YOUTH ENTREPRENEURSHIP PROGRAMS

Unfolding a Brighter Future
Helping Youth Help Themselves

1997-2

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YOUTH ENTREPRENEURSHIP
PROGRAMS

by

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Economic development has changed rapidly as governments and other agencies have reduced employee levels and emphasis has shifted to job creation in the private sector. Modern technology and an increase in service employment offers many new opportunities for individuals to create small and medium sized enterprises. Turning the next generation into “job makers instead of job takers” requires a new mindset — one that emphasizes entrepreneurism. Recognizing changing trends, governments, educational and training institutions and the private sector have responded by creating new programs and espousing a new mandate.

As a result, a myriad of entrepreneurism training programs has evolved. Some are national in scope, some provincial and some local. Some are aimed at specific age groups, ranging from elementary schools to universities. Others target specific groups such as women or disadvantaged youth. In total, the number of programs continues to increase, although many are short-term efforts. This report reviews approximately 50 youth entrepreneurism programs sponsored by various agencies: federal government, provincial governments, communities, the private sector and educational institutions.

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EXECUTIVE SUMMARY

As globalization takes effect and national and provincial policies change, the ultimate restructuring of society impacts at the local and individual levels. Current forces are driving major shifts in economic activity as information systems broaden markets and change the society’s whole way of doing business. Paramount among changes is the shift to entrepreneurship as the dominant way of conducting business. The entire economy is tending toward job makers rather than job takers.

This fundamental restructuring involves every aspect of life. Ultimately, change must begin with youth — the group most affected by the new economy, and most disenfranchised by the old economy. This report is a descriptive analysis of the efforts being made to assist youth in the transition that must occur for every future citizen to play an active and productive role in our society. Entrepreneurism is a way of life, not simply an academic exercise.

Education and training programs targeted at youth are sponsored and operated by all levels of government, the educational system and private enterprise. Accordingly, federal, provincial and community-based training programs, and privately sponsored initiatives are reviewed. Some are school-based, and involve specific age groups. Some are targeted at specific groups, such as disadvantaged youth, women or minorities.

The following program characteristics are defined when available: availability of mentors, residency requirements, whether or not a business can start-up within the program, the availability of loans, and training sessions. Programs are further identified by focus and goals, target audiences, jurisdiction served, program length, funding support and cost. Many programs are ad hoc, short-lived and not monitored. Detailed information on many program components is lacking universally. Available information, however, provides useful guidance and an overall picture of what is happening across Canada and elsewhere. Some youth entrepreneurship programs are very innovative. Most, however, have not been in operation long enough to assess success.

Community-based and education-based programs appear to address the broadest local to regional audiences. In total, programs cover most areas and youth groups, but coverage is very spotty geographically. There is a need to monitor and evaluate existing programs with a view toward developing universal programs that achieve desired results.
# TABLE OF CONTENTS

ENTREPRENEURIAL BY NATURE ................................................................................................................. 1

DEFINING YOUTH AND ENTREPRENEURSHIP ..................................................................................... 1
  Youth - A New Definition is Required ................................................................................................. 2
  Entrepreneurship ............................................................................................................................... 2
  The Profile of an Entrepreneur .......................................................................................................... 2
  Where are Entrepreneurs .................................................................................................................... 2
  The Characteristics of an Entrepreneur ............................................................................................. 3
  Entrepreneurship Training .................................................................................................................. 3

STATISTICS - A QUEST FOR MEANINGFUL DATA ................................................................................ 4
  Colleges and Universities .................................................................................................................... 4

BUSINESS AND ENTREPRENEURSHIP INCUBATORS ........................................................................ 5

DEVELOPING A SUCCESSFUL VENTURE ............................................................................................. 6
  Rural Youth Entrepreneurship .......................................................................................................... 6

MENTORING ........................................................................................................................................... 7
  Transgenerational Knowledge Transference - A 2-Way Street .......................................................... 7

ENTREPRENEURSHIP PROGRAMS .................................................................................................... 8

PRIVATE YOUTH ENTREPRENEURISM PROGRAMS ......................................................................... 8
  "I WANT TO BE A MILLIONAIRE PROGRAM .................................................................................. 9
    Goals ............................................................................................................................................. 9
    Procedure ...................................................................................................................................... 9
    Program Costs ............................................................................................................................... 9
    Program Guidelines ....................................................................................................................... 10
    Program Activity .......................................................................................................................... 11

CANADIAN COUNCIL FOR SMALL BUSINESS AND ENTREPRENEURSHIP .................................. 11
CANADIAN ASSOCIATION OF WOMEN EXECUTIVES AND ENTREPRENEURS ............................. 11
THE ABORIGINAL YOUTH BUSINESS COUNCIL ........................................................................... 12
ASSOCIATION OF ATLANTIC WOMEN BUSINESS OWNERS - SCHOLARSHIP ..................... 12
EWING MARION KAUFFMAN FOUNDATION ................................................................................... 12
DISADVANTAGED YOUTH - SUCCESS CIRCLES ............................................................................ 13

