

Strategic Outcome:

Expanded access to government business services (financing, counselling and information).

Some Planned Results:

Increased number of government services/programs accessible at the local level, particularly in rural areas and Aboriginal communities, through completing the development of the Aboriginal Business Service Network throughout Atlantic Canada. Continuing to promote the outreach efforts of the Atlantic Canada Business Service Centres, strengthening ACOA presence in rural PEI, providing direct service to SMEs and economic development leadership in NB, and developing information networks with Aboriginal communities and Regional Economic Development Organizations in Cape Breton.

Community Economic Development (continued)

Strategic Outcome:

Increased 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.

Some Planned Results:

1,100 loans per year to help create or maintain approximately 2,600 jobs in rural areas.

Approximately 10,000 enquiries/information requests and counselling sessions per year.

Strategic Outcome:

Communities' self-development and alternate employment in areas affected by the closure of the Atlantic groundfish fishery (Canada Fisheries Adjustment and Restructuring initiative).

Some Planned Results:

Increased community leadership in areas related to economic development by continuing the implementation of strategic plans with/for regions and communities affected by the downsizing of the Atlantic groundfish fishery (NS and NF).

Sustainable SME and job creation in areas other than the traditional fish harvesting and processing occupations by supporting community self-development (NS and NF).

Policy, Advocacy and Co-ordination

Resources (\$ millions)		
2002-2003	2003-2004	2004-2005
6.7	6.7	6.7

Strategic Outcome:

Co-ordinated action by key stakeholders on a contemporary policy framework for economic development resulting in productivity growth and improved competitiveness.

Some Planned Results:

A sound basis for co-ordinated action of key economic stakeholders in Atlantic Canada by developing a diagnostic of the Atlantic economy that reflects the perspective of public and private sector stakeholders.

Credible rationale for a regional economic development strategy by developing an integrated policy framework in support of Atlantic economic development.

Information and analysis required to strategically seek regional opportunities.

Strategic Outcome:

A stronger positive impact on economic growth in Atlantic Canada as a result of federal policies and programs.

Some Planned Results:

Alignment between national policies and programming and regional development circumstances.

Improved access to federal contracts for Atlantic firms to build the industrial capacity of the region.

Secured significant Industrial and Regional Benefits for Atlantic firms on major defence procurement.

Incorporation of Atlantic Canada's interests in respect of national policies, programs and issues, and procurement.

Access to Capital and Information

Resources (\$ millions)		
2002-2003	2003-2004	2004-2005
54.4	54.4	54.4

Strategic Outcome:

Employment, new business start-ups, and expansion projects as a result of Access to Capital and Information for Atlantic SMEs.

Some Planned Results:

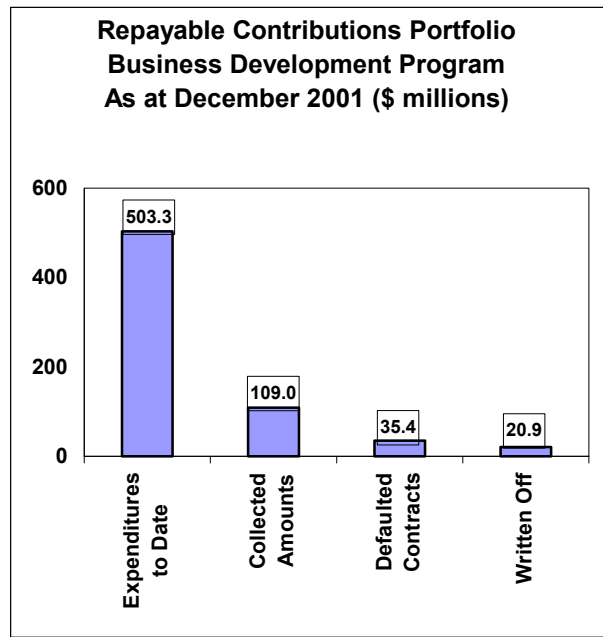
Approximately 450 Atlantic SMEs assisted to help them create employment, new sales, new business start-ups and increased productivity.

An expanded Consultant Advisor Services placing more emphasis on counselling/mentoring, skills development/product improvements and specific initiatives under trade and innovation strategic priorities.

Reinvestment in SME start-ups and expansions in Atlantic Canada as a result of loan repayments – approximately \$50 million per year.

