



NORTH SHORE

Mi'kmaq Tribal Council

NSMTC Economic Development Strategy

January 31, 2024

Doc. ID: P0802-1974693896-12 (8.0)



ACKNOWLEDGEMENTS

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1.0 Introduction

The North Shore Mi'kmaq Tribal Council (NSMTC) supports seven First Nation Communities in the Province of New Brunswick (NB). Supported communities include: Amlamgog (Fort Folly First Nation), L'nui Menikuk (Indian Island First Nation), Metepenagiag Mi'kmaq Nation, Natoaganeg (Eel Ground First Nation), Oinpegitjoig (Pabineau First Nation), Tjipogtotjg (Buctouche First Nation), and Ugpi'ganjig (Eel River Bar First Nation). NSMTC's mandate is to provide service delivery, capacity building in water and waste management, housing, infrastructure, post-secondary education, training/employment, energy services, community development, financial, technical services, and health services to the supported communities. NSMTC also delivers contracted professional services to an additional twenty-five (25) First Nation communities across Atlantic Canada.

In October of 2022, NSMTC issued a Request for Proposals seeking support from private industry to develop an Economic Development Strategy for the Tribal Council on behalf of the seven Member Nations.

1.1 Objectives

The objective of the strategy is to enable the seven supported communities to articulate and pursue opportunities that make the best use of local resources and support the overall vision of the communities from an economic development lens. The strategy would serve as a means to communicate economic development opportunities and the short-, medium-, and long-term path to realize these opportunities. The plan would seek engagement from participating First Nation communities, surrounding municipalities, government departments and regional economic development organizations to develop a clear path for economic development initiatives focussed on clean energy and other sectors of interest.

1.2 Methodology

The Economic Development Strategy will serve as a driver for economic development within the region with a goal of supporting sustainable long-term prosperity for each community resulting in increased employment opportunities, capacity building, and business opportunities. The scope of the project has been broken down into five phases. Each phase is described in more detail below.

1.2.1 Phase I - Project Initiation

Our team met with the NSMTC to conduct a kick-off meeting and an initial planning session. The session reviewed program and contractual requirements to ensure successful outcomes would be achieved. The initial kick-off and planning meeting allowed the Project Team to:

- Gain a full understanding of the background to the project, success factors, and reconfirm expectations;
- Review the workplan and methodology to confirm the scope of services, project deliverables, objectives, defined milestones, communications, completion dates/schedule, assumptions, and key constraints;
- Establish a schedule of regular project status reports and status briefings/meetings with NSMTC and the Board; and
- Confirm the Project Team meeting schedule, and the schedule for smaller, meetings between the Project Team, the NSMTC, and the supported communities.

1.2.2 Phase II – Market Analysis

In Phase II of the project, our team built on the framework established during Phase I. Our team began formulating the strategy and developed the preliminary content. The preliminary content of the plan included:

- A table of contents and outline plan;
- An area economic opportunity analysis, which included:
 - General overview of the opportunities and trends within the Province of NB as well as the region that are driving economic development in both public and private sectors;
 - Statistical profiles of the supported communities including demographics, community owned businesses, review of own source revenue, community economic development advantages/disadvantages, labour force statistics and a Strength, Opportunities, Weakness and Threats (SWOT) analysis for each community;
 - Business Interests and Sectoral Opportunity Assessment of the top 5-6 sectors for each community which included:

Real Estate /Commercial Leasing/Property Management	Outlining power purchase agreements w/ NB Power;
Wind/solar project opportunities	Agriculture – Agri-value processing
Aquaculture – Fisheries	Construction
Forestry	Healthcare
IT and Digital Technologies	Manufacturing/fabrication
Mining	Clean energy
Tourism/Food Services	Federal/Provincial Procurement

The results of Market Analysis can be found in **Section 2.0** of the strategy.

1.2.3 Phase III – Community Engagement

In Phase III our team engaged the Member Nations of NSMTC to discuss and review local economic development goals, existing policies, initiatives, community owned businesses amongst other economic development drivers. The goal of the engagement sessions was to better understand each community's vision, goals, and interests to ensure that the Economic Development Strategy supports each community's vision and goals. Results of Community Engagement sessions can be found in **Section 3.0** of the strategy.

1.2.4 Phase IV – Partner Engagement

Throughout the project, our team utilized their existing networks as well as the network of NSMTC and others to engage potential industry partners both in the public and private sectors to assess and validate sectoral opportunities. Additionally, the team engaged with Indigenous Services Canada, Atlantic Canada Opportunities Agency, Opportunities New Brunswick (ONB), NB Indigenous Affairs Secretariat, Export Development Canada, and other organizations to seek information and discuss partnership opportunities. A summary of partnership opportunity discussions is included in **Section 4.0** of this strategy.

1.2.5 Phase V – Economic Development Strategy

Finally, in Phase V, our team assembled the data collected during the first four phases of the project and developed the NSMTC Economic Development Strategy which can be found in **Section 5.0** and includes the following sections:

- NSMTC General Manager’s Message;
- Vision;
- Mission;
- Values;
- Strategic Objectives;
- Approach;
- Measuring Success; and
- Future Planning.

1.3 Limitations

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Comments, conclusions, and recommendations within this report represent our opinion, which is based on an examination of the documents provided, our analysis, our past experience and our conversations with project participants. This report is limited to scope of work outlined in the RFP titled NSMTC Economic Development Strategy Opportunity 2022. Our best commercial efforts to provide accurate analysis and meaningful advice are consistent with the care and skill ordinarily exercised by management consultants in Canada with the same scope of work and same source materials. This report has been subjected to our internal review and practices of our Quality Management System. No other representations, and no warranties or representations of any kind, either expressed or implied, are made.

2.0 Market Analysis

2.1 Indigenous Economic Development Trends Across Canada

Recent reports focussed on assessing key growth areas and economic strategies for Indigenous communities, both nationally and specific to the Atlantic region, agree that opportunities abound, particularly through collaboration and partnership, in key sectors that include Fisheries/Aquaculture, Clean Tech/Renewable Energy (Wind, Solar, Transmission, Hydrogen), Digital Tech, and Indigenous Tourism. With growing commitments to reconciliation through Corporate Social Responsibility (CSR)/Environment Social Governance (ESG) initiatives, Indigenous communities are well positioned to secure capital, structure deals and develop businesses/opportunities to establish long-term sustainable economic independence. While the bulk of business development continues to be at the community level, there is an increasing opportunity to partner on larger investment and development opportunities.

A survey conducted by the Canadian Council of Aboriginal Business (CCAB) and published in the Aboriginal Economic Development Corporation Capacity Report (2020) shows significant growth in ownership and diversity of Indigenous businesses. The following statistics are provided within the 2020 Report:

- Sole proprietorships (50%), corporate with > 51% ownership (13%) and 49% Indigenous (25%);
- 75% of Duty to Consult (DTC) projects have Integrated Bilateral Agreements (IBA) confirming purchase and/or employment requirements for Indigenous participation;
- 48% of corporate partnerships are developed outside of DTC projects;
- 43% of partnerships resulted from IBA/MOU agreements, which is a shift away from IBA's towards relationships being developed through CSR/ESG opportunities;
- 45% of reported revenue was between \$1-15M and 14% reported revenues above \$15M. Data shows that subsidiary businesses are targeting higher future revenues;
- Financing trends are predominately through own source revenue, business loans/lines of credit, community Economic Development Corporations (EDC's) followed by Federal/Provincial grants.

2.2 Atlantic Canada Opportunity Analysis

Atlantic Canada has the oldest population in Canada in terms of number of seniors. The increase in retirements as a result of COVID within the baby boomer population, has exasperated a growing job vacancy rate within Atlantic Canada. To meet this challenge, the region requires approximately 13,000-16,000 immigrants per year to sustain economic growth. Thanks to efforts within the Atlantic Immigration Pilot (a partnership between the Federal Government and the four provinces) and COVID related immigration shifts, Atlantic Canada set record population growth numbers between 2021 and 2022.

The Atlantic Provinces Economic Council (APEC) predicted the Atlantic economy would grow by 1.6% in 2023, set to outpace Canadian GDP growth expected at 0.5%. Ongoing efforts of the Bank of Canada to curb rampant inflation by raising the key lending rates (4.5%, March 2023) has impacted growth indicators, including here in the Atlantic Region. Latest indicators still predict strong growth in Newfoundland and Labrador for 2023 (2.2%), with the rest of the region experience modest increases – Prince Edward Island at 0.9%, Nova Scotia at 0.3%, and NB at 0.1%. Trends are expected to rebound in 2024.

A recent survey of Atlantic Business Leaders conducted by the Atlantic Chamber of Commerce shows that while confidence in regional and national economies may have declined, there is anticipation for growth and improved prospects ahead. Highlights from the 2022-2023 Atlantic Insights Report include:

- Nearly 80% of leaders see 3–5-year prospects as good to very good, with 83% expecting growth opportunity;
- Resource recruitment continues to impact organizational profitability:
 - Skills and willingness to do the job are seen as the largest contributors to the impact, followed by housing affordability, location, availability of income replacement, and ease of commute.
- Employers are rethinking growth plans and reducing output to cope with current worker shortages:
 - Recruitment challenges are being met by offering higher wages, increased benefits, and flexible/remote work arrangements.

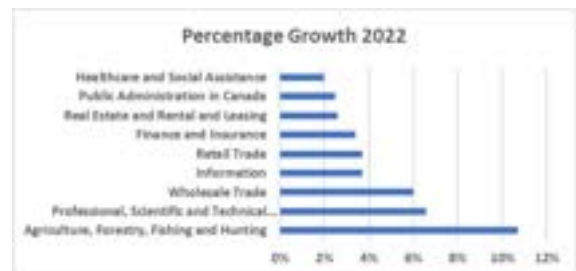
Recent reports (APEC/AIEDIRP) showcase the alignment of existing forestry, fisheries, and agricultural practices within Indigenous communities as the economy continues to move towards decarbonization and the incorporation of sustainable and more circular economies. Within Atlantic Indigenous-led businesses the main employers include wholesale/retail, natural resources, and construction while the top opportunities for Indigenous Communities in Atlantic Canada are identified as:

- Energy: renewable energy, energy infrastructure and smart grids power generation, biorefinery
- Agriculture/controlled environment growing;
- Recycling/recovery/remediation;
- Water and wastewater usage and technologies;
- Industrial processes and products; and
- Transportation transitions to greener fuels (in industries like fishing).

2.3 New Brunswick Economic Opportunity Analysis

Looking to the economy, IBIS World has generated a Provincial Economic Profile for the Province of NB. The profile indicates that the top three sectors in NB (2022) by total employment are Real Estate, Rental and Leasing, Public Administration, Manufacturing (combined 34.4% of total), while the largest industries by revenue are Electric Power Transmission, Gasoline & Petroleum Bulk Stations, and Commercial Banking, while Agriculture, Forestry, Fishing and Hunting, Retail Trade and Manufacturing account for 47.1% of the total. Overall, the NB economy has grown by an annualized rate of 2.1% over the past 5-years with the fastest growing sectors for 2022 were Agriculture, Fisheries and Farming, Professional Services, Wholesale, IT and Retail¹.

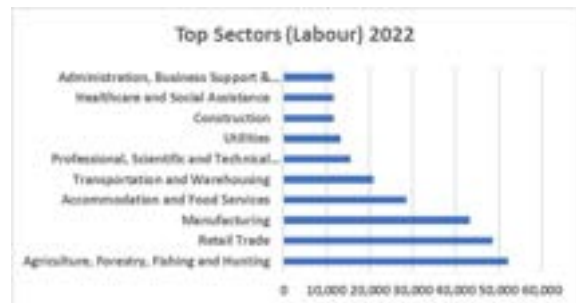
NB has shown strong pandemic recovery in its labour market, adding 17,000 jobs between Feb 2022-2023 (highest growth, with over 6,500 was the Northeast region), easily absorbing immigration fueled increases to the labour pool resulting in bringing unemployment levels to 6.3% (12.2% in the Northeast region).



¹ IBIS World. (2023). *New Brunswick - Provincial Economic Profile*. IBIS World. <https://www.ibisworld.com/canada/economic-profiles/new-brunswick/>

NB economic statistics include:

- Top Sectors by GDP: Real Estate, Public Admin, Manufacturing, Healthcare/Social, and Retail
- Greatest GDP Growth (2017-22): Professional Services, Natural Resource, IT, Wholesale Finance
- Greatest GDP Growth (2022): Agriculture/Forestry/Fishing/Hunting, Professional, Wholesale Trade, IT, and Retail Trade.
- NB's unemployment rate was 8.8% in 2022 (currently 6.3%), which ranks 11th out of 13 provinces and territories.
- 5-year annualized employment growth of 2.1% (national average of 3.4%).
- Top Sector (Labour): Agriculture/Forestry/Fishing/Hunting, Retail, Manufacturing, Hospitality, Transportation.
- Job vacancies remain high with – 66% of jobs requiring high school education or less and 33% requiring post-secondary education.



In addition to the information provided above, ONB has identified several emerging growth sectors within the province that include: cybersecurity, digital health (technological advances for health and healthy living), energy innovation (advancement in Advanced SMRs and clean technology), agri-tech (modernizing the agricultural industry), advanced manufacturing, and oceans (growth of the ocean economy). ONB continues to look at building capacity and strength in emerging high-growth sectors through a strategic approach. ONB also continues to globalize NB’s brand through people, innovation, agility, and infrastructure. Opportunities for local NB businesses through the NB First Procurement Strategy also exists. The strategy “supports the government’s priority of energizing the private sector by recognizing that public procurement is a lever for economic development, supporting local business and reducing barriers in obtaining NB government contracts.”²

The Government of NB (GNB) recently issued its energy related strategy titled: *Powering our Economy and the World with Clean Energy: Our Path Forward to 2035*. The document serves as a roadmap for the next 12 years and outlines how the energy landscape in NB will transition and how the province will meet its energy reliability, sustainability, and affordability goals. GNB’s vision is as follows:

“New Brunswick’s energy vision is to be a leader in the clean energy transition by leveraging our assets, location and natural resources to develop lower carbon energy solutions for provincial, regional and global use; developing hydrogen infrastructure in combination with sources of clean energy to build and attract new business; implementing SMRs as safe and reliable non-intermittent low-carbon generation; building new clean energy supply chains; growing economic partnerships with First Nations communities; and achieving energy security and net-zero.”³

² Opportunities New Brunswick. (2021). *ONB Annual Report Fiscal 2020- 2021*. Opportunities New Brunswick. https://onbcanada.ca/wp-content/uploads/2021/12/ONB-AR2021_EN_WEB.pdf.

³ GNB. (2023). *Powering our Economy and the World with Clean Energy: Our Path Forward to 2035*. GNB. <https://www2.gnb.ca/content/dam/gnb/Corporate/Promo/energy-energie/GNB-CleanEnergy.pdf>

The importance of renewable energy has the potential to be a significant driver of economic growth in NB, particularly for First Nations communities. The region has abundant wind, solar, and hydroelectric resources that could be developed to create countless new economic opportunities. With recent investments, there continues to be a growing interest in community-owned, equity investment, and general pursuit of renewable energy projects by NSMTC and Member Nations. This presents the potential for a significant source of generational revenue for First Nations within NB.

2.4 Northern NB Economic Opportunity Analysis

Northern NB as a region, covers approximately 60% of the province's landmass, but only accounts for roughly 20% of the province's population. The region is characterized by a diverse economy that is heavily reliant on natural resources, such as forestry, mining, and fishing. According to the latest data from Stats Canada, the unemployment rate in northern NB is 11.4%, which is higher than the provincial average of 6.6% in December of 2023. The largest employers in the region are the healthcare and social assistance sector, followed by manufacturing and retail trade.



- Northern NB has experienced net job loss compared to strong gains in the southern parts of the province.
- Job vacancy rates are high with 66% in sectors requiring high school or less.



