

Horizontal Initiatives

Attachment to ACOA's Departmental Performance Report for the period ending March 31, 2005

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Atlantic Canada Tourism Partnership

1. Name of Horizontal Initiative		2. Name of Lead Department	
Atlantic Canada Tourism Partnership (ACTP)		ACOA	
3. Start Date of the Horizontal Initiative	4. End Date of the Horizontal Initiative	5. Total Federal Funding Allocation	
April 1, 2003	March 31, 2006	\$9.95 million	
6. Description of the Horizontal Initiative			
<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 the partnership is 50% (\$9.95 million) from ACOA, 30% (\$6.0 million) from the Provinces, and 20% (\$4.0 million) from the industry associations. Contributions from ACOA and the Provinces are in the form of cash; contributions from industry associations include cash, in-kind and other cash 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. Name of Program	11. Total Allocation	12. Forecasted Spending for 2004-2005	13. Actual Spending in 2004-2005	
United States Marketing Initiative	\$8.30 million	\$2.76 million	\$2.85 million	
Results for 2004-2005			14. Planned	15. Achieved
Return on Investment: measurable tourism revenues generated per partner dollar invested in marketing/media campaigns			\$10 to \$1	\$20.25 to \$1.00
Number of information requests directly related to the project			130,000	186,800
Number of visitor parties directly related to the project			32,000	59,000
Dollar amount of annual visitor spending on goods and services directly related to the project			\$41.0 million	\$66.9 million
16. Comments on Variances				
ACTP developed an Internet conversion model to assess the impact of travellers who preferred to download tourism information directly from the Internet, rather than request literature through conventional means. The inclusion of these <i>anonymous Internet inquiries</i> into its conversion research enabled ACTP to measure the impact of anonymous Internet inquiries on media-generated party visits and tourism-related spending/revenues. This inclusion resulted in an additional 42,000 anonymous inquiries, 18,000 party visits and an additional \$20.5 million in media-generated tourism spending.				

10. Name of Program	11. Total Allocation	12. Forecasted Spending for 2004-2005	13. Actual Spending in 2004-2005
Overseas Marketing Initiative	\$1.19 million	\$0.397 million	\$0.21 million
Results 2004-2005		14. Planned	15. Achieved
Return on Investment: measurable tourism revenues generated per partner dollar invested in marketing/media campaigns		\$5 to \$1	\$8.76 to \$1.00
Number of visitor parties directly related to the project		80,000	Not available
Dollar amount of annual visitor spending on goods and services directly related to the project		\$96.0 million	Not available
Incremental revenue: revenue as a direct result of the program		\$3.26 million	\$5.72 million
16. Comments on Variances			
<p>Statistics on the number of tourism-related visits and annual visitor spending in Atlantic Canada for 2004 are obtained from Statistics Canada's International Travel Survey. Statistics Canada is not expected to announce or release 2004 statistics until September or October 2005.</p> <p>Statistics for 2003 indicate there were 83,100 overnight person-trips made to Atlantic Canada from the ACTP's targetted overseas markets, and that these visitors spent \$96.3 million in the Atlantic region.</p>			

17. Results to be Achieved by Non-federal Partners (if applicable)		
N/A		
18. Contact Information	19. Approved by	20. Date Approved
Rob McCloskey, Director General, Tourism Atlantic Atlantic Canada Opportunities Agency Telephone: (902) 626-2479 E-mail: rmcclosk@acoa-apeca.gc.ca	Rob McCloskey, Director General, Tourism Atlantic	July 14, 2005

Canada / Atlantic Provinces COOPERATION Agreement on International Business Development

1. Name of Horizontal Initiative		2. Name of Lead Department	
Canada / Atlantic Provinces COOPERATION Agreement on International Business Development (IBDA)		ACOA	
3. Start Date of the Horizontal Initiative	4. End Date of the Horizontal Initiative	5. Total Federal Funding Allocation	
April 1, 1994	March 2004 Negotiations are underway for a five-year renewal.	\$9.1 million	
6. Description of the Horizontal Initiative			
<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 (70/30).</p>			
7. Shared Outcomes			
<p>The shared outcomes for the IBDA are as follows, and support ACOA's priority outcome for Trade:</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. Name of Program	11. Total Allocation	12. Forecasted Spending for 2004-2005	13. Actual Spending in 2004-2005
International Business Development Agreement (IBDA)	\$9.1 million (since 1994)	\$1.4 million	\$1.2 million

