

# 2003-04 *Annual Report*

**Department of Innovation,  
Trade and  
Rural Development**



GOVERNMENT OF  
NEWFOUNDLAND AND LABRADOR

# 2003-04 Annual Report

Department of Innovation, Trade and Rural Development

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## Message from the Minister

I am pleased to present the 2003-04 Annual Report of the Department of Innovation, Trade and Rural Development.

Innovation, Trade and Rural Development has a central role to play in encouraging and supporting economic development in Newfoundland and Labrador. This government has already started to move forward with plans to enhance economic development in the province. Our policies focus on enhancing regional and sector development; promoting medium and small business development; improving economic infrastructure; encouraging innovation and product diversification; and expanding trade.

We have focused on improving the economy through consultation and cooperation with our partners throughout the province - partners such as businesses, organized labour, post-secondary institutions, community groups and federal government agencies and departments.

The province faces many challenges, but we also have great opportunities. We must work together to meet the challenges and take advantage of the opportunities. Government's overall plan for the growth and revitalization of our province involves working together to build a thriving society, with both strong urban and rural regions. By working in partnership, we can further develop the capacity and capability within our regions to capitalize on those opportunities and create new wealth.



Kathy Dunderdale  
Minister



**Honourable Kathy Dunderdale**

# Departmental Overview

In February 2004, the department was renamed the Department of Innovation, Trade and Rural Development (INTRD), to reflect the enhanced emphasis placed on innovation in the provincial economic agenda. The department was formerly named the Department of Industry, Trade and Rural Development, which was created in February 2001 by merging the Department of Industry, Trade and Technology (DITT) with the Department of Development and Rural Renewal (DDRR).

As it is now structured, the department combines the small business, manufacturing and regional economic development strengths of the former DDRR, the investment prospecting capacity, industry development resources and export development expertise of the former DITT, and the federal-provincial relations capacity of the Federal-Provincial Agreements Branch to form a single integrated economic development department that is well equipped to carry out the province's broad economic agenda.

## 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 setting the context for individual firms to compete successfully in the marketplace, to implementing public policies that set the 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.

## Core Business Lines

The department operates five lines of business:

- business development;
- regional economic development;
- strategic industries and sector development;
- 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 has been assigned special responsibility for coordination of the strategic partnership initiative, the provincial nominee program, and federal-provincial economic development issues and agreements.

The department is establishing a new line of business for innovation that will incorporate the existing research and advanced technologies division in addition to the innovation function.

## Organizational Profile

During 2003-04, the department employed approximately 191 staff, 60 per cent of whom worked in the corporate office including positions in Marystown, with the remainder assigned to the regional and field offices. The department was organized geographically as listed below:

- 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 managed the delivery of most client programs and services; and
- seventeen field offices that delivered front line programs and services to clients.

Provincial outreach is carried out through regional and field offices with the support of corporate divisions and resources. Regional development services are provided through regional and field offices, and are coordinated with the efforts of the regional economic development boards, other funding partners, the Strategic Social Plan (Rural Secretariat) and local area or industry associations whenever possible. 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, provided administrative support to the department. This included finance and general operations, human resources and information technology.

### **Budget**

The department's total expenditures in 2003-04 were approximately \$39.6 million, which included \$7.0 million for economic development projects cost-shared with the federal government. The department received \$4.2 million in revenues from its business (loan and equity) investment portfolio and approximately \$50,000 in revenues from miscellaneous sources such as trade show registration fees. Allowing for all revenues, including \$3.3 million in federal contributions to cost-shared projects, the department's net expenditures were approximately \$32.1 million in 2003-04.

### **External Boards, Corporations and Agencies**

A number of external boards, corporations and agencies reported to the Minister in 2003-04:

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

The Business Investment Corporation was established under the authority of the Business Investment Corporation Act on April 1, 2002, as the successor organization to three former Crown corporations. The Corporation's mandate is to direct the management of the investment portfolio of the department, and to administer new investments made through the Small Business Seed Capital Equity Program, the Small Business and Market Development Program, the Fisheries Loan Guarantee Program and the Aquaculture Working Capital Fund. The Business Investment Corporation published a separate annual report.

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 2003-04 fiscal year.

Information on NETWORK Newfoundland and Labrador is provided in Section Five of the *Key Priorities and Achievements* section.

### **Client Programs and Services**

The department provides the following programs and services:

#### **Client Services**

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

#### **Client Funding Programs**

- Small Business and Market Development
- Small Business Seed Capital Equity
- Direct Equity Tax Credit
- Fisheries Loan Guarantee
- Interest Subsidy Program (Fisheries Loans)
- Shellfish Aquaculture Working Capital Fund
- Craft Industry Development
- Economic Diversification and Growth Enterprises (EDGE)
- Community Economic Development
- Canada/Newfoundland Offshore Development Fund
- Industrial Research and Innovation Fund

#### **Partnered Programs and Services**

- Canada/Newfoundland and Labrador Business Service Centre/Network
- Micro-Business Loans
- Team Canada/Team Canada Atlantic
- Community Capacity Building
- ACF Equity Inc.
- CBDC Small Business Risk Capital
- Business Retention and Expansion

- Trade Team Newfoundland and Labrador
- NETWORK Newfoundland and Labrador

### **Partnerships**

- Strategic Partnership Initiative
- Ireland Business Partnerships

### **Federal-Provincial Agreements**

- Comprehensive Economic Development
- Canada-Atlantic Provinces Cooperation Agreement on International Business Development
- Labour Market Development
- Canada/Newfoundland and Labrador Agreement on Provincial Nominees
- Industrial Research Assistance

### **Strategic Communications**

- Getting the Message Out
- Ambassador Program
- *We're doing it. Right Here* campaign
- Community Economic Development Awards
- Export Awards
- RuralEXPO conference and trade show
- International export promotion



## Shared Commitments

The Department of Innovation, Trade and Rural Development works closely with several partner agencies: federal, municipal, business, labour, educational and community-based. This is essential to the department's operations and its success. Some important examples of partnerships are described below:

### The Strategic Partnership Initiative

In January 2002, government, labour and business joined forces to launch the Strategic Partnership Initiative. The Strategic Partnership Forum is the core of this new partnership initiative. The Premier chairs the Forum that comprises senior labour, business and government leaders.

