



Rural Development Programs and Services in Newfoundland and Labrador

*Rural Team Newfoundland and Labrador
Rural Secretariat*

Canada 

An inventory of federal, provincial, and non-governmental agency
programs and services in support of rural development
in Newfoundland and Labrador.

Compiled by David Curran Associates
for the Rural Secretariat's
Rural Team Newfoundland and Labrador
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Executive Summary

The objectives of this project are to develop inventories of federal, provincial and non-governmental agency programs and services in support of rural development in Newfoundland and Labrador and to identify gaps and offer suggestions on how to help provide added value to these rural development supports.

The methodologies employed in this project included document and web site reviews, press release and project reviews, key informant interviews, on-site visits and surveys of the key client groups - regional economic development boards and rural municipalities.

The report begins with a review of the general findings from the three inventories (the detailed inventories are contained in Appendix 1). Next there is a review of eight selected projects for lessons learned, followed by the results of the stakeholder surveys. Finally there are recommendations which could help provide added value to the rural development programs and services.

Inventories

The criteria for the selection of programs and services focus on rural development and sustainability; they focus more on community benefits rather than individual benefits; and they generally contribute to place prosperity. Even with these criteria it still becomes a judgment call sometimes as to whether a particular program fits in or not. For example, student summer employment programs may have individual student employment and work experience as their major focus but these projects can still contribute to community development and sustainability such as with employment at heritage sites and community museums.

The inventories identified 147 programs and services – 59 from the federal government, 58 from the provincial government and 30 from non-governmental agencies and sector associations. These were then divided into 12 subject categories as shown in the table below.

Some 36 per cent of the programs and services are in the community economic development/small business sectors. Another 36 per cent are in the resource sectors, including tourism, and 20 per cent are directed towards particular sections of the rural population – aboriginals, women and youth.

Although some examples of gaps and duplications in programs and services are identified, the issue is not that extensive overall and is much less of a concern than communications flow horizontally among departments and the provision of the information on programs and services to the community and potential clients.

Programs & Services

Category	Federal	Provincial	NGO	Total
Aboriginals	11	3		14
Agriculture	12	2	1	14
Community Economic Development	8	8	6	22
Employment	6			6
Environment	2	3	1	6
Fisheries/ Aquaculture	4	9	7	20
Forestry	2	2		4
Mining		3		3
Small Business Development	9	14	8	31
Tourism	1	8	3	12
Women	2	1	2	5
Youth	2	5	2	9
Totals	59	58	30	147

Success Stories and Lessons Learned

Eight success story projects were selected for review. The projects were selected by the consultant in consultation with the project steering committee, regional economic development boards and from interviews with government officials conducted during the inventory phase of the project.

The projects reviewed were:

Cain's Quest	Flying Boat Festival International
Bridging the Gap	Steps for Success
Alpine Development Alliance	Exploits Heritage Experience
Stephenville Task Force	Irish Loop Regional Marketing Partnership

Lessons were noted from each individual project. The major success contributing factors overall were:

- Strong and active partnerships
- Knowledgeable lead organization
- Involvement of municipalities
- Early and active government support
- Strong volunteer base
- Networking ability

- Research
- Clearly defined objectives
- Effective communications
- Willingness to consult
- Learning culture
- Demonstration effect building confidence.

Survey Results

Questionnaires were distributed by fax and email to all the regional economic development boards and rural municipalities in the province. Thirty-seven per cent of the regional economic development boards and 16 per cent of the rural municipalities responded.

All of the responding regional economic development boards are active in economic development and just over half (56 %) of the rural municipalities consider themselves active in economic development. Most of the non-active municipalities are small communities with populations of fewer than 600 people.

The primary sources of project funding are Atlantic Canada Opportunities Agency (ACOA) and the Department of Innovation, Trade and Rural Development (INTRD).

There appears to be a contradiction in the area of partnerships. While all responding regional economic development boards reported partnerships in economic development, especially with municipalities which was their most reported partnership; none of the responding municipalities reported partnerships with the regional economic development boards. This may be due to a different understanding of the concept by the municipalities who are relatively new participants in economic development in rural Newfoundland and Labrador

Forty-three per cent of the regional economic development boards and 46 six per cent of the municipalities reported gaps and duplications in government programs and services. Most gaps were seen in the areas of project funding levels and project eligibility. Some felt there was duplication between the Provincial Rural Secretariat and regional economic development boards and Department of Business and INTRD. They would also like to see a joint project review and approval process between ACOA and INTRD.

Eighty-six per cent of the regional economic development boards and 66 per cent of the municipalities felt they were not well informed about government programs and services. A significant majority of these specifically identified regional information workshops and seminars as the best way to address the issue.

Recommendations

Recommendations with supporting rationale are provided. These recommendations take into consideration the context that rural teams are horizontal organizations within government and the teams operate on the basis of collaboration among departments.

- The Newfoundland and Labrador Regional Economic Development Association (NLREDA) and Municipalities Newfoundland and Labrador (MNL) present potential partnerships which could contribute to future projects coordinated by the Rural Secretariat through members of the Rural Team Newfoundland and Labrador (RTNL) and/or subcommittees.
- Potential exists to develop a pilot series of themed information workshops for the four major regions of the province.
- Identify program and service areas within government departments and encourage these departments to share the information with front line workers.
- As a complement to the Rural Canadian's Guide to Programs and Services, printed by the federal government, there is a potential to develop an additional guide or inventory of programs and services for rural, remote and northern communities in Newfoundland and Labrador using the information and format in Appendix One of this report.
- Improving links to existing websites dedicated to rural issues and possibly partnering with rural-focused organizations, such as NLREDA to develop a website or links to programs and services for rural, remote and northern communities in Newfoundland and Labrador.
- Improved collaboration between the federal Rural Secretariat, through members of the RTNL, and the Provincial Rural Secretariat, along with the Harris Centre to examine ways and means to facilitate the distribution of appropriate research information to rural, remote and northern communities in Newfoundland and Labrador and to facilitate an ongoing dialogue.

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1.0 Introduction

The Rural Secretariat, Agriculture and Agri-Food Canada, is supporting the process of realigning Rural Team Newfoundland and Labrador (RTNL). As part of this process, terms of reference were developed to hire a consultant to assist RTNL members explore a better understanding of supports for rural development and identify gaps or duplications in these supports and make recommendations.

The overall goal is to provide a better understanding of available rural development supports in Newfoundland and Labrador, and to identify gaps in these supports.

1.1 Objectives/Scope

The specific objectives of this project are:

- Develop an inventory and provide information on rural development supports in Newfoundland and Labrador.
- Identify gaps and offer suggestions on how to add value to existing rural development supports in Newfoundland and Labrador.

1.2 Activities

The activities for the project are:

- i) Develop an inventory of current federal and provincial programs and services that are available to rural, remote and northern communities in Newfoundland and Labrador.
- ii) Develop an inventory of current non-governmental (for example, regional economic development boards, community business development corporations, etc) programs and services available to rural, remote and northern communities.
- iii) Develop an inventory of current industry sector programs and services (for example, manufacturers association, forestry, agriculture, aquaculture, etc.) to rural Newfoundland and Labrador.
- iv) Identify best practices in Newfoundland and Labrador for rural renewal and sustainability.
- v) Offer recommendations on how RTNL members and/or subcommittees might become a mechanism for improving communications within the federal and provincial government structures concerning available rural development supports and gaps.

1.3 Methodology

Methodologies utilized in this project included document and web site reviews, key informant interviews, on-site visits and surveys.

1.4 Organization of the Report

Chapter One outlines the purpose, methodology and organization of the report.

Chapter Two contains the general findings from the inventories of federal and provincial government departments, non-governmental organizations and industry sector agencies. (The detailed inventories are contained in Appendix 1.)

Chapter Three consists of selected project reviews – success stories and lessons learned.

Chapter Four contains the results of the stakeholder surveys of regional economic development corporations and rural municipalities.

Chapter Five contains recommendations.

Appendix 1 contains the detailed inventories of federal and provincial government departments, non-governmental organizations and industry sector agencies.

Appendix 2 contains the websites reviewed for this report.

Appendix 3 is a copy of the survey questionnaire.

2.0 General findings from the inventories of federal and provincial government departments, non-governmental organizations and industry sector agencies.

The information in this chapter is based on web site reviews, document reviews and interviews of the relevant government departments of the Federal and Provincial governments as well as non-governmental agencies such as community economic development organizations, and industry sector associations. In most cases, information gathered from secondary sources was reviewed and verified by departmental personnel.

The purpose is to serve as a guide to programs and services for rural development supports for rural, remote and northern communities in Newfoundland and Labrador. The general criteria for selection of the programs and services are that they have a focus on rural development and sustainability; that they have more focus on community benefits than individual benefits; and that they generally contribute to place prosperity. The detailed inventory is contained in Appendix 1.

We identified 60 federal government programs and services, 59 provincial government programs and services and 31 non-governmental and industry sector programs and services for a total of 150. These were then divided into 12 categories as shown in the table below.

Programs & Services

Category	Federal	Provincial	NGO	Total
Aboriginals	11	3		14
Agriculture	12	2	1	15
Community Economic Development	8	8	6	22
Employment	6			6
Environment	2	3	1	6
Fisheries/ Aquaculture	4	9	7	20
Forestry	2	2		4
Mining		3		3
Small Business Development	9	14	9	32
Tourism	1	8	3	12
Women	2	1	2	5
Youth	3	6	2	11
Totals	60	59	31	150

Thirty-six per cent of the programs and services are in the community economic development/small business development sectors; another 36 per cent are directed towards the resource sectors, (including tourism) and 20 per cent are directed towards particular sections of the rural population – aboriginals, women and youth.

2.1 Gaps and duplications

Web site reviews were the primary sources of information. Generally speaking, the provincial websites were more user-friendly with a clear focus and easy to follow directions. On the other hand, the federal websites were generally difficult to navigate, contained lots of superfluous information and it was often difficult to find basic information such as program descriptions and contact information. NGO websites ran the range from good to amateur – with too many bells and whistles and not enough information.

So far as we could determine from our own program reviews and especially from client interviews and survey returns, there is little concern about gaps or duplications. The main issue is lack of information to the clients. Some hesitated to comment on gaps and duplications saying they did not have enough information even to comment.

However, there are some areas worthy of note:

- i) Some provincial fishery programs are administered through the Department of Fisheries and Aquaculture while others are administered through the Department of

Innovation, Trade and Rural Development. This may cause confusion for potential clients.

ii) The Department of Tourism, Culture and Recreation (TCR) does not fund tourism projects – the funding usually comes for INTRD and Atlantic Canada Opportunities Agency (ACOA). TCR is usually brought in at the project review stage, too late, in their opinion, to have sufficient input into project development. The department is often put in the position of having to refuse to approve tourism proposals that has been worked on by the funding departments and community organizations for a period of time. TCR's expert input should come at an earlier stage of project development.

iii) There is some confusion about the mandates of INTRD and the Department of Business relative to business support and development in rural Newfoundland and Labrador. It is our understanding that INTRD will continue its small business mandate in rural Newfoundland and Labrador while Department of Business will focus more on big business outside the province.

iv) The work of the provincial Rural Secretariat is viewed by some as a duplication of, and an attempt to replace, the work of the regional economic development corporations.

v) Funding agencies, such as INTRD and ACOA are viewed as complementary to each other rather than duplications although there is some frustration at the proposal review process that each department has to go through. It is felt there should be a joint project review process based on a single application.

vi) Rather than duplication, there is some concern that information is too compartmentalized and it is difficult to get information about a program or service that is outside a particular department's purview. Officials are often reluctant to comment on any program but their own.

vii) There are good bilateral relations and communications flow between federal and provincial departments that have the same or similar mandates – for example INTRD and ACOA, Department of Fisheries and Oceans (DFO) and Department of Foreign Affairs (DFA). But much less among departments that have different mandates, or that fulfill a different function in the process. Examples are the Department of Tourism, Culture and Recreation and the Department of Environment, although these departments are becoming more and more relevant to project approval processes.

2.3 Communications and Information

The concern over communications and information is much greater among clients and communities than any concerns over gaps or duplications.

3.0 Success Stories and Lessons Learned

3.1 Purpose and Methodology

The purpose of this review is to document lessons learned from an analysis of projects and initiatives in rural development/rural supports in rural, remote and northern communities in Newfoundland and Labrador.

More than 100 projects were identified and given an initial brief scan to determine their suitability and transferability. Projects were identified by the consultant, the steering committee, regional economic development boards and interviews conducted during the inventory phase of the study. Attempts were made to balance the projects in terms of geography, sector and lead organization. The project list was narrowed to about 15 projects for more in-depth review. These projects were examined for possible similarities, scale and scope and a final eight projects were selected for study.

The methodology for each project review included report and document reviews, press releases, web site reviews and interviews with principal participants.

3.2 Project Reviews

Cain's Quest

Billed as Canada's longest Snowmobile Endurance Race, Cain's Quest is an extreme sport where teams of snowmobilers compete in a back country race across 2,000 kilometers of harsh Labrador wilderness. Initiated in 2006, the race is already one of the signature events of the snowmobiling world.

The race is named after a remark attributed to Jacques Cartier when he arrived on the coast of Labrador in 1534 – "... this is the land God gave to Cain".

The race consists of two-man teams who race around the clock through the Labrador wilderness, stopping at mandatory checkpoints along the way. The event lasts approximately five days and is held during March, the best part of the snowmobiling season, each year. Spectators can follow the race online.

The host and lead organization is the White Wolf Snowmobile Club in Labrador City. They are actively supported by local organizations such as the Hyron Economic Development Corporation and hundreds of volunteers. The Provincial and Federal governments provide financial support through ACOA, Service Canada and Innovation, Trade and Rural Development. Support is also received from corporations such as Iron Ore Company, local business and the Snowmobile Industry. The event is expected to be self-sufficient by 2010.

The evolution of the event over the past three years is as follows:

Pilot Year 2006

15 teams of 2 riders
1200 km
150 Volunteers
Prize Purse: \$20,000

Year 2- 2007

18 Teams.....4 from Quebec
 2 from the US
 2 from Nova Scotia
 10 from Labrador
Registration: \$2500 per team
2200 km
Prize Purse: \$40,000
Received over \$150,000 in-kind donations
250+ volunteers.

Year 3- 2008

30 Teams registered/ 28 Teams raced
 11 – Labrador
 10 – Quebec
 4 – Maine
 1 – Ontario
 1 – Nova Scotia
 1 – New Hampshire
Registration: \$2500 per team
2200 km
Prize Purse: \$50,000
250+ volunteers.

Community Participation

According to the president of the White Wolf Snowmobile Club, the volunteers from Labrador City plan their vacations around the event. With over 250 volunteers the event requires a high level of organization. Volunteers bring a high level of expertise. Doctors, nurses, ground search rescue, Canadian rangers, equipment operators, check point monitors all need to be highly trained and motivated to deal with the harsh environmental and weather conditions. Local businesses contribute donations and corporations such as IOC and Universal helicopter contribute helicopter time.

Volunteers also come from outside the province, wanting to be part of the event.

Communications and Marketing

Cain's Quest is actively marketed through trade shows and snowmobile magazine ad placements. The principal markets are Quebec, Ontario, Atlantic Canada and the Northeastern United States.

The pilot year in 2006 was webcast through Guardian Mobility (GPS Tracers mounted on each team's sled) and filmed by SnowTrax Television. The second year webcast received 3,251,000 hits during race week. Year three webcast went to 41 countries, received 60,437 visitors during the race with webcast hits well over the 2007 mark at 7,048,767.3, making this Rimrocked's (the official online race trackers) premier event. In four days, they received more than 4 million page hits.

Since January, 2006, the Cain's Quest website has received more than 95,000 visitors from all over the world.

Fox Sports Television and OLN have plans to broadcast segments of the race. All the major snowmobile magazines carry articles and news on the event.

Transferability

This is a signature event that helps to market snowmobiling and winter tourism for all of Labrador. It is dependent on having a unique product, visionary leadership, solid volunteer base, access to communications technology such as the internet and television, and focused marketing. Other extreme sports or unique participatory recreational events such as the TARGA automobile race could be developed if these conditions exist.

Lessons Learned

- i) the lead organization is community-based and has considerable knowledge of the product it is marketing.
- ii) government support came early and was active in its role.
- iii) volunteers are knowledgeable and highly motivated.
- iv) promotion and marketing through networks.
- v) promotional activities take advantage of the excitement and adventure inherent in the event.
- vi) event focuses on participation rather than passive consumerism.
- vii) these kinds of events are not cost sensitive for participants.

Flying Boat Festival International

Flying Boat Festival International commemorates the era of the flying boats that provided regular air services between New York and Ireland during the 1930's and early 40's. Botwood harbour served as a runway for these luxurious 'flying hotels' that could land and take off from water. It was the last stop before the ocean crossing – the most challenging feat of that aviation period.

The “Flying Boat Heritage Tourism Development Committee” was formed with representation from the Towns of Botwood and Norris Arm and the Exploits Valley Economic Development Corporation in 2003 and subsequently incorporated in 2005 as the “Flying Boat Festival International Committee”. The committee's objective is to develop the unique Flying Boat Heritage of the region into a tourism product. A three-pronged approach was adopted by the committee that included the re-enactment of the first transatlantic flight, the development of a Flying Boat Festival, and the development of a base of aviation heritage attractions for visitors to enjoy year-round.

In 2003, a consulting team was hired to prepare a strategic plan so that the aviation heritage could be managed into successful tourism products. The strategy listed 53 recommendations including the development of a flying boat museum in Botwood, a fox moth museum in Norris Arm, a flying boat docking station, a festival site in Norris Arm, and several aviation exhibits. Other key recommendations included promoting the 70th anniversary re-enactment transatlantic flight and the organization of an international Flying Boat Festival, both of which were scheduled for 2007. Almost all of the recommendations have been implemented and work continues on the remaining few.

