



Atlantic Canada Opportunities Agency

**2000-2001
Estimates**

Part III – Report on Plans and Priorities

Canada

The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament. The Estimates, which are tabled in the House of Commons by the President of the Treasury Board, consist of three parts:

Part I – The Government Expenditure Plan provides an overview of federal spending and summarizes both the relationship of the key elements of the Main Estimates to the Expenditure Plan (as set out in the Budget).

Part II – The Main Estimates directly support the *Appropriation Act*. The Main Estimates identify the spending authorities (votes) and amounts to be included in subsequent appropriation bills. Parliament will be asked to approve these votes to enable the government to proceed with its spending plans. Parts I and II of the Estimates are tabled concurrently on or before 1 March.

Part III – Departmental Expenditure Plans which is divided into two components:

- (1) **Reports on Plans and Priorities (RPPs)** are individual expenditure plans for each department and agency (excluding Crown corporations). These reports provide increased levels of detail on a business line basis and contain information on objectives, initiatives and planned results, including links to related resource requirements over a three-year period. The RPPs also provide details on human resource requirements, major capital projects, grants and contributions, and net program costs. They are tabled in Parliament by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*. These documents are to be tabled on or before 31 March and referred to committees, which then report back to the House of Commons pursuant to Standing Order 81(4).
- (2) **Departmental Performance Reports (DPRs)** are individual department and agency accounts of accomplishments achieved against planned performance expectations as set out in respective RPPs. These Performance Reports, which cover the most recently completed fiscal year, are tabled in Parliament in the fall by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of public funds.

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Available in Canada through your local bookseller or by mail from Canadian Government Publishing (PWGSC)
Ottawa, Canada K1A 0S9

Telephone: 1-800-635-7943
Internet site: <http://publications.pwgsc.gc.ca>

Catalogue No. BT31-2/2001-III-81

ISBN 0-660-61203-8

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LIST OF ACRONYMS

ACTP:	Atlantic Canada Tourism Partnership
ATI:	Alliance of Technical Industries
BDP:	Business Development Program
CAS:	Consulting Advisory Services
CBDC:	Community Business Development Corporations
CBSC:	Canada Business Service Centres
CCMC:	Canadian Centre for Marine Communication
CED:	Community Economic Development
CFAR:	Canadian Fisheries Adjustment and Restructuring Initiative
CFI:	Canada Foundation for Innovation
CRP:	Canadian Rural Partnership
CSA:	Canadian Space Agency
Devco:	Cape Breton Development Corporation
DFAIT:	Department of Foreign Affairs and International Trade
ECBC:	Enterprise Cape Breton Corporation
EMS:	Environmental Management System
FDI:	Foreign Direct Investment
FIS:	Financial Information Strategy
FTE:	Full Time Equivalent
GDP:	Gross Domestic Product
IBDA:	International Business Development Agreement
IEI:	Information Economy Initiative
IFI:	International Financing Institutes
IPC:	Investment Partnerships Canada
IRB:	Industrial and Regional Benefits
IT:	Information Technology
JEDI:	Joint Economic Development Initiative
KEP:	Knowledge Economy Partnership
PWGSC:	Public Works and Government Services Canada
REDA:	Regional Economic Development Agreement
SDS:	Sustainable Development Strategy
SME:	Small- and Medium-Sized Enterprises
SOEP:	Sable Offshore Energy Project
UCS:	Universal Classification System

SECTION I - MESSAGES

Minister's Portfolio Message

In the global economy, innovation is an essential determinant of long-term economic growth, improved productivity and, ultimately, our quality of life. Preparing Canadians for the knowledge-based economy remains one of the government's top priorities in the years ahead. My portfolio of government organizations is promoting the growth of a strong, dynamic Canadian economy and is helping Canadians take advantage of the opportunities offered by the global knowledge-based economy. We have laid a solid foundation through our continuing investments in knowledge and innovation.

An essential ingredient for our knowledge-based growth, both as an economy and as a society, is Connecting Canadians, an initiative designed to make Canada the most connected country in the world. Leading-edge applications will create jobs and growth, and strengthen productivity performance. Connecting Canadians also allows us to reach out to all citizens, and redefine and enhance how we provide services to, and interact with, Canadians.

I am pleased to present the Report on Plans and Priorities for the Atlantic Canada Opportunities Agency (ACOA) which sets out for Canadians the planned activities, priorities and resources over the course of the next three years. These plans illustrate how ACOA's economic leadership is contributing to building a strong and dynamic economy in Atlantic Canada. ACOA is not only responsible for administering federal/provincial economic renewal agreements on behalf of the federal government, it also invests strategically in policy research and analysis, in trade, tourism and investment, innovation as well as entrepreneurship and skills development. It is helping small rural communities build promising futures and it is providing a full array of financial and information services to Atlantic entrepreneurs.

The Industry Portfolio is ...

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

**Not required to submit Reports on Plans and Priorities*

As we look ahead we must define excellence by global standards. Innovation, science, research and development, and connectedness will profoundly change the world we face in the next decade. To maintain and improve our quality of life, we must be more skilled, more productive, more entrepreneurial and more innovative than any other country in the world and we can be all of these things.

The Honourable John Manley

Secretary of State's Message

In the Speech from the Throne opening the Second Session of the Thirty-Sixth Parliament (October 1999), the Government of Canada resolved to strengthen the country “by enhancing the quality of life of Canadians.” What this means specifically for the Atlantic Canada Opportunities Agency (ACOA) is a renewed commitment to building stronger communities and a more dynamic economy in Atlantic Canada.

This report gives substance to those commitments by setting out clear objectives and identifying the key activities ACOA will undertake in the coming year. It demonstrates that the Agency is investing strategically—both in the people and businesses of Atlantic Canada. It also details the expected outcomes of these investments such as increased business start-ups, more trade-ready firms, increased direct foreign investment, better access to capital and information, and the development and commercialization of new technologies.

Although the Atlantic economy has grown in recent years, many economic challenges remain—including continued out-migration, lack of opportunity in rural areas, and an overall lag in regional productivity. ACOA recognizes that it cannot address these issues in isolation. We will continue to work with all orders of government, the private sector, research and academic groups and the volunteer sector to identify problems and opportunities in the Atlantic economy. We will continue to respond to the regional needs of Atlantic Canada by helping coordinate the programs delivered in the region by other federal government departments. We will also continue to advocate strongly for Atlantic Canada's interests in the development of national policies and programs.

Building a better quality of life for Atlantic Canadians is directly linked to creating a more entrepreneurial, more innovative, more productive—and hence more competitive—Atlantic economy. But it is only by working collaboratively in this increasingly inter-connected global environment that we will succeed. This report represents my commitment to realizing that goal.

The Honourable George Baker, P.C., M.P.
Secretary of State
Atlantic Canada Opportunities Agency

SECTION II - AGENCY OVERVIEW



Mandate, Roles and Responsibilities

1. Mandate and Mission

The Agency derives its mandate from Part I of the *Government Organization Act, Atlantic Canada 1987, R.S., c. G-5.7*, otherwise known as the *Atlantic Canada Opportunities Agency Act*. The Act provides ACOA with a broad mandate for economic development in Atlantic Canada.

ACOA Mandate



To increase opportunity for economic development in Atlantic Canada and, more particularly, to enhance the growth of earned incomes and employment opportunities in that region.

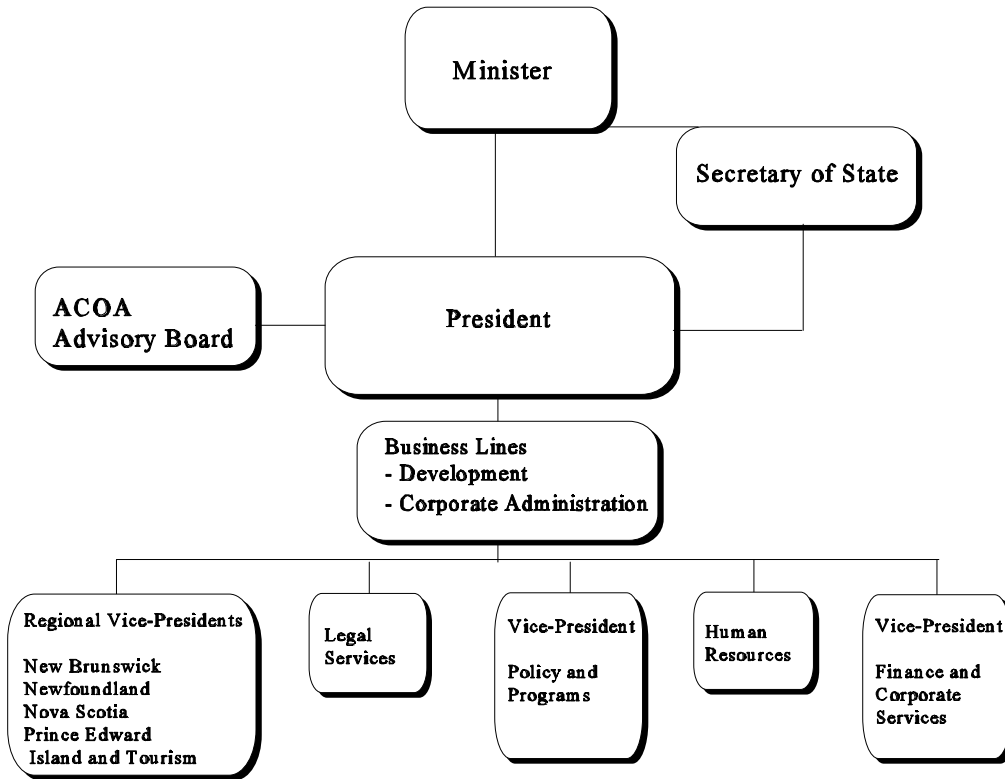
To fulfill its mandate, ACOA's mission is to work in partnership with the people of Atlantic Canada towards the long-term economic development of the region.

2. Organizational Structure

ACOA's Head Office is located in Moncton, New Brunswick. It includes the President's office, Policy and Programs, Finance and Corporate Services, Legal Services and Human Resources. The organizational structure, including associated resources is depicted in Figure 1, on page 6.