The Forum was designed to improve communications among major players in the economy, to serve as a vehicle for sharing and developing common perspectives on the performance of the economy, and to identify key areas where business, labour and government can work together more effectively to address opportunities and challenges in the economy.

In 2003-04, work continued on identifying strategic factors affecting the competitiveness and productivity of the provincial economy. In the 2004 provincial budget, operational funding of \$300,000 for the Strategic Partnership Initiative in 2004-2005 was approved. Of that sum, approximately \$100,000 was provided to fund research on improving the competitiveness of the provincial economy.

### Canada-Newfoundland and Labrador Business Service Centre/Network

The department partners with the Atlantic Canada Opportunities Agency in managing and operating the Canada-Newfoundland and Labrador Business Service Centre/Network. The Network is a province-wide partnership of business service providers offering timely, relevant information and services to support business needs.

### Canada/Atlantic Provinces Cooperation Agreement on International Business Development

This agreement is a joint federal/provincial agreement among the four Atlantic provinces and ACOA. Initiated in 1994 and subsequently extended to March 2004, the International Business Development Agreement was designed to increase exports from Atlantic Canada by increasing the number of new exporters, diversifying markets and increasing the overall value of exports from Atlantic Canada. Pan-Atlantic expenditures since the Agreement began have totalled approximately \$13 million, of which the province has contributed \$650,000. Under the Agreement the department undertook 24 new projects, totalling approximately \$3 million in 2003-04 to benefit Newfoundland and Labrador companies. Local companies from a variety of sectors attended international trade shows and availed of matchmaking activities. All supported activities had to be pan-Atlantic.

### National Research Council

The department works closely with the National Research Council (NRC) in delivering their programs and services. NRC staff are co-located with INTRD regional offices in St. John's and Corner Brook.

### Labour Market Development Agreement

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 is a member of the management committee. Examples of support included capacity building, human resource planning and distribution of labour market information

### Regional Economic Development Boards

INTRD works closely with regional economic development boards and the Newfoundland and Labrador Regional Economic Development Association to deliver a coordinated approach to economic development throughout the province. The department through its network of offices worked with all of the boards to bring a sharp focus to the regional economic development agenda in keeping with distinctive regional strengths across the province

# Key Priorities and Achievements

## 1. Small Business Development

Small and medium-sized businesses lead economic development in Newfoundland and Labrador. 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, regionally delivered to clients in rural settings.

Through a network of offices, our Economic Development Officers 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 network of economic development partners, to lobbying on behalf of clients.

In 2003-04, the department supported small business development through handling more than 7,000 inquiries and information requests from entrepreneurs, small business owners, individuals and groups; the requests were processed through the network of federal-provincial-community business service centres throughout the province. More than thirty-five network sites were operational in 32 communities throughout the province.

Our Economic Development Officers provided more than 900 specialized business counselling and support services to 395 entrepreneurs, companies, and industry groups. Business aftercare services were provided to approximately 2,100 small business clients who received direct financial assistance from the department and its predecessor organizations in previous years.

### The Business Investment Corporation

The Corporation's mandate is 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: the Small Business Seed Capital Equity Program and the Small Business Market Development Program; as well as the Fisheries Loan Guarantee Program and the Shellfish Aquaculture Working Capital Fund.

The Strategic Enterprise Development Fund provided investment capital on commercial terms to help start, revitalize and grow small and medium-sized businesses where gaps existed in the financial market. Investments approved through the Fund were allocated by region as follows:

- Avalon: more than \$700,200 in twenty-two firms;
- Eastern: more than \$363,900 in nineteen firms;
- Central: more than \$411,900 in eighteen firms;
- Western: more than \$947,000 in forty-one firms; and
- Labrador: more than \$333,500 in twelve firms.

The overall investment portfolio managed by the Business Investment Corporation in 2003-04 comprised 2,104 accounts having an outstanding value of \$134.8 million. This included the fisheries loan guarantee portfolio of 139 accounts, valued at \$41.5 million, which is administered in conjunction with the Department of Finance.

### Small Business Seed Capital Equity Program

This program makes 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. The budget available in fiscal year 2003-04 was \$2.1 million.

Approximately \$2.3 million was invested in 2003-04 through the Small Business Seed Capital Equity Program in fifty-eight small businesses, leveraging \$27.4 million in additional private and public business financing to help start or grow new small businesses. Investments greater than the \$2.1 million budgeted were the result of carry overs from the previous fiscal year.

### **Small Business and Market Development Program**

This program provides 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. In 2003-04, the program had a budget of \$525,000.

In 2003-04, the department invested \$457,795 through the Small Business Market and Development Program in fifty-four small businesses, leveraging an additional \$3.4 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 supported 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 2003-04, \$8.9 million in new fisheries loan guarantees was approved through chartered banks to sixteen fish harvesting enterprises.

### **Aquaculture Working Capital Fund**

This program provides working capital loans to commercial mussel and other shellfish growers and processors, complementary to funding available through commercial credit sources and other established federal and provincial government programs. The \$1.5 million Fund was established in 1998 through two federal/provincial cost-shared economic development agreements and operates on a revolving fund basis. The Aquaculture Working Capital Fund had a budget of \$1.5 million invested in fourteen enterprises. There were no new investments in this revolving fund during the 2003-04 fiscal year.