14. Planned Results 2004-2005		15. Achieved Results 2004-2005
Planning and Research: <ul style="list-style-type: none"> • Enhanced Atlantic co-ordination in international business development • Increased/first-time sales by participants • More first-time exporters in targeted sectors/markets 	Not available; surveys were not completed at print time.	
Training and Awareness: <ul style="list-style-type: none"> • Increased company capabilities and likelihood of success in target markets • Increased/first-time sales by participants 	Not available; surveys were not completed at print time.	
Market Information and Intelligence: <ul style="list-style-type: none"> • Companies better able to access market information and intelligence • First-time sales by participants 	Not available; surveys were not completed at print time.	
International Business Development Activities: <ul style="list-style-type: none"> • Increased/first-time sales by participants • Increased first-time exporters 	Not available; surveys were not completed at print time.	
16. Comments on Variances		
Variances between planned and actual expenditures can be attributed to expenditures coming in at less than forecasted.		
17. Results to be Achieved by Non-federal Partners (if applicable):		
Not available, as surveys were not completed at print time.		
18. Contact Information:	19. Approved by:	20. Date Approved:
Serge Langis, Director General, Trade and Investment, Atlantic Canada Opportunities Agency Telephone: (506) 851-6240 E-mail: serge.langis@acoa-apec.ca	Serge Langis, Director General, Trade and Investment	August 31, 2005

Team Canada Atlantic

1. Name of Horizontal Initiative		2. Name of Lead Department	
Team Canada Atlantic (TCA)		ACOA	
3. Start Date of the Horizontal Initiative	4. End Date of the Horizontal Initiative	5. Total Federal Funding Allocation	
April 1999	March 2007	\$6.08 million	
6. Description of the Horizontal Initiative			
<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 \$4.64 million has been spent on TCA missions. Overall, mission participants reported actual sales of more than \$35 million.</p> <p>The core of the TCA approach is the trade mission, which enables small and medium-sized businesses from across Atlantic Canada to meet with potential buyers, agents, distributors and strategic partners in the United States. The mission format features a comprehensive program that equips private sector participants with the knowledge, contacts and advice they require to make the best of their international opportunities before, during and after their venture abroad. Missions also provide the Government of Canada and the Atlantic provincial governments with crucial opportunities to promote the region as a tremendous location for foreign investment.</p>			
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 10 missions to United States markets, involving 300 companies, nearly 2,500 business meetings, and resulting with more than 35 million dollars actual 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			
<ul style="list-style-type: none"> • 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 (<i>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.</i>) 			
10. Name of Program	11. Total Allocation	12. Forecasted Spending for 2004-2005	13. Actual Spending in 2004-2005
Team Canada Atlantic	\$6 million: ACOA \$72,000: AAFC	\$1.2 million: ACOA \$12,000: AAFC	\$349,653: ACOA \$6,000: AAFC
2004-2005 Results		14. Planned	15. Actual
Increased export-readiness for SMEs		60 SMEs	27 SMEs
Increased export sales (long term) by SMEs		\$20 million	\$32.86 million
Increased number of potential buyers in export markets		180	176
16. Comments on Variances			
Two missions were planned for 2004-2005 but, because of different circumstances (e.g. U.S. elections, large trade shows), the Canadian Consulate General in Chicago was not able to provide the level of service required to host a TCA mission during the fall of 2004. For that reason, the first mission to Chicago planned was postponed until April 2005. Therefore, the results for 2004-2005 only take into consideration one mission (Tier 2 to Washington D.C).			
17. Results to be Achieved by Non-federal Partners (if applicable)			
Not applicable			
18. Contact Information	19. Approved by	20. Date Approved	
Serge Langis, Director General, Trade and Investment, Atlantic Canada Opportunities Agency Telephone: (506) 851-6240 E-mail: serge.langis@acoa-apeca.gc.ca	Serge Langis, Director General, Trade and Investment	August 31, 2005	