Partners to the Flying Boat Festival International Committee include ACOA, Service Canada, the Department of Tourism, Culture and Recreation, the Ireland Business Partnerships, the Exploits Valley Tourism Association and partners from Ireland - Foynes Flying Boat Museum, the Limerick County Council, and the Shannon-Foynes Port Authority.

In 2007, the 70th anniversary of the first experimental transatlantic commercial flight, the first Flying Boat Festival International was held in the two communities and was an overwhelming success. The Botwood Flying Boat Museum and the Norris Arm festival site were opened. Dignitaries from Ireland were present for the event. (The re-enactment flight, an initiative of a separate committee that operated at arms' length from the Flying Boat Festival committee, did not take place due to mechanical problems.)

Although no figures are available, it is strongly felt by local business that there is a significant increase in tourist numbers and business. Tourism promotion and other potential business opportunities are also being pursued through the international connection.

Two strong impediments remain. One is the lack of accommodations in the area and the other is the transportation link to Ireland, which is very inadequate with 18-24 hour

transit times (a direct flight from Shannon to Gander can be done in four and a half hours).

The project received the 2007 Municipalities Newfoundland and Labrador (MNL) Torngat Achievement Award for innovation in regional co-operation.

Community Participation

The committee is co-chaired by the deputy mayors of the two towns. This gives it significant profile in the councils and in the communities. Volunteers from both communities are active in the festival events. The event is promoted as a regional event and receives strong support from the zone board, tourism association, chamber of commerce, business and all municipalities in the region.

Communications and Marketing

The international connection and active partnerships with Ireland provide a strong platform for marketing.

Transferability

This project commemorates a significant local historical event with international connections. Given the province's unique historical legacies and strategic geographical location for both Europe and America; there should be opportunities for more such tourism products.

Lessons Learned

- i) strong local leadership through municipalities.
- ii) active support from regional partnerships.
- iii) early government support.
- iv) use of consultants to 'frame' the initiative.
- v) use of volunteers.
- vii) committees to lead different aspects of the initiative so that difficulties in one aspect (e.g. transatlantic flight) will not hinder the others.

Bridging the Gap: From Education to Employment

Studies have shown that low levels of participation in education and training are found more often in population subgroups such as low literacy levels, long-term unemployed, those in distinct and rural settings and workers in small, medium-sized enterprises. Newfoundland and Labrador has a strong population representation in these subgroups. According to Statistics Canada, 45 per cent of the local labour force in this province is located in rural areas. The 2001 census states that 40 per cent of the population 20 years and older did not complete high school.

Studies also show that some adult learners require a program that is linked to employment. The Bridging the Gap (BTG) model is targeted to this population segment and works in partnership with private and public sector to ensure learners are employment ready.

Bridging the Gap is a learner-focused adult education model that attempts to bring together the education and employment elements of a learning model by focusing on personal development skills and employment readiness skills together with job skills development through partnering with local business firms.

The project proponent is the Random North Development Association, one of the few development associations still active in the province. Partners include the Rural Secretariat, Service Canada, College of the North Atlantic and private sector employers.

The initial pilot project took place in 1998-99. Learners were assessed and selected based on their limited academic skills and employment status. The skills development component was designed to be flexible and to meet the needs of the learner as well as the workplace skills required by the employer. Based on the success of this initial pilot a Phase II pilot was tested in five new communities with six new business partners.

The BTG model:

- Identifies businesses in rural areas seeking to expand their operations and facing challenges to hiring qualified staff.
- Selects potential participants based on their aptitudes and abilities.
- Works with an educational institution (College of the North Atlantic - CNA) to develop skill sets individualized to the needs of that workplace.
- CNA facilitates the learning process where participants engage in practical learning on-site.
- The entire process is facilitated by a local BTG facilitator/counselor.

The project received the Community Development Innovation in Education Award from the Government of Newfoundland and Labrador in 2001 and the Canada Post National Educator Award in 2004.

Transferability

The model is transferable to other locations where there are adult learning providers and local business firms willing to participate. A co-coordinating and facilitating organization is also required.

Lessons Learned

- i) networking and co-coordinating role for a community based organization.
- ii) a community-based adult learner model will benefit both the learner and the community.
- iii) there are economic benefits and benefits for local business firms under this model.
- iv) learning and action are combined.
- v) public, private and community-based organizations can work together on community development initiatives.

Steps for Success: Starting From the Ground Up

Human Resource Management is a challenge for small and medium-sized enterprises (SME's) where the office manager is often responsible for HR activities in addition to the ongoing responsibilities for payroll and hiring and firing. Usually the HR responsibilities are not systemized and little attention is given to employee satisfaction. However, today human resources management is becoming recognized as a key to success for small and medium-sized enterprises.

Steps for Success; Starting From the Ground Up is a three year pilot project of the Canadian Manufacturers and Exporters Association, Newfoundland and Labrador Division (CME) in partnership with the Random North Development Association (RNDA) to increase HR capacity within provincial SME's and value-added processors, test models to develop skills of current employees, and provide a supportive environment for manufacturers to address HR needs. The overall objective is to improve competitiveness and improve employee retention for sustainability and growth. The project is scheduled for completion in 2010.

Six human resource facilitators are employed through the project and are placed in six regions of the province where they currently work with 25 companies to transfer HR skills and knowledge to the companies and promote awareness of essential skills. The Essential Skills program is developed by the College of the North Atlantic which assists the project with essential skills assessments and program development. Other activities

include practical, hands-on HR workshops, one-on-one assistance, advice and guidance and templates to assist companies with HR management.

The project is funded through Human Resources and Social Development Canada. An Advisory Team includes INTRD, ACOA, Department of Education, Department of Human Resources, Labour and Employment, the Federation of Labour, Employers Council, manufacturers and the provincial Rural Secretariat.

The project builds on Bridging the Gap, a pilot project of the RNDA. Bridging the Gap is a learner focused adult education model that focuses on personal development skills and employment readiness skills together with job skills development through partnering with local business firms.

Partnerships

The project brings together an array of partners with expertise in all areas of human resource development. It is led by an industry sector association with assistance from an educational institution, a community based organization, employers and employees' groups and federal and provincial government departments.

Transferability

With more than two years remaining for the pilot project, it is expected that more SME's will participate and that the model and learning materials will be available to others.

Lessons Learned

- i) partnerships can encompass a wide variety of perspectives and interests and can focus on addressing the needs of one group.
- ii) linkages between projects where one can build on another.

Irish Loop Regional Marketing Partnership

Community and regional approaches to investment attraction and economic development are usually plagued by limited resources and competition and duplication among the communities and with the regional organizations.

In an effort to overcome these constraints and to create a more cost effective approach, the Irish Loop Development Board initiated the Irish Loop Regional Marketing Partnership in 2003. The strategy is to support regional efforts in investment attraction, support local businesses and engage the community and regional partners in economic development.

A formula for a contribution-based partnership was developed and presented to local municipalities and potential regional partners. The contribution was based on \$1 per resident for municipalities and \$500 per regional partner. The Board promised to match contributions. Thirteen of the 15 municipalities in the region have joined the partnership along with the Irish Loop Chamber of Commerce and the Celtic Business Development Corporation. Some \$23,000 was raised from partners. This amount was matched by the Development Board and used to leverage more than \$220,000 from other sources. External contributors include ACOA, INTRD, Service Canada and Foreign Affairs and International Trade.

Activities of the Regional Marketing Partnership include:

- Investment Attraction

- Community Fact Sheets – used by each municipality to inform new businesses and residents of the town.

- Regional Web Page – updated to include community profiles and residential/commercial property inventory

- Regional Web Page Content Management System – developed as a feature of updated system along with training program for partners.

- Regional Marketing Materials – trade show booth, banners, advertising templates, press kits, pins, fact sheets, etc.

- Tourism Marketing Materials – 30,000 rack cards on the region for distribution to visitor’s centres across the province, advertising template and placement on Marine Atlantic Ferry.

- Cost-Comparison Analysis – focus on sector or opportunity specific. Analyses completed on port development, offshore/marine services, call centres, transshipment, swordfish, wind energy and yachting. Others pending.

- Investment Attraction for Local Government – guide and interactive planning session developed for municipalities.

- Irish loop Ambassador Program - led by chamber of commerce with more than 500 ex-pats identified and database prepared.

- Supporting Local Business

- Shop Local Program – shop local brand developed for participating businesses.

Goods and Services Directory – directory includes goods and services for more than 250 businesses and 100 voluntary organizations in the region.

- o Community Engagement

Regional Newsletter – Quarterly newsletter of the Irish Loop Development Board distributed to all homes and businesses in the region.

Regional Newspaper – Proposals under review.

Stakeholders Relations Strategy – guides the Board in communicating with key stakeholders.

Partnerships

Municipalities, business and regional development organizations all work together under a regional identity while still respecting the autonomy of individual municipalities. Co-operation creates a cost effective approach to investment attraction, avoids duplication and internal competition.

Communications

Effective communications is key to the community engagement strategy and to presenting a regional identity to the outside world.

Transferability

The project is transferable to communities and regions in similar situations provided there is leadership at the municipal level

Lessons Learned

- i) regional approach and partnerships can enhance the strategy by bringing more resources and focus.
- ii) key role of municipalities in economic development.
- iii) larger communities can assist smaller communities in the region.
- iv) leverages external resources through cooperation.
- v) builds capacity.
- vi) reduces inter-community rivalry and conflict.

Alpine Development Alliance

The Alpine Development Alliance (ADAC) is a not-for-profit volunteer organization that manages and operates the White Hills Ski Resort in Clarendville. While the municipality owns the facility, the Alliance has been running the resort for the past seven years as a very successful business venture. The members of ADAC include the Town of Clarendville, The Chamber of Commerce, Discovery Regional Development Board, Nordic Ski Club and representatives of the business community and the community at large. The association participates in annual planning meetings and during the fall and winter meets twice a month to keep on top of all aspects of the operation.

ADAC has expanded its operations to include partnership with a theatre company housed in one of the resort buildings with live performances throughout the winter and spring. ADAC partners with local businesses and promotes attractions such as craft stores, restaurants, night life, snowmobiling and cross country skiing. Plans are under consideration for a summer trailer park and cross country and moto cross bike trails. This is all designed to provide an attractive two-day family package for the skier and family members. In 2007 there were over 10,000 ski visits, mostly from the Avalon Peninsula.

The Resort creates economic impact on a number of communities in the Clarendville area. The area is a popular summer destination with hotels, cottages, B &B's that would be closed during the winter if not for the Resort. The extended season also helps the area restaurants and other local business. The facility is also utilized as a recruitment tool for attracting professionals, such as doctors, to the community.

The Resort is well known throughout the area and the local population is very supportive of ADAC as a volunteer board for the responsibility it has assumed. ADAC, in turn, is inclusive and very visible in the community.

The project won a community development award for excellence in partnerships.

Transferability

The approach is transferable to communities that find themselves in similar circumstances provided they have the partnerships, organizational maturity and community support.

Lessons Learned

- i) partnerships increase chances for success.
- ii) community support for volunteer organizations. Inclusiveness.
- iii) leadership role for the municipality and willingness to share responsibility with partners.

- iv) business approach by not-for-profit organization.
- v) innovation and creativity in services.
- vii) linkages to business community.
- viii) volunteer participation in planning and training activities.

Exploits Heritage Experience

The Exploits Heritage Council was formed in 2003 by the Exploits Valley Economic Development Corporation. It consists of representatives of thirteen heritage centres and museums from the region. The group was formed to facilitate marketing, professional development and tourism development at the regional level and to promote a coherent framework of the heritage culture. The concept is based on a similar heritage organization in Scotland. It is based on the understanding that each heritage centre and museum is too small and has too few resources to successfully promote itself. As a collective marketing and professional development group, the Council can access more resources and marketing impact.

The main marketing initiative of the Exploits Heritage Council is its annual Exploits Heritage Passport. Each centre has a page in the passport complete with a sketched drawing and description to market their attraction. The passports are distributed throughout the region and to heritage and interpretation centres across the province as well as at Visitor's Centres. As the visitor goes to each heritage site and museum in the Exploits region, their passport is stamped. When the passport receives eight stamps it is eligible for a grand prize draw at the end of the tourist season. Prizes are usually a painting by a well known local artist or a small vacation package at a local tourism establishment. The passport has been very well received by visitors and local people as well and is a fun way to promote the region.

Participating centres are the Buchan's Miners Museum, Indian Point (Millertown), Loggers Life Provincial Museum and Mary March Provincial Museum, Grand Falls Windsor Heritage Society, Salmonid Interpretation Centre, Bishop's Falls Railway Museum, Peterview Heritage Centre, Botwood Heritage Park and Museum, Point Leamington Heritage Centre, Giant Squid Interpretation Centre (Glovers Harbour), Jack Ward Memorial General Store (Leading Ticks), and the Norris Arm Heritage Museum.

Partnerships

Thirteen community heritage centres and museums are partners in a regional heritage organization. Each organization gets one vote.

Transferability

The concept is easily transferable to any region of the province. It requires very little in financial resources.

Lessons Learned

- i) community organizations can join together into a regional organization with increased resources without losing the community identity.
- ii) heritage organizations can market each other.
- iii) linkages through the heritage passport.
- iv) limited financial resources required.

Stephenville Task Force

The Stephenville Task Force was established by the provincial government in December, 2005, to address the impact of the closure of the Abitibi Consolidated paper mill in Stephenville. The objectives of the Task Force are:

- Work with communities to identify and implement economic opportunities for the short and long term;
- Work to attract investment that will help diversify the industrial base of the region;
- Look at other options for the use of the mill;
- Identify and implement appropriate responses to the human resource needs of workers directly affected by the mill closure.

The Task Force has a three committee structure – a six member ministerial committee, an interdepartmental committee made up of senior officials of eight key departments and a community development committee of representatives from the region and relevant line departments at the regional level. The ministerial committee guides the operations of the other two committees.

Some thirteen initiatives have been announced since the Task Force was established. The major ones involve training programs such as training in culinary skills and vehicle technician training for the Canadian military, film and video production training, paramedic and fire and emergency training at the College of the North Atlantic and The Marine Institute. Others include the establishment of government offices such as the provincial drug plan and a micro lending program. Direct investment in diversification of the resource sectors is more limited. Investment in regional economic development initiatives is also limited. These limited investments in the latter two categories may be due to few initiatives being brought forward by the local region or the community development committee.

One of the surprising outcomes following the mill closure is that the community and area have remained economically strong in spite of the major job losses at the mill. Some of

this is due to the workers moving to Alberta and remittances back to the community. Economic indicators such as house sales remain strong.

Partnerships

The Stephenville Task Force is a powerful organizational structure with representatives from cabinet, senior levels of government departments and local citizens. Such a concentration of forces on community and regional economic development is not a common response. The overall impact of the Task Force is certainly worthy of study. One of the early observations is that the Task Force is more effective at redirecting government resources than it is at facilitating or managing grass roots economic development or sectoral economic diversification. This is not intended as a criticism as the redirecting of government resources to address community/regional economic issues is a very legitimate activity.

Transferability

Transferability may be limited due to the resources required for such an undertaking but in crisis situations it can be applied successfully. The community development committee appears to be the weakest link in the structure and more thought should go into its roles in research, networking and communications.

Lessons Learned

- i) a political, bureaucratic and community participant organization can work in crisis situations.
- ii) the political and bureaucratic elements of the organization are more adept at redirecting government programming than at grass roots economic development.

3.3 Overall Lessons Learned

i) Partnerships

All of the projects reviewed demonstrated strong partnerships with numbers of partners ranging from two or three on a project all the way to thirteen or more partners. All of the partnerships were active. Partnering organizations included the political and bureaucratic arms of government, post secondary educational institutions, regional economic development organizations, regional tourism boards, municipalities, recreation groups, private business, industry sector groups, international partners and heritage groups and museums.

Strong and active partnerships were the single most defining characteristic of the successful projects.

ii) Lead Organization

An accepted knowledgeable lead organization with deep roots in the community is a strong contributing factor for successful community based projects. The six community based projects reviewed all contained this characteristic. It contributes enormously to trust and willingness for residents to volunteer. Cain's Quest, Alpine Development Alliance and Irish Loop Regional Marketing Partnership best demonstrate this characteristic.

iii) Municipalities

Municipalities were active participants in most of the projects reviewed. This is a relatively new role for municipalities and is not yet that widespread throughout the rural communities in the province. (See municipalities' survey results below). It seems that where municipalities are involved they are actively involved and they bring a legitimacy and expertise to the project.

iv) Volunteers

Projects such as Cain's Quest and Flying Boat Festival International rely heavily on volunteers. Volunteers are attracted to a project if they feel it is being led by a competent local organization and conveys an air of excitement, responsibility and ownership. Volunteers respond well to training opportunities and will return year after year, if called upon.

v) Networks

All projects demonstrate a high level of networking abilities - whether utilized at the local level for recruitment and local promotion or with the internet and international networks for education and marketing purposes.

vi) Research

An ability to conduct or to direct research in support of projects is another characteristic of these successful projects. The use of the internet for studying activities in other jurisdictions or to conduct basic research is increasing.

vii) Clearly Defined Objectives

All of the projects, with the possible exception of the Stephenville Task Force, had clearly defined and measurable objectives.

viii) Communications

Effective communications are an important characteristic of the projects.

ix) Consultations

A willingness to consult with the community and with partners is another characteristic especially in the training projects – Bridging the Gap and Steps for Success.

x) Learning Culture

Project participants, especially lead organizations, were interested in learning, a characteristic that contributes to the development of confidence and pride in project activities.

xi) Early Government Support

The early and active participation of government departments contributed to the success of most of the projects. At least two of the projects had active champions inside government. It also provides a strong motivation for community participants by confirming the legitimacy of the project.

xii) Demonstration Effect

The success of these projects has a demonstration effect for other community based initiatives. It provides confidence for project participants and also demonstrates to other communities that successful and innovative projects can be conducted in their communities.