### **The Direct Equity Tax Credit**

This program encourages private investment in new or expanding small businesses as a means of creating new jobs and diversifying the economy throughout the province. It provided personal tax credits equal to 20 per cent of the eligible investment made to a business located in the Northeast Avalon, or 35 per cent of the eligible investment made to a business located outside the Northeast Avalon.

In 2003-04, the program helped five companies raise \$331,452 in private equity with the benefit of \$73,933 in provincial tax credits. Two of these companies were based in rural Newfoundland and Labrador. The program is administered in conjunction with the Department of Finance.

### **Economic Diversification and Growth Enterprises (EDGE) Program**

The Economic Diversification and Growth Enterprises program provides a package of 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. EDGE status was granted to three companies in 2003-04 upon the recommendation of the EDGE Evaluation Board. This brought the total number of active EDGE companies in the province to 69. These companies employed 1,557 people in 2003-04 and have a total capital investment of more than \$150 million in their operations since being granted EDGE status.

### **Micro-business Loan Program**

In partnership with the Newfoundland-Labrador Federation of Cooperatives, the department continued to support the Collective Enterprise Development Program that provided loans from \$500 to \$5,000 to very small (micro) businesses and self-employed entrepreneurs. Since piloted in 1997, more than 570 clients benefit from this programs resources and services and more than \$520,000 in loans were disbursed.

### **Initiatives Planned for 2004-05**

Government budgeted \$2.2 million for the department to continue key initiatives including the Ambassador Program, which promotes Newfoundland and Labrador's interests abroad; the province's contribution to the Canada-Newfoundland and Labrador Business Service Centre, an information resource for potential and current business owners in the province; and funding to encourage the formation of business networks to allow local businesses to be more competitive in the marketplace.

Government's new focus on innovation included the allocation of funds for a Chief Information/Innovation Officer to lead a new Innovation and Advanced Technologies Branch within the department. The Chief Information/Innovation Officer will lead the development of a comprehensive innovation strategy that will identify and build upon emerging opportunities in a wide range of sectors.

In partnership with Memorial University, we finalized the criteria for an Industrial Research and Innovation Fund. The fund is designed to encourage research into clusters of excellence such as: marine technology, pharmaceutical research, biotechnology and the oil and gas industry.

To enable businesses in the province to compete fairly for public work, the department will work 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.

## 2. Regional Economic Development

The Department of Innovation, Trade and Rural Development is responsible for ensuring that all regions share in the province's economic progress. The province's regional economic development boards are a core institutional mechanism to achieve this objective. The department develops and delivers services and programs to maximize the effectiveness of economic zones initiatives so that regional boards achieve their goals and fulfill their obligations. 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.

### 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 continued to contribute to the core operational funding of the Province's twenty regional economic development boards in the amount of approximately \$1 million.

These twenty boards five core functions are to:

- develop and coordinate the implementation of strategic economic plans in each zone;
- coordinate business development support in each zone;
- provide support to organizations and communities for development activities consistent with the zone's strategic economic plan;
- coordinate social and economic initiatives relating to regional economic development in each zone; and
- promote public participation and community education related to regional economic development.

Support provided to the boards during the year included assistance with deal brokering, proposal development, strategic planning and project management. Interaction with the boards represented more than 29 per cent of the regional development services and activities reported by INTRD field staff during 2003-04.

### Proposed Monitoring and Evaluation Program

Planning began for a new 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. Discussions have begun with the Newfoundland and Labrador Regional Economic Development Association regarding partnership in the design and delivery of the program.

### Staff deliver variety of services

In addition to supporting zonal 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. In 2003-04, the services and activities most frequently delivered by regional staff included:

- strategic planning facilitation;
- organizational development support;
- project management assistance; and
- information provision.

Approximately 46 per cent of all regional development services and activities reported by field staff during 2003-04 were provided to not-for-profit groups. Other government departments/agencies were the next largest service users at 16 per cent, with most of the activity focussed on strategic planning and facilitation.

### Community Capacity Building

The Community Capacity Building program provides training throughout Newfoundland and Labrador. The program delivered training workshops through its network of sixty-five facilitators, to organizations interested in strengthening their communities. In 2003-04, 103 workshops were delivered including forty-two to regional economic development boards. The workshops provided information on economic and community development while empowering individuals to take control of local issues. The program continued to evolve as it



added new material, updated existing modules, and fostered partnerships with organizations able to benefit from the program.

The program has received international recognition as well as the 2003 Community Economic Development Award for Innovation in Education. In June, a South African government delegation participated in the program, as part of a mission to examine successful approaches to regional development and government practices.

### **Business Retention and Expansion**

The Business Retention and Expansion (BR&E) initiative is a community-based economic development tool that promotes job growth by helping community leaders identify the barriers to survival and growth facing local businesses. It is a formalized process for learning about the issues and concerns of local businesses while setting priorities for projects to address these needs.

Interviews with business owners by members of the community's BR&E 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 the region's business base.

Community leaders can act quickly on issues that are affecting specific businesses.

The department, in partnership with HRSDC and ACOA, is leading the implementation of twenty-four projects across the province. In 2004, more than 500 businesses across the province will be interviewed.

### **Promoting our successes**

Positive "can-do" attitudes and self-confidence are critical ingredients in the continued development of our economy, especially in rural areas and among youth in Newfoundland and Labrador. The Department of Innovation, Trade and Rural Development played a leadership role through the following initiatives.

### **We're Doing It. Right Here.**

The We're Doing It. Right Here public awareness campaign aimed to foster an improved public understanding of the diverse economic opportunities in the province and highlighted the successes of many of our entrepreneurs on the world stage. The cam-

paign used TV and print advertisements that were well received by the public.