ACOA has a regional office located in the capital of each Atlantic province. Regional Vice-Presidents are responsible for the delivery of ACOA programs. In Sydney, Nova Scotia, the Vice-President of Enterprise Cape Breton Corporation (ECBC) is responsible for delivering ACOA's programs in Cape Breton. Each Vice-President is equipped with Ministerial delegated authorities to approve projects and proposals occurring in their area of responsibility.

Figure 1: Organization Structure



2000-2001 Resources by Responsibility Area (\$ millions)						
Business Line	Regions	Policy and Programs	Human Resources	Finance and Corporate Services	All Other*	Total
Development 330 FTEs	266.2	24.5	0.4	3.4	0.2	294.7
Corporate Administration 100 FTEs	3.1	0.2	0.9	7.9	1.3	13.4
Total Planned Spending 430 FTEs	269.3	24.7	1.3	11.3	1.5	308.1

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

Through its Ottawa office, ACOA advocates the interests of Atlantic Canadians in the development of national policies and programs, including the interests of the region's entrepreneurs as they relate to federal procurement.

ACOA legislation provides for an ACOA Advisory Board. This Board is composed of the President of ACOA and not more than seven other members who represent all areas of Atlantic Canada.

The President of ACOA is also, ex officio, the Chairperson of the Board and CEO of ECBC. ECBC is a Crown Corporation established by legislation to promote and assist the financing and development of industry on Cape Breton Island, to provide employment outside the coal producing industry and to broaden the base of the economy of Cape Breton Island. While ECBC and ACOA have a close working relationship and many ACOA programs are delivered in Cape Breton through the Corporation, ECBC is a separate entity and reports separately to Parliament through the Minister and the Secretary of State; therefore it is not included in this document.

B *Agency Objective*

To meet its mandate, ACOA has the following objective:

To support and promote new opportunities for economic development in Atlantic Canada, with particular emphasis on small- and medium-sized enterprises, through policy, program and project development and implementation and through advocating the interests of Atlantic Canada in national economic policy, program and project development and implementation.

ACOA works to enhance the competitive strength and productivity of SMEs in the region. Statistics Canada research shows that, in Atlantic Canada, 95% of newly created businesses are SMEs with fewer than 100 employees.

1. Strategic Directions

In operationalizing its mandate and objectives, ACOA has identified a series of strategic priorities. As highlighted in the Key Results Commitments tables in Section III (D) of this report (pages 28-43), ACOA's development activities and results are aligned with and guided by these strategic priorities.

ACOA's Strategic Priorities

- | | |
|-------------------------------------------|----------------------------------|
| ☐ Policy, Advocacy and Coordination | ☐ Innovation |
| ☐ Access to Capital and Information | ☐ Trade, Tourism and Investment |
| ☐ Entrepreneurship and Skills Development | ☐ Community Economic Development |

Policy, Advocacy and Coordination

ACOA has a legislated role and mandate as advocate for Atlantic Canada's interests, priorities and concerns in federal government policy making, program design and project selection.

ACOA's advocacy effort is advanced through strategic alliances and partnerships via a network of regional offices and field offices, and through its Ottawa office. Federal Regional Councils, for example, composed of senior federal officials in each of the Atlantic provinces, provide an excellent forum to coordinate and advocate federal initiatives in Atlantic Canada.

Cabinet policy support and advice to the Minister and Secretary of State are carried out through gathering and dissemination of local, regional, provincial and national issue-related intelligence, using the strength of regional partnerships and business and stakeholder networks to influence major federal policy reviews and economic strategies and a coordinated approach to influencing procurement and expenditure decisions.

The Agency's policy and research agenda is based on comprehensive regional experience, input from economic development stakeholders and partners, and findings and knowledge from a growing body of completed research and consultation. A forward-looking research plan is maintained which reflects and supports: emerging regional, provincial and local economic issues; structural challenges and opportunities in the Atlantic economy; sector-specific considerations; key federal policies; and ACOA strategic priorities and program initiatives. ACOA's approach includes internally driven research, research carried out by and with external partners, and policy roundtables and seminars.

Access to Capital and Information

Small- and medium-sized businesses are the engines of growth to the Atlantic economy. Support for the start-up and expansion of SMEs is critical in generating job creation and increasing earned incomes in the region.

Among the greatest barriers to the start-up and expansion of SMEs in Atlantic Canada is insufficient access to capital. Breaking down these barriers, in association with public and private sector partners, is one of ACOA's strategic priorities. The Agency aims to help address the most critical financing gaps such as investments in new technology, software, prototypes, staff training, trade development and quality improvement measures. These investments often do not meet either the risk requirements (i.e., security) of commercial lenders or the size requirements of venture capitalists.

ACOA helps with access to capital by, for example, making interest-free, unsecured loans through its Business Development Program (BDP), often leveraging funds from conventional lenders to finance SME activities. ACOA also encourages the formation of investment funds to leverage capital, such as ACF Equity, the Community Catalyst Fund (CCF) and PEI Capital Inc.

ACOA works to provide a client-centred business information network through the Atlantic Canada Business Services Centres and other business support organizations. (See also Community Economic Development (CED), page 12.)

Entrepreneurship and Skills Development

By investing in the development of existing and potential entrepreneurs, ACOA is working to ensure that business start-ups and expansions continue to generate new employment. Enhancing business management skills in SMEs leads to an increase in businesses' survival, growth and productivity.

ACOA is the principal advocate of entrepreneurship development in Atlantic Canada. The Agency's current entrepreneurship development strategy is recognized nationally and internationally as a successful model. This model approaches development on a very broad front. In addition, the Agency has laid the foundation for a Business Management Development strategy and has supported such activities as infrastructure development, training, transition programs, quality assurance and productivity improvement.

ACOA is working to create an environment in which entrepreneurship is widely perceived as a career option and life-long learning is part of Atlantic Canada's business

culture. The Agency's Entrepreneurship and Skills Development strategy focusses on four key areas:

- C Entrepreneurship Education
- C Business Management Development
- C Youth Entrepreneurship
- C Skills Research and Advocacy

Innovation

Through its development efforts in Innovation, ACOA seeks to strengthen the innovation performance of the Atlantic region through development and commercialization of new technologies, enhanced technology capability and growth of strategic sectors.

To strengthen the innovation and technology capacity of the Atlantic region, ACOA focusses upon five "themes": creation of new technology firms; technology skills; strategic sectors; technology diffusion; and technology development and commercialization.

The primary objectives of these themes include:

- C support for projects involving SME new product or processes development, technology adoption and commercialization, as well as support to research facilities which provide services to SMEs;
- C supporting both domestic and international linkages/alliances for technology development and commercialization, including research-private sector partnerships and partnerships between private sector SMEs; and,
- C undertaking innovation and technology initiatives in partnership with other key stakeholders.

Trade, Tourism and Investment

ACOA seeks to enhance Atlantic Canada's trade and export skills and strengthen the export performance of the Atlantic region by enhancing the capabilities and capacity of SMEs to initiate and expand export activity. This is accomplished through a series of developmental and support activities in four key strategic areas: awareness, skills development, financing and policy, advocacy and coordination.

Awareness activities are designed to promote SME interest in exporting, increase current and potential exporters' information and knowledge of trade issues and opportunities and raise the awareness level of our posts abroad with respect to Atlantic Canada's export capability. This is accomplished through initiatives such as trade orientation and training sessions, trade conferences, sector and company profiles and the hosting of incoming missions from selected posts abroad.

Skills development is based on three related approaches: the identification and targeting of potential exporters in each province and customized training of both potential and existing exporters; the provision of intensive counselling to export-ready firms; and, the development of trade consultant expertise in the region.

Financial support involves the provision of assistance under the Business Development Program for international market development, export-related expansions/modernizations, new product development and trade missions/fairs. Assistance for trade development projects is also provided under the Canada/Atlantic Provinces International Business Development Agreement (IBDA).

Policy, advocacy and coordination is carried out through activities such as membership on Team Canada Inc. and the Regional Trade Networks. ACOA-led forums such as the Pan-Atlantic Multilateral Trade Coordinating Committee and the Atlantic Investment Group contribute to the Agency's advocacy and coordination role in influencing national and regional trade policy.

ACOA works in partnership with the Atlantic provinces and key industry stakeholders to promote Atlantic Canada as a desirable tourism destination. The Agency strives to capitalize on and develop the strong tourism potential of the region by taking a strategic approach to tourism development.

The ACOA Tourism Strategy sets out a vision to develop an industry that is characterized by sustainable, world-class, and authentic travel experiences. The strategy aims to support expanded seasonality, rising productivity and the generation of quality job opportunities for Atlantic Canadians.

ACOA works in partnership with the Atlantic tourism industry and provincial governments to:

- C continue the positive trend towards multi-seasonal expansion through product development and innovation;
- C support products and initiatives which fulfil customer demand for quality;

- C support products which generate higher profitability, thereby improving return on investment and the climate for new investment; and,
- C support tourism marketing initiatives through activities such as the Atlantic Canada Tourism Partnership (ACTP) in which the Atlantic provinces and the tourism industry work together to promote the region.

The ACOA investment strategy is based upon the establishment of the region as a location of choice for Foreign Direct Investment (FDI).

This is accomplished through investment research, awareness and information management, and investment partnership. The investment research component is designed to initiate and fund studies in areas such as the identification of constraining and facilitating factors to FDI, in-depth sector analysis for FDI attraction purposes, and site locator selection criteria.

Awareness and information management emphasize the provision of general investment-related information about the region as a prospective investment site through investment missions, media promotions, liaison with Canadian posts abroad and the production of sector investment profiles. Data banks are also being established to track foreign investment in Atlantic Canada.

Investment partnership involves a liaison, advocacy and coordination role with Investment Partnerships Canada with regard to FDI in our region as well as cooperative investment promotion and research initiatives with the provinces.

Community Economic Development (CED)

ACOA is committed to its role as a player in Community Economic Development (CED) in Atlantic Canada. Many communities have demonstrated initiative and vision. The Agency's CED mission is to help these communities plan and implement their vision to create long-term self-sustaining economic activity.

ACOA works with Atlantic Canadian communities, helping them take responsibility and accountability for their own economic development. The Agency works with regional and local partners to build communities' capacity to plan and implement self-sustaining viable opportunities for economic development, including opportunities for the region's youth. Through these efforts, the Agency is working to support viable rural communities to help them get the full benefit from economic development opportunities.