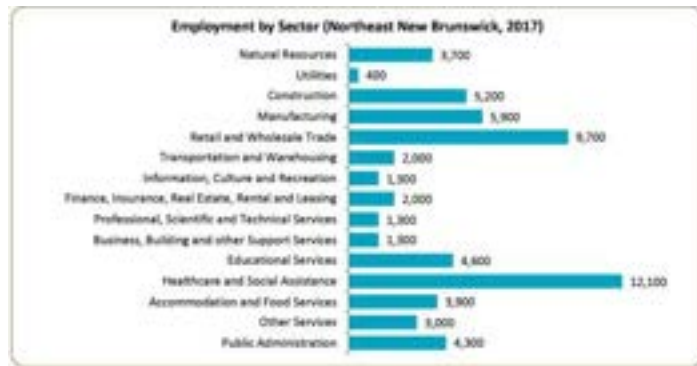
The GNB has developed *Economic Zones* which are based on geographic regions. Northern NB, in widespread consideration, is thought to be the counties and communities starting southernmost in Miramichi and extending northward toward Bathurst, the Acadian Peninsula and Campbellton. Within this region are the five First Nation communities: Uqpi'ganjig, Oinpegitjoig, Natoaganeg, and Metepenagiag. Both L'nui Menikuk, Tjipogtoig, and Amlamgog are found in the Southeast Zone.

2.4.1 Existing Economic Infrastructure and Market Forces

The economics of the region have, in large part, been dependent on the natural resource sector for the past several decades. Direct and indirect employment from these sectors: mining, fishing, services, and manufacturing formed the backbone of the Northern NB economy⁴.

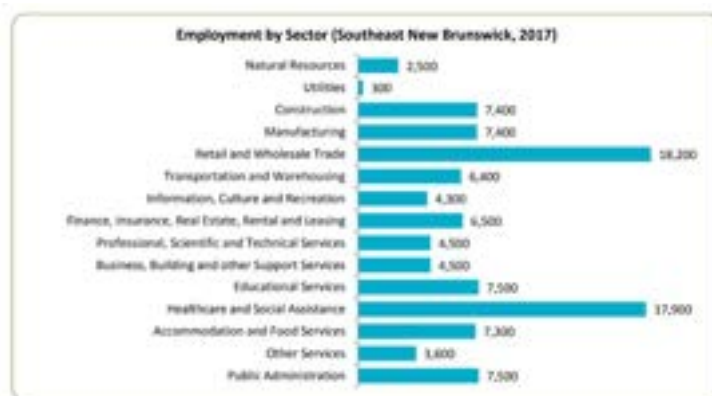
⁴ NB Jobs. (2023). *Labour Force Statistics*. NBJob.ca. <https://www.nbjobs.ca/stats/lfs>

The closure of several mining ventures over the past two decades has significantly impacted the region's overall economic outlook. Brunswick Mines, located south of Allardville between Bathurst and Miramichi, had a cascading effect on the rest of the regional economy. Brunswick Smelter, located in Belledune, also saw a loss of their competitive geographic advantage their sources, eventually shuttering in 2019. These closures then had a domino effect on the operations of the Caribou mine located between Bathurst and Saint Quentin. As a result, there are no longer fully operating mines in a region where two decades ago could have attributed a significant portion of their GDP to this sector.



to

The forestry sector continues to offer considerable employment levels, with two leading players emerging since the consolidation and contraction of the sector in the 2000s and 2010s. Interfor, a forestry corporation, recently purchased the Chaleur Sawmill assets, including Belledune, Fornabou and Miramichi mill sites. AV-Cell remains the largest mill operation in the region in Athollville (next to Campbellton). Many trucking, harvesting and peripheral companies and employers rely on this sector for what has become one of the region's most significant generators of GDP.



The retail/wholesale trade and healthcare sectors are leading the way to replace the natural resources sector as the region's main economic driver. But unfortunately, these are not revenue-creating sectors for the region, nor are they sustainable without government prop-ups or an influx of money into the economy from other sources. As workers and companies around the skilled trades related to primary resources continue to retire and depart, the healthcare sector and long-term care employment have seen rapid growth. The construction of villas, senior-friendly living condos and homes has significantly increased in the last ten years. An increased need for homecare nurses and workers has also followed the demographic trend.

Research and educational institutions are vital to the development of an innovative workforce. However, research and innovation are a challenge as programming priorities continue to function primarily in an attempt to address immediate sector needs. This approach fails to address the required skills for future economic trends like clean energy, environmental sustainability, and science. A partnership with regional postsecondary institutions and an organized clean energy economic strategy from the NSMTC may be an opportunity to focus the existing infrastructure toward the future. Educational and research infrastructure in the Northeast Region is limited to the provincial college networks and one satellite institution, which includes: NBCC Miramichi, CCNB Bathurst/Campbellton, and Universite De Moncton (Shippigan).

2.4.2 Opportunities, Limitations and Trends

The economic outlook for the region at first glance, and even second and third, may seem dire; however, there are still pieces of significant infrastructure which would enable the pursuit of economic transformation.

The region features several underutilized but well-equipped industrial parks, ports, shipbuilding yards and manufacturing/construction installations. These infrastructure projects came into being, in large part, to support the surrounding primary resource operations (mining and forestry). Due to their proximity to the sector activities, the Ports of Belledune and Dalhousie, the industrial parks of Atholville, Bathurst, Miramichi, and the shipbuilding yard in Bas-Caraquet, these spots were primarily populated with companies and infrastructure to facilitate the primary extraction of natural resources.

There was little focus on secondary or “value-added” infrastructure, as it remained economically easier to export raw materials than to process and manufacture in the region and export. Due to the importance of these sectors, these industrial zones received disproportionate priority from the municipalities and provinces. As such, entities like the Port of Belledune have as much property zoned for industrial development under its care as the ports of Quebec City, Montreal, and Halifax. In addition, most parks closer to urban centres are fully connected into the municipal utilities, making it easier for new ventures and operators to commission these spaces for new purposes.

Partnerships with private sector companies and utilizing these spaces represent a significant opportunity for NSMTC and its Member Nations. Many of these industrial parks have received federal and provincial funding to keep critical infrastructure up-to-date and viable for investment. Joint ventures in pursuit of construction, manufacturing, and value-added activities to the natural resource-based sectors in the region remain viable enterprises if startup and market access costs can be mitigated. The development of product-specific strategies is a deeper exercise beyond the scope of this snapshot; however, given the region's needs, modular or multi-unit home/community living construction is a heavily underserved opportunity, given the market demographics and forestry sector activity.

One limitation of the market beyond the apparent challenges of the demographics and reliance on the primary sector and government-affiliated employment remains an absence of innovation and investment in the region. For example, there is currently limited investment through the New Brunswick Innovation Fund's within the Northeast region of NB⁵. Without investment in the region and, by extension, the culture shift that comes from venture or investments in innovation, there is little chance of a much-needed focus on diversification of the economy taking hold. Moreover, the unfamiliarity of the subject, compounded with outdated understandings of how companies evolve into corporations, limits the entrepreneurial spirit in the region, and this, as a result, harms the overall economic potential of the region.

Indigenous communities are uniquely positioned to lead these initiatives as the trends toward clean energy, sustainable resource development, and other 21st-century adaptations of central utilities and consumables become increasingly sought. However, caution should be present when considering signing memorandums of understanding and potential agreements for future development. These agreements will not be enough to move the needle in a region lacking the investment capacity and workforce required to get these projects off the ground.

⁵ New Brunswick Innovation Foundation. (2022). *2022 Impact Report*. New Brunswick Investment Fund. https://nbif.ca/wp-content/uploads/2022/12/NBIF_Annual-Report_2022_ENG-Web.pdf

Many investment firms fully equipped with project teams and the leaders required to get these projects off the ground actively seek investment opportunities with strong Indigenous stakeholders and leadership. With a focus on developing partnerships and strategic alliances with private entrepreneurs (both Indigenous and non-Indigenous) on a regional and local level, it is highly likely that these partnerships would be far more successful at attracting significant investment that, apart from government-sourced funds has been lacking.

2.4.3 Conclusions

The region's political forces remain Liberal by name but are primarily conservative in their nature. The region has a below-average percentage of skilled and educated citizens and an above-average number of non-working elderly citizens. Regional Service Commissions in the Peninsula, Chaleur, Miramichi and Restigouche regions are slowly assuming a more regional approach to economic and planning activities that may impact the process by which regulatory and approval processes will progress.

Unemployment is usually 5-8% higher than the provincial average. This deviation is in large part due to the level of education and propensity to seasonal employment. The region is still rich in natural resources. Major employers are centralized in the healthcare and service-based sectors. Limited options in postsecondary training and programs undeniably impact the region's ability to attract and retain younger professionals and skilled workers.

Significant infrastructure opportunities exist in and around the urban areas within the region. These industrial parks, ports, wharves, and shipyards were developed to support the primary extraction of natural resources. However, they would require further investment to build a viable opportunity for secondary activities, manufacturing, fabrication, and value addition to resource-based products. The NB Energy Strategy titled "*Powering our Economy and the World with Clean Energy: Our Path Forward to 2035*" has the potential to drive green and clean technology investment. Currently, the region has a high need for these kinds of investments but very little concerning venture capital or product leadership. However, with the necessity to repurpose or shut down the Belledune coal-powered generating station, the potential for investment to replace the megawatts generated at that station will become a sharper focus in the short and mid-term future.

2.5 Community Statistical Profiles

Like the rest of the Atlantic region experiencing a post-COVID population boom, NB's population has grown from 772,597 (2018) to 820,786 (2022) at an annualized rate of 0.8%. However, during COVID population growth reached a rate of 1.6%. Current population growth, spurred by record immigration numbers, has thrown off previous 25-year projections, resulting in pressures on government revenues (tax base, transfers) and expenses (healthcare, affordable housing). Approximately, 4% of the population of NB is Indigenous. Interestingly, the general population is comprised of 24.3% of under the age of 24 and 38.7% over the age of 55. Comparably, the Indigenous population in NB is comprised of 35.7% of the Indigenous population under the age of 24 and 24.3% over the age of 55⁶.

The Northeast Economic Zone consists of three provincial counties:

⁶ NBJobs.ca (2023). *New Brunswick Regional Profile Northeast June 2023*. NBJobs.ca. <https://www.nbjobs.ca/sites/default/files/2023-06/2023-06-14-LMI-NEProfile-Report-EN.pdf>

- Gloucester (Population 78,256, Major Centre Bathurst)
- Restigouche (Population 30,700, Major Centre Campbellton)
- Northumberland (Population 45,005, Major Centre Miramichi)

Of the three counties, only Northumberland experienced population growth between the census periods of 2016 and 2021. Throughout the COVID pandemic, the Northeast experienced an influx of population; however, at a much lower degree than the southern cities. In Gloucester and Restigouche, this simply mitigated the population loss due to increased age and outmigration.

The three regions still feature some of the country's oldest median ages. The relative youth of the First Nations communities in these regions presents an opportunity as the working-age population of non-Indigenous communities is tipping steeply toward retirement. In particular, the growing need for skilled professions and trades is an emerging economic cliff for the region. The economic zone, on the whole, is above the average level of bilingualism (concerning Canada's two official languages), with a disproportionate number of those who speak only English living in Northumberland County.

Education and training of working-aged individuals remain below the provincial average, with nearly half the population having no diploma or degree or only having a high school diploma. Of the population that have some form of postsecondary training or education, nearly two-thirds are in college or certificate programs.

Despite the relative economic hardships of the region, most of the population in each region still live in single-family dwellings. These homes are sparsely populated and primarily in rural areas. The relative lack of multi-tenant or apartment availability has been identified as a significant roadblock to attracting and retaining young working-age people to the region.

2.5.1 Community Statistical Data

Population data presented in the following section has been collected using Statistics Canada - 2021 Census of Population records. The information is presented for illustrative and comparative purposes only. Information provided includes the generalized population data for the Province of NB as well as the seven communities of the NSMTC. Provincial data is as follows:

	Registered Population	Average Age	Children in Census Families	Total Labour Force Status	Employment Rate (%)	Unemployment Rate (%)	Average Total Income (\$)
Population of NB	775,610	44.7	193,990	389,465	53.9	10.3	45,920

NSMTC community data is as follows:

Community	Registered Population	Average Age	Children in Census Families	Total Labour Force Status	Employment Rate (%)	Unemployment Rate (%)	Average Total Income (\$)
Ugpi'ganjig	826	34.4	155	325	49.2	19.5	30,788
Pabineau First Nation	362	34.6	55	105	47.6	40.0	-
Natoaganeg First Nation	1,095	33.4	205	440	36.4	19.5	24,294
L'nui Menikuk	216	30.5	55	95	47.4	30.8	-
Metepenagiag First Nation	715	36.4	85	250	42	22.2	26,401
Tjipogtotjig	126	31.5	40	75	46.7	27.3	-
Amlamgog	140	49.2	10	20	50	0.00	-
	3,480	35.71	605	1,310	45.61	22.76	27,161

A data comparison is provided in the table below:

	Registered Population	Average Age	Children in Census Families	Total Labour Force Status	Employment Rate (%)	Unemployment Rate (%)	Average Total Income (\$)
NB Population	775,610	44.7	193,990	389,465	53.9	10.3	45,920
NSMTC Community Average	3,480	35.7	605	1,310	45.6	22.7	27,161

Comparing the general NB population against the census records provided by Statistics indicates that the average age in NSMTC is approximately 9 years younger than the general population in NB. The employment rate is approximately 8% less and the unemployment rate is 12.5% higher in NSMTC Member Communities. Most notably, the average total income for NSMTC community members is approximately 41% less than the NB general population average.

2.6 Sectoral Opportunity Assessment/Business Interests

Across the country, Indigenous communities and organizations are pursuing business opportunities through partnership, acquisition, mergers and organically developing businesses within Economic Development Corporations for the betterment of communities and their members. The communities of NSMTC are no different. Communities are actively pursuing economic development interests to create alternative and diverse own source revenue streams leading to a path of self determination. NSMTC has ambitions through this strategy to bring communities together to pursue collaborative economic development opportunities. This strategy allows communities to pool resources (financial, personnel) and share risk when pursuing opportunity.

The Colliers team had the opportunity to meet with the majority of the seven NSMTC communities to learn and discuss economic development interests and sectoral opportunities. The findings are presented in **Section 3.0** of this report.

In general, the communities that participated in the project had alignment in their economic development interests and goals. Community sectoral interest aligned along five key sectors: **Forestry, Tourism/Accommodations/Food Services, Retail/Trade, Aquaculture, and Clean Energy.**

Community sectoral interests are predominately a result of geographic factors such as proximity to the ocean, the abundance of natural resources, sectoral familiarity, and current marketplace opportunity. New and emerging sectors like clean energy are markets and opportunities to further explore to meet economic development ambitions. Similarly, tourism/accommodations/food services are sectors of interest to most communities due to previous examples of success within the NSMTC communities, the region, and the province.

Successful economic development initiatives require alignment with market trends or differentiators to stand out against potential competitors. We have researched and reviewed a variety of information sources to assess various sectors that were identified by the NSMTC. In the following table we have provided the results of sectoral opportunities based on a variety of criteria such as community interest, % of the Gross Domestic Product (GDP) that each sector contributed in 2022, the # of jobs within the current sector, and a qualitative measure on the barriers to entry in each sector. Barriers included regulatory/permitting, capital cost, and education requirements.

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The evaluation criteria were based on a weighting distribution as follows:

Evaluation Criterion	Weighting Factor
Community Interest	45%
% of GDP in NB	15%
Employment by Sector	20%
Barriers to Entry	20%

Sectoral analysis results are as follows:

Sectoral Opportunity Assessment						
Sectors	Earned Points by Criteria				Total Score	Ranking
	Community Interest	% of GDP	# of Jobs	Barriers to Entry		
Clean Energy (Solar, Wind, LNG, SMR, Hydrogen)	3.60	0.82	0.96	0.20	5.68	5
Arts, Entertainment and Recreation	0.00	0.13	0.21	1.50	0.49	
Agriculture – Agri-value processing	1.80	0.30	1.49	1.49	5.08	
Aquaculture – Fisheries	4.50	0.12	0.86	0.86	6.34	4
Construction	0.90	1.36	0.85	0.85	3.97	
Educational Services	0.00	0.12	0.47	0.47	1.06	
Finance/Insurance	0.00	1.26	0.77	0.77	2.81	
Forestry	4.00	0.76	2.00	0.75	8.96	1
Healthcare	0.00	1.50	0.85	0.85	3.20	
IT and Digital Technologies	0.00	0.71	0.57	0.57	1.85	
Manufacturing/Fabrication	0.00	1.50	2.00	2.00	5.50	
Mining	0.00	0.14	0.26	0.26	0.66	
Real Estate /Commercial Leasing/Facilities Management	1.80	1.50	0.21	0.21	3.72	
Retail/Trade	0.90	1.43	2.00	2.00	6.33	3
Tourism/Accommodations/Food Services	3.60	0.36	2.00	2.00	7.96	2
Transportation /Warehousing	0.00	0.96	1.52	1.52	4.0	

The results of the analysis for the sectors of greatest opportunity are as follow:

Ranking By Sector Scores	Rank
Forestry	1
Tourism/Accommodations/Food Services	2
Retail/Trade	3
Aquaculture – Fisheries	4
Clean Energy (Solar, Wind, LNG, Advanced Small Modular Reactors (SMR), Hydrogen)	5

The current and largest investment opportunity faced by the NSMTC is focussed on clean energy. Development of newer technologies such as Advanced SMRs being developed by ARC Clean Energy, Moltex, and NB Power in the province create a substantial investment and partnership opportunity. Further, the REOI released by NB Power pursuing proposals for clean energy projects further signifies

the importance of the sector and the availability of opportunity for investment/equity partnership negotiations.