### **RuralEXPO Conference and Trade Show**

In October 2001 the department held RuralEXPO 2001, the first ever province-wide rural showcase. It celebrated and promoted economic potential and business successes in rural Newfoundland and Labrador. RuralEXPO 2003 was held in September and organized around four events:

- a conference program focussed on the best approaches and practices for community and business development in rural Newfoundland and Labrador;
- a rural business exhibition that showcased successful rural businesses and community economic development organizations from around the province;
- a youth forum that provided a venue for young people to be heard and to contribute their perspective on the future of the province; and
- the third annual Community Economic Development Awards ceremony.

Exhibit space was fully booked for the rural business exhibition. Approximately 4,000 people attended the business exhibition, 360 people attended the conference program, and the third annual Community Economic Development Awards struck a chord with nominees, winners and attendees alike, attracting a total of 650 people.

### **Third 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 third annual Community Economic Development Awards were presented at Gander, in September at RuralEXPO 2003. A total of 90 nominations were received for the awards. The award winners were:

- **Excellence in Partnership**  
Labrador Straits Development Corporation
- **Outstanding Individual Achievement**  
Sheila Downer, Forteau
- **Excellence in Fostering Entrepreneurship**  
Youth Ventures Corporation
- **Innovation in Education**  
Community Capacity Building Initiative
- **Excellence in Youth Leadership**  
Adam Harnett, Clarenville
- **Lifetime Achievement:**  
Douglas Sheppard, Gander

### **Getting the Message Out**

The Getting the Message Out (GMO) program promotes awareness of good things happening in the Newfoundland and Labrador economy and informing audiences about economic development initiatives and entrepreneurial opportunities. This program was part of an overall strategy designed to showcase the capabilities of Newfoundland and Labrador businesses. The GMO program used a communications and social marketing approach based largely on profiling business success stories. It did this through:

- presentations that showcased diverse and innovative businesses from around the province including information on growth industries, employability skills, exporting, and the challenges and opportunities as it relates to our economy;
- a lively and interactive website; and
- communications tools including a video, promotional materials and creative thinking workshops.

During 2003-04, the GMO team delivered 175 presentations to high school audiences and sixty-five presentations to post-secondary groups. An additional sixty-five presentations were made to special interest and high-risk employment groups. In total, 305 presentations were delivered to more than 7,300 participants from coastal Labrador to the Northeast Avalon area. More than 51,000 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 is designed to help correct misinformation, dispel outdated notions and negative stereotypes and create positive images for the province. In our efforts to contribute to economic diversification and the development of 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 2003-04, the Ambassador Program had approximately 280 Ambassadors including residents, expatriates and friends of the province, many of whom were in positions of influence and willing to promote Newfoundland and Labrador outside the province. The bimonthly Ambassador Newsletter, with a circulation of 25,000, contains good news business and economic development stories.

### **Investing in Regional Economic Development**

The Department of Innovation, Trade and Rural Development has invested significantly in economic development to help diversify and strengthen local economies in all regions of the province.

### **Economic Development Initiative**

The Economic Development Initiative was established for the fiscal year 2003-04 to address the gap created by the end of cost-shared federal/provincial agreements. It provided funding to government departments and not-for-profit organizations to support key economic development initiatives that were

traditionally supported under cost-shared agreements. Examples of support provided include:

- support to the Newfoundland and Labrador School Boards Association for the Regional Economic Development and Schools program;
- the Canadian Centre for Marine Communications received a contribution toward the International Marine Technology Information Seaway initiative;
- the Heritage Foundation of Newfoundland and Labrador received support to protect the significant examples of Newfoundland and Labrador's fisheries heritage architecture;
- operational support for cultural industry associations;
- marketing assistance to the cultural community to reach markets outside of Newfoundland and Labrador;
- professional development support for artists and arts organizations;
- support for community historic sites and heritage organizations to undertake conservation, research, presentation and professional development activities; and
- capacity building and product development to strengthen and increase cultural products available and improve the economic benefit and business opportunities in various regions of the province.

### **Comprehensive Economic Development Agreement**

This federal/provincial agreement ceased taking new applications in March 2003. During fiscal 2003-04 several ongoing projects were amended, but no new projects could be approved beyond March 31, 2003 and all funds are to be expended by March 31, 2005. The mandate of this agreement was to improve opportunities for economic growth in the province and enhance the growth of earned incomes and employment opportunities by providing a flexible mechanism for coordinated economic development.

### **Community Economic Development Program**

This program was established to help communities adjust through difficult economic times and lend support to community-based economic diversification initiatives. The program invested \$670,219 in forty-eight projects throughout the province in 2003-04 to help communities take advantage of local economic diversification opportunities or adjust to significant economic challenges. Examples of projects that received investments:

- the Gander Town Council received support to study the feasibility of establishing a national and international relief distribution centre in Gander;
- the Argentia Area Chamber of Commerce received support toward the implementation of the Opportunity Argentia industrial benefits project; and
- the Norris Point Waterfront Development Committee received a contribution toward the Waterfront Development Plan.



### 3. Strategic Industries Development

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 agrifoods.

#### Small-Scale Manufacturing

Small-scale manufacturing is an important component of the provincial economy contributing to economic growth in both rural and urban areas. A research-based approach to development has led to a focus on sub-sectors likely to experience growth opportunities nationally and internationally. The department continued to develop national and international markets through trade shows, industry consultations and market intelligence for the boat and marine equipment, plastics and building products sectors.

Following the completion of an *Export Strategy for the Newfoundland and Labrador Boat Building Industry*, the department helped with the formation of a boat building industry sector group within the Canadian Manufacturers and Exporters (CME) to implement the recommendations of the strategy. As a member of the Value Added Wood Products Steering Committee, the department participated in developing several industry partnerships and new opportunities within the industry. This committee completed several initiatives including the successful development of a brand of locally produced birch hardwood flooring, Ocean Heritage Hardwoods. Staff arranged an incoming fine furnishings buyers mission with the Boston Design

Centre to increase awareness and interest in exporting opportunities.