ACOA works in partnership with Community Business Development Corporations (CBDCs), supporting the ongoing counselling and financial services the CBDCs provide to SMEs in rural communities. ACOA plays an active role of federal/regional coordinator and advocate of CED. On a local level, ACOA is striving to strengthen the strategic and operational planning process with Regional Economic Development Agencies and promote the use of community volunteers as CED champions in their respective communities.

ACOA's key objectives in CED are to:

- C strengthen coordination and cooperation between Atlantic CED partners;
- C increase the availability of business capital in rural communities;
- C create sustainable jobs in these communities;
- C strengthen the community strategic planning process; and,
- C encourage community ownership and empowerment in CED activities.

2. Programs and Services

In support of ACOA's strategic priorities, the Agency assists its clients through the following programs and services:

Business Development Program (BDP):

- C assistance to SMEs to establish, expand or modernize;
- C interest free, unsecured loans.

Consulting Advisory Services (CAS):

- C provision to business clients of immediate access to consulting expertise to pursue business opportunities or solve problems.

Canada Business Service Centres (CBSCs):

- C provision of business-related services and information products to SMEs and aspiring entrepreneurs;
- C a 1-800 telephone service, Internet communications, fax, and walk-in services.

Community Futures Program:

- C ACOA, through delivery of the Government of Canada’s Community Futures Program, supports autonomous, not for profit Community Business Development Corporations (CBDCs) to help entrepreneurs in rural areas to access the information, advice and capital required to succeed.

COOPERATION Program:

- C comprehensive, federal-provincial, cost-shared agreements;
- C strategic investment benefiting an industry, a sector, a community, and/or a province.

Adjustment Initiatives:

- C assistance to communities in developing alternative employment opportunities in response to the downturn in the Atlantic groundfish industry;
- C base closure adjustment activities, generating economic diversification and new employment opportunities;
- C Borden-Cape Tormentine redevelopment programs, generating new employment opportunities during the transition from ferry service to the fixed link between New Brunswick and Prince Edward Island.



External Factors Influencing the Agency

1. Economic Development Framework

ACOA’s mandate: *To increase opportunity for economic development in Atlantic Canada and, more particularly, to enhance the growth of earned incomes and employment opportunities* means that the region must move forward into the global economy both as the global economy is defined today and as it is taking shape for the future.

In assessing the region’s past performance and future potential and in taking into account the policy environment, two key factors that require

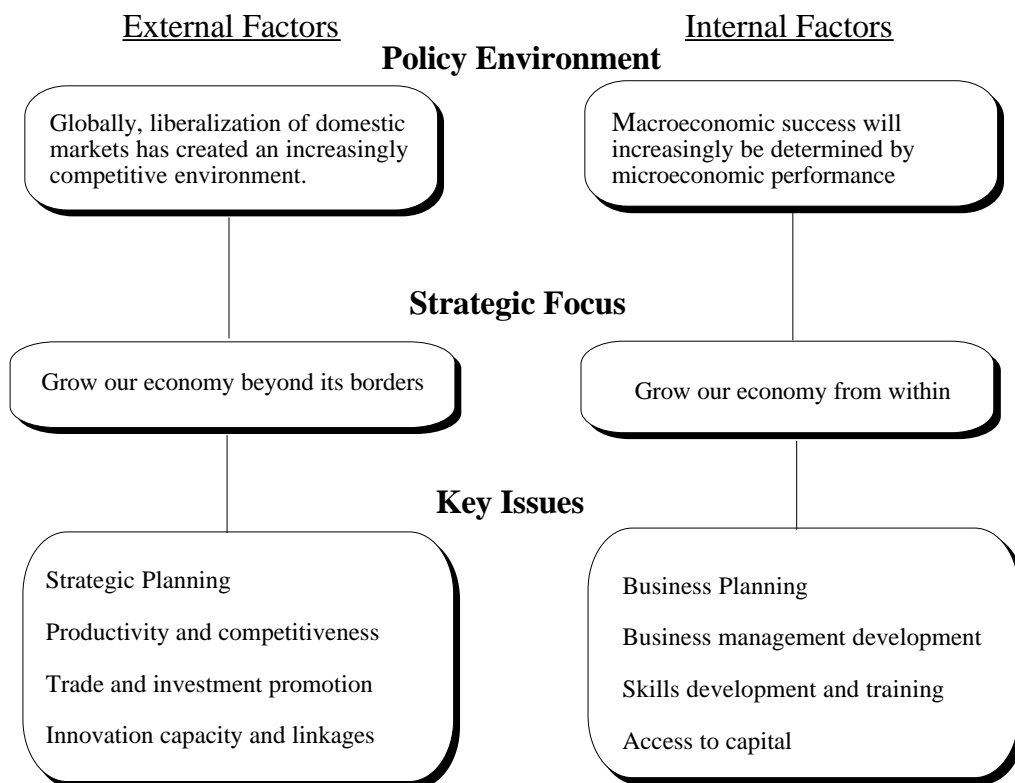
“Globalisation makes cities, regions and countries more vulnerable to external shocks and economic restructuring. Yet all cities and regions have resources which can be used to drive local economic development, provided they are part of a sustained regional development strategy that emphasises long-term goals over short-term gains.”

Learning cities: the new recipe in regional development, Kurt Larsen, OECD Observer, August 01, 1999

consideration are the increasingly competitive global marketplace and the need to improve productivity of individual firms.

Considering these factors, ACOA’s regional economic development strategy must take a balanced approach (see figure 2 below). To maximize the region’s growth in income and employment, the strategy becomes one of growing the economy beyond its borders. Secondly, the strategy focuses on growing the economy from within, by strengthening the individual potential of businesses in the region.

Figure 2 - Regional Economic Development Framework



To grow the regional economy beyond its borders, competitiveness and productivity are crucial. Where competition is intense, economic efficiency tends to be greater. Industries that have highly productive, innovative new entrants are typically the most productive industries; existing firms must either improve or fail. Liberalization of domestic markets has created more opportunity for competitive interaction. This in turn can cause resources (capital and labour) to move from lesser to more productive activities. Improvement in the region’s industrial productivity is an important ingredient to the region’s long-term economic success.

In growing the economy externally, strategic planning must guide the economic strategy with a focus on opportunities for the region's growth sectors as well as the resource sectors, the latter having been the traditional mainstay of the Atlantic Canadian economy. Trade and investment promotion strategies are critical undertakings to access existing and develop new external markets. Equally critical is the need to strengthen the region's innovation capacity. Innovation is the key to new product development and increased competitiveness. It should be emphasized that Innovation is more than engineering; it includes all aspects of business from marketing and sales, to human resource management.

To grow the regional economy from within, individual business potential has to be maximized through the incorporation of best management practices. Business decisions need to be guided by plans and strategies. More emphasis will have to be placed on skill development for the region's businesses to compete effectively. Capital should be available through strategically selected priority areas.

The regional economic development strategy can work more effectively when supplemented with special measures that focus on adjustment and strategic infrastructure. Adjustment allows for transition to occur within the economy, thereby reducing the negative impact of change. Strategic infrastructure can improve the region's assets, thereby enhancing both productivity and competitiveness.

To give effect to the regional economic development strategy, a broadly based approach is required. Partnerships must be formed and coordination of effort needs to occur. The Canadian Rural Partnership (CRP) is an example that draws together a wide range of government departments and mandates towards establishing a coordinated network of support to rural communities. ACOA will continue its role in Atlantic Canada for coordinating the cross-government response to rural areas.

ACOA is also committed to help enhance the vitality and support the economic development of the French linguistic minority community in Atlantic Canada and to foster the full recognition and use of both English and French in Canadian society as expressed in *Section 41 of Part VII of the Official Languages Act*. The Agency's Action Plan will be revised in 2000. It will build on progress achieved in working with the Francophone communities in their economic efforts.

2. Economic Review and Outlook for Atlantic Canada

The economy of Atlantic Canada continued to show improvement during 1999, with economic growth being supported by developments in the oil and gas sector. As well, the region has benefitted from strong economic growth in the rest of Canada and the United States. The region's economy is expected to have expanded by 3.9% in 1999, slightly higher than the forecast national growth rate of 3.6%.

Economic growth in 1999 was being driven by offshore oil production from Hibernia, highway construction and developments related to Sable Island natural gas. Output in the goods-producing industries is expected to have increased by 6%, due to growth in the manufacturing, construction and oil sectors. Strong economic activity in the transportation, communication and tourism sectors should provide for a 3.2% expansion in the service-producing industries.

In 1999, employment in Atlantic Canada increased by 3.4% or 34,000 jobs. This rate exceeded the national pace of 2.7%. The unemployment rate for the region was 11.7% in 1999, down from 12.9% in 1998.

The population of Atlantic Canada increased by 3,083 or 0.1% between July 1998 and July 1999, while the national population increased by 0.9%. The three Maritime provinces registered increases in population: Prince Edward Island (791), New Brunswick (2,048) and Nova Scotia (4,651). The population of Newfoundland and Labrador fell by 4,407 or 0.8%.

Economic activity in the region is forecast to moderate somewhat during 2000, mainly due to a slowdown in investment activity. In addition, economic growth in Canada and the United States is expected to weaken somewhat. Interest rates have begun to edge up in both countries to keep inflationary pressures in check. Real GDP in the region is forecast to increase by 2.9%, slightly lower than the national rate of 3.1%. Employment growth in the region is also expected to be below the national rate (1.2% vs. 1.7%).

Natural resources continue to provide the foundation for the region's economy. These industries and their associated processing activities generate significant spin offs throughout the economy. New mineral discoveries, increased tourism activities, value-added food and wood products, offshore energy development and aquaculture all represent continued use of the region's natural resources.

The region is also diversifying into knowledge-based industries and over time these will become major contributors to the region's economy. Information technology, environmental industries, biotechnology and ocean industries all represent significant opportunities for generating economic wealth.

Public Expectations

Unemployment remains the most important issue for Atlantic Canadians.

Atlantic Canadians are divided concerning how to spend extra revenues resulting from a federal budget surplus. Health care spending tops the list, followed by education and job creation. Support for new government spending in health care is higher among women and support increases with age. Women show stronger support for spending in education, while younger Atlantic Canadians are more inclined to support new government spending on job creation.