With broader alignment of the sectoral interest there is significant opportunity for communities to come together to explore business partnerships and joint equity investment. There are notable examples where communities have come together to form partnerships and pursue majority shareholder stake in companies. Examples such as Clearwater Seafood, are just one example where communities have pooled investment to minimize economic risks while creating economic development and capacity building opportunities.

3.0 Community Engagement

Colliers' role was to engage the Member Nations of NSMTC to discuss and review local economic development goals, existing policies, initiatives, community owned businesses amongst other economic development drivers. The aim was to better understand each community's vision, goals, and interests to ensure that the economic development plan supports each community's vision and goals.

3.1 Methodology

3.1.1 Community Engagement Process

Each of the seven NSMTC communities is unique and have varying vision, goals, and interests. Goals and interests are based on a variety of factors which include geographic location, available land for development, labour capacity, education/professional credentials, existing businesses, industry relationships/partnerships amongst others. Through engagement with community leadership and staff, our team gained a better understanding of each communities' economic development interests. Due to the sensitive nature of the discussions, community engagement questionnaires will not be provided within this report.

The community engagement process consisted of a one-to-two-hour introductory session that consisted of a facilitated/guided discussion about the Economic Development Strategy, its aim, goals as well as completion of the community engagement questionnaire. The questionnaire template can be found in **Appendix 1.0**.

3.2 Community Sectoral Interests

The Project Team had an opportunity to meet with five of the seven NSMTC communities. The table below provides a summary of the sectors of interest of each of the participating communities:

	L'nui Menikuk	Natoaganeg	Amlamgog	Ugpi'ganjig	Metepenagiag Mi'kmaq Nation
Clean Energy	√	√	√	√	
Arts, Entertainment, and Recreation					
Agriculture – Agri-value processing			√	√	
Aquaculture – Fisheries	√	√	√	√	√
Construction			√		
Educational Services					
Finance and Insurance					
Forestry	√	√	√	√	√
Healthcare					
IT and Digital Technologies					
Manufacturing/fabrication					
Mining					
Real Estate/Commercial Leasing/Property Management		√			√

Retail/Trade					√
Transportation/Warehousing					
Tourism/Accommodations/Food Services	√	√		√	√
Federal/Provincial Procurement					
Other (Cultural Centres/Hotels, Healing Lodges)		√			√

Collectively, there is alignment of interest and ambition around the following sectors: **Clean Energy, Aquaculture, Forestry, and Tourism/Accommodations/Food Services**. These five sectors garnered the most attention during the community engagement process and should be explored further to review the viability of individual and collective economic development interests. Additional information and insight are provided in **Section 6.0** of this report.

Forestry – Each of the communities that we spoke with expressed interests in continuing to pursue economic development opportunities within the forestry sector. The forestry industry in NB contributes \$1.5 billion to the total gross domestic product (GDP) annually and generates approximately 9,700 direct jobs and 14,100 spinoff jobs that are linked to the sector in NB⁷. 80% of NB’s forest products are exported to the US while other major export markets include: India, China, South and Central America, and Europe. The size of the sector does present opportunities for communities. How and where opportunities exist individually or collectively for communities needs to be discussed and reviewed in more detail.

Tourism/Accommodations/Food Services – The Province of NB has been implementing their Tourism Growth Strategy (2018-2025) since 2018. The goal of the strategy is to increase visitor spending to \$2.0 million by 2025. The strategy highlights that there are 14.0 million people within a one-day drive and 64 million more within a two-day drive of the Province. The strategy is built upon the saying “if you build it, they will come”. The province intends to increase tourism through product innovation, story telling, compelling marketing messages, and starting with a vision and a plan. Ultimately the strategy focuses on “Product innovation to build on and rejuvenate the provinces greatest strengths. Innovated, immersive, differentiated products and experiences are essential to drive interest, and ultimately visitation and spending, in New Brunswick”⁸.

Retail Trade – In 2022, retail sales reached \$16.5 billion, an increase of 7.8% year over year. Contributing to the increase were higher sales in gas station and fuel vendors, motor vehicle and parts dealers, and general merchandise dealers accounted for approximately 85% of the total retail sales growth⁹. Excluding fuel and gas stations retail sales only grew by 4.8%. The Retail Council of Canada has identified one in every ten jobs in NB is in retail and that 12% of the NB workforce works within the sector. As previously mentioned, retail sector opportunities will always exist. However, sluggish growth data and high proportionality of growth attributed to gas stations and fuel vendors caution needs to be exercised when reviewing investments in the retail trade sector.

⁷GNB. (2023). New Brunswick Forest Industry. Natural Resources and Energy Development. <https://www2.gnb.ca/content/gnb/en/departments/erd/forestry-conservation/content/forest-products/forest-industry.html#:~:text=The%20New%20Brunswick%20forest%20industry,of%20approximately%20%241.5%20billion%20annually>

⁸ New Brunswick Tourism, Heritage and Culture. (2018). *New Tourism Economy*. GNB. <https://www2.gnb.ca/content/dam/gnb/Departments/thc-tpc/pdf/Publications/TourismGrowthStrategy20182025.pdf>

⁹ Department of Finance and Treasury Board. (2023). *The New Brunswick Economy: 2022 in Review*. GNB. <https://www2.gnb.ca/content/dam/gnb/Departments/fin/pdf/esi/nb-economy-in-review-2022.pdf>

Clean Energy – Each community as well the NSMTC have expressed interest and desire to pursue clean energy opportunities within NB. NB Power is the planning stages of developing a 50 megawatt (MW) of energy storage and 220 MW of renewable energy generation by 2027. These projects will lead to construction and employment opportunities. Additionally, communities are presented with the unique opportunity to collaborate and partner with the private sector to express interest in these projects through NB Power’s REOI. In addition, the Province is pursuing the advancement of Advanced SMR’s as potential clean technology and an energy export opportunity. Workers with renewable resources and sustainable energy solutions are expected to be in demand as Atlantic Canada moves to a net-zero grid.

Aquaculture - The aquaculture sector can be a major economic contributor to the NSMTC communities. Many of the communities have existing aquaculture business endeavours or plans to expand or begin business initiatives. In 2021, aquaculture sales within the province of NB totalled \$259.9 million and generated 470 full year equivalent jobs primarily in production¹⁰. Sales of farmed fish saw approximately 91% growth in the market between 2020 and 2021 and oyster sales rose by 50% between the same period. Top export markets for fish included the United States (96.2%), Taiwan (2.0%), Vietnam (0.8%), and China (0.5%). Fish farming represents 92% of the sectors value. However, the shellfish aquaculture industry is growing and expected to increase the percentage in the overall sector value.

3.3 Collective SWOT Analysis

For the communities that participated in the engagement process, commonality existed between many of them. In the table below we summarize the key findings where the greatest commonality existed.

SWOT Analysis	
	Results
Strengths	<ul style="list-style-type: none"> • Proximity to Provincial highway transit corridors; • Proximity to ocean/water access; • Strong and ambitious community leadership; • Strong relationships with industry and municipalities; • Younger population compared to local non-Indigenous population; • Expanding community infrastructure; • Community resourcefulness (always find a solution); • Existence of MOU’s and partnership/equity agreements; and • Positive attitude and willingness to partner.
Weaknesses	<ul style="list-style-type: none"> • Relatively small populations in communities (limited labour force); • Communities lack capacity and human resources; • Shortage of land for development; • Location/proximity to ocean and other environmental factors; • Perception of younger generations that certain careers will require leaving the community; • Younger generations leaving the community; • Certain policies are antiquated and not updated quickly enough to capitalize on opportunity; • Provincial government policies limit development/revenue generation; • Limited time to focus on individual files by community staff (staff wear many hats); • Limited capital funds for investment; and • Lack of opportunity/locations for higher education.

¹⁰ GNB. (2021). 2021 Aquaculture Sector Review. GNB.
<https://www2.gnb.ca/content/dam/gnb/Departments/10/pdf/Publications/Aqu/review-aquaculture-2021.pdf>

<p>Opportunities</p>	<ul style="list-style-type: none"> • Enhancement of current economic development initiatives (partnerships, shipping product direct to consumers); • Land claim settlements; • Expanding relationships with municipal governments; • Leveraging funding opportunities through ISC/ACOA and others; • Increased collaboration between communities to tackle challenges (i.e. higher education – trades college closer to communities); • Many community members are returning home; • Use of other communities and their success stories as models to follow; • Changing perception of public/businesses; • Ambition from private industry to partner; • Additional funding/lending opportunities; • Foreign investment; and • Emerging markets/trends – clean energy technologies being developed in the province.
<p>Threats</p>	<ul style="list-style-type: none"> • Environmental factors/climate change – rising sea levels, increase in hurricanes/storms, declining fisheries; • Economic factors – price fluctuations (lumber/fisheries), cyclical nature of existing businesses, inflation, interest rates; • Small populations – limited labour pool, competition for labour, salary expectations; and • Government policies and regulations – taxation agreements.

3.4 Summary of Employment Challenges

Upon completion of the community engagement process and generation of the collective SWOT analysis several key themes emerged. Collective themes include: 1) the limited availability of labour to support current and future economic development initiatives, 2) accessibility to higher education, and 3) qualifications of the labour pool and the requirement for industry recognized credentials (i.e. red seal) or specialized training. The following table provides the themes and potential next steps for investigation:

Economic Development Collective Opportunities		
Theme	Comments	Next Steps
<p>Availability of Labour</p>	<ul style="list-style-type: none"> - Communities have had to utilize international worker programs due to the limited labour force within the region. - Seasonal employment trends continue to pose challenges in creating a consistent labour pool throughout the year. - Post pandemic, the desire to work is no longer the same as pre-pandemic levels. 	<ul style="list-style-type: none"> (1) Investigate further expansion of immigration programs to support work force development. (2) Review programming/opportunities/incentives to restore pre-pandemic interest in employment. (3) Examine business opportunities that can transition between seasonal employment creating full time work opportunities.
<p>Accessibility to Higher Education</p>	<ul style="list-style-type: none"> - Several communities have significant travel distances to participate and attend in higher education programming. - Programming may require community members to move from community. - Community members may not have the financial means to participate in higher education programming. 	<ul style="list-style-type: none"> (1) Develop partnership agreements with community colleges. Opportunity to develop satellite programs or specialized programs within communities. (2) Examine the possibility of developing an independent trades college. Numerous examples exist across the country. (3) Review opportunity to further develop scholarship/grant opportunities through partnerships with industry, partners, and

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		education providers.
<p>Qualifications of Labour Pool</p>	<p>- Industries such as clean energy may require additional training and specialized qualifications. Themes 1 and 2 also impact the ability to achieve qualifications.</p> <p>- Non-economic development initiatives including capital project development could be used to develop labour pool through job shadowing, co-op/internship programs with industry suppliers.</p>	<p>(1) Investigate how future partnership agreements could include training opportunities/communities to develop community labour pools.</p> <p>(2) Investigate pathways with regulatory bodies to credential work experience and/or modify credential pathways (if possible).</p> <p>(3) Develop partnerships with industry for additional co-op/internship, job shadowing opportunities.</p>

4.0 Partnership Engagement

NSMTC and its Member Nations have extensive relationships with governments at all levels as well as with the private sector. The importance of relationships and business partnerships are essential for long term success. It is extremely important to review business opportunities and potential opportunities through multiple lenses including an ethical and financial lens. Ensuring partnership agreements, joint ventures, memorandums of understanding and other business relationships are in the best interest of the communities is essential. Throughout the project, partnership opportunities were explored and discussed. The following table provides a summary of potential partner organizations that the Project team met with throughout the Project.

Partnership Opportunities (*denotes organizations the Project Team were unable to meet with during the development of the strategy)	
Organization	Partner Description
First Nations Major Project Coalition (FNMPC)	<p>The FNMPC is a national 130+ Indigenous nation collective working towards the enhancement of the economic well-being of its members, understanding that a strong economy is reliant upon a healthy environment supported by vibrant cultures, languages, and expressions of traditional laws, and in particular to support members to:</p> <ul style="list-style-type: none"> • Safeguard air, land, water, and medicine sources from the impacts of resource development by asserting its members' influence and traditional laws on environmental, regulatory and negotiation processes; • Receive a fair share of benefits from projects undertaken in the traditional territories of its members; and • Explore ownership opportunities of projects proposed in the traditional territories of its members. <p>FNMPC is currently providing business capacity support to its members on 8 major projects located across Canada, each with a First Nations equity investment component, and a portfolio exceeding a combined total capital cost of over \$20 billion. FNMPC's business capacity support includes tools that help First Nations inform their decisions on both the economic and environmental considerations associated with major project development.</p>
Thawikayhigan LP (TKG)	<p>Thawikayhigan LP (TKG) is owned equally by Kingfisher Lake First Nation, Kasabonika Lake First Nation, Kitchenuhmaykoosib Inninuwug, Wapekeka, Wawakapewin, and Wunnumin Lake First Nations. TKG was established in November 2018 to secure contract work with the Watay Power Project.</p> <p>TKG has been successful in establishing itself as a general contractor and securing a significant amount of contract work with Valard Construction LP (the EPC) as part of the Watay Project. Thus far TKG has crafted multiple alliances with reputable companies and worked on approx. 20 contracts are imminent or have started already.</p> <p>From a legal perspective, the arrangements that TKG has established with its alliance partners are a blend of newly created limited partnerships, joint ventures, subcontracts, or a simple buy and sell arrangement.</p> <p>From an operational perspective, the arrangements are a blend of service contracts (camp & catering, logistics) and supply contracts (fuel), with some of either showing potential for longevity. TKG generally refers to these opportunities as legacy opportunities.</p>
SMR Working Group	<p>Preferred Choice Development Strategists led a Working Group (WG) composed of members of NB Power, Moltex, Arc Clean Energy, OCNi and others at the end of March, 2023. The WG reviewed current funding opportunities and partnership opportunities between attendees of the call. Preferred Choice Development</p>

	<p>Strategists completed follow up with the various attendees to seek responses to engage funding agencies like the Government of Canada to advance SMR discussions/opportunities in NB.</p>
<p>Joint Economic Development Initiative (JEDI)</p>	<p>The Joint Economic Development Initiative (JEDI) is an Indigenous organization dedicated to supporting Indigenous participation in NB's economy. JEDI began in 1995 as a tripartite partnership between Indigenous communities in NB, the Government of Canada, and the GNB. In 2009, JEDI was incorporated as an independent, non-profit organization and over the years JEDI has grown into an Indigenous organization focused on working closely with its partners from Indigenous communities, organizations, government, and the private sector to foster Indigenous economic development in NB.</p>
<p>Cando</p>	<p>Cando was formed in 1990 by fifty Indigenous Economic Development Officers (EDOs) who believed that by creating an organization that addressed their specific needs, their capacity to better serve their communities would be increased. Cando (Council for the Advancement of Native Development Officers) is federally registered, non-profit society that is Indigenous controlled, community based, and membership driven. Cando is directed by a national elected Board of EDOs which represents each region of Canada.</p> <p>Cando exists to serve EDOs who work in Indigenous communities and organizations and is well positioned in the market, providing the only EDO national professional certification designation, along with education and networking programs and services. Cando truly understands the personal and professional dispositions of EDOs, how they are influenced and their level of technical skill and integration. Guided by a 5-year Strategic Plan and a comprehensive work plan, Cando provides a broad range of programs and services including: community development planning; support services to businesses; preparation of funding proposals; and professional development/capacity building for Indigenous EDOs. The most effective EDOs are thoroughly trained, highly skilled individuals. Their commitment is to facilitate community economic capacity and to provide professional support and technical advice to build strong, vibrant, self-sustaining Indigenous communities and organizations.</p>
<p>Ameresco</p>	<p>Ameresco, Inc. is a leading cleantech integrator and renewable energy asset developer, owner, and operator. Our comprehensive portfolio includes energy efficiency, infrastructure upgrades, asset sustainability and renewable energy solutions delivered to clients throughout North America and Europe.</p> <p>Ameresco's solutions range from upgrades to facility's energy infrastructure to the development, construction and operation of renewable energy plants combined with tailored financial solutions. We work with customers on both sides of the meter to reduce operating expenses, upgrade and maintain facilities, stabilize energy costs, improve occupancy comfort levels, increase energy reliability, and enhance the environment.</p> <p>Leveraging budget neutral solutions — including energy savings performance contracts (ESPCs), power purchase agreements (PPAs) and off-balance sheet Energy as a Service (EaaS) contracts — we eliminate the financial barriers that traditionally hamper energy efficiency and renewable energy projects. Ameresco has successfully completed energy saving, environmentally responsible projects with Federal, state, and local governments, K-12 school districts, college campuses, healthcare institutions, airports, housing authorities, and commercial and industrial customers.</p>
<p>Rimot</p>	<p>Rimot is leading vessel-to-grid to accelerate electric grids and marine vessels to achieving net zero together. Rimot's BlueGrid technology delivers environmental and financial benefits by turning marine vessels into virtual power plants for utility-grade energy storage. Vessel-to-grid is a revolutionary technology that allows electric boats to not only consume power but also feed power back into the grid. Electric boats are connected bidirectionally to the grid, allowing them to charge their batteries when power is greener and inexpensive, and then feed that power back into the electric grid when demand is high.</p>
<p>LearnSphere</p>	<p>For over 20 years, LearnSphere has exported some of its unique learning and development solutions to help developing countries achieve resilient and equitable growth. Their expertise has contributed to reducing poverty and inequality –</p>