4.0 Survey of Regional Economic Development Boards and Rural Municipalities

A questionnaire was circulated by e-mail and fax to all of the Regional Economic Development Boards and rural municipalities in the Province. The questionnaire was distributed with supporting letters from the parent organizations - Newfoundland and Labrador Regional Economic Development Association (NLREDA) and Municipalities Newfoundland and Labrador (MNL). The purpose of the questionnaire was to determine the levels of participation of these organizations in rural and regional economic development, primary sources for project funding, partnerships, gaps or duplications in funding programs and information about the availability of government programs and services.

4.1 Regional Economic Development Boards

The questionnaire was distributed by email to all 19 boards in the province. Seven (37 %) responded.

4.1.1 Participation in rural and regional economic development

All of the respondents are active participants in rural and regional economic development and have participated in projects during the last two years. Given their mandate and the nature of their funding support it would be very unusual if any of the boards did not participate in rural and regional economic development.

4.1.2 Primary sources of project funding

Atlantic Canada Opportunities Agency (ACOA) at the federal level and the Department of Innovation, Trade and Rural Development (INTRD) at the provincial level are the primary sources of project funding for all responding organizations. This is followed by Service Canada with four and DFAIT with two. Fisheries and Oceans, Fisheries and Aquaculture, Human Resources, Labour and Employment and Tourism, Culture and Recreation were all reported as funding sources once.

4.1.3 Partnerships

Partnerships with the Regional Economic Development (RED) Boards and their frequency included:

Municipalities	7
Other RED Boards	5
Development Associations	3
Chambers of Commerce	2
College of the North Atlantic	1
National Defense	1
Crafts Association	1
Tourism Association	1
Smart Labrador	1
Heritage Association	1
NL Aquaculture Association	1

4.1.4 Gaps and duplications in government programs and services

Three respondents said there were gaps and duplications; two said there were no gaps or duplications and two more said sometimes.

The specific concerns reported are:

- ACOA/INTRD requirement for 10 per cent cash is a problem for not-for-profit organizations. Also the ‘red tape’ – ACOA can take several weeks to evaluate a proposal, and then you have to wait several weeks more for INTRD to evaluate the same proposal. Perhaps some co-ordination would help.
- HRLE and Service Canada offer similar programs – perhaps there can be a more streamlined approach.
- Lack of administrative funding for projects is a common complaint.

4.1.5 Information on government programs and services

Only one of the respondents felt they were well informed about government funding programs and services. The other six boards felt they were not well informed:

- Funding pools are not publicized.
- Less familiar with federal departments that don't have a significant presence in the province.
- We find out by accident about new funding programs.

4.1.6 What needs to be done?

- CD's and government websites aren't the most effective. Government needs to come to the area to inform business and local organizations.
- I get lost in government websites looking for information. NLREDA should send out information on programs.
- Changes in criteria/eligibility should be sent to RED Board's and municipalities. Organizations should be consulted and informed on new programs.
- Program overviews should be done through NLREDA.
- A virtual network for information, streamlining of service delivery and to build effective teams.

4.2 Rural Municipalities

The questionnaire was distributed by fax to all 280 rural municipalities in the province. Forty-four (16 %) responded.

4.2.1 Participation in rural and regional economic development

Almost half (44 %) of the responding municipalities said they have not participated in rural/regional economic development projects in the past two years. Over half of these (12/20) have populations of less than 600 peoples so community size and lack of staff to prepare proposals may be a factor in their non-participation.

4.2.2 Primary sources of project funding

The primary provincial source of funding is the Department of Municipal Affairs while the primary federal source is ACOA.

Source for funding:

Municipal Affairs	11
ACOA	9
JCP	4
INTRD	4
Service Canada	3
Tourism	2
Business	1

4.2.3 Partnerships

There appears to be a contradiction between partnerships reported by regional economic development boards and those reported by rural municipalities. Of the 24 municipalities reporting economic development projects, 13 reported that the project involved the municipality only, with none reporting partnerships with regional economic development boards. Regional economic development boards, on the other hand, reported municipalities as their most frequent partner. The reason for the apparent contradiction is beyond the scope of this report but partnerships between RED Boards and municipalities are independently documented. It may be that these partnerships are not widespread but that where they exist they are very successful.

Other reported partnerships for municipalities are development associations (2), recreation organizations (3), and futures committees (2). Only one reported a partnership with a neighboring municipality.

4.2.4 Gaps and duplications in government programs and services

Forty-six per cent said there were no gaps or duplications in government programs and services and 41 per cent said there were. Thirteen per cent said they did not have enough information to determine. Most duplication was seen in terms of the provincial Rural Secretariat and regional economic development boards with too many organizations and too many meetings going on. One respondent said there was duplication between the provincial Business Department and INTRD. Another stated duplication in having to prepare applications for both the federal and provincial governments.

Most gaps were seen in terms of project funding levels, eligibility and lack of employment insurance stamps for JCP programs.

4.2.5 Information on government programs and services

Sixty-six per cent felt they were not well informed about government funding programs and services while 34 per cent felt they were well informed.

4.2.6 What needs to be done?

Approximately half of the respondents identified regional information sessions or workshops as ways of improving the situation. Two identified more user-friendly websites as another way to improve the situation. Other recommendations were in the general area of reducing red tape and decentralizing government.

5.0 Recommendations

Based on the last Rural Team Canada Annual Report (2006-2007), the roles or key functions of rural teams include:

1. Networking and Fostering Collaboration
2. Educating and Informing
3. Intelligence Gathering

These three key functions, however, must be placed within the context of individual provincial realities and circumstances. They must also consider that rural teams act as intergovernmental and interdepartmental forums that operate on the basis of collaboration so that the activities of the rural team must be complimentary to the activities of individual departments. The addition of non-governmental organizations to the rural teams enhances the legitimacy of the teams in the rural communities and adds considerable networking capacity. But it also demands that rural team members and/or sub-committees coordinate potential activities to produce concrete results.

Rural teams act as facilitators and are not meant to compete with its partners, and therefore have a legitimate role in addressing key rural issues. This facilitator role, however, must be acceptable to the partners and needs to take into account any other possible concerns surrounding transparency and accountability.

The following recommendations are intended to assist RTNL to continue to provide a very valuable service to rural communities throughout the Province.

5.1 Networking and Fostering Collaboration

Recommendation 1

The Newfoundland and Labrador Regional Economic Development Association (NLREDA) and Municipalities Newfoundland and Labrador (MNL) present potential partnerships which could contribute to future projects coordinated by the Rural Secretariat through members of the Rural Team Newfoundland and Labrador (RTNL) and/or subcommittees.

Together, these two non-governmental organizations represent the interests of all the rural communities in the province and are dedicated to rural sustainability and development. Their participation as partners would considerably enhance the networking capability of RTNL and help increase awareness of RTNL throughout the rural areas of the province. These organizations would also assist in identifying community needs; identifying gaps in government programs and services; identifying opportunities for collaboration among government departments and agencies and become a partner in program delivery.

5.2 Educating and Informing

Rural team members in other provinces routinely help provide information and outreach activities in order to increase awareness of programs and services for rural, remote and northern communities. These activities include newsletters, program promotion and community visits.

The need for accessible and accurate information on government programs and services for rural, remote and northern communities in Newfoundland and Labrador is the single most important issue identified through this project. There is also considerable consensus from these communities as to how it might be accomplished, such as regional information workshops and seminars.

The delivery of fact-to-face information workshops and seminars on more than 150 programs and services is a daunting task made all the more complicated by the fact that there are already information delivery systems in place from several individual government departments and NGOs. Nevertheless the issue remains of crucial importance to rural communities and RTNL members should continue to address this issue in innovative ways to complement existing systems.

The following suggestions are offered for consideration.

Recommendation 2

Potential exists to develop a pilot series of themed information workshops for the four regions of the province.

Information could be focused around the 12 categories of programs and services outlined in this report. For example a central Newfoundland session could focus on forestry, mining, aquaculture, community economic development and small business development. A western Newfoundland session could focus on environment, agriculture, tourism, community economic development and small business development. An eastern Newfoundland session could focus on fisheries, employment, youth and women. A Labrador session could focus on aboriginals, mining, tourism, community economic development and small business development. Depending on the responses and the remaining information needs, the sessions could be edited, repackaged and distributed as required.

The design of the information sessions would have to be innovative and complementary to the existing information distribution systems, such as a job fair model for example.

Partners which can assist in this task, or deliver workshops, in coordination with RTNL, include the Newfoundland and Labrador Regional Economic Development Association (NLREDA), Municipalities Newfoundland and Labrador (MNL) and the Harris Centre at

Memorial University. All three of these organizations have extensive experience in this area.

Recommendation 3

Identify program and service areas within government departments and encourage these departments to share the information with frontline workers.

There are good bilateral relations and communications flow between federal and provincial departments which have similar mandates – for example INTRD and ACOA or DFO and DFA, but much less among departments that may have complementary programs and services or that fit into a different phase of the development process, such as Tourism, Culture and Recreation, Municipal Affairs, Environment or Agriculture. It is also noted that department staff are often reluctant (or unable) to provide information on programs or services outside their own department. RTNL members could play a role in helping to break down these interdepartmental barriers and provide a more client-oriented information delivery process.

Recommendation 4

As a complimentary document to the Rural Canadian's Guide to Programs and Services, printed by the federal government, there is a potential to develop an additional guide or inventory of programs and services for rural, remote and northern communities in Newfoundland and Labrador using the information and format in Appendix One of this report.

The need for a regional inventory was welcomed by practically all the participants interviewed for this project. Regional economic development workers, municipal managers and even frontline government officials stated that this would be very helpful in preparing proposals and working through the myriad of programs and services for rural communities. Roughly 300 copies of such a document could immediately be distributed to municipalities and regional economic development corporations in the province. Other copies could be distributed through conferences, seminars and the like.

There is some concern expressed by RTNL members that such a guide might not be completely accurate and might contain omissions, require updates, etc. Such concern is misplaced at this time when there is such a need. A simple statement of caveats and a date on the report should suffice. It needs to be noted that this is the beginning of a process and the need for perfection is less than the need to at least start a process of information distribution that is badly needed.

Recommendation 5

Improving links to existing websites dedicated to rural issues and possibly partnering with rural-focused organizations, such as NLREDA to develop a website or links to

programs and services for rural, remote and northern communities in Newfoundland and Labrador.

Having said this, it is important to keep in mind that websites should not be the primary method of providing information to rural communities. A website would be a good backup to the initiatives identified earlier in this section of the report.

5.3 Intelligence Gathering

This function is probably less required in Newfoundland and Labrador than in other rural parts of Canada because of the work currently being done by agencies such as the provincial Rural Secretariat and the Harris Centre. However, it would be helpful if RTNL could access the research information from these agencies and provide an outlet for it to rural communities either through the proposed rural issues newsletter or through rural public forums or both.

Recommendation 6

Improved collaboration between the federal Rural Secretariat, through members of the RTNL, and the Provincial Rural Secretariat, along with the Harris Centre to examine ways and means to facilitate the distribution of appropriate research information to rural, remote and northern communities in Newfoundland and Labrador and to facilitate an ongoing dialogue.



Appendix 1

An Inventory of Rural Development Programs and Services in Newfoundland and Labrador

May, 2008

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Introduction

The purpose of this information is to serve as a guide to programs and services for rural development supports for rural, remote and northern communities in Newfoundland and Labrador. The general criteria for selection of the programs and services are that they have a focus on rural development and sustainability; that they have more focus on community benefits than individual benefits; and that they contribute to place prosperity.

Government of Canada programs are designated (CA), Province of Newfoundland and Labrador (NL), Memorial University and the Marine Institute (MUN), College of the North Atlantic (CNA) and community economic development organizations and industry sector associations (NGO).

(CA)	<p>Aboriginal Canada Portal</p> <p>ACP provides a single window to Canadian Aboriginal online resources, contacts, information, and government programs and services, with listings of aboriginal associations, jobs, businesses, organizations, bands, communities, peoples and news.</p>	<p><u>CONTACT</u></p> <p>1 888 399-0111 (Toll-free)</p> <p>ACP@inac.gc.ca</p> <p>www.aboriginalcanada.gc.ca/</p>
Business Development Bank of Canada (CA)	<p>Aboriginal Entrepreneur</p> <p>Business Development Bank of Canada's Aboriginal Banking Unit consists of Aboriginal people well aware of the specific needs of Aboriginal entrepreneurs, and offers customized, long-term, and flexible solutions.</p>	<p><u>CONTACT</u></p> <p>(204) 983-3594 or 1 877 BDC-BANX 1 877 232-2269) (Toll-free)</p> <p>(204) 983-8522 or 1 877 329-9232 (Fax)</p> <p>www.bdc.ca</p>
Canada Business (CA)	<p>Aboriginal Business Development Fund</p> <p>ABDF provides capital to start-up, expand and modernize aboriginal businesses in Atlantic Canada.</p>	<p><u>CONTACT</u></p> <p>1 888 576-4444 (Toll-free) 1 800 457-8466 (TTY toll-free) 1 888 417-0442 (Fax toll-free)</p> <p>www.canadabusiness.gc.ca</p>
Canada Business (CA)	<p>Aboriginal Business Service Network</p> <p>ABSN provides aboriginal entrepreneurs with access to business programs, services and regulations, in urban, rural and remote settings.</p>	<p><u>CONTACT</u></p> <p>1 877 699-5559 (Toll-free) 1 800 457-8466 (TTY toll-free) 1 888 417-0442 (Fax toll-free)</p> <p>www.canadabusiness.gc.ca</p>

<p>Canadian Heritage (CA)</p>	<p>Aboriginal Programs</p> <p>Aboriginal-specific programs and initiatives that contribute significantly to Inuit, Métis and First Nations (Status and Non-Status Indian) Peoples. These programs focus primarily on encouraging full Aboriginal participation in Canadian life and supporting the continuation of Aboriginal living cultures as key elements of the Canadian cultural landscape.</p>	<p><u>CONTACT</u></p> <p>(819) 994-3835 (819) 953-2673 (Fax)</p> <p>www.pch.gc.ca</p>
<p>Canadian Heritage (CA)</p>	<p>Aboriginal Programs – Aboriginal Languages Initiative</p> <p>This program maintains and revitalizes Aboriginal languages for future generations by increasing the number of Aboriginal language speakers, by encouraging the transmission of these languages from generation to generation, and by expanding language usage in family and community settings.</p>	<p><u>CONTACT</u></p> <p>(819) 994-3835</p> <p>www.pch.gc.ca</p>
<p>Canadian Heritage (CA)</p>	<p>Aboriginal Programs – Aboriginal Women’s Program</p> <p>This program enables Aboriginal women to influence policies, programs, legislation and decision making that affect their social, cultural, economic and political well-being within their own communities and Canadian society while maintaining their cultural distinctiveness and preserving cultural identity.</p>	<p><u>CONTACT</u></p> <p>Program Officer Canadian Heritage John Cabot Building 5th floor, 10 Barter’s Hill, St. John’s, NL, A1C 5X4</p> <p>709-772-5364</p> <p>709-772-2940 (fax)</p>

<p>Canadian Heritage (CA)</p>	<p>Aboriginal Programs – Representative Organizations</p> <p>This program supports the operations of Aboriginal organizations representing Métis Non-Status Indian and Inuit peoples to provide political representation and advocacy.</p>	<p><u>CONTACT</u></p> <p>(819) 994-3835 (819) 953-2673 (Fax) autochtone_aboriginal@pch.gc.ca</p>
<p>Indian and Northern Affairs Canada (CA)</p>	<p>Community Economic Development Program</p> <p>CEDP provides financial support for First Nation and Inuit communities for public services in economic development. The CEDP is expected to lead to community economic benefits including more community employment, greater use of land and resources under community control, enhanced community economic infrastructure, more and larger community businesses, more business opportunities, and a better climate and environment for community economic development.</p>	<p><u>CONTACT</u></p> <p>1 800 567-9604 (Toll-free) 1 866 817-3977 (Fax toll-free)</p> <p>InfoPubs@ainc-inac.gc.ca</p>
<p>Indian and Northern Affairs Canada (CA)</p>	<p>Community Economic Opportunities Program</p> <p>CEOP provides project-based support to those First Nation and Inuit communities that have the best opportunities for public services in economic development. In these communities, the CEOP is expected to lead to community economic benefits including more community employment, greater use of land and resources under community control, enhanced community economic infrastructure, more and larger community businesses, more business opportunities, and a better climate for community economic development.</p>	<p><u>CONTACT</u></p> <p>(613) 954-5031 or 1- 800 328-6189 (Toll-free)</p> <p>InfoPubs@ainc-inac.gc.ca</p>

