

FINAL REPORT

Regional and Rural Economic Development: Review of Delivery and Public Investment Models

Prepared for:

Cariboo Chilcotin Beetle Action Coalition

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Executive Summary

Introduction

- The Cariboo-Chilcotin Beetle Action Coalition (CCBAC) was formed to foster community cooperation and to work with government to address the threat posed by the mountain pine beetle epidemic to the communities in the Cariboo-Chilcotin region.
- This report has been prepared in support of the synthesizing of the final CCBAC comprehensive mountain pine beetle economic development mitigation plan. The work in this report provides research and insight into three key economic development issues including:
 - Successful models for public investment to revitalize rural and regional economies;
 - Summaries of how Canadian provinces approach and foster regional and rural economic development; and,
 - Outline best practices that might be relevant from a Cariboo-Chilcotin perspective.

Successful Models of Public Investment

- Three models of public investment to revitalize regional economies were researched. These specific models were selected due to the fact that there are attempts to revitalize rural economies over fairly large regional areas and have been in existence for a significant period of time.
 - The Appalachian Regional Commission in the eastern United States;
 - Highlands and Islands Region of Scotland; and,
 - New Zealand Regional Strategy Fund.
- The Appalachian Regional Commission has been in place since 1965 and is a regional economic development agency with a unique partnership with federal, state, and local government. It operates in 410 counties in 13 states, covering a 200,000 square-mile region along the Appalachian Mountains. The Commission area services a population of 23 million people. In 2007, funding was \$73 million US and represented a variety of local and regional projects that targeted economic development diversification. Given the long history of the commission it has a well established track record of success.
- The Scottish Enterprise, Highlands and Islands Enterprise (HIE) is the government-sponsored regional development agency that is working to build stronger regional communities in the Scottish Highlands and Islands of Scotland. The Scottish Highlands and Islands stretches for over 640 kilometres from Shetland in the north to, Campbeltown at the southern tip of Argyll. The population of the region is approximately 440,000. HIE has been in place in the Highlands and Islands since 1991. The 2007 budget was over \$280 million which included \$82 million to support 500 regional government staff. The HIE has several strategic projects and targets it works towards each year. In 2007, it exceeded all measures that it set for itself and overall the region is enjoying population growth twice that of Scotland.
- In New Zealand, the New Zealand Trade and Enterprise Ministry supports regions in their regional economic development programming. The Ministry oversees the Regional Strategy Fund which

was initiated in 2007, and included reorganizing the country into 15 regions, of which 14 are considered rural. Previously, the country was organized into 26 regions. For the 14 rural regions, there is a one time \$50,000 contribution for the development of a regional strategy and then up to \$750,000 is available for implementation over a three year period. Overall, the program is supported by several regional government staff and a planning and implementation budget. The Regional Strategy Fund is coordinated with two additional programs to maximize regional cooperation and project success and is collectively targeting approximately \$17 to \$18 million NZ a year over the next three years and beyond.

Provincial Profiles

- Eight Canadian provinces; Newfoundland and Labrador, Nova Scotia, New Brunswick, Quebec, Ontario, Manitoba, Saskatchewan, and Alberta were profiled. The profiles provide a basic level of detail on the following themes:
 - Provincial-level economic development strategy and its primary foci;
 - Rural or regional economic development strategy, programs, delivery mechanisms and funding;
 - Northern development strategy, programs and funding; and
 - Rural, regional or northern initiatives that involve the federal government.
- These profiles are meant to draw the Canadian context for how different jurisdictions approach rural and economic development and manage to link it together with provincial-level economic development planning and participation at the local level.

Conclusions

- **Socio-economic Development Issues:**
 1. Population decline is seen as a major threat to many, but not all, rural economies. This is evident across rural Canada and in the international jurisdictions studied.
 2. Generally, regions and rural areas have a very high dependency on extractive industries like forestry, mining, fishing and energy.
 3. In all areas studied, the emphasis is on finding new patterns and forms of economic development that will regenerate and revitalize previously flourishing regions.
 4. Incomes and other socio-economic indicators often lag in rural areas when compared to their urban counterparts. This is in part attributable to the nature of some rural-based industries such as agriculture and fishing, but it is also indicative of the lack of opportunities, diversification and cluster conditions in rural economies generally.
- **Planning Context:**
 5. Provincial-level economic development strategies exist in all provinces studied, except Ontario.
 6. Seven of the eight provinces examined had regional economic development agencies, six had rural economic development strategies, while another five had northern development strategies or agencies. Smaller provinces generally do not distinguish rural from northern

communities (i.e. New Brunswick and Nova Scotia). Rural or regional plans generally covered all but metropolitan centres.

- **Funding Insights:**

7. Multi-year funding support from senior governments is seen as critical in legitimizing the regional economic development approach.
8. In most jurisdictions, the region is a partner in funding of regional economic development.

- **Lessons Learned:**

9. Outside of Ontario, all provinces attempted to draw a connection between provincial, regional and local strategic planning.
10. Regional strategies appear more effective, and more satisfying to rural areas, when they have clearly defined policies, action plans and measurable benchmarks.
11. Regional economic development bodies should have the buy-in of the provincial government and individual ministries if they are to be successful.
12. The way in which rural communities are organized, resourced, empowered and otherwise included in the delivery of economic development services and programs is as important, if not more so, than the plan itself.
13. Following from the above, regions that think and behave as regions, rather than as a collection of communities, are more likely to be effective organizing themselves and in dealing with senior levels of government.
14. Regions should be focused on their core advantages and distinctive competencies, and select niches for developing and diversifying their economic bases.
15. Leadership development is a cornerstone of several of the larger rural and regional programs we studied.
16. Secure funding support from senior government is critical in formation of truly sustainable regional partners and critical in attracting high quality people to work on regional economic development.
17. The federal government has been involved in partnering with provinces to assist disadvantaged regions, including the Maritimes, aboriginal communities and Northern Saskatchewan. CCBAC should work with WED to take advantage of such opportunities in the Cariboo-Chilcotin.

Recommendation for CCBAC

- **Regional Strategy:**

Recommendation 1 - Backward-link the strategy to the provincial context with reference made to the provincial economic development strategy/focus, sectoral strategies/foci, provincial economic and regional development policy and provincial mechanisms, programs and service delivery methods that are meant to facilitate regional economic development efforts.

Recommendation 2 – Articulate a set of high-level goals, measures and benchmarks that will set the path for development efforts and will encourage the participation and commitment of key stakeholders, including the provincial government. By high-level we refer to the body of work managed by the BC Progress Board, with its focus on broad measures of community wealth, creativity, health and vitality.

Recommendation 3 – Ensure suitable indicators are in place so that evaluation and monitoring of specific initiatives can be undertaken accurately and in a timely fashion. One of the most likely challenges for CCBAC will be to demonstrate on an on-going basis that the money that they spend from senior government has achieved specific outcomes. This will have an influence on follow-on investments by senior government and so having a clear evaluation and monitoring plan for each strategy area and initiative will be critical.

- **Organization:**

Recommendation 4 – Establish an interim task force whose objective would be to design an organizational model best suited for plan implementation and fully representative of all stakeholders in the Cariboo-Chilcotin including major industry, small and medium-size businesses, entrepreneurs, educational institutions, community groups, First Nations, local/regional government, and senior government.

Recommendation 5 – An interim Memorandum of Understanding should be signed by all willing participants committing them to working in good faith toward the development of the region, its communities and its residents.

Recommendation 6 – Carefully evaluate the role of elected officials in the Regional Diversification Plan Implementation Board (RDPIB). While other jurisdictions ensure participation from elected officials in their regional economic development they have also learned the importance of balancing decision making with key regional organizations that have important roles to play in economic development.

- **Provincial Leadership and Involvement:**

Recommendation 7 – RDPIB, or whatever counterpart is eventually constituted, should strike its own MOU with the province that will be dedicated to clearly outlining the role of ministries, policies and programs in the regional strategy, and how this will be accomplished and monitored.

Recommendation 8 – Provincial involvement needs to not only focus on funding options but also include policy considerations that will foster the economic stimulus that will be needed to assist with the economic transition that is now under way. Specifically, work like that undertaken by the province and the mining industry to develop exploration incentive in the pine beetle area is the type of innovation that fosters economic change and more of this type of an approach needs to be encouraged and supported by the local area.

- **Expenditures and Funding:**

Recommendation 9 – A regional development model in the Cariboo-Chilcotin should not be premised on a project-oriented trust fund but instead integrate the programming needed to deal with socio-economic change in the years ahead with a complimentary fund option that is strictly applied to projects contributing the goals of the regional strategy.

Recommendation 10 – The Cariboo-Chilcotin should focus on a finite timeline to achieve its economic development goals and target funding for the period this covers. A more recent

challenge with funding sources set outside of senior government is the desire to manage these funds in perpetuity. In the case of a region under going a sharp economic transition it probably a better approach to invest considerable resources over a short period to maximize effort before and during transition to ensure the changes that are desired are aggressively targeted.

1 Introduction

1.1 Background

The Cariboo-Chilcotin Beetle Action Coalition (CCBAC) was formed by drawing on proven community cooperation and spirit to work with government in addressing the significant threat posed by the mountain pine beetle (MPB) epidemic.¹ The MPB has killed a large area of forest in the Cariboo-Chilcotin region. Overtime, this will result in a significant decline in the volume of trees available for harvest in the region and will have a significant impact on the region's forest industry – the largest basic sector in the region.

One of the key roles identified by CCBAC is to ensure that a collaborative coalition is developed that can effectively work with all levels of government regarding the MPB epidemic and ensure a smooth economic transition takes place in the region. To this end, CCBAC is working towards ensuring communities remain economically stable, that there are jobs in all sectors, and there is support for the entrepreneurial spirit that is fundamental to the Cariboo-Chilcotin lifestyle.²

As part of its work to date CCBAC has completed economic development strategies for several key sectors including:

- TNG sector strategy
- Retention and attraction strategy;
- Log Home Sector strategy;
- Secondary wood sector strategy;
- Forest Worker sector strategy;
- Forest sector strategy;
- Agriculture sector strategy;
- Tourism sector strategy;
- USBWG sector strategy;
- Arts, culture and heritage strategy;
- Resource technology sector strategy;
- Mining sector strategy; and
- South Carrier First Nations strategy

CCBAC is now beginning to organize for the implementation phase of their work. In addition to the Economic Development Working Group of CCBAC there is also a Social Development Working Group that has completed commentary reports to the economic development work.

1.2 Approach

CCBAC's initial economic development strategy work included considerable community and stakeholder consultation. In addition, research and analysis of many specific initiatives was completed to confirm appropriateness and likelihood of success. This work is now being synthesized into one comprehensive MPB mitigation plan for the CCBAC region.³ The comprehensive strategy draws on the research and findings of all previous work and establishes the key strategy items to move forward

¹ CCBAC website: http://c-cbac.com/index2_tpl.php?mod=mandate

² CCBAC Mission Statement from website: http://beta.c-cbac.com/index2_tpl.php?mod=mandate

³ CCBAC region approximates the Cariboo Regional District and the Village of Clinton.

and will outline the framework for coordination of an overall approach in moving the Cariboo-Chilcotin forward over the next several years.

In support of determining an appropriate framework for economic development delivery, this report has been commissioned to provide research and insight into three key economic development issues namely:

- Successful models for public investment to revitalize rural and regional economies;
- Summaries of how Canadian provinces approach and foster regional and rural economic development; and,
- Outline best practices that might be relevant from a Cariboo-Chilcotin perspective.

1.3 Methodology

A similar approach was used for the two key research components in this report. The majority of research was conducted using web sites hosted by the jurisdictions studied. In some cases, the consulting team was able to obtain and review third-party reports and assessments of economic development delivery services and models. All reference materials, including web-based, are listed in the bibliography.

Once the preliminary profiles were prepared, telephone calls were made to verify profile content and complete program information that either was not listed on the website, or was listed but not updated to account for recent changes. A list of contacts is provided in Appendix 1.

For the research associated with the **models of public investment to revitalize regional rural economies**, the focus was on investigating key issues including:

- History of the model and the purpose for its existence;
- How the model is structured and funded;
- What is the key focus of the model and what does it become involved with;
- What is the strategy and the mission of the model;
- The commitment to fund the model; and,
- How do they track and report success.

A profile of each model is also developed and outlined in the report. The three jurisdictions were selected based on their history and evolution in larger-scale regional economic revitalization and development, on-going funding commitment, and integration and coordination with senior government activities.

For the **summary of provincial jurisdictions**, profiles were developed that focused on key questions, namely:

- Does the province have an economic development focus?
- Is there a rural development strategy and dedicated provincial unit?
- Is there a rural or regional development program?
- Is there direct funding support?

- Does the government explicitly support northern development?
- Does the government have any joint agreements with the federal government?

Based on the literature reviews, a profile (see Section 3) was prepared for each jurisdiction reviewed, outlining the general context for economic development, lead agencies, local delivery systems and of course specific tools for encouraging regional economic development.

This inter-jurisdictional comparison of rural and regional economic development models does not constitute an inventory of all economic development programming but a study of programs with an emphasis on rural and regional economic development, regional partnerships, deliveries and models. Inevitably, many economic development programs will not warrant mention because they have some other primary focus.

Following the research tasks of the report, the consulting team has drawn on the experiences of the organizations and models investigated and made several high level comments that support best practices.

1.4 Report Organization

Following this introduction, the report is organized as follows:

- Section 2 outlines research into models of public investment that are seen as being successful;
- Section 3 explores eight provincial jurisdictions (BC and PEI were not investigated) with emphasis on how they conducted regional and rural economic development and what programming they used to support this economic development; and,
- Section 4 provides insights into best practices and makes suggestions for implementation. Appendices including list of contacts and bibliography follow the main report.

2 Research on Successful Models of Public Investment

2.1 Appalachian Regional Commission

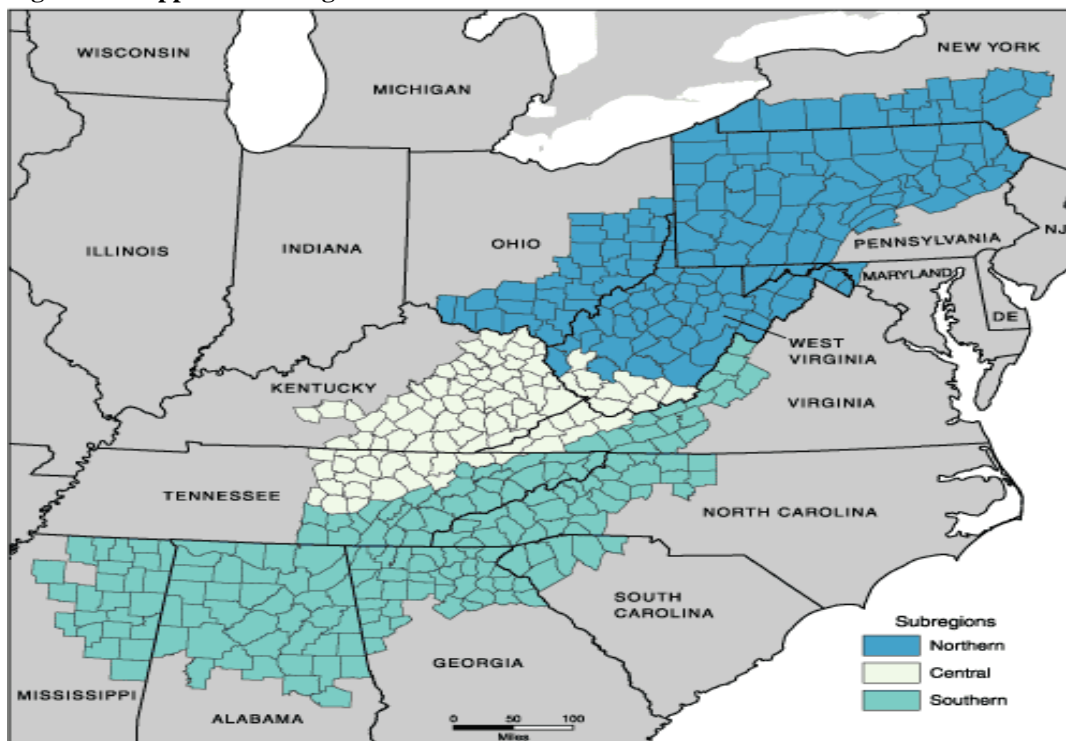
2.1.1 Background

The Appalachian Regional Commission (ARC) is a regional economic development agency representing a unique partnership of federal, state, and local government. Established by an act of Congress in 1965, the Commission is composed of the governors of the 13 Appalachian states and a federal co-chair, who is appointed by the president. Local participation is provided through multi-county local development districts with boards made up of elected officials, businesspeople, and other local leaders. Each year Congress appropriates funds, which ARC allocates among its member states. The governors draw up annual state Appalachian strategies and select for ARC approval projects to implement them. ARC projects include a safe and efficient highway system; education, job-training, and health-care programs; water and sewer systems; housing; and other essentials of comprehensive economic development.

2.1.2 Appalachia

Appalachia, as defined in the legislation from which the Appalachian Regional Commission derives its authority, is a 200,000-square-mile region that follows the spine of the Appalachian Mountains from southern New York to northern Mississippi, and is home to nearly 23 million people. It includes all of West Virginia and parts of 12 other states: Alabama, Georgia, Kentucky, Maryland, Mississippi, New York, North Carolina, Ohio, Pennsylvania, South Carolina, Tennessee, and Virginia. Figure 2.1 illustrates the region covered by the Appalachian Regional Commission.