COMMUNITY-BASED PROGRAMS .................................................................................................... 14
THE KIWANIS ENTERPRISE CENTRE ................................................................................................. 14
  Objectives ....................................................................................................................................... 15
  Programs and Services ..................................................................................................................... 15
  Kids Who Kan .................................................................................................................................. 15
  Entrepreneurship 11 and 12 .......................................................................................................... 15
  New Venture ..................................................................................................................................... 15
  Vision Quest ..................................................................................................................................... 15
  Other Services .................................................................................................................................. 16
Funding ............................................................................................................... 32
Faculty Reports .................................................................................................... 32
CANADIAN FOUNDATION FOR ECONOMIC EDUCATION .......................................................... 33
STUDENTS IN FREE ENTERPRISE .................................................................................... 33
JUNIOR ACHIEVEMENT - A CASE STUDY ........................................................................ 34
JA in Manitoba ....................................................................................................... 35
A CASE STUDY - The Prairie Economic Development Academy .................................. 36

OTHER PROGRAMS RELATING TO YOUTH ........................................................................ 37
Association of Collegiate Entrepreneurs ......................................................................... 37
Young Business Owners ............................................................................................. 38
International Directory for Youth Entrepreneurship ...................................................... 38
Italy .......................................................................................................................... 38
Dundalk Employment Partnership Ltd. ............................................................................ 38
YTV Achievement Award for Entrepreneurship ............................................................... 39
ATLANTIC CANADA STUDENT ENTREPRENEURSHIP AWARDS ........................................... 39
WORLD YOUNG BUSINESS ACHIEVERS AWARD ............................................................ 39
YOUNG ENTREPRENEUR OF THE YEAR AWARD AND MENTOR PROGRAM .......................... 40
YOUNG ENTREPRENEUR OF THE YEAR AWARD AND MENTOR PROGRAM ...................... 40

APPENDIX A - BUSINESS INCUBATORS IN CANADA ...................................................... 41
APPENDIX B - YES CAMPS OF CANADA ........................................................................... 42
APPENDIX C - UNIVERSITY SMALL BUSINESS CENTERS .................................................. 44
APPENDIX D - OTHER YOUTH ENTREPRENEURSHIP CONTACTS ................................. 45
APPENDIX E - BUSINESS DEVELOPMENT BANKS OF CANADA ...................................... 48
APPENDIX F - ACOA OFFICES .......................................................................................... 49
APPENDIX G - PERIODICALS AND PUBLICATIONS .......................................................... 50
APPENDIX H - ADDITIONAL PROVINCIAL PROGRAMS .................................................... 52
LIST OF TABLES

1. Private youth entrepreneurism programs ................................................................. 8
2. Community-based youth entrepreneurism programs .................................................... 14
3. Federal Government youth entrepreneurism programs ................................................. 18
4. Provincial Government youth entrepreneurism programs ............................................ 23
5. Education-based youth entrepreneurism programs .................................................... 29
ENTREPRENEURIAL BY NATURE

The youth of today have no confidence in, or perhaps even conceptual understanding of, the traditional work life. The youth now define work in terms of underemployment, unemployment, short-term contracts, lay-offs, and instability. Their entire world has always been in the throes of review, reform and restructure. Their parents generation are holding onto scarce jobs and see the youth as a threat because of their different personalities and technological competence. When one adds in thrust-driven cuts to social programs, the youth realize that not only does society feel that it owes them very little, anything it might like to provide it cannot afford.

This is also, however, a generation that knows no boundaries. Young people grew up in the information age and see a world without limits. They know a world that changes exponentially, where technology changes daily and there is infinite access to information and markets.

They are discarding the traditional path of higher education and job search the same way, they believe, that society has discarded them. College admissions are down slightly and university enrolment is down significantly. The natural response to a world that leaves the impression that it does not want its young people is for the young people to create their own code of ethics and coping strategies.

The two main character types displayed by youth are the streetkids who express their discontent with society by choosing an alternative, dropped-out lifestyle and, those who are determined to find ways to work “the system” to get what they want. Today’s youth do not think in terms of a place in society or a role in the company, they think in terms of survival in spite of the odds. If this means scamming on welfare or UI, so be it.

Ironically, they have developed an extraordinarily entrepreneurial mentality and represent our best, if not only, hope for economic prosperity in the future. Entrepreneurship is a non-traditional avenue to employment - today’s youth have never known a “traditional” work environment so they are entrepreneurial by nature.

Imagine the dismay when a surgeon and a realtor heard that their son gave up university to form a garbage company called the Rubbish Boys. Now that the Vancouver company is grossing almost a million dollars per year, they see what he saw from the beginning.