<p>Industry Canada (CA)</p>	<p>Aboriginal Business Canada</p> <p>ABC provides eligible Aboriginal entrepreneurs and organizations with financial assistance, business information, resource materials, and referrals to other possible sources of financing or business support. ABC aims to increase the number of viable businesses in Canada that are owned and controlled by Aboriginal Canadians; improve access to business opportunities; increase self-reliance and provide a supportive business environment for Aboriginal Canadians in all areas of Canada.</p>	<p><u>CONTACT</u></p> <p>Newfoundland and Labrador</p> <p>(709) 772-4590 or (709) 772-0675 (709) 772-5093 or (709) 772-5093 (Fax)</p> <p>www.ic.gc.ca</p> <p>williams.patricia@ic.gc.ca</p>
<p>Labrador and Aboriginal Affairs (NL)</p>	<p>The Department of Labrador and Aboriginal Affairs</p> <p>The department is responsible for coordinating the provincial government's activities related to Labrador Affairs and Aboriginal Affairs, including developing policy and programs, managing federal-provincial agreements, negotiating land claims, public information, and all matters of significant public interest in Labrador.</p> <p>The principal tasks of the Department in the field of Aboriginal Affairs are:</p> <ul style="list-style-type: none"> • policy development for Aboriginal issues; • negotiating land claims treaties and self-government agreements; • implementing and managing land claims agreements once achieved; and • providing public information and education in matters related to land claims. 	<p><u>CONTACT</u></p> <p>Confederation Building 6th Floor, Confederation Building, East Block P. O. Box 8700 St. John's, NL A1B 4 J6</p> <p>Telephone: (709) 729-4776 Toll Free: 1-877-788-8822 Facsimile: (709) 729-4900</p> <p>Labrador Office: P.O. Box 3014, Station B Happy Valley - Goose Bay NL A0P 1E0</p> <p>Telephone: (709) 896-1780</p> <p>www.laa.gov.nl.ca</p>

<p>Labrador and Aboriginal Affairs (NL)</p>	<p>Northern Strategic Plan for Labrador</p> <p>The Provincial Government will invest more than \$250 million over the next five years to support the goals outlined in the plan, which includes existing and new Labrador initiatives.</p> <p>Approximately \$55 million will be spent for new initiatives over the next five years to implement the plan.</p> <p>The following themes emerged through consultations: transportation; natural resources; tourism, culture and heritage; capacity building; partnerships; programs and services; and Aboriginal issues.</p>	<p><u>CONTACT</u></p> <p>(See above)</p>
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<p>Labrador and Aboriginal Affairs (NL)</p>	<p>Labrador Inuit Land Claims Agreement</p> <p>The Agreement sets out details of land ownership, resource sharing and self-government. The Agreement provides for the establishment of the Labrador Inuit Settlement Area (Settlement Area) totaling approximately 72,500 square kilometers of land in northern Labrador, including 15,800 square kilometers of Inuit-owned lands, known as Labrador Inuit Lands. The Settlement Area also includes an adjacent Ocean Zone of 48,690 square kilometers. The Agreement also provides for the establishment of the Torngat Mountains National Park Reserve, consisting of approximately 9,600 square kilometers of land within the Settlement Area.</p> <p>Under the Agreement, the Government of Canada will transfer \$140 million to the Labrador Inuit, as well as \$156 million for implementation of the Agreement.</p> <p>The self-government provisions of the Agreement provide for the creation of the Nunatsiavut Government.</p>	<p><u>CONTACT</u> Confederation Building 6th Floor, Confederation Building, East Block P. O. Box 8700 St. John's, NL A1B 4 J6</p> <p>Telephone: (709) 729-4776 Toll Free: 1-877-788-8822 Facsimile: (709) 729-4900</p> <p>Labrador Office: P.O. Box 3014, Station B Happy Valley - Goose Bay NL A0P 1E0</p> <p>Telephone: (709) 896-1780 laa@gov.nl.ca</p>
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Agriculture and Agri-Food Canada (CA)	<p>Canadian Farm Business Advisory Services</p> <p>CFBAS offers eligible producers access to a range of services such as Farm Business Assessment and Specialized Business Planning Services.</p>	<p><u>CONTACT</u></p> <p>1 866 452-5558 (Toll-free) (506) 452-4975 (Fax)</p> <p>www.agr.gc.ca</p>
Agriculture and Agri-Food Canada (CA)	<p>Community Pasture Program</p> <p>CPP helps producers strengthen their operations by allowing them to use community pastures for summer grazing of cattle and encourages high quality, long-term cattle production by providing a breeding service using good quality bulls. It also protects marginal land from erosion by maintaining a permanent cover on these lands.</p>	<p><u>CONTACT</u></p> <p>(306) 780-5019 or (306) 780-5154 (306) 780-5018 (Fax)</p> <p>info@gov.nl.ca</p>
Agriculture and Agri-Food Canada (CA)	<p>Crop/Production Insurance</p> <p>This program provides risk protection for farm production by minimizing the economic effects of crop losses caused by natural hazards.</p>	<p><u>CONTACT</u></p> <p>info@gov.nl.ca</p>
Agriculture and Agri-Food Canada (CA)	<p>Farm Debt Mediation Service</p> <p>FDMS brings insolvent farmers and their creditors together to try to resolve their disputes.</p>	<p><u>CONTACT</u></p> <p>(506) 452-3691 or 1 866 452-5556 (Toll-free) (506) 452-4975 (Fax)</p>

Agriculture and Agri-Food Canada (CA)	<p>Farm Improvement and Marketing Cooperatives Loans Act</p> <p>FIMCLA is a guaranteed loans program designed to increase the availability of loans for the purpose of improving and developing farm buildings and the processing, distribution or marketing of farm products by cooperative associations.</p>	<p><u>CONTACT</u></p> <p>1 888 346-2511 (Toll-free)</p>
Agriculture and Agri-Food Canada (CA)	<p>Canadian Agricultural Skills Service</p> <p>CASS is designed to help Canadian farm families improve farm profitability and increase their income options through skills development and training. CASS will assist farm families to acquire on-farm skills, or skills and training to pursue other income options, or both.</p>	<p><u>CONTACT</u></p> <p>1 800 O-Canada (1 800 622-6232) (Toll-free)</p>
Agriculture and Agri-Food Canada (CA)	<p>Farm Improvement and Marketing Cooperatives Loans Act</p> <p>FIMCLA is a guaranteed loans program designed to increase the availability of loans for the purpose of improving and developing farm buildings and the processing, distribution or marketing of farm products by cooperative associations.</p>	<p><u>CONTACT</u></p> <p>1 888 346-2511 (Toll-free)</p>
Agriculture and Agri-Food Canada (CA)	<p>Benchmarking Your Farm</p> <p>Agriculture and Agri-Food Canada has developed a free, easy-to-use financial tool called "Benchmark for Success".</p> <p>Benchmarking helps to assess your farm operation and determine its strengths, weaknesses and areas where improvement is possible.</p>	<p><u>CONTACT</u></p> <p>(709) 637-2077 or 1 866 452-5558 (Toll-free)</p>

Agriculture and Agri-Food Canada (CA)	<p>Advancing Canadian Agriculture and Agri-Food Program</p> <p>ACAAF is a five-year program aimed at positioning Canada's agriculture and agri-food sector at the leading edge to seize new opportunities. Under the ACAA program, funding is provided for eligible projects identified and carried out by the agriculture and agri-food sector that will further advance the sector's progress by engaging industry stakeholders in undertaking new activities which complement existing programming.</p>	<p><u>CONTACT</u></p> <p>(613) 759-6175 (613) 759-7490 (Fax)</p> <p>acaaf@agr.gc.ca</p>
Agriculture and Agri-Food Canada (CA)	<p>Canadian Agricultural Income Stabilization Program</p> <p>CAIS integrates stabilization and disaster protection into a single program, helping producers protect their farming operations from both small and large drops in income. The CAIS program is a whole-farm program available to eligible farmers regardless of the commodities they produce.</p>	<p><u>CONTACT</u></p> <p>1 866 367-8506 (Toll-free) (204) 983-3947 (Fax)</p>
Agriculture and Agri-Food Canada (CA)	<p>The Agricultural Policy Framework</p> <p>APF is a long-term action plan for Canadian agriculture. The APF offers programs that provide the Canadian agriculture and agrifood industry with the tools, services and options to strengthen business, increase prosperity and meet the demands of consumers at home and abroad. These programs will help brand Canada as a leader in agriculture in both the domestic and international marketplace.</p> <p>APF will be replaced by the "Growing Forward" initiative in 2009.</p>	<p><u>CONTACT</u></p> <p>info@agr.gc.ca</p> <p>www.agr.gc.ca</p>

<p>Natural Resources – Agrifoods (NL)</p>	<p>The Agriculture and Agrifoods Development Fund</p> <p>AADF is intended to stimulate and attract large scale investments in the agrifoods industry. The objectives of the AADF are to:</p> <ul style="list-style-type: none"> · enhance the economic sustainability of agriculture in NL; · support commercialization and the introduction of new technologies and processes; · encourage investment in value-added/secondary processing of commodities produced within the province; · increase job opportunities and economic growth within the agrifoods sector; · further expand into export markets as well as displace agricultural products currently imported to the province; and · implement improved food safety/food quality and environmental stewardship practices. <p>Successful applicants will be eligible to receive up to 50% of total eligible project costs in a non-repayable contribution. Only those projects normally requiring a minimum total investment of \$1,000,000 will be eligible for AADF.</p>	<p><u>CONTACT</u></p> <p>Agrifoods Provincial Agriculture Building, Brookfield Road, P.O. Box 8700, St John’s, NL A1B 4J6</p> <p>Tel: 709-729-6758</p> <p>Fax; 709-729-0205</p> <p>www.nr.gov.nl.ca/agric</p>
<p>4-H (NGO)</p>	<p style="text-align: center;">4-H</p> <p>The 4-H movement promotes the development of the individual to become a well-balanced, responsible member of society. Members work within the organization of a club participating as a group in activities leading to:</p> <ul style="list-style-type: none"> • The development of informed, responsible citizens through participation in 4-H project work/club activities. • The development of responsible adult leadership through training conferences, project work, program planning and 4-H club related activities. 	<p><u>CONTACT</u></p> <p>4-H Provincial Council P.O. Box 23047 St. John’s, NL Canada A1B 4J9</p> <p>(709) 682 1903</p>

<p>NL Federation of Agriculture. (NGO)</p>	<p>The Newfoundland and Labrador Federation of Agriculture</p> <p>NLFA is an organization which represents farmers and farmer groups in the province. The Federation is composed of an Executive and Board of Directors. The Board of Directors is made up of representatives of the various commodity boards, producer organizations, regional groups, and agricultural interest groups. Independent farmers, who are not represented by any of the member organizations, may also join.</p>	<p><u>CONTACT</u></p> <p>P. O. Box 1045 308 Brookfield Road, Building 4 Mount Pearl, NL A1N 3C9 Phone: (709) 747-4874 Fax: (709) 747-8827</p> <p>email: info@nlfa</p>
<p>NL Federation of Agriculture. (NGO)</p>	<p>Advancing Canadian Agriculture and Agri-Food</p> <p>ACAAF is a national funding program, administered in this province through the NLFA, designed to help implement innovative projects that will benefit the production and processing sector, bolster the industry's capacity to address current and emerging issues and position the agriculture and agri-food industry to seize new market opportunities. It is a five-year, \$240 million program aimed at positioning Canada's agriculture and agri-food sector at the leading edge to seize new opportunities</p>	<p><u>CONTACT</u></p> <p>P. O. Box 1045 308 Brookfield Road, Building 4 Mount Pearl, NL A1N 3C9 Phone: (709) 747-4874 Fax: (709) 747-8827</p> <p>email: info@nlfa</p>

<p>ACOA (CA)</p>	<p>The Innovative Communities Fund</p> <p>ICF invests in strategic projects that build the economies of Atlantic Canada’s communities. Working in partnership with Atlantic communities and stakeholders, ICF builds on the strengths of communities and provides the tools needed to identify opportunities available for their sustainable economic growth.</p> <p>ICF focuses on investments that lead to long-term employment and economic capacity building in rural communities. Urban initiatives that stimulate the competitiveness and vitality of rural communities may be considered on a selective basis.</p>	<p><u>CONTACT</u></p> <p>1-800-668-1010</p> <p>www.acoa.ca</p> <p>or field offices</p>
<p>ACOA (CA)</p> <p>Department of Municipal Affairs (NL)</p>	<p>The Municipal Rural Infrastructure Fund</p> <p>\$1 billion program that supports smaller scale municipal infrastructure projects. These projects improve the quality of life, sustainable development and economic opportunities, particularly in smaller communities. The MRIF also includes a component addressing the infrastructure needs of First Nations communities.</p> <p>This federal/provincial/municipal fund helps support smaller scale municipal infrastructure such as water and wastewater treatment, or cultural and recreation projects, for smaller and First Nations communities.</p> <p>The primary investment focus of MRIF is “green” municipal infrastructure. At least 60 percent of the contribution funding this Program will go to “green” projects that improve the quality of the environment and contribute to clean air, soil and water.</p>	<p><u>CONTACT</u></p> <p>Canada - Newfoundland and Labrador Infrastructure Secretariat Department of Municipal Affairs P.O. Box 8700 St. John’s, NL A1B 4J6 Tel: (709) 729-5411 Fax: (709) 729-7491</p> <p>mrif@gov.nl.ca</p>

<p>ACOA (CA)</p>	<p>Regional Economic Development Organizations</p> <p>ACOA works with, and provides funding to, 52 Regional Economic Development Organizations (Redo's) located throughout Atlantic Canada, including 20 Regional Economic Development Boards in Newfoundland and Labrador.</p> <p>The role of these organizations is to develop and drive economic development at the local level in partnership with other federal, provincial and municipal governments, economic development organizations and various stakeholders</p>	<p><u>CONTACT</u> Tel: 709-772-2751</p> <p>Fax: 709-772-2712</p> <p>Toll Free: 1-800-668-1010</p> <p>Or field offices.</p>
<p>Canadian Rural Partnership (CA)</p>	<p>Canadian Rural Information Service</p> <p>CRIS responds to the information needs of rural and remote Canadians by providing pathfinders (guides) to information resources, customized information packages on specific queries, a Web site of rural development resources, referrals to expert sources of information, and customized bibliographic searches.</p>	<p><u>CONTACT</u></p> <p>1 888 757-8725 (Toll-free)</p> <p>www.rural.gc.ca/cris</p>
<p>Canadian Rural Partnership (CA)</p>	<p>Rural and Remote Canada Online</p> <p>This is a single window to knowledge, information, programs and services for and about rural and remote Canada.</p>	<p><u>CONTACT</u></p> <p>1 888 781-2222</p> <p>www.rural-canada.ca</p>
<p>Agriculture and Agri-Food Canada (CA)</p>	<p>Co-operative Development Initiative</p> <p>CDI is the Government of Canada's program which aims to help people develop co-ops and to research and test innovative ways of using the co-operative model.</p>	<p><u>CONTACT</u></p> <p>1 888 781-2222 (Toll-free)</p> <p>(613) 759-7489 (Fax)</p> <p>coopsprogr@agr.gc.ca</p>

Innovation, Trade and Rural Development (NL)	<p>Innovation Enhancement Program</p> <p>Provides non-repayable contributions to public sector institutions, not-for-profit groups, community organizations, and industry associations involved in activities that enhance innovation in the province.</p>	<p><u>CONTACT</u></p> <p>IRT Division</p> <p>709-729-7068</p> <p>Fax: 709-729-3208</p> <p>www.intrd.gov.nl.ca</p>
Innovation, Trade and Rural Development (NL)	<p>Business Retention and Expansion</p> <p>The philosophy of Business Retention and Expansion is that existing businesses are the core of economic prosperity for a community. This initiative helps community leaders identify and address barriers to survival and growth facing local businesses.</p>	<p><u>CONTACT</u></p> <p>REP Division</p> <p>709-729-7258</p>
Innovation, Trade and Rural Development (NL)	<p>Community Capacity Building</p> <p>This comprehensive education and training program assists groups interested in planning for regional economic development. The training modules are useful to development organizations facing capacity challenges.</p>	<p><u>CONTACT</u></p> <p>REP Division</p> <p>709-729-7451</p>
Innovation, Trade and Rural Development (NL)	<p>Regional Sectoral Diversification Fund</p> <p>This fund provides nonrepayable contributions to eligible organizations for the development and implementation of economic initiatives that address regional and sectoral development.</p>	<p><u>CONTACT</u></p> <p>709-729-7260</p>

<p>Innovation, Trade and Rural Development (NL)</p>	<p>Strategic Partnerships Initiative</p> <p>The Strategic Partnership Initiative is a mechanism to improve communications and identify opportunities for collaboration among business, labour and government on the strategic economic challenges facing the province</p>	<p><u>CONTACT</u></p> <p>709-729-7043</p> <p>Fax: 709-729-5124</p>
<p>Innovation, Trade and Rural Development (NL)</p>	<p>Co-operative Development</p> <p>A partnership with the Newfoundland-Labrador Federation of Co-operatives (NLFC) to advance the regional co-operative development strategy. The strategy will enhance the development and promotion of the co-operative model to support business growth in rural communities. A regional co-operative developers' network provides training to identify co-operative opportunities, initiate regional projects, and promote the co-op model for business. Network members also assist existing co-ops with funding proposals and provide advice about by-laws, co-op legislation, board training, and business planning.</p>	<p><u>CONTACT</u></p> <p>REP Division</p> <p>709-729-7451</p>
<p>NLREDA (NGO)</p>	<p>The Newfoundland and Labrador Regional Economic Development Association Inc.</p> <p>NLREDA is a provincial not-for-profit organization, which represents the province's twenty Regional Economic Development Boards (REDB's) also known as Zonal Boards. The REDB's are volunteer-driven organizations and the provinces primary vehicle for regional economic development.</p>	<p><u>CONTACT</u></p> <p>460 Torbay Road St. John's, NL A1A 5J3 T: (709) 576-1002 F: (709) 576-1031</p> <p>contact@nlreda.ca</p> <p>www.nlreda.ca</p>