Rural Development / Canadian Rural Partnership

(Lead department: Agriculture and Agri-Food Canada)

The Prince Edward Island Rural Team continued a horizontal partnership approach, as a committee of the PEI Federal Council, to support the needs of rural Prince Edward Island. Repopulation and youth have been identified by the team as priority areas for its activities. The Team supported rural youth activities, and assisted the volunteer sector through skills development. The team continued to engage rural citizens in dialogues, support the implementation of the National Rural Policy Framework, and review the governance structure of the PEI Rural Team.

Rural Team Nova Scotia was active in gathering input on rural issues through dialogue with rural citizens, including youth, persons with disabilities, and African-Nova Scotians. Ten meetings were held with an average total attendance of 14 per meeting (average number of government representatives, 10; average number of rural community representatives, 4). The Team appointed the first Provincial Co-chair from the Nova Scotia Office of Economic Development. The Team also supported the preparation of an Atlantic Regional Discussion Paper on Rural Repopulation and held two successful Dialogue Workshops on Rural Repopulation at the ACOA/NS Partners Forum 2005 with a total attendance of 95. The participation of six rural community representatives-at-large continued to be supported on the Nova Scotia Rural Team. 20 rural Nova Scotia citizen delegates plus four rural youth delegates were supported to attend the National Rural Conference in Red Deer, Alberta, in October 2005. HeartWood Centre's Rural Youth Action Team Model was approved as a national model of rural community capacity-building for \$860,000 over three years. The Coastal Community Network was approved as the Nova Scotian Rural Co-ordinating Organization for \$160,000 over two years. The Team also contributed to the development of the National Rural Framework.

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

The Newfoundland and Labrador Rural Team participated in two rural dialogue activities and associated follow-up. It also continued dialogue with the Province, particularly the newly formed Rural Secretariat. The Team participated in one rural research initiative, in partnership with the Newfoundland and Labrador Federation of Municipalities. The Team conducted an evaluation at the community, provincial and federal levels of two models for development under the Models Program. The Team also continued team building to include representation from youth and education. An initial meeting was held with representatives of the Newfoundland Federation of Indians (FNL) to explore the idea of hosting a dialogue focussed on Aboriginal Economic Development and the types of supports that could most effectively assist the FNL to identify and implement strategic objectives. The FNL representatives were receptive to the idea, and proposed to consult internally to further develop the concept.

Team Canada Inc.

(Lead department: International Trade Canada)

The horizontal initiative of Team Canada Inc. (TCI) includes a partnership of 15 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 in 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://exportsource.ca>.

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

(Lead department: Infrastructure Canada)

The \$2.05-billion Infrastructure Canada Program (ICP) was created in 2000 to enhance municipal infrastructure in urban and rural communities across the country, and to improve Canada's quality of life through investments that protect the environment and support long-term economic growth. Since agreements were signed by the four Atlantic Provinces, from October 2000 to March 31, 2005, approximately \$169 million in federal funds have been committed to over 630 approved projects under the ICP.

The Minister of State (Infrastructure and Communities), supported by 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 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). ACOA is well ahead of target on green objectives, with 85% of federal funds having been directed to projects in this category.

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, culture, recreation, tourism, environmental energy improvements and connectivity. Agreements are in place with two Atlantic Provinces and negotiations are ongoing with the remaining two jurisdictions.

U.S. Enhanced Representation Initiative

(Lead department: Foreign Affairs Canada)

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

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

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

ACOA has contributed to the attainment of ERI priorities in the areas of political and trade policy advocacy and international business development, with projects developed for women exporters and attraction of venture capitalists for investment within the region during the 2004-2005 fiscal year. Moreover, ACOA secured placement of five staff members during the year in various short- and long-term assignments throughout the U.S., benefiting both the trade and investment opportunities for Atlantic Canadian SMEs.