Trade show support included provincial participation in the Atlantic Plastics and Composites Showcase in Moncton during October and participation in Construct Canada, Toronto, a show that provided companies with an opportunity to prepare themselves for international exporting. Training programs for sawmill operators and for export opportunities development in the metalworking industry were developed with partner groups.

#### Craft, Gift and Apparel Industry

Craft production in Newfoundland and Labrador provides employment for 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 2003-04, 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 provided marketing and development support through the Craft Industry Development Program. This cost shared federal/provincial funding program provided \$500,000 in financial support to 115 clients throughout 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. In April 2003, the department held the 11th Annual Provincial Wholesale Craft Show in St. John's. Fifty provincial craft producers exhibited their products and 100 retailers attended the show to purchase locally-made craft products for their retail stores.

## **Emerging Industries**

The department promoted growth in emerging new sectors of the economy including information and communications, biotechnology, marine/oceans technology, environmental technologies, and the defence and aerospace sector. In 2003-04, these advanced technology enterprises in Newfoundland and Labrador generated revenues of approximately \$900 million and employed more than 8,500 people in 450 firms. Support was provided to emerging industries for business development, export and trade marketing, trade intelligence and attendance at strategic trade shows and missions. In 2003-04, the department consulted with the business community and key stakeholders to identify ways to enhance and encourage greater research and development investment.

## **Biotechnology**

The department continued to work closely with Newfoundland Association of Technology Industries (NATI), the provincial industry life sciences association, and the Atlantic Canada Bio-Industries Association. The department played an advisory role in the negotiations that led to the merger of NATI and BioEast that took place in June 2003.

Support was provided to industry for a delegation to the 2004 International Marine Biotechnology Conference (IMBC) in Japan. The department is a member of the National Organizing Committee for IMBC 2005 that is being held in St. John's in June. Trade show activity also included participation in Bio 2003 in Washington, D.C., the largest conference and exhibition in the history of biotechnology attracting close to 20,000 biotechnology executives, politicians, scientists, and reporters from more than twenty countries; and participated in BioPort 2003 in Halifax, a conference that provided a forum for the Atlantic region to discuss growing the biotechnology sector.

## **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 in Newfoundland and Labrador is significant. In

2003-04, more than thirty companies employing approximately 600 people were active in the industry throughout the province. The sector generated annual sales of approximately \$50 million.

In 2003-04, the department helped the Aerospace and Defence Industry Association of Newfoundland and Labrador to establish an office and promote themselves. The association represents many companies in the sector, and their mandate is to identify and pursue new project opportunities in conjunction with government. The department also played a key role in facilitating the formation of the Atlantic Alliance of Aerospace and Defence Associations, a partnership of industry associations in Atlantic Canada to promote industry capabilities, form strategic alliances and pursue development opportunities.

Departmental staff were involved in the review and analysis of business proposals, worked with local groups to assess the potential for new aerospace and defence opportunities, and worked with federal government agencies on joint industry development initiatives. Support was provided for participation in major aerospace and defence trade shows including Aerospace North America in Montreal and the Nova Scotia International Air Show and Exhibition, which included 16 provincial delegates. The department also participated in the Aerospace Industry Association of Canada's Annual General Meeting and the Canadian Defence Industries Association's annual showcase.

## **Environmental Industries**

Local environmental industries have opportunities in activities such as monitoring, protection and mitigation in natural resource environments. The department continued to help the local environmental industries services sector through continued cooperative arrangements with other Atlantic provinces to promote and develop environmental industries, and export development of environmental goods and services from this region. Support was provided for trade show including Globe, Vancouver, and Enviro Expo in Boston. The department sponsored the Newfoundland and Labrador Environmental Industries Association annual general meeting and supported information

sessions on environmental technologies and business opportunities throughout the year.

### **Marine Industries**

The department commissioned a *Marine Technology Development Strategy for Newfoundland and Labrador* to provide a basis for identifying policies, programs and initiatives to support the development of the sector. Work is ongoing and the implementation of the strategy is under consideration. The department along with our key stakeholders continued to promote and develop the sector and provided support for these activities:

- seven local companies travelled to New Orleans in December to participate in the 2003 International Workboat Show, the largest commercial marine trade show and conference in North America, where delegates secured twenty-one new customers, identified 112 new business leads and contracted eight new distributors/agents for their products and services; and
- in March 2004, a delegation of twelve companies from Atlantic Canada visited London, England to participate in Oceanology International.

### **Information Technology Industries**

Government renewed its information technology (IT) services contract with xwave in 2001, which included an enhanced Industrial Benefits Agreement (IBA) to strengthen the overall information technology industry in the province. With the exception of job creation, they met all commitments and obligations. During 2003-04, xwave met most of its commitment under the IBA: doubled its commitment to attract \$5 million in new business to the province; and subcontracted more than \$3.05 million of other work to local IT businesses. However, challenges remain on the job creation component of the agreement.

Government has also entered into a cooperative arrangement with xwave and NATI to bring more IT work into the province. The Nearshore Initiative Agreement is a marketing initiative to find and develop new business opportunities in Canada and the U. S. for Newfoundland and Labrador.

### **Dimension Stone**

Sector development was supported through the Dimension Stone Working Group comprising representatives from the department, industry, ACOA and the Department of Natural Resources. Activities included a continued focus on developing local and export markets for dimension stone through attendance at trade shows and conferences including: the Baie Verte and Area Mining Conference and Coverings 2004 in Florida, in which the department took the lead role in an Atlantic Canada dimension stone pavilion. At the Canadian Institute of Mining provincial meeting, staff organized a dimension stone session.