<p>Municipalities Newfoundland and Labrador (NGO)</p>	<p>Municipalities Newfoundland and Labrador</p> <p>The purpose of the MNL is to assist communities in their endeavor to achieve and sustain strong and effective local government, thereby improving the quality of life for all the people of this province.</p>	<p><u>CONTACT</u></p> <p>460 Torbay Road St. John's, NL A1A 5J3</p> <p>Tel: 709 753-6110 Fax: 709 738 0071</p> <p>executive director@nlfm.ca</p> <p>www.nlfm.ca</p>
<p>Municipalities Newfoundland and Labrador (NGO)</p>	<p>Local Action for Developing Regions</p> <p>Since 1999, the Newfoundland and Labrador Federation of Municipalities has partnered with the Atlantic Canada Opportunities Agency in the delivery of educational and informational workshops on regional economic development to municipal leaders across the province. LADR involves the innovative use of study tours, case studies and a highly interactive workshop format.</p>	<p><u>CONTACT</u></p> <p>460 Torbay Road St. John's, NL A1A 5J3</p> <p>Tel: 709 753-6110 Fax: 709 738 0071</p> <p>executive director@nlfm.ca</p>
<p>Municipalities Newfoundland and Labrador (NGO)</p>	<p>Community Cooperation Resource Centre</p> <p>The CCRC is a catalyst for developing viable and sustainable communities in Newfoundland and Labrador, actively supporting regional cooperation through the provision of information, research, analysis, training, facilitation and advisory services</p>	<p><u>CONTACT</u></p> <p>460 Torbay Road St. John's, NL A1A 5J3</p> <p>Tel: 709 753-6110 Fax: 709 738 0071</p> <p>executive director@nlfm.ca</p>

<p>The Newfoundland-Labrador Federation of Co-operatives (NGO)</p>	<p>The Newfoundland-Labrador Federation of Co-operatives</p> <p>NLFC is the central agency representing the collective interests of the co-operative business sector in the province. The NLFC promotes the co-operative business model and supports the growth and development of co-op enterprise.</p> <p>The NLFC provides information and advice for people considering the formation of a co-operative; advisory support services for newly developing co-operatives; and assistance for existing co-operatives as requested. Specific support services include research; project planning, training, government relations and co-op programs for youth. Service delivery is undertaken in partnership with existing co-ops, community development agencies, industry associations and government.</p>	<p><u>CONTACT 19</u></p> <p>Crosbie Place, Suite 203 P.O. Box 13369 Station A St. John's, NL A1B 4B7</p> <p>709-726-9431 Toll Free: 1.877.726.9431 Fax: 709-726-9433</p> <p>www.nlfc.coop</p>
<p>Harris Centre of Regional Policy and Development (NGO)</p>	<p>Harris Centre of Regional Policy and Development</p> <p>The Harris Centre is tasked with co-ordinating and facilitating Memorial University's educational, research and outreach activities in the areas of regional policy and development. It works with all faculties and departments within the university and serves as a reliable point of access for all stakeholders seeking to work with the university in activities related to regional policy and development</p>	<p><u>CONTACT</u></p> <p>1st Floor, Spencer Hall Memorial University of Newfoundland St. John's, NL A1C 5S7 CANADA Fax: 709-737-3734 Tel: 709-737-6170</p> <p>rob@mun.ca</p> <p>www.mun.ca/harriscentre</p>

<p>Innovation, Trade and Rural Development (NL)</p>	<p>Getting the Message Out</p> <p>The program promotes awareness of good things happening in the Newfoundland and Labrador economy and informs audiences about economic development initiatives and entrepreneurial opportunities.</p>	<p><u>CONTACT</u></p> <p>709-729-6032</p> <p>Fax: 709-729-6627</p>
<p>Agriculture and Agri-Food Canada (CA)</p>	<p>The Rural Secretariat</p> <p>A focal point for the Government of Canada to work in partnership with Canadians in rural and remote areas to build strong, dynamic communities. Located in Agriculture and Agri-Food Canada, the Secretariat works with a broad range of clients and partners, including rural communities, organizations, associations and businesses; Aboriginal peoples; federal, provincial, territorial and local government departments and agencies; and other rural stakeholders in Canada</p> <p>The Canadian Rural Partnership is the key policy framework supporting federal rural policy efforts to date. It is funded by \$20 million over four years (1998 - 2002), and built around the Federal Framework for Action priorities. The Partnership is about operating within the federal government to ensure that federal programs, policies and activities provide support to rural communities.</p> <p>An Interdepartmental Working Group, consisting of representatives from 32 federal departments and agencies, and Rural Teams working in each province and territory, are responsible for implementing the Partnership.</p>	<p><u>CONTACT</u></p> <p>Agriculture and Agri-Food Canada Rural and Co-operatives Secretariats 560 Rochester Street Tower 1, Floors 5 and 6 Ottawa, Ontario K1A 0C5</p> <p>Tel.: (613) 759-7112 Fax: (613) 759-7105</p> <p>rs@agr.gc.ca</p>

<p>Agriculture and Agri-Food Canada (CA)</p>	<p>The Newfoundland and Labrador Rural Team</p> <p>NLRT is part of Rural Team Canada. There is a Rural Team in each province and territories made up of representatives from different levels of government and key stakeholders. Through the Rural Team Canada approach, the Canadian Rural Partnership (CRP) is inviting all stakeholders to be part of building partnerships, networks and alliances to address key rural issues.</p> <p>The initial focus was to build the horizontal team within the federal government both in Ottawa (Interdepartmental Working Group) and at the regional level through Rural Teams. The Rural Teams are evolving to include other levels of government and key stakeholders.</p>	<p><u>CONTACT</u></p> <p>Regional Advisor 10 Barter's Hill 5th Floor, St. John's ,NL A1G 5X4</p> <p>709-772-5685 Fax: 709-772-2940</p> <p>neil_penney@pch.gc.ca</p> <p>www.rural.gc.ca/team/nf</p>
<p>Provincial Rural Secretariat Office Executive Council (NL)</p>	<p>The Rural Secretariat</p> <p>The provincial rural secretariat was established in 2004 and acts as a focal point within the provincial government to advance the sustainable development of regions.</p> <p>The mandate is</p> <ul style="list-style-type: none"> - to promote the well being of all regions of the province - Act as a focal point for government to work with local and regional partners; - Ensure that regional concerns are considered in policy formulation; - Conduct research and analysis on economic and social issues; - Help communities and regions identify and take advantage of growth opportunities. 	<p><u>CONTACT</u></p> <p>Provincial Rural Secretariat Office Executive Council P.O. Box 8700 St. John's, NL A1B 4J6 Phone: (709) 729-0168 Fax: (709) 729-1673</p> <p>ruralinfo@gov.nl.ca</p> <p>www.exec.gov.nl.ca/rural</p>

Human Resources and Social Development Canada (CA)	<p>Targeted Wage Subsidies</p> <p>Targeted Wage Subsidies assist unemployed eligible individuals enhance their skills and improve their employability. Targeted Wage Subsidies provide employers with financial assistance towards wages of eligible individuals whom they hire.</p>	<p><u>CONTACT</u></p> <p>1-800-622-6232 Or nearest Services Canada office</p>
Human Resources and Social Development Canada (CA)	<p>Skills Development</p> <p>Skills Development provides funding to eligible individuals who require skills training to secure employment. With the financial assistance provided by Skills Development, individuals arrange and pay for their own training.</p>	<p><u>CONTACT</u></p> <p>1-800-622-6232 Or nearest Services Canada office</p>
Human Resources and Social Development Canada (CA)	<p>Self-Employment</p> <p>Self-Employment assists unemployed eligible individuals create jobs for themselves by starting a business.</p>	<p><u>CONTACT</u></p> <p>1-800-622-6232 Or nearest Services Canada office</p>
Human Resources and Social Development Canada (CA)	<p>Labour Market Partnerships</p> <p>Labour Market Partnerships funds projects that encourage and support employers, employee/employer associations and communities in developing and implementing strategies for dealing with labour force adjustments and meeting human resource requirements. Labour Market Partnerships addresses labour market issues through partnerships.</p>	<p><u>CONTACT</u></p> <p>1-800-622-6232 Or nearest Services Canada office</p>

<p>Human Resources and Social Development Canada (CA</p>	<p>Job Creation Partnerships</p> <p>The Job Creation Partnerships is an employment program designed to support projects, creating jobs that will provide unemployed, insured participants with opportunities to gain meaningful work experience. Project activities should benefit both the participant and the community. However, the primary focus must be on helping the participant.</p>	<p><u>CONTACT</u></p> <p>1-800-622-6232 Or nearest Services Canada office</p>
<p>Human Resources and Social Development Canada (CA</p>	<p>Employment Assistance Services</p> <p>Employment Assistance Services assist organizations in the provision of employment services to unemployed persons. These services may include: provision and sharing of labour market information, employment needs assessment, career planning, employment counseling, diagnostic assessment, job search skills, job finding clubs, job placement services, development of a Return to Work Action Plan, case management and follow-up of a participant in an employment program.</p>	<p><u>CONTACT</u></p> <p>1-800-622-6232 Or nearest Services Canada office</p>

<p>Environment Canada (CA)</p>	<p>Atlantic Coastal Action Program</p> <p>ACAP is a unique community-based program initiated by Environment Canada in 1991 to help Atlantic Canadians restore and sustain watersheds and adjacent coastal areas. ACAP recognizes that local organizations are the most effective champions to achieve sustainability in their communities.</p>	<p><u>CONTACT</u></p> <p>(902) 426-8679 or (902) 426-7231 (902) 426-6348 (Fax)</p> <p>15th.reception@ec.gc.ca</p>
<p>Environment Canada (CA)</p>	<p>Northern Ecosystem Initiative</p> <p>NEI supports projects that address science and capacity-building needs throughout the Canadian North. These projects are led by or involve partnerships with Aboriginal organizations, communities, universities, northern colleges and research institutes, non-governmental organizations, as well as government and international agencies. NEI works on capacity building in the North with its partners by helping Canadians acquire the knowledge, tools, and skills needed to sustain healthy northern ecosystems and communities.</p>	<p><u>CONTACT</u></p> <p>Atlantic (902) 426-7231 (902) 426-6348 (Fax)</p> <p>15th.reception@ec.gc.ca (Email)</p>
<p>Department of Environment and Conservation (NL)</p>	<p>The Newfoundland and Labrador Environmental Awards</p> <p>These awards are for outstanding conservation efforts and contributions to sustaining, protecting, and enhancing Newfoundland and Labrador's environment. Award winners in each category will receive a \$1000 honorarium from MMSB to be used to continue their environmental project or donated in their name to an environmental organization or cause.</p>	<p><u>CONTACT</u></p> <p>Tina Coffey at 709-729-5783</p> <p>tcoffey@gov.nl.ca</p>

<p>Department of Environment and Conservation (NL)</p>	<p>The Department of Environment and Conservation</p> <p>The Department was created in February 2004. It is responsible for the protection and enhancement of the environment, management of the Province's wildlife, inland fish, water, parks, and Crown land resources. The Department's lines of business are: land resources; provincial parks, ecological and wilderness reserves, natural areas and Canadian Heritage rivers; protection of wildlife and inland fish; co-ordination of environmental assessments; prevention of air, soil and water pollution; management of water resources; climate change; and sustainable development and strategic science.</p>	<p><u>CONTACT</u></p> <p>4th Floor, West Block Confederation Building P.O. Box 8700 St. John's NL Canada A1B 4J6</p> <p>Tel: 709-729-2664 Fax: 709-729-6639 Toll Free: 1 - 800-563-6181</p> <p>info@gov.nl.ca</p>
<p>NEIA (NGO)</p>	<p>Newfoundland and Labrador Environmental Industry Association</p> <p>NEIA is a leading Canadian Environmental Industry Association and has been identified as the strongest association in Atlantic Canada providing excellent services and strong representation for its members. NEIA's goal is to positively impact its members businesses. Its services to members include networking, advocacy, information on government programs, training and market intelligence and export trade. There are currently approximately 150 members.</p>	<p><u>CONTACT</u></p> <p>90 O'Leary Ave Suite 101, Parsons Building St. John's, NL A1B 2C7</p> <p>Tel: (709) 772-3333 Fax: (709) 772-3213</p> <p>info@neia.org</p>
<p>Human Resources, Labour and Employment (NL)</p>	<p>Newfoundland and Labrador Conservation Corps</p> <p>The Conservation Corps' mandate is to provide youth with meaningful work experience and training in areas of environmental, and cultural heritage enhancement and conservation. The Corps encourages initiative, self-reliance, and creativity in all employees and works with partners to develop long-term employment prospects for youth in their regions.</p>	<p><u>CONTACT</u></p> <p>Terry McNeil Phone: (709) 729-7265 Fax: (709) 729-7270</p> <p>contactus@conservationcorps.nf.ca</p>

<p>Fisheries & Aquaculture (NL)</p>	<p>Aquaculture Working Capital Loan Guarantee Program This initiative is designed to facilitate improved access to financing.</p> <p>The Initiative will only be available to companies that can demonstrate strength in all aspects of their business from the technical and marketing to the management capabilities. Also critical is a strong business plan for growth.</p>	<p><u>CONTACT</u></p> <p>Brian Meaney (709) 729-3710</p> <p>bmeaney@gov.nl.ca</p>
<p>Fisheries & Aquaculture (NL)</p>	<p>Aquaculture Capital Incentive Program</p> <p>The objective of the program is to partner with companies to increase production from both hatcheries and marine sites in Newfoundland and Labrador. The Program will provide a minimum investment to projects of \$250,000 for finfish operations and \$100,000 for shellfish to match a private sector cash investment.</p>	<p><u>CONTACT</u></p> <p>Shawn Robinson, Director of Aquaculture Development (709) 292-4100</p> <p>srobinson@gov.nl.ca</p>
<p>Fisheries & Aquaculture (NL)</p>	<p>Aquaculture Innovation Program</p> <p>The objective of the AIP is to assist commercial aquaculture operations to evaluate, develop, and adopt new techniques and/or technologies that expand production, reduce production costs, or increase product quality. This can be achieved by introducing and evaluating technologies that have been successful elsewhere.</p>	<p><u>CONTACT</u></p> <p>Department of Fisheries and Aquaculture Petten Building 30 Strawberry Marsh Road P.O. Box 8700 St. John's, NL A1B 4J6</p> <p>(709) 729-3723 www.fishaq.gov.nl.ca</p>

<p>Fisheries & Aquaculture (NL)</p>	<p>Human Resource Development Program</p> <p>The purpose of this program is to provide financial support to individual companies, groups of companies or recognized industry associations to upgrade the knowledge and skills base of employees from managers to site workers. Emphasis will be placed on company to company skills transfer to expose personnel to the best private, public and research sector techniques available. Examples of projects include, but are not limited to, exposure to technology and or practices that are utilized at other aquaculture operations and travel to work on recirculation systems in other Provinces</p>	<p><u>CONTACT</u></p> <p>Department of Fisheries and Aquaculture Petten Building 30 Strawberry Marsh Road P.O. Box 8700 St. John's, NL A1B 4J6</p> <p>(709) 729-3723 www.fishaq.gov.nl.ca</p>
<p>Fisheries & Aquaculture (NL)</p>	<p>Marketing Intelligence Assistance Program</p> <p>A number of programs and initiatives currently exist to assist industry to develop new packaging designs, product forms and test marketing. Also, in recent months and years, there has been much support given to produce generic and species-specific literature to help promote the industry. This has been especially important in the mussel sector where the major trend over the past three years has been the production of value-added products to satisfy a rapidly expanding ready-to-eat food sector in North America.</p> <p>While this support is in place, there remains a need for the gathering of market intelligence. This type of information will come from the investigation of specific areas of opportunity (areas related to product form, geography, end user, etc.) for aquaculture products. Once this information is known, the existing specific programs can assist an industry partner to develop the products and the marketing approach to exploit those opportunities.</p>	<p><u>CONTACT</u></p> <p>Department of Fisheries and Aquaculture Petten Building 30 Strawberry Marsh Road P.O. Box 8700 St. John's, NL A1B 4J6</p> <p>(709) 729-3723 www.fishaq.gov.nl.ca</p>

<p>Fisheries & Aquaculture NL)</p>	<p>Fisheries Technology and New Opportunities Program</p> <p>The primary objective of this Program is to provide support for harvesting, processing, and marketing initiatives, in order to diversify and increase the overall viability of the provincial seafood industry.</p> <p>The focus of the Program is research and development work in the harvesting and processing sectors with emphasis on more efficient utilization of traditional species, better use of under-utilized species and enhanced value-realization of all fisheries resources.</p> <p>Emphasis will also be placed on recovery of raw material wastage and reduced discarding of fishery by-products. Market research, development and promotion will be undertaken in support of these various initiatives.</p>	<p><u>CONTACT</u></p> <p>Fisheries Technology and New Opportunities Program Director of Fisheries Innovation and Development Department of Fisheries and Aquaculture Petten Building 30 Strawberry Marsh Road P.O. Box 8700 St. John's, A1B 4J6 Telephone - (709) 729 - 0118 E-mail - FTNOP@gov.nl.ca</p>
<p>Innovation, Trade and Rural Development (NL)</p>	<p>The Fisheries Loan Guarantee Program</p> <p>This program supports the development of the province's independent fishing and harvesting industry by providing a government guarantee on loans through local chartered banks for the construction or purchase of marine vessels and/or to purchase new engines and equipment for the improvement, rebuilding or alteration of existing vessels. Loans may also be approved to refinance loans previously obtained from fish processors for fixed asset costs.</p>	<p><u>CONTACT</u></p> <p>1-800-563-2299</p> <p>(application forms are also available at any chartered bank.)</p>