	<p>especially for women, youth and disadvantaged populations – by helping to create better skills for the future.</p> <p>LearnSphere designs, develops and implements comprehensive, evidence-based learning solutions. They help people and organizations across Canada improve their knowledge, skills and abilities in the workplace. LearnSphere also administer a variety of government-sponsored programs.</p>
<p>Atlantic Canada Opportunities Agency (ACOA)*</p>	<p>The mission of the Atlantic Canada Opportunities Agency (ACOA) is to fuel economic development in Atlantic Canada. We work to build a strong, resilient economy that is innovative, diverse, and inclusive.</p> <p>ACOA works with businesses, organizations, and communities to strengthen the Atlantic economy through:</p> <ul style="list-style-type: none"> • Economic development – We help businesses get started, modernize, and grow. We do this by providing financial assistance to businesses and to business support organizations. We also encourage businesses to adopt new technology, find different ways to expand, and reach new markets. • Community development – We work with communities to improve community infrastructure and create the right conditions for economic growth, prosperity, and increased wealth. We build on regional strengths that make Atlantic Canada a great place to do business. • Policy, advocacy, and coordination – We represent the region’s interests at the national level and work with other departments to ensure coordination of policies and programs. <p>Their efforts are guided by four strategic lenses:</p> <ul style="list-style-type: none"> • Improving the quality of jobs • Helping businesses increase their productivity and use digitization to be more competitive • Breaking down barriers to employment and entrepreneurship for people in under-represented groups and supporting them in achieving their goals and ambitions • Using the power of new technologies to fuel growth and green the economy
<p>Opportunities New Brunswick (ONB)*</p>	<p>Opportunities NB (ONB) works with businesses of all sizes in every region of NB — helping them to invest, grow, scale, and tap new markets for their products and services. ONB works with employers to identify their labour force needs and help take full advantage of immigration and talent acquisition streams that best suits employers unique needs. ONB collaborates with our community partners to help newcomers put down roots and settle into local communities, while also working to ensure as many international students as possible remain in NB or move here after graduation.</p> <p>As part of a commitment of the 2022-27 NB Climate Change Action Plan, ONB has initiated work to develop a whole-of-government Sustainable Economic Development Plan focused on decarbonization opportunities and barriers, specifically geared toward creating the economic growth conditions that will enable business and industry transition and growth. A lead consultant was selected through the public procurement process and work began in August 2023.</p> <p>The scope of the Sustainable Economic Development Plan’s activities includes how we support business growth and success and guide investment to meet the needs and aspirations of Indigenous-led businesses, Indigenous communities, and organizations, while increasing employment and building strong economies in a way that achieves our commitment to sustainability and a net zero economy together.</p> <p>Based on past work, priorities of the plan are likely to include:</p> <ul style="list-style-type: none"> • Ensuring our small and medium enterprises have the tools to compete in a transitioning economy • Identifying and pursuing the development of new industrial clusters and opportunities • Developing a pipeline of clean technology • Supporting large industry’s transition to a net-zero future • Positioning the province to attract global clean investment
<p>Government of New</p>	<p>The Department of Aboriginal Affairs oversees a whole-of-government approach to</p>

<p>Brunswick (GNB) – Department of Aboriginal Affairs</p>	<p>Indigenous relations and is responsible for the coordination of all of the province's initiatives with First Nations. DAA is the main point of contact and represents the interests of the province in multilateral initiatives and negotiations. The department leads the consultation process with Aboriginal peoples and provides research, analysis, and policy advice to government on Indigenous matters.</p>
<p>Indigenous Services Canada (ISC)</p>	<p>The Government of Canada combined five community-based economic and land management support programs into the Lands and Economic Development Services Program (LDSP). The aim is to help increase Indigenous participation in the economy through laws and programs, and allow communities greater control over land management.</p> <p>The program is, administered by Indigenous Services Canada (ISC) and offers different types of funding to help First Nations and Inuit communities address the following:</p> <ul style="list-style-type: none"> • Economic development in First Nations and Inuit communities: operational funding and project-based funding • Reserve land and environmental management under the Indian Act: Reserve Lands and Environment Management Program • First Nations land and environmental management not under the Indian Act: First Nations Land Management Regime <p>The Lands and Economic Development Services Program enables First Nations and Inuit communities to:</p> <ul style="list-style-type: none"> • Deliver economic development services, such as community economic development planning, capacity development initiatives and proposal development • Assume greater control over reserve lands, resources and the environment on behalf of the Minister of ISC and in accordance with the <i>Indian Act</i> • Help build capacity to effectively manage their lands in accordance with the <i>First Nations Land Management Act's</i> various tools, such as land codes, individual agreements, land management systems and environmental agreements • Provide support services that prevent contamination of reserve lands under ISC custodial responsibility

5.0 Economic Development Strategy

Within this section of the report, we have compiled information and feedback to develop an Economic Development Strategy. This information was collected through interaction with the seven NSMTC communities and staff from the NSMTC. The strategy will serve as the strategic driver for future economic development efforts by the NSMTC and the seven supported communities.

Through both a qualitative and quantitative analysis, it was found that opportunities within the Clean Energy, Aquaculture, Forestry, and Tourism/Accommodations/Food Services sectors were most appealing to communities as well as presented the most opportunities based on the contribution of each sector to the overall GDP of the Province, employment opportunities, existing/future barriers to entry, and community interest.

This strategy serves as an initial starting point and subsequent plans will need to be developed to further support this strategy. The strategy should be reviewed at minimum on an annual basis and revisited entirely within the next five years.

5.1 Strategy

The contents of this strategy are being presented here for internal purposes only and is intended to compliment the background research and documentation that has already been presented within this report. Additional information that was developed and prepared during the development of this document will be shared with the NSMTC, this information has been excluded due to confidentiality and the personalized nature of the information collected from each of the participating communities.

5.1.1 NSMTC General Manager's Message

Our organization is in the unique position to be a driver of change and a catalyst to generate opportunities for our communities, community members, and community member owned businesses. Further we intend to remain a key partner to increasing NB's GDP and expanding the Province's and our reputation both domestically and internationally. During the last several years, we have been proactive and at the forefront of advocating for the transition to renewable energy within our communities and the Province. We have created numerous partnerships and made significant financial investment in Advanced SMR technology and companies to further our sustainable energy related goals. This has created opportunity to be a driver of change and support the advancement of nuclear technology and support environmental stewardship. Investment and sustained focussed on energy transition will remain as one of NSMTC's key drivers and focus areas.

In addition to renewable energy, we have several areas where we will continue to focus our time and energy. We are committed to creating opportunities for communities, community members, and community member owned businesses at all levels of the supply chain. We are committed to ensuring our communities and community members are equipped with the education, training, and skills necessary to create individual and collective economic prosperity. We have a number of ambitions and ideas that will allow us to expand our role and allow the NSMTC to be a key partner and driver of change within the region. We have outlined these ideas within the subsequent sections of this strategy. To further these ambitions, we require continued support from our partners, funders, and our communities. We are hopeful, that taking a strategic approach, laying out our goals and objectives over the course of the next five years will allow us to continue to be recipients of our current funding as well as additional funding to support specific strategies and objectives outlined within this strategy.

To be successful, we understand the importance of relationships and partnerships. These relationships allow us to advance our ambitions and only through continued focus and collaboration can we maintain the momentum we have achieved in the last several years. We are hopeful that this Economic Development Strategy provides the opportunity to have additional financial resources available to support our various initiatives outlined within this strategy. We continue to advance our relationships with the Government of NB as well as NB Power and continue to advocate for equity, partnership, and inclusion in all aspects of provincial government business. Moving forward, the importance of critical minerals within the province is also of importance. We are ambitious to begin entering these discussions with the province and emulate the success we have had with energy related projects within the mineral/mining sectors. We will look to our partners, funders, and industry to seek and respond to potential opportunities.

The future of the Indigenous economy within NB has the potential to match the growth and success of the Indigenous economy in other parts of Canada. The investment in clean energy including nuclear energy, the bountiful natural resources, and the proximity to ports and international distribution networks from within the province creates substantial opportunity for our people. Continued focus, investment, and planning is needed to capitalize on these opportunities. As the NSMTC, we continue to foresee ourselves driving change and being a connector to our communities and industry. We are excited about the successes we have achieved to date. We are even more excited to explore new and emerging opportunities that are being generated on a daily basis. We look forward to the future and continuing to advance economic growth within all of our communities!

5.1.2 A Vision for NSMTC and Communities

The NB economic landscape has continuously evolved and will continue to evolve. Evolution creates new and emerging opportunities while historic markets and opportunities still exist. There is opportunity to preserve and promote our rich culture and traditions, while fostering resilient, prosperous, and sustainable communities.

The Board of Directors of the NSMTC are encouraged by emerging partnership opportunities and individual and collective community ambition in driving economic growth opportunities for communities and community members. For these reasons the Board has developed a vision statement to drive economic growth within the region:

“A future where the seven member Mi’kmaq communities are united, vibrant and thriving, preserving our culture and heritage while embracing growth and development for the benefit of the next seven generations.”

Subsequently, due to the importance of renewable energy the Board has also adopted a vision statement specifically related to clean energy. The vision is as follows:

“The seven Mi’kmaq Nations of NSMTC are at the forefront of the clean energy economy and providing the leadership opportunities for the next seven generations.”

5.1.3 Mission

To be an influential, collaborative, driver of sustainable change in creating generational opportunities for our communities and their members.

5.1.4 Values

The core values that will be applied to economic development pursuits are:

Respect	Integrity	Honesty	Dedication
Trustworthiness	Cultural Sensitivity	Sustainability	Social Responsibility
Community	Global opportunity	Collaboration	Cooperation
Cultural Preservation	Willingness to Partner	Self-determination	Balance
Mutual Respect	Flexibility	Adaptability	Strategic Alignment

5.1.5 Strategic Objectives

The Economic Development Strategy is based on the following objectives:

- Encourage and Advocate for Investment in NSMTC First Nation Communities
- Improve the Attractiveness of Investment Opportunities
- Fostering Positive Relationships with Public and Private Sectors
- Increase Collaborative Economic Development Pursuits
- Development of Long-lasting Mutually Beneficial Business Relationships
- Pursuit of resources (financial, partnerships, relationship, HR), active searching/discussions
- Community Collaboration
- Economic and Environmental Sustainability
- Risk Tolerance - values alignment in project investments
- Education, Training, and Empowerment of community members
- Advocacy, support role, bringing people together

5.1.6 Approach

A variety of strategic themes have been developed to outline the approach in achieving the vision and mission of the strategic plan. Through collaboration with NSMTC and the results generated from the Community Engagement sessions the following Strategic Themes were identified:

- Strategy Theme #1 – “Partnership Development”
- Strategy Theme #2 – “Employment and Career Opportunities”
- Strategy Theme #3 – “Create the Path to Self-Determination”
- Strategy Theme #4 – “Promote Investment in NSMTC First Nation Communities”

Goals and objectives for each strategic theme are provided below:

STRATEGY THEME #1 – “PARTNERSHIP DEVELOPMENT”

Goal: Continue to seek equity partnership investment opportunities in established and emerging business opportunities.

Objectives:

- Leverage the experience gained through equity negotiations with Moltex and ARC Clean Energy to seek additional equity partnership opportunities.
- Partnership opportunity exploration to go beyond just equity investment. Current and future partnerships to include secondary and tertiary impacts including creation and development of supply chain opportunities, training, employment and other direct and indirect benefits for communities, community members, and community member owned businesses.

NSMTC Economic Development Strategy

- Partnerships must result in a strategic partnership, all parties must be an active contributor to strategic growth to all parties mutual success.
- Create new relationships with NB Power to create opportunity and have greater input to utility distribution across the Province of NB as well as opportunity for shared ownership.
- As rights holder, hold accountable all levels of government as well as utilities and private sector in the development of resources within the Province.
- Develop further capacity that strengthens our business reputation and to enhance the branding for NSMTC and the seven communities as strong business partners.
- Attract investment through traditional economic development opportunities and new and emerging opportunities.
- Actively promote within industry, the awareness and appetite for investment in clean energy/resource projects.
- Engage partners with multi-step approach: meet with industry, review of federal/provincial funding opportunities, bringing public/private/communities together.
- Work with industry to ensure cultural awareness/sensitivity and ensure partnerships fully embrace our cultural uniqueness.

Next Steps:

Identification and development of a listing of potential partnerships based on sectoral interests of communities.
Development of sectoral partnership pursuit plans focussed on NB.
Develop an enhanced relationship with NB Power that focus' on business opportunities in the energy sector.
Collaborate with industry and private sectors to ensure Indigenous inclusion on Environment, Social, and Governance plans.
Creation of energy related committee composed of federal/provincial governments.
Development of Economic Development Corporation within NSMTC.
Development of a marketing campaign to drive partnership development and greater awareness of the NB economy.
Participation at industry events pertaining to sectoral interests of communities along with energy and resource development projects.
Development of strategic relationships with the Port of Belledune and others.
Ongoing support to economic development interests within NSMTC communities.
Development and issuance of Expression of Interest (EOI) seeking investment partnerships with industry.
Development of internal Economic Development Corporation business plan (NSMTC).
Development of sectoral partnership pursuit plans leading to agreements focussed on non-NB marketplace.
Update Economic Development Strategy/Plan.
Development of international partnership opportunity plan.

STRATEGY THEME #2 – “EMPLOYMENT AND CAREER OPPORTUNITIES”

Goal: Maximize economic opportunity for primary, secondary, and tertiary employment and business opportunities for community members and community member-owned businesses.

Objectives

- Maximize economic development opportunity for all levels of the Indigenous supply chain.
- Maximize employment opportunities for community members through economic development pursuits.

NSMTC Economic Development Strategy

- Identify and create awareness of business and supply chain opportunities for community member owned businesses and entrepreneurs.
- Strategic focus on the youth of communities to prepare for future career opportunities based on industry trends and regional opportunities, including trades training (plumbing, pipefitting, electrical), professional services (engineers, architects, project managers, etc.), and others.
- Development and creation of a trades/professional services “Indigenous Centre of Excellence” institute to develop and train future generations in areas of future development.
- Work with partners to provide entrepreneurship program training and business development programs to match the needs of communities, community members, and industry.
- Work with partners to develop a comprehensive understanding of current and future supply chain opportunities and the impact that the chain has on employment and business opportunities.
- Development and expansion of relationships with unions, higher education institutes, and non-profit organizations.

Next Steps:

Increase understanding of skills gap and employment opportunities through the generation of a community skills matrix for technical and non-technical roles that mirror sectoral interests.
NSMTC to work with funding and industry partners to develop a feasibility study for “Indigenous Centre of Excellence” institute for NB Indigenous communities.
Identification and development of partnerships with industry, higher education institutions, trades organizations, and others to advance industry training for career opportunities.
Development of an employment skills matrix and needs assessment to better understand current training programs, capacities, limitations, and opportunities
Provide input to strategic planning processes of organizations such as JEDI and others to develop programs to further skills training.
Advocate for the development of an Indigenous delivery agency for business programs and services to meet the ongoing needs of First Nation business and the entrepreneurial community to better participate in supply chain and procurement opportunities, i.e. JEDI.
Continued capacity development of NSMTC staff and maximization of future employment opportunities for community members within the NSMTC.

STRATEGY THEME #3 – “CREATE THE PATH TO SELF-DETERMINATION”

Goal: Economic development pursuits must lead to self-determination.

Objectives

- Create investment attraction to the Region and communities.
- Develop and expand existing Band operated businesses. i.e. What can be done differently, how can our product or services differentiate, can our products and services be exported?
- Development of partnerships and allies in economic development pursuits.
- Development and creation of a new office complex for NSMTC to support the creation of a Technical Services “Centre of Excellence”.
- Development and creation of an “Indigenous Centre of Excellence” for education, skills, and professional services development identified in Theme #2.
- Pursuit of First Nation Financial Management Board (FMB) Financial Performance Certification including the development of a Financial Administration Law (FAL).
- Maximization of business diversification.
- Adopt the results of the First Nations Data Governance Strategy to support decision making.

NSMTC Economic Development Strategy

- Increase accessibility to grants, funding sources and support the development of business plans and support to other entrepreneurial activities.
- Activities not on the path or create a divergent path need to be re-evaluated.
- Expanded role in creating greater exposure and communication between ISC, ACOA, RDC, and other organization executives with community leadership through continuous engagement and increased collaboration on individual community projects and business opportunities.

Next Steps:

Development of a self-determination strategy through increasing awareness and understanding of NSMTC communities' definition and vision for what self-determination looks like.
Increase in funding for Community Economic Development Officers at all NSMTC communities.
Maintenance of funding for Community Economic Development in order to implement measures contained within this strategy.
Development of a prioritized action plan to pursue growth in all sectors based on community sectors of interest.
Continue to seek partnerships in all sectors of interest.
Increase awareness of grant and funding source availability through the generation of a financial resource guide.
Development of an Environmental, Social, Governance Plan that includes advocating for putting "I (Indigenous)" into ESG efforts of corporate Canada.
Review and awareness of entrepreneurship programs and mechanisms to create greater investment into supply chains for community member-owned business and businesses operated under the NSMTC Economic Development Corporation.
Advocate for our communities to achieve Financial Performance Certification including the development of a Financial Administration Law (FAL) through FMB.
Lead advocacy efforts with industry and all levels of government for mandatory Indigenous inclusion in public procurement opportunities and all Integrated Bilateral Agreements (IBA's).
Development of training, co-op/internships, apprenticeships with partner organizations.
Advocate and seek support from all levels of government for industry events and conferences developed by NSMTC.
Advocate and support the adoption of a First Nations Data Governance/Security Strategy.
Provide advisory support to Band operated business and/or community member operated businesses.
Advocate for the development of a Community Business Development Corporation (CBDC) equivalent organization within NB as part of JEDI.
Advocate for increased engagement between community leadership and primary government funding partners in advancing community development projects and business.

STRATEGY THEME #4 – "PROMOTE INVESTMENT IN NSMTC FIRST NATION COMMUNITIES"

Goal: Put NB and all seven NSMTC communities on the map.

Objectives

- Create investment attraction into the region and all seven communities.
- Development of comprehensive communication strategy to include marketing materials, social media campaigns and other strategies to self-promote and create investment excitement.
- Development and execution of proactive and aggressive marketing campaigns to expand partnerships both within Canada and internationally.
- Utilize partnerships for expanding the brand including municipal governments and private industry.
- Development of a Community Business Directory to create and maximize opportunity and exposure for community and community member owned businesses.

- Increased presence at industry, cultural, and professional events.

Next Steps:

Development and roll out of an Indigenous focussed marketing strategy to drive opportunity for the region and NSMTC communities.
Ensure marketing initiatives are included within partnership agreements for mutual benefit. Avoid being a silent partner unless desired.
Increase presence and participation at industry, cultural, and professional events and advocacy for funding support for participation and capacity development opportunities at events.
Continuation of partnership discussions with local municipalities. Leverage funding programs such as the Municipal Community Economic Development Initiative (CEDI).
Expansion of marketing efforts focussed on foreign markets.
Engagement with communications/marketing companies to develop communication and marketing strategies.
Create broader awareness of communications/marketing, events, conferences, etc. within NSMTC communities.
Leverage communications/marketing team within the NSMTC to support capacity development in communication and marketing within NSMTC communities.
Work with JEDI and others to develop a NSMTC Business Directory.

5.1.7 Measuring Success

The Economic Development Strategy for NSMTC sets out our four strategic priorities for growth and several objectives to achieve the collective vision of the Economic Development Strategy. The strategy will be led by the NSMTC team in close collaboration with all seven communities. The strategy is founded on the successes that have already been realized as well as the solid foundation that each community has built. The NSMTC will continue to work in collaboration with colleagues in all communities, engage with partner agencies, governments, and engage with the private sector to pursue the advancement of economic development interests on behalf of all communities.

The strategy will be updated regularly as new initiatives and new opportunities emerge. The NSMTC are committed to driving economic development pursuits and capturing the evolving needs of all seven communities as well as monitoring performance of the strategy and resulting actions. The strategy serves as a strategic roadmap, extensive additional planning, consultation, and partnerships will be required to achieve the vision.

The NSMTC Board of Directors will provide the NSMTC with ongoing strategic guidance on the implementation of this strategy as well as key performance indicators (KPI's) to ensure goals and objectives of the strategy are met. Specific KPI's will need to be developed as new objectives and action items are developed throughout the life of this strategy. At minimum this strategy will be reviewed on an annual basis.

5.1.8 Future Planning

The preparation of the strategy is limited to the contents provided above. Additional planning will be required to operationalize the strategies, goals and objectives identified. It is highly recommended that the seven communities and NSMTC collaboratively develop the tactical plan associated with each of the key themes.

6.0 Resource Guide

The following table identifies a variety of sources for economic development information.

Resources		
Source	Description	Website
Atlantic Economic Council	The Atlantic Economic Council is the source for independent research, providing the insights and ideas that are vital to supporting a healthy, inclusive, and sustainable Atlantic Canadian economy.	https://atlanticeconomiccouncil.ca/
Atlantic Policy Congress of First Nation Chiefs Secretariat	Atlantic Indigenous Economic Development Integrated Research program	https://www.apcfnc.ca/economic/about/
The Bank of Canada	An Overview of the Indigenous Economy in Canada	https://www.bankofcanada.ca/wp-content/uploads/2023/10/sdp2023-25.pdf
Canada Infrastructure Bank	Our purpose is to invest in revenue-generating infrastructure which benefits Canadians and attracts private capital. We are a catalyst for private investment in projects that support economic growth. We are working on investment opportunities, from coast to coast to coast, which reflect our priority sectors for investment – green infrastructure, clean power, public transit, trade and transportation and broadband infrastructure.	https://cib-bic.ca/en/
Canadian Council for Aboriginal Business	Aboriginal Economic Development Corporations	https://www.ccab.com/research/publications/aedcs/
	National First Nations Sustainable Economic Development and Fiscal Relations Strategy	https://www.ccab.com/wp-content/uploads/2016/10/National-Project-Overview_FNED_INAC.pdf
	Aboriginal Economic Development Corporation Capacity 2020	https://www.ccab.com/wp-content/uploads/2020/02/CCAB-Report-1-web.pdf
	Recommendations for the Improvement of the Federal Government Procurement Strategy for Aboriginal Business (PSAB).	https://www.ourcommons.ca/Content/Committee/421/OGGO/Brief/BR9343186/br-external/CanadianCouncilForAboriginalBusiness-e.pdf
Council for the Advancement Native Development Officers	Mission: To build capacity which strengthens Indigenous economies by providing programs and services to Economic Development Officers.	https://www.edo.ca/
First Nations Information Governance Centre (FNIGC)	First Nations Data Governance Strategy	https://fnigc.ca/what-we-do/first-nations-data-governance-strategy/
First Nations Financial Management Board	Financial Performance Certification	https://fnfmb.com/en/services/certify-first-nations/financial-performance-certification
	Financial Administration Law	https://fnfmb.com/en/services/certify-first-nations/financial-administration-law-fal

NSMTC Economic Development Strategy

First Nations Major Project Coalition	FNMPC is currently providing business capacity support to its members on 8 major projects located across Canada, each with a First Nations equity investment component, and a portfolio exceeding a combined total capital cost of over \$20 billion. FNMPC's business capacity support includes tools that help First Nations inform their decisions on both the economic and environmental considerations associated with major project development.	https://fnmpc.ca/
Government of New Brunswick	New Brunswick Economic Dashboard	https://www.gnb.ca/FTB-FCT/?lang=en
Government of New Brunswick	Economic Outlook 2022 - 2023	https://www2.gnb.ca/content/dam/gnb/Departments/fin/pdf/Budget/2022-2023/economic-outlook-2022-2023.pdf
Government of New Brunswick	First Nation communities, organizations, and individuals are encouraged to reach out to the Department of Aboriginal Affairs at any time if they are looking for information on government programs and services. Chelsea Cullins (cc'd) has been hired as the Indigenous Navigator and would be pleased to assist anyone who is wanting to learn more about GNB programs (Chelsea.Cullins@gnb.ca 506-230-1081).	The GNB Programs Guide is Attached as Appendix 2.0 .
IBIS World	New Brunswick – Province Economic Profile	https://www.ibisworld.com/canada/economic-profiles/new-brunswick/#:~:text=Major%20sectors%20by%20employment%20in,43%2C311%20people%20in%202022%2C%20respectively.
Indigenous Clean Energy, Canadian Institute for Climate Choices	Waves of Change	https://indigenouscleanenergy.com/wp-content/uploads/2022/06/ICE-report-ENGLISH-FINAL.pdf
Indigenous Services Canada	Programs and services that support Indigenous businesses, develop land on reserve and assist in land management strategies.	https://www.sac-isc.gc.ca/eng/1587562362075/1587562382213
Indigenous Works	Advancing Indigenous Innovation for Economic Transformation, Employment and Wellbeing	https://www.iworks.org/luminary
National Indigenous Economic Development Board	The NIEDB is committed to providing advice and guidance to the federal government on issues related to Indigenous economic opportunities that enable the Indigenous peoples of Canada to have a voice in government policy.	http://www.naedb-cndea.com/en/indigenous-working-group-launches-a-national-indigenous-economic-strategy-for-canada/
National Indigenous Economic Strategy	National Indigenous Economic Strategy for Canada 2022. The National Indigenous Economic Strategy is designed to drive positive change, address long-standing inequities, and achieve inclusive growth for and with Indigenous communities. This Strategy presents pathways for Canada to be the global leader in upholding Indigenous rights. Implementation of the Strategy requires the purposeful engagement of governments, corporate Canada, institutions, and all Canadians.	https://niestrategy.ca/wp-content/uploads/2022/05/NIES_English_FullStrategy.pdf
NBJobs.ca	Labour Market Reports	https://www.nbjobs.ca/stats/labourmarket
Telus and others	Indigenous Communities Fund - The TELUS Indigenous Communities Fund offers grants up to \$50,000 for Indigenous-led social, health and community programs. Together, we can make the future friendly by supporting Indigenous leaders and community groups who know their communities best.	https://www.telus.com/en/social-impact/giving-back/community-grants/indigenous-communities-fund

NSMTC Economic Development Strategy

University of New Brunswick, Atlantic Institute for Policy Research	2020 Northern Vision Nord Symposium Event Proceedings	https://www.unb.ca/roundtable/_assets/documents/northern-vision-report.pdf
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Appendix 1 COMMUNITY ENGAGEMENT QUESTIONNAIRE

Economic Development Questionnaire - Business Profile/Sectoral Analysis		
Description	Responses	Additional Comments
General Information		
Community Name		
Name of Individual(s) Participating		
Existing Business Data	Existence of an Economic Development Corporation	
	Business within the Economic Development Corporation	
	Existing MOU's/Partnership Agreements with Industry (Describe)	
	Business Pursuits/Partnerships Currently Developing/In Progress	
	Privately Owned Businesses	
	Community Member Business Ambitions (if known)	
Economic Development Opportunities of Interest	Please select the top 5 sectors that are of greatest interest.	
	Clean Energy (Solar, Wind, LNG, SMR, Hydrogen)	
	Arts, Entertainment and Recreation	
	Agriculture – Agri-value processing	
	Aquaculture – Fisheries	
	Construction	
	Educational Services	
	Finance/Insurance	
	Forestry	
	Healthcare	
	IT and Digital Technologies	
	Manufacturing/Fabrication	
	Mining	
	Real Estate /Commercial Leasing/Facilities Management	
	Retail/Trade	
Tourism/Accommodations/Food Services		
Transportation /Warehousing		
Other (Cultural Centres/Hotels, Healing Lodges)		
SWOT Analysis - compilation of the community's Strengths, Weaknesses, Opportunities and Threats	Strengths	
	Weaknesses	
	Opportunities	
	Threats	

Appendix 2 GNB PROGRAMS GUIDE

GNB Programs Guide

An overview of funding, training and services available to Indigenous individuals, organizations and communities

April 2023
Department of Aboriginal Affairs



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OVERVIEW

This booklet outlines programs and services offered by the Government of New Brunswick (GNB) which may benefit Indigenous individuals, organizations and communities. The reader can use this booklet to understand what programs and services might be available to support the reader in realizing their projects or goals. The list of programs and services is not exhaustive. Readers are encouraged to discuss specific projects or ideas with the team at the Department of Aboriginal Affairs.

Department of Aboriginal Affairs

Phone : (506) 462-5846

Email : AboriginalAffairs@gnb.ca

[Aboriginal Affairs - New Brunswick \(gnb.ca\)](http://AboriginalAffairs-NewBrunswick.gnb.ca)

Mailing Address

Chancery Place, 4th Floor

P. O. Box 6000

Fredericton, NB

E3B 5H1

Categories Represented

Agriculture

Community & Economic Development

Early Learning & Childcare

Employment

Environment

Fisheries

Health & Wellness

Heritage, Arts & Culture

Housing

Safety

Skills & Education

Sports & Recreation

Note to Reader

The information within is based on the best available information provided by the various GNB departments.

If there is a discrepancy between the information in this booklet and the information provided by the department leading the program or service, the information provided by the department leading the program is considered the most accurate and up to date. Please let the Department of Aboriginal Affairs know about the discrepancy so that the booklet can be updated.

Eligibility and/or amounts awarded are at the discretion of the department leading the program or service.

AGRICULTURE

Indigenous Agriculture Development Program – Sustainable Canadian Agricultural Partnership

Funds are available under the Sustainable Canadian Agricultural Partnership to support First Nations communities, Indigenous individuals or organizations who are interested in participating the New Brunswick agricultural industry, including local foods. Funding also supports the development of new and existing markets by providing financial assistance to Indigenous applications with viable agriculture projects.

[iadp-program-guidelines.pdf \(gnb.ca\)](#)

[Agriculture Program \(gnb.ca\)](#)

Department of Agriculture, Aquaculture and Fisheries

Phone : (506) 476-9359

Email : Sustainable.CAP@gnb.ca

COMMUNITY & ECONOMIC DEVELOPMENT

Business Development

Opportunities New Brunswick (ONB) is the lead economic development agency for the Province of New Brunswick. They work one-on-one with companies throughout the province through their six "client facing" business lines: investment attraction, business growth, export development, business navigators, client engagement and business immigration. **ONB's Investment Attraction Team** works with businesses in Canada and abroad to attract new investment to the province. **ONB's Business Growth Team** supports existing businesses in New Brunswick. They focus on business-to-business companies that are looking to improve productivity, become more competitive, increase exports, and grow on a national and international scale. ONB's Business Navigators provide one-on-one support to help business owners and entrepreneurs navigate the various regulatory challenges associated with starting, owning, and growing a business. **ONB's Export Development Team** works with New Brunswick-based companies to help increase their exports and diversify their markets.

[Homepage - Opportunities New Brunswick \(onbcanada.ca\)](#)

Opportunities New Brunswick

Phone: (506) 453-5471

Email: info@onbcanada.ca

Community Development Fund

Aims to help foster vibrant communities by providing assistance to community capital projects, national cultural or sporting events, projects assisting in the establishment and development of facilities relating to tourism and recreation, and municipal projects that are regionally focused.

[Community Development Fund \(gnb.ca\)](#)

Regional Development Corporation

Phone : (506) 453-2277

Email : RDC-SDR@gnb.ca

Community Investment Fund

The objective is to support projects, through non-repayable contributions, that: enhance a community's identity; provide economic and social benefits; enhance existing community assets; or enhance or develop initiatives that strengthen a community.

[Community Investment Fund \(CIF\) \(gnb.ca\)](#)

Regional Development Corporation
Phone : (506) 453-2277
Email : RDC-SDR@gnb.ca

New Brunswick Food Harvest Fundraising

Offers financial support to school groups and not-for-profit organizations who wish to use New Brunswick agri-food and seafood products as the focal point of a community meal or fundraising initiative where all proceeds are donated to support an identified need within their community or school.

[HarvestFundraising.pdf \(gnb.ca\)](#)

Department of Agriculture, Aquaculture and Fisheries
Phone : (506) 453-2666
Email : DAAF-MAAP@gnb.ca

Rural Economy Fund

The Rural Economy Fund aims to help rural regions in strengthening and growing local economies by supporting local, and/or regional priority initiatives in the following categories: Economic Infrastructure, Diversification of Economy and Strategic Tourism Growth.

[Rural Economy Fund \(gnb.ca\)](#)

Regional Development Corporation
Phone: (506) 453-2277
Email : RDC-SDR@gnb.ca

Total Development Fund

The Total Development Fund supports provincial priorities as well as sector/industry-wide initiatives that optimize development, improve productivity, accelerate growth, and/or enhance competitiveness across key sectors/industries.

[Total Development Fund \(gnb.ca\)](#)

Regional Development Corporation
Phone: (506) 453-2277
Email : RDC-SDR@gnb.ca

EARLY LEARNING & CHILDCARE

Daycare Assistance Program

The Day Care Assistance Program is designed to help families have access to financially affordable, quality early learning and childcare at an approved day care. If a family's annual net income is \$55,000 or less, they may qualify.

[Daycare Assistance Program \(gnb.ca\)](#)

Department of Education and Early Childhood Development
Toll Free : 1-833-733-7835
Email : sd-ds@gnb.ca

Designated Centre – Parent Subsidy

The Designated Centre – Parent Subsidy program provides financial support to low and middle income families and is based on a sliding scale (between \$37,501 and \$80,000) which considers child care fees, the number of children under the age of five not attending school and the total annual gross household income. Families with a total annual gross income of \$37,500 or less will have access to free early learning and child care services at a designated New Brunswick Early Learning Centre. Those with multiple preschool children under the age of five will not pay more than 20% of their gross household annual income on childcare.

[Designated Centre – Parent Subsidy Program \(gnb.ca\)](#)

Department of Education and Early Childhood Development
Toll Free : 1-833-221-9339
Email : ELCGP.PSCPE@GNB.CA

Operational Grant

The Operational Funding is an ongoing funding designed to support designated early learning facilities.

[Operating Grant \(gnb.ca\)](#)

Department of Education & Early Childhood Development
Toll Free : 1-888-762-8600

Parent Fee Reduction Subsidy

The Standard Parent Fee Grid sets the maximum fees operators of designated New Brunswick Early Learning Centres and New Brunswick Early Learning Homes must charge parents. These fees are offset by the Parent Fee Reduction Subsidy.

[Parent Fee Reduction Subsidy \(gnb.ca\)](#)

Department of Education & Early Childhood Development
Toll Free : 1-833-221-9339
Email : EECDPortal-PortailEDPE@gnb.ca

EMPLOYMENT

Career Development Opportunities for Persons with Disabilities

Provides career development opportunities to support New Brunswickers with disabilities, who are receiving social assistance, to achieve their goals.

[Career Development Opportunities for Persons with Disabilities \(gnb.ca\)](http://gnb.ca)

Department of Social Development

Phone : (506) 453-2001

Email : sd-ds@gnb.ca

Career Development Services

A wide range of programs and services which have, as their purpose and objective, individuals gaining the knowledge, skills, and behaviours to manage their learning, work and transitions in self-directed and meaningful ways across their lifespan.

[Career Development Services \(gnb.ca\)](http://gnb.ca)

Department of Social Development

Phone : (506) 453-2001

Email : sd-ds@gnb.ca

Self-Employment Benefit

The Self-Employment Benefit Program helps unemployed individuals create a job for themselves by starting a new business. The program provides various types of support during the initial development phase of the business including financial assistance, coaching and ongoing technical advice. Coaching is tailored to meet individual needs and can include subjects such as business plan development, accounting, and marketing.

[Self-Employment Benefit - Workforce Expansion \(gnb.ca\)](http://gnb.ca)

[WorkingNB Offices - Contact Us](#)

Department of Post-Secondary Education, Training and Labour

Phone : (506) 453-2597

*This program is delivered by the Community Business Development Corporations (CBDC's) in each region of the province. For additional information: <https://www.cbdc.ca/en>

Student Entrepreneurship

The Student Entrepreneurship component is a unique part of the Government of New Brunswick's summer employment programming. It offers interest-free loans to students who wish to create summer employment and gain valuable business experience by operating their own business. Retail shops, craftspeople, painting operations, computer companies, lawn care businesses and many other original ventures have received funding under entrepreneurship programs in the past.

[Student Entrepreneurship \(gnb.ca\)](http://gnb.ca)

[WorkingNB Offices - Contact Us](#)

Department of Post-Secondary Education, Training and Labour

Phone : (506) 453-2597

WorkingNB – Services for Employers

WorkingNB workforce consultants assist employers of all sizes with Human Resource Tools, Recruitment Supports and Retention Supports.

[Employers | PETL Working NB](#)

[WorkingNB Offices | PETL Working NB](#)

Department of Post-Secondary Education, Training and Labour
Phone : (506) 453-2597

WorkingNB – Services for Individuals

WorkingNB employment counsellors assist individuals with Career Decision Making, Skills Development and Job Searches.

[Individuals | PETL Working NB](#)

[WorkingNB Offices | PETL Working NB](#)

Department of Post-Secondary Education, Training and Labour
Phone : (506) 453-2597

WorkingNB – Services for Partners

WorkingNB consultants work collaboratively with labour market partners to identify creative solutions related to workforce development, sector strategies, and healthy workplaces, and to maximize labour force potential, resulting in vibrant, sustainable communities.

[WorkingNB Offices | PETL Working NB](#)

Department of Post-Secondary Education, Training and Labour
Phone : (506) 453-2597

ENVIRONMENT

Environmental Trust Fund

The Environmental Trust Fund provides assistance for action-oriented projects with tangible, measurable results, aimed at protecting, preserving and enhancing the Province's natural environment. Proposals must be eligible under at least one of the following five priority areas: protecting our environment, increasing environmental awareness, managing waste, climate change, or building sustainable communities.

[Environmental Trust Fund \(gnb.ca\)](#)

Department of Environment and Local Government
Phone : (506) 457-4947
Email : ETF-FFE@gnb.ca

Green Municipal Fund

The Green Municipal Fund is an endowment financed by the Government of Canada and is managed by the Federation of Canadian Municipalities, not by this department. The Fund supports partnerships and leveraging of both public and private sector funding to reach higher standards of air, water, and soil quality, and climate protection.

[Green Municipal Fund \(gnb.ca\)](#)

Department of Environment and Local Government
Phone : (506) 457-4947
Email : elg/egl-info@gnb.ca

FISHERIES

Atlantic Fisheries Fund

The Atlantic Fisheries Fund is a contribution program funded jointly by the federal, provincial and territorial governments. It is intended to help Canada's fish and seafood sector to transition to meet the growing demand for seafood globally. The Atlantic component supports: innovation to encourage new products and technologies; infrastructure to encourage capital investments in new products, processes or technologies; and science partnerships between industry, academia, and other research institutions to improve our knowledge.

[Atlantic Fisheries Fund \(dfo-mpo.gc.ca\)](http://dfo-mpo.gc.ca)

Department of Agriculture, Aquaculture and Fisheries
Reception : (506) 453-2666
Email : DAAF-MAAP@gnb.ca

HEALTH & WELLNESS

Breastfeeding and Baby-Friendly Initiative

New Brunswick has adopted the Baby-Friendly Initiative as a strategy to protect, promote and support breastfeeding and improve the quality of healthcare for women/birthing parents, babies and families.

[Breastfeeding and Baby-friendly Initiative \(BFI\) \(gnb.ca\)](http://gnb.ca)

Department of Health
Phone : (506) 457-4800
Email: [Department of Health - Inquiries \(gnb.ca\)](http://gnb.ca)

Community Food Action Grant Program

The Community Food Action Grant program can provide grants of up to \$5,000 to support community-led solutions and programs that use healthy food as a tool to build healthy and connected communities. Typical actions that are funded through this program include community gardens, community kitchens, bulk buying clubs, food related education programs.

[Healthy People - Office of the Chief Medical Officer of Health \(gnb.ca\)](http://gnb.ca)

Department of Health
Phone : (506) 457-4800
Email: [Department of Health - Inquiries \(gnb.ca\)](http://gnb.ca)

Fetal Alcohol Spectrum Disorder Center of Excellence – “Dreamcatcher” Model

In partnership with First Nations elders, the New Brunswick Fetal Alcohol Spectrum Disorder Centre of Excellence has developed a holistic model of care dubbed “Dreamcatcher”. The model merges traditional Western medicine with First Nations’ science. This service delivery

model supports the safety and wellness of individuals and their families, and creates a safe and compassionate space that allows individuals and their families to share their unique history and experiences and helps them reach a place of hope and healing.

[First Nations | Vitalité \(vitalitenb.ca\)](http://vitalitenb.ca)

Vitalité Health Network
Phone : 506-544-2133
Toll-free : 1-888-472-2220
Email : info@vitalitenb.ca

First Nation Postnatal Benefit Program (Expectant parents living within a First Nation community)

The Postnatal Benefit Program offers financial aid to women with a newborn baby. If your annual family income after taxes was less than \$29,000 last year, you may qualify for financial support to help you eat well after the birth of your baby. Mothers who are eligible can receive \$60 per month for up to four months after your baby is born.

[postnatal-program-first-nations.pdf \(gnb.ca\)](http://postnatal-program-first-nations.pdf)

Department of Health
Phone : 506-453-2280

Healthy Families, Healthy Babies Program

Healthy Families, Healthy Babies program offers prenatal services that foster healthy pregnancy, and postnatal services that promote the healthy development of children from birth to age 2 years. Among the services included are screening, home visiting, provision of nutritional supplements and referral.

[Healthy Families, Healthy Babies Program \(gnb.ca\)](http://Healthy Families, Healthy Babies Program (gnb.ca))

Department of Health
Phone : (506) 457-4800
Email: [Department of Health - Inquiries \(gnb.ca\)](mailto:Department of Health - Inquiries (gnb.ca))

Healthy Learners in School Program

This provincial program provides health promotion support by Public Health professionals to school districts. Some First Nation schools are already connected to the program through a school district, and if not, they can contact their local Public Health office or School District for more information.

[Healthy Learners in School Program \(gnb.ca\)](http://Healthy Learners in School Program (gnb.ca))

Department of Health
Phone : (506) 457-4800
Email: [Department of Health - Inquiries \(gnb.ca\)](mailto:Department of Health - Inquiries (gnb.ca))

Infant and Childhood Immunizations - Routine Immunization Services

Infant and childhood immunizations are offered at no charge at Public Health offices. Contact your local Public Health office for more information. Note: These services may also be available at First Nation Community Centres.

[Routine Immunization Services \(gnb.ca\)](http://Routine Immunization Services (gnb.ca))

Department of Health
Phone : (506) 457-4800
Email: [Department of Health - Inquiries \(gnb.ca\)](mailto:Department of Health - Inquiries (gnb.ca))

Infertility Treatment – Special Assistance Fund

The Special Assistance Fund for Infertility treatment is a one-time maximum grant to alleviate the financial burden of those dealing with infertility. The fund will provide a one time grant to help alleviate the financial costs associated with infertility treatment. The fund allows individuals to claim 50 per cent of eligible incurred costs of in vitro fertilization or intrauterine insemination procedures and related pharmaceutical products, up to a maximum of \$5,000.

[Infertility Treatment - Special Assistance Fund \(gnb.ca\)](mailto:Infertility Treatment - Special Assistance Fund (gnb.ca))

Department of Health
Phone : (506) 457-4800
Email : [Department of Health - Inquiries \(gnb.ca\)](mailto:Department of Health - Inquiries (gnb.ca))

Mawlugutineg Project

Vitalité Health Network provides the services of a psychologist for 1 day/month. The program is intended to maintain community mental health and addiction services offered to the five First Nations communities served by the organization and to improve access to these services. Coordinated by the Mawlugutineg Partnership Steering Committee.

Mawlugutineg Wellness

Vitalité Health Network
Phone : 506-544-2133
Toll-free : 1-888-472-2220
Email : info@vitalitenb.ca

*A community member can make a self referral by emailing: connectme@mawlugutineg.com

Ocular Prosthesis Program

The Ocular Prosthesis Program provides funding to enable New Brunswick residents who have lost one or both eyes, or have gross scarring deformity, to have access to the services of a qualified ocularist.

[Ocular Prosthesis Program \(gnb.ca\)](mailto:Ocular Prosthesis Program (gnb.ca))

Department of Health
Toll-Free : 1-844-443-3172
Email : Health.Program.Coordinator@gnb.ca

Postnatal Benefit Program (Expectant parents living outside of a First Nation community)

The Postnatal Benefit Program offers financial aid to women with a newborn baby. If your annual family income after taxes was less than \$29,000 last year, you may qualify for financial support to help you eat well after the birth of your baby. Mothers who are eligible can receive \$60 per month for up to four months after your baby is born.

[Postnatal Benefit Program \(gnb.ca\)](mailto:Postnatal Benefit Program (gnb.ca))

Department of Social Development
Toll Free : 1-833-733-7835
Email : sd-ds@gnb.ca

Sexual Health Program

The aims of the Sexual Health Program are to reduce unintended teen pregnancies as well as the incidence of sexually transmitted and blood-borne infections. These services are planned according to local epidemiology and needs. Sexual health promotion activities target groups and populations and are offered in the community, where people live, work, study and play. Contact your local Public Health office for more information.

[Sexual Health Program \(gnb.ca\)](http://gnb.ca)

Department of Health

Phone : (506) 457-4800

Email: [Department of Health - Inquiries \(gnb.ca\)](mailto:Department of Health - Inquiries (gnb.ca))

The LiveWell | Bien Vivre Project

Live Well | Bien Vivre is a chronic disease self-management program, delivered by the Heart and Stroke Foundation of New Brunswick, with funding and oversight from Department of Health. The health coaching program is free and accessible to New Brunswick residents 19 years of age and older. Through individual coaching, guiding, motivating, and supporting clients, New Brunswickers set personal goals to adopt sustainable healthy lifestyle changes. Health Coaches are located throughout New Brunswick with services delivered one to one in health, community, and virtual settings.

[Home | LIVE WELL \(lwbv.ca\)](http://lwbv.ca)

Heart and Stroke Foundation of NB

Toll-Free : 1-800-663-3600

Email : info@LWBV.ca

HERITAGE, ARTS & CULTURE

Arts - Community Cultural Centres - Core Support Program – A

This program provides grants to medium and large non-profit Community Cultural Centres that provide community arts activities for people of all ages, while also providing opportunities for professional artists through exhibitions, performances, presentations, lectures and community arts facilitation or production.

[Arts - Community Cultural Centres - Core Support Program - A \(gnb.ca\)](http://gnb.ca)

Department of Tourism, Heritage and Culture

Phone : (506) 453-3115

Email : culture@gnb.ca

Arts - Community Cultural Centres - Core Support Program – B

This program provides grants to small non-profit Community Cultural Centres that provide community arts activities for people of all ages, while also providing opportunities for professional artists through exhibitions, performances, presentations, lectures and community arts facilitation or production.

[Arts - Community Cultural Centres - Core Support Program - B \(gnb.ca\)](http://gnb.ca)

Department of Tourism, Heritage and Culture
Phone : (506) 453-3115
Email : culture@gnb.ca

Arts - Production/Presentation Organizations - Core Support Program – A

This program provides grants to medium and large Production/Presentation-based arts organizations to cover some of the operations costs to strengthen arts organizations in their capacity to produce creative work and to deliver cultural programming across the province.