Staff also examined opportunities to expand the local market for natural landscaping stone, particularly in areas outside the northeast Avalon. A study on opportunities for armour stone was jointly funded with the Department of Mines and Energy. The department partnered with the Department of Natural Resources to produce dimension stone promotional material including, posters, brochures and a website.

### **Agrifoods**

The department continues to work with industry, government departments and regional economic development boards to help economic growth and diversification in the agrifoods sector. Sectoral development activities included leading the development of a Life Sciences strategy; participation in the development of a vegetable industry strategy in response to changes at the retail level and food safety issues; working with the *Fur Strategy* steering committee to carry out the recommendations identified within their strategy for attracting foreign investment to this province; support for business attendance at trade shows; networking to develop training needs assessment for the agrifoods sector; and providing leadership to the Blueberry Development Corporation in their efforts to revitalize the blueberry industry.

## 4. Trade and Export Development

National and international trade and export development is critically important to new job creation and economic growth in Newfoundland and Labrador. The Department of Innovation, Trade and Rural Development supported this by helping Newfoundland and Labrador businesses 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 were key tools in promoting growth in exports.

In 2003-04, the department organized twenty-four trade exhibitions for local companies in other Canadian provinces, the United States and the United Kingdom. Industry sectors included consumer goods, marine technology, defence and aerospace, building products and biotechnology.

The department also organized or worked in partnership arrangements on trade missions in 2003-04. A principal feature of these missions was a business-to-business 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.

Trade missions during 2003-04 included two to Boston as part of the New England Trade and Investment Initiative. In November 2003, ten companies and two business associations from the province participated on a Team Canada Atlantic trade mission to Washington, DC. The participants had 102 in-market business meetings, and reported immediate sales of \$550,000 and projected sales of \$18.175 million as a result of participating on the mission. In addition, seventy-four new agents, brokers, distributors and partnerships were obtained or established during the mission. Participants expect to create 124 new jobs over the next year from this effort. A follow-up mission to Washington is planned for April 2004.

### Export Development Days

Export Development Days is a celebration of exporting and the role it plays in the economic and business growth of Newfoundland and Labrador. The department led Export Development Days in May 2003 in partnership with ACOA, Trade Team Newfoundland and Labrador and the Canadian Manufacturers and Exporters Association. The objectives were to increase public and private sector awareness of the benefits to the provincial economy of exporting, export related opportunities, and to celebrate export success. The province's exports have more than tripled since 1992, growing from \$2.8 billion to an estimated \$9.7 billion in 2002.

### Export Seminars

Two sets of export seminars were offered to the business community across the province. The department delivered a "Preparing for a Trade Mission" seminar that described the benefits to an exporting business of participating in a trade mission, what a company needs to do to prepare for a successful mission and how departmental staff and services can help with their export goals. Trade Team Newfoundland and Labrador delivered "Going Global: Introduction to International Trade" seminars with the Forum for International Trade Training.

### Provincial Export Awards

The highlight of Export Development Days was the annual Newfoundland and Labrador Export Awards. The awards celebrate successes and encourage new exporters to enter the global marketplace. Established in 1983, the awards are a joint initiative of the Department of Innovation, Trade and Rural Development and the Canadian Manufacturers and Exporters – Newfoundland and Labrador Division.

Forty-two companies were nominated for the 2003 Newfoundland and Labrador Export Awards by industry associations, chambers of commerce, companies and government agencies. Finalists were selected through an assessment process involving



the Canadian Manufacturers and Exporters , NATI, the Newfoundland and Labrador Environmental Industries Association and provincial and federal departments responsible for export development.

### **2003 Award Winners**

- **Exporter of the Year**  
Rutter Technologies Inc, St. John's
- **Finalist**  
North Atlantic Refining Limited, Come by Chance
- **Finalist**  
Genoa Design International Ltd., Manuels

### **New England Trade and Investment Initiative - A Targeted Approach**

New England is a key export market for Newfoundland and Labrador. Its close geographic proximity, strong historical and cultural ties, and large affluent market make the area a natural trading partner. Newfoundland and Labrador's exports to New England reached a ten-year high in 2003, totalling \$1.1 billion, up slightly from \$1 billion the previous year. Of Newfoundland and Labrador's \$4.2 billion international merchandise exports, 26 percent find destinations in New England. Massachusetts receives the bulk of the province's exports to New England at 66 percent, with an additional 22 percent bound for Connecticut.

During 2003-04, the Department of Innovation, Trade and Rural Development continued to provide outreach services to companies across the province, with ongoing one-on-one export counselling for specific New England export plans. The department led seventeen companies in two business trade missions to the region. During these missions, the companies attended meetings with pre-qualified business contacts to help them explore new export opportunities and business relationships. In October 2003, a trade mission travelled to Boston, Massachusetts. Since the launch of the initiative in 1999, there have been ten trade missions to New England that have introduced more than sixty companies to this market.

### **Ireland Business Partnerships**

The Department of Innovation, Trade and Rural Development provided operational funding and logistical support to the Ireland Business Partnerships (IBP), a private-sector led organization established in 1997 to pursue stronger economic, business and cultural opportunities with Ireland. The IBP brings together business, education, government and community representatives in Newfoundland and Labrador with a particular interest in the Newfoundland-Ireland connection.

In 2001, as a response to the IBP initiative, the Republic of Ireland established the Ireland Newfoundland Partnership to enhance the business and cultural links developed through the 1996 Memorandum of Understanding (MOU) between Ireland and Newfoundland and Labrador. The Ireland Newfoundland Partnership works with the IBP to promote business, educational and cultural development.

In 2004-05, government is planning an Ireland mission. This mission will strengthen the overall relationship between Ireland and Newfoundland and Labrador, to examine Ireland as a model for economic development and to confirm a commitment to an ongoing partnership.

## **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. It is one of 12 regional trade networks established across the country to help businesses achieve success in global markets.

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. Activities during 2003-04 included:

- Trade Team Newfoundland and Labrador held two Doing Business in China export seminars in St. John's and Corner Brook in March;
- export seminars on topics such as Transportation and Logistics, and Introduction to Exporting in locations across Newfoundland and Labrador;
- promotion of TTNL products and services at trade shows across the province;
- partnership meetings for information sharing and joint project development between federal and provincial government representatives; and
- development of a new, interactive trade portal website.

## 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 economic development of the province.

### **NETWORK Newfoundland and Labrador**

NETWORK Newfoundland and Labrador is a public-private partnership between Aliant and the Department of Innovation, Trade and Rural Development. It was created in 1995 to attract information and technology communications businesses, particularly customer contact (call) centres, to the province.

This focussed approach has been highly successful in attracting new investment and jobs. In 2003-04, the customer contact industry employed approximately 4,500 people in Newfoundland and Labrador. In particular, nine centres have been attracted to the province since NETWORK Newfoundland and Labrador was established, including centres in Corner Brook, Grand Falls-Windsor, Carbonear and St. John's, creating approximately 3,500 of the jobs in the industry.

### **Promoting the Province to the World**

The Department of Innovation, Trade and Rural Development coordinated international business and investment promotion of the province as a competitive business location, 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 coordinated the provision of specific information to investment prospects. The department also promoted the province to professional site selectors who advise companies and clients of potential new sites for corporate location and expansion. During 2003-04, specific activities

that promoted inward investment included advertisements in site selection journals to complement the activities below:

- site selection conferences, including the semi-annual CoreNet meeting in Atlanta in October 2003, the premiere US site selection conference;
- an investment forum in Halifax in June 2003 where the provinces invited local companies to meet the 100 visiting international investors; and
- participation in the pan-Atlantic Investment Coordination Committee, with ACOA and the four Atlantic provinces, for regional coordination of investment activities.

Joint investment promotion activities conducted in 2003-04 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.

# Opportunities and Challenges Ahead

## Financial constraints

The budgetary reality facing the department for the next few years includes program expenditure reductions due to the phase-out of cost-shared federal/provincial agreements and new restrictive guidelines for the Labour Market Development Agreement.

## Program Renewal

Government began a comprehensive review of all public service programs and services early in the new fiscal year. The renewal process will reassess government's role in Newfoundland and Labrador society by reviewing all programs and services to ensure that they are relevant, effective, citizen-centred and affordable.

The department has also begun to work on a strategic plan for the department as a whole and for each of its divisions in an integrated, coordinated manner with strong cross-cutting ties between divisions and regions. It will review all of the department's programs and services to make them more effective and provide better service to clients consistent with government's overall program renewal exercise.

## Rural Newfoundland and Labrador

Government is particularly concerned about the challenges confronting our rural communities and the businesses that operate in them. Within the department, a new branch of Regional Development will be formed with its own Assistant Deputy Minister, which will focus its regional and rural efforts more on business and economic development. A Rural Secretariat will be established to promote the well-being of rural Newfoundland and Labrador through a comprehensive approach aimed at integrating economic, social and cultural aspects of rural and regional development. It will build on the work of the Strategic Social Plan and its six regional steering committees. Although part of Executive Council, the Assistant Deputy Minister of the Rural Secretariat will report to the Minister of Innovation, Trade and Rural Development.





# Financial Statement

## Department of Innovation, Trade and Rural Development

### Statement of Expenditure and Related Revenue

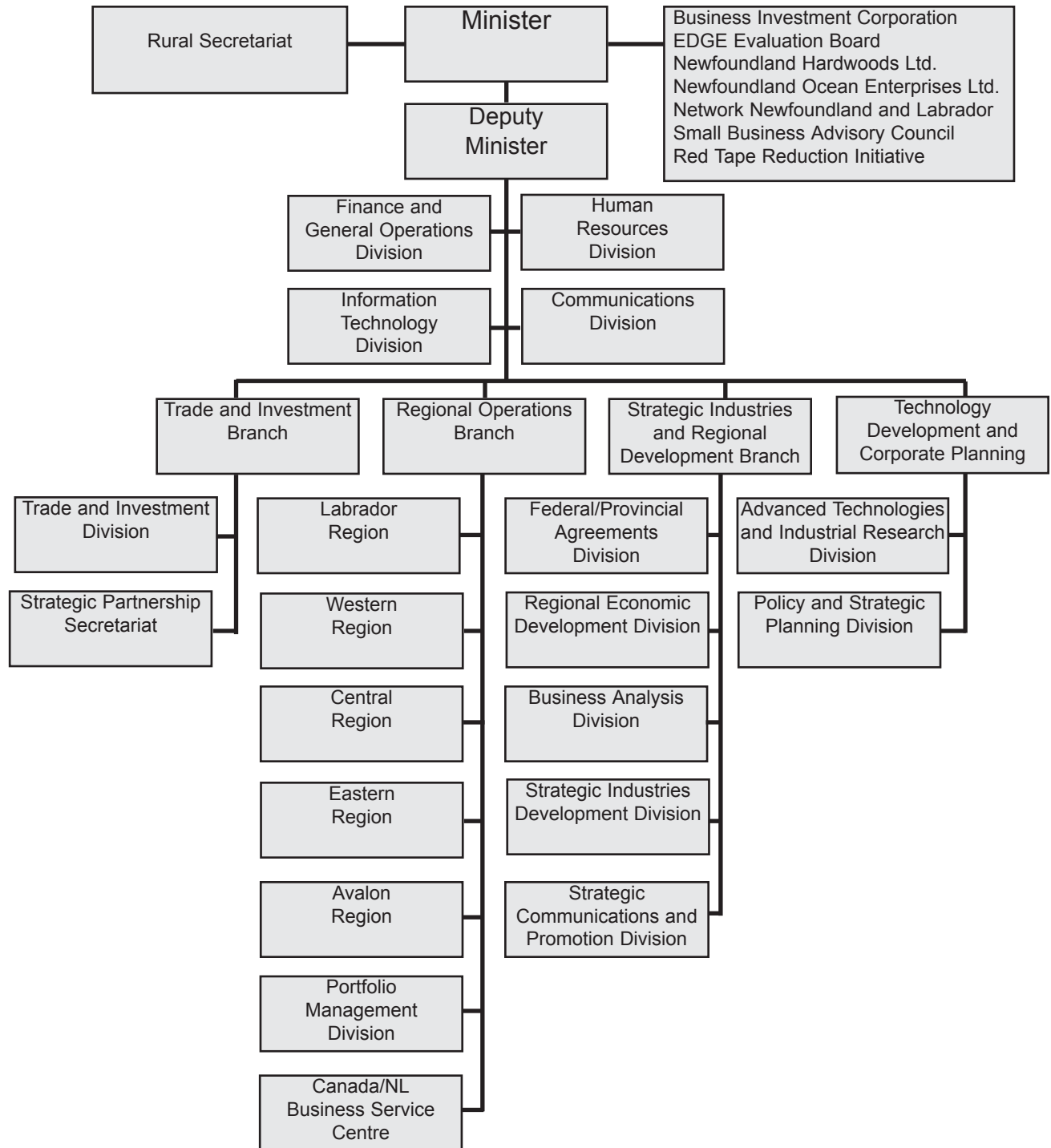
#### Summary for the Year ended March 31, 2004

	Actual \$	Amended \$	Original \$
1.1.01 Minister's Office	315,032	434,600	434,600
1.2.01 Executive Support	1,221,542	1,313,000	1,065,500
1.2.02 Administrative Support	575,716	660,900	569,900
Less Revenue	(2,153)	-	-
1.2.03 Policy and Strategic Planning	485,540	562,000	592,700
Less Revenue	(2,500)	-	-
2.1.01 Export and Investment Promotion	2,464,019	3,028,000	2,943,500
Less Revenue	(21,952)	(125,000)	(125,000)
2.1.02 Investment Prospecting	259,975	300,000	670,000
3.1.01 Strategic Business Development	1,789,451	2,639,800	3,130,800
Less Revenue	(80,545)	-	-
3.1.02 Special Initiatives - Offshore Fund	650,000	650,000	650,000
Less Revenue	(453,586)	(487,500)	(487,500)
3.1.03 Industrial Research Assistance Program (NRC)	25,307	26,700	20,000
Less Revenue	(78,284)	(19,000)	(19,000)
3.2.01 Regional Economic Development Services	1,154,719	1,442,800	1,417,100
3.2.02 Comprehensive Economic Development (Current)	10,613,480	11,690,600	14,817,300
Less Revenue	(2,197,674)	(3,212,100)	(3,212,100)
3.2.03 Canada/Newfoundland Agreement on Economic Development and Fisheries Adjustment (Current)	150,000	150,000	200,000
3.2.04 Comprehensive Economic Development (Capital)	745,298	953,100	1,353,100
Less Revenue	(550,103)	(947,200)	(947,200)
3.3.01 Business Analysis	10,510,780	10,796,100	7,265,500
Less Revenue	(160)	(1,000)	(1,000)
3.3.02 Strategic Enterprise Development Fund	3,621,500	3,621,500	2,621,500
Less Revenue	4,190,245)	(2,358,000)	(2,358,000)
4.1.01 Business and Economic Development Services	4,680,883	4,866,700	4,956,900
Less Revenue	(250)	-	-
4.1.02 Investment Portfolio Management	532,468	613,100	1,040,500
<b>Department Total</b>	<b>\$39,645,710</b> <b>(7,577,452)</b>	<b>\$43,748,900</b> <b>(7,149,800)</b>	<b>\$43,748,900</b> <b>(7,149,800)</b>

Please refer to Volume III of the Public Accounts, which were previously tabled in the House of Assembly for detailed information

# Appendix A: Organizational Chart

## Department of Innovation, Trade and Rural Development



## Appendix B: 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](mailto:ITRDinfo@gov.nl.ca)

### Corporate Office

Reception	729-7000/7097
Minister's Office	729-4728

### Labrador Region

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

### Western Region

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

### Central Region

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

### Eastern Region

Clarenville	466-4170
Marystown	279-5531/5533

### Avalon Region

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

### Our Websites

Department: [www.gov.nl.ca/intrd](http://www.gov.nl.ca/intrd)

The Ambassador: [www.theambassador.ca](http://www.theambassador.ca)

Canada/Newfoundland and Labrador Business Service Centre: [www.cbsc.org/nl](http://www.cbsc.org/nl)

Capacity Building: [www.cedresources.nf.net](http://www.cedresources.nf.net)

Crafts of Character: [www.craftsofcharacter.com](http://www.craftsofcharacter.com)

Getting the Message Out: [www.gmo.nf.ca](http://www.gmo.nf.ca)

Investing in Newfoundland and Labrador: [www.nlbusiness.ca](http://www.nlbusiness.ca)

NETWORK Newfoundland and Labrador: [www.netwk.nf.ca](http://www.netwk.nf.ca)

New England Trade: [www.newenglandbusiness.ca](http://www.newenglandbusiness.ca)

Provincial Nominee: [www.nlpnp.ca](http://www.nlpnp.ca)

## Appendix C: Map of Office Locations