<p>Innovation, Trade and Rural Development (NL)</p>	<p>Shellfish Aquaculture Working Capital Fund</p> <p>This program provides loans to commercial aquaculture businesses. These loans provide capital that supplements funds available from banks and other government and non-government sources.</p> <p>Applicants must operate a commercially licensed blue mussel or scallop shellfish farm or have a historic attachment to the primary processing of mussels.</p> <p>Eligible costs include new capital assets and working capital expenses linked directly to a shellfish farm expansion.</p>	<p><u>CONTACT</u></p> <p>INTRD field offices</p>
<p>Innovation, Trade and Rural Development (NL)</p>	<p>Fish Plan Workers Employment Assistance Program</p> <p>This program for Small and Medium-sized Enterprises (SME's) provides new entrepreneurs and expanding small business with funding to employ fish plant workers negatively affected by the closure of a fish plant. The program is intended to accelerate growth and expansion plans of SME's and to create new, long-term, full-time employment in support of government's Comprehensive Regional Diversification Strategy.</p>	<p><u>CONTACT</u></p> <p>1-800-563-2299</p> <p>Or</p> <p>INTRD field offices.</p>
<p>Fish Harvesters' Resource Centres (NGO)</p>	<p>Fish Harvesters' Resource Centres</p> <p>This program was established in 1993 through a joint partnership agreement between the FFAW/CAW Fish, Food and Allied Workers Union and the Atlantic Canada Opportunities Agency (ACOA) which would see a network of harvester-based resource centres developed throughout Newfoundland and Labrador to provide information, resources, and support to the fish harvesters of the province. The FRC serves as a reference point for the provision of information on business related matters to promote and supply business counselling and</p>	<p><u>CONTACT</u></p> <p>Fish Harvesters' Resource Centres P.O. Box 1242, Stn C 2 Steers Cove St. John's, Newfoundland Canada A1C 5M9 Phone: (709) 576-0292 Fax: (709) 576-0339 Email: rwalsh@frc.nf.ca</p>

	<p>advice with a mandate of enhancing productivity, stimulating business development, and encouraging entrepreneurship amongst fish harvesters. The FRC provides technical and business development support to harvesters, processors, and other stakeholders involved in the fishing industry in Newfoundland and Labrador.</p>	
<p>Fisheries and Oceans (CAN)</p>	<p>The Fisheries Resource Conservation Council</p> <p>The FRCC was created in 1993 to form a partnership between scientific and academic expertise, and all sectors of the fishing industry. Together, Council members make public recommendations to the Minister of Fisheries and Oceans on conservation measures for the Atlantic fishery.</p> <p>The Council consists of 12 members, appointed by the Minister of Fisheries and Oceans, with an appropriate balance between 'science' and 'industry'.</p>	<p><u>CONTACT</u></p> <p>Fisheries Resource Conservation Council Secretariat P.O. Box 2001 Station D Ottawa, ON K1P 5W3</p> <p>Tel: (613) 998-0433 Fax: (613) 998-1146</p> <p>info@frcc-ccrh.ca</p>
<p>Newfoundland Aquaculture Industry Association (NGO)</p>	<p>Newfoundland Aquaculture Industry Association</p> <p>NAIA represents the interests of aquaculturists in Newfoundland. It is a member based non-profit organization with a mandate to facilitate and promote commercial development of aquaculture.</p>	<p><u>CONTACT</u></p> <p>NAIA, 20 Mount Scio Place, St. John's, NL, P.O. Box 23176, A1B 4J9</p> <p>709-754-2854</p> <p>Fax: 709 754-2981</p> <p>www.naia.ca</p>

<p>Memorial University of Newfoundland</p>	<p>The Canadian Centre for Fisheries Innovation</p> <p>CCFI is a non-profit organization was established by Memorial University of Newfoundland and the Marine Institute in St. John's, Newfoundland. It is funded through the Atlantic Innovation fund and private sector contributions. Its mission is to make available to the industry the largest and best equipped body of experts in fisheries-related science and technology in Canada.</p> <p>CCFI is in the business of solving technical and scientific challenges for the Atlantic fishery and the aquaculture industry. Its clientele has included major processing companies in Atlantic Canada and innovative harvesters and fish farmers throughout the region.</p>	<p><u>CONTACT</u></p> <p>Canadian Centre for Fisheries Innovation P.O. Box 4920 St. John's, NL A1C 5R3 Phone: 709-778-0517 Fax: 709-778-0516 email: ccfi@mi.mun.ca</p>
<p>Memorial University of Newfoundland</p>	<p>The Fisheries Conservation Group</p> <p>This is a research group originally created at MUN in 1996, to develop an independent fisheries research program to complement Government programs as well as provide an integrative focus for fisheries research at Memorial University. Research is funded by the Natural Sciences and Engineering Research Council of Canada, the Provincial Fisheries Department, the Department of Fisheries and Oceans Canada, the Canadian International Development Agency and industry.</p>	<p><u>CONTACT</u></p> <p>Fisheries Conservation Group</p> <p>Marine Institute P.O. Box 4920 St. John's, NL A1C 5R3</p> <p>Phone: (709) 778-0620</p> <p>Fax: (709) 778-0669</p>

<p>Fisheries and Oceans (CA) Fisheries and Aquaculture (NL)</p>	<p>Canada Newfoundland Labrador Fishing Industry Renewal</p> <p>Framework for fishing industry programs.</p>	<p><u>CONTACT</u></p> <p>Communications Branch Fisheries and Oceans Canada P.O. Box 5667 St. John's, NL A1C 5X1</p> <p>Fisheries and Aquaculture P.O. Box 8700 St. John's, NL A1B 4J6</p>
<p>Fisheries and Oceans (CA)</p>	<p>Aquaculture Collaborative Research and Development Program</p> <p>ACRDP is a Department of Fisheries and Oceans (DFO) initiative to increase the level of collaborative research and development activity between the aquaculture industry and the department, and in some instances with other funding partners. ACRDP is an industry-driven program that teams industry with DFO researchers. Projects will be conducted at DFO Research facilities or possibly industry partner facilities. The program will allocate ACRDP funds to collaborative research projects that are proposed and jointly funded by aquaculture producer partners. ACRDP funding is approximately \$4.5 million per year and will be subdivided regionally.</p>	<p><u>CONTACT</u></p> <p>Fisheries and Oceans Canada Northwest Atlantic Fisheries Centre 80 East White Hills Road P.O. Box 5667 St. John's, Newfoundland A1C 5X1 Phone: (709) 772-0560 Fax: (709) 772-5315 Email: DavisB@dfo-mpo.gc.ca</p>

<p>Fisheries and Oceans (CA)</p>	<p>Small Craft Harbours</p> <p>DFO operates and maintains a national system of harbours to provide commercial fishers and recreational boaters with safe and accessible facilities.</p> <p>The mandate of SCH is to keep harbours critical to the fishing industry open and in good repair.</p> <p>The Small Craft Harbours network in Newfoundland and Labrador consists of 370 commercial fishing harbours and 1 recreational harbour. Of the fishing harbours, 245 are managed by 204 independent Harbour Authorities.</p>	<p><u>CONTACT</u></p> <p>William Goulding, Regional Director Small Craft Harbours Fisheries and Oceans Canada 4th Floor, John Cabot Building, 10 Barter's Hill P.O. Box 5667 St. John's, Newfoundland and Labrador A1X 5X1 Tel.: (709) 772-4486 Fax: (709) 772-3765</p>
<p>Marine Institute/MUN</p>	<p>The Center for Sustainable Aquatic Resources</p> <p>CSAR is a unit of the School of Fisheries at the Marine Institute in St. John's, Newfoundland. Previously known as the Fisheries Technology Unit, it is home of the World's largest flume tank.</p> <p>CSAR addresses the specific needs of fishers and fishing gear manufacturers, by undertaking industrial research and development, technology transfer, and information support on a general basis as well as on a contract or joint venture basis.</p>	<p><u>CONTACT</u></p> <p>www.mi.mun.ca 1-800-563-5799</p>

<p>Marine Institute/MUN</p>	<p>Centre for Aquaculture and Seafood Development</p> <p>C-ASD offers a complete range of services for seafood processing and aquaculture industries in the areas of applied research, product and process development, technology transfer, advisory services and education and training. From single person owner/operator start-up companies to large, national corporations C-ASD can play an integral role in:</p> <ul style="list-style-type: none"> • technical development; • improving current practices and procedures; • adapting technologies from other sources; • industrial oriented education and training; and • developing new and innovative ideas from concept to commercialization. 	<p><u>CONTACT</u></p> <p>www.mi.mun.ca</p> <p>1-800-563-5799</p>
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Forestry Canada (CA)	<p>National Forest Strategy</p> <p>This is a consensus document that guides Canadians in their ongoing work in sustainable forest management. It is for all Canadians to implement and it reconfirms the country's collective commitment to work together toward the goal of a sustainable forest, nationwide.</p>	<p><u>CONTACT</u></p> <p>(613) 947-9031 (613) 947-9033 (Fax)</p> <p>info@foreststrategy.ca</p>
Natural Resources – Forest Resources (NL)	<p>Forest Resources Roads Program</p> <p>As an essential component of the Department's sustainable forest management strategy a network of forest resource roads are built to provide access on Crown limits to mature and overmature softwood and hardwood stands for the purposes of harvesting, intensified silviculture, forest protection and wildlife management</p> <p>These roads provide access for natural resource management, play an ever increasing role in the development of eco-tourism and are utilized by the general public for recreation, hunting and firewood collection</p>	<p><u>CONTACT</u></p> <p>Forest Engineering and Industry Services Division Fortis Building P. O. Box 2006 Corner Brook, NL A2H 6J8 Phone: (709) 637-2339 Fax: (709) 637-2461</p>
Natural Resources – Forest Resources (NL)	<p>Forest Resources Surveys</p> <p>Surveys and Programs engaged in by field staff of the Forest Resources section include:</p> <ul style="list-style-type: none"> Utilization surveys Regeneration surveys Rare plant surveys Endangered species recovery work Big game surveys and classification work Eagle surveys Partridge surveys Hare surveys Creel and inland fish survey other occasional or ongoing surveys 	<p><u>CONTACT</u></p> <p>Field Services Division Fortis Building P. O. Box 2006 Corner Brook, NL A2H 6J8 Phone: (709) 637-2339 Fax: (709) 637-2461</p>

<p>Natural Resources Canada (CA)</p>	<p>Model Forest Communities of Newfoundland & Labrador</p> <p>MFC-NL in Western Newfoundland is one of 11 sites under Natural Resources Canada's five-year, \$25-million Forest Communities Program (FCP). This initiative provides funding to forest-based community organizations across Canada, allowing them to develop and share knowledge, tools and strategies to capitalize on emerging forest-based opportunities in local communities.</p> <p>The FCP will develop new forest-based economic opportunities by collaborating with industry and other community stakeholders; helping communities deal with changes in the forest sector; and sharing best practices and information with forest communities across Canada and internationally.</p>	<p><u>CONTACT</u></p> <p>MFC-NL PO Box 68 19-21 West Street Corner Brook, NL A2H 6C3</p> <p>(T)709-637-7300 (F) 709-634-0255</p> <p>wnmf@wnmf.com</p>
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Natural Resources – Mining (NL)	<p>Junior Exploration Assistance Program</p> <p>This program is designed to defray 50% of approved eligible costs, to a maximum of \$100,000 per undertaking on the island and \$150,000 per undertaking in Labrador, on advanced mineral exploration projects by individuals or junior mineral-exploration and/or mining companies registered to do business in the province.</p> <p>The \$1.9 million program is being modified to include, for the first time, a \$500,000 allocation specifically for grassroots exploration. This is a critical part of the exploration cycle and will include both ground and airborne geophysical surveys and regional geochemical surveys</p>	<p><u>CONTACT</u></p> <p>Manager Mineral Incentive Program</p> <p>Tel: 709-729-2358 Fax: 709-729-3493</p> <p>lenmandville@gov.nl.ca</p>
Natural Resources – Mining (NL)	<p>Natural Stone Assessment Program</p> <p>This is a new initiative to encourage more prospecting and development of dimension stone, building stone and industrial minerals. A total budget of \$250,000 will be allocated toward providing non-repayable grants to cover 75 per cent of the cost of exploration and resource assessment on new or undeveloped natural stone prospects, up to a maximum of \$50,000 per project.</p>	<p><u>CONTACT</u></p> <p>Manager Mineral Incentive Program</p> <p>Tel: 709-729-2358 Fax: 709-729-3493 lenmandville@gov.nl.ca</p>
Natural Resources – Mining (NL)	<p>Prospectors Grants and Training Program</p> <p>Prospectors Assistance is a provincially funded program which provides training and direct financial support to individuals and is designed to encourage and promote development of the mineral-prospecting industry and the discovery of wealth-generating mineral deposits</p>	<p><u>CONTACT</u></p> <p>Manager Mineral Incentive Program</p> <p>Tel: 709-729-2358 Fax: 709-729-3493 lenmandville@gov.nl.ca</p>

<p>Canada Business (CA)</p>	<p>Services for Entrepreneurs</p> <p>Canada Business is the gateway to all federal programs and services for businesses. It also serves as the portal to the network of Canada Business Service Centres (CBSC's) located in every province and territory across the country.</p> <p>The CBSC network provides comprehensive business information products and services through a multi-channel delivery system.</p>	<p><u>CONTACT</u></p> <p>1 888 576-4444 1 888 417-0442 (Fax toll-free)</p> <p>www.canadabusiness.gc.ca</p>
<p>Canada Economic Development (CA)</p>	<p>Innovation, Development Entrepreneurship and Access Program for Small and Medium-sized Enterprises</p> <p>IDEA-SME promotes the development of enterprises, helps them become more competitive on world markets and provides them with access to a wide range of economic programs and services. Target clientele are: SME's, including social economy enterprises, SME support organizations, business associations, and economic development organizations. Its areas of activity are: innovation, testing and experimentation to enhance natural resources, productivity, e-business, market development and export, social economy capacity building, entrepreneurship and business climate development.</p>	<p><u>CONTACT</u></p> <p>(514) 283-6412 or 1 866 385-6412 (Toll-free) (514) 283-3302 (Fax)</p>
<p>Canada Economic Development (CA)</p>	<p>Regional Strategic Initiative</p> <p>RSI promotes the implementation of projects and initiatives that support the economic strengths of a region. It was designed on the basis of the following priorities, according to the specific needs of the regions: increased use of technology by SME's; development of tourist attractions; drawing power and international reach; adjustment to the new global economic environment.</p>	<p><u>CONTACT</u></p> <p>(514) 283-6412 or 1 866 385-6412 (Toll-free) (514) 283-3302 (Fax)</p>

Innovation, Trade and Rural Development (NL)	<p>Supplier Development Initiative</p> <p>These information sessions show Newfoundland and Labrador firms how to sell goods and services to government and other large institutional buyers through information sessions held around the province</p>	<p><u>CONTACT</u></p> <p>709-729-7080 Fax: 709-729-6853</p> <p>intrd@gov.nl.ca</p> <p>www.intrd.gov.nl.ca</p>
Innovation, Trade and Rural Development (NL)	<p>Small Business and Market Development</p> <p>Provides small businesses with funding to acquire expertise to pursue new business ideas and new markets for their products or services in new growth opportunities such as value-added manufacturing and exporting.</p>	<p><u>CONTACT</u></p> <p>709-729-7000 Fax: 709-729-0654</p> <p>intrd@gov.nl.ca</p> <p>www.intrd.gov.nl.ca</p>
Innovation, Trade and Rural Development (NL)	<p>Small and Medium-sized Enterprise Fund</p> <p>Provides term loans and equity to businesses in strategic growth sectors such as value-added manufacturing, information technology, aquaculture, bio-technology, marine services, agrifoods, tourism, and businesses with export potential</p>	<p><u>CONTACT</u></p> <p>709-729-7000 Fax: 709-729-0654</p> <p>intrd@gov.nl.ca</p> <p>www.intrd.gov.nl.ca</p>
Innovation, Trade and Rural Development (NL)	<p>Direct Equity Tax Credit</p> <p>Encourages private investment in new or expanding small businesses. Provides provincial income tax credits for individuals and arm's length corporations that invest as shareholders in eligible small businesses.</p>	<p><u>CONTACT</u></p> <p>709-729-7000 Fax: 709-729-0654</p> <p>intrd@gov.nl.ca</p> <p>www.intrd.gov.nl.ca</p>

Innovation, Trade and Rural Development (NL)	<p>Strategic Sector Development</p> <p>The department works closely with industry, economic groups, and governments to develop strategies that grow and diversify strategic sectors including: aerospace and defense; agrifoods; life sciences/biotechnology; craft, gift and apparel; natural stone; environmental industries; information and communications technologies; manufacturing; and marine technologies.</p>	<p><u>CONTACT</u></p> <p>709-729-7000 Fax: 709-729-0654</p> <p>intrd@gov.nl.ca</p> <p>www.intrd.gov.nl.ca</p>
Innovation, Trade and Rural Development (NL)	<p>Commercialization Program</p> <p>Provides financial assistance for activities leading to the development of innovative, market-ready products and services including support for technology transfer activities.</p>	<p><u>CONTACT</u></p> <p>709-729-7000 Fax: 709-729-0654</p> <p>intrd@gov.nl.ca</p> <p>www.intrd.gov.nl.ca</p>
Innovation, Trade and Rural Development (NL)	<p>Master Pre-Shipment Financing Guarantee Agreement</p> <p>A partnership between the province's Business Investment Corporation (BIC) and Export Development Canada (EDC) to provide new and expanding small businesses with access to loans for working capital or for the acquisition of fixed assets needed to complete export contracts (i.e. contracts to supply goods or services outside of Canada).</p>	<p><u>CONTACT</u></p> <p>709-729-7000 Fax: 709-729-0654</p> <p>intrd@gov.nl.ca</p> <p>www.intrd.gov.nl.ca</p>
Innovation, Trade and Rural Development (NL)	<p>Business Networks Program</p> <p>The program enables Newfoundland and Labrador companies to work cooperatively to enhance their export potential and to accomplish what an individual business may not do alone. Financial assistance is available to business networks participating in activities.</p>	<p><u>CONTACT</u></p> <p>709-729-7000 Fax: 709-729-0654</p> <p>intrd@gov.nl.ca</p> <p>www.intrd.gov.nl.ca</p>