Figure 2.1: Appalachian Region



Map Created: June 2002.

2.1.3 Program Overview

Because of its partnership approach, ARC is able to identify and help fund innovative grassroots initiatives that might otherwise languish. In many cases, ARC functions as a predevelopment agency, providing modest initial project funding that is unavailable from other sources. This modest investment leverages other funds, particularly private funds.

Unlike economic development agencies that are primarily categorical grant makers, the Commission performs advocacy, regional planning, and research activities in combination with its special grant programs. No other entity has this regional mandate for Appalachia. ARC serves as an advocate for the Region by:

- Forming partnerships with nonprofits and other agencies;
- Convening regional and subregional forums;
- Identifying regional initiatives and grant priorities for ARC funding support;
- Setting policies that guide investment of flexible ARC funds, and,
- Participating in the work of the Interagency Coordinating Council on Appalachia, which is chaired by the ARC federal co-chair.

Research and regional planning activities include developing a knowledge base of problems and opportunities that supports the work of regional leaders; examining the effectiveness of alternate approaches; supporting strategic planning activities in the states; and partaking in public policy development that benefits the Region.

2.1.3 Accomplishments and Challenges

In the mid 1960s, one in three Appalachians lived in poverty and per capita income was 23 percent lower than the U.S. average. In the previous decade nearly 2 million more people had left the Region than had moved into it. Since then, the Appalachian Region has experienced broad socioeconomic improvements, the result of many macroeconomic and social factors, including ARC's activities. For example, the Commission's efforts have helped:

- Cut the Region's poverty rate in half;
- Reduce the infant mortality rate by two-thirds;
- Double the percentage of adults age 25 and older with a high school diploma;
- Create over 400 rural health-care facilities;
- Construct over 2,400 miles of new highways;
- Provide water and sewer services to over 800,000 households;
- Create over 1.6 million new jobs in addition to 766,000 generated by the Appalachian Development Highway System (ADHS); and
- Cut the number of severely distressed counties from 223 in 1960 to 91 in fiscal year 2004.

Although Appalachia has seen clear and substantial progress since the early days of the Commission's work, the majority of the Region's communities still do not enjoy the same economic vitality and living conditions that the rest of the country does. The Region continues to battle economic distress, concentrated areas of high poverty, high unemployment rates, educational disparities, high rates of disease, and population outmigration.

2.1.4 Development of a New Strategic Plan

In November 2003, ARC formally launched a comprehensive strategic planning process to help guide economic and community development work in the Appalachian Region for the six years beginning in fiscal year 2005. In the first phase of the process, Commission partners gathered information and input by conducting a comprehensive review of socioeconomic changes in the Region; researching key development issues; holding consultations with ARC state partners and advisory councils; and conducting five field forums across the Region and in Washington, D.C., with citizens, representatives of private, public, and nonprofit organizations, and local development district officials. Approximately 1,000 citizens participated in these field forums.

In the second phase, information from phase one was synthesized, and ARC partners identified key issues and prioritized development strategies and activities. The third phase encompassed consensus building. This process resulted in a strategic plan that defines ARC's vision and mission which are:

- **ARC's Vision for Appalachia** - Appalachia will achieve socioeconomic parity with the nation.
- **ARC's Mission** - ARC's mission is to be a strategic partner and advocate for sustainable community and economic development in Appalachia.

Four general goals area laid out in the strategy including:

1. Increase job opportunities and per capita income in Appalachia to reach parity with the nation.
2. Strengthen the capacity of the people of Appalachia to compete in the global economy.
3. Develop and improve Appalachia's infrastructure to make the Region economically competitive.
4. Build the Appalachian Development Highway System to reduce Appalachia's isolation.

2.1.5 Funding Commitment

In 2007 the Federal government committed \$73 million (\$US) to ARC's non-highway projects. This funding in turn leveraged a variety of funding from private sector and other levels of government. Appendix 3 outlines the range and types of projects funded in 2007 and the funding leveraged for two states in ARC service region. One of the key features of the fund is the flexibility it offers to local jurisdictions. In 2007 projects ranging from industrial park infrastructure development, to distant learning, to regional planning, to housing developments, all received funding.

2.2 Highlands and Islands Region of Scotland

2.2.1 Background

In November, 2007, the government of Scotland released its national economic development strategy, *Government Economic Strategy*, which emphasized boosting Scotland's growth, productivity, population and participation in delivering on the desired characteristics of growth. The strategy is meant to address the fact that Scotland's annual average GDP growth was well below that of comparable small European countries and significantly below the UK average.

The strategy directs the activities of key bodies including Scottish Enterprise, Highlands and Islands Enterprise (HIE), Visit Scotland, Transport Scotland, Scottish Funding Council, Skills

Development Scotland Ltd and Scottish Water. Scottish Enterprise in the south and Highlands and Islands Enterprise (HIE) in the north, although they have slightly different mandates, are involved in delivering a variety of national and regional programs. HIE also has responsibility for local regeneration that strengthens communities.

HIE is a government-sponsored regional development agency with the objective of building stronger communities, growing businesses, making global connections, and achieving sustainable economic growth in the Highlands and Islands of Scotland. HIE's activities include the provision of business support services, the delivery of training and learning programs, and providing assistance for community and cultural projects. With over 500 personnel, HIE ensures that UK and European funding is secured and invested in the region. It was established in 1991.

2.2.2 The Scottish Highlands and Islands

The area of the Highlands and Islands stretches for over 640 kilometres from Shetland in the north, to Campbeltown at the southern tip of Argyll. HIE has a total land area of just over 39,050 square kilometres and a coast line of over 9,000 kilometres.

The 2005 population estimate for the Highlands and Islands area is 440,000, making it one of the most sparsely populated parts of the European Union. In addition to a very low population density, 30 per cent of the population of the Highlands and Islands live on more than ninety inhabited islands. Inverness is the largest settlement with more than 40,000 people, Fort William, situated at the foot of Ben Nevis being the second largest settlement. The inner Moray Firth contains some 70,000 people. Altogether, 61 per cent of Highlands and Islands residents live in rural areas or settlements of fewer than 5,000 people.

Figure 2.2: Highlands & Islands Enterprise Area



The growth rate here for the last five-year period was 1.5% more than double the rate of growth for Scotland (0.6%). The Highlands and Islands have an older population than Scotland, with a trend

toward an ageing population. One of the underlying objectives of the region is to grow the population as well as the proportion of economically active people.

The economic base of the Highlands and Islands is characterized by the continuing importance of primary industries (agriculture, forestry and fishing). Remote rural areas and islands in particular are highly dependent on agriculture and fisheries. The manufacturing sector is diverse and is typified by SMEs and micro-enterprises. New activities in key technology industries such as medical products and pharmaceuticals, contrast with traditional sectors such as oil-related engineering and textiles. The service sector accounts for over two thirds of employment and is characterised by the importance of tourism and public administration.

Over the recent past, the Highlands and Islands have undertaken the transformation from an area characterised as suffering from the 'Highland problem': out-migration, unemployment and low incomes, to one where modern communications and infrastructure offers residents and visitors alike, a much improved quality of life.

2.2.3 Program Overview

HIE's operations are centred around two primary foci, strategic projects of broad regional importance and a set of four programs around which economic development services are built.

Strategic projects are cross-cutting and have multiple impacts across a number of strategic priorities. They also involve multiple partnerships, so HIE's contribution may be lesser or greater depending upon its role. There are 23 major projects either in-progress or planned in the following key areas:

- University and College development or expansion (3)
- Centres of excellence, research and development (5)
- Real estate, waterfront and brownfield redevelopments (8)
- Renewable energy projects (3)
- Local economic development strategies (2)
- Broadband expansion (1)
- Events (1)

The programming has four strategic themes of strengthening communities, developing skills, growing businesses and making global connections.

1. **Strengthening Communities** – The expected outcome of this component is stronger communities with high quality and diverse amenities and services, an enhanced natural and cultural heritage, capable of exploiting opportunities and managing resources. To do this, HIE assists communities acquire and manage assets which will generate income for re-investment in their longer-term sustainable development, with a focus on land, renewable energy and multi-functional buildings providing a range of services. The provision of easily available community learning and development opportunities is also a priority, with an emphasis on leadership development and support. Finally, HIE has targeted the development of the Gaelic arts and heritage as an opportunity for the region. Example projects include:
 - Three equity investments in a community-owned turbine project, 28 similar projects under development.

- Study into community confidence undertaken, with recommendations on how to foster optimum conditions for promoting the emergence of community leaders.
 - Creation of a centre for Nordic studies in the Northern Isles.
2. **Developing Skills** – Elements in this program include improving the operation of the labour market (especially around career counselling and choice for youth), increasing in-work training programs with specific targets for labour productivity and increasing the labour force participation rate as a way of overcoming looming work shortages. Example projects include:
- Delivered the International Symposium (career guidance) – Aviemore, October 2007.
 - Virtual learning academy developed and pilot commenced.
 - 65 Hospitality Assured business action plans completed and 40 accreditations achieved.
3. **Growing Businesses** – The objective here is a new generation of dynamic and growing businesses. Strategic initiatives include stimulating new investment and improve access to capital for key industries, increased commercialization of research and the promotion and adoption of e-business concepts. Key industries targeted include tourism, food and primary products, health sciences, renewables, manufacturing and engineering and creative industries. Example projects include:
- Developed relationships with the finance community to raise the Network’s profile, obtain market information and increase access to funding for commercialization projects.
 - Supported two aquaculture diversification research projects, relating to production improvements and environmental improvements, for example the remediation of fish farm effluents using seaweed cultivation.
 - Supported industry supply chain, market and product development activity in sectors including renewables, food and primary sectors, tourism, oil and gas, fashion and new media.
 - Tested the delivery of new methods to increase e-business using local economic commission (LEC) advisory services, with a focus on moving companies up the e-business ladder.
4. **Global Connections** – This initiative is essentially about export and trade development. This includes support for the placement of quality infrastructure (especially in transportation services) and a number of strategies for the attraction and recruitment of companies, capital and people. Example projects include:
- Completed an evaluation of the attractiveness of the area to potential investors, including the identification of gaps and appropriate actions to address shortcomings. Assisted the Highland Rail Partnership to co-ordinate an investment plan to deliver improved facilities at Inverness station, enhancing its role as a major regional gateway.
 - Consolidated and manage the operation of the prime contracts and property management supply partnering arrangements, evaluating/reviewing/re-tendering on the required timescales.

HIE has its own bureaucracy to handle administration tasks and the delivery of programs, but it also pursues partnerships and alliances that bridge national policies and programs to the community level. Its vision and purpose as a regional agency gives it an ideal opportunity to help this occur. Partnership engagement is a fundamental principle of the organization and cuts across each of the four strategic themes. Importantly, community planning and economic development partnerships such as local economic forums formalise these relationships at local level.

2.2.4 Funding Commitment

The budget commitment for the 2007-08 fiscal year was approximately \$280 million Canadian, or \$700 per capita. Programming took up 71% of the budget, while the remainder was allocated to administration. The majority of funds came from the Scottish Government (75%), while non-cash allocations contributed just over 10%.

Table 2-1: 2007-08 HIE Budget (\$'000s, \$2007 Canadian)

Expenditures		Revenues	
Programming			
Strengthening Communities	33,876	Grant-in-aid	211,603
Skills and Learning	37,240	Non-cash Allocation	29,943
Growing Business	57,863	European Income	17,120
Global Connections	70,149	Other Revenue	15,085
	199,128	Other Capital	7,597
Administration		Total Revenues	281,347
Staffing	36,023		
Property	5,243		
Administration	2,258		
Travel	2,754		
Training and recruitment	1,932		
Other non-payroll	34,009		
	82,219		
Total Expenditures	281,347		

2.2.5 Achievements

HIE orients its operating plan on an annual basis with the Scottish Government to set out how it will deliver the Government's national enterprise priorities in the specific context of the Highlands and Islands. HIE's strategic planning is detail-oriented and carefully linked to a series of measures and benchmarks that are used to gauge programming effectiveness.

The approach is similar to the Province of Quebec's *National Policy on Rurality* in which core measures like GDP and income are being used to assess progress. The BC Progress Board employs a similar approach but it is not measuring progress against provincial, sectoral or regional strategic goals as much as overall government policy and governance.

HIE's operating plan describes a number of long-term strategic projects which the development agency is backing, along with a set of eight 'primary measure' targets covering many smaller-scale initiatives. Of the 23 strategic initiatives outlined previously, 13 are in progress and in various stages of completion. Progress towards reaching it's strategic goals are shown in the following table.

Table 2-2: HIE Goal Achievement for 2007

Group	Measure	Target	Actual	Performance %
Strengthening communities	New/enhanced community assets	450	502	112
	Community groups with increased capacity	150	198	132
Developing skills and learning	People supported to move towards and into sustainable work	2,405	2,934	122
	Businesses supported to engage in developing the skills of those in work	655	787	120
Growing businesses	New business starts	550	560	102
	Business growth projects	300	306	102
Global connections	Private sector earnings (%)	109	126	116
	Businesses engaging in international business development	160	175	109

2.3 New Zealand’s Regional Strategy Fund

2.3.1 Background

New Zealand is a country with approximately 4.2 million people, roughly the same population as British Columbia. In addition, New Zealand is characterized by a large share of its population in the City of Auckland. Much of the remaining population is characterized as living in rural areas.

In New Zealand, the national government is involved in economic development in a similar fashion as would be found in many of Canada’s provinces. The four key areas of economic development support in New Zealand include:

- Business development;
- Export services;
- Sector development; and,
- Regional development.

Inside its core areas of support, New Zealand has implemented several innovative programs and projects. For example, under business development the government operates the cluster development fund and support for seven specific business incubators across the country. The country also has a focus on three sectors which the government has targeted specific assistance to, including:

- Biotechnology and agritechnology;
- Creative Industries; and,
- Information and communications technology.

In addition, New Zealand works on implementation of economic development plans in several other key sectors including:

- Food and beverage;
- Wood, building and interiors;
- Specialized manufacturing;
- Education;
- Services; and,

- Tourism.

New Zealand is building on its experience in regional economic development and is in the process of further integrating regional economic development into the goals and objectives of the national government's national economic development objectives. By studying other jurisdictions and building on its own experiences, it is now refocusing regional development to better support sectoral growth and international competitiveness.

2.3.2 Regional Development

In New Zealand, the New Zealand Trade and Enterprise (NZTE) Ministry supports regions as they develop sustainable strategies for economic growth, and puts them into action. Previously, New Zealand's main regional economic development program was known as the Regional Partnership Programme (RPP). This program was in place between 2000 and 2007. Under this program the Government supported regions within project management and best practice advice, as well as providing a national and international perspective to regional development.

However, beginning in 2007, New Zealand began implementation of a new program. This program is called the Regional Strategy Fund (RSF). Under this shift, the government will continue its support roles as before; however, the change in focus on regional policy (ie., improving the quality of regional business environment to support development, attraction and retention of globally competitive firms) aligns more clearly with sector and international activities undertaken by the NZTE.

Another change in focus has seen New Zealand reorganize its regional economic development areas from 26 Regional Partnership Programme regions that were supported by the RPP, to 15 regions under the RSF program. The shift in regional scale reflects the view that the RPP has been successful in building regional economic development partnerships and enhancing their ability to think and plan strategically, but that the existing partnerships lack the size and scale required for regional development outcomes aligned with economic transformation. In addition the larger regional structure has been undertaken partially to foster greater cross region collaboration on specific high priority sectoral initiatives that are a priority of the national government.

Conceptually, the new regional groupings can be thought of as a working partnership of regional stakeholders, each of which retains its own purpose, functions and governance structures (as occurred under the RPP). However, scale will be insufficient in itself for achieving regional development outcomes and good governance structures supporting the regional groupings will be vital for providing stability, longevity, leadership, and functionality. By focusing resources into fewer groups it is believed the likelihood of achieving tangible outcomes will increase.

The focus of the RSF recognizes that regional development and business development go hand in hand. NZTE's RSF is helping regions improve the quality of their regional business environment through the development and implementation of regional economic development strategies.

2.3.3 Program Objectives and Structure and Delivery

NZTE's Regional Strategy Fund (RSF) helps regions improve the quality of their regional business environment through the development and implementation of regional economic development strategies. The strategies will articulate clear actions across the economic development spectrum and identify key partners for engagement in each area identified for action.

Strategy Development – After formation of the RSF regions, each region is required to develop a comprehensive development strategy before implementation plans are identified. The strategy will be seen as the key economic development tool in the region and should aim to significantly increase the region’s economic development potential and be seen as a key mobilizing tool for coordinating regional activity. The strategies will take a medium to long-term perspective and should include an implementation plan with a three year or longer time frame.

Implementation Plan – This stage of strategy development involves identifying actions that will help to achieve the strategy. Implementation plans are expected to cover three years and for each action will identify the lead agency, project partners, resources, proposed timeframes and indicators for measuring progress. The region, with input from the Regional Economic Development Managers, should identify actions from the implementation plan that are both a priority for the region and appropriate for funding support through NZTE.

Monitoring and Evaluation – On-going monitoring is required and ensures the region keeps track of various tasks in the action plan. The evaluation process should be built into the strategy and provide an opportunity to reveal progress and achievements.