ERI Partners

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

Canada Business Service Centres

(Lead department: Industry Canada)

The network of Canada Business Service Centres (CBSCs) was established to improve service to small businesses 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 10 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 CBSCs 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. The CBSCs have expanded their outreach by developing co-operative arrangements with many parties involved in business development to ensure easier access to the CBSCs' information holdings 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 (ABSN) sites.

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 core CBSC operations was \$3.3 million for the 2004-2005 fiscal year and \$2.7 million in each of the 2003-2004 and 2002-2003 fiscal years. Operating costs are shared through a variety of collaborative arrangements with the Provinces and other on-site partners.

The Atlantic CBSCs have continued to assess the need for improvements to their partnerships approach. As a result, two new sites were introduced in Prince Edward Island with the addition of the Women in Business Association and the Entrepreneurs Forum; and the Nova Scotia CBSC added the Nova Scotia Association of RDAs (Regional Development Agencies) as an on-site partner. In Newfoundland and Labrador, the partnership was strengthened with the addition of the Aerospace and Defence Industry Association of Newfoundland and Labrador as a co-located partner. As well, one new ABSN site was added in Happy Valley-Goose Bay (a partnership with the Métis Nation). The New Brunswick CBSC established a satellite office with a partner site in Shediac. The Atlantic CBSCs also conducted a general review of existing sites, which identified some improvements but, more importantly, a number of sites where the lack of

fit between the respective parties' evolved mandates warranted a discontinuation of the arrangement. Thus, the overall number of partnership sites has been reduced to 103 from the previous year's high of 110.

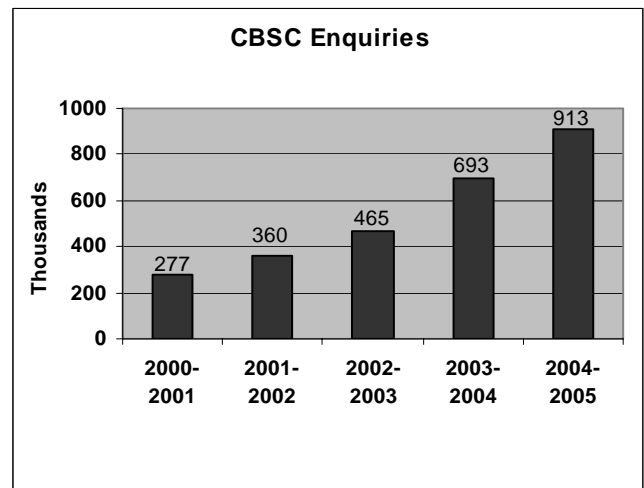
The Atlantic CBSCs undertook many activities aimed at strengthening the relationship with other intermediaries such as local banks, educational institutions and other business groups. The preferred activities included information sessions and tours of the centres to broaden awareness of the services available to the business community, as well as increased promotion activities.

All CBSCs have also developed new information products for their varied audiences. Examples include Info Guides to assist business clients, including Aboriginals, in such areas as human resources, export, labelling, federal and provincial procurement and Aboriginal start-ups.

During 2004-2005, the Network of Canada Business Service Centres was awarded the 2004 United Nations Public Service Award in the category of "Improvement of Public Service Results" for "Information Service for the Business Community."

Finally, the Atlantic CBSCs still have not been able to identify a cost-effective replacement to their aging telephony system. To date, all efforts have confirmed that replacement is currently not cost-effective; however, new leads have arisen requiring further analysis and research.

CBSC e-interactions with clients are steadily increasing. In 2004-2005, interactions from all modes of service increased 30% over the previous year. Volumes of services provided through traditional modes have decreased by almost 17.6% since 2001-2002, while the volume of clients served via the Internet has increased by a factor of 2.5 over the same period. Qualitative findings from the last CBSC evaluation¹ indicated that 98% of the clients interviewed agreed that referral contact information was accurate, and that 85% were either satisfied or very satisfied with the information they received.



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

¹ Goss Gilroy Inc., *Evaluation of the Atlantic Canada Business Service Centres*, October 2002.

Canadian Agriculture and Food International Program

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

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

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

For more information on the CAFI program, see the Web site at:
http://www.agr.gc.ca/int/cafi-picaa/index_e.php?page=intro.