<p>Innovation, Trade and Rural Development (NL)</p>	<p>Newfoundland and Labrador Export Directory</p> <p>The Directory (2006) profiles local companies which export goods and services globally. It is distributed to Canadian consulates and embassies abroad, and to a network of contacts in our current markets of focus including the U.S., Ireland, Iceland and Greenland, and distributed to local industry associations, government partners, and economic development groups.</p>	<p><u>CONTACT</u></p> <p>709-729-7000 Fax: 709-729-0654</p> <p>intrd@gov.nl.ca</p> <p>www.intrd.gov.nl.ca</p>
<p>Innovation, Trade and Rural Development (NL)</p>	<p>Ireland Business Partnerships</p> <p>The Ireland Business Partnerships (IBP) has a mandate to identify, foster and promote trade and partnership opportunities in business, education and culture between Newfoundland and Ireland</p>	<p><u>CONTACT</u></p> <p>709-729-7000 Fax: 709-729-0654</p> <p>intrd@gov.nl.ca</p> <p>www.intrd.gov.nl.ca</p>
<p>Innovation, Trade and Rural Development (NL)</p>	<p>New England Trade and Investment Initiative</p> <p>The program assists local companies trade with New England through multi-sector and sector specific business-to-business trade missions</p>	<p><u>CONTACT</u></p> <p>709-729-7000 Fax: 709-729-0654</p> <p>intrd@gov.nl.ca</p> <p>www.intrd.gov.nl.ca</p>
<p>Innovation, Trade and Rural Development (NL)</p>	<p>Economic Diversification and Growth Enterprises</p> <p>EDGE Program provides incentives to encourage significant new business investment in the province to help diversify our economy and stimulate new private sector job creation, particularly in rural areas.</p>	<p><u>CONTACT</u></p> <p>709-729-7000 Fax: 709-729-0654</p> <p>intrd@gov.nl.ca</p> <p>www.intrd.gov.nl.ca</p>

<p>Innovation, Trade and Rural Development (NL)</p>	<p>Nearshore Atlantic</p> <p>A public-private partnership between the Government of Newfoundland and Labrador, Aliant and the Newfoundland and Labrador Association of Technical Industries (Nati). The initiative promotes the province as a destination for nearshore services in the expanding global IT service delivery.</p>	<p><u>CONTACT</u></p> <p>709-729-7000 Fax: 709-729-0654</p> <p>intrd@gov.nl.ca</p> <p>www.intrd.gov.nl.ca</p>
<p>Innovation, Trade and Rural Development (NL)</p>	<p>Ambassador Program</p> <p>An active network of ambassadors or "friends" of the province who promote Newfoundland and Labrador to the world. They provide local companies with market information and access to an expanded business network in foreign markets.</p>	<p><u>CONTACT</u></p> <p>709-729-7000 Fax: 709-729-0654</p> <p>intrd@gov.nl.ca</p> <p>www.intrd.gov.nl.ca</p>
<p>Community Business Development Corporations (NGO)</p>	<p>Community Business Development Corporations</p> <p>CBDC's assist in the creation of small businesses and in the expansion and modernization of existing businesses by providing financial and technical services.</p> <ul style="list-style-type: none"> - Financial assistance to a maximum of \$150,000 is available in the forms of loans, loan guarantees and equity financing to existing and aspiring entrepreneurs. - Business counseling & advice is available to small businesses. - Entrepreneurship development and training to individuals and small business owners/managers is available in many of our offices. - Technical assistance usually takes the form of guidance and coaching, and sometimes advocating on behalf of our clients to other lending establishments or regulatory agencies. 	<p><u>CONTACT</u></p> <p>www.cbdc.ca</p> <p>Tel: 1-888-303-2232</p>

<p>Canadian Manufacturers and Exporters (NGO)</p>	<p>Canadian Manufacturers and Exporters</p> <p>Canada's largest trade and industry association, CME promotes the continuous improvement of Canadian manufacturing and exporting through engagement of government at all levels. Its mandate is to promote the competitiveness of Canadian manufacturers and enable the success of Canadian goods and services exporters in markets around the world.</p> <p>Representing Canada's largest business network, CME's membership is drawn from all sectors of Canada's manufacturing and exporting community and from every province across the country. The association represents Canada's leading global enterprises and more than 85% of CME's members are small and medium-sized enterprises.</p>	<p><u>CONTACT</u></p> <p>1st. floor, Parsons Building 90 O'Leary Ave. St. John's, NL A1B 2C7 Tel: 709 772 3682 Fax; 709 772 3213 1-888-772-3682 (toll free)</p>
<p>Entrepreneurs' Forum (NGO)</p>	<p>Entrepreneurs' Forum</p> <p>EF was developed in 1992 by business people and professionals in Nova Scotia to foster the growth and development of innovative and knowledge-based companies. The original volunteer group realized that while technology problems might be challenging, the business problems involved in bringing innovative new companies to maturity were the most difficult. The Entrepreneurs' Forum concept was developed around the principle that confidential advice from a group of people who have appropriate expertise or experience can be extremely valuable to new and growing companies. Volunteer advisors are from a variety of businesses and technical fields. Volunteers also serve on EF's Board of Directors and committees as well as advisors and speakers.</p>	<p><u>CONTACT</u></p> <p>1st Floor, Parson's Building 90 O'Leary Avenue St. John's, NL A1B 2C7, Canada</p> <p>Tel: 709.772.5716 Fax: 709.772.6090</p>

<p>The Aerospace and Defense Industry Association of Newfoundland and Labrador (NGO)</p>	<p>The Aerospace and Defense Industry Association of Newfoundland and Labrador</p> <p>ADIANL facilitates the development of business opportunities in the Aerospace and Defense sector and acts as a common forum for all Newfoundland and Labrador aerospace and defense related companies, agencies and other interested stakeholders.</p>	<p>CONTACT</p> <p>90 O’Leary Ave. St. John’s, NL A1B 2C7</p> <p>Tel: 709 772 7340 Fax: 709 772 6090</p> <p>sbeattie@adianl.ca</p>
<p>ACOA (CA)</p>	<p>Business Development Program</p> <p>This ACOA program is designed to help you set up, expand or modernize your business. Focusing on small- and medium-sized enterprises, the program offers access to capital in the form of interest-free, unsecured, repayable contributions. Non-profit organizations providing support to the business community may also qualify.</p> <p>Most business sectors are eligible except retail/wholesale, real estate, government services, and services of a personal or social nature. Both commercial and not-for-profit applicants are eligible.</p> <p>Eligible activities include business studies, capital investment, training, marketing, quality assurance, and not-for-profit activities that support business in the region. Assistance is also available to help you bid for and acquire public and private procurement contracts or to develop an innovative product or service.</p>	<p><u>CONTACT</u></p> <p>John Cabot Building, 11th Floor 10 Barter's Hill PO Box 1060 STN C St. John's, Newfoundland and Labrador Canada A1C 5M5 (Courier Address: A1C 6M1)</p> <p>General Enquiries: 709-772-2751 Facsimile: 709-772-2712 Toll Free: 1-800-668-1010</p> <p><u>Or</u></p> <p>Field offices</p>

<p>ACOA (CA)</p>	<p>Seed Capital Program</p> <p>The Seed Capital Program provides loans to start, expand or improve a small business, as well as acquire business skills training.</p> <p>A maximum of \$20,000 is available per applicant in the form of a repayable, unsecured personal loan with flexible interest and repayment terms.</p> <p>A maximum of \$2,000 is available per applicant for specialized training and business counseling.</p>	<p><u>CONTACT</u></p> <p>John Cabot Building, 11th Floor 10 Barter's Hill PO Box 1060 STN C St. John's, NL Canada A1C 5M5 (Courier Address: A1C 6M1)</p> <p>General Enquiries: 709-772-2751 Fax: 709-772-2712 Toll Free: 1-800-668-1010</p> <p><u>Or</u> Field offices</p>
<p>ACOA (CA)</p>	<p>Atlantic Innovation Fund</p> <p>AIF is designed to assist in moving the research and development taking place in Atlantic Canada out of the labs and into the marketplace by encouraging partnerships between businesses and research institutions. The fund focuses on R&D projects that are explicitly linked to the development and commercialization of technology-based products or services.</p>	<p><u>CONTACT</u></p> <p>John Cabot Building, 11th Floor 10 Barter's Hill PO Box 1060 STN C St. John's, NL Canada A1C 5M5 (Courier Address: A1C 6M1)</p> <p>General Enquiries: 709-772-2751 Fax: 709-772-2712 Toll Free: 1-800-668-1010</p> <p><u>Or</u> Field offices</p>

<p>The Business Development Bank of Canada (CA)</p>	<p>The Business Development Bank of Canada</p> <p>BDC is a financial institution wholly owned by the government of Canada. BDC plays a leadership role in delivering financial, investment and consulting services to Canadian small and medium-sized businesses. These services complement those of private sector financial institutions.</p>	<p><u>CONTACT</u></p> <p>Atlantic Place 215 Water Street, Ground Floor P.O. Box 520, St. John's, Newfoundland A1C 5K4 Phone: (709) 772-5505 Fax: (709) 772-2516 <u>Or Regional Offices</u></p>
<p>Industry Canada (CA)</p>	<p>The Canada Small Business Loans Program</p> <p>This is one of several tools put into place by the Government of Canada to respond to financing challenges faced by many small businesses. It is designed to ease access to financing of land, premises and equipment of new and expanding small businesses. Loans are made through banks or other financial institutions. The maximum amount a small business can access under the Program is \$250,000.</p>	<p><u>CONTACT</u></p> <p>Industry Canada C.D. Howe Building 235 Queen Street, 5th Floor West Ottawa, Ontario K1A 0H5 Tel.: (613) 954-5540 Fax: (613) 952-0290 Toll free: 1-866-959-1699</p>
<p>Industry Canada (CA)</p>	<p>Strategis</p> <p>This Government of Canada program is your on-line resource for locating traditional and alternative sources of small business financing.</p>	<p><u>CONTACT</u></p> <p>Industry Canada C.D. Howe Building 235 Queen Street, 5th Floor West Ottawa, Ontario K1A 0H5 Tel.: (613) 954-5540 Fax: (613) 952-0290 Toll free: 1-866-959-1699</p> <p>www.canadabusiness.ca</p>

Memorial University	<p>The Genesis Centre</p> <p>The Genesis Centre at Memorial University is a support network developed to help Newfoundland and Labrador knowledge-based businesses/entrepreneurs create high-growth enterprises. It provides a wide range of resources and services for its clients with a long-term goal of preparing its clients to become "investor ready".</p>	<p><u>CONTACT</u> Suite 3003, Inco Innovation Centre Memorial University of Newfoundland P.O. Box 4200 St. John's, Newfoundland A1C 5S7 Canada Telephone: (709) 737-2625 Fax: (709) 737-2539 E-mail: genesis@mun.ca</p>
Memorial University	<p>P J Gardiner Institute for Enterprise and Entrepreneurship</p> <p>The P J Gardiner Institute provides the framework to develop and deliver outreach services to help make enterprise and entrepreneurship work. The focus is on four key areas – entrepreneurship outreach centre, business family centre, enterprise and entrepreneurship gateway.</p>	<p><u>CONTACT</u> P J Gardiner Institute Memorial University Business Administration Building, St. John's, NL A1B 3X5 709-737-8855 Fax: 709-737-7999</p>
Memorial University	<p>The Centre for Management Development</p> <p>CMD's primary goal is to help individuals and organizations grow, develop and reach their potential by understanding our clients' needs and by sourcing the best available expertise to deliver programs and seminars which best meet their needs.</p> <p>Our schedule focuses on four core areas: project management, communications, managing people, and supervisory skills.</p>	<p><u>CONTACT</u> Memorial University of Newfoundland Business Administration Building St. John's, NL A1B 3X5 709 737-7977 Fax: 709 737-7999</p>

<p>Memorial University/ Marine Institute</p>	<p>The Marine Institute's Office of Industrial Assistance</p> <p>OIA, in collaboration with the Canadian Technology Network (CTN), offers access to technological and related business assistance for entrepreneurs and small and medium-sized enterprises (SME's).</p> <p>The OIA will offer SME's access to the necessary tools for successful ventures, including technical assistance, resources and facilities access as well as financial, marketing or management services.</p>	<p><u>CONTACT</u></p> <p>www.mi.mun.ca</p>
<p>NLAN (NGO)</p>	<p>Newfoundland and Labrador Angel Network</p> <p>NLAN facilitates the linkage between local entrepreneurs seeking early stage capital and local angel investors. The Angel Network helps bridge the capital gap that exists between start-up and later stage funding i.e. venture capital.</p> <p>NLAN provides investment readiness mentoring, training and support services to companies to offer them the best opportunity for success when they present to the Network's member investors.</p>	<p><u>CONTACT</u></p> <p>www.nlan.nl.ca</p>

Parks Canada (CA)	<p>Parks Canada</p> <p>National Parks are a country-wide system of representative natural areas of Canadian significance. By law, they are protected for public understanding, appreciation and enjoyment, while being maintained in an unimpaired state for future generations.</p> <p>The national historic sites component of Parks Canada is responsible for Canada's program of historical commemoration, which recognizes nationally significant places, persons and events.</p> <p>National Marine Conservation Areas are marine areas managed for sustainable use and containing smaller zones of high protection. They include the seabed, the water above it and any species which occur there. They may also take in wetlands, estuaries, islands and other coastal lands.</p>	<p><u>CONTACT</u></p> <p>Parks Canada National Office 25 Eddy Street Gatineau, Quebec Canada K1A 0M5</p>
Tourism, Culture and Recreation (NL)	<p>Outdoor Product Development Program</p> <p>The program is responsible for planning and development of the outdoor product potential of the province. It delivers planning, development, coordination and control services related to commercial tourism opportunities associated with outdoor activities such as sport fishing, big game hunting, canoeing and backpacking.</p> <p>It is not a funding program.</p>	<p><u>CONTACT</u></p> <p>Dan Chaisson, Manager of Outdoor Product (709) 637-2536</p>
Tourism, Culture and Recreation (NL)	<p>Tourism Destination Management System</p> <p>TDMS is the tourism information database of Newfoundland and Labrador Tourism. The database contains tourism operator information for all accommodations, attractions, tours, festivals and events, shops and galleries, restaurants, and meeting facilities in Newfoundland and Labrador.</p>	<p>TDMS Tourism, Culture and Recreation P.O. Box 8700 2nd Floor West Confederation Building St. John's, NL, Canada A1B 4J6 Fax: 709-722-9501</p>

<p>Tourism, Culture and Recreation (NL)</p>	<p>Visitor Information Centres</p> <p>The Department of Tourism, Culture and Recreation operates nine Visitor Information Centres (Vic's) including two on the Marine Atlantic ferries. The department also partners with 25 regional-based Vic's.</p>	<p><u>CONTACT</u></p>
<p>Tourism, Culture and Recreation (NL)</p>	<p>Travel Media Program</p> <p>The Travel Media Program plays an integral role in maximizing consumer and trade awareness of Newfoundland and Labrador through unpaid media coverage in key markets. Travel media includes freelance journalists, travel editors, broadcasters, producers and travel trade media. Newfoundland and Labrador Tourism, along with our Canadian counterparts, estimate that the editorial value from the travel stories is four times that of paid advertising.</p>	<p><u>CONTACT</u></p> <p>Gillian Marx 709-729-2832</p>
<p>Tourism, Culture and Recreation (NL)</p>	<p>Market Readiness Subsidy Program</p> <p>This program is designed to assist operators in enhancing the quality and market readiness of their tourism services, businesses, and products. The department is offering a subsidy program to help cover travel and program cost for acceptable applicants attending programs offered by the Gros Morne Institute for Sustainable Tourism and Best Practice Missions offered through the Tourism Atlantic Best Practice program or other best practice programs meeting the criteria.</p>	<p><u>CONTACT</u></p> <p>Department of Tourism, Culture and Recreation Tourism Product Development Division "Market Readiness Subsidy Program" P.O. Box 8700 St. John's, NL A1B 4J6</p> <p>Tel (709) 729-7613 Fax (709) 729-0474</p>

<p>Tourism, Culture and Recreation (NL)</p>	<p>The Newfoundland and Labrador Tourism Marketing Council</p> <p>The Council is responsible for advising the Minister of Tourism, Culture and Recreation in establishing, implementing, evaluating and managing the Newfoundland and Labrador Tourism Marketing Strategy. Council members help prepare strategic plans and annual marketing plans, and monitor their implementation.</p> <p>The council includes 13 industry leaders and two government representatives.</p>	<p>CONTACT</p> <p>Tourism, Culture and Recreation P.O. Box 8700 2nd Floor West Confederation Building St. John's, NL, Canada A1B 4J6</p>
<p>Tourism, Culture and Recreation (NL)</p>	<p>The Cultural Economic Development Program - Arts</p> <p>CEDP is a support program designed to stimulate economic activity by providing financial support for heritage and professional arts activities based on the following objectives:</p> <ul style="list-style-type: none"> • To assist with initiatives in the cultural industries that are deemed a priority based on their potential for stimulating economic growth; • To stimulate the sustainable development of the province's heritage resources; and <p>The objectives of the arts component areas follows:</p> <ul style="list-style-type: none"> • To achieve job growth and to increase earned incomes for professional artists within the sector over the long-term; • To increase capacity for market access and expansion of cultural products; • To contribute to the stability of cultural infrastructures; • To contribute to the growth of self-sustaining economic activity within the sector; and • To support growth of the cultural tourism industry. 	<p>CONTACT</p> <p>Tourism, Culture and Recreation P.O. Box 8700 2nd Floor West Confederation Building St. John's, NL, Canada A1B 4J6</p> <p>Tel: 709-729-7518</p>