Long-term Governance – The program will reinforce appropriate regional governance structures for long-term regional economic development.

Reflect Local Approach – The region should take their own approach to regional economic development, reflecting the different stages of development and capability across New Zealand.

2.3.4 Regional Governance Group

A Regional Governance group will be established that is reflective of the region as a whole and could include representatives from business and industry, regional council, district/city councils, economic development agencies, Chambers of Commerce, and Iwi. The focus of appointees is on regional actors who are credible, experienced in governance and can make a meaningful contribution to debating the priorities for improving the regional business climate.

2.3.5 Regional Support Programs

While the RSF is the key regional economic development and coordination program in place for New Zealand regions, the New Zealand government also understands the importance of supporting specific projects and initiatives. As a result, the Regional Strategy Fund (RSF) works alongside the Ministry of Economic Development’s contestable Enterprising Partnerships Fund, which focuses on substantial regional projects that are commercially driven, generate substantial economic benefits for the region, and align with the Government’s national economic transformation goals (See Table 2-3 for funding details). This fund has also been revamped to meet the emerging focus of the national government. However, an example of projects funded under the predecessor program (Major Regional Initiatives program) are outlined in Appendix 4 and include:

- Northland tourism initiative;
- Auckland’s screen production initiative;
- Hamilton Aviation initiative;
- Hawkes Bay/Nelson/Otago food and beverage initiative; and,
- Rotorua forestry and wood initiative.

In addition, the RSF program is connected to the national government’s on-going incubator and clusters development program. The incubator and clusters program promotes best-practice amongst incubators and to enhancing networking among members of the incubator network. This program was established in 2001 and is linked to several training, business development, and marketing initiatives that the New Zealand government offers to its business community. The New Zealand government articulates that by specifically linking the Enterprising Partnership Fund and the Incubator and Clusters Fund to regional economic development that the regions will stand a better chance of capitalizing on national priorities and in turn the national government will be more closely connected to regional priorities.

2.3.6 Program Funding

2.3.6.1 FUNDS AVAILABLE

Table 2-3 outlines the funding associated with the Crown’s commitment to New Zealand’s economic development delivery. Funding for the government’s incubator and cluster development is outlined in the table below because of its strategic importance to the overall regional development objectives. This is an existing and on-going program that has been retained as a strategic tool for future regional development. The Auckland region has been assigned its own program funding because of its strategic importance to the New Zealand economy and its need to focus on international competitiveness. Conversely, Chatham Island, which is very small, has a much smaller funding cap than the other regions of New Zealand.

Table 2-3: Funding Allocation for New Zealand’s Regional Economic Programs (\$Millions NZ)

Initiative	Approval	Admin	2006/07	2007/08	2008/09	2009/10	2010/11 & Out years
Existing Fund – No Change							
Incubators & clusters (See note 1)	NZTE	NZTE	\$2.756	\$2.756	\$2.756	\$2.756	\$2.756
New Funds – Established							
Transition funding (\$50,000 for 2007/08 only)	NZTE	NZTE	-	\$1.300	-	-	-
Enterprising Regions Fund (up to \$750,000 over three years)	NZTE	NZTE	-	\$3.375	\$3.938	\$3.187	\$3.375
Chatham Islands funding (up to \$150,000 over three years)	NZTE	NZTE	-	\$0.075	\$0.038	\$0.037	\$0.075
Auckland Regional Economic Transformation Fund	M. of Industry & Regional Dev.	MED/ NZTE	-	\$1.000	\$1.000	\$1.000	-
Enterprising Partnerships Fund	Cabinet	MED/ NZTE	-	\$9.250	\$10.450	\$10.450	\$11.450
Total – New Funds				\$15.000	\$15.426	\$14.674	\$14.900
Total – Existing and New Funds							
			\$2.756	\$17.756	\$18.182	\$17.430	\$17.656

Note1: This refers to the existing funding for the cluster and incubator program, these are not discussed here, but are seen as important to the overall regional economic development approach.

2.3.6.2 FUNDS ARRANGEMENT

Regional Transition Funding – to facilitate the move from the existing 26 Regional Programme regions to 14 (transition funding is not available to the Auckland region), several former regions are each eligible for a one time payment of \$50,000 (\$NZ) to assist with aggregation costs as they form into larger regions.

Enterprising Regions Fund (Regional Implementation) – Thirteen of the regions can apply for up to \$750,000 (\$NZ) over a period of three years from the Enterprising Regions Fund. This funding will be used for developing regional strategies and undertaking regional implementation. No more than 50% of the funding can be allocated in any one year. There are two funding rounds per year, one in March and one in September. NZTE's regional economic development managers will assist the region in developing their applications, and applications will be reviewed by NZTE in consultation with a group of relevant government agencies. The other two regions, Auckland and Chatham Islands, have implementation funding specifically targeted at them.

Co-funding is consistent with the partnership principal and encourages commitment from applicants and an improved understanding of the value of assistance. It ensures that the applicant is sufficiently convinced of the merits of the project that it is prepared to commit its own resources to it. Regions are required to make financial contributions to projects with a minimum cash contribution of 20% of the total project.

Enterprising Partnerships Fund (Project Fund) - The Enterprising Partnerships fund is a large scale contestable funding tool, aimed at creating or exploiting regionally based collaborative partnerships and networks. The new funding program replaces the Major Regional Initiatives Fund and focuses on substantial regional projects that are commercially driven, generate substantial economic benefits for the region and align with national economic transformation goals.

A competitive process is proposed for the projects seeking Enterprising Partnership funding which means each project will be weighed against projects from other regions. This will enable government to focus investment on the highest priority projects supporting the transformation of the national economy.

3 Provincial Profiles

This chapter presents rural and northern economic development strategic planning and programming profiles for eight provinces, including:

- Newfoundland and Labrador.
- Nova Scotia;
- New Brunswick;
- Quebec;
- Ontario;
- Manitoba;
- Saskatchewan; and,
- Alberta;

The profiles provide a basic level of detail on the following themes:

- Provincial-level economic development strategy and its primary foci;
- Rural or regional economic development strategy, programs, delivery mechanisms and funding;
- Northern development strategy, programs and funding; and,
- Rural, regional or northern initiatives that involve the federal government.

The profiles are meant to draw the Canadian context for how different jurisdictions approach rural and economic development and manage to link it together with provincial-level economic development planning and participation at the local level.

3.1 Newfoundland and Labrador

Provincial Level Economic Development Focus	
1. Is there a defined Provincial Economic Development Strategy?	<p>Yes – The Newfoundland and Labrador development strategy was initiated from the 1999 Framework for Canada-Newfoundland Agreement on Economic Development and Fisheries Adjustment.</p> <p>The key provincial strategy that was economic development oriented was the <i>Final Report on the Renewal Strategy for Jobs and Growth</i> which was released in March 2001. The document is 64 pages long and followed an extensive consultation process across the province including all rural regions.</p> <p>In 2006, the province developed the <i>Innovation Newfoundland and Labrador – A Blue Print For Prosperity</i>. This strategy refocuses economic development on opportunities that highlight innovation but adheres to the principals laid down in 2001. Currently the provincial government is working on a new Economic Development strategy that will be released shortly.</p>
2. Provincial Economic Development Focus?	<p>The provincial economic development focus is on capturing strategic growth opportunities within specific sectors including:</p> <ul style="list-style-type: none"> • A rejuvenated fishery; • A more competitive agrifoods industry; • New strength in the forest industry; • A strong mining industry; • A burgeoning tourism industry; • A maturing petroleum industry; • A growing manufacturing industry; • An evolving aquaculture industry; • An emerging cultural-heritage industry; • Knowledge based industries; • The social economy; and, • Small business. <p>Within the sectors, the approach the province has identified centres around creating the right environment and this includes:</p> <ul style="list-style-type: none"> • Attracting new investment and keeping business competitive; • Investing in people; • Collaboration and cooperation with strategic partners; and, • Recognizing strong communities build a strong province.
Regional and Rural Economic Development Focus	
3. How does the government define rural?	<p>There is no effort to define rural in Newfoundland and Labrador as all regions area seen as having a rural element. Specifically, St. John’s is included in the province’s rural secretariat programming in recognition of the importance St. John’s plays in surrounding rural economies and dependency St. John’s has on the economies of smaller communities.</p>
4. Is there a dedicated unit for regional/rural development?	<p>Yes – Department of Innovation, Trade and Rural Development was created in 2004 to reflect the enhanced emphasis placed on the innovation aspect of the provincial economic agenda. This Department has five regional economic development offices placed strategically throughout the province. There are also 20 field offices in each economic zone including: Baie Verte; Carbonear;</p>

	<p>Charlottetown; Clarenville; Corner Brook; Deer Lake; Dunville; Ferryland; Forteau; Gander; Grand Falls-Windsor; Happy Valley-Goose Bay; Labrador City; Marystown; Port aux Basques; Port Saunders; Postville; St. Alban's; St. Anthony; St. John's; Springdale; and Stephenville.</p>
<p>5. Is there a specific Provincial rural/regional Development Strategy?</p>	<p>Yes – The province has twenty Regional Economic Development Boards (REDBS), one for each of the province's economic zones. However, the federal and provincial governments have set five core functions for the REDBS including:</p> <ul style="list-style-type: none"> • Development and coordinate the implementation of a strategic plan in each zone supported by an integrated business plan. • Develop a strong partnership with municipalities in each zone that incorporates the strategies and priorities of municipalities in the economic planning process. • Development of planning and implementation with stakeholders and business associations that support and advance economic and entrepreneurial environment of a zone. • Undertake capacity building and provide support to stakeholders to strengthen the economic environment of a zone. • Coordinate and facilitate linkages with federal/provincial/municipal government departments and agencies in support of the strategic economic plan. <p>In collaboration with the province, each economic development zones has their own economic development strategy. These are typically three year strategies that outline key priorities and actions. On an annual bases each economic development zone will also do a business plan for the province and federal government to outline detailed actions on an annual basis and is used for establishing the funding level.</p>
<p>6. Is there a rural/regional development program?</p>	<p>Yes – In 1999 the federal began invested \$65 million and the province invested \$16.25 million towards the implementation of an economic development initiative as part of the Canada/Newfoundland Agreement on Economic Development and Fisheries Adjustment.</p> <p>Over a three year period starting in 1999, \$51.25 million was invested in regional economic development through collaboration with the REDBS. A further \$30 million was invested in Strategic Investments that proactively supported a limited number of strategic projects, including strategic infrastructure.</p> <p>This program ended after the three year period, however, the province of Newfoundland and the Government of Canada continue to work on delivery of regional economic development.</p> <p>Currently the province of Newfoundland and Labrador has two staff in each of Newfoundland and Labrador's twenty economic development zones to support the Regional Economic Development Boards.</p> <p>In addition, each economic development zone gets between \$150,000 and \$200,000 annually for their economic development capacity. The funding is shared with 25% coming from the province (see Regional Diversification Fund below) and the 75% from the Atlantic Canada Opportunities Agency.</p> <p>Currently, the funding for the REDB is cone on an annual basis, however, the province is exploring going back to a three to five year program to capitalize on the advantages that stable long term funding brings to economic development initiatives.</p>

<p>7. Direct funding support for regional development program?</p>	<p>Yes – The province of Newfoundland and Labrador has a range of programs that support regional and rural economic development. The main programs include:</p> <p>EDGE Program – The economic diversification and growth enterprises (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. For business looking to invest includes:</p> <ul style="list-style-type: none"> • 100% rebate on provincial corporate taxes and the provincial health and post-secondary education (payroll) tax for a period of 10 years if the business is established outside the northeast Avalon area. • A 50% rebate on federal corporate tax for the periods referenced above. • A further five-year period of partial rebates on the provincial and federal taxes referenced above, declining by 20% in each year of this phase-out period. • A 100% rebate on municipal property and/or municipal business taxes for 10 or 15 years, followed by a five-year phase-out of such rebates, where individual municipalities elect to participate in the EDGE program. • Access to unserviced Crown land for \$1.00 where such land is required to implement the company’s business plan. <p>Regional/Sectoral Diversification Fund – this fund provides non-repayable contributions to eligible organizations for the development and implementation of economic initiatives that address regional and sectoral development. The fund is designed to assist with:</p> <ul style="list-style-type: none"> • Completing strategies to enhance development and implementation of key sector; • Creating an environment for business development; • Conducting studies and feasibility analyses; • Bringing projects to the level of commercialization; and, • Developing infrastructure which demonstrates economic benefit for the region and province. <p>The program receives \$5 million dollars a year from the government of Newfoundland and Labrador and typically funds 25% of projects undertaken. The remaining 75% for projects is typically leveraged from ACOA.</p>
<p>8. Are there specific funds assigned to rural initiatives?</p>	<p>Not specifically – however, there is a focus on funding on rural areas.</p>
<p>Northern Development Focus</p>	
<p>9. Does the government explicitly support northern development?</p>	<p>Yes, the province through the Department Labrador and Aboriginal Affairs has a special focus on economic development issues for all residents of Labrador. While much of the Departments focus is on Aboriginal issues it does address general economic development issues and opportunities in the region.</p>
<p>10. Is there a dedicated unit for northern development?</p>	<p>Yes, the Department of Labrador and Aboriginal Affairs.</p>
<p>11. Is there a Northern Development Strategy?</p>	<p>Yes, again the focus is on the region’s Aboriginal population, however, A Northern Strategic Plan for Labrador released in 2005 recognizes the importance of Labrador to the Newfoundland and Labrador economy and focuses on establishing social and economic opportunities for Labrador’s residents.</p>

12. Are there specific project funds assigned by the Government for northern development?	No , although the range of provincial programs are available to the region.
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Joint Programming Initiatives with Federal Government that Supports Above Activities

13. Does the Government have any joint Federal/ Provincial Agreements or initiatives in support of Rural/Regional Development?	Newfoundland and Labrador staff work closely with the Federal Government within federal economic development portfolios like the Atlantic Canada Opportunities Agency (ACOA), Human Resources Development Canada, and Industry Canada. ACOA is a key funding partner in the Regional Economic Development Board initiative.
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14. Northern development joint projects with the Federal Government	Through Indian and Northern Affairs.
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References and Resources

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Contacts

1. **John Wickham**, Director, Regional Development, Innovation, Trade and Rural Development. Telephone: (709) 729-7260.

3.2 Nova Scotia

Provincial Level Economic Development Focus	
<p>1. Is there a defined Provincial Economic Development Strategy?</p>	<p>Yes – The Nova Scotia development strategy was initiated with the <i>Opportunities for Prosperity</i> which was released in October 2000. The document is 34 pages long and followed an extensive consultation process. The Strategy is seen as charting key directions in areas that can produce the best long-term return for the province. It is not intended as a detailed business plan with specific targets and tactics. Instead, its purpose is to function as a framework for action, a framework that stresses consistency and sustained relevance in our economic development activities in the years ahead.</p> <p>Following the release of the strategy in 2000 the Nova Scotia government reorganized their economic development department and created the Nova Scotia Business Inc. to support implementation.</p> <p>This original strategy was updated in 2006 with the release of <i>Opportunities for Sustainable Prosperity</i>. This strategy more closely integrates economic, social and environmental systems to address new challenges and foster economic growth, but many of the original principals remain intact. The new strategy stresses four priorities including:</p> <ul style="list-style-type: none"> • Sustainable competitiveness; • Community and rural development; • Procurement and supplier development; and, • Corporate information and technology strategies.
<p>2. Provincial Economic Development Focus?</p>	<p>The key principals of the strategy include:</p> <ul style="list-style-type: none"> • Collaboration – the strategy respects that government alone cannot cause economic growth. It must work with business, communities, citizen groups, labour to achieve success. • Market Focus – Government must be attentive to external pressures that shape the Nova Scotia economy. • Clustering – Over the years, Nova Scotia has built significant and sustainable clusters in fisheries and food processing, tourism, wood products, and other “foundation” industries. Need to do a better job of building and expanding clusters not only foundation industries but in emerging clusters like oil and gas. • Accountability – reporting clearly and honestly to the people of the province on what government sets out to do and how it is doing is crucial. <p>The Opportunity for Prosperity stresses that to achieve prosperity, an approach that is more market focused and externally driven is required. The strategic direction includes:</p> <ul style="list-style-type: none"> • Improvement of the business climate. • Putting in place and maintaining strategic infrastructure to support economic growth. Includes Transportation (ie., Highways and Ports), Municipal, IT and communications, social, and environmental infrastructure important to economic development. • Promote innovation: adopt and commercialize new products and technologies. • Development a labour force with the skills and education to take advantage of our new opportunities. • Attract more investment, both local and external.