Federal-Provincial Context

Atlantic Canada's four provincial jurisdictions and small, widely dispersed population create the need for increased regional coordination of efforts. ACOA will continue building on its long-standing partnerships with the governments of the four Atlantic provinces to identify and address common economic development priorities. Economic priorities will include: development of a thriving SME sector with emphasis on technology; technology-based business opportunities; preparing for the knowledge-based economy; and rural and community development.

Challenges

Since the early 1990s, the Atlantic region has been adjusting to new global pressures, as well as internal fiscal realities. Extensive restructuring has taken place in the fisheries, as well as in the mining and forestry sectors. Although the Atlantic economy has benefitted from good economic growth in recent years, there remains several fundamental economic challenges. The region is experiencing slow population growth mainly due to continued out-migration. Lack of opportunities, especially in rural areas, is forcing people to leave the region. Development efforts must be directed at stemming this outflow of mostly young, educated people.

For the economy to grow, productivity levels must improve. Overall labour productivity in Atlantic Canada was 85% of the national level in 1998, down from 91% in 1984. Labour productivity in the region's manufacturing sector fell from 79% of the national level in 1984 to 75% in 1998. Certain key factors have been identified as contributing to the weaker productivity performance of the Atlantic economy relative to the national economy. Research and development spending, innovation, export participation, technology adoption, educational attainment and worker training have all lagged national levels. Action to improve this set of microeconomic fundamentals is critical if productivity levels in the region are to be raised.

3. Economic Outlook by Province



New Brunswick

Economic Context

New Brunswick experienced real GDP growth of 3.9% in 1999. This growth was driven by large construction projects such as the \$600 million Trans-Canada Highway, the \$650 million natural gas pipeline, and a \$750 million expansion of the Irving Oil refinery. There was a significant decrease in unemployment, an increase in the number of jobs, and an increase in personal income in the province. The call centre industry experienced continued growth and expansion over the year.

In New Brunswick, economic growth will moderate in 2000 with real GDP increasing by 2.5%. The economy will benefit from continued expansion in the manufacturing, transportation and communications sectors.

Rural areas of the province continue to face many difficulties. The economy of northern New Brunswick is generally dependent on the economic performance of resource-based sectors. Low commodity prices have brought weakness to the forestry and mining sectors while the fishery sector has not shown recovery in recent years. The Acadian Peninsula is under particular stress.

Besides the construction and resource sectors, growth potential for the province for long-term economic development seems to reside in several areas including: oil and gas; bio-pharmaceuticals; information technology; and tourism.

Challenges for New Brunswick

The New Brunswick economy is sensitive to the impact of large construction projects. A challenge for New Brunswick in the next several years will be the ability to sustain the economy's growth at current levels, after major capital projects are completed.

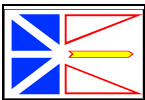
The introduction of natural gas as an energy source to the province presents opportunities associated with its inherent cost efficiency as a fuel source. The challenge for New Brunswick companies will be to fully exploit access to this new energy source and respond to the spin-off opportunities which will be available.

New Brunswick businesses must also capitalize on value-added opportunities in all the resource sectors, including aquaculture. With regard to the province's critical resource

sectors, the development of value-added opportunities will allow the province to sustain the resources while maximizing the value of output.

Pockets of high unemployment and underemployment continue to exist in New Brunswick. At the same time, there are labour shortages in key sectors such as information technology (IT), aquaculture, value-added wood products, metal fabrication and plastics. Left unattended these shortages will frustrate efforts to attract and develop new businesses specializing in these areas. The economic development challenge is to identify the labour shortage issues and address barriers to the efficient operation of labour markets.

New Brunswickers will continue to work together to develop appropriate strategies for responding to the difficult economic situation in the Acadian Peninsula. ACOA is committed to work with the Province of New Brunswick and its economic development partners to develop the necessary measures to maximize the impact of available resources and lead to a revitalization of the region's economy.



Newfoundland and Labrador

Economic Context

Newfoundland and Labrador now has the fastest growing economy of any Canadian province. Real GDP advanced by 6.7% in 1998 and the growth rate for 1999 is estimated at 5.4%. With continued expansion of the offshore oil and gas industry, new developments in mining and anticipated developments of Labrador hydro, it is reasonable to expect substantial growth over the next decade. The Terra Nova oil field is expected to begin pumping oil in 2000. A \$650 million investment project at the iron ore mine at Labrador City will contribute to growth over the medium-term. As well, the Voisey's Bay nickel mine, offshore energy and Labrador hydro are all seen as potential positive developments over the medium-term.

In 2000, real GDP is forecast to increase by 5.2%. Confidence in the economy's future prospects is reflected in the Province's recent decision to reduce personal income taxes over the next three years, from 69% of the federal rate to a low of 49% by 2003.

The picture is not entirely positive. The collapse of the groundfish stocks caused large numbers of young people to leave small communities. This out-migration created a profound demographic shift which is projected to continue as the population ages. The new shellfish-based fishery will also affect rural Newfoundland and Labrador. The harvesting component of the shellfish industry is more capital intensive, of much shorter

duration and adds less value in processing than the traditional groundfish industry. Many rural areas see tourism as an alternative to the fishery, yet tourism's typical wage scale and seasonal nature limits its ability to sustain some areas.

Two major economic trends will shape the province's economy. First, skilled and experienced workers will be drawn to areas associated with offshore petroleum, mining and hydro developments, notably Labrador and the Avalon Peninsula. Second, barring a strong rebound in groundfish stocks, many rural communities will likely continue to decline, due to the low birth rate and the loss of young people. A key challenge will be to focus on the potential within each region, so that opportunities are maximized in communities offering the best prospects for development.

Challenges for Newfoundland and Labrador

While out-migration from rural areas appears to be abating, changing demographics and the trend to urbanization continue to affect many smaller communities. The challenge is to help communities adjust to new economic circumstances by concentrating on workable opportunities.

The recent expansion of the provincial economy has been largely resource-based. Historically Newfoundland and Labrador has not maximized its return on resource development, and there is now a strong desire within the province to reverse that trend. The challenge is to ensure that the province and the region receive a reasonable return from its resources, and the industrial benefits to diversify the economy. Offshore gas deposits, and the possibility of a pipeline to the province, offer promising opportunities.

The collapse of the groundfish stocks indicates the difficulty of managing fish stocks and highlights the need to ensure the sustainability of the shellfish stocks. Similarly, the wood fibre industry will be facing a resource shortage within the next 15-20 years. The challenge in these industries is to minimize waste and encourage value-added activity, while creating sustainability.

Newfoundland and Labrador is a major exporter of raw and semi-processed materials, however the province also has a manufacturing base. Diversifying the province's non-resource based manufacturing has long been an economic goal, but progress has been slow. In particular, provincial processors are adding little value to fish products. The challenge is to move to a diversified economy with a higher proportion of manufacturing and a larger number of firms participating.

The province is heavily dependent on air and water links for its industrial and domestic transportation. Ferry links have been criticized for under-capacity and poor service quality, and air service is expensive. Privatization is affecting the viability of several smaller airports. The condition of wharves and other transportation infrastructure is also

an issue. The challenge is to help the province meet its transportation needs in the most efficient way practical.

Newfoundland and Labrador traditionally has had a high start-up rate of small businesses, but a high exit rate has limited the economic benefits. Many small- and medium-sized enterprises demonstrate weak management skills and a lack of readiness to do business globally. To remedy this situation, Newfoundland and Labrador has pioneered entrepreneurship development on a broad front. The challenge is to build on this foundation, particularly by improving the management skills of owner-operators, and to encourage entrepreneurship generally.



Nova Scotia

Economic Context

Following a strong performance in the late 1990s, growth in the Nova Scotia economy is expected to ease over the next two years. The real GDP growth rate in 2000 is forecast by the Conference Board of Canada to be 2.0%, compared to 3.4% in 1999. This reduced rate of growth is largely due to a softening of activity in the province's energy sector, particularly as the Sable Offshore Energy Project (SOEP) moves from the intensive capital spending of the construction phase into its operational phase. The recent sale of \$600 million in exploration rights for more energy resources provides an optimistic underpinning for growth in the medium-term. Construction of the new pipeline laterals will continue the positive effect on the manufacturing sectors of the province. For every dollar of oil and gas construction expenditures on labour and materials, 74 cents in new household income is estimated to be generated in Nova Scotia. However, with the winding down of the development phase of the project and the beginning of the production phase, the economic spin-offs associated with the Sable project will be less dramatic. New housing construction, always a volatile area, is expected to decline in 2000, following a year of spectacular growth in residential construction associated in part with the Sable project.

The province's economic health is still quite sound as activity in many traditional sectors, such as forestry and manufacturing rebounds and the tourism industry continues to exhibit strong growth. Investment intentions are robust, especially in the manufacturing, transportation and communications industries. In transportation, cargo tonnage through the Port of Halifax is up 5% over last year, with container traffic up 9%. Tourism in Nova Scotia broke another record with an increase of 16% over last year, aided in part by the low value of the Canadian dollar. It employed 33,000 people in 1999 and generated \$1.27 billion in revenues. Not all traditional sectors have been so fortunate; mining

performance, for example, has been sporadic and the Phalen coal mine in Cape Breton has been closed earlier than expected.

Nova Scotia increasingly demonstrates the characteristics of a dual economy. In the relatively prosperous Halifax urban core, growth has been fuelled by business services and institutional activity, particularly centred around education, life sciences and the information and communications technology sector. Halifax's unemployment rates are on par with Toronto and Edmonton, while the rural areas face significantly higher unemployment and an economy that is not as diversified and vibrant as Halifax. This is particularly evident in Cape Breton where data from the 1996 Census shows that it continues to underperform in terms of labour force characteristics, income levels, and reliance on government transfer payments. In December 1999, the unemployment rate in Cape Breton was 18.2%. However, Cape Breton has demonstrated positive advances in the IT sector with initiatives such as Silicon Island in Sydney, as well as the new Technology Enterprise Centre at the University College of Cape Breton. It has also shared in the growth in tourism, building on its natural beauty and culture with initiatives such as Celtic Colours in 1998 and 1999. This growth should continue with the hosting of other events such as the East Coast Music Awards in 2000.