During the past year, several prominent magazines have run cover stories discussing the attitudes and characteristics of the new generation. Canadian Business’s (Sept. 1995) cover story is “Success Without College” and goes into details of top executives who do not have post-secondary education and talks about “credentialism,” the pre-occupation with degrees rather than competence. Profit magazine had a cover story showcasing today’s under-30 entrepreneurial successes with two stories “Entrepreneurial Nation” and “Whiz Kids” which describe how Generation X may be our best hope for an economically-vibrant Canada in the coming decades. And Forbes (May 1995), one of the most prestigious business magazines in the USA, had as its cover story “Grunge and Grit” which states in no uncertain terms that Generation X is the most entrepreneurial ever and is already a major player in the economy.

DEFINING YOUTH AND ENTREPRENEURSHIP

Although they might seem too obvious to require definition, both youth and entrepreneurship are terms that are difficult to define. Even among those who have pondered the terms long enough to arrive at definitions, there is recognition that these change with time and must be revisited and updated regularly.
Youth - A New Definition is Required

Traditionally youth has been defined, by various organizations such as Statistics Canada, as the population cohort 15-24 years of age. There is an emerging belief that this cohort should be expanded to include persons up to the age of 32 or even 34. There are two main factors specific to the need to expand the youth cohort, one is biological and the other is social. The biological factor says that as life expectancy increases, each life phase (youth, middle-age, etc.) should increase correspondingly. Socially, issues and activities associated with “youth” (post-secondary education, career decisions, work experience) are persisting well into the late twenties and early thirties.

Entrepreneurship

Entrepreneurship is no longer the quirky characteristic of a small number of people, it is becoming a necessary tool for virtually every person in every field. There is a new set of rules in the Canadian and global economies which state that every company, individual, and government must be client-driven, cost-efficient and highly responsive to market forces. The rats have never raced faster.

Entrepreneurship is not a sector or even a structure, it is an attitude. It is the name given to the act of identifying what is to be done and getting it accomplished. There is great debate over the characteristics of an entrepreneur; is it risk taking? Is it learned or inherent? And as with all great debates, almost every answer is correct at some time and in some way.

Ultimately it is not having all the answers but rather doing whatever it takes to get some answers and implementing them. This means that employees in large firms and government are increasingly encouraged or even expected to be acting in an entrepreneurial fashion. In their eye-opening book, Re-inventing Government, Michael Hammer and James Champy describe cases of governments that have reorganized themselves to act more business-like in getting their jobs done and services delivered.

The Profile of an Entrepreneur

Some entrepreneurs can be nothing else. They simply cannot stop the flow of ideas and inspirations for new products and services. But there are also the reluctant entrepreneurs who never thought they would run a business and struggle daily with questions of their abilities. Some do it because it is a thrilling adventure, and others do it because they are too cautious to trust anyone else.

In searching for the definitive characteristics of an entrepreneur, one quickly realizes that there is no single, uniform profile. In fact, the profile used 10 years ago - a 35 year old man with 10 years experience in that field, and whose father had owned his own business - seems extremely limited if not entirely inaccurate today. Entrepreneurs used to hone their skills at a long-term job. Today they are starting their own businesses as an alternative to searching for scarce jobs.

Entrepreneurs constantly walk the thin line between believing in their product or service enough to promote it to disbelievers and remaining open-minded enough to adapt to the needs of the customer and other market forces. Some entrepreneurs are innovators and inventors who are constantly coming up with ideas that draw either applause or blank stares.

Where are Entrepreneurs

Everywhere. Entrepreneurs are in every sector of every industry in every part of Canada. They are most often in private enterprise but they are also in the cultural, non-profit and public sectors.
The Characteristics Of An Entrepreneur

The debate over what makes one an entrepreneur, or more importantly a successful one, has continued since the term was coined.

It is someone who:

- sees problems and creates a solution.
- will do whatever it takes to get the job done
- knows how to package the product or service so that it is attractive to the customer
- sees opportunities and openings

An Entrepreneur Emerges - The Birth Process
(I've heard there is a little pain involved)

This is a common or likely scenario for a new business startup. You get an idea and decide to pursue it as a venture. The search begins for many things: advice, capital, space, helpers, market intelligence, patents, regulation information, licences, equipment, etc. The business begins operation sometime after some of the pieces are in place but before they all are and the real work begins. Problems arise and are solved daily and, hopefully, there are not too many days in between the corresponding problem and solution. Suppliers are nervous because yours is a new account and want COD, and because your orders are small they go to the bottom of the priority list and are delivered several weeks late. Your need for training is recognized at about the time when there is no time to get it. Just when you land the big order your employees quit because you expect far too much from them - especially at the wages you are paying. The customer needs it by 9am tomorrow or the whole deal is off (he only placed the order this morning), the bank has just returned your cheque to the printing shop NSF, it appears that the computer software that you bought is not compatible with the clients' or the suppliers,' some salesman is apologizing for having backed his car into yours, and, for the fifth time today, a prospective client has said that they would prefer to deal with someone who has been in business longer. At about this time, a friend calls to say that it must be great to be your own boss.