To date, successful SMEs of the Business Development Program (BDP) have returned \$109 million of ACOA's investment.

The chart to the right gives a picture of the BDP Repayable Contributions Portfolio.² Under this program, full repayment of commercial assistance has been in effect since 1995.



² Of the \$503.3 million in expenditures, \$337.6 million are in active accounts receivable in accordance with the loan contract with the clients.

Corporate Administration

Strategic Outcome:

To ensure that ACOA's resources are efficiently and effectively managed and that administrative systems and services are in place to support management decision-making, accountability and operational control.

Some Planned Results:

Information on the effectiveness of ACOA's programs and services.

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

Progress toward equitable representation of all four target groups (Aboriginals, persons with disabilities, women and visible minorities) in line with external availability throughout the Agency.

Increased quality and availability of corporate information, completion of a fully integrated program management and finance reporting system, and continuation of the information quality initiative.

Section IV - Organization

A. Agency Business Lines

ACOA has one primary business line, Development. This business line includes the policy, planning and delivery functions directly related to ACOA's strategic outcomes outlined on Page 12. The second business line, Corporate Administration, captures the administrative costs of the Agency.

B. Development Business Line

Net Planned Spending and Full-Time Equivalentents (FTEs):

Forecast Spending 2001-2002		Planned Spending 2002-2003		Planned Spending 2003-2004		Planned Spending 2004-2005	
\$ millions	FTEs	\$ millions	FTEs	\$ millions	FTEs	\$ millions	FTEs
297.2	415	426.2	431	415.1	431	377.9	431

C. Corporate Administration Business Line

Net Planned Spending and Full-Time Equivalentents (FTEs):

Forecast Spending 2001-2002		Planned Spending 2002-2003		Planned Spending 2003-2004		Planned Spending 2004-2005	
\$ millions	FTEs	\$ millions	FTEs	\$ millions	FTEs	\$ millions	FTEs
19.7	129	20.5	129	20.3	129	20.3	129

D. Accountability

The Honourable Allan Rock, Minister of Industry, is responsible for ACOA. The Honourable Gerry Byrne, Minister of State, ACOA, reports to the Minister of Industry. Mr. Dennis Wallace, President of ACOA, is responsible for the Development and Corporate Administration business lines and reports to the Minister of Industry and the Minister of State.

E. Responsibilities

2002-2003 Resources by Responsibility Area (\$ millions)						
Business Line	Regions	Policy and Programs	Human Resources	Finance and Corporate Services	All Other*	Total
Development						
431 FTEs	289.7	131.3	0.3	4.9	-	426.2
Corporate Administration						
129 FTEs	5.1	0.5	1.4	10.1	3.4	20.5
Total Planned Spending						
560 FTEs	294.8	131.8	1.7	15.0	3.4	446.7

*Other: Legal Services, President, Minister of State, Minister, Advisory Board

F. Agency Planned Spending

(\$ millions)	Forecast Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
Total Main Estimates	351.7	446.7	435.4	398.2
Adjustments *	(34.8)			
Net Planned Spending	316.9 **	446.7	435.4	398.2
Less: Non-responsible revenue	60.3	59.0	59.0	59.0
Plus: Cost of services received without charge	4.1	4.4	4.4	4.4
Net cost of Program	260.7	392.1	380.8	343.6
Full-Time Equivalents	544	560	560	560

*Adjustments are to accommodate approvals obtained since the Main Estimates and are in respect of programming to be carried out under the Atlantic Investment Partnership initiative.

**Reflects the best forecast of total net planned spending to the end of the fiscal year.

ANNEX

The following tables may be accessed from the ACOA web site (<http://www.acoa-apeca.gc.ca>).

Table 4	Summary of Transfer Payments
Table 5	Details on Transfer Payments Programs
Table 6	Non-Respendable Revenue
Table 7	Net Cost of Program for the Estimates Year
Table 12	Government-wide and Horizontal/Collective Initiatives <ul style="list-style-type: none">• Sustainable Development Strategy• Government On-Line• Federal Government Rural Policy• Citizen Centred Service Delivery• Section 41 of the <i>Official Languages Act</i>• Aboriginal Economic Development• Regional Federal Council and Policy Initiatives

More information on ACOA's programs and a full list of the Agency publications may be obtained from the ACOA website (<http://www.acoa-apeca.gc.ca>) or upon request from :

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