Aboriginal Economic Development

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

The Agency continues to co-ordinate its involvement in Aboriginal economic development through the Industry Canada-led Interdepartmental Committee on Aboriginal Business Development (ABD) and is continuing efforts with INAC, DFO and HRSDC on assisting in capacity development with the Aboriginal fishery that has developed as a result of the programming efforts since the Marshall court decision. As part of the ABD initiative, the Agency has committed funding for an extension to the Access to Capital initiative to 2006, and has implemented collaboratively with federal partners to strengthen the capabilities of Atlantic Canada's only Aboriginal Capital Corporation, Ulnooweg Development Group Inc. Agreement has also been reached to provide funding, in collaboration with INAC, on a three-year training program leading to greater CANDO certification for Aboriginal Economic Development Officers.

ACOA has continued efforts to improve and strengthen the Aboriginal Business Service Network (ABSN). One additional community in Newfoundland and Labrador (Happy Valley-Goose Bay, a partnership with the Métis Nation) has joined the Network. Other notable improvements include:

1. additional client-focussed signage;
2. a newly-designed and purchased ABSN booth used at national and Atlantic conferences and other events such as CANDO 2004 and the Assembly of First Nations' Circle of Trade;
3. increased information sessions on a wide range of subjects;
4. expansion of the resource collections at all ABSN sites including updated signage;
5. continued development of e-tools available on-line such as the Business Events Calendar, Sector Studies, How-to Guides and a number of Aboriginal-specific Info Guides; and
6. continued support and training for all ABSN sites throughout the Atlantic region. In addition, in New Brunswick, revamped Memorandums of Understanding have been signed with 11 ABSN sites.

In Nova Scotia, the Mi'kmaq - Nova Scotia - Canada Tripartite Forum was established on July 2, 1997. Through the Tripartite Forum, the Nova Scotia Mi'kmaq, the Province of Nova Scotia and the Government of Canada engage in nation-to-nation discussions designed to implement the Mi'kmaq Nation's right to self-determination. The forum comprises three levels of committees: 1) an Executive Committee; 2) an Officials Committee; and 3) a number of working committees. All levels include representation from each of the three parties: the Nova Scotia Mi'kmaq, the Province of Nova Scotia and the Government of Canada. All parties agree to work together without prejudice and by consensus to discuss and resolve issues of mutual concern.

One of the working committees, the Nova Scotia Tripartite Economic Development Committee (co-chaired by ACOA), meets regularly to identify barriers to economic development in the First Nations communities. This committee continues to be an effective forum for dialogue on issues and on building partnerships to enhance Aboriginal economic development. The committee works to address some Nova Scotia's First Nations' economic development needs by placing a strong emphasis on youth, entrepreneurship and the need to examine the constraints to business and economic development in Aboriginal communities. Projects are completed using shared funding arrangements designed to ensure community benefits are derived by all 13 Nova Scotia First Nations.

Examples of some of the significant Aboriginal accomplishments in Nova Scotia that are supported by ACOA, INAC and the Province of Nova Scotia include:

- improving Bear River's First Nation Heritage and Cultural Centre into a Heritage Gallery and tourist attraction showcasing Mi'kmaq Art, History and Culture;
- assisting the Millbrook Band Council in its efforts to 1) train 15 Millbrook residents (Aboriginal) at its Arctic Char facility, and 2) establish a customer IT service facility;
- providing operational support to Ulnuweg Development Group, Atlantic Canada's only Aboriginal Capital Corporation to ensure it can continue efforts to improve operational performance; and
- assisting other communities pursuing community economic development opportunities and capacity building with ACOA assistance, including Membertou (trade and community centre), Chapel Island (tourism), Eskasoni (training and entrepreneurship development), Wagmatcook (heritage complex), and Whycocomagh (tourism development).

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 reserves. JEDI focusses on practical, results-oriented undertakings that facilitate capacity building, entrepreneurship, and education and training initiatives designed to develop the skills essential for individual and community self-reliance.