[Arts - Production/Presentation Organizations - Core Support Program - A \(gnb.ca\)](#)

Department of Tourism, Heritage and Culture
Phone : (506) 453-3115
Email : culture@gnb.ca

Arts - Production/Presentation Organizations - Core Support Program – B

This program provides grants to small Production/Presentation-based arts organizations to cover some of the operations costs to strengthen arts organizations in their capacity to produce creative work and to deliver cultural programming across the province.

[Arts - Production/Presentation Organizations - Core Support Program - B \(gnb.ca\)](#)

Department of Tourism, Heritage and Culture
Phone : (506) 453-3115
Email : culture@gnb.ca

Arts - Professional Artists - Artist-in-Residency School Program Grant

The Artist-in-Residency School Program funds art projects which are based on Fine Arts curricular outcomes and are a collaboration between one or more teachers and one or more artists.

[Arts - Professional Artists - Artist-in-Residency School Program Grant \(Anglophone Sector\) \(gnb.ca\)](#)

Department of Tourism, Heritage and Culture
Phone : (506) 453-3115
Email : culture@gnb.ca

Arts - Service Organizations - Core Support Program – A

This program provides grants to medium and large Arts Service organizations to provide ongoing support for operations and core programming to support professional artists and /or arts organizations in New Brunswick.

[Arts - Service Organizations - Core Support Program - A \(gnb.ca\)](#)

Department of Tourism, Heritage and Culture
Phone : (506) 453-3115
Email : culture@gnb.ca

Arts - Service Organizations - Core Support Program – B

This program provides grants to small Arts Service organizations to provide ongoing support for operations and core programming to support professional artists and /or arts organizations in New Brunswick.

[Arts - Service Organizations - Core Support Program - B \(gnb.ca\)](#)

Department of Tourism, Heritage and Culture
Phone : (506) 453-3115
Email : culture@gnb.ca

Arts Groups - Literary Promotion Grant

The program provides grants to assist in covering some of the costs of large-scale projects/activities/initiatives that encourage broad-based knowledge and awareness of the literary arts within the community.

[Arts Groups - Literary Promotion Grant \(gnb.ca\)](#)

Department of Tourism, Heritage and Culture
Phone : (506) 453-3115
Email : culture@gnb.ca

Arts in Communities Program

The Arts in Communities (AIC) Program is intended for new, emerging and established arts and cultural organizations and performing arts festivals that strengthen New Brunswick communities artistically, culturally and economically through vibrant arts and cultural activities. The AIC Program supports specific projects and initiatives that leverages partnerships with other arts organizations (where applicable) and/or engage professional, and/or emerging artists.

[Arts in Communities Program \(AIC\) \(gnb.ca\)](#)

Department of Tourism, Heritage and Culture
Phone : (506) 453-3115
Email : culture@gnb.ca

Book Publishers – Operations Grant

The objectives of this program are to support the development of a strong publishing industry in New Brunswick, and to encourage excellence and professionalism with regards to book publishing industry professionals, including publishers and writers.

[Book Publishers - Operations Grant \(gnb.ca\)](#)

Department of Tourism, Heritage and Culture
Phone : (506) 453-3115
Email : culture@gnb.ca

Book Publishing – Periodicals

This program is intended to support the publication of literary, performing and visual arts periodicals that serve as outlets for the writers of fiction, poetry, drama and literary criticism or that report on the visual or performing arts in New Brunswick.

[Book Publishing \(Periodicals\) – Operations Grant \(gnb.ca\)](#)

Department of Tourism, Heritage and Culture
Phone : (506) 453-3115
Email : culture@gnb.ca

CollectionArtNB – Indigenous Acquisition Program

The program CollectionArtNB purchases artwork by Indigenous New Brunswick artists.

[CollectionArtNB - Indigenous Acquisition Program \(gnb.ca\)](http://collectionartnb.ca)

Department of Tourism, Heritage and Culture
Phone : (506) 453-3115
Email : collection.art.nb@gnb.ca

Commemorations and Celebrations Program

The New Brunswick Commemorations & Celebrations Program provides funding to assist in covering some of the costs associated with programs, activities, and initiatives that commemorate and celebrate significant historical events in New Brunswick.

[Commemorations and Celebrations Program \(gnb.ca\)](http://commemorationsandcelebrations.ca)

Department of Tourism, Heritage and Culture
Phone : (506) 453-3115
Email : thctpcinfo@gnb.ca

Community Cultural Places Grant

The Community Cultural Places Program is directed at small communities, or communities at risk due to financial or social issues, wishing to take advantage of their existing arts and heritage resources. Across this province there is an array of heritage places and creative talent. These resources can benefit communities, strengthen identity and reinforce pride. This facilitates economic and social development, as well as creates cultural tourism opportunities.

[Community Cultural Places Grant \(gnb.ca\)](http://communityculturalplaces.ca)

Department of Tourism, Heritage and Culture
Phone : (506) 453-3115
Email : thctpcinfo@gnb.ca

Cultural Cooperation Grant Program (New Brunswick/Quebec)

The program which is part of the New Brunswick/Québec Cooperation Agreement provides grants to assist in some of the travel costs to facilitate the participation of Québec artists in New Brunswick's major cultural events and of their New Brunswick counterparts in Québec's events.

[Cultural Cooperation Grant Program \(New Brunswick/Quebec\) \(gnb.ca\)](http://culturalcooperation.ca)

Department of Tourism, Heritage and Culture
Phone : (506) 453-3115
Email : culture@gnb.ca

Film – Short Film Venture Program

The Short Film Venture Program assists emerging New Brunswick filmmakers who have a serious interest in establishing a career in filmmaking and in producing a “calling card” film.

The program is an initiative of the department in cooperation with the New Brunswick Filmmakers Co-operative of Fredericton, NB.

[Film - Short Film Venture Program \(gnb.ca\)](#)

Department of Tourism, Heritage and Culture
Phone : (506) 453-3115
Email : culture@gnb.ca

Fine Craft Industry Development

Designed to promote the development and growth of the New Brunswick fine craft industry through assisting professional artists and industry professionals with costs associated with professional development opportunities, attending in-person and virtual industry events, brand development and market preparedness; ensure fine craft industry entrepreneurs have the skills, capacity and tools to succeed in a global environment; encourage the continuous career development of both emerging and senior artisans as well as advance the sector as a whole; and increase opportunities to develop and access new domestic and international markets.

[Fine Craft Industry Development \(gnb.ca\)](#)

Department of Tourism, Heritage and Culture
Phone : (506) 453-3115
Email : culture@gnb.ca

Indigenous Library Services - Public Libraries

New Brunswick public libraries provide collections and programming relating to Indigenous cultures, languages, and peoples. They also provide welcoming spaces and library services to New Brunswick Indigenous peoples, and share elements of First Nations culture with non-Indigenous persons.

[Indigenous Library Services - Public Libraries \(gnb.ca\)](#)

Department of Post-Secondary Education, Training and Labour
Phone : (506) 453-2354
Email : NBPLS-SBPNB@gnb.ca

Music Industry Development Investment Fund

The Music Industry Development Program is designed to foster the development and growth of the music industry in New Brunswick through investment in projects submitted by New Brunswick music industry artists and businesses. Music-Musique NB oversees the investment program on behalf of the New Brunswick Department of Tourism, Heritage and Culture.

[Music \(gnb.ca\)](#)

Music–Musique NB
Phone : 506-383-6171
Email : mid@musicnb.org

NB Film, Television & New Media Industry Support Program – Development Incentive

The goals of the NB Film, Television & New Media Industry Support Program are: to foster the stability and success of the industry; to support the maintenance and creation of jobs, the attraction of external investment, the contribution to the GDP and tax revenue; to maximize leverage opportunities; and to contribute to the development and production of quality film,

television and new media products that contribute positively to New Brunswick's cultural and artistic image. The Development Incentive provides funds in the form of a grant to support the development of projects that have already secured intent or commitment from a broadcaster, funding agency and/or third-party financing.

[NB Film, Television & New Media Industry Support Program – Development Incentive](#)

Department of Tourism, Heritage and Culture
Phone : (506) 453-3115
Email : culture@gnb.ca

NB Film, Television & New Media Industry Support Program – Production Incentive

The goals of the NB Film, Television & New Media Industry Support Program are: to foster the stability and success of the industry; to support the maintenance and creation of jobs, the attraction of external investment, the contribution to the GDP and tax revenue; to maximize leverage opportunities; and to contribute to the development and production of quality film, television and new media products that contribute positively to New Brunswick's cultural and artistic image. The Production Incentive supports the industry with their production projects.

[NB Film, Television & New Media Industry Support Program – Production Incentive \(gnb.ca\)](#)

Department of Tourism, Heritage and Culture
Phone : (506) 453-3115
Email : culture@gnb.ca

Small Grants Program

The Grants Program funds small-scale, non-profit projects/initiatives of a social, cultural, and educational nature. The Department of Aboriginal Affairs provides small grants for a variety of events, projects and initiatives including hosting or attending a workshop/conference, powwows/festivals/gatherings, and cultural awareness. Grants range from \$250 to \$2,500.

[Aboriginal Affairs Grants Program \(gnb.ca\)](#)

Department of Aboriginal Affairs
Phone : (506) 462-5846
Email : AboriginalAffairs@gnb.ca

Strategic Initiatives Fund – Arts Wellness Component

The Strategic Initiatives Fund – Arts Wellness Component provides eligible New Brunswick arts organizations and groups with funding for partnership projects that positively impacts wellness through arts.

[Strategic Initiatives Fund – Arts Wellness Component \(gnb.ca\)](#)

Department of Tourism, Heritage and Culture
Phone : (506) 453-3115
Email : culture@gnb.ca

Strategic Initiatives Fund – Digital Component

The Strategic Initiatives Fund – Digital Component aims to assist arts organizations and cultural businesses or entrepreneurs who wish to undertake projects or initiatives that help promote or showcase their offerings using digital means and/or approaches.

[Strategic Initiatives Fund - Digital Component \(gnb.ca\)](#)

Department of Tourism, Heritage and Culture
Phone : (506) 453-3115
Email : culture@gnb.ca

Strategic Initiatives Fund – Export Component

The Strategic Initiatives Fund – Export Component aims to assist arts organizations and cultural businesses or entrepreneurs who wish to enhance their exposure outside New Brunswick, undertake artistic exploration or exchanges with international partners, and nurture new and existing art markets in a global context.

[Strategic Initiatives Fund - Export Component \(gnb.ca\)](#)

Department of Tourism, Heritage and Culture
Phone : (506) 453-3115
Email : culture@gnb.ca

Strategic Initiatives Fund - Strategic Growth and Development Component

The Strategic Initiatives Fund – Strategic Growth & Development Component aims to assist arts and culture organizations and cultural industries with initiatives that enhance growth, professionalism, and sustainable contributions to the cultural sector.

[Strategic Initiatives Fund - Strategic Growth and Development Component \(gnb.ca\)](#)

Department of Tourism, Heritage and Culture
Phone : (506) 453-3115
Email : culture@gnb.ca

HOUSING

Affordable Rental Housing Program

Provides financial assistance to private entrepreneurs, private non-profit corporations (includes Indigenous populations living outside of First Nations communities), and co-operatives for the construction, rehabilitation, and conversion of rental housing projects.

[Affordable Rental Housing Program \(gnb.ca\)](#)

Department of Social Development
Toll-Free : 1-833-733-7835
Email : sd-ds@gnb.ca

Home Completion Loan Program

Provides financial assistance to low and modest income families to help them complete their partially constructed homes. The department will provide financial assistance in the form of a repayable loan, sufficient to complete the home, to a maximum allowable amount of \$40,000. (For Indigenous individuals living outside of a First Nations community)

[Home Completion Loan Program \(gnb.ca\)](#)

Department of Social Development
Toll-Free : 1-833-733-7835
Email : sd-ds@gnb.ca

Home Ownership Program

Provides financial assistance to low and modest income families to help them buy or build a modest first home. If purchasing an existing unit, the Department of Social Development will provide assistance in the form of a repayable loan for 40% of the purchase price of the unit. If building a house, the Department will provide basic assistance in the form of a repayable loan to a maximum of \$75,000. The Department's financial contribution is not to exceed 50% of the total house costs. (For Indigenous individuals living outside of a First Nations community)

[Home Ownership Program \(gnb.ca\)](#)

Department of Social Development
Toll-Free : 1-833-733-7835
Email : sd-ds@gnb.ca

Homeowner Repair Program

Provides financial assistance for: low income homeowners occupying existing substandard housing to repair, rehabilitate or improve their dwellings; modifications to low income homeowner and rental units to improve the accessibility of the dwelling for occupants with disabilities; adaptations for low income seniors who have difficulty with daily living activities in the home; or provides assistance for limited modifications to eligible households to accommodate an aging parent. (For Indigenous individuals living outside of a First Nations community)

[Homeowner Repair Program \(gnb.ca\)](#)

Department of Social Development
Toll-Free : 1-833-733-7835
Email : sd-ds@gnb.ca

Off-Reserve Aboriginal Home Ownership Program

The Off-Reserve Aboriginal Home Ownership Program provides Indigenous households with modest incomes, living outside of a First Nations community, access to financial assistance to buy or build their first home. Assistance is in the form of a 25-year loan with an affordable, low interest rate. The mortgage includes the purchase price, legal fees and home repairs, if needed.

[Social Supports NB | Government of New Brunswick.](#)

Skigin-Elnoog Housing Corporation
Phone : 506-459-7161.
Email : sacha.boies@gnb.ca

Rural Rental Program

Assists households in need to obtain affordable, adequate and suitable rental housing in rural communities with a population of less than 2,500 residents.

[Rural Rental Program \(gnb.ca\)](#)

Department of Social Development
Toll-Free : 1-833-733-7835
Email : sd-ds@gnb.ca

SAFETY

Community Action Fund - Grants for Initiatives That Prevent Violence Against Women

The Community Action Fund provides grants up to \$5,000 to eligible organizations to implement initiatives or projects that focus on the prevention of all types of violence against women. Projects can include one or more of the following components: public education; community awareness; development of violence prevention networks; and support to abused women (i.e. workshops, promotional material, symposiums, etc.).

[Grants for Initiatives That Prevent Violence Against Women \(gnb.ca\)](http://gnb.ca)

Women's Equality - Executive Council Office

Phone: (506) 453-8126

Toll-free: 1-877-253-0266

E-mail: WEB-EDF@gnb.ca

Domestic and Intimate Partner Violence

Intimate Partner Violence – Introductory

Half-day training – Provides a basic understanding of intimate partner violence and will explore woman abuse through definition, impact and sensitivity to diverse populations.

Danger Assessment

Full-day training – Danger Assessment (created by Jacquelyn Campbell, PhD, RN) is a risk/lethality assessment tool that helps to determine the level of danger an abused woman has of being killed by her intimate partner. By assessing and recognizing the risks she faces, we can all help and support her in a safety plan to help reduce the risks.

Emergency Intervention Orders Training

The Women's Equality Branch in partnership with the Department of Justice and Public Safety, have developed training for helping applicants apply for an Emergency Intervention Order. This training is specifically designed for those named in regulations as groups who can apply on behalf of an applicant (designated assisters).

It's Your Business – A Domestic & Intimate Partner Violence Workplace Toolkit

Full-day training – A comprehensive toolkit intended to provide employers, unions and employees with information and resources for recognizing and responding to family violence situations that enter the workplace. The purpose of this Toolkit is to help New Brunswick businesses take action to address DIPV and its impact on the workplace.

[Executive Council Office \(Office\) \(gnb.ca\)](http://gnb.ca)

Women's Equality - Executive Council Office

Phone: (506) 453-8126

Toll-free: 1-877-253-0266

E-mail: WEB-EDF@gnb.ca

Emergency Preparedness Assistance and NB EMO Training Courses

This program is provided by the New Brunswick Emergency Measures Organization (EMO) to ensure that communities and other emergency responders have the necessary plans, skills and opportunities to practice vital emergency response procedures. These include municipal staff occupying key roles in Emergency Operations Centres, nursing home staff and volunteers, school districts, regional health authorities, First Nations, and private industry.

[Emergency Preparedness Assistance and NB EMO Training Courses \(gnb.ca\)](#)

Department of Justice and Public Safety
Phone : (506) 453-2133
Toll Free : 1-800-561-4034
Email : emo@gnb.ca

FireSmart

FireSmart is a program by which interested parties are provided with the information and expertise to be able to make an assessment whether there is a threat to their homes and communities by wildfire. The program will provide these parties with the steps they may take in order to make their homes and communities more resilient to the effects of a wildfire should it occur. FireSmart Canada accepts annual applications in the fall for a \$500 grant that is used for the community to hold a “Wildfire Community Preparedness Day”.