	<ul style="list-style-type: none"> • Aggressively promote exports from the province. • Strengthen regional capacity to advance economic development. <p>The sectors of the Nova Scotia economy that are the focus for growth include:</p> <ul style="list-style-type: none"> • The digital economy; • Energy: oil and gas; • Advanced manufacturing; • Learning industry: education and knowledge services; and, • Life sciences. <p>In addition, Nova Scotia Business Inc., Nova Scotia’s private sector-led corporation is the leading organization focusing on:</p> <ul style="list-style-type: none"> • Export development; • Investment attraction; • Financial Services; and, • Business Consulting.
Regional and Rural Economic Development Focus	
<p>3. How does the government define rural?</p>	<p>Nova Scotia uses the term rural to refer to much of the province. It does not explicitly identify what is considered rural and what is not and has done this deliberately as to not create divisions between the rural and urban communities in funding programs. Also based on the geography of the province, outside the Halifax-Yarmouth area the province is primarily seen as rural.</p> <p>The focus in Nova Scotia is more on regions and to this point the province has very well defined regional development areas that are separated into fourteen development authorities (RDA). The entire province including Halifax is covered by these regional authorities.</p>
<p>4. Is there a dedicated unit for rural development?</p>	<p>Yes – The Nova Scotia Ministry of Economic development includes four divisions including: decision support, corporate information strategies, economic strategies and initiatives, and community and rural development.</p> <p>Community and Rural Development services of the Ministry maintains seven regional offices in their four regions which includes: Cape Breton Region, Capital Region, Northeast Region, Southwestern/Valley Region.</p> <p>In addition, the province has Regional Development Authorities (RDAs). They were first established in 1994 as the coordinating bodies charged with leading economic development at the local level. Each RDA is governed by a board of directors composed of community, private sector and municipal representatives, with municipal representatives representing fewer than half of the members. RDA areas include: Antigonish RDA; Cape Breton RDA; Colchester RDA; Cumberland RDA; Guysborough RDA; Halifax RDA; Hants RDA; Kings CED Agency; Lunenburg-Queens RDA; Pictou RDA; Southwest Shore RDA; Straits Highlands RDA; and, Western Valley RDA.</p>
<p>5. Is there a specific Provincial Rural Development Strategy?</p>	<p>Indirectly – Inside the provincial strategy one of the key roles of the provincial strategy is to focus on regional policy development and planning. Regional staff work with stakeholders to build regional economic capacity to support economic growth.</p> <p>Nova Scotia has the <i>Nova Scotia Community Development Policy</i> document. Endorsed in 2004 this document outlines the principals that the province is committed to. This policy statement highlights:</p> <ul style="list-style-type: none"> • Support for local leadership.

	<ul style="list-style-type: none"> • Active government support for community development through the provision of information, expertise, guidance, and other resources. • Collaborative Support with stakeholders and communities. • Balance approach that addresses and integrates economic, social, environmental and cultural considerations. • Respect for local values: Government strives to understand and respect community values. • Social Inclusion: all community members have the opportunity to become engaged in community development process. • Transparency and Accountability: Government involvement in community development encourages transparency, accountability, participation and evidence-based decision-making. • Partnerships and Shared Interests: Community development engages the necessary partners at the community and Government levels. • Common Vision: Community members and Government define a common vision for the future. • Focus on Community Assets: Community development is built on existing community capacity and assets. • Volunteerism: Community development values, respects, nurtures and encourages volunteerism. <p>In addition, the Opportunities for Prosperity Strategy identified the need to support and encourage community initiatives. Therefore each RDA region has embarked on specific economic development opportunities that are priorities for their local area. When the provincial strategies were developed the RDAs participated in coordinating regional meetings and ensuring there was bottom up input into the provincial strategy. Overall, the main focus of the province is to provide support for these locally identified priorities.</p> <p>Furthermore, at the regional level the province requires that an annual business plan be prepared as part of their funding arrangement with the RDAs. These business plans reflect the regional priorities for each RDA and allow an opportunity for collaboration in connecting on provincial initiatives and work being undertaken by Nova Scotia Business Inc.</p>
<p>6. Is there a rural/regional development program?</p>	<p>Yes – the Nova Scotia Ministry of Economic Development supports regional economic development through the Community Economic Development Program. It is under this program that the RDAs are supported.</p>
<p>7. Direct funding support for regional development program?</p>	<p>Yes – The Nova Scotia Government helped establish the twelve Regional Development Authorities through Community Econ. Dev. Program funding.</p> <p>On-going funding support is also provided with a new four year commitment now in place through the Community Economic Development Program providing \$125,000 annually to each RDA. This funding is allocated \$100,000 towards economic development and \$25,000 to community services.</p> <p>This funding is partnered with funding from the communities and the federal government, with a requirement for each level of government to contribute one-third. However, the provincial funding has typically been partnered with an additional \$450,000 from the federal government and communities annually in recent years.</p> <p>In addition, Nova Scotia Business Inc. works with businesses from across all regions of the province. In 2007 the corporation received provincial government grants under four areas including:</p> <ul style="list-style-type: none"> • Operating grant of \$10.2 million;

	<ul style="list-style-type: none"> • Strategic Investment grant of \$10.4 million; • Valuation allowance grant of \$1.6 million; and, • Capital grant of \$1.2 million. <p>Nova Scotia Business Inc. has approximately 60 staff and many of them are located in the regions and work closely with the RDAs. Nova Scotia Business inc. and the Ministry of Economic Development have worked closely on specific business attraction ventures that see the leveraging of additional federal and provincial support such as training funding and payroll rebate program into specific projects on an on going basis.</p>
8. Are there specific funds assigned to rural initiatives?	No – considered under regional programming.
Northern Development Focus	
9. Does the government support northern dev.?	Not applicable
10. Is there a dedicated unit for northern development?	Not applicable
11. Is there a Northern Development Strategy?	Not applicable
12. Are there specific project funds assigned by the Government for northern development?	Not applicable
Joint Programming Initiatives with Federal Government that Supports Above Activities	
13. Does the Government have any joint Federal/ Provincial Agreements or initiatives in support of Rural/Regional Development?	<p>Nova Scotia Economic Development staff work closely with the Federal Government within federal economic development portfolios like the Atlantic Canada Opportunities Agency (ACOA)/ Enterprise Cape Breton Corporation, Human Resources Development Canada, and Industry Canada.</p> <p>ACOA is a key funding partner in the Regional Development Authorities initiative. The province and federal government first funded the RDAs on a five year partnership agreement through the federal economic diversification program which ended in 1999. Since then the federal and provincial government continue to support the RDAs collaboratively and have ensured their programming requirements are similar and that the federal and provincial staff work collaboratively on evaluation and allocation of funding to the RDAs.</p>
14. Northern development joint projects with the Federal Government	Not applicable
References and Resources	
<ol style="list-style-type: none"> 1. Website for Nova Economic Development: http://www.gov.ns.ca/econ/overview/default.asp 2. Website for Nova Scotia's Opportunities for Prosperity strategy: http://www.gov.ns.ca/ecor/strategy 3. Website for Nova Scotia Business Inc.: http://www.novascotiabusiness.com 4. Website for Nova Scotia's Opportunity for Sustainable Prosperity 2006: http://www.gov.ns.ca/econ/ofsp/docs/OfSP2006_Economic_Sectors-Outcomes_and_Activities.pdf 5. Website for Nova Scotia Sustainable Prosperity report Annual Progress Report 2006-2007: http://www.gov.ns.ca/econ/ofsp/docs/OfSP_2007_Progress_Report.pdf 6. Website for Nova Scotia's Regional Development Authorities: http://www.nsarda.ca/ 	
Contacts	
<ol style="list-style-type: none"> 1. Chris Bryant, Director, Department of Economic Development, Community and Rural Development Services. Telephone (902) 424-3545. 	

3.3 New Brunswick

Provincial Level Economic Development Focus	
1. Is there a defined Provincial Economic Development Strategy?	Yes – With the election of the new Liberal government in 2006, a new economic and provincial development strategy was created, around “transformative change”. Titled <i>Our Action Plan To Be Self-sufficient in New Brunswick</i> , the thrust of the strategy is, as its name implies, getting New Brunswick to the state of self-sufficiency, although the term is never clearly defined. The tone of the document has a note of defiance with numerous references to “those” who might be sceptical of the province’s ability to be self-sufficient. Another underlying theme is the province’s declining population, which is seen as a major threat to the economy, community stability and quality of life.
2. Provincial Economic Development Focus?	The Action Plan has the following four pillars: <ul style="list-style-type: none"> • Economy – secure the economic base and its jobs through investment attraction, an improved business environment, increased competitiveness and productivity among key resource industries, new economic infrastructure, and targeted development for the energy and technology sectors. • Workforce – improve workforce capabilities by increasing services targeted at pre-school children (e.g. daycare), improved training and lifelong learning capacity, rebalancing worker supply and demand among industries to overcome shortages/surpluses. Population growth is to be based on attraction programs for immigrants, youth and families. • Relationships – engage the public in the implementation of the Action Plan, develop cross-border strategic alliances, move forward on government-to-government relations with First Nations, and collaborate more closely with business, labour groups and communities. • Government – the emphasis here is on health care, services, a renewed public service and stronger communities.
Regional and Rural Economic Development Focus	
3. How does the government define rural?	In New Brunswick, both municipalities (city, town or village) and rural communities have a governance structure, with a locally elected council, that has the authority to make decisions on behalf of the community it serves and has the responsibility of providing local services and enacting by-laws. There are close to 100 municipalities, but only two rural communities. There is an initiative (<i>Our Communities – Our Future</i>) in the province to encourage villages and unincorporated communities (Local Service Areas) to reorganize as rural communities. These are essentially local government initiatives and do not deal particularly deal with with community economic development.
4. Is there a dedicated unit for rural development?	No – There does not appear to be a substantial distinction in New Brunswick between rural and “non-rural” areas, primarily because differences between the largest cities and unorganized communities are obscured by their geographical proximity.
5. Is there a provincial rural development strategy?	No.

<p>6. Is there a rural/regional development program?</p>	<p>Partially – Other than the Department of Local Government, Business New Brunswick (BNB) has a lead role in community economic development by coordinating the provincial government’s role in business and economic development. Core services include business expansion and innovation, export development, strategic business support, investment attraction, immigration and film. However, BNB does not have a rural-specific program. Rather its programs, which are business-specific, are delivered through a variety of services, as noted above.</p> <p>Although “rural” does not take a front seat in economic development, there is an emphasis on “regional” delivery and involvement. This is accomplished through two major partnerships.</p> <ul style="list-style-type: none"> • The Community Economic Development (CED) partnership includes BNB as well as two other provincial agencies Training & Employment Development and Regional Development Corporation, the Atlantic Canada Opportunities Agency and Human Resource Development Canada, and the Enterprise Network (the association which represents the 15 regional Enterprise Agencies). The mandate of the partnership is to support and enhance the community economic development framework within the province. <p>This CED framework is unique in Canada in engaging all three levels of government in an integrated regional approach to economic and labour force development. It allows input from municipalities and community representatives on senior government services and program delivery. It also ensures that the business community is engaged.</p> <p>The 15 regional Enterprise Agencies (EAs) have a mix of unique programs designed to meet the needs of their particular region, and province-wide core programs and services, including:</p> <ul style="list-style-type: none"> • Small business counselling and development; • Business plan development; • Information on all available financial assistance; • Information on markets, transportation, wage rates and taxes; • Export development and investment information; and, • Help locating suitable real estate to rent or purchase. <p>The majority of CEDAs function as the main economic development agency for communities in their region.</p> <ul style="list-style-type: none"> • The Regional Development Corporation (RDC) is the provincial Crown Corporation that plans, coordinates and implements regional and economic development initiatives for the Province of New Brunswick. The primary role of RDC is to work with other governmental agencies, institutions and not-for-profit groups to assist economically challenged regions. RDC is the lead agency in the planning and negotiation of all Canada – New Brunswick economic development and infrastructure agreements save and except for highways. As noted below it is responsible for administering area-specific programs such as Acadian Peninsula and Restigouche-Chaleur economic development funds. • New Brunswick also has a Rural Team similar to other provincial rural teams sponsored by the federal government’s Canadian Rural Partnership (CRP). The CRP assists federal and provincial departments in developing partnerships for facilitating rural community viability.
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	<p>The New Brunswick Rural Team (NBRT) carries out its mission through eight strategic key areas: the Rural Dialogue, the Rural Lens, rural research, partnerships & capacity building, lessons learned and community links, communications & knowledge transfer, management and engaging rural youth. Made up of representatives from federal and provincial departments and agencies, NBRT is tasked with the implementation and testing of new approaches and practices to respond to rural development issues and concerns. NBRT has a focused role and objectives within each of the eight strategic areas.</p>
7. Direct funding support for regional development program.	As noted above, the three economic development funds total \$125 million. Each funding program is to be completed in 2009.
8. Are there specific funds assigned to rural initiatives?	<p>Yes. RDC manages three regional funds:</p> <ul style="list-style-type: none"> • Miramichi Regional Economic Development Fund - \$25 million • Acadian Peninsula Economic Development Fund - \$50 million • Restigouche-Chaleur Economic Development Fund - \$50 million <p>Under the management of the Regional Development Corporation, the funds provide funding for economic and social development activities that are consistent with the objectives of a regional Action Plan. Funding is designed to be a complementary source of financial assistance to regular departmental budgets and other financial assistance programs and designed to support commercial, and designed to support non-commercial initiatives. All initiatives must be submitted and sponsored by a department, an agency or Crown Corporation in order to be eligible for funding.</p>
Northern Development Focus	
9. Does the government explicitly support northern development?	No – As a relatively small and compact province, New Brunswick does not differentiate rural from “northern” issues that the larger and more populous provinces do.
10. Is there a dedicated unit for northern development?	N/A
11. Is there a Northern Development Strategy	N/A
12. Are there specific project funds for northern development?	N/A
Joint Programming Initiatives with Federal Government that Supports Above Activities	
13. Does the Government have any joint Federal/ Provincial Agreements or initiatives in support of Rural/Regional Development?	<p>Not Specifically – Apart from the Rural Team (which is comparable across Canada for all provinces and territories), and federal provincial agreements for targeted measures such as labour, training, and infrastructure, the regional programs in New Brunswick do not have federal funding.</p> <p>In addition, the Atlantic Canada Opportunities Agency (ACOA), like its western equivalent Western Economic Diversification, is also active in supporting regional and community economic development partnerships and projects. It promotes and administers federal initiatives such as the Innovation Strategy and Infrastructure Canada Program, and oversees several region-wide funding programs. ACOA also supports the Community Business Development Corporations (CBDCs), the eastern equivalent of Community Futures, which serve rural Atlantic Canada. CBDCs assist in the creation of small businesses, and in the expansion, modernization and stabilization of existing businesses. Like</p>

	Community Futures, CBDC's offer both technical and financial services for entrepreneurs in their respective regions.
14. Northern development joint projects with the Federal Government	N/A
References and Resources	
<ol style="list-style-type: none"> 1. Main government website. Available at: http://www.gnb.ca/index-e.asp 2. <i>Our Action Plan To Be Self-sufficient in New Brunswick</i>. Available at: http://www.gnb.ca/2026/OSSPDF/report-E.pdf 3. Enterprise network available at: http://www.enterprise-entreprise.ca/ 4. Canadian Rural Partnership website available at: http://www.rural.gc.ca/team/nb/a_01_e.phtml 	

3.4 Quebec

Provincial Level Economic Development Focus	
1. Is there a defined Provincial Economic Development Strategy?	<p>Yes - The <i>Quebec Advantage</i> was produced in 2005.</p> <p>The underlying objective of the strategy is fostering prosperity and wealth creation for Quebecers. The standard of living, as measured by per capita personal income, is the measure articulated in the strategy. In Canadian terms, it is unusual for such a high level government strategy document to put forward such a clear and measurable benchmark.</p>
2. Provincial Economic Development Focus?	<p>The challenges presented in the strategy include:</p> <ul style="list-style-type: none"> • Create wealth in all regions • Increase productivity • Rely on research, innovation and technology transfer • Face growing competition • Develop an upcoming generation of entrepreneurs • Respect the imperatives of sustainable development <p>The advantages implied in the strategy title include:</p> <ul style="list-style-type: none"> • Competitive business environment • Favourable investment environment • Leadership in research and development • Competent workers • Competitive small and medium sized businesses • Export-based economy • Solid key sectors • Abundant and renewable energy • Dynamic and innovative regions <p>The strategy explicitly acknowledges the disparity in base economic measures such as employment and income between wealthy urban centres and remote rural areas and the intention to address this by creating “dynamic and innovative regions” is also more specific than the other provincial strategies we reviewed. To address this issue, a key strategy goal is to put broader powers and a greater range of tools in the hands of the regions under the terms of regionalization and decentralization.</p>
Regional and Rural Economic Development Focus	
3. How does the government define rural?	<p>The <i>National Policy on Rurality</i> applies to 1,011 municipalities and a population of about 1.9 million, which would put most communities outside of the Montreal, Quebec City and capital region in this category.</p> <p>However, the document goes to some length to explain its definition of “rurality” mainly from sociological and socio-economic perspectives, as well as geographic. “The concept of rurality is defined from a sociological and geographical standpoint as a space inhabited by small human communities, whose values of mutual aid and shared history still focus on pride and a sense of belonging to a community, a territory and a family. Rural areas are characterized by a dynamic and social, cultural and economic practices centred on proximity, conviviality, mutual aid and cooperation. These human communities are depicted</p>

	<p>as living environments in which the land, everyday relations and social cohesion are closely linked.”</p>
<p>4. Is there a dedicated unit for rural development?</p>	<p>The Ministry of Economic Development, Innovation and Export is responsible for overseeing the implementation of the <i>Quebec Advantage</i> which itself spells out many regional initiatives.</p> <p>However, it is the Ministère des Affaires municipales et Régions (Ministry of Municipal Affairs and Regions) that provides overall support to regional and rural economic development in the province. This Ministry works with an interdepartmental and interregional committee to guide rural economic development. The Ministry maintains staff in 16 regional offices across the province as well as headquarter staff in Quebec City.</p>
<p>5. Is there a provincial rural development strategy?</p>	<p>When it was elected in 2003, the Liberal government changed the approach to regional development by placing greater emphasis on the assumption by each region of responsibility for its own development.</p> <p>As part of the <i>Quebec Advantage</i> the government intended to develop niches of excellence in each region as essential conditions of their development and to support the vitality of rural areas. It noted that economic conditions and development is precarious in certain territories especially those relying on single industry sector or business. Two hundred single industry towns were identified, half of which are forestry dependent.</p> <p>ACCORD regional committees were set up to identify niches of excellence characterizing each of the 14 regions, on the basis of the studies and analyses. As a result each region gave priority to between four and six sectors ranging from tourism to biotechnology to various forms of value-added manufacturing.</p> <p>The other main strategic initiative flowing from the <i>Quebec Advantage</i> was the <i>National Policy on Rurality</i>. It provides the direction for the provincial government to work with local and regional community leaders to develop joint commitment to investing and innovation for developing rural economies. The policy is confirmed by a formal agreement between the government, the Quebec Federation of Municipalities (representing the regional country municipalities, or RCMs), the Union of Quebec Municipalities, Soudarite Rurale du Québec (a multi-stakeholder group representing local government, community group, church group and private industry members) and the Association of Local Development Centres (CLD).</p> <p>It is important to note that, apart from the lead Ministry of Municipal Affairs and Rural Areas, all major line ministries have made their own separate commitments of support for the Rurality policy. These are bound not only by participation in various task forces and programs, but also by direct targets and measures that must be reflected in ministry plans.</p> <p>The main policy directions include:</p> <ul style="list-style-type: none"> • Promote the renewal and integration of newcomers. • Foster human, cultural and physical resources. • Ensure the survival of communities. • Maintain a balance between quality of life, the environment and the economy.

<p>6. Is there a rural/regional development program?</p>	<p>There is no single rural or regional program in Quebec. Instead, there are numerous programs, more than any other province, either dedicated to rural development or with a rural component to a province-wide program.</p> <p>Specific initiatives mentioned in the <i>Quebec Advantage</i> include:</p> <ul style="list-style-type: none"> • Establish the regional conference of elected officials (CREs) which have a mandate to foster cooperation and plan regional development. • Strengthen the role of the regional county municipalities (RCMs) by allowing them to adopt “any measure” necessary to promote local development and support for entrepreneurship. They can assign such promotion to local development centres (CLDs). • Three separate funding programs to help with regional transition and adjustment (discussed under item 8 below). • Regional processing of loan files handled by Investissement Quebec. • Development of the wind power sector. <p>Three sub-initiatives flowing from the regional development objectives of <i>Advantage Quebec</i> include:</p> <ul style="list-style-type: none"> • The Ministry of Economic Development, Innovation and Export was also commissioned with a strategy to coordinate government initiatives aimed at the enterprises on which single-industry municipalities depend in order to consolidate and diversify their economies, with priority to be given to those deemed most at risk, mainly through reliance on the assistance fund for single-industry municipalities in crisis. • The Ministry of Municipal Affairs and Regions was tasked in 2006 with a territorial development policy in collaboration with the government departments concerned and aimed at the integrated development of the regions. • The Ministry of Natural Resources was tasked in 2006 with creating a strategy to create wealth by means of natural resources in partnership with the regions and the aboriginal communities. <p>The result of MAR’s efforts (second bullet above) was the Rurality policy. It was to be delivered mainly through a series of “rural pacts” with the 91 RCMs. Related programs for supporting rural development officers, experimenting with rural development laboratories, research in agri-food and non-wood forest sector development, and agency grants were also proposed (see item 8 below for further details).</p>
<p>7. Direct funding support for regional development?</p>	<p>The government has earmarked for the implementation of the <i>National Policy on Rurality</i> \$280 million over seven years, subject to the adoption by the National Assembly of the appropriations, and their availability. The funds will be used as follows:</p> <ul style="list-style-type: none"> • \$213 million is being allocated to the implementation of 91 rural pacts to be concluded with the RCMs. • \$25.3 million is being allocated to ensure the continuity of the services of rural development officers. • \$15.5 million is allocated to experiment with rural development laboratories. • \$8.6 million is being allocated to the Fonds d’initiative pour l’avenir rural. • \$12 million is allocated to foster the creation of specialty rural products in the cultural agri-food and non-wood forest products sectors. • \$5.6 million is allocated to fund Solidarité rurale du Québec in its capacity as an advisory body on rural development.

<p>8. Are there specific funds assigned to rural initiatives?</p>	<p>In addition to the funds available through the Rurality policy programs, the government established the Regional Economic Intervention Fund (FIER) to support the start-up and development of businesses in the regions. The fund has a \$378-million budget and makes it possible, through a partnership formula with the private sector, to generate investments worth up to \$682 million. FIER has three components:</p> <ul style="list-style-type: none"> • Support funds of \$36 (leverage to \$54 million once regional contributions are included) for the CREs. These funds go into equity investments, with a maximum contribution of \$250,000 per. • Regional Investment Funds are managed by limited partnerships in which the region holds the majority share, based on two-for-one government/private sector contribution. The government share is \$10 million per fund to a total of \$192 million for the program. • FIER Partners limited partnerships is the third component. It is aimed at sector developments, seed capital and regional developments. Total government contribution is \$170 million. <p>Invest Quebec provides oversight and guidance through a subsidiary company.</p> <p>Invest Quebec is the agency tasked with attracting capital and investment into the province, both from outside and inside investors. Most of its funding programs are targeted at specific industries, but it also sponsors some regional measures including:</p> <ul style="list-style-type: none"> • Resource Regions is designed to encourage economic diversification in resource regions as well as stimulate development and expansion of local businesses. Eligible corporations can obtain a tax credit until December 31, 2009. • Eligible manufacturing SMBs can obtain a tax holiday until December 31, 2010 by investing in remote resource regions. A similar tax holiday is available for companies investing in maritime regions.
<p>Northern Development Focus</p>	
<p>9. Does the government explicitly support northern development?</p>	<p>Yes – The geography of Quebec is such that the wealthy urban centres are all in the southwest of the province. The regional and rural programs and initiatives discussed above apply equally to eastern, central and northern regions of the province. The two northern Quebec regions (Cote-Nord and Nord-du-Quebec) do not have separate programming.</p> <p>However, northern development is expressed through other avenues. The extreme north is primarily composed of aboriginal communities for which there are numerous development programs and a dedicated ministry. Secondly, Hydro Quebec, with its massive hydro developments in the north is engaged in numerous benefits agreements with aboriginal peoples.</p>
<p>10. Is there a dedicated unit for northern development?</p>	<p>No.</p>
<p>11. Is there a Northern Development Strategy</p>	<p>No.</p>
<p>12. Are there specific project funds for northern development?</p>	<p>Agencies such as Invest Quebec have periodically delivered programs for northern regions, including a \$34 million loan and loan guarantee program for northern cooperatives.</p> <p>In addition, the Aboriginal Development Fund and Aboriginal Initiatives Fund are available for aboriginal economic and community development.</p>

Joint Programming Initiatives with Federal Government that Supports Above Activities	
13. Does the Government have any joint Federal/ Provincial Agreements or initiatives in support of Rural/Regional Development?	Not Specifically – The federal-provincial Rural Team exists in Quebec as it does in the other provinces.
14. Northern development joint projects with the Federal Government	None.
References and Resources	
<ol style="list-style-type: none"> 1. Quebec economic development strategy, available at: http://www.mdeie.gouv.qc.ca/index.php?id=3711 2. The <i>National Policy on Rurality</i>, available at: http://www.mamr.gouv.qc.ca/publications/regions/en/ruralite_politique_anglais.pdf 3. <i>Rural Partnership Agreement</i>, available at: http://www.mamr.gouv.qc.ca/publications/regions/en/rural_agreement.pdf 4. Details on the niches of excellence for each of Quebec’s 14 development regions are available at: http://www.mdeie.gouv.qc.ca/index.php?id=3717 	

3.5 Ontario

Provincial Level Economic Development Focus	
1. Is there a defined Provincial Economic Development Strategy?	<p>Ontario does not have a unified economic development strategy linking provincial-level goals and policies down to Ministries, programs and services.</p> <p>The Ministry of Economic Development and Trade has a strategy branch that undertakes economic analysis and research, program development and implementation, policy development and coordination within the ministry and with other ministries.</p> <p>In its annual <i>Ontario Economic Outlook and Fiscal Review</i> the government has clearly emphasized investment strategies to underpin its approach to economic development. This is done on three main fronts, tax reductions, investments in people/communities and investments in infrastructure.</p>
2. Provincial Economic Development Focus?	<p>Ontario's economic development focus, as articulated by the Ministry of Economic Development and Trade (MEDT), is on investment attraction, innovation and competitiveness, and exports. Two key investment strategies are:</p> <ul style="list-style-type: none"> • The Advanced Manufacturing Investment Strategy (repayable loan program). • The Ontario Automotive Investment Strategy is a \$500 million program that invests in skills training and innovation in the auto industry. <p>In supporting this high-level strategy, two prominent branches are the Investment Branch and the International Trade Branch.</p> <p>At one time, MEDT had an Urban Economic Development (UED) Branch which worked to build stronger regional economies in the largest urban centres of Southern Ontario. This branch no longer exists.</p>
Regional and Rural Economic Development Focus	
3. What is the definition of rural in the provincial context?	<p>When composing its <i>Rural Plan</i>, the government noted that defining rural was a complex task. Criteria touched on population size, population density, proximity to urban centres, extent of economic diversification, variety and access to services, and so forth. The plan finally settled on a definition that included 1) smaller centres adjacent to major cities, 2) small towns and villages, 3) First Nations communities and 4) remote locations in the North. This basically captures all communities outside major urban centres (e.g. cities of Hamilton, Ottawa, London, Windsor, the Greater Toronto Area, and the Regions of Niagara and Waterloo). This captures about 4.5 million people.</p>
4. Is there a dedicated unit for rural development?	<p>Yes – Responsibility for rural development used to rest with the Rural Development Division of the Ministry of Municipal Affairs and Housing. It has now shifted over to the Ministry of Agriculture, Food and Rural Affairs (MAFRA).</p> <p>MAFRA inherited the province's plan for rural development called the <i>Ontario Rural Plan</i> which is the cornerstone of the Rural Economic Development (RED) program.</p>

<p>5. Is there a provincial rural development strategy?</p>	<p>Yes - The <i>Rural Plan</i> (otherwise titled <i>Strong Rural Communities, Working Together for Success</i>) is a long-term commitment by government to improve quality of life of rural residents. The plan's objectives, first set out in 2004, focused on creating better health care, schools, and jobs in rural Ontario. The stated vision is <i>Strong, Healthy, Prosperous</i>.</p> <p>The key elements of the Rural Plan are as follows:</p> <ul style="list-style-type: none"> • Local economic development - emphasis on sustainable resource-based industries. • Strong local leadership – emphasis on providing tools and support to municipalities and volunteer organizations to they can build capacity to lead. • Skilled workforce – major investments in skill development, mainly through integration of province-wide initiatives, but also by one-off programs linked to plant/facility development or expansion. • Modernize infrastructure – emphasis on water, highways, culture/recreation and housing, but also strategies for helping municipalities raise financing to enable their contributions. • Access to health care – emphasis on recruitment of professionals, streamline service delivery and construction of more infrastructure. • Healthy living – target on improving key socio-economic indicators (e.g. life expectancy, smoking and diabetes rates, etc.) • Land use planning – as implied, more coordination of planning around sustainability and preservation of agriculture land. • Education – emphasis on making the school system more responsive to local needs, including those of community groups.
<p>6. Is there a rural/regional development program?</p>	<p>Yes – MAFRA's program has created an Internet-accessible set of community resources to support local economic development planning. Known as REDDI (Rural Economic Development and Data Intelligence), its interactive applications and web-enabled products help communities and regions understand their local economies and develop strategies to address local priorities. Components include:</p> <ul style="list-style-type: none"> • Business retention and expansion tool-kit. • Tools for assessing community implementation capacity. • Tools for economic analysis. • Project evaluation guidelines. • A First Impressions Community Exchange which helps small communities gain insights through the eyes of first-time visitors. • Rural Development Program. As noted above, this is a funding support program designed to enhance rural economies but also develop skills and improve access to health care. Thus, the program is more aligned to overall community infrastructure goals rather than economic development objectives. <p>MAFRA also manages Regional Economic Development Teams that work with businesses, entrepreneurs, municipalities, communities and individuals to help them address business and economic planning priorities. Specifically, the Teams assist clients access, interpret and get the best results out of REDDI. As seen above, this can involve regional economic development topics, but the MAFRA refers to the Teams as more a business development resource than a community one.</p>

7. Direct funding support for regional development?	Yes – The RED invested \$11.1 in 2006 in 39 projects around the province. Supplementary funding of \$9.6 was also provided, for a total of \$20.7 million. Funding was provided in support of a broad range of economic development initiatives, such as strategic planning, community asset appraisal, tourism development and support for the creation of niche markets. Innovation in agriculture was also recognized and supported, through assistance to new and alternative on-farm technologies.
8. Are there specific funds assigned to rural initiatives?	Yes. As noted above.
Northern Development Focus	
9. Does the government explicitly support northern development?	Yes – The economy of Ontario, like Quebec and the western provinces, is characterized by a concentration of economic activity, manufacturing and wealth in southern areas and by remote northern regions where resource extraction forms the economic base. The northern areas also tend to be poorer, less diversified, under-serviced and with a much greater percentage of aboriginal people than the south.
10. Is there a dedicated unit for northern development?	<p>Yes - The Ministry of Northern Development and Mines (MNDM) has responsibility for community and regional economic development in northern Ontario. It is the only regional ministry within the government and plays a central role in northern affairs. MNDM has community development representatives located in over 200 communities spread across the six northern regions and its Northern Development division is based in Sault St. Marie.</p> <p>It basically covers all of the land area north of Parry Sound and west of North Bay, including the major communities of Sault St. Marie, Sudbury and Thunder Bay.</p> <p>Their primary focus is to deliver front line services in the North, advocate in the capital for Northern interests and support the mineral sector through administration of the Mining Act and provision of geological information services to industry.</p> <p>The Northern Development division has four sections, one of which is the Regional Economic Development Branch. The Branch has established an integrated network of area teams to serve as the focal point for economic development in Northern Ontario. The North has been divided into six service areas around the following centres: Kenora, Thunder Bay, Sault Ste. Marie, Timmins, Sudbury and North Bay.</p> <p>Working together, the Regional Economic Development Branch's area teams deliver the province's economic and social development programs and services in the North. In addition, area teams gather northern perspectives and input on provincial policy and program development. They also promote trade and investment marketing opportunities by highlighting the North's competitive advantages at national and international trade shows and conventions. The focus of the area teams is on business development.</p> <p>Generally, the teams coordinate access to ministry and other government programs and services and provide advice in the following areas:</p> <ul style="list-style-type: none"> • strategic business planning; • sourcing of new ideas; • products and services; • adoption of new technology to increase profits and reduce costs; • domestic and export market development;

	<ul style="list-style-type: none"> • financing; and • improving business competitiveness. <p>Other sections of the division include:</p> <ul style="list-style-type: none"> • Trade and Investment Marketing Group – investment attraction and trade initiatives. • Northern Development Councils Unit – member councils that lobby and represent Northern interests in Queens’ Park. • Northern Transportation – dedicated to transportation services and infrastructure. • Northwestern Ontario Economic Facilitator – the President of Wilfred Laurier was appointed to this position, which calls for act as a forum or conduit for public input into the in-progress Growth Plan for Northern Ontario (outlined below). <p>Northern Development is also responsible for the Northern Ontario Heritage Fund Corporation discussed below.</p>
<p>11. Is there a Northern Development Strategy</p>	<p>Yes – A new growth plan for Northern Ontario is now being developed. Once developed the plan will align provincial planning and investments to achieve the growth goals articulated in the plan. A similar plan has already been developed for the Greater Golden Horseshoe (Toronto and area).</p> <p>The plan focus will be on achieving a more sustained pattern of growth, recognizing unique challenges such as stemming youth out-migration, creating sustainable regions and improving infrastructure networks. The plan will build on the work already done by northern residents, the Northern Development Councils and northern municipalities, and follow closely upon the government’s actions and successes through the Northern Prosperity Plan, the Northern Ontario Heritage Fund Corporation, the Forest Sector Competitiveness Strategy and other initiatives.</p> <p>The Northern Prosperity Plan is the Growth Plan’s predecessor. It laid out four fundamental pillars upon which the province would pursue economic and community renewal in Northern Ontario:</p> <ul style="list-style-type: none"> • Strengthening the North and its communities – Example is the Northern Ontario Grow Bonds pilot project for local lending. • Listening to, and serving northerners better. • Competing globally – Example is the \$10-million Go NORTH international marketing initiative to attract investment. • Providing access to opportunities for all – Examples included new partnerships with First Nations, remote communities and youth.
<p>12. Are there specific project funds for northern development?</p>	<p>Yes - The aim of the Northern Ontario Heritage Fund Corporation (NOHFC) is to work with northern entrepreneurs and businesses to foster private sector job creation while supporting critical infrastructure and community development projects. There are six sub-programs:</p> <ul style="list-style-type: none"> • Enterprises North Job Creation • Emerging Technology • Infrastructure and Community Development • Northern Ontario Young Entrepreneur • Youth Internship and Co-op • Northern Energy <p>Since October 2003, the Northern Ontario Heritage Fund has invested about</p>

	\$207 million in some 960 northern projects, with an additional \$665 million in leveraged investments from partners.
Joint Programming Initiatives with Federal Government that Supports Above Activities	
13. Does the Government have any joint Federal/ Provincial Agreements or initiatives in support of Rural/Regional Development?	No
14. Northern development joint projects with the Federal Government	No.
References and Resources	
<ol style="list-style-type: none"> 1. Ontario's <i>Rural Plan</i> available at: http://www.omafra.gov.on.ca/english/rural/rural_plan/downloads/rural_plan.pdf. 2. <i>Towards More Effective Rural Economic Development In Ontario An Applied Research Project Final Report</i>. Available at: http://www.uoguelph.ca/OAC/SRPD/douglas1.pdf. 3. <i>Local Economic Development: Theory and the Ontario Experience</i>. Available at: http://www.rotman.utoronto.ca/iib/ITP0511.pdf. 	