Challenges for Nova Scotia

Construction and fabrication associated with the new natural gas distribution laterals and further oil exploration will be key engines of growth for the Nova Scotia economy. There is an opportunity to enhance the creation of sustainable jobs utilizing this new energy source. Another opportunity will be for entrepreneurs to seize the opportunities presented by Nova Scotia's burgeoning research and innovation institutions. The application of knowledge to existing and new businesses will be key to diversifying the economy and increasing export opportunities in the global marketplace.

The low value of the Canadian dollar continues to support a strong export demand for Nova Scotia goods and services. Nova Scotia's exports are up almost 6% from the same period last year. The United States imports a broad range of Nova Scotia products such as tires, newsprint, wood pulp, lumber, fish, railcars and this year will see natural gas added to the list. Nova Scotia businesses must continue to improve their productivity to maintain their long-term markets.

Tourism in Nova Scotia continues to benefit from the attractive exchange rate, with increasing traffic coming from the United States and Europe. The challenge is to ensure the quality, in terms of facilities, services, events and attractions, that today's tourists are demanding. This creates an opportunity to continue to expand the tourist season into the "shoulder months".

An ongoing economic challenge in Nova Scotia is how to ensure balanced economic growth and the integration of rural areas into the new economy. With the implementation of the Economic Development Component of the Canadian Fisheries Adjustment and Restructuring initiative (CFAR), funding assistance is available within designated coastal communities for projects to help diversify these regions.

Cape Breton Island continues to face significant challenges with the closure of the Phalen mine, the planned privatization of the Cape Breton Development Corporation's (Devco) operations, and the impending closure or sale of the Sydney steel mill. The decline of its long-standing cornerstone industries (coal, steel, and fish) has reinforced the need for the diversification and development of its economy. In November 1999 the governments of Canada and Nova Scotia announced a public consultation process with input from a wide cross-section of community stakeholders to review economic options and opportunities for Cape Breton in regard to an \$80 million federal/provincial adjustment fund. The challenge will be to channel these funds towards advancing those opportunities which offer the most potential over the long-term.



Prince Edward Island

Economic Context

The Prince Edward Island economic outlook is characterized by slow, steady growth. The Prince Edward Island economy is not expected to perform as well as the rest of Atlantic Canada; rather to continue on its steady pace, with a 2.2% growth rate predicted for next year.

Output is forecasted to increase by 1.5% in the goods-producing industries and 2.5% in the service-producing industries. While there are no large-scale capital investment projects on the immediate horizon, the manufacturing and export sectors are expanding and P.E.I. is outpacing the rest of Canada in export growth as it lessens its dependency on interprovincial trade. P.E.I.'s fourth largest export is now machinery and engines, primarily for the aerospace sector.

The Island's labour income growth is well above the Canadian average and is second only to Alberta. It is likely that this reflects a sectoral shift; employment growth in resource sectors is down while manufacturing employment, which is generally higher paying, is up 21.2%.

Energy price controls should keep P.E.I. from experiencing the inflation rate growth expected in most other provinces, and infrastructure development will keep the provincial

economy moving in the near-term as school, highway and tourism-related construction continues.

Challenges for Prince Edward Island

The Prince Edward Island economy is still largely dependent on the resource sectors of farming and fishing or more specifically, potatoes and lobster. While P.E.I. is succeeding in increasing the value-added component of these products prior to export, the primary resource industries are still characterized as providers of lower skilled and lower paying jobs. P.E.I.'s labour income growth is partially explained by the decrease in the number of these lower paying jobs. The challenge for P.E.I. is to not only create knowledge-based growth in these traditional industries, but also to balance the current needs of these sectors while encouraging the growth of high-knowledge sectors. While the IT industry holds huge potential for P.E.I., it is still in its infancy in terms of development.

ACOA will work in partnership with the provincial government to support strategic economic development, primarily through the federal-provincial agreement, the Regional Economic Development Agreement (REDA). A significant number of priorities have been identified for the current available funds. The challenge will be to prioritize and develop those projects offering the greatest opportunities and economic development benefits to diversify and grow the P.E.I. economy while leveraging investment.



Table 2.1 - Agency Planned Spending

Agency Overview				
(\$ millions)	Forecast Spending 1999-2000*	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
Total Main Estimates	280.0	330.2	285.3	286.3
Adjustments**	28.4	24.0	25.0	25.0
Net Planned Spending	308.4*	354.2	310.3	311.3
<i>Less: Non-Respendable Revenue</i>	39.6	49.4	50.3	50.2
<i>Plus: Cost of Services Received Without Charge</i>	3.3	3.3	3.2	3.2
Net Cost of Program	272.1	308.1	263.2	264.3

Full Time Equivalents	430	430	430	430
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* Reflects best forecast of total net planned spending to the end of the fiscal year.

** Adjustments are to accommodate approvals obtained since the Annual Reference Level Update (ARLU) exercise and to include Budget initiatives.

The government has allocated \$2.65 billion for strengthening provincial and municipal infrastructure and will be consulting with other orders of government in the coming months to reach consensus on a multi-year plan to improve municipal infrastructure in cities and rural communities across Canada and provincial highways. Agreements are expected to be signed by the end of the year.

SECTION III - PLANS, RESULTS AND RESOURCES (BY BUSINESS LINE)

ACOA has one primary Business Line, *Development*. In addition, to facilitate reporting, a second Business Line has been established to capture the *Corporate Administration* costs.

Development Business Line:

A *Table 3.1: Planned Spending and Full Time Equivalentents (FTEs)*

	Development Business Line			
	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
\$ millions	259.1*	294.7	249.8	250.9
FTEs	330	330	330	330

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

B *Business Line Objective*

The objective of ACOA's Development business line is:

To increase opportunity for economic development in Atlantic Canada and, more particularly, to enhance the growth of earned incomes and employment opportunities in that region.

C *Business Line Description*

This business line includes the Agency's program policy, planning and delivery functions directly related to the mandate of the organization. The Activity is divided into six sub-activities: Action/Business Development, Cooperation, Policy, Advocacy and Coordination, Special Programs, Pan-Atlantic Development and Program Administration. These sub-activities delineate the nature of the Agency's business.

D

**Table 3.2 - Development Business Line
Key Results Commitments, Planned Results, Key Activities and
Resources**

To provide Canadians with:	Key Results Commitments	Strategic Priority
Enhanced ACOA policy research and analysis capacity in support of creating greater economic opportunities in Atlantic Canada.	<ul style="list-style-type: none"> Ⓒ Develop a contemporary policy framework for economic development in the Atlantic region, and work to develop a consensus around this as a basis for coordinated action by key economic stakeholders. Ⓒ Active pursuit and promotion of Atlantic Canada’s interests in respect of national policies, programs, issues and procurement. Ⓒ Coordination of economic development activities and functions in Atlantic Canada. 	<ul style="list-style-type: none"> Ⓒ Policy, Advocacy and Coordination
Business services supporting growth and competitiveness of Atlantic small- and medium-sized enterprises, leading to increased productivity, earned incomes and job creation.	<ul style="list-style-type: none"> Ⓒ Employment and new business start-ups as a result of Access to Capital for Atlantic SMEs. <hr/> Ⓒ Increased opportunities for people to learn the process of becoming an entrepreneur and starting a business through entrepreneurship education. Ⓒ Participation in programs addressing the special entrepreneurship needs of groups such as Aboriginals and youth. Ⓒ Enhanced SME owner/operator management skills. <hr/> Ⓒ Development and commercialization of new technologies; enhanced technology skills and growth of strategic sectors. <hr/> Ⓒ Increased profitability, investment and wages in the tourism sector. Ⓒ More SMEs engaged in export activity (new exporters); more export-ready SMEs; existing exporters selling more and to a diversified set of markets. Ⓒ Increase in foreign direct investment (FDI) in the Atlantic region. 	<ul style="list-style-type: none"> Ⓒ Access to Capital and Information <hr/> Ⓒ Entrepreneurship and Skills Development <hr/> Ⓒ Innovation <hr/> Ⓒ Trade, Tourism and Investment
Economic opportunities for rural Atlantic Canada through community economic development (CED).	<ul style="list-style-type: none"> Ⓒ Support to rural communities in developing and implementing strategic and operational plans to create self-sustaining economically viable communities. Ⓒ Expanded access to government business services (financing, counselling and information). Ⓒ Increase the number of loans and resultant jobs created and maintained in rural areas as a result of SME counselling and financing services by Community Business Development Corporations (CBDCs). Ⓒ Communities’ self-development and alternative employment in areas affected by the closure of the Atlantic Groundfish fishery. 	<ul style="list-style-type: none"> Ⓒ Community Economic Development

Table 3.2.1 - Policy, Advocacy and Coordination

Key Results Commitments	Planned Results	Key Activities
<p>Develop a contemporary policy framework for economic development in the Atlantic region, and work to develop a consensus around this as a basis for coordinated action by key economic stakeholders.</p>	<ul style="list-style-type: none"> Ⓒ a sound basis for coordinated action by key economic stakeholders in Atlantic Canada Ⓒ credible rationale for a regional economic development strategy Ⓒ intelligence required to strategically seek out regional opportunities 	<ul style="list-style-type: none"> Ⓒ develop a diagnostic of the Atlantic economy, which reflects the perspective of business, government and private sector stakeholders Ⓒ develop an integrated policy research framework in support of Atlantic economic development, that promotes understanding of issues and consensus on action by means of research, analysis and other activities Ⓒ undertake policy research with direct participation by stakeholders as a basis to form strategies, build consensus and cooperation, and advocate and defend regional requirements Ⓒ undertake research and analysis on regional economic trends and performances, regional sector capabilities, emerging sectors and resource sector opportunities and SME requirements in the Atlantic region (e.g., rural and coastal development issues)
<p>Active pursuit and promotion of Atlantic Canada's interests in respect of national policies, programs, issues and procurement.</p>	<ul style="list-style-type: none"> Ⓒ better alignment between national policies and programming and regional development circumstances Ⓒ improved access to federal contracts for Atlantic firms to build the industrial capacity of the region Ⓒ secure significant Industrial and Regional Benefits (IRBs) for Atlantic firms on major defence procurements 	<ul style="list-style-type: none"> Ⓒ provide information and advice to federal policy makers, decision makers and other stakeholders on the capacity and circumstances of the Atlantic economy and firms Ⓒ provide interpretations, advice, recommended positions and interventions to federal policy makers on proposed policies/programs/initiatives Ⓒ assist the Canadian Space Agency (CSA) in realizing space objectives by working with Atlantic companies and CSA staff on space related contracts/projects Ⓒ increase opportunities for business prospecting for regional companies by conducting prime contractor tours of regional facilities and information sessions on regional company capabilities