[Wildfire Community Preparedness Day | FireSmart Canada](#)

Department of Natural Resources and Energy Development
Phone : (506) 453-3826
Email : dnr_mrnweb@gnb.ca

SKILLS & EDUCATION

Adult High School Diploma – Certification

The Adult High School Diploma (AHSD) is for any adult who has left high school without a diploma and would like to obtain a high school diploma.

[Adult High School Diploma - Certification \(gnb.ca\)](#)

Post-Secondary Education, Training and Labour
WorkingNB - Individual Services
Phone : (506) 462-5198
Email : petl.epft@gnb.ca

Apprenticeship and Occupational Certification

Apprenticeship is a long-standing part of the training and education system in New Brunswick. It is a structured training program that requires the committed participation of three partners: the apprentice, the employer and the government represented by Apprenticeship and Occupational Certification.

[Apprenticeship and Occupational Certification \(gnb.ca\)](#)

Department of Post-Secondary Education, Training and Labour
Phone : (506) 453-2597
Email : aoc-acp@gnb.ca

Canada Student Grant for Full-Time Students

The Canada Student Grant for Full-Time Students provides students from low- and middle-income families with non-repayable financial assistance for all years of full-time studies in an undergraduate university or college program of at least 60 weeks in duration. Students who meet the eligibility requirements can receive a maximum of \$750* per month of study based

on a single progressive threshold under which grant amounts will gradually decline based on income and family size. *The maximum monthly amount for Canada Student Grant funding has been temporarily increased until the end of July 2023.

[Canada Student Grant for Full-Time Students \(gnb.ca\)](#)

Department of Post-Secondary Education, Training and Labour
Toll Free : 1-800-667-5626
Email : petl.epft@gnb.ca

Canada Student Grant for Persons with Dependants

Students who meet the eligibility requirements can receive a maximum of \$400* per month of study, per child who is under 12 years of age (or a dependant with a permanent disability who is 12 or older) at the beginning of the academic year. * The maximum monthly amount for Canada Student Grant funding has been temporarily increased until the end of July 2023.

[Canada Student Grant for Persons with Dependants \(gnb.ca\)](#)

Department of Post-Secondary Education, Training and Labour
Toll Free : 1-800-667-5626
Email : petl.epft@gnb.ca

Canada Student Grant for Services and Equipment - Students with Permanent Disabilities

Students who meet the grant eligibility requirements can receive up to \$20,000 per academic year to help offset exceptional education-related costs associated with permanent disabilities.

[Canada Student Grant for Services and Equipment - Student with Disabilities \(gnb.ca\)](#)

Department of Post-Secondary Education, Training and Labour
Toll Free : 1-800-667-5626
Email : petl.epft@gnb.ca

Canada Student Grant for Students with Permanent Disabilities

Under this grant, students with permanent disabilities can receive \$4,000* per academic year to cover the costs of accommodation, tuition, and books. * The amount for Canada Student Grant funding has been temporarily increased until the end of July 2023.

[Canada Student Grant for Students with Permanent Disabilities \(gnb.ca\)](#)

Department of Post-Secondary Education, Training and Labour
Toll Free : 1-800-667-5626
Email : petl.epft@gnb.ca

Canada Student Loan and New Brunswick Student Loan

Student financial assistance from the Government of Canada and the Government of New Brunswick is designed to help eligible New Brunswick residents access post-secondary educational opportunities and to encourage them to complete their education in a timely and successful manner.

[Canada Student Loan and New Brunswick Student Loan \(gnb.ca\)](#)

Department of Post-Secondary Education, Training and Labour
Toll Free : 1-800-667-5626
Email : petl.epft@gnb.ca

Canada Student Loans for Part-time Students

Student Financial Services administers the Federal Canada Student Loans for Part-time Students. Government student loans are based on your assessed financial need. Qualified part-time students in Canada could get up to \$10,000 in federal loans.

[Canada Student Loans for Part-time Students \(gnb.ca\)](http://gnb.ca)

Department of Post-Secondary Education, Training and Labour

Toll Free : 1-800-667-5626

Email : petl.epft@gnb.ca

Collection Deposit Service - Public Libraries

The Collection Deposit Service is based on a partnership between the New Brunswick Public Library Service (NBPLS) and an eligible facility. Small collections of library materials are provided to facilities on a regularly scheduled basis. A designated employee or volunteer from the receiving facility arranges and manages the borrowing, care and return of the library materials.

[Collection Deposit Service - Public Libraries \(gnb.ca\)](http://gnb.ca)

Department of Post-Secondary Education, Training and Labour

Phone : (506) 453-2354

Email : NBPLS-SBPNB@gnb.ca

Early Childhood Educator Tuition Reimbursement Program

The Early Childhood Educator Tuition Reimbursement Program is to support and promote learning and development in early childhood, in alignment with the training requirements for early childhood educators set forth by Early Childhood Services Act.

[Early Childhood Educator Tuition Reimbursement Program \(gnb.ca\)](http://gnb.ca)

Department of Education and Early Childhood Development

Phone : (506) 453-2950

Toll-Free : 1-855-453-2950

Email : Ecsp-pspe@gnb.ca

Experiential Learning

Provides hands on experiential learning opportunities for high school students. These opportunities occur in partnership with First Nation communities and are open to all students. Domains include carpentry, welding, electrical, construction, fisheries, forestry, environment. These opportunities occur out in the Communities working to resolve community-identified needs.

[World of Wisdom \(world-of-wisdom.ca\)](http://world-of-wisdom.ca)

Office of First Nation Education

Department of Education and Early Childhood Development

Phone : (506) 453-3678

Email : edcommunication@gnb.ca

Future Wabanaki

Future Wabanaki is a partnership between NB employers, universities, Indigenous students, and the Government of New Brunswick. It works to ensure that Indigenous university students have equal access to meaningful and valuable real experiences with local employers, while connecting employers with top New Brunswick talent.

[Future Wabanaki \(futurenewbrunswick.ca\)](http://futurenewbrunswick.ca)

Email : info@futurenewbrunswick.ca

Home Library Service - Public Libraries

The Home Library Service offers a library lending service to patrons who are unable to visit a public library. A designate picks up and returns library materials for the patron.

[Home Library Service - Public Libraries \(gnb.ca\)](http://gnb.ca)

Department of Post-Secondary Education, Training and Labour

Phone : (506) 453-2354

Email : NBPLS-SBPNB@gnb.ca

Mi'kmaq and Wolastoqey Languages

Educators can book local First Nation Language Keepers to work with their classrooms. Curriculum was revamped for introductory and intermediate face to face and online instruction for both languages (Wolastoqey and Mi'kmaq) and has been in Anglophone schools since 2015 for grades 10-12. The Department of Education and Early Childhood Development also supports an ongoing facilitator for the Wolastoqey and Mi'kmaq Language Community courses which are open to the public.

[World of Wisdom \(world-of-wisdom.ca\)](http://world-of-wisdom.ca)

Office of First Nation Education

Department of Education and Early Childhood Development

Phone : (506) 453-3678

Email : edcommunication@gnb.ca

New Brunswick Bursary

The maximum amount available to students is \$130 per week of study. To be eligible you must be enrolled in and maintain a full-time course load and your assessed need must be greater than the maximum student loans available.

[New Brunswick Bursary \(gnb.ca\)](http://gnb.ca)

Department of Post-Secondary Education, Training and Labour

Toll Free : 1-800-667-5626

Email : petl.epft@gnb.ca

New Brunswick Preschool Autism Program

The New Brunswick Preschool Autism Program provides evidence-based intervention services to preschool children who are diagnosed with Autism Spectrum Disorder. VIVA Therapeutic Services delivers intervention for the Preschool Autism Program through a contract with the Department of Education and Early Childhood Development. This agency delivers services across all seven (four Anglophone and three Francophone) school districts in the province. VIVA provides services based on the principles of Applied Behaviour Analysis

which are proven to be effective in teaching basic and complex communication skills, social relationships, play, self-care, and skills for school. The basic tool to promote learning is positive reinforcement.

[Preschool Autism Program \(gnb.ca\)](http://gnb.ca)

Department of Education and Early Childhood Development

Phone : (506) 453-3678

Email : edcommunication@gnb.ca

Renewed Tuition Bursary

The Renewed Tuition Bursary program is a non-repayable provincial bursary designed to make post-secondary more accessible through the provision of increased upfront financial assistance. The goal of the Renewed Tuition Bursary program is to ensure that a portion of tuition costs are covered for qualifying students.

[Renewed Tuition Bursary \(gnb.ca\)](http://gnb.ca)

Department of Post-Secondary Education, Training and Labour

Toll Free : 1-800-667-5626

Email : petl.epft@gnb.ca

Prospective Students – Collège Communautaire du Nouveau-Brunswick

Equity, diversity and inclusion are at the heart of the CCNB's values. We are committed to creating an inclusive, equitable and representative environment in which to study, work and live. Places are reserved for members of New Brunswick's Indigenous communities in the regular programs offered at CCNB. *Offered in French only.

[Équité, diversité et inclusion – CCNB](http://ccnb.ca)

Collège communautaire du Nouveau-Brunswick

Toll-Free : 1-800-376-5353

Email : info@ccnb.ca

Prospective Students – New Brunswick Community College

The New Brunswick Community College (NBCC) promotes Indigenous student success by welcoming diversity and knowledge from surrounding First Nation communities and Indigenous Peoples, including Elders. No matter which NBCC location you choose to attend and achieve your potential, we are certain you will enjoy a culturally rich environment where you can develop invaluable skills that contribute to the growth of your community. Learners come to NBCC confident they will get the skills and education they need for the workforce. Our diverse learning experiences not only offer an edge in the workplace, they position learners for greater impact in their communities and beyond.

[Indigenous Students at NBCC](http://nbcc.ca)

New Brunswick Community College

Indigenous Student Recruitment

Phone : (506) 238-1644

Email : CollegeWorks@nbcc.ca

Prospective Students – New Brunswick College of Craft and Design

Your student experience will reflect your reality and your culture through relationships with Indigenous communities, Elders and Indigenous community groups such as Mawi' art Collective. We have an Elder-in-Residence that is here to guide you, whether you're a part of the Wabanaki Visual Arts program or an Indigenous student studying in another program.

[Inclusive Community - New Brunswick College of Craft and Design \(nbccd.ca\)](http://nbccd.ca)

New Brunswick College of Craft and Design

Phone : (506) 453-2305

Toll-Free : 1-877-400-1107

Email : nbccdrecruiting@qnb.ca

Skills Boost Top-Up to the Canada Student Grant for Full-Time Students

The Skills Boost Top-Up to the Canada Student Grant for Full-Time Students (CSG-TU) supports adult learners seeking to retrain or further their existing skills to attend full-time studies, after spending time in the work force. Eligible adult learners will receive a set top-up amount of \$200 per month of full-time study that does not vary by income or family size. The maximum amount is \$2,400 for a 12 month study period.

[Skills Boost Top-Up to the Canada Student Grant for Full-Time Students \(qnb.ca\)](http://qnb.ca)

Department of Post-Secondary Education, Training and Labour

Toll Free : 1-800-667-5626

Email : petl.epft@qnb.ca

Training and Employment Support Services - Employment Services

The Training and Employment Support Services component of the Employment Services Program provides supports to case managed New-Brunswickers who have a permanent physical, intellectual, psychiatric, cognitive, or sensory disability to participate in training and/or employment opportunities.

[Training and Employment Support Services \(TESS\) - Employment Services \(qnb.ca\)](http://qnb.ca)

Post-Secondary Education, Training and Labour

WorkingNB

Phone : (506) 462-5198

Email : petl.epft@qnb.ca

Wage Support Program for Early Childhood Educators

The Wage Support Program for Early Childhood Educators (WSP-ECE) is a wage enhancement program administered by the Department of Education and Early Childhood Development to support Operators of Early Learning and Childcare facilities with the recruitment and retention of trained educators.

[Wage Support Program for Early Childhood Educators \(qnb.ca\)](http://qnb.ca)

Department of Education and Early Childhood Development

Toll Free : 1-833-221-9339

Email : ELCGP.PSCPE@GNB.CA

World of Wisdom

The World of Wisdom is a website for educators and students and includes: free tutoring support for students, Beyond Words - which is focused on connecting students across NB through Indigenous literacy, support for Wabanaki languages, Knowledge Keepers, career counselling, and a certified wellness instructor among other educational supports.

[World of Wisdom \(world-of-wisdom.ca\)](http://world-of-wisdom.ca)

Office of First Nation Education
Department of Education and Early Childhood Development
Phone : (506) 453-3678
Email : edcommunication@gnb.ca

SPORTS & RECREATION

Physical Activity – Active Communities Grant

This program provides support for initiatives that raise awareness of the importance and enjoyment of physical activity and provide new or expanded opportunities for New Brunswickers to be active.

[Physical Activity – Active Communities Grant \(gnb.ca\)](http://gnb.ca)

Department of Tourism, Heritage and Culture
Phone : (506) 453-3115
Email : thctpcinfo@gnb.ca

Regional Grant Program – Games Hosting

The objective of the Games Hosting component of the program is to provide assistance to community sport partners in hosting community/regional multi-sport events. Regional Games are held as an extra competition opportunity and provide New Brunswickers with opportunities to engage in physical activity, and encourages them to continue a healthy, active lifestyle throughout their lives.

[Regional Grant Program - Games Hosting \(gnb.ca\)](http://gnb.ca)

Department of Tourism, Heritage and Culture
Phone : (506) 453-3115
Email : thctpcinfo@gnb.ca

Regional Grant Program - Inclusive Community Recreation Infrastructure Fund

The Sport and Recreation Branch has developed the Inclusive Community Recreation Infrastructure Fund. The main goal of this grant is to support community recreation efforts that improves inclusion and access to recreation for populations that face constraints to participation.

[Regional Grant Program - Inclusive Community Recreation Infrastructure Fund \(gnb.ca\)](http://gnb.ca)

Department of Tourism, Heritage and Culture
Phone : (506) 453-3115
Email : thctpcinfo@gnb.ca

Regional Grant Program - Leadership Development

The objective of the Leadership Development component of the program is to support the training of volunteers in sport and recreation so that they have a positive impact on individuals and organizational development.

[Regional Grant Program – Leadership Development \(gnb.ca\)](#)

Department of Tourism, Heritage and Culture
Phone : (506) 453-3115
Email : thctpcinfo@gnb.ca

Regional Grant Program - Organizational Development

Provides support to established and emerging institutions to develop effective leadership, sound management practices, diverse financial resources and successful partnerships. Applicants are asked to identify appropriate, realistic strategies for developing individual and organizational skills as well as demonstrate readiness to undertake capacity building activities. Consultation services, financial assistance and some office administrative services are available to assist and support local and regional organizations' efforts to become more effective and better prepared to fulfill their mandate.

[Regional Grant Program – Organizational Development \(gnb.ca\)](#)

Department of Tourism, Heritage and Culture
Phone : (506) 453-3115
Email : thctpcinfo@gnb.ca

Sport – Go NB

The Go NB grant is designed to strengthen physical literacy and reduce barriers to sport participation for children and youth, with a particular focus on under-represented populations.

[Sport - Go NB \(Grant\) \(gnb.ca\)](#)

Department of Tourism, Heritage and Culture
Phone : (506) 453-3115
Email : thctpcinfo@gnb.ca

Sport – Athlete Assistance Program

The New Brunswick Athlete Assistance Program is a sport funding program that provides direct financial assistance to New Brunswick high-performance athletes who have achieved significant results at the national and/or international level, or have demonstrated a strong potential to earn a spot on a junior or senior national team.

[Sport- Athlete Assistance Program \(gnb.ca\)](#)

Department of Tourism, Heritage and Culture
Phone : (506) 453-3115
Email : thctpcinfo@gnb.ca

Trail Infrastructure Fund

The Trail Infrastructure Fund provides funding for initiatives that support the development, maintenance and sustainability of trails. Proposals are evaluated using Provincial Trails

Market-Readiness Criteria and The New Brunswick Trails Action Plan ideals of establishing a strategically located, safe and sustainable provincial trail network.

[Trail Infrastructure Fund \(gnb.ca\)](http://gnb.ca)

Department of Tourism, Heritage and Culture

Phone : (506) 453-3115

Email : thctpcinfo@gnb.ca

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