During 2004-2005, a strategic planning process for JEDI was completed, which resulted in the identification of strategic priorities and a new operating structure, including a new Priorities and Planning Committee that will provide direction to JEDI working groups.

Examples of the accomplishments of JEDI include:

- the JEDI newsletter, which features articles on successful Aboriginal entrepreneurs;
- the promotion of Aboriginal Awareness Week and National Aboriginal Day;
- the delivery of three Training Certification Courses from the Council for the Advancement of Native Development Officers (CANDO) to New Brunswick economic development organizations;
- a two-day workshop on “Achieving Excellence in Aboriginal Ecotourism”; and
- the development of several communication products focussing on Aboriginal businesses and profiling Aboriginal entrepreneurs. One such product was an Aboriginal Info Guide developed by the New Brunswick CBSC: *Jurisdiction Issues to Consider for Operating a Business in a First Nation Community*.

In addition, 36 Aboriginal students enrolled in the First Nations Business Administration Certificate Program at the University of New Brunswick. Finally, New Brunswick successfully hosted the CANDO 11th Annual National Conference and Annual General Meeting in Fredericton. Over 50 speakers provided a variety of speeches, panel discussions, workshops and presentations to 350 delegates. An Atlantic Working Group comprising Aboriginal Economic Development Officers from New Brunswick and Nova Scotia provided the direction and organization of this event.

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 portion of Lennox Island First Nation’s 10-year eco-tourism strategy. During 2004-2005, ACOA supported an economic development strategy project for the Mi’kmaq Confederacy of Prince Edward Island in an effort to assist the organization with its efforts in this regard with the overall Prince Edward Island Aboriginal community. A significant number of projects are emerging, as ACOA continues to improve its day-to-day relationships with the province’s two Aboriginal communities.

In Newfoundland and Labrador, ACOA has contributed significantly to increased co-ordination of federal support for Aboriginal development. For example, ACOA worked in partnership with the Federal Council to host forums on the implications of the negotiations of the Federation of Newfoundland Indians to achieve landless band status

Aboriginal benefits accruing from the Voisey’s Bay Nickel Project:

- Total procurement for the Voisey’s Bay project as of December 31, 2005 was \$810.5 million: \$496 million (61%) to Aboriginal companies, \$176 million (22%) to other companies of Newfoundland and Labrador.
- More than 3,200 people were employed on all facets of the Voisey’s Bay project in 2004, of which more than 2,500 (78%) were residents of Newfoundland and Labrador, and more than 580 of those were members of either the Innu Nation or the Labrador Inuit Association (23% of the Newfoundland and Labrador portion, and 18% of the total).

and on the settlement of the Inuit land claim. ACOA continues to chair two committees that support Aboriginal economic development associated with the Voisey's Bay Nickel Project: the Voisey's Bay Interdepartmental Co-ordinating Committee, and the Voisey's Bay Federal Aboriginal Co-ordinating Committee. ACOA works with members of this committee, such as Aboriginal Business Canada, INAC, HRSDC and with Aboriginal economic development organizations and the Regional Economic Boards to identify opportunities and help broker financing and other support.

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

- the Métis Development Corporation Strategic Tourism Plan for the Red Bay-to-Cartwright area;
- the exploration and development of feldspar mining opportunities by the Labrador Inuit Development Corporation through its wholly-owned subsidiary, Torngait Ujaganniavingit Corporation;
- the Innu Mikun Airlines provision of a charter air service to the Voisey's Bay area;
- Miawpukek First Nation events associated with the 2004 Acadian celebrations, including the ninth annual Powwow, construction of a canoe to sail to the French islands of Saint-Pierre and Miquelon for celebrations and the re-construction of a village at Jipujij'kuei Kuespem Nature Park;
- the Federation of Newfoundland Indians' restoration of the historical court house in the Town of St. George's, by the St. George's Indian Band Council to house an exhibit on the major influences on the province's west coast Mi'kmaq community; and
- the Innu Business Development Centre, the Nunatsiavut Business Centre and the Labrador Métis Business Centre (established in partnership with the Innu Nation, the Labrador Inuit Association and the Métis Nation) increased capacity to support the development of Aboriginal businesses.