Entrepreneurship Training

Self-reliance is the cornerstone of entrepreneurship. Therefore, there is a fine line between helping entrepreneurs and letting them do things for themselves. In learning, doing is more effective than seeing; with entrepreneurship this is critical.

Despite the large, and growing, number of entrepreneurship training programs in Canada, the largest percentage of people in business never took such courses. With the rise of entrepreneurship as a course of study at the post-secondary, high school and even elementary school level, it is more likely that in ten years hence the opposite will be true and not having taken a course will be the minority. In the interim, entrepreneurship training must be better tailored and marketed to people already in business. Programs should survey the needs of new business owners and include an outreach component to connect the entrepreneurs with the courses.
STATISTICS - A QUEST FOR MEANINGFUL DATA

The two problems with data on youth entrepreneurship are 1) there isn’t any, and, 2) even if there were some it would be wrong. By far the biggest challenge in getting an understanding of what is going on in Canada in youth entrepreneurship is the uniform lack of data. In a field where everyone agrees that statistical data would be immensely valuable, there is not the time nor resources to collect it. The second problem is that entrepreneurship is like quality of life, you know when you see it but you cannot really define it with statistics; they require qualitative rather than quantitative analysis. There are both economic and cultural multipliers which are impossible to capture statistically.¹

There is also a tendency that anyone interested in data is going to use it for the wrong reason or get the wrong idea from it. Statistical evaluations are valuable in showing hard evidence such as startups and gross sales but are limited in ability to give an accurate picture of the overall performance.

Typically, entrepreneurship and business assistance programs are very fluid, changing significantly from year to year with changes in demand and support. Add this to the difficulty in accurate reporting from the entrepreneurs, and the possibility to collect meaningful data becomes very slim.

Pre-occupation with training enrollment and business start-up figures will create a tendency to abandon the businesses in the most critical stages of business development, the 12th to the 24th months of operation.

There is some question as to how much credit and blame can be attributed to entrepreneurship assistance. Training and technical advice are only two on the many factors affecting the performance of an entrepreneur or a business. There are also personal and market factors that can be significant or even solely responsible for the success or failure of any venture.

Self-employment training and education programs directed at people facing disadvantages, such as chronic unemployment, are even more difficult to measure statistically because self-confidence and other personal development factors are objectives valued equally to the actual business activity.

Colleges and Universities

In the Canadian, and indeed the world, economic environment, a college or university degree is not a direct path to assured employment. On the demand side, businesses, forced to constantly reduce costs to stay competitive, are anxious for work-ready employees who need less training. On the supply side, students know that competition for scarce jobs is fierce and they must be ready to offer something that is employable.

The majority of newly created jobs are in small business and yet this rarely is a subject in colleges and universities. However, some higher-education institutions are recognizing this trend and building it into the curriculum. In fact, entrepreneurship is a growing faculty for many schools.

Business management, the venerable MBA, has long been the bastion of big business. But big business is hiring far fewer managers than are the small and medium-sized enterprises (SMEs). Further, big corporations are adopting team approaches that attempt to emulate the streamlined decision-making process and market responsiveness of small companies (if not contracting it out completely). Consequently, many MBA programs now offer either a stream in small business and entrepreneurship or build aspects of it into the traditional courses.

Mount Royal College, in Calgary, now offers an applied arts degree in small business management and entrepreneurship in which the students must supplement coursework either with work experience in a small business or by starting their own enterprise. The college is even considering making entrepreneurship a required course for all students. Mount Royal’s president Tom Wood believes that education must reflect the demands of the work environment—one in which the worker may have to seek and create alternatives to the 9 to 5 career.

Taken a step further, is the notion advocated by entrepreneurship mentors like Mac Taylor which says that real, hands-on entrepreneurship training is far more interesting, relevant and fruitful than formal education. He is quick to point out that he is not anti-university but rather that it is not for everyone and it is not the only way to “learn.”

There is a trend toward more formal education in fields that have not traditionally required it and, consequently more demand for formal education2. Farming and agriculture is a sector that, in the past, relied solely on knowledge being passed from one generation to the next. However, in order to remain competitive (and compliant with increasingly stringent health regulations) modern farmers must have expertise and knowledge in fields (no pun intended) in which their parents have zero experience. There are software programs for crop and stock management, and Internet sources for market intelligence that informs which crops will yield the highest market value.

**BUSINESS AND ENTREPRENEURSHIP INCUