

2004-05 Annual Report

Department of Innovation, Trade and Rural Development



GOVERNMENT OF
NEWFOUNDLAND AND LABRADOR

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Paper

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Reference Period

This report covers the period April 1, 2004 through March 31, 2005, the fiscal year of the government of Newfoundland and Labrador.

Published by

The Department of Innovation, Trade and Rural Development

Government of Newfoundland and Labrador

ISBN 0-9736635-0-2

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Message from the Minister



I am pleased to present the 2004-05 annual report of the Department of Innovation, Trade and Rural Development. This report fulfills our responsibility to publish an annual report that will be tabled in the House of Assembly, as required under the new *Transparency and Accountability Act*.

Over the past year, government consulted with the people of the province to determine what is needed to promote and support economic development in the various regions of the province. This led government to launch a Comprehensive Regional Diversification Strategy which draws upon regional strengths complemented by government programs that will result in long-term sustainable employment for the people of the province.

We also held consultations across the province on an Innovation Strategy, we launched a new Marine Technology Development Strategy and we began to develop a broadband infrastructure program. In addition, recognizing the importance of being innovative and progressive in a globally competitive, knowledge-based economy, we established a separate branch of Innovation, Research and Advanced Technology headed by an Assistant Deputy Minister.

Within the department, a new branch of Regional Development was formed with its own Assistant Deputy Minister that will focus its regional and rural efforts more on business and economic development. Government also operationalized a Rural Secretariat that will build on the work of the Strategic Social Plan and its regional steering committees.

During 2004-05, government began a comprehensive review of all public service programs and services. The result for our clients was new and enhanced programming for business and economic development. Government established a \$10 million revolving fund to finance small and medium-sized businesses, and increased the budget for the department's Business and Market Development Program from \$500,000 to \$1 million. Government also established a \$5 million Regional/Sectoral Diversification Fund.

Within my department staff worked on a strategic plan for the department as a whole, and for each of its divisions, with strong linkages between divisions and regions. This review process looked at all of the department's programs and services and surveyed external clients with the goal of providing better service to clients consistent with government's overall program renewal exercise. I am proud of the energy and effort that staff displayed in these planning processes, and in all their work. I thank them for their efforts on behalf of the citizens of Newfoundland and Labrador.

A handwritten signature in black ink that reads "Kathy Dunderdale". The signature is written in a cursive, flowing style.

Kathy Dunderdale
Minister

Departmental Overview

Mandate and Mission

The mandate of the Department of Innovation, Trade and Rural Development is "to foster and promote economic development by encouraging investment, promoting strategic opportunities, and maximizing business and employment growth in all regions of the province."

Development activities are focussed on the creation of competitiveness at all levels of the economy, from fostering an environment for individual firms to compete successfully in the marketplace, to establishing effective public policies that support a framework for foreign investment decisions. The decisions made by the department are guided by the principle of prosperity for people, in all parts of the province, through the creation of wealth.

The department operates five lines of business:

- regional economic development;
- business development and strategic industries;
- innovation, research and advanced technologies;
- trade and export development; and
- business attraction and investment prospecting.

These lines of business are supported by three corporate service areas: strategic marketing and promotions; policy and strategic planning; and portfolio management and administration. In addition, the department is responsible for coordination of the Ireland Business Partnership, the Strategic Partnership Initiative, Nearshore Atlantic, the Provincial Nominee Program and federal-provincial economic development issues and agreements.

Organizational Profile

During 2004-05, the department employed approximately 167 staff. Sixty per cent worked in the corporate office, including positions in Marystown, with the remainder assigned to the regional and field offices. The department is organized geographically as listed below and presented in more detail in the appendices.

- a corporate office in St. John's and Marystown (Portfolio Management Division) responsible for policy and program development, strategic planning and overall departmental administration;
- five regional offices in Happy Valley-Goose Bay, Corner Brook, Gander, Clarenville and St. John's that manage the delivery of most client programs and services;
- seventeen field offices that deliver front line programs and services to clients; and
- staff co-located at the Canada/Newfoundland and Labrador Business Service Centre.

Provincial outreach is carried out through regional and field offices with the support of corporate divisions. Regional development services are provided through regional and field offices, and are coordinated with the efforts of the regional development groups, other funding partners, the Rural Secretariat and local area or industry associations. International outreach is coordinated through corporate headquarters under the leadership of the trade and investment branch, aided by regional and other corporate divisions.

A Central Services group, based in the Department of Municipal and Provincial Affairs, provides administrative support to the department. This includes human resources, information technology, and finance and general operations.

Budget

The department's total expenditures in 2004-05 were approximately \$25.12 million, which included \$2.39 million for economic development projects cost-shared with the federal government. The department received \$2.98 million in revenues from its business investment portfolio and approximately \$36,000 in revenues from miscellaneous sources. Allowing for all revenues, including \$1.74 million in federal contributions to cost-shared projects, the department's net expenditures were approximately \$20.37 million in 2004-05.

External Boards, Corporations and Agencies

A number of external boards, corporations and agencies reported to the Minister in 2004-05:

- Business Investment Corporation;
- Economic Diversification and Growth Enterprises (EDGE) Board;
- Newfoundland Hardwoods Limited;
- Newfoundland Ocean Enterprises Limited; and
- NETWORK Newfoundland and Labrador.

The mandate of the Business Investment Corporation is to direct the management of the investment portfolio of the department, and to administer new investments made through the Strategic Economic Development Fund, the Fisheries Loan Guarantee Program and the Aquaculture Working Capital Fund. The Business Investment Corporation published a separate annual report in 2004-05.

The mandate of the EDGE Evaluation Board is to evaluate applications submitted through the Economic Diversification and Growth Enterprises program and make recommendations on those applications to Cabinet through the Minister of Innovation, Trade and Rural Development.

Newfoundland Hardwoods Limited and Newfoundland Ocean Enterprises Limited were not active during the 2004-05 fiscal year. Information on NETWORK Newfoundland and Labrador is provided in Section Five of this report.

In addition, the Red Tape Reduction Task Force was housed in and began its work in the department during 2004-05. In summer 2005, it was relocated to the Department of Business.

Client Programs and Services

A list of the department's programs and services can be found in *Appendix B*.

Key Priorities and Achievements

1. Regional Economic Development

The Department of Innovation, Trade and Rural Development contributes to ensuring that all regions share in the province's economic progress. The department develops and delivers services and programs to maximize the effectiveness of economic development initiatives so that regional boards and other regional stakeholders achieve their goals. Staff work to identify pan-provincial needs in skill development, organizational management and information needs. A significant goal is a coordinated federal and provincial approach to regional economic development in support of local organizations.

New Initiatives in Regional Economic Development

In March of 2005, government announced a new Comprehensive Regional Diversification Strategy. This plan draws upon regional strengths and is complemented by government programs that will help develop those strengths so that they result in long-term, sustainable employment for the people of the province. Nine sustainable regions have been identified based on patterns of natural economic, social and community activity already existing in each region. To support this plan, government has established a \$5 million Regional/Sectoral Diversification Fund that will address funding gaps of sector organizations, economic development groups and community-based organizations involved in economic development.

Approximately \$1.2 million will be invested over three years in thirteen new regional economic development initiatives throughout the province; \$425,000 of which was spent in 2004-05. Funding for these projects is part of the provincial government's strategy to develop and strengthen the economy of Newfoundland and Labrador. The initiatives focus on regional strategic growth sectors, and range from a rare botany initiative in Labrador to establishing an interpretation centre in Fortune to marketing to the international community.

Regional Economic Development Boards

Regional economic development boards are not-for-profit corporations with volunteer boards. The federal and provincial governments provide annual financing. The department contributed approximately \$1.2 million to the core operational funding of the Province's twenty regional economic development boards in 2004-05. Other support provided to the boards included assistance with strategic planning and organizational development.

The department worked with the Newfoundland and Labrador Regional Economic Development Association on a Monitoring and Evaluation program to be used as a self-assessment tool to help regional boards and other organizations to conduct qualitative and quantitative analysis related to their organizational effectiveness, capacity and growth.

Staff deliver variety of services

In addition to supporting boards, INTRD staff throughout the province worked with a wide range of not-for-profit agencies, government departments and agencies, education institutions and community-based groups to help achieve the province's regional development objectives.

Table 1. Services to non-funded clients

Organizational development support	34 per cent
Strategic planning facilitation	25 per cent
REDB performance monitoring	18 per cent
Information provision	6 per cent
Proposal development assistance	4 per cent
Project management assistance	3 per cent

Note: Activities less than 3 per cent are not included.

Community Capacity Building

This program delivers training workshops through its network of sixty-five facilitators, to organizations interested in strengthening their communities. The workshops provide information on economic and community development while encouraging individuals to take control of local issues. In 2004-05, the program delivered 104 workshops, 25 of which were given to regional economic development boards.

Business Retention and Expansion

The Business Retention and Expansion (BRE) initiative promotes job growth by helping community leaders identify the barriers to survival and growth facing local businesses. Interviews with business owners by the team are at the heart of this initiative. Besides demonstrating a pro-business attitude and an appreciation of each firm's contribution to the community, the visits with business owners and the analysis of the interview results allow community leaders to determine appropriate measures for enhancing a region's or sector's business base. Community leaders can act quickly on issues that are affecting specific businesses. In 2004-05, more than 675 businesses across the province were interviewed. The department, in partnership with federal agencies, is leading the implementation of 16 BRE projects across the province.

Newfoundland and Labrador Diversification Research Project

This newly developed project is designed to help improve a community's capacity to meet its economic development needs by researching potential for diversification of the local economy. This project will develop a profile of effective practices in the province by exploring different economic diversification approaches used throughout Newfoundland and Labrador. The information gathered will be used to guide regional economic development initiatives.

Communities Taking Charge

The Communities Taking Charge project was initiated by the department with funding support from Labour Market Development Agreement in 2004-05. It will assist communities and organizations with the development of human resource plans and linking those plans to other communities and

groups. Project planners will assist communities and groups within those communities in identifying their labour market requirements and developing their human resource plans.

Fourth Annual Community Economic Development Awards

These awards acknowledge and celebrate the accomplishments of individuals and organizations that have excelled as leaders in community economic development in Newfoundland and Labrador. The province's fourth annual Community Economic Development Awards were presented at Rocky Harbour in November. Sixty-five nominations were received for the awards.

The award winners were:

- **Excellence in Partnership:** NorthLink, Happy Valley - Goose Bay
- **Outstanding Individual Achievement:** Harold Mallowney, Bay Bulls
- **Excellence in Fostering Entrepreneurship:** Labrador Fishermen's Union Shrimp Company, Lanse au Loup
- **Innovation in Education:** Organizing Committee Big Land Fair, Labrador
- **Excellence in Youth Leadership:** Jamie Pye, Forteau
- **Lifetime Achievement:** Bride Martin, St. Vincent's

2. Business Development and Strategic Industries

The Department of Innovation, Trade and Rural Development provides programs and services directly aimed at helping small and medium-sized business to thrive and grow. Our funding programs support new growth opportunities in the economy, such as value-added manufacturing activities and export services. Equally as important as funding, the department recognizes the need for business counselling services for small and medium-sized businesses that are delivered throughout the province.

Strategic industries development focuses on new business opportunities that have the potential to diversify and strengthen the overall economy. The department directed its efforts in the following areas:

- new opportunities in the province's manufacturing sector;
- support for new producers and existing businesses in the craft, gift and apparel sector;
- emerging opportunities in new economy sectors such as biotechnology, marine communications, information technology and environmental industries; and
- value-added opportunities in resource-based industries such as dimension stone and agri-foods.

New Initiatives

In 2004-05, government made a renewed commitment to small business support. The Legislature passed the Labour-Sponsored

"You were instrumental in us getting inside the lighthouse, brought us our first meeting group and continue to add valuable advice to our business direction. Thank you for continuing to take an interest in our business". Jill Curran, Lighthouse Picnics, Ferryland

Venture Capital Tax Credit Act in December 2004, providing it with the authority to register labour-sponsored venture capital funds in the

province. Through this legislation, private investment capital will be retained in the province and made accessible to small and medium-sized businesses. In January, the GrowthWorks Atlantic Venture Fund, a labour-sponsored venture capital fund, was registered to operate in the province.

Small business development support in the 2005 Budget includes a new \$10 million revolving fund to finance small and medium-sized businesses as well as additional funding for the department's Business and Market Development Program.

The Aquaculture Working Capital Loan Guarantee Initiative was announced in November 2004 to facilitate access for qualified companies to working capital to continue their development. The initiative will be administered by the departments of Finance; Fisheries and Aquaculture; and Innovation, Trade and Rural Development.

Client Services

Through our network of corporate, regional and field offices, our staff provide business services in all regions of the province. Our services range from the department's own suite of programs to brokering support from our economic development partners, to lobbying on behalf of clients.

In 2004-05, the department handled more than 7,336 inquiries and information requests from entrepreneurs, small business owners, individuals and groups.

Our regional staff served 1,727 business clients and recorded more than 8,690 instances of business support and aftercare services to these clients. Approximately 85 per cent of the completed applications to the department's business financing programs are successful. Staff work closely with clients to ensure that they are fully aware of program requirements and well supported as they develop applications.

Business Financing

The department invested in the following areas.

Business Investment Corporation

During 2004-05, the Business Investment Corporation's mandate was to direct the management of the investment portfolio of the department and to administer new investments made through the two programs of the Strategic Enterprise Development Fund (SEDF): the Small Business Seed Capital Equity Program and the Small Business and Market Development Program; as well as the Fisheries Loan Guarantee Program and the Shellfish Aquaculture Working Capital Fund.

Table 3. Regional Investments through SEDF

Region	Number	Value (approx)
Avalon	33	\$925,900
Eastern	22	\$422,400
Central	15	\$381,600
Western	21	\$1,070,800
Labrador	11	\$193,400

The Corporation is responsible for the ongoing management and recovery of loans and investments made by the Corporation and its predecessor organizations. In 2004-05, \$3.5 million were collected and returned to the provincial treasury from payments relating to investments.

As of March 2005, the investment portfolio of the Business Investment Corporation consisted of 1581 accounts totalling \$64.9 million.

In addition, the Board reviews and approves requests for fishery loan guarantees that are then issued by the Department of Finance; at March 31, 2005, there were 129 of these guarantees outstanding, valued at \$38.4 million.

Small Business Seed Capital Equity Program

This program made equity contributions of up to \$50,000, on a matching basis, to new entrepreneurs or existing small businesses seeking expansion opportunities in areas of the economy that offer significant growth potential. In 2004-05,

approximately \$2,539,000 was approved for 61 small businesses, leveraging \$19.8 million in additional private and public business financing to help start or grow new small businesses.

Small Business and Market Development Program

This program provided contributions of up to \$25,000, on a matching basis, to new entrepreneurs and expanding small businesses to help them acquire the necessary expertise to pursue new business ideas and markets in new growth areas of the economy. Approximately \$455,280 was approved in 2004-05 through the Small Business Market and Development Program in 64 small businesses, leveraging an additional \$2.63 million in other business financing to help entrepreneurs and small businesses pursue new business ideas and new markets for their products and services.

Fisheries Loan Guarantee Program

This program supports the development of the province's independent fish harvesting industry by providing government guaranteed loans, to a maximum of \$1.3 million, through commercial banks for the purchase of new or used fishing vessels and new equipment for the improvement, rebuilding or alteration of existing vessels. The program is designed to help the independent fish harvesting industry take advantage of ongoing and emerging new opportunities in the fishery. In 2004-05, \$6.2 million in new fisheries loan guarantees were approved through chartered banks to ten fish harvesting enterprises.

Economic Diversification and Growth Enterprises (EDGE) Program

The EDGE program provides incentives to encourage significant new business investment in the province to help diversify the economy and stimulate new private sector job creation, particularly in rural areas. In 2004-05, four Newfoundland and Labrador companies received support under the program upon the recommendation of the EDGE Evaluation Board. This brought the total number of EDGE companies in the province to 73, of which 46 are still active. These companies employed 1,653 people as of December 31, 2004 and had a total capital investment of more than \$198 million in their operations

Business Promotion

Getting the Message Out

The Getting the Message Out (GMO) program promotes awareness of good things happening in the Newfoundland and Labrador economy and informs audiences about economic development initiatives and entrepreneurial opportunities. The program uses a communications and social marketing approach based largely on profiling business success stories. Staff deliver lively presentations that highlight diverse and innovative businesses from around the province, as well as information on growth industries, employability skills, exporting and the challenges and opportunities in our economy. Additional resources include an interactive website, videos and DVDs, promotional materials and creative thinking workshops.

During 2004-05, the GMO team delivered 242 presentations to high school audiences and 83 presentations to post-secondary groups. Staff made an additional 85 presentations to special interest and high-risk employment groups. In total, 410 presentations were delivered to more than 10,912 participants from coastal Labrador to the Northeast Avalon area. More than 58,597 people have seen these presentations since the government began offering the program.

The Ambassador Program

The Ambassador program promotes Newfoundland and Labrador at home and around the world. The program corrects misinformation, dispels outdated notions and negative stereotypes and creates positive images of the province. In its efforts to contribute to economic diversification and the development of

I am so happy to see your program, it's time Newfoundland was recognized for the talent in our province... we tell anyone who'll listen how great our island and our people are, some have become curious and have visited, they of course loved it. June Hickey Mollan, Newfoundland Club of California.

Newfoundland and Labrador's place as a leader in the Canadian economy, the Ambassador program is an important tool in trade and investment activities.

In 2004-05, there were approximately 280 Ambassadors including residents, expatriates and friends of the province, many in positions of influence and willing to promote Newfoundland and Labrador

The bimonthly *Ambassador Newsletter*, with a circulation of 20,000, contains good news business and economic development stories.

In 2004, the Ambassador program revealed its new logo and marketing literature. The newsletter now has a new design but continues to focus on business activity and success stories in Newfoundland and Labrador. It has covered a wide range of topics including Memorial University, boat manufacturing, local woodworking, marine technology, dairy farming, technological advances in security and biotechnology.

Strategic Industries

Small-Scale Manufacturing

Small-scale manufacturing is an important component of the provincial economy in both rural and urban areas. To enable businesses in the province to compete fairly for public work, the department is working with other agencies and departments in the provincial government to initiate a supplier development program that will help local firms supply quality goods and services at competitive costs to government.

Activities during 2004-05 included

- the first of several Supplier Development Initiative workshops was held in Corner Brook in February, in collaboration with the Canadian Manufacturers and Exporters association and twelve government organizations;
- sectoral profiles were developed for plastics and composites, and metalworking industries.
- a boatbuilding industry association was formed within the Canadian Manufacturers and Exporters association, based on the recommendations of the Boatbuilding Export Sector Strategy. The association has coordinated visits to a number of pleasure boat industry events to build awareness among local companies of the American market;
- work in the forest and building products sector included the completion of a needs analysis and response plan undertaken in partnership with the Eastern Newfoundland Home Builders Association, that identified opportunities and challenges faced by the sector. Plans are underway to implement key recommendations of the report; and

- an Atlantic Canada mission to the Providence Fine Furnishings Show also afforded two local furniture companies the opportunity to explore the New England market.

Craft, Gift and Apparel Industry

Craft production in Newfoundland and Labrador provides employment for approximately 2,000 people and contributes more than \$38 million annually to the provincial economy. It is an important economic contributor to both rural and urban Newfoundland and Labrador. During 2004-05, the department continued to carry out the recommendations contained in the Craft Industry Development Strategy and the apparel strategy, Common Threads. Marketing, training, product development and design are some critical areas for development in this industry and are central to departmental activities and initiatives.

The department provides marketing and development support through the federal-provincial Craft Industry Development Program. In 2004-05, the program provided \$500,000 to more than 120 small businesses, as well as to the Craft Council of Newfoundland and Labrador. Through the Crafts of Character marketing program the department coordinated and participated in key trade shows: the Atlantic Craft Trade Show in Halifax; the By Hand Show, Toronto; and the Canadian Gift and Tableware Association Show, Toronto.

Value Added Activities for Resource Based Industries

Dimension Stone

Sector development work continued with the development of a position paper on the

"INTRD's cost-shared marketing assistance funding has enabled us to conduct successful marketing trips to the Maritimes, Quebec and the eastern United States. It resulted in Cabot Granite successfully expanding our sales area and sales for our finished monuments and monument blanks."

Varrick Hillier, Manager of Dimension Stone Operations, Cabot Granite.

Newfoundland and Labrador Stone Industry. Staff worked with the Department of Natural Resources to develop promotional resources for the local granite used in The Rooms. Staff also worked with partners in organizing a booth to promote local stone products at the Canadian Architects Congress in St. John's.

Agrifoods

In 2004, the agrifoods industry directly employed close to 4000 persons at peak periods and was valued at \$474.5 million. The food and beverage sector (excluding seafood) represented the largest part of the industry and was valued at \$389.2 million in 2004. The department works with industry, government departments and regional economic development boards to strengthen economic growth and diversification in the agrifoods sector. Sector development activities included:

- supported the development of a Life Science strategy;
- participated in the development of a vegetable industry strategy that will identify new opportunities for growth, marketing, diversification and value-added processing;
- worked with the Fur Strategy steering committee to implement recommendations regarding attracting foreign investment to this province;
- networking with all stakeholders to address training needs for the agrifoods sector
- worked with partners to deliver, and help clients obtain certification in, the Hazard Analysis Critical Control Points training;
- supported the development of new value-added and export opportunities in functional foods, nutraceuticals and Christmas wreaths;
- in December 2004, three local companies participated in the seventh Americas Food and Beverage Show and Conference in Miami;
- supported food and beverage companies in preparing for export markets and trade show activities;
- identified opportunities and helped to secure funding for trade show participation at the Chicago Fancy Food Show, and the New England Organic Educational Mission; and
- worked with partners to organize an incoming buyers mission from the United States.

"I wish to commend your Department for the assistance we received during our recent participation in the Americas Food and Beverage Show. I encourage you and your Department to continue to support export efforts such as these. For a relatively small investment the potential returns in job creation are huge." Client who attended the Americas Food and Beverage Show

3. Innovation, Research and Advanced Technologies

The department promotes growth in emerging new sectors of the economy including information and communications, biotechnology, marine/oceans technology, environmental technologies, and the defence and aerospace sector. The department provided support to these emerging industries for business development, export and trade marketing, trade intelligence and attendance at strategic trade shows and missions.

Innovation Strategy

Newfoundland and Labrador has many innovative companies and organizations, particularly in the fields of marine technology, cold ocean engineering and marine communications. There is a need to stimulate increased commercialization of research and development projects.

The department has established a new line of business for innovation that will incorporate the existing research and advanced technologies division in addition to the innovation function. The department will lead the development of a comprehensive Innovation Strategy that will identify and build upon emerging opportunities in a wide range of sectors. In addition to helping the province's advanced technology sector, an innovation strategy will help other companies and organizations identify new and innovative ways to pursue new business opportunities.

The department has begun consultations in preparation for an Innovation Strategy that will take into account all regions of the province that will be developed in co-operation with stakeholders, and that will help stimulate innovation in all sectors of the economy.

Industrial Research and Innovation Fund projects announced

The Industrial Research and Innovation Fund is designed to encourage research into clusters of excellence such as marine technology, pharmaceutical research, biotechnology, and the oil and gas industry. In October 2004, the Government of Newfoundland and Labrador allocated over \$3 million from the Industrial Research and Innovation Fund to 20 projects at Memorial University. The total value of the projects is approximately \$15 million.

Marine Technologies

Newfoundland and Labrador has excellent infrastructure and proven capabilities, and is establishing itself as a leader in this rapidly expanding sector. There is an opportunity for the province to establish itself as the Canadian centre of excellence in marine and ocean technology.

In November 2004, the department announced the Marine Technology Development Strategy for Newfoundland and Labrador. An essential part of the strategy is a focus on small business and the commercialization of new products and services. The goals of the Strategy include improvement in the rate of new company formation and survival, promotion of the growth of the marine economy, and a much greater share of emerging domestic and global opportunities.

The government also announced a commitment of \$1.5 million over five years to help implement the Strategy. The Marine Technology Strategy Initiative Fund has already provided support to new initiatives including the Placentia Bay Smart Bay feasibility study and implementation plan; and the NOTICES competitive intelligence project being developed by the Canadian Centre for Marine Communications for the sector.

The department led a delegation of Newfoundland and Labrador companies to the 2004 International Workboat Show in

New Orleans. Eight local companies exhibited at the show including marine industrial suppliers, manufacturers, and marine technology firms. In March, a delegation of 15 companies from Atlantic Canada, six from Newfoundland and Labrador, visited London to participate in the Oceanology International conference.

"We are excited about championing this sector and making a financial commitment to its further growth. We look forward to working with our federal partners, such as ACOA, Industry Canada and the National Research Council, as well as the City of St. John's, post-secondary institutions and other groups to bring this Strategy to fruition."

Hon. Kathy Dunderdale, Minister of Innovation, Trade and Rural Development

Biotechnology

The biotechnology sector has focused on marine biotechnology but also includes human genetics, genomics, medicine, clinical trials, pharmaceuticals, nutraceuticals and bio-informatics. The potential for growth is significant given the province's biodiversity, the skills and creativity of its researchers and the innovative and entrepreneurial business climate in Newfoundland and Labrador. The department works closely with the Newfoundland and Labrador Association of Technology Industries (NATI), which is the provincial life sciences industry association, and the Atlantic Canada Bio-Industries Association.

Support to industry includes assistance for industry participation at trade shows; strategy development and coordination in partnership with industry groups; and participation in biotechnology conferences. Departmental staff played an active role in the National Organizing Committee of the Seventh International Marine Biotechnology Conference, to be held in St. John's in June 2005, the first time this conference will be held in Canada.

Aerospace and Defence

The aerospace and defence sector offers growth opportunities for Newfoundland and Labrador. The investment attraction and export development potential for job creation and economic growth are significant. In 2004-05, more than 30 companies employing approximately 1000 people were active in the industry in the province. The sector generates annual sales of approximately \$80 million.

A delegation representing 22 Newfoundland and Labrador companies and organizations attended the Nova Scotia International Air Show and Aerospace Exhibition in September. The delegation was organized by the department and the Aerospace and Defence Industries Association of Newfoundland and Labrador (ADIANL). Staff attended the Farnborough International Air show in the UK, the world's premier international aerospace exhibition. Also in partnership with the ADIANL, departmental staff began a strategic planning initiative for the sector. Staff also worked on planning a new marketing and promotion initiative for 2005-06.

Environmental Industries

Growth in the environmental sector is influenced by our resource-based economy and unique marine environment. Our environmental sector includes environmental consultants, waste management specialists, engineering and information technology firms, and manufacturing, as well as research and development companies.

The department continued to help the local environmental industries sector through continued cooperative arrangements with other Atlantic provinces (Team Atlantic Environment) to promote and develop environmental industries, and export development of environmental goods and services from this region. During 2004-05, departmental staff began work on a new environmental industries development strategy, in conjunction with other stakeholders including the Newfoundland and Labrador Environmental Industries Association (NEIA).

The department continued to work with proponents of the Centre for Environmental Excellence that will build on the strong educational and environmental base in Corner Brook.

The department sponsored the NEIA annual general meeting and related information sessions on environmental technologies and business opportunities throughout the year. Sectoral development activities included:

- continued cooperative arrangements with other Atlantic provinces to promote and develop environmental industries;
- support for export development of environmental goods and services from this region;
- support for local businesses to attend trade shows;
- export work with Team Atlantic Environment; and
- support for information sessions on environmental technologies and business opportunities.

Information and Communications Technologies (ICT)

The ICT sector in the province is robust and expanding. In 2003, there were 343 ICT companies employing some 5,300 professionals. The sector contributes approximately \$487.8 million to the provincial Gross Domestic Product. A partnership between Aliant and the province established the Nearshore Atlantic initiative in January 2005. Nearshore Atlantic will collaborate with key stakeholders to grow the Newfoundland and Labrador ICT industry, attracting leading edge sustainable international business partners by focusing on niche capabilities, promoting the economic advantages of the region, and developing a recognizable business brand of Newfoundland and Labrador as a viable nearshore location.

Government announced an amendment to the Industrial Benefits Agreement (IBA) with xwave. The amendment will result in a \$2.4 million investment in the province's information technology industry.

In partnership with Industry Canada and ACOA, the department supports the Broadband for Rural and Northern Development (BRAND) initiative. Eight regional projects have invested some \$22.7 million to bring high-speed internet to many communities that would otherwise not receive it.

In partnership with the Office of the Chief Information Officer, the department is leading the development of a comprehensive broadband infrastructure for government strategy to bring the next generation of advanced networks to all regions of the province. This network will significantly enhance government operations, health care, education, and research and development.

4. Trade and Export Development

Trade and export development is critically important to new job creation and economic growth in Newfoundland and Labrador. The department provides collaborative market entry and market expansion expertise that results in international export success and economic growth for Newfoundland and Labrador. Over the past ten years, the province's merchandise exports have more grown from under \$2.0 billion in 1995 to almost \$4.6 billion in 2004.

The Department of Innovation, Trade and Rural Development helps local businesses to develop export plans to enter new markets, find new customers and business partners in foreign markets, and research national and international market opportunities. Industry trade shows and international trade missions are also key tools in promoting growth in exports.

Trade missions such as those organized by Team Canada Atlantic highlight the capabilities of local companies in international markets. Endorsement by government is important in international trade as it establishes credibility with potential business partners, opening doors that otherwise might remain closed. Conducting business internationally takes time and results may take 12 to 24 months to achieve. Creating a market presence for Newfoundland and Labrador requires return trips to target markets, as a key to export success is the establishment of long-term relationships.

The department organized, or collaborated in, five trade missions in 2004-05. A principal feature of these missions was a matchmaking program where companies were matched with several potential buyers, distributors or agents for their products or services and/or introduced to potential joint venture partners in the target markets.

New England Trade and Investment Initiative

The New England Trade and Investment Initiative is a provincial program that helps local companies who wish to explore exporting strategies with the New England states. The Initiative also assists New England companies seeking local partnership opportunities. Of the province's \$2.8 billion in total merchandise exports to the United States in 2004, 43 per cent found destinations in

the New England region. Provincial merchandise exports to New England are up nine percent over a ten-year high reached in 2003. Provincial goods exported to the region totalled \$1.2 billion in 2004, up from \$1.1 billion in 2003.

Since the introduction of the Initiative, the province has led twelve business-to-business trade missions, introducing over 90 local businesses to the New England market. Companies come from all industry sectors including manufacturing (boat building, food and beverage, apparel), professional services, marine technology, information technology and cultural industries. At the core of these trade missions is the creation of pre-qualified business itineraries, typically consisting of between seven and twelve meetings with companies or organizations who are potential buyers, investors, distributors, agents or R&D partners.

A delegation of eleven Newfoundland and Labrador companies traveled to Boston, Massachusetts in November 2004, to participate in a business-to-business trade mission. Ten

companies took advantage of a matchmaking program that included three days of pre-arranged meetings between local companies and Boston area firms to explore potential new export opportunities and business relationships.

Several of the eleven mission participants reported immediate successes and work is ongoing.

Additionally, the department hosted an incoming trade mission of Vermont buyers in September 2004.

Team Canada Atlantic

As a partner in the Team Canada Atlantic initiative since 1999, the department has organized ten trade missions to Washington D.C., Atlanta, New England, New York and Chicago. The missions have put several hundred small and medium-sized businesses from Atlantic Canada face-to-face with U.S. buyers, agents, distributors, and strategic partners.

In April 2004, eleven local organizations and businesses participated in a Team Canada

"The purpose of this letter is to thank your Department and staff for the support given to the Marine Institute's marketing efforts in the Northeastern Eastern United States...The New England Trade and Investment Initiative has greatly assisted us in making inroads into the New England area."
L. O'Reilly, Executive Director,
Fisheries and Marine Institute.

Atlantic multi-sector mission to Washington, DC. During the trade mission, business delegates and officials participated in a comprehensive program that included one-on-one matchmaking sessions and roundtable discussions. Presentations included How to Sell to the U.S. Government, and the Commercialization of New Technologies; meet-

"There are major benefits on multiple levels with these trade missions. We had a chance to meet a number of potential partners that will allow us to advance our compound in this market."

Dr. Wayne Gulliver,
CEO Advanced Immuni T.

ings were held with senior World Bank officials and there were extensive networking opportunities with high level Washington area business leaders.

In October, the department hosted a local information session about market opportunities in Chicago, Illinois. A second mission with three companies in the ICT sector was organized for Chicago. This was a market research mission to prepare companies for the larger Team Canada Atlantic mission planned for Chicago in Spring 2005.

Trade Team Newfoundland and Labrador (TTNL)

This partnership of eleven federal and provincial government departments and agencies in Newfoundland and Labrador offers a coordinated approach to providing programs and services designed to help existing and potential exporters. Working in partnership enables members to collaborate on and coordinate international export development activities. The mission of TTNL is to provide export services to help businesses achieve success in global markets. The key areas of focus for helping Newfoundland and Labrador companies achieve success in global markets are export preparedness, diversifying export markets and strengthening company performance.

Exhibitions

In 2004-05, the department organized 15 trade exhibitions to cities in Canada, the U.S. and the U.K. Sectors represented included craft and gift, ocean technologies, environmental industries, information and communications technology, biotechnology, aerospace and defence, food and beverage and manufacturing. Included in these exhibitions were two events where the province exhibited to promote the province as a prime location for investment as well as an immigration event.

Eighteenth Annual Provincial Export Awards

Established in 1983, the annual Newfoundland and Labrador Export Awards is an initiative of the Department of Innovation, Trade and Rural Development. The awards celebrate successes and encourage new exporters to enter the global marketplace. The awards are delivered in partnership with government and local industry associations, including the Canadian Manufacturers and Exporters association. Thirty-four companies were nominated for the 2004 Newfoundland and Labrador Export Awards.

2004 Award Winners

- **Exporter of the Year:** ICAN, Mount Pearl
- **Finalist:** North Atlantic Refining, Come by Chance
- **Finalist:** Compusult Ltd., Mount Pearl.

Trade Policy

The trade policy unit represents this province's interests in inter-provincial trade agreements, including the Agreement on Internal Trade (AIT) and the Atlantic Procurement Agreement as well as international trade agreements such as the World Trade Organization and the North American Free Trade Agreement. The department is responsible for protection of Newfoundland and Labrador's interests in internal and international trade negotiations, ensuring that this province's activities are consistent with existing trade agreements and managing trade disputes.

The Council of the Federation (COF) has developed a work plan for improving trade within Canada and has appointed Newfoundland and Labrador as the lead for making improvements to the Procurement Chapter under the Agreement. The department is also responsible for participating in working groups for other chapters of the Agreement as well as initiatives of the COF.

Business Networks

The Newfoundland and Labrador Business Networks program is designed to increase the export/trade potential of Newfoundland and Labrador firms. The program was established in 2004-05 with a budget of \$150,000. Significant promotion of the program to industry associations, various stakeholders as well as individual companies was undertaken, including business networks seminars across the province.

5. Business Attraction

The attraction of new investment, new companies and new industries in strategic growth sectors of the economy is an important part of government's approach to the economic development of the province.

NETWORK Newfoundland and Labrador

NETWORK Newfoundland and Labrador was a public-private partnership between Aliant and the department, created to attract information and technology communications businesses, particularly customer contact (call) centres. At the end of 2004, the formal partnership was dissolved and the department assumed the related responsibilities.

The customer contact centre industry in the province employs approximately 4,000 people and contributes approximately \$110 million annually to the economy, representing 0.5 per cent of Newfoundland and Labrador's Gross Domestic Product.

Nearshore Atlantic

Aliant and the Government of Newfoundland and Labrador have partnered on the new \$1.5 million Nearshore Atlantic development initiative. It will aggressively establish the province as a recognized centre for Information and Communications Technology development, and attract new outside investment in the sector. The department is working with NATI to bring new ICT work to the province to benefit local industry. The term of the agreement is three years. This new initiative will help grow the sector and enhance the province's growing reputation for innovative programming and model simulation.

Provincial (Immigrant) Nominee Program

The Newfoundland and Labrador Provincial Nominee program recruits immigrants who have specialized occupational or entrepreneurial skills. Through an agreement with the Government of Canada, the Government of Newfoundland and Labrador may nominate immigrants, who can contribute to the economic and social goals of the province, for permanent resident status.

In August of 2004, a successful renegotiation of

this federal-provincial agreement was completed that allowed for up to 400 new applicants and their dependents for settlement in Newfoundland and Labrador. In December, an extension to the original agreement was approved to allow the program to continue to

"Thank you for your help over the last year. Your assistance with the immigration process for our staff person has been invaluable from the direction and the meetings at the beginning, to following up on issues we needed answers to right away." Manager, ZeddCom

operate until December 31, 2005. The intervening period will be used to complete an independent evaluation of the existing program.

Promoting the Province to the World

The Department of Innovation, Trade and Rural Development coordinates international business and investment promotion to market the province as a competitive business location, and to give international investors key information on the province's business environment and investment opportunities. The department promotes the province as a competitive investment location through national and international print media and through distribution of promotional material to targeted national and international companies.

Investment officers coordinate the provision of specific information to investment prospects. The department also promotes the province to professional site selectors who advise companies and clients of potential new sites for corporate location and expansion. During 2004-05, promotion of inward investment included advertisements in site selection journals to complement these activities:

- in May 2004, staff attended Corenet Global Summit in Chicago, IL;
- in November 2004, staff attended the site selection conference Corenet, in San Antonio, TX; and
- the department continued to participate in the pan-Atlantic Investment Coordination Committee, with ACOA and the four Atlantic provinces, as a mechanism for regional coordination of investment activities.

Joint investment promotion activities conducted in 2004-05 included coordination of investment-related meetings and promotion in Washington, D.C., through Team Canada Atlantic; and inward investment activities, including familiarization tours for key U.S. site selection consultants.

6. Partnerships

The Strategic Partnership Initiative

The Strategic Partnership Initiative (SPI) is a joint initiative of the Government of Newfoundland and Labrador, labour and business. The purpose of the SPI is to facilitate dialogue outside the collective bargaining process on a number of strategic economic challenges facing the province, with a major focus on competitiveness.

The Strategic Partnership Initiative includes a Strategic Partnership Forum chaired by the Premier and a Strategic Partnership Committee made up of three senior representatives from each of labour, business and government officials. The day-to-day activities of the SPI are managed by a Secretariat, headed by a Director within Government and two officers, one located with the Federation of Labour and the other with the Business Caucus. The Secretariat has been working on two major initiatives, one on competitiveness indicators and the other a set of Production Accounts which will be the economic and business equivalent of Community Accounts.

Early in 2005, the Strategic Partnership established four sub-committees to do research, analysis and make recommendations on the following: labour market development, employment relations, investment capital and taxation. These sub-committees will become fully operational during the fall of 2005.

Ireland Business Partnerships (IBP)

The mandate of the IBP is to assist provincial companies and organizations that are interested in developing economic and cultural opportunities with Ireland by identifying common interests and complementary skills; increasing cooperation and awareness among business and cultural agencies; and exchanging up-to-date information on the economy, legislation and regulations. The IBP also identifies joint venture and technology transfer opportunities and cooperative exchanges; and develops linkages between the public and private sectors in both Newfoundland and Labrador and Ireland. The department provides operational funding and logistical support to the Ireland Business Partnerships.

In July 2004, Premier Williams led a delegation on an official visit to Ireland to re-establish the

province's commitment to strengthening stronger ties with Ireland. This mission strengthened the overall relationship between Ireland and Newfoundland and Labrador, and examined Ireland as a model for economic development.

Premier Danny Williams confirmed the province's commitment to strengthening relationships with Ireland through the signing of a Memorandum of Understanding re-affirmation with the Irish government. It formalized both governments' desire to develop close cooperation between their

respective business, industry and cultural sectors. The MOU is coordinated by Ireland Business Partnerships in Newfoundland and Labrador and by the Ireland Newfoundland Partnership in

"Partnerships through licensing, joint ventures and technical collaborations help to internationalize a company and can be an effective sources of export revenue. Enterprise Ireland is pleased to be cooperating with Newfoundland and Labrador's Department of Innovation, Trade and Rural Development in this pilot program."
Jim Cuddy, Technology Transfer Manager for Enterprise Ireland.

Ireland. The new re-affirmation enables the two partnership organizations to focus on key sectors that offer strategic opportunities such as culture and heritage and marine/ocean technology.

In November 2004, the Government of Newfoundland and Labrador announced increased funding to the Ireland Business Partnerships of \$300,000. Also in November, the department collaborated with the St. John's Board of Trade and the Ireland Business Partnerships to organize a multi-sector mission to Ireland in which 14 companies participated.

Shared Commitments

The Department of Innovation, Trade and Rural Development works closely with several partners who are essential to the department's operations and their success. These include the federal, municipal, and provincial government, business, labour and education. Some important examples of partnerships follow:

Federal Government

The department works with many federal government departments and agencies in the development and delivery of services. In particular, the department maintains close working relationships with the Atlantic Canada Opportunities Agency (ACOA), International Trade Canada, Industry Canada, Human Resources and Skills Development Canada and the National Research Council (NRC).

The department manages and operates the Canada/Newfoundland and Labrador Business Service Centre/Network in partnership with the ACOA. The Network is a province-wide partnership of business service providers offering timely, relevant information and services to support business needs. In 2004, the Network celebrated ten years of operation.

Team Canada Atlantic, the International Business Development Agreement and Trade Team Newfoundland and Labrador are successful initiatives with ACOA, International Trade Canada and others.

The department has maintained a long-standing relationship with the National Research Council. Most recently we have worked with NRC in further developing the ocean technology cluster in the northeast Avalon region.

Labour Market Development Agreement (LMDA)

This federal/provincial agreement supports labour market development initiatives undertaken by communities, industry associations, volunteer groups and government. It is co-managed by a committee that the departments of Human Resources and Skills Development Canada and Human Resources, Labour and Employment co-chair. The Department of Innovation, Trade and Rural Development is represented on the man-

agement committee. Examples of LMDA support for this department have included capacity building, human resource planning and distribution of labour market information.

Regional Economic Development Boards

The department works closely with regional economic development boards and the Newfoundland and Labrador Regional Economic Development Association (NLREDA) to support a coordinated approach to economic development throughout the province. The department, through a ministerial review in cooperation with ACOA, NLREDA and the Newfoundland and Labrador Federation of Municipalities, is assessing the role of government and non-government stakeholders in economic development, to better coordinate the role of strategic planning and implementation at the community level.

Moving Forward

Highlights of new initiatives as well as the department's strategic planning process are described below.

Innovation Strategy

The Government of Newfoundland and Labrador announced in its 2004 Throne Speech that its future economic development approach would be tied to an Innovation Strategy. In the March 2004 budget, government allocated \$1 million for the development of the provincial Innovation Strategy. The Strategy is being developed in cooperation with the federal government, industry associations, businesses, Memorial University, College of the North Atlantic, regional development agencies and other key stakeholders.

SME Revolving Fund

In the March 2005 budget, government announced that it will establish a \$10 million revolving fund to provide loans and equity investments to small and medium-sized businesses. The financing will allow eligible businesses the opportunity to start up and expand, thereby helping them create and retain long-term sustainable jobs. To establish the revolving fund, government has added \$7.9 million to the \$2.1 million previously allocated for the Seed Capital Equity Program, for a total budget of \$10 million.

Business and Market Development

In Budget 2005, government doubled the budget for the Business and Market Development program to \$1 million. The increase will help new entrepreneurs and expanding small businesses implement market strategies, advance new technologies, and pursue new business ideas, new markets and product development.

Regional/Sectoral Diversification Fund

Government has established a \$5 million Regional/Sectoral Diversification Fund to address the present funding gaps of sector organizations, economic development groups and community-based organizations involved in economic development. The aim is to contribute to long-term sustainable employment and growth of small and medium-sized enterprises in the region.

Newfoundland and Labrador Federation of Co-operatives (NLFC) Development Network

The department will support the NLFC in the implementation of a new strategy to support co-operative and micro-business development in the province. The strategy will include new programs and services to be delivered in partnership with the department within the context of the new Comprehensive Regional Diversification Strategy. Components include a public awareness program; a co-operatives developer's network; a strategic sector initiative; a micro business development service; a renewed focus on youth; and enhanced research and policy development.

Canada/Atlantic Provinces Cooperation Agreement on International Business Development

This was a joint federal/provincial agreement among the four Atlantic provinces and ACOA that wound down in 2004-05. Work is ongoing on the development of a new agreement.

Immigrant Investor Program

In 2005-06, government will review participation in a national immigrant investor program managed through Citizenship and Immigration Canada. Immigrant investors coming to Canada must contribute a significant equity investment, which in turn is loaned to participating provinces. The department is planning to incorporate the Newfoundland and Labrador Immigrant Investor Fund Ltd. to manage the investments. Funds received by participating provinces must be used to invest in economic initiatives, which will create employment in Canada to foster the development of a strong and viable economy.

A New Departmental Strategic Plan

During 2004-05, the department began strategic planning linked to the government-wide Program Renewal and Accountability process. The initiative was launched through a province-wide staff video conference to ensure that the process was inclusive. We began by gathering information from clients and other stakeholders to improve our programs and services. The plan will draw on the work of ten working groups and divisional and regional strategies. The result will be a departmental strategic plan with strong ties between divisions and regions.

Financial Statement

Department of Innovation, Trade and Rural Development

Statement of Expenditure and Related Revenue – Unaudited

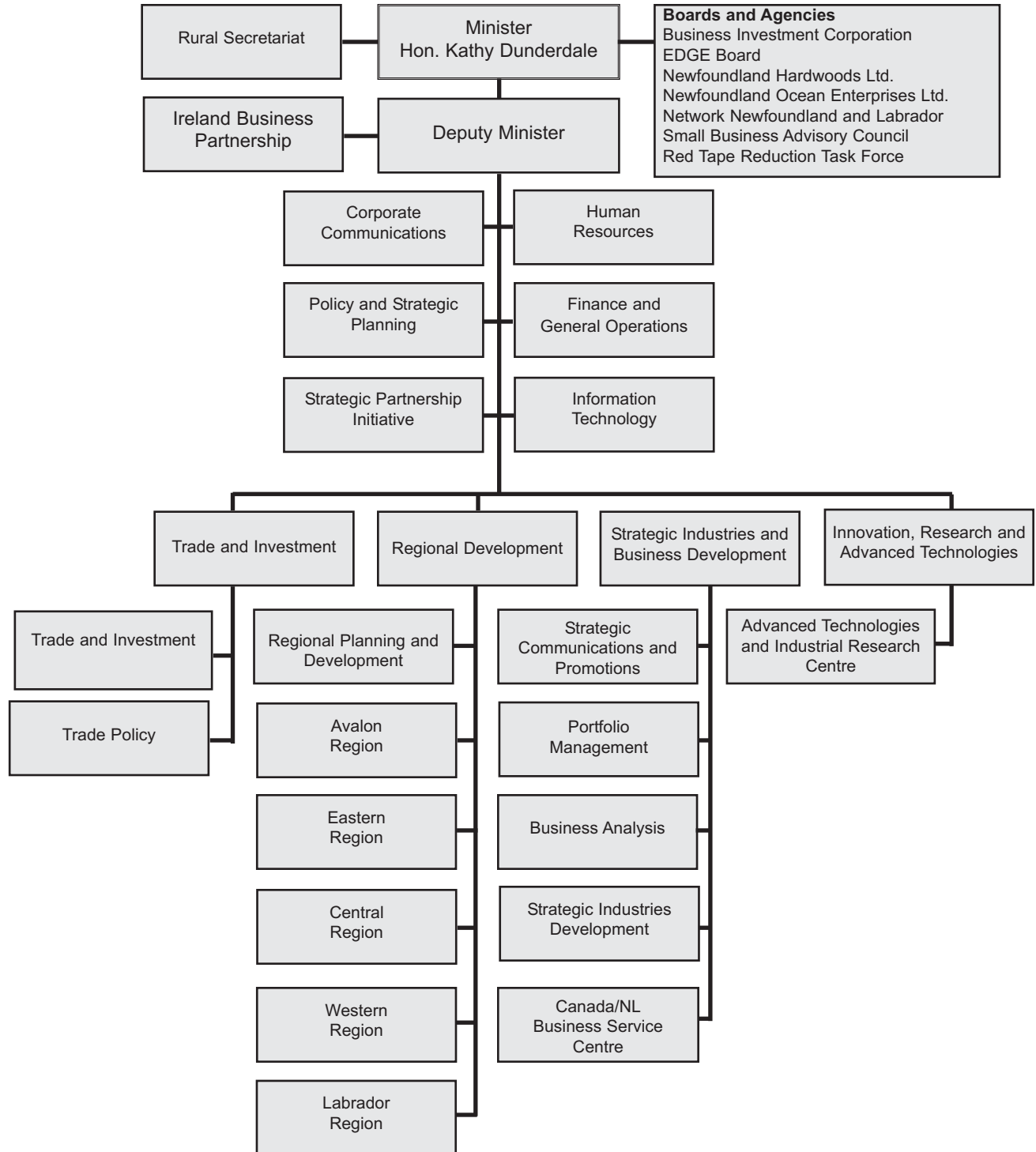
Summary for the Year ended March 31, 2005

	Actual \$	Amended \$	Original \$
1.1.01 Minister's Office	200,025	324,900	324,900
1.2.01 Executive Support	926,635	1,008,400	1,055,500
1.2.02 Administrative Support	565,576	713,100	424,900
1.2.03 Policy and Strategic Planning	402,118	484,400	509,900
1.2.04 Administrative Support - Capital	27,938	40,000	20,000
2.1.01 Export and Investment Promotion	1,839,371	2,320,700,	2,584,100
Less Revenue	(29,163)	(100,000)	(100,000)
2.1.02 Investment Prospecting	149,472	500,000	500,000
3.1.01 Strategic Business Development	1,278,581	1,639,700	1,546,900
Less Revenue	(179,856)	0	0
3.2.01 Regional Economic Development Services	709,352	861,100	804,800
3.2.02 Comprehensive Economic Development (Current)	3,480,528	5,420,000	5,420,000
Less Revenue	(859,201)	(679,000)	(679,000)
3.2.03 Canada/Newfoundland Agreement on Economic Development and Fisheries Adjustment (Current)			
Less Revenue	(75,917)	0	0
3.2.04 Comprehensive Economic Development (Capital)	818,493	1,053,100	1,053,100
Less Revenue	(584,063)	(737,200)	(737,200)
3.3.01 Business Analysis	4,447,854	5,848,200	6,473,800
Less Revenue	(427)	0	0
3.3.02 Strategic Enterprise Development Fund	3,178,900	3,178,900	2,621,500
Less Revenue	(2,981,293)	(2,264,900)	(2,264,900)
4.1.01 Business and Economic Development Services	4,380,282	4,765,800	4,704,100
Less Revenue	(6,231)	0	0
4.1.02 Investment Portfolio Management	515,508	803,800	930,500
5.1.01 Advanced Technologies and Industrial Research	1,551,610	2,078,600	866,700
5.1.02 Special initiatives - Offshore Fund	650,000	650,000	650,000
Less Revenue	(37,693)	(487,500)	(487,500)
Total Expenditure)	\$25,122,243	\$31,690,700	\$30,490,700
Total Related Revenue	(4,753,844)	(4,268,600)	(4,268,600)

Expenditure and revenue figures (cash-based) included in this document are based on draft information, as the Public Accounts had not yet been formally released. Readers are cautioned that these figures may be subject to adjustment. Please refer to *Volume III* of the Public Accounts for detailed financial information.

Appendix A: Organizational Chart

Department of Innovation, Trade and Rural Development



Appendix B: Client Programs and Services

The department provides the following programs and services.

Services

- Business Facilitation and Development
- Community Capacity Building
- Export Development
- Investment Portfolio Management
- Investment Promotion and Attraction
- Regional Economic Planning and Development
- Strategic Sector Development

Funding, Investment and Incentive Programs

- Aquaculture Working Capital Loan Guarantee Initiative
- Business Networks
- Craft Industry Development
- Economic Diversification and Growth Enterprises (EDGE)
- Fisheries Loan Guarantee
- Industrial Research and Innovation Fund
- International Trade Assistance Program
- Marine Technology Infrastructure Fund
- Shellfish Aquaculture Working Capital Fund
- Small Business and Market Development
- Small Business Seed Capital Equity

Partnered Programs and Federal-Provincial Agreements

- ACF Equity Inc
- Business Retention and Expansion
- Canada/Newfoundland and Labrador Agreement on Provincial Nominees
- Canada/Newfoundland and Labrador Business Service Centre/Network

- Comprehensive Economic Development Agreement
- International Business Development Agreement
- Ireland Business Partnerships
- Labour Market Development Agreement
- Nearshore Atlantic
- NETWORK Newfoundland and Labrador
- Pan-Atlantic Investment Promotion Committee
- Strategic Partnership Initiative
- Team Canada Atlantic
- Trade Team Newfoundland and Labrador

Strategic Communications

- Ambassador Program
- Community Economic Development Awards
- Export Awards
- Getting the Message Out
- International export promotion

Appendix C: Contact Information

General Inquiries

Department of Innovation, Trade and Rural Development,
P.O. Box 8700, Confederation Building,
St. John's, Newfoundland and Labrador A1B 4J6

Phone: (709) 729-7000 Fax: (709) 729-0654
E-mail: ITRDinfo@gov.nl.ca

Corporate Office

Reception	729-7000/7097
Minister's Office	729-4728
Portfolio Management	279-0274
Ireland Business Partnerships	729-1684
Strategic Partnerships	729-7456

Labrador Region

Charlottetown	949-0378
Forteau	931-2908
Happy Valley-Goose Bay	896-2400
Labrador City	944-4046
Postville	479-9731

Western Region

Corner Brook	637-2981
Deer Lake	635-2613
Port aux Basques	695-9871/9872
Port Saunders	861-3004/3096
St. Anthony	454-3508/5321
Stephenville	643-2600/1228

Central Region

Baie Verte	532-4772
Gander	256-1480
Grand Falls-Windsor	292-4450/4451
St. Alban's	538-3796/3476
Springdale	673-3481

Eastern Region

Clarenville	466-4170
Marystown	279-5531/5533

Avalon Region

Carbonear	596-4109/4116
Ferryland	432-3019
Placentia	227-1350
St. John's	729-7017

Websites

Department: www.gov.nl.ca/intrd

The Ambassador: www.theambassador.ca

Canada/Newfoundland and Labrador Business Service Centre: www.cbsc.org/nl

Capacity Building: www.cedresources.nf.net

Crafts of Character: www.craftsofcharacter.com

Getting the Message Out: www.gmo.nl.ca

Investing in Newfoundland and Labrador: www.nlbusiness.ca

Ireland Business Partnerships
www.ibp.nf.ca

Nearshore Atlantic
www.nearshoreatlantic.com

New England Trade:
www.newenglandbusiness.ca

Provincial Nominee: www.nlpnp.ca

Appendix D: Map of Office Locations