<p>Tourism, Culture and Recreation (NL)</p>	<p>The Cultural Economic Development Program - Heritage</p> <p>This program is aimed at community heritage organizations such as museums, archives, and historical societies. Its purpose is to increase the sustainability of heritage groups by encouraging economic growth. Objectives include:</p> <ul style="list-style-type: none"> • Promotion of best practices in the sector • Enhancement of the preservation and quality of heritage resources • Encouraging professional research and interpretation • Increasing the social and economic impact of heritage organizations 	<p><u>CONTACT</u></p> <p>Tourism, Culture and Recreation P.O. Box 8700 2nd Floor West Confederation Building St. John's, NL, Canada A1B 4J6</p> <p>Tel: 709 729-1409</p> <p>lucydown@gov.nl.ca</p>
<p>Hospitality Newfoundland and Labrador (NGO)</p>	<p>Hospitality Newfoundland and Labrador</p> <p>The Tourism Industry Association of Newfoundland and Labrador, operating as Hospitality Newfoundland and Labrador is a broad-based industry association dedicated to the development and promotion of the tourism and hospitality industry throughout Newfoundland and Labrador.</p>	<p><u>CONTACT</u></p> <p>Nancy Healey Executive Director</p> <p>772-2224</p> <p>healey@hnl.ca</p>
<p>Cruise Ship Association of Newfoundland and Labrador (NGO)</p>	<p>Cruise Ship Association of Newfoundland and Labrador</p> <p>The mandate of <i>CANAL</i> is to promote the cruise ship industry to meet the demands of the global cruise market and position Newfoundland and Labrador as a truly unique and distinctive destination for Adventure/Ecotourism, South/North and Trans-Atlantic Cruises and for Home Porting cruises within the Province. <i>CANAL</i> will organize and assist the Province and its tourism operators and service providers to generate cruise ship activity and business in Newfoundland and Labrador.</p>	<p><u>CONTACT</u></p>

<p>The Gros Morne Institute for Sustainable Tourism (NGO)</p>	<p>The Gros Morne Institute for Sustainable Tourism</p> <p>The mandate of GMIST is to advance the quality and success of Atlantic Canadian tourism operators through an array of training programs to be developed and offered at the Institute. The objective is to enhance the quality and sustainability of outdoor/nature-based experiences afforded throughout Atlantic Canada, by providing developmental training programs respecting: sustainable tourism practices, experiential tourism services and eco-adventure tourism.</p>	<p><u>CONTACT</u></p> <p>P.O. Box 130, Rocky Harbour, NL, A0K 4N0</p> <p>Tel: (709) 458-2481 Fax: (709) 458-2162</p> <p>info@gmist.ca</p>
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<p>Status of Women (CA)</p>	<p>Status of Women Canada</p> <p>SWC is a federal government organization that promotes the full participation of women in the economic, social and democratic life of Canada. SWC works to advance equality for women and to remove the barriers to women's participation in society, putting particular emphasis on increasing women's economic security and eliminating violence against women.</p> <p>There are two major components, the Women's Community Fund and the Women's Partnership Fund.</p>	<p><u>CONTACT</u></p> <p>Status of Women Canada MacDonald Building 123 Slater Street, 10th Floor Ottawa, Ontario K1P 1H9 Tel: 613-995-7835</p> <p>Fax: 613-957-3359</p>
<p>Provincial Advisory Council on the Status of Women (NGO)</p>	<p>Provincial Advisory Council on the Status of Women</p> <p>PACSW is an arms-length, legislated body connected to individual women and equality-seeking women's organizations throughout Newfoundland and Labrador. The Advisory Council monitors Government action, provides independent advice, and lobbies on behalf of the women in Newfoundland and Labrador.</p>	<p><u>CONTACT</u></p> <p>(709) 753-7270.</p> <p>INFO@PACSW.CA</p>
<p>ACOA (CA)</p>	<p>Women in Business</p> <p>Through the WBI initiative, ACOA provides financial support to not-for-profit business organizations in Atlantic Canada to offer women business owners the resources they need to grow their businesses and compete.</p> <p>Activities funded under the WBI can help women business owners across Atlantic Canada to access the right business advice, information and support; improve their skills and business network; improve their access to financing; obtain expert advice; and identify ways to enhance their innovation or export capacity.</p>	<p><u>CONTACT</u></p> <p>NLOWE 2nd Floor, Regatta Plaza II 84-86 Elizabeth Avenue St. John's, NL A1A 1W7 p. 709.754.5555 f. 709.754.0079 toll free. 1.877.754.0555</p> <p>info@nlowe.org</p> <p>Regional offices are located throughout the province</p>

<p>Newfoundland and Labrador Organization of Women Entrepreneurs (NGO)</p>	<p>Newfoundland and Labrador Organization of Women Entrepreneurs</p> <p>NLOWE is a not-for-profit organization that fosters the success of women in business through a network of community based Business Development Coordinators, members, clients and partnerships in the world of business. The mission of NLOWE is to support women's contributions to growth in economic development through the involvement of entrepreneurs, existing business owners and women in the public and private sector.</p> <p>NLOWE is designed to assist women entrepreneurs at all stages of business development from business start-up to expansion to closure and all points in between. It receives funding through Service Canada and ACOA.</p>	<p><u>CONTACT</u></p> <p>NLOWE 2nd Floor, Regatta Plaza II 84-86 Elizabeth Avenue St. John's, NL A1A 1W7 p. 709.754.5555 f. 709.754.0079 toll free. 1.877.754.0555</p> <p>info@nlowe.org</p> <p>Regional offices are located throughout the province</p>
<p>Women's Policy Office (NL)</p>	<p>The Women's Policy Office</p> <p>WPO is the central agency within the Government of Newfoundland and Labrador which coordinates the development of programs and policies for the benefit of women in the province.</p> <p>The Vision of the Women's Policy Office is true social, legal, cultural and economic equality for women in the province of Newfoundland and Labrador.</p> <p>The Women's Policy Office is also the lead department for the Violence Prevention Initiative. The initiative is the Government of Newfoundland and Labrador's six year, \$9.2 million commitment to reduce the occurrence of violence in the province.</p> <p>The Women's Policy Office provides non-repayable grants to equity seeking groups for activities and initiatives that seek to advance the status of women in Newfoundland and Labrador subject to approved criteria.</p>	<p><u>CONTACT</u></p> <p>Communications Branch 10th. Floor, East Block Confederation Building St. John's, NL A1B 4J6</p>

Human Resources, Labour and Employment (NL)	<p>The Career, Employment and Youth Services Division</p> <p>CEYS supports and assists individuals to prepare for, attain and maintain employment by linking human resource and economic development. Programs and services are designed to help individuals research, explore and make decisions about careers, training and job options. The division is supported through internal and external partnerships with others responsible for or involved in human resource and economic development.</p>	<p><u>CONTACT</u></p> <p>Labour Market and Career Information Hotline 1-800-563-6600 (TTY: 1-866-729-4685)</p> <p>LMCIHotline@gov.nl.ca</p>
Human Resources, Labour and Employment (NL)	<p>Newfoundland and Labrador Conservation Corps</p> <p>The Newfoundland and Labrador Conservation Corps' mandate is to provide youth with meaningful work experience and training in areas of environmental, and cultural heritage enhancement and conservation. The Corps encourages initiative, self-reliance, and creativity in all employees and works with partners to develop long-term employment prospects for youth in their regions.</p>	<p><u>CONTACT</u></p> <p>Terry McNeil Phone: (709) 729-7265 Fax: (709) 729-7270</p> <p>contactus@conservationcorps.nf.ca</p>
	<p>Small Enterprise Co-op Placement Assistance Program</p> <p>SECPAP was implemented to provide work-term placements, generally of 12 - 16 weeks, to not-for-profit organizations in rural areas of the Province. This program is directly career-related and 100% of wages are subsidized.</p>	<p><u>CONTACT</u></p> <p>MUN Phone: (709) 737-8815 Fax: (709) 737-8960</p> <p>CNA Phone: (709) 758-7717 Fax: (709) 758-7127</p>

ACOA CBDC CBSC (CA)	<p>Young Entrepreneurs Connexion</p> <p>The Atlantic Canada Opportunities Agency (ACOA) in partnership with the Community Business Development Corporations (CBDC), the Canada Business Service Centres (CBSC) and other agencies, is committed to helping young Atlantic Canadians acquire the skills needed to prosper in the 21st Century. They address some of the biggest obstacles facing young entrepreneurs, such as access to financing and business information</p>	<p><u>CONTACT</u></p> <p>1-800-668-100</p> <p><u>OR</u></p> <p>Field Offices</p>
Human Resources, Labour and Employment (NL)	<p>Community Youth Network</p> <p>The Community Youth Network is mandated to develop an array of services for youth living in, or at risk of, poverty. These services are intended to enhance youth's opportunities for participation in social and economic development by focusing on learning, employment, community building, and supportive services. The network partners with community-based organizations to complement work of the provincial Departments of Human Resources, Labour and Employment, Education, and Health and Community Services</p>	<p><u>CONTACT</u></p> <p>David Brazil Phone: (709) 729-6890 Fax: (709) 729-0767</p> <p>davidbrazil@gov.nl.ca</p>
NGO	<p>The Duke of Edinburgh Awards</p> <p>This Programme is available to all young people age 14- It equips young people with life skills to make a difference to themselves, their communities and the world. The Programme runs in over 120 countries and motivates young people to undertake a variety of voluntary and challenging activities in four sections: skill development, fitness, community service and adventurous journeys.</p>	<p><u>CONTACT</u></p> <p>Trudy O'Keefe Phone: (709) 753-0423 Fax: (709) 753-0437</p> <p>duke@nfld.net</p>

Human Resources, Labour and Employment (NL)	<p>Regional Economic Development and Schools</p> <p>The rationale for Regional Economic Development and Schools is to support schools and school districts, to look at their development within the local community, assess their needs and compare them to the economic needs of the regional economic development zone, develop plans that assist in the transition of their students, and implement initiatives based on the awareness of local economic opportunities in keeping with zonal strategic economic plans.</p>	<p><u>CONTACT</u></p> <p>Phone: (709) 722-7926 Fax: (709) 722-8214</p> <p>Redas@</p>
NGO	<p>Futures in Newfoundland and Labrador's Youth</p> <p>FINALY!, which consists of councils, steering committees and youth contacts in each of the twenty zones, has over 600 members between 15 and 30 years old inclusive. It is a provincial youth driven organization committed to empowering youth to be active participants in decision making and implementation of policies and programs that help shape the social and economic framework of our province.</p>	<p><u>CONTACT</u></p> <p>Rhonda Tulk-Lane Executive Director, FINALY! 49-55 Elizabeth Avenue, Box 16, Suite 306 St. John's, NL A1A 1W8 ph: (709) 738-6274/ 1-877-358-2600 fax: (709) 738-6271</p> <p>Finaly.prov@nf.aibn.com</p>
ACOA CBDC CBSC (CA)	<p>Young Entrepreneur Development Initiative</p> <p>YEDI provides financial support to not-for-profit organizations, educational institutions and municipalities to offer business skills training, information and support to Atlantic Canadians under 35 years of age.</p>	<p><u>CONTACT</u></p> <p>1-800-668-100</p> <p><u>OR</u></p> <p>Field Offices</p>

<p>Service Canada (CA)</p>	<p>Canada Summer Jobs</p> <p>This program is an initiative of the Summer Work Experience program. It provides funding for not-for-profit organizations, public-sector employers, and small businesses with 50 or fewer employees to create summer job opportunities for students between the ages of 15 and 30.</p>	<p><u>CONTACT</u></p> <p>Service Canada offices</p>
<p>Human Resources, Labour and Employment (NL)</p>	<p>Student Work and Service Program</p> <p>SWASP is administered through the Community Youth Networks and is intended to allow opportunities year round for those students who are generally outside the mainstream of the educational system and have hiatuses from school at times other than the summer months. They receive a stipend of \$50 per week and a tuition voucher for post-secondary.</p>	<p><u>CONTACT</u></p> <p>David Brazil Phone: (709) 729-6890 Fax: (709) 729-0767</p> <p>davidbrazil@gov.nl.ca</p>



Appendix 2

Websites - Rural Development Programs and Services in Newfoundland and Labrador

May, 2008

Government of Canada

Aboriginal Canada Portal	www.aboriginalcanada.gc.ca/
Agriculture and Agri-Food Canada	www.agr.gc.ca
Atlantic Canada Opportunities Agency	www.acoa.ca
Business Development Bank of Canada	www.bdc.ca
Canada Business Service Centres	www.canadabusiness.gc.ca
Canadian Rural information Service	www.rural.gc.ca/cris
Canadian Rural Partnerships	www.rural.gc.ca
Canadian Heritage	www.pch.gc.ca
Environment Canada	www.ec.gc.ca
Fisheries and Oceans	www.dfo-mpo.gc.ca
Forestry Canada	www.canadian-forests.com
Human Resources and Social Development	www.hrsdc.gc.ca
Indian and Northern Affairs	www.ainc-inac.gc.ca
Industry Canada	www.ic.gc.ca
Model Forest – NL	www.wnmf.com
Parks Canada	www.pc.gc.ca
Rural and Remote Canada Online	www.rural-canada.ca
Rural Secretariat	www.agr.gc.ca/policy/rural
Rural Team Newfoundland and Labrador	www.rural.gc.ca/team/nf
Service Canada	www.servicecanada.gc.ca

Government of Newfoundland and Labrador

Environment and Conservation	www.dec.wa.gov.au/
Human Resources, Labour and Employment	www.hrle.gov.nl.ca
Innovation, Trade and Rural Development	www.intrd.gov.nl.ca
Labrador and Aboriginal Affairs	www.laa.gov.nl.ca
Natural Resources – Agri-foods	www.nr.gov.nl.ca/agric
Natural Resources-Forest Resources	www.nr.gov.nl.ca/forestry
Natural Resources-Mining	www.nr.gov.nl.ca/mines&en
Newfoundland and Labrador Conservation Corps	www.conservationcorps.nf.ca
Provincial Advisory Council on The Status of Women	www.pacsw.ca
Rural Secretariat	www.exec.gov.nl.ca/rural
Tourism, Culture and Recreation	www.tcr.gov.nl.ca
Women’s Policy Office	www.exec.gov.nl.ca/exec/wpo

Non-Governmental Organizations

Aerospace and Defense Industry Association of Newfoundland and Labrador (ADIANL)	www.adianl.ca
Canadian Manufacturers and Exporters Association (CME)	www.cme.ca
Community Business Development Corporations (CBDC)	www.cbdc.ca
Cruiseship Association of Newfoundland And Labrador	www.cruis Newfoundland.com

Entrepreneurs Forum	www.entrepreneursforum.net
Finally	www.finally.ca
Gros Morne Institute	www.gmist.ca
Harris Centre of Regional Policy and Development	www.mun.ca/harriscentre
Hospitality Newfoundland and Labrador	www.hnl.ca
Memorial University	www.mun.ca
Newfoundland and Labrador Environmental Industries Association (NEIA)	www.neia.org
Newfoundland and Labrador Federation of Co-operatives	www.nlfc.coop
Newfoundland and Labrador Organization of Women Entrepreneurs (NLOWE)	www.nlowe.org
Newfoundland and Labrador Regional Economic Development Association (NLREDA)	www.nlreda.ca
Municipalities Newfoundland and Labrador	www.nlfm.ca
Status of Women Council	www.swc-cfc.gc.ca



Appendix 3

Survey Questionnaire - Rural Development Programs and Services in Newfoundland and Labrador

May, 2008

Zone Board Survey

The Canadian Rural Partnerships (CRP) is an initiative of the Federal government that works to ensure that programs, policies and activities are co-ordinated to provide support to rural, remote and northern communities throughout Canada. The initiative is focused at the provincial level through rural teams comprised of a network of federal, provincial and educational institution representatives.

Rural Team Newfoundland and Labrador (RTNL) is currently being revitalized and is focused on assessing the supports for renewal and/or sustainable development in rural communities, identifying gaps in these supports and providing recommendations on how to improve programs and services for rural development among stakeholders.

As a key stakeholder, your views are very important to us and we request that you complete the attached questionnaire. The information collected in this survey will be treated as confidential and not attributed to any one source.

Thank you for your participation.

David Curran Associates

Rural Team Newfoundland and Labrador Survey
Zone Boards

1. Has your zone board received government funding to carry out projects related to rural or regional economic development in the past two years?

Yes _____

No _____

2. Source(s) for funding?

Federal government. _____

Provincial government _____

Other (e.g. industry sector, NGO) _____

3. Which departments/agencies have been the primary sources?

4. Have you received other forms of support from government departments for rural and regional economic development? (example, planning, permits, advice)

5. Was your zone board the only organization involved or was it in partnership with other organizations?

Zone board only _____

Other Zone boards _____

Municipalities _____

Development Association _____

Other (please specify) _____

6. Which organization was the lead organization?

7. In your opinion, are there gaps or duplication in government funding programs and services?

Yes_____ No_____

8. If yes, please elaborate

9. Do you feel your organization is well informed about the availability of government funding programs and services?

Yes_____ No_____

10. What needs to be done to improve the situation?

11. Do you have any concluding comments?

Thank You.