***Table 3.2.1 - Policy, Advocacy and Coordination
(continued)***

Key Results Commitments	Planned Results	Key Activities
<p>Coordination of economic development activities and functions in Atlantic Canada.</p>	<p>Ⓒ policies and programs of federal departments that complement and supplement each other</p>	<p>Ⓒ provide briefings, exchange information and coordinate policy activities in the Atlantic region through forums, such as Federal Regional Councils, the federal-provincial Harmonization Committee and other interdepartmental and intergovernmental consultations, meetings and forums</p>

Table 3.2.2 - Access to Capital and Information

Key Results Commitments	Planned Results	Key Activities
<p>Employment and new business start-ups as a result of Access to Capital and Information for Atlantic SMEs.</p>	<ul style="list-style-type: none"> Ⓒ new employment Ⓒ new business start-ups Ⓒ new sales Ⓒ increased productivity (value added per employee) 	<ul style="list-style-type: none"> Ⓒ invest through ACOA Business Development Program (BDP) in approximately 1000 Atlantic SMEs annually to help them create and maintain jobs for Atlantic Canadians Ⓒ expand ACOA’s Consulting Advisory Services (CAS) and place more emphasis on counselling/mentoring, skills development/productivity improvements, and specific initiatives under trade and innovation strategic priorities Ⓒ examine and promote venture capital options such as the Canada Community Investment Plan (Mt. Pearl Pilot) and labour sponsored initiatives (NF) <p><i>Note: Also see Community Economic Development, (page 42) - “Expanded access to government business services”.</i></p>

Table 3.2.3 - Entrepreneurship and Skills Development

Key Results Commitments	Planned Results	Key Activities
<p>Increased opportunities for people to learn the process of becoming an entrepreneur and starting a business through entrepreneurship education.</p>	<p>C the opportunity for the majority of school students to be exposed to entrepreneurship/enterprise curriculum</p> <p>C increased “intent to start a business someday” among grade 12 students (by 2002-2003)</p>	<p>C develop a five-year Atlantic Canada Entrepreneurship Education Strategy for the primary and secondary levels</p> <p>C in-service community college instructors and implementation of college student business plan competitions</p> <p>C deliver entrepreneurship program to 300 university students (NS)</p> <p>C support University Business Development Centres (NS)</p> <p>C support Regional Economic Development in school initiative (NF)</p>
<p>Participation in programs addressing the special entrepreneurship needs of groups such as Aboriginals and youth.</p>	<p>C enhanced awareness of entrepreneurship as a career option among young people (by 2002-2003)</p> <p>C 450 loans to young entrepreneurs over the period 2000-2001</p> <p>C increased number of young adults starting businesses</p>	<p>C implement a broad-based awareness initiative promoting youth entrepreneurship among the 15 to 29 year olds</p> <p>C provide continued financial support for the Young Entrepreneurs ConneXion SEED Capital initiative</p> <p>C host forum for Young Entrepreneurs to exchange information and share best practices</p> <p>C support “I Want to be a Millionaire” entrepreneurship program for youth ages 8-16 (P.E.I.)</p> <p>C support “Youth Ventures Program” encouraging entrepreneurship for summer employment (NF)</p> <p>C support development of the “Open for Business” network and related youth activities (NS)</p>

**Table 3.2.3 - Entrepreneurship and Skills Development
(continued)**

Key Results Commitments	Planned Results	Key Activities
		<ul style="list-style-type: none"> C through partnership, develop a youth entrepreneur program and mobile entrepreneurship development unit (NS) C through partnerships, identify and encourage projects aimed at stimulating economic development in Aboriginal communities (NB) C provide coordination and administration for the Joint Economic Development Initiative (JEDI) in Aboriginal economic development (NB) C establish an Aboriginal business information network via CBSCs
Enhanced SME owner/operator management skills.	<ul style="list-style-type: none"> C increased usage of management training products C increased awareness of the benefits of good management practices C enhanced coordination of skills development activities across the region, in partnership with provincial governments, industry associations and others 	<ul style="list-style-type: none"> C promote the Management Training Database which provides information on training products and services and also includes a training needs, self-help diagnostic tool C conduct a Baseline Study to determine the state of management competencies found within SMEs in Atlantic Canada C support training/information sessions to enhance business/management skills among SMEs (P.E.I., NB) C promote electronic mediums for business skills training and commerce (NB, NS) C research the skills bias effect of knowledge-based growth (those with skills getting more training and jobs/barriers to medium and low-skilled opportunities) in Atlantic Canada

***Table 3.2.3 - Entrepreneurship and Skills Development
(continued)***

Key Results Commitments	Planned Results	Key Activities
		<ul style="list-style-type: none"> C support Newfoundland and Labrador Organization of Women Entrepreneurs (NF) C support business support networks such as Entrepreneurs with Disabilities (NS)

Table 3.2.4 - Innovation

Key Results Commitments	Planned Results	Key Activities
<p>Development and commercialization of new technologies; enhanced technology skills and growth of strategic sectors.</p>	<p>Ⓒ new partnerships for technology development and commercialization (target: 20 per year-domestic/international research-private sector; research-research and private sector-private sector)</p> <p>Ⓒ new products and processes commercialized</p> <p>Ⓒ start-ups of technology-based SMEs</p>	<p>Strengthen Innovation Systems through activities which develop and enhance linkages between the key innovation players, address critical system and infrastructure gaps and increase awareness and information-sharing</p> <p>Ⓒ support networking/linking programs such as planned SME/University Joint Forums (NB)</p> <p>Ⓒ work with universities in supporting models for Testing/Commercializing Research such as the Atlantic Veterinary College (P.E.I.)</p> <p>Ⓒ support Infrastructure Investment to strengthen the Atlantic Innovation Base through such initiatives as the Information Economy Initiative (IEI) (NS) and the Canada Foundation for Innovation (CFI)</p> <p>Ⓒ support R&D Partnerships for Technology Development such as the Canadian Centre for Marine Communication (CCMC) (NF)</p> <p>Ⓒ support Strategic Technology Networks such as the Alliance of Technical Industries (NATI) (NF); Alliance for Marine Remote Sensing (NS); Knowledge Economy Partnership (KEP) (P.E.I.); and the NB Information Technology Alliance (NB)</p> <p>Ⓒ hold awareness-building/information sharing through seminars, newsletters and information sessions</p>
	<p>Ⓒ increase in the number of SMEs and linkages between SMEs in key sectors</p>	<p>Ⓒ Support and develop Strategic Sectors through activities designed to strengthen emerging clusters in key sectors: (i.e., aquaculture, ocean industries, medical devices, biotechnology, information technology, electronic commerce)</p>

**Table 3.2.4 - Innovation
(continued)**

Key Results Commitments	Planned Results	Key Activities
	<ul style="list-style-type: none"> Ⓒ increased numbers of technically skilled people/increased SME technology management, technical and R&D capacity 	<ul style="list-style-type: none"> Ⓒ Enhance Technology Skills through activities which develop technology skills and address critical SME technical and technology management constraints through the Technology Management Scholarship Program
	<ul style="list-style-type: none"> Ⓒ increased sales of new products/services/ processes and SME adoption of state-of-the-art technologies 	<p>Build SME Innovation Capacity through improving SME access to risk-oriented innovation financing, support enabling technologies/technology diffusion and enhance the commercial success potential of innovation activities</p> <ul style="list-style-type: none"> Ⓒ review and explore possible refinements to financing under the Business Development Program's Innovation Element

Table 3.2.5 - Trade, Tourism and Investment

Key Results Commitments	Planned Results	Key Activities
<p>More SMEs engaged in export activity (new exporters); more export-ready SMEs; existing exporters selling more and to a diversified set of markets.</p>	<p>C increased number of potential exporters committed to exporting and meeting basic export readiness/skill requirements - 50 per year</p> <p>C increased number of new (first-time exporters) - 80 per year</p>	<p>Promote SME potential exporters' interest in exporting as a growth option; enhance potential and current exporters' information and knowledge on major trade issues and opportunities</p> <p>C promote awareness of exporting as a growth option including activities such as:</p> <ul style="list-style-type: none"> - trade awareness sessions and trade information/mentoring for small communities - trade promotion campaign <p>C provide information on trade issues/markets to export-ready and existing exporters by activities such as conferences/seminars complemented by dissemination of trade research and sector/market information</p> <p>C target posts and buyers abroad and International Financing Institutes (IFIs) to increase awareness of Atlantic export capabilities by a set of activities such as ACOA/DFAIT trade officers' personnel exchange, provision of assistance to incoming missions, and promoting sector expertise/identifying potential IFI projects for Atlantic firms</p>
	<p>C existing exporters equipped with necessary information and skills and targeting new export markets - 50 per year</p> <p>C existing exporters successfully securing new export markets - 40 per year</p>	<p>Support skills development through activities which target potential, export-ready and existing exporters to provide training/information and counselling tailored to their needs; build trade trainer capability to be based on approaches such as:</p> <p>C target potential exporters for training by maintaining current information on SMEs who are potential exporters</p> <p>C provide customized trade training to new and existing exporters by identifying needs and tailoring training to skills requirements</p>

***Table 3.2.5 - Trade, Tourism and Investment
(continued)***

Key Results Commitments	Planned Results	Key Activities
		<ul style="list-style-type: none"> Ⓒ provide one-on-one counselling for export-ready firms to enhance the success potential of first-time export market entry Ⓒ develop trade consultant/trade counsellor expertise by establishing alliances between Atlantic and national/international trade consultants and training the trainers in rural areas on how to train potential exporters <p>Review and explore refinements to ACOA's financial instruments to reduce the risk associated with trade and improve international market planning/market development to include:</p> <ul style="list-style-type: none"> Ⓒ the Business Development Program's (BDP) Trade Development and Marketing Element to be reviewed Ⓒ utilize CAS to include business plan mentoring/technical advice for new exporters, thereby improving quality of business plans Ⓒ support pan-Atlantic international business development activities under an extension to the International Business Development Agreement (IBDA)