3.6 Manitoba

Provincial Level Economic Development Focus	
1. Is there a defined Provincial Economic Development Strategy?	Yes – Manitoba’s Action Strategy for Economic Growth. Released in 2003, 18 pages.
2. Provincial Economic Development Focus?	The province’s economic development focus includes seven action points including: <ul style="list-style-type: none"> • Education and Skills; • Research and Innovation; • Supporting Investment; • Affordable Government; • Growing Immigration; • Manitoba’s Green Energy Advantage; and, • Building Communities.
Regional and Rural Economic Development Focus	
3. How does the government define rural?	Rural is defined as communities outside of Winnipeg.
4. Is there a dedicated unit for rural development?	Yes – In the 2006 reorganization of the Department of Agriculture, Food and Rural Initiatives greater emphasis placed on rural economic development.
5. Is there a specific Provincial Rural Development Strategy?	Yes – Manitoba has a public mandate document “The Creating Opportunities Action Plan”, Released in 2006, 15 pages.
6. Is there a rural/regional development program?	<p>The Creating Opportunities Action Plan, identifies six themes of value added opportunities including:</p> <ul style="list-style-type: none"> • Alternative Energy; • Tourism; • Agriculture; • Industry – services and manufacturing; and, • Aboriginal and northern. <p>Overall the Manitoba government is working in partnership with rural communities to add value to the natural, cultural and physical resources the province possesses and to provide the infrastructure to help rural communities grow and prosper.</p> <p>The Government of Manitoba recognizes the importance of rural Manitoba and provides ongoing financial support for Regional Development Corporations to promote regional initiatives in community and business development.</p>
7. Direct funding support for regional development program.	<p>Yes – Manitoba provides on-going support to Regional Development Corporations to promote regional initiatives in community and business development.</p> <p>Also have a Knowledge Centre in Brandon that provides extension services and business development services to rural communities. Business development also focused on industry viability issues.</p> <p>The Knowledge centre is also connected to a network of GO</p>

	(Growing Opportunities) Centres in 43 different communities in Manitoba, these small offices are primarily focused on agriculture issues but often have there is an economic development officer or business development officer that is focused on rural business and community development.
8. Are there specific funds assigned to rural initiatives?	Yes – The province provides \$16 million annually through the Rural Economic Development Initiative to support rural and northern economic development activities, including the Hometown Manitoba program which funded more than 160 community-improvement projects in the past year.
Northern Development Focus	
9. Does the government explicitly support northern development?	Yes – Through the Community Economic Development Fund which emphasis the needs of small and medium enterprises as well as Community Development Corporations.
10. Is there a dedicated unit for northern development?	Yes - “The Communities Economic Development Fund” is a Manitoba Crown Corporation with a board of directors and staff in northern Manitoba.
11. Is there a Northern Development Strategy?	Yes – There is a higher level strategy – the Northern Development Strategy, this strategy is focused on housing, health, transportation, education, economic development. For the economic development component the priority is on fostering value added opportunities for rural/regional areas.
12. Are there specific project funds for northern development	Yes – Through “The Communities Economic Development Fund”. Programs and Services is provided in four primary program areas: <ul style="list-style-type: none"> • Business Loan Program (\$5 million annually); • Fisheries Loans Program (\$4.5 million annually); • Community Programs: <ul style="list-style-type: none"> ○ TEAM Micro Enterprise Development ○ Community Partners <ul style="list-style-type: none"> ▪ Assist Community Development Corps; ▪ Economic Planning Assistance ○ Delivery of Rural Economic Development Initiatives Programs in North Eastern Manitoba. • Consulting Services <ul style="list-style-type: none"> ○ Logistical Assistance to companies relocating to Northern Manitoba ○ Program Development Assistance to other levels of government. <p>The loans programs have been in place since 1972, consulting support began in the early 1990s, while the community pilot program was initiated in 2005.</p>
Joint Programming Initiatives with Federal Government that Supports Above Activities	
13. Does the Government have any joint Federal/ Provincial Agreements or initiatives in support of Rural/Regional Development?	Rural TEAM Manitoba – through the rural secretariat, however, this is primarily a federal initiative and the province does participate. Community Futures serves as the conduit for much of the federal effort on economic development.

14. Northern development joint projects with the Federal Government	Not currently
References and Resources	
<ol style="list-style-type: none">1. Website for Community Economic Development Fund: www.cedf.mb.ca2. Manitoba's Action Strategy For Economic Growth: http://www.gov.mb.ca/finance/budget07/economic_strategy/index.html?3. Creating Opportunities Consultations: http://www.gov.mb.ca/agriculture/news/creatingopp/report1.html4. http://www.gov.mb.ca/agriculture/ri/pdf/hometown_mb_broch.pdf	
Contacts	
<ol style="list-style-type: none">1. Kevan Sumner, Rural Policy Analyst, Manitoba Agriculture, Food and Rural Initiatives contacted on February 8, 2008 at telephone (204) 726-6225.	

3.7 Saskatchewan

Provincial Level Economic Development Focus	
1. Is there a defined Provincial Economic Development Strategy?	<p>Partially – The <i>Saskatchewan Action Plan for the Economy</i> was launched in 2005, following the wind-up of the 2001 <i>Partnership for Prosperity</i> document. The genesis of the plan was the Saskatchewan Centennial Summit held in January 2005.</p> <p>However, with the November provincial election, and the change in government, these plans are now in a state of transition.</p>
2. Provincial Economic Development Focus?	<p>The existing plans are focused on four strategic fronts, including building natural strengths, extending research and innovation, promoting competitive advantages and broadening the economy and workforce.</p> <p>Sector and competitive focus is on the following areas:</p> <ul style="list-style-type: none"> • All four primary industries (agriculture, mining, oil/gas, forestry) • Technology commercialization • Workforce and infrastructure development • Manufacturing support (capital, workforce, networking) • Tourism and film
Regional and Rural Economic Development Focus	
3. How does the government define rural?	<p>The Ministry of Saskatchewan Municipalities has a hierarchy of municipalities beginning with Big Cities (Regina/Saskatoon), Small Cities, Towns/Villages, Northern Communities and Rural Municipalities.</p> <p>In practical terms, that is for the purposes of policy and program development and delivery, rural is generally mean to include any area outside of the two major cities of Regina and Saskatoon.</p>
4. Is there a dedicated unit for rural development?	<p>The government had established a new department, Saskatchewan Rural Development, to bring together programs and services to further promote economic development and diversification in rural areas.</p> <p>Key recommendations out of the <i>Action Committee on the Rural Economy</i> (ACRE) that the department is pursuing include:</p> <ul style="list-style-type: none"> • Business development • Infrastructure • Taxation • Competitiveness • Capital investment • Trades training • Immigration • Increased involvement of First Nations and Métis people. <p>In December 2008, the Department was replaced by a new Ministry of Enterprise and Innovation. ACRE is in the final stage of completion and is not expected to continue.</p>

<p>5. Is there a provincial rural development strategy?</p>	<p>No – ACRE was established in 2000 to act as a catalyst for positive change and explore new areas for economic growth in rural Saskatchewan. Many of ACRE's 185 recommendations to government were implemented, including changes to resource royalty structures and farmland ownership regulations, and the creation of a new <i>Rural Development</i> department to help promote and revitalize the rural economy.</p> <p>In 2005, the department (Saskatchewan Rural Development) prepared <i>A Strategy for Rural Saskatchewan: Responding to ACRE</i> to further outline strategies and actions it was felt were necessary to revive the rural economy in Saskatchewan.</p> <p>The vision articulated in <i>The Strategy for Rural Saskatchewan</i> is as follows:</p> <p style="padding-left: 40px;">We believe in a prosperous rural Saskatchewan, where individuals, communities, businesses and government work together to achieve sustainable economic development and an enhanced quality of life.</p> <p>The government goes on to say that while it will strive to build an environment that encourages development to take place, <u>it is up to individual Saskatchewan people, working alone or as part of their community, to make that development happen.</u></p> <p>With the election of the Saskatchewan Party in the November 2007 provincial election many ministries and programs are in a state of flux. Both the ACRE and the Rural Strategy are in the process of being “wound up”.</p>
<p>6. Is there a rural/regional development program?</p>	<p>Yes – Five years ago, the then Department of Industry and Resources (DIR) was responsible for regional economic development, engaging in business development, cooperative development, investment attraction, and community economic development. DIR had eight regional offices pursued its mandate by working mainly with small businesses and communities on program delivery.</p> <p>One of the major tools managed by DIR was the Regional Economic Development Authorities (REDA) program. REDAs allow communities and organizations to join together to plan for economic development in the regions. Regional Economic Development Authorities (REDAs) were introduced in Saskatchewan's Partnership for Renewal economic strategy in 1992 as a way of encouraging groups to network, share ideas, and efficiently promote the region. There are now 28 REDAs across Saskatchewan.</p> <p>The REDA 's general purpose is to enable communities to coordinate, consolidate and better provide their CED services and initiatives. The seven CED service areas are:</p> <ul style="list-style-type: none"> • co-ordination of services (interests, partners, plans, resources and efforts); • organizational development and planning services; • education and training services; • information services; • research and development services; • promotion and marketing services; and, • local initiatives and project management services. <p>To assist with service delivery, the government provides (in addition to cost-shared financing) REDAs with a package of professional and business development services and technical expertise. There is an emphasis on helping</p>

	<p>the authorities build their organizational capacity so they can better contribute to regional development.</p> <p>It also provides ongoing examination of government support programs for business and, where appropriate, redesigning them so they can be delivered by REDAs. An example of the latter are the Regional Business Enterprise Centres established to provide assistance to people starting or expanding small businesses. They are operated in conjunction with REDAs and include partner organizations such as department regional offices, Community Futures Development Corporations, chambers of commerce, Western Economic Diversification, Women Entrepreneurs of Saskatchewan, and tribal councils. The centres are regional access partner sites of the Canada-Saskatchewan Business Service Centre.</p> <p>Participation in REDAs by municipalities is voluntary. Non-participating municipalities can access services on a fee-for-service basis.</p> <p>Responsibility for REDAs has now been transferred to the new Ministry of Enterprise and Innovation.</p>
<p>7. Direct funding support for regional development?</p>	<p>Yes – REDAs were created based on a cost-sharing relationship between the province and community partners with a longer-term goal of self-support. Start up costs were covered under a cost-sharing approach as a one-time government expense. Regional contributions were evenly split between the province and the region. Significant guidelines included the exclusive use of cost-shared funds for REDA operation (e.g. no application of capital received from funding to provide individual assistance to businesses in the form of grants).</p> <p>Government funding could be accessed through either a two-stage (separate incorporation and first-year operation budgets) or one-stage process (one pooled budget). Provisions for \$10,000 in incorporation costs and \$40,000 in first year costs, resulting in \$25,000 in government funding based on the 50-50 split, were the same under each stage. The current policy has now switched to the one-stage formula.</p> <p>The initial objective of making REDAs self-sustaining may have been an unreasonable expectation and in any case no longer exists. They have become dependent on government financial aid. The current funding protocol is as follows:</p> <ul style="list-style-type: none"> • Annual cost-sharing allowance of up to \$60,000 from the provincial government for individual REDA projects; • An additional \$25,000 available for feasibility studies; and, • Contribution of up to 75% of costs for particular REDA projects conducted by students. <p>The total annual REDA budget is \$1.7 million.</p>
<p>8. Are there specific funds assigned to rural initiatives?</p>	<p>No – Saskatchewan does not have anything similar to the Rural Alberta Development Fund.</p> <p>The WEPA agreement (discussed below) is for Northern Saskatchewan, not rural Saskatchewan.</p>
<p>Northern Development Focus</p>	
<p>9. Does the government explicitly support northern development?</p>	<p>No – With the November 2007 provincial election all programming related to the Office of Northern Affairs, or Saskatchewan Northern Affairs (SNA) has been folded into the Ministry of First Nations and Metis Relations. There are no formal</p>

	plans at this time to separately identify northern development programs.
10. Is there a dedicated unit for northern development?	<p>Uncertain - Before being discontinued late in 2007, SNA had a mandate to promote the economic and social development of northern Saskatchewan communities in partnership with the federal government. This responsibility has now shifted over to the First Nations and Metis Relations ministry.</p> <p>In Saskatchewan, the “northern region” comprises Census Division 18, including the Athabasca area, northwest (Buffalo Narrows), north central (La Ronge) and northeast (Creighton). Also referred to as the Northern Administration District, it roughly encompasses the area north of the 54th parallel. It includes about 4% of the provincial population, though just less than half total land area. 84% of the population is First Nations.</p>
11. Is there a Northern Development Strategy	<p>In transition – Although there is no strategy document as such, SNA’s mandate was to plan and lead the delivery of investments under the Northern Development Agreement (NDA) on behalf of the provincial government, in conjunction with federal government and northern partners. Key service delivery partners for implementing the NDA were:</p> <ul style="list-style-type: none"> • Tripartite Management Committee (TMC), which reviews recommendations and makes decisions on projects to be funded under the NDA; • Northern Development Board Corporation (NDBC), which administers the NDA; • Federal government, which matches provincial funding through Western Diversification; and, • The six provincial departments that fund the \$10M provincial commitment for the five-year period ending 2006-07.
12. Are there specific project funds for northern development?	<p>No longer – The Northern Development Fund (NDF) was delivered by NDA to financially support business development to an average of 150 northerners annually. Types of support included:</p> <ul style="list-style-type: none"> • commercial loans to northern businesses; • primary production loans to trappers, commercial fishers, and wild rice growers; • grants for marketing, research, and development; • grants for organizational development and business skills training; • grants to encourage and support youth entrepreneurship; and, • financial support for Regional Development Corporations (RDCs). <p>Key service delivery partners for the NDF are the RDCs, which support northern regional economic development and the Northern Review Board (NRB), which makes recommendations on loan applications under the NDF.</p> <p>The NDF accounts for only a portion of the \$20 million NDA funding. For fiscal 2006-07, the total capital pool was \$2.5 million. The provincial allocation to NDF in 2007-08 was just over \$1 million, of which \$500,000 was for loan loss provisions. The total capital is now at about \$3 million.</p>
Joint Programming Initiatives with Federal Government that Supports Above Activities	
13. Does the Government have any joint Federal/ Provincial Agreements or initiatives in support of Rural/Regional	<p>Launched in 2002, the Canada-Saskatchewan Northern Development Agreement provides \$20 million in federal and provincial funds over five years to accelerate economic development and support the participation of northerners in the economy. Its term ended in February, 2007.</p>

Development?	A new agreement is now being negotiated with the federal government.
14. Northern development joint projects with the Federal Government	No.
References and Resources	
<ol style="list-style-type: none"> 1. <i>Saskatchewan Action Plan for the Economy</i>. Available at: http://www.ir.gov.sk.ca/adx/asp/adxGetMedia.aspx?DocID=5082,3087,2936,Documents&MediaID=12632&Filename=Action+Plan.pdf. 2. <i>Partnership for Prosperity: Success in the New Economy Final Progress Report</i>. Available at: http://www.ir.gov.sk.ca/pfp. 3. <i>A Strategy for Rural Saskatchewan</i>. Available at: http://www.ei.gov.sk.ca/adx/asp/adxGetMedia.aspx?DocID=365. 	
Contacts	
<ol style="list-style-type: none"> 1. Rochelle Smith, Saskatchewan Ministry of Enterprise and Innovation, (306) 787-5209. 	