**Table 3.2.5 - Trade, Tourism and Investment
(continued)**

Key Results Commitments	Planned Results	Key Activities
<p>Increased profitability, investment and wages in the tourism sector.</p>	<ul style="list-style-type: none"> Ⓒ products that grow in their quality, productivity and international appeal Ⓒ products producing higher yields and returns on investment Ⓒ emergence of longer annual periods of employment Ⓒ conversion from traditional resource-based sectors toward tourism in communities demonstrating clear, sustainable competitive advantages Ⓒ improved access to capital through greater acceptance and understanding of the value of tourism 	<ul style="list-style-type: none"> Ⓒ develop criteria for identifying high productivity products Ⓒ develop ACOA and (where possible) joint ACOA/Provincial policies accentuating investment in preferred products through initiatives such as the Atlantic Canada Tourism Partnership (ACTP) Ⓒ work with provinces to renew commitment to the ACTP Ⓒ coordinate federal resources to the support of the preferred products Ⓒ support and promote quality initiatives (e.g., Canada Select accommodations grading, mystery shopping and exposure to best practices) Ⓒ conduct Best Practices missions involving public and private sector and establish formal best practices curriculum for model tourism communities and market to identified sustainable tourism communities Ⓒ develop criteria for identifying and ranking key attributes for sustainable tourism communities Ⓒ identify and pursue additional sources of investment capital Ⓒ promote high potential products with the private sector and the lending community Ⓒ investigate establishment of sector specific fund Ⓒ promote the tourism sector with target groups throughout Atlantic Canada

**Table 3.2.5 - Trade, Tourism and Investment
(continued)**

Key Results Commitments	Planned Results	Key Activities
	<ul style="list-style-type: none"> Ⓒ increased tourism expenditures from outside Atlantic Canada 	<ul style="list-style-type: none"> Ⓒ Support marketing initiatives through: <ul style="list-style-type: none"> - ACTP (U.S./UK, Japan and Germany) - Tourism Atlantic (Resorts Atlantic, Atlantic Cruise, Lighthouses of Atlantic Canada) - Integration with Canada Tourism Commission - Regional Offices - Enhanced technological connectivity initiatives
<p>Increase in foreign direct investment (FDI) in the Atlantic region.</p>	<ul style="list-style-type: none"> Ⓒ corporate investment, intelligence and leads Ⓒ increased Pan-Atlantic investment initiatives 	<p>Strengthen Investment Partnerships through liaison and advocacy with Investment Partnerships Canada (IPC) and greater cooperation between the provinces and ACOA in investment promotion</p> <ul style="list-style-type: none"> Ⓒ act as liaison, advocate and mission participant with IPC Ⓒ Atlantic Canada coordinated investment approach/research promotion <hr/> <p>Develop and provide general information about the region as a prospective investment site and profile the region as part of investment missions</p> <ul style="list-style-type: none"> Ⓒ provide cooperative ACOA/provincial presence at missions, conferences, Agency events Ⓒ develop ACOA investment website to provide information for site selectors/corporate investors Ⓒ participate in short-term assignment of officers to selected Canadian embassies/consulates as part of trade/investment interchange

***Table 3.2.5 - Trade, Tourism and Investment
(continued)***

Key Results Commitments	Planned Results	Key Activities
		<p>Identify and analyse the key factors influencing investment by foreign corporations in Atlantic Canada and developing information/awareness materials</p> <ul style="list-style-type: none"> Ⓒ conduct a Foreign Investment Study to determine why foreign corporations have established/invested in region and key factors influencing attraction Ⓒ analyze and promote non-cost investment attraction factors as well as rural investment facilitators

Table 3.2.6 - Community Economic Development

Key Results Commitments	Planned Results	Key Activities
<p>Support to rural communities in developing and implementing strategic and operational plans to create self-sustaining economically viable communities.</p>	<ul style="list-style-type: none"> Ⓒ increased usage of integrated community planning Ⓒ job creation and strategic infrastructure development 	<ul style="list-style-type: none"> Ⓒ continue ongoing partnership with Regional Economic Development Agencies contingent upon receipt of integrated strategic and operating plans for communities Ⓒ invest in business support activities and projects through community-based economic development organizations Ⓒ identify and support key initiatives for the development and diversification of the economy of the Acadian Peninsula (NB)
<p>Expanded access to government business services (financing, counselling and information).</p>	<ul style="list-style-type: none"> Ⓒ increased number of government services/ programs accessible at the local level, particularly in rural areas and Aboriginal communities 	<ul style="list-style-type: none"> Ⓒ undertake development of information networks with local Aboriginal communities and Regional Economic Development Agencies Ⓒ expand outreach efforts of Atlantic Canada Business Service Centres to improve access to business information Ⓒ provide direct service to SMEs and economic development leadership through network of ACOA district offices (NB) Ⓒ enhance the role of ACOA field offices throughout mainland Nova Scotia (NS)

**Table 3.2.6 - Community Economic Development
(continued)**

Key Results Commitments	Planned Results	Key Activities
<p>The number of loans and resultant jobs created and maintained in rural areas as a result of SME counselling and financing services by Community Business Development Corporations (CBDCs).</p>	<ul style="list-style-type: none"> Ⓒ jobs created and maintained in rural areas Ⓒ approximately 8,000 enquiries/information requests and counselling sessions during the 2000-2001 fiscal year 	<ul style="list-style-type: none"> Ⓒ continue ongoing partnership with continued financial support to CBDCs Ⓒ 1,250 loans provided to SMEs in 2000-2001 by CBDCs Ⓒ facilitate the development of a loan management information system (NS)
<p>Communities' self-development and alternate employment in areas affected by the closure of the Atlantic groundfish fishery. (Canadian Fisheries Adjustment and Restructuring initiative - CFAR)</p>	<ul style="list-style-type: none"> Ⓒ increased community leadership in areas related to economic development Ⓒ sustainable SME and job creation in areas other than the traditional fish harvesting and processing occupations 	<ul style="list-style-type: none"> Ⓒ develop strategic plans with/for regions/communities affected by the downsizing of the fishery Ⓒ facilitate the transition of municipalities into economic development through workshops, training and financial information (NF) Ⓒ establish Community Capital Funds through which communities play a role in decision making for commercial projects (NF) Ⓒ consult with community leaders and stakeholders through three community advisory committees on an ongoing basis in project development, approval and delivery under the economic development component of CFAR (NS) Ⓒ invest in strategic economic infrastructure, non-commercial activities, and a limited number of key capital infrastructure projects that are consistent with community strategic development plans and focus on diversifying the economy Ⓒ provide access to capital for SMEs to create a significant diversification of the economy and to encourage innovation or competitiveness

Table 3.2.7 (below) presents resources expected to be allocated to the activities and planned results presented in the preceding tables. These resources represent planned expenditures from all Agency programs (BDP, CAS, COOPERATION) and include Grants and Contributions as well as operating resources.

The resources identified in this table reflect only those expenditures related to the Key Results Commitments and Planned Results identified herein. These totals do not include all Agency expenditures.

Table 3.2.7 - Development Business Line Resources by Strategic Priority

Strategic Priorities	Resources (\$ millions)		
	2000-2001	2001-2002	2002-2003
Policy, Advocacy and Coordination	1.8	1.7	1.7
Access to Capital and Information ¹	93.2	94.2	94.2
Entrepreneurship and Skills Development ²	12.3	12.1	11.6
Innovation ²	29.2	33.0	37.1
Trade, Tourism and Investment ²	28.7	23.8	16.4
Community Economic Development ^{1,2}	75.6	55.9	33.8
TOTAL:	240.8	220.7	194.8

1. The Atlantic Canada Business Service Centres (CBSCs) are key vehicles for addressing the objectives of each of these priorities. Associated resources for the CBSCs are reported as part of the Community Economic Development priority.
2. Each of these priorities includes activities financed through direct assistance to business (i.e., ACOA's BDP or CAS programs). Resources associated with these activities are reported under the Access to Capital and Information priority.

Corporate Administration Business Line:

A *Table 3.3: Planned Spending and Full Time Equivalent (FTEs)*

Corporate Administration Business Line				
	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
\$ millions	13.4*	13.4	13.4	13.4
FTEs	100	100	100	100

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

B *Business Line Objective*

The objective of ACOA's Corporate Administration business line is:

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

C *Business Line Description*

This business line includes: the executive offices of the Minister and the President; personnel, financial, systems and other administrative support services provided at Head Office and in regional offices; internal audit activities; legal services; and the Head Office communications activities not related to specific programs.

D *Table 3.4 - Corporate Administration Business Line
Key Results Commitments, Planned Results, Key Activities and Resources*

Key Result Commitment	Planned Result	Key Activities		
<p>To ensure that ACOA's resources are efficiently and effectively managed and that administrative systems and services are in place to support management decision making, accountability and operational control.</p>	<ul style="list-style-type: none"> ⊆ improved information on the effectiveness of ACOA programs and services ⊆ assurance of accuracy and timeliness of financial information and analysis ⊆ by March 31, 2001, ensure that the Agency is compliant with the Financial Information Strategy (FIS) ⊆ increased public and stakeholders understanding of what ACOA does, why its work is necessary and what results are delivered; and increased awareness of government programs and services available to business ⊆ increase the quality of corporate information ⊆ increase the availability of corporate information ⊆ address workplace-related priorities identified at ACOA in the employee survey 	<ul style="list-style-type: none"> ⊆ conduct review studies, evaluations and audits of ACOA programming and services ⊆ provide monthly financial statements and recoverables report with supporting analysis ⊆ implement a user-based comprehensive financial reporting system, supported by applicable analytical tools ⊆ raise awareness and support of the Government of Canada's agenda—"building a higher quality of life for Canadians" ⊆ increase awareness of how ACOA is helping build a higher quality of life for Atlantic Canadians ⊆ increase awareness of the business services and products provided by ACOA ⊆ create a series of program modules to facilitate the collection of corporate data ⊆ training for non-technical staff in retrieving information relevant to their work environment ⊆ actively support senior management's on-going efforts and activities related to the survey follow-up ⊆ identify and manage with fairness and transparency the HR implications to the completed Universal Classification System (UCS) conversion in order to further enhance the Agency's image as a workplace of choice 		
Resources (\$ millions)		2000-2001	2001-2002	2002-2003
Key Activities for Corporate Administration Business Line		6.8	6.7	6.7

SECTION IV - HORIZONTAL INITIATIVES (PLANNED RESULTS)



ACOA's Sustainable Development Strategy (SDS)

During the planning period, ACOA intends to build upon the successes of the Agency's first Sustainable Development Strategy, using the knowledge and experience gained, to establish and implement more focussed goals in its second strategy. In achieving its sustainable development goals, ACOA's main priorities are to complete its Environmental Management System (EMS) and to establish the second strategy in consultation with staff, stakeholders and experts in the field of sustainable development.

Following are the key results and related activities for the period 2000/01-2002/03:

ACOA's Sustainable Development Strategy	
Key Results	Key Activities
Continued progress towards ACOA's current goals in sustainable development: C Set an example in the environmental management of ACOA's operations C Promote sustainable communities and businesses in Atlantic Canada C Advance the environmental industry sector in Atlantic Canada	Complete the Agency's Environmental Management System (EMS)
	Communicate and promote EMS to all ACOA staff
	Assess results according to EMS plan and take corrective actions as required
Establish a sustainable development strategy for the period 2001-2003	Assess results and accomplishments of first sustainable development strategy
	Consult with staff and stakeholders to develop future directions
	Implement the sustainable development strategy for the period 2001-2003

B *ACOA's Support to the Federal Government's Rural Policy*

The federal government has acknowledged that community development is a bottom-up process and that rural Canadians are best placed to design their own development strategies. To give effect to the priority on rural renewal, the federal government, in December 1998, approved a Federal Rural Policy and established priority areas for federal action as identified by rural Canadians. Atlantic Canadians were involved in the process of the Rural Dialogue that helped shape the priority areas to address the rural needs. The initiative is led by the minister of Agriculture and Agri-Food Canada.

In the Atlantic provinces, ACOA has taken the lead and will continue to chair the four Canadian Rural Partnership (CRP) rural teams in the region. These teams are made up of representatives of federal and provincial departments and have the mandate to help rural communities take full advantage of economic development opportunities.

Based on ACOA's strategic priorities, including Community Economic Development, the Agency provides support to respond to challenges facing Atlantic rural and Aboriginal communities. The key activities and planned results identified in this document demonstrate how the Agency is making a substantial contribution to address rural needs as identified by participants in the Rural Dialogue exercise. For example, ACOA is the principal funder and continues to support the Community Business Development Corporations (CBDC) network. The CBDCs provide universal coverage of their lending and business counselling services to all rural Atlantic Canadians.

The Business Development Program (BDP), which is ACOA's main tool for assistance to SMEs, is a key element in the provision of capital to rural businesses and communities. Approximately 65% of BDP assistance is directed towards businesses or economic development organizations located in rural areas.

ACOA will continue to work collaboratively on the rural file within its mandate and will continue to identify new partnerships with the private sector, communities and provincial and federal governments to stimulate economic development opportunities for rural communities.

SECTION V - FINANCIAL INFORMATION

Table 5.1: Summary of Transfer Payments

(\$ millions)	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
Grants				
Development	4.7	5.0	2.0	2.0
Contributions				
Development	246.6	293.6	254.0	256.5
Total	251.3	298.6	256.0	258.5

Table 5.2: Source of Non-Respendable Revenue

Non-respendable Revenue

(\$ millions)	Forecast Revenue 1999-2000	Planned Revenue 2000-2001	Planned Revenue 2001-2002	Planned Revenue 2002-2003
Return on investment	0.7	0.6	0.5	0.4
Refunds of previous year's expenditures	32.7	41.6	41.6	41.6
Service fees	6.0	7.0	8.0	8.0
Miscellaneous non-tax revenues	0.2	0.2	0.2	0.2
Total Non-respendable Revenue	39.6	49.4	50.3	50.2

Table 5.3: Net Cost of Program for the Estimate Year

(\$ millions)	Total
Net Planned Spending	354.2
<i>Plus: Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	1.8
Contributions covering employers' share of employees' insurance premiums and expenditures paid by TBS	1.5
	357.5
Less: Non-respendable Revenue	49.4
2000-2001 Net cost of Program	308.1

SECTION VI - OTHER INFORMATION

A *ACOA Website*

<http://www.acoa-apeca.gc.ca>

B *Publications*

The following publications contain additional information on ACOA programs:

Program Brochures

- C Business Development Program (BDP)
- C BDP Information Sheets
 - Business start-ups, expansions and modernizations
 - Developing Your Innovative Ideas
 - Improving Your Competitiveness
 - Non-Commercial Projects
- C Canada/Atlantic Provinces COOPERATION Agreement on International Business Development
- C Trade - Atlantic Canada: Opportunities
- C Profit from R&D Partnerships with Israel
- C ACOA and Community Business Development Corporations

Other Publications

- C Corporate Profile - Building a Stronger Economy Together
- C ACOA Annual Reports (1989-90, 1990-91, 1991-92)
- C Five-Year Report to Parliament (1988-1993, 1993-1998)
- C Performance Report to Parliament (ending March 1999)

- C Opportunities for Sustainable Development - Encouraging Environmental Efficiency and Innovation (December 1997)
- C The Implementation of an Entrepreneurship Development Strategy in Canada - The Case of the Atlantic Region (Organization for Economic Cooperation and Development/ACOA)
- C The State of Small Business and Entrepreneurship in Atlantic Canada (1996 & 1998)
- C From Ideas to Business Opportunities
- C Summary Report of the Characteristics and Needs of Young Entrepreneurs and Young Persons Wanting to Become Entrepreneurs in Atlantic Canada
- C Profiles of Young Atlantic Canadians Who Dared to Try
- C The Dream Catchers - Profiles of Entrepreneurial Opportunity and Success
- C Opportunity Trails: An Atlantic-Wide Connection
- C Young Entrepreneurs - Starting Your Own Business Info Guide
- C Review of Assumptions and Process of ACOA Job Creation and Unemployment Rate Estimates (PricewaterhouseCoopers - September 1998)

Policy Research Studies and Reports

- C Atlantic Canada: Facing the Challenge of Change (A Study of the Atlantic Economy)
- C Overview of ACOA Approach and Support to SMEs since 1993
- C Atlantic Canada and the 50 States: A Development Comparison (NAPG - June 1996)
- C Atlantic Canada and the World: A Development Comparison (NAPG - June 1996)
- C Atlantic Canada Human Development Index Study (Informetrica - March 1996)
- C A Comparison of 1996 Business Costs in Atlantic Canada and the United States (KPMG - April 1996)

- C Opportunities for Biotechnology-Based Business in Atlantic Canada (January 1997)
- C Methods used by Leading Nations to Engender Best Management Practices (ATI)
- C Atlantic Canada and the Future: Trends, Challenges and Opportunities (September 1997)
- C The Atlantic Canada Advantage - A comparison of Business Costs in Atlantic Canada, Europe and the United States (KPMG - October 1997)
- C Partnership in Community Economic Development: The Example of Greater Moncton (Mandale and Chiasson - March 1998)
- C Comparative Perspectives on Regional Development (March 1998)
- C Productivity: Key to Economic Success (March 1998)
- C Natural Gas Utilization Study: Offshore Newfoundland (1998)
- C Skills Development in the Knowledge Based Economy: Conference Summary Report (ACOA - June 1999)
- C Skills Needs in the Resource-Based Sectors in Atlantic Canada, Final Report, prepared for the Conference on Skills Development in the Knowledge Based Economy (InnovaQuest, Charles Davis; Les Hulett; for the Atlantic Canada Opportunities Agency - 1999)
- C The Wood Industry in Atlantic Canada: A Focus on Value-Added, Nov. 1998 (ACOA - 1998)
- C Prospects for Growing Knowledge-Based Industrial Clusters in Atlantic Canada - Part One: Concepts, Analysis, and Recommendations; Part Two: Six Cluster Profiles (1997 - Nordicity Group Ltd)

These publications are available upon request from:

Communications Branch
ACOA Head Office
Blue Cross Centre
644 Main Street
P.O. Box 6051
Moncton, New Brunswick
E1C 9J8

1-800-561-7862 (Toll-Free)
(506) 851-2271 (General)
(506) 851-7403 (Fax)



List of Offices

a. Atlantic Canada Opportunities Agency

ACOA Head Office
P.O. Box 6051
644 Main Street
Moncton, New Brunswick
E1C 9J8

(506) 851-2271 (General)
(506) 851-7403 (Fax)

ACOA New Brunswick
P.O. Box 578
570 Queen Street, 3rd Floor
Fredericton, New Brunswick
E3B 5A6

(506) 452-3184 (General)
(506) 452-3285 (Fax)

ACOA Newfoundland and Labrador
John Cabot Building, 11th Floor
P.O. Box 1060, Station "C"
10 Barter's Hill
St. John's, Newfoundland
A1C 5M5

(709) 772-2751 (General)
(709) 772-2712 (Fax)

ACOA Nova Scotia
Suite 600, 1801 Hollis Street
P.O. Box 2284, Station "M"
Halifax, Nova Scotia
B3J 3C8

(902) 426-6743 (General)
(902) 426-2054 (Fax)

ACOA Prince Edward Island and Tourism
P.O. Box 40
100 Sydney Street
Room 325, 3rd Floor
Charlottetown, Prince Edward Island
C1A 7K2

(902) 566-7492 (General)
(902) 566-7098 (Fax)

ACOA Ottawa
P.O. Box 1667, Station "B"
60 Queen Street, 4th Floor
Ottawa, Ontario
K1P 5R5

(613) 954-2422 (General)
(613) 954-0429 (Fax)

b. Enterprise Cape Breton Corporation

Enterprise Cape Breton Corporation
P.O. Box 1750
4th Floor, Commerce Tower
15 Dorchester Street
Sydney, Nova Scotia
B1P 6T7

(902) 564-3600 (General)
(902) 564-3825 (Fax)

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