3.8 Alberta

Provincial Level Economic Development Focus	
1. Is there a defined Provincial Economic Development Strategy?	<p>Yes – Sustaining Tomorrows Prosperity, updated summer 2005, summary 20 pages. Securing Tomorrow's Prosperity is the economic component of the Government of Alberta's 20 year, long-term Strategic Business Plan.</p> <p>The provincial economic development strategy is currently being revised.</p>
2. Provincial Economic Development Focus?	<p>The province is currently revising it's provincial economic development focus. Focused on four strategic directions including:</p> <ul style="list-style-type: none"> • Enhancing Alberta's Current Competitive Advantage; • Build the Capacity of Alberta's Innovation System; • Grow and Strengthen Alberta's SMEs; and, • Focus on Priority Value-Added Sectors. <p>With the plan being revised the province is focusing its value added effort on five key areas including:</p> <ul style="list-style-type: none"> • Aerospace; • Medical devices; • Transportation and Logistics; • Value Added Wood; and, • Metal manufacturing (connected to oil and gas).
Regional and Rural Economic Development Focus	
3. How does the government define rural?	For the purpose of implementing the Rural Development Strategy, rural is defined as outside of the municipalities of Edmonton and Calgary.
4. Is there a dedicated unit for rural development?	Yes – the Alberta Ministry of Employment, Immigration and Industry has field staff that support the province's regional alliance. There are currently 12 regional alliance across Alberta, the province provides two local provincial staff to each REDA to support and implement REDA projects and opportunities. In addition, there are support and administrative staff in Edmonton that also support the rural development efforts.
5. Is there a specific Provincial Rural Development Strategy?	Yes – A Place to Grow – Alberta's Rural Development Strategy, Released in February 2005, 31 pages.
6. Is there a rural/regional development strategy?	<p>The Place to Grow, which is the province's rural development strategy targets:</p> <ul style="list-style-type: none"> • Economic development; • Building community capacity; • Improving access to health care; • Expanding learning and skills development; • Sustaining and enhancing the environment; • Providing youth with opportunities; • Engaging and supporting seniors; and, • Encouraging participation of Aboriginal people. <p>It is supported by resources to the regional alliance initiative.</p>
7. Direct funding support for regional development program?	Yes – The Alberta Government created the Regional Alliance initiative in 2000. There are currently 12 established regional Alliances and two new regional Alliances in development in Alberta.

	<p>The primary purpose of the Regional Alliance Strategy initiative is to support the continued development of a provincial network of Regional Economic Development Alliances (REDAs). These alliances enable regions to compete more effectively in a global marketplace and improve investment attraction, resulting in greater prosperity locally, regionally, and provincially.</p> <p>The government provides \$1.4 million annually to support the 12 REDAs and 2 REDAs in development. The funding consists of \$100,000 per REDA and is made up of \$60,000 for project which must be leveraged (3 to one) with local funds and \$40,000 that is unencumbered and used for administration and alliance support.</p> <p>The Alberta government also provides two regional provincial government staff to support each alliance region.</p> <p>Currently, 255 communities, representing 2.9 million Albertans, are active members in one or more of Alberta's 12 REDAs.</p>
<p>8. Are there specific funds assigned to rural initiatives?</p>	<p>Yes – Rural Alberta's Development Fund is a not-for-profit company incorporated in 2006 to fulfill a commitment by province to support communities, regional alliances, government departments and not-for-profit organizations in kick starting community-building projects that would contribute to the growth and prosperity of rural Alberta.</p> <p>With \$100 million provide by province that is used to invest in projects that stimulate economic growth and address rural challenges and opportunities the fund is a key implementation initiative for the rural development strategy. Funds are to be spent over a three year period and with the first year of the program now coming to a close.</p> <p>The province targeted \$500 million towards rural communities to develop core infrastructure (primarily water and sewer). This was part of the WEPA infrastructure program.</p>
<p>Northern Development Focus</p>	
<p>9. Does the government explicitly support northern development?</p>	<p>Yes – Through the Northern Alberta Development Council (NADC) which has the mandate to "investigate, monitor, evaluate, plan and promote practical measures to foster and advance general development in northern Alberta, and to advise the Government thereon."</p>
<p>10. Is there a dedicated unit for northern development?</p>	<p>Yes – The Northern Alberta Development Council was established by the Alberta Government in 1963 to support northern development initiatives. In 1973 the Council was revised to its current structure.</p> <p>The Council has 10 board members and 15 staff and a annual operating budget of \$2.4 million. The Northern Alberta Development Council is a separate line item within the Alberta Ministry of Employment, Immigration and Industry. The majority of the budget goes towards staff and travel.</p>
<p>11. Is there a Northern Development Strategy?</p>	<p>No –the Northern Alberta Development Council does not have a formal economic development strategy.</p> <p>However, the mission of the NADC is to identify and implement measures that will advance northern development, as well as advise government on opportunities and issues. The Council works to provide "bottom up" input from northern communities into provincial priorities and objectives and funding initiatives. Through local round tables and planning sessions they identify local</p>

	<p>priorities and then work to ensure that provincial planning reflects these northern priorities.</p> <p>The council produces an annual business plan. The NADC is involved with projects and initiatives in transportation, value-added agriculture, tourism, educational initiatives and inter-jurisdictional projects.</p>
12. Are there specific project funds assigned by the Government for northern development?	<p>No – some project funds do come from general budget of NADA.</p> <p>NADA does have a small amount of allocated towards bursaries for northern training initiative.</p>
Joint Programming Initiatives with Federal Government that Supports Above Activities	
13. Does the Government have any joint Federal/ Provincial Agreements or initiatives in support of Rural/Regional Development?	<p>The Alliance areas with effort from the provincial government recent completed a three year project with WED in which the federal agency provided \$700,000 to retain CED specialists to assist with implementation of specific projects in REDA areas and establishment of specific organizations. It also involved collaboration with the Community Futures network in Alberta.</p>
14. Northern development joint projects with the Federal Government	<p>Not currently – In the past have worked on WEPA projects with the federal government. Focused on specific research opportunities, however, this partnership ended in 1994.</p>
References and Resources	
<ol style="list-style-type: none"> 1. Website for Alberta Development Fund: http://www.ruralalbertasfund.com/about-the-fund.htm 2. Website for rural development: http://www.nadc.gov.ab.ca/ 3. Website for Rural Strategy: http://www.rural.gov.ab.ca/strategy/grow-feb2005.pdf 	
Contacts	
<ol style="list-style-type: none"> 1. Allen Greary, Director of Projects and Research, Northern Alberta Development Council. Telephone communication (780) 624-6337 on January 31, 2008. 2. George Brosseau, Director, Regional Alliance Development and Operations. Alberta Ministry of Employment, Immigration and Industry. Contacted January 31, 2008 at telephone (780) 427-0802. 	

4 Conclusions and Recommendations

Our analysis of eight Canadian provinces and three regional delivery models from other countries identified a diversity of approaches, ranging from the conventional to the innovative, for overcoming regional and rural economic disadvantage and empowering northern or rural areas to be involved in these revitalization efforts. Our concluding remarks and a short list of recommendations that may be of interest to CCBAC in organizing regional economic development delivery in the Cariboo-Chilcotin are presented below.

4.1 Conclusions

Our review of 11 provincial and international jurisdictions generated some interesting insights and perspectives on what makes a successful regional/rural economic development program. Independent and objective reviews of these initiatives are very difficult to come by, so the following conclusions are based on our professional judgements as economic development practitioners and our understanding of the “success” of programs as gleaned from our interviews and the literature. We do not purport these as best practices as much as good practices, recognizing that the socio-economic and community/regional setting varies widely by jurisdiction, as do the issues and challenges being addressed.

4.1.1 Socio-economic Development Issues

- 1. Population decline is seen as a major threat to many, but not all, rural economies. This is evident across rural Canada and in the international jurisdictions studied.** In addition, many rural areas have above-average population age, spurred in part by phenomena such as amenity migration and low real estate prices that is drawing in retirement populations. The implications for small communities can be quite severe and include extreme labour shortages and a very high dependence level on public sector spending and non-employment sources of income.
- 2. Generally, regions and rural areas have a very high dependency on extractive industries like forestry, mining, fishing and energy.** Access for industry to an abundant, quality natural resource on Crown land was encouraged by a conscious government policy and regulatory framework that located production facilities near to the location of the resource. This was the historical foundation for attainment of the government’s regional economic development priorities, at least in Canada. As these industries have matured, rationalized, consolidated and faced increasing global competitive pressures, their long-term relationships with communities and rural areas began to unravel.
- 3. In all areas studied, the emphasis is on finding new patterns and forms of economic development that will regenerate and revitalize previously flourishing regions.** In Canada, this transition is clearly dominated by those communities succumbing to the rapid and steady decline of the once-dominant forest industry, most notably in Quebec, Ontario, British Columbia and New Brunswick. Changes in the agriculture sector are having a fundamental impact on Prairie communities, in Newfoundland and Labrador it is the decline of the commercial fishing sector. In the Appalachians and northern Scotland, heavy industry and manufacturing have declined and left some areas destitute.

- 4. Incomes and other socio-economic indicators often lag in rural areas when compared to their urban counterparts. This is in part attributable to the nature of some rural-based industries such as agriculture and fishing, but it is also indicative of the lack of opportunities, diversification and cluster conditions in rural economies generally.** Important building blocks such as business networks, research capacity, institutions of higher learning and capital pools are often found lacking, making the transition from one economic base to another that much more difficult.

4.1.2 Planning Context

- 5. Provincial-level economic development strategies exist in all provinces studied, except Ontario.**

Generally speaking, high level goals tend to fall into one of six prevailing themes:

- workers and human resources;
- infrastructure;
- business development;
- export and competitiveness;
- investment and business climate; and
- investment attraction.

Only Quebec has specifically targeted single-industry towns, especially forestry dependent areas, as a priority provincial initiative.

- 6. As shown in the table below most Canadian provincial jurisdictions have a rural development strategy and a regional economic development planning structure.** Seven of the eight provinces examined had regional economic development agencies, six had rural economic development strategies, while another five had northern development agencies. Smaller provinces generally do not distinguish rural from northern communities (i.e. New Brunswick and Nova Scotia). Rural or regional plans generally covered all but metropolitan centres. In Ontario, rural programs captured 4.5 million residents, while in Quebec it is closer to 1.9 million residents. In all cases, the staffing and on-the-ground presence in regions and communities was extensive.

Jurisdiction	Rural Development Strategy	Regional Economic Development Structure	Rural or Regional Economic Development Unit in Government	Specific Northern Development Strategy/Plan Organization
Alberta	✓	✓	✓	✓
Saskatchewan		✓	✓	✓
Manitoba	✓	✓	✓	✓
Ontario	✓		✓	✓
Quebec	✓		✓	
New Brunswick		Partially		N/A
Nova Scotia	✓	✓	✓	N/A
Newfoundland	✓	✓	✓	✓

The province of BC was not investigated in this study because it currently does not have a provincial economic development strategy, rural development strategy or formal regional economic development program. The BC Ministry of Economic Development does have a Regional Economic Division with

staff in the province's economic development regions. However, the focus of this resource is primarily on provincial marketing priorities (i.e., Asian Gateway) and supporting individual regional projects in partnership with the regions or individual communities.

4.1.3 Funding Insights

- 7. Multi-year funding support from senior governments is seen as critical in legitimizing the regional economic development approach.** However, most senior governments only contribute on an annual basis. Senior governments that understand the importance of multi-year funding support have found approaches to ensure that on-going funding commitments are made to regions. For example, in the case of New Zealand, where they are tied to fiscal budgeting with their regional economic development program, they go as far as to identify the funding available for each region over a three-year period and then allocate regional government staff to work with the region to make their application on an annual base. Both the region and the national government clearly understand their commitment to the process.
- 8. In most jurisdictions, the region is a partner in funding of regional economic development.** The amounts vary with a range of funding formulas. In New Brunswick, one-third comes from the local government, one-third from the province, and one-third from the federal government. In New Zealand, 20% comes from local government and 80% from the national government. The importance of the funding arrangements is that the local organizations make a commitment to support efforts in their own regions and experience indicates that volunteer efforts and local buy-in is generally more focused and attention to outcomes is higher when local contributions are apparent.

However, it is recognized that in areas where sharp economic transitions are underway it may not be conducive for the regional participants to contribute financially to their regional economic development. This is the case in Newfoundland where several regions have experienced a substantial economic down turn that has extended for many years. In this instance, provincial and federal governments make up 100% of the funding. In instances of sharp economic transitions, the regional participation is often more focused given the impending economic change.

4.1.4 Lessons Learned

- 9. Outside of Ontario, all provinces attempted to draw a connection between provincial, regional and local strategic planning.** The concept is simple: at the provincial level, economic development strategies provide the vision and context for actions of government, the civil service, business and communities. Regional strategies can take their direction from the provincial strategy, but at the same time articulate the needs and remedies unique to the region and its communities. However, it was not always the case that the provincial-regional link was necessarily a strong one. In part this may be attributable to changing governments, of which there have been several in recent years.
- 10. Regional strategies appear more effective, and more satisfying to rural areas, when they have clearly defined policies, action plans and measurable benchmarks.** In this way, project support, funding and other program resources can be spelled-out and linked to intended outcomes to facilitate measurement, understanding and buy-in from stakeholders and partners. Only one jurisdiction studied took this planning to an extra level. In Quebec

and Newfoundland and Labrador, rural pacts set targets not just for the local area but for all participating agencies, including provincial ministries.

- 11. Regional economic development bodies should have the buy-in of the provincial government and individual ministries if they are to be successful.** The more successful models have found ways to combine the top-down with the bottom-up to make their programs work. The integration of local efforts and plans into the provincial or senior bureaucracies is essential.

For example, the CED partnership in New Brunswick engages all three levels of government into an integrated program approach. It also ensures the business community is involved. In Quebec, the *National Policy on Rurality* is based on having the province, individual ministries, municipal federations, church groups, economic development commissions, community groups and local government commit and sign on to local development agreements. Local government plays an important, but far from dominant role in these *Rural Pacts*. In Ontario, the Regional Economic Development Teams include the lead Ministry of Agriculture, Food and Rural Affairs as well as businesses, entrepreneurs, municipalities and community groups to help them address business and economic planning priorities. In the Highlands and Islands the Scottish Government and all its state-level ministries are very closely aligned to regional programming.

- 12. The way in which rural communities are organized, resourced, empowered and otherwise included in the delivery of economic development services and programs is as important, if not more so, than the plan itself.** To this end, organizations tasked with regional economic development must be inclusive and reach well beyond the existing political power base. Some jurisdictions set up ministerial-level regional bureaucracies (Ontario, Highlands and Islands), while some have established development corporations (New Brunswick's Regional Development Corporation). Quebec is probably the most inclusive, and least likely to fall victim to local self-interest, by favouring an "organization of organizations".
- 13. Following from the above, regions that think and behave as regions, rather than as a collection of communities, are more likely to be effective organizing themselves and in dealing with senior levels of government.**
- 14. Regions should be focused on their core advantages and distinctive competencies, and select niches for developing and diversifying their economic bases.** Pursuing all sectors for the benefit of all stakeholders just to be fair and equitable is not likely to build a competitive business climate or recipe for success.
- 15. Leadership development is a cornerstone of several of the larger rural and regional programs we studied.** Quebec, Ontario and the Highlands and Islands all stressed leadership training, learning and ongoing development. Coordinating regional economic development is a complex task and local leaders are rarely equipped with all the tools required to make the challenge a successful one. Disparate interests rooted in local affairs can often get in the way of regional planning that will benefit the whole.

16. Secure funding support from senior government is critical in formation of truly sustainable regional partners and critical in attracting high quality people to work on regional economic development.

17. The federal government has been involved in partnering with provinces to assist disadvantaged regions, including the Maritimes, aboriginal communities and Northern Saskatchewan. CCBAC should work with WED to take advantage of such opportunities in the Cariboo-Chilcotin.

4.2 Recommendation for CCBAC

The investigation of approaches to regional economic development delivery and funding models from Canadian provinces and around the world have provided several insights that may hold merit for CCBAC as they explore a framework for moving forward. These recommendations are outlined below.

4.2.1 Regional Strategy

CCBAC is in the process of rolling-up individual sector strategies into an overarching regional strategy. In addition to identifying and distilling common themes and initiatives across those sectors and functions that were studied, the regional strategy should contain the other necessary elements of a forward thinking plan, namely the high level goals and benchmarks that will be needed to monitor and evaluate progress.

Recommendation 1 - Backward-link the strategy to the provincial context with reference made to the provincial economic development strategy/focus, sectoral strategies/foci, provincial economic and regional development policy and provincial mechanisms, programs and service delivery methods that are meant to facilitate regional economic development efforts.

Recommendation 2 – Articulate a set of high-level goals, measures and benchmarks that will set the path for development efforts and will encourage the participation and commitment of key stakeholders, including the provincial government. By high-level we refer to the body of work managed by the BC Progress Board, with its focus on broad measures of community wealth, creativity, health and vitality.

Recommendation 3 – Ensure suitable indicators are in place so that evaluation and monitoring of specific initiatives can be undertaken accurately and in a timely fashion. One of the most likely challenges for CCBAC will be to demonstrate on an on-going basis that the money that they spend from senior government has achieved specific outcomes. This will have an influence on follow-on investments by senior government and so having a clear evaluation and monitoring plan for each strategy area and initiative will be critical.

4.2.2 Organization

The CCBAC Board was formed as a working group to undertake various tasks related to governance. CCBAC committed to developing a strategic plan and establish an agreement with senior government to address the economic and social issues anticipated from the MPB. The

CCBAC Board will only last as long as it takes to complete these tasks.⁴ In addition, there are three working groups currently supporting strategy development and information collection including:

- Economic Development Working Group;
- Social Development Working Group; and,
- Governance Working Group.

Following the completion of the CCBAC Board tasks, a “Regional Diversification Plan Implementation Board (RDPIB)” be constituted. This new board would have regional representation with board members being volunteers and selection based on a number of criteria but including profession background or community involvement. The RDPIB would have between 7 and 11 board members.

Recommendation 4 – Establish an interim task force whose objective would to design an organizational model best suited for plan implementation and fully representative of all stakeholders in the Cariboo-Chilcotin including major industry, small and medium-size businesses, entrepreneurs, educational institutions, community groups, First Nations, local/regional government, and senior government.

Recommendation 5 – An interim Memorandum of Understanding should be signed by all willing participants committing them to working in good faith toward the development of the region, its communities and its residents.

Recommendation 6 – Carefully evaluate the role of elected officials in the RDPIB. While other jurisdictions ensure participation from elected officials in their regional economic development they have also learned the importance of balancing decision making with key regional organizations that have important roles to play in economic development.

4.2.3 Provincial Leadership and Involvement

The 11 jurisdictions studied in this report had to a greater or lesser degree dynamic linkages between provincial and regional economic development. The more successful models in Quebec and the Highlands and Islands had very strong associations built around common planning goals, shared visions and philosophies, adequate funding and resource mechanisms, and most importantly integrated networks that involved all stakeholders without exception. The leadership and direction for these models came from senior governments who acknowledged the precarious nature of socio-economic conditions in their regions and were willing to act upon them. A regional program in the Cariboo-Chilcotin without the close involvement of the province, line ministries and key crown corporations is unlikely to be successful.

Recommendation 7 – RDPIB, or whatever counterpart is eventually constituted, should strike its own MOU with the province that will be dedicated to clearly outlining the role of ministries, policies and programs in the regional strategy, and how this will be accomplished and monitored.

⁴ CCBAC Governance Working Group. January 25, 2008. *Report to CCBAC Board.*

Recommendation 8 – Provincial involvement needs to not only focus on funding options but also include policy considerations that will foster the economic stimulus that will be needed to assist with the economic transition that is now under way. Specifically, work like that undertaken by the province and the mining industry to develop exploration incentive in the pine beetle area is the type of innovation that fosters economic change and more of this type of an approach needs to be encouraged and supported by the local area.

4.2.4 Expenditures and Funding

There are three basic approaches to expending funds dedicated to regional economic development. First is the trust fund model, the second is the pure programming model and the third is a combination where programmes are complimented by grant or loan funds for business, local government, NGOs and community groups. Most jurisdictions we reviewed preferred the latter approach. The only jurisdiction that was a grant-giving trust was the Appalachian Region Commission, but it must be remembered that it operates in conjunction with numerous state, region, county and local economic development groups.

Recommendation 9 – A regional development model in the Cariboo-Chilcotin should not be premised on a project-oriented trust fund but instead integrate the programming needed to deal with socio-economic change in the years ahead with a complimentary fund option that is strictly applied to projects contributing the goals of the regional strategy.

Recommendation 10 – The Cariboo-Chilcotin should focus on a finite timeline to achieve its economic development goals and target funding for the period this covers. A more recent challenge with funding sources set outside of senior government is the desire to manage these funds in perpetuity. In the case of a region under going a sharp economic transition it probably a better approach to invest considerable resources over a short period to maximize effort before and during transition to ensure the changes that are desired are aggressively targeted.

Appendix 1 - Contacts

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Appendix 3 – Sample 2007 ARC Fiscal Projects

As an example of ARC projects, the table below outlines the non-highway projects funded by ARC in fiscal 2007 for Alabama and Georgia.

Table A-1: Non-highway projects funded by the Appalachian Regional Commission in Fiscal 2007

State	Title	Type	Project Number	ARC Funding	Total Funding
ALABAMA					
Alabama	The Young Computer Scientist Academy	Career Education	15593	75,000.00	150,000.00
Alabama	Winston County Schools Telecommunication	Distance Learning	15746	140,000.00	322,000.00
Alabama	Jackson County Workforce Development Career Building Through Correct Choices	Distance Learning	15635	175,000.00	376,000.00
Alabama	Pickens County Schools Telecommunications	Distance Learning	15571	36,235.00	45,293.00
Alabama	Cullman City Schools Get SMART Equipping Classrooms with Smart Technology	Distance Learning	15560	200,000.00	423,428.00
Alabama	AL Sheriff Youth Ranches CHAMPS, Phase II	Dropout Prevention	15577	100,000.00	200,000.00
Alabama	Northeast AL Community College Medical/Technology Equipment for Health Care Education	Health Education	15563	179,957.00	490,198.00
Alabama	Pell City Industrial Park Infrastructure	Industrial Park Dev	15578	300,000.00	646,855.00
Alabama	Cusseta Industrial Park Waterline	Industrial Park Dev	15549	176,000.00	470,000.00
Alabama	Lamar County Industrial Park Rail Spur	Industrial Park Dev	15766	200,000.00	700,000.00
Alabama	Northwest AL Council of Local Governments Admin Grant, Revision	LDD PIng & Admin	700	34,633.00	46,177.00
Alabama	North Central AL Regional Council of Governments Admin Grant, Revision	LDD PIng & Admin	700	28,585.00	57,170.00
Alabama	Top of AL Regional Council of Governments Admin Grant, Revision	LDD PIng & Admin	700	46,261.00	92,522.00
Alabama	West AL Regional Commission Admin Grant, Revision	LDD PIng & Admin	700	39,565.00	52,753.00
Alabama	Regional Planning Commission of Greater Birmingham Admin Grant, Revision	LDD PIng & Admin	700	51,740.00	103,480.00
Alabama	East AL Regional Planning & Development Commission Admin Grant, Revision	LDD PIng & Admin	700	51,740.00	103,480.00
Alabama	Central AL Regional Planning & Development Commission Admin Grant, Revision	LDD PIng & Admin	700	16,999.00	33,998.00

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State	Title	Type	Project Number	ARC Funding	Total Funding
Alabama	South Central AL Development Commission Admin Grant, Revision	LDD PIng & Admin	700	14,677.00	19,570.00
Alabama	Export Trade Financing Program (EXTRA)	International Trade	15573	152,536.00	267,786.00
Alabama	Regional Planning Commission of Greater Birmingham Admin Grant	LDD PIng & Admin	700	48,260.00	96,520.00
Alabama	Northwest AL Council of Local Governments Admin Grant	LDD PIng & Admin	700	30,480.00	40,640.00
Alabama	South Central AL Development Commission Admin Grant	LDD PIng & Admin	700	12,700.00	16,933.00
Alabama	East AL Regional Planning & Development Commission Admin Grant	LDD PIng & Admin	700	48,260.00	96,520.00
Alabama	Top of AL Regional Council of Governments Admin Grant	LDD PIng & Admin	700	43,180.00	86,360.00
Alabama	North Central AL Regional Council of Governments Admin Gant	LDD PIng & Admin	700	25,400.00	50,800.00
Alabama	West AL Regional Commission Admin Grant	LDD PIng & Admin	700	33,020.00	44,027.00
Alabama	Central AL Regional Planning & Development Commission Admin Grant	LDD PIng & Admin	700	12,700.00	25,400.00
Alabama	Enhanced Science, Technology, Engineering, and Math (STEM) in Franklin County	Math/Science	15565	101,003.00	127,568.00
Alabama	Small Town and Rural Counties Design Initiative and Planning	Planning	14638	141,106.00	176,382.00
Alabama	Kid One Transporting Children to Better Health	Primary Care	14991	175,000.00	325,500.00
Alabama	North Central AL Revolving Loan Fund	Revolving Loan Fund / Equity Funds	14893	175,000.00	350,000.00
Alabama	Consolidated Technical Assistance Grant	Technical Assistance	7805	149,025.00	298,050.00
Alabama	Calhoun County Fiber Optic System	Telecomm	15579	200,000.00	555,550.00
Alabama	McShan Wi-Max Broadband Telecommunications	Telecomm	15576	16,000.00	20,000.00
Alabama	Franklin County Industrial Park Telecommunications Infrastructure	Telecomm	15538	168,000.00	210,000.00
Alabama	Your Town Preserving Communities Outreach Project	Technical Assistance	15561	25,000.00	50,000.00
Alabama	Double Springs Water Storage Tank	Water System (Upgrade)	15658	100,000.00	597,691.00
Alabama	Highway 60 Waterline Improvements	Water System (Upgrade)	15574	100,000.00	153,203.00
Alabama	Hale County Home Instruction for Parents of Pre-School Youngsters (HIPPY) USA	Preschool	15804	59,700.00	144,700.00
Alabama	United Cerebral Palsy Hand in Hand Early Intervention	Preschool	14097	100,000.00	370,827.00

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State	Title	Type	Project Number	ARC Funding	Total Funding
Alabama	WRATT Energy Efficiency Workshops	Energy	15558	50,000.00	100,000.00
Alabama	Photovoltaic Demonstration for K-12	Energy	15559	15,000.00	30,000.00
Alabama	Biofuels Across Appalachia	Energy	15756	112,500.00	225,000.00
Alabama	Akron Sludge Removal Phase II	Sewer System (Upgrade)	15718	172,800.00	216,000.00
Alabama	Carrollton Sewer Lagoon Renovation	Sewer System (Upgrade)	15719	320,236.00	800,000.00
Alabama	Red Bay Sewer System Improvements	Sewer System (Upgrade)	15572	100,000.00	125,000.00
Alabama	Albertville Airport Industrial Infrastructure	Water & Sewer (New)	15550	300,000.00	2,552,500.00
Alabama	Decatur-Morgan Port Authority Water & Sewer Extensions	Water & Sewer (New)	15803	200,000.00	422,000.00
Alabama	Dadeville Infrastructure Improvements	Water & Sewer (New)	15814	200,000.00	975,577.00
GEORGIA					
Georgia	Dahlonega Sewer Improvement	Sewer System (Upgrade)	15600	280,000.00	984,000.00
Georgia	Dillard Water System Improvements	Water System (New)	15649	300,000.00	1,084,720.00
Georgia	Cornelia Sewer Plant Improvement	Sewer System (Upgrade)	15747	300,000.00	2,389,915.00
Georgia	Catoosa County Landfill Gas Project	Energy	15615	300,000.00	1,976,000.00
Georgia	Jasper Water System Improvements	Water System (Upgrade)	15656	300,000.00	1,000,000.00
Georgia	Blairsville Water Line Extension	Water System (Upgrade)	15575	300,000.00	678,000.00
Georgia	Sky Valley Water System Improvements	Water System (Upgrade)	15599	300,000.00	1,020,000.00
Georgia	Blue Ridge Water System Improvements	Water System (Upgrade)	15748	300,000.00	748,000.00
Georgia	GA Heritage Center for the Arts Telecommunications	Telecomm	15767	9,285.00	31,185.00
Georgia	City of Jefferson Downtown Improvements	Tourism Development	15646	100,000.00	200,000.00
Georgia	Consolidated Technical Assistance Grant	Technical Assistance	7769	122,800.00	245,600.00
Georgia	Chattahoochee-Flint Regional Development Center Admin Grant	LDD PIng & Admin	701	14,070.00	28,140.00
Georgia	Coosa Valley Regional Development Center Admin Grant	LDD PIng & Admin	701	64,320.00	128,640.00
Georgia	Northeast GA Regional Development Center Admin Grant	LDD PIng & Admin	701	26,130.00	52,260.00
Georgia	North GA Regional Development Center Admin Grant	LDD PIng & Admin	701	36,180.00	72,360.00
Georgia	GA Mountains Regional Development Center Admin Grant	LDD PIng & Admin	701	54,270.00	108,540.00

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State	Title	Type	Project Number	ARC Funding	Total Funding
Georgia	Atlanta Regional Commission Admin Grant	LDD PIng & Admin	701	11,423.00	22,846.00
Georgia	Coosa Valley Regional Development Center Admin Grant, Revision	LDD PIng & Admin	701	63,645.00	127,290.00
Georgia	Chattahoochee-Flint Regional Development Center Admin Grant, Revision	LDD PIng & Admin	701	13,286.00	26,572.00
Georgia	GA Mountains Regional Development Center Admin Grant, Revision	LDD PIng & Admin	701	56,260.00	112,520.00
Georgia	Northeast GA Regional Development Center Admin Grant, Revision	LDD PIng & Admin	701	27,143.00	54,286.00
Georgia	North GA Regional Development Center Admin Grant, Revision	LDD PIng & Admin	701	35,273.00	70,546.00
Georgia	Summerville Industrial Park Utilities	Industrial Park Dev	15617	100,000.00	200,000.00
Georgia	Hall County Health Access	Health Manpower	15077	38,000.00	76,000.00
Georgia	North Georgia Assets Into Opportunities, Revision	Entrepreneurship	15365	20,000.00	44,716.00
Georgia	Chickamauga Downtown Redevelopment	Downtown Revitalization	15616	112,500.00	225,000.00
Georgia	Floyd County Adult Literacy	Adult Literacy	15618	39,400.00	78,955.00

Appendix 4 – Sample Regional Projects in New Zealand

Northland - Tourism

Northland's wealth of natural attributes formed the basis of a Tourism MRI in the region.

The Activate Northland project aimed to increase the capability and lift the performance of Northland's tourism industry in order to increase visitor numbers, length of stay and visitor spend within the region.

The MRI investment from NZTE involved developing tailored, specialist professional development programmes for middle and senior management, an e-technology programme aligned with Tourism New Zealand, and strategies to develop sustainable tourism products and attract investment.

Product development included a focus on art, heritage and culture, providing opportunities to further leverage the Northland Naturally brand, and strategies to attract visitors in the shoulder and off-peak periods, such as the education and conference markets.

The project was the result of collaboration between local authorities in the Northland region, local iwi, business and community representatives. Enterprise Northland implemented the project.

It was expected that developing Northland's people resource, as well as developing the region's physical resources, would accelerate tourism growth in the region.

Auckland - Screen Production

MRI investment is going towards building up Auckland's screen production industry infrastructure and increasing awareness of its capabilities offshore.

The initiative involves securing private sector funding to develop a 20,000 sq ft world-class sound-stage, sustained regional marketing campaign and a significant training programme.

Screen production (film & television) has been identified as one of the key industries earmarked for regional growth and led to local authorities providing foundation funding to support industry-led Film Auckland.

A detailed economic impact report estimates the MRI could see the region generating additional GDP of between \$32 - \$34.7 million (\$NZ) between 2005 and 2010, as well as the addition of more than 250 jobs each year.

Screen production in Auckland accounts for around two-thirds of all industry activity in New Zealand. The region has a strong history of producing local dramas, television commercials, post and visual effects, as well as international TV and film projects – such as the *Hercules* and *Xena* series and *The Chronicles of Narnia – The Lion, The Witch and The Wardrobe*.

Hamilton - Aviation

Aviation Waikato, owned by Waikato's lead economic development agency, The Katolyst Group, received MRI investment from NZTE to establish an Aviation Park at Hamilton International Airport. Participants will manufacture light aircraft and train pilots for the global market.

The initiative aims to increase aviation exports and help secure future training, research and investment in New Zealand's burgeoning aviation industry.

An associated Aviation Centre will develop and manage a cluster of companies that aim to sell replacement parts for fleets of light aircraft around the world.

Aviation Waikato will also work with training providers, Waikato University, Wintec and others to develop programmes to support engineering and manufacturing skills training for the aviation industry.

An economic impact report prepared for NZTE estimates that the Waikato aviation industry currently generates \$50 million (\$NZ) a year in revenues. The establishment of Aviation Waikato is expected to increase yearly revenues by \$7 million- \$15 million a year.

Hawkes Bay/Nelson/Otago -- Food and Beverage

New Zealand's pipfruit industry has a chance to lead the world in the area of growing fruit with no detectable pesticide residues thanks to a groundbreaking new project being rolled out in three regions.

The Apple Futures project has received \$2 million from New Zealand Trade and Enterprise (NZTE) to employ a national project manager and three technical staff to roll out a programme of refined orchard management techniques in Hawkes Bay, Nelson and Otago. These include more intensive plantings to make it easier to grow fruit that complies with international pest and disease regulations, wider use of biological controls and education about how to reduce pesticide use.

The project builds on work by Pipfruit New Zealand to produce fruit with low environmental impacts through its integrated fruit production programme that began in 1996. At the end of the project, Apple Futures will become the dominant part of this programme.

Apple Futures is a partnership between the Hawkes Bay, Nelson and Otago regions, Pipfruit New Zealand Inc and NZTE. NZTE's funding of \$2 million (\$NZ) over three years will be supplemented by \$667,000 from the pipfruit industry.

The project is expected to stop a decline in the industry's exports and instead lead to a \$152 million increase in the value of exports nationally after five years to \$391 million. It reflects the pipfruit industry's strategy to become a leading niche player by being smarter, faster and better than its competitor and gives it a chance to enhance its premium position in world markets.

The development of the Apple Futures project has also resulted in strong links between the industry and horticultural research and development, meaning the techniques developed for pipfruit may one day be transferable to other horticultural crops.

Rotorua - Forestry and Wood

New Zealand has a "wall of wood" to be harvested and plantation wood volumes are expected to double over the next 20 years. The challenge New Zealand faces is to develop skills and knowledge to create higher-value wood products - such as mouldings, laminates and composites - which attract bigger margins in export markets.

The National Centre of Excellence in Wood Processing Education and Training in Rotorua aims to meet industry demands for skilled workers, engineers, technologists and researchers.

The Centre is an initiative of the Forest Industries Training and Education Council, Waiariki Institute of Technology and the University of Auckland.

It is a superb example of ways to accelerate wood processing in line with government strategy. Higher-value returns flowing from the new skills and technology are projected to run into billions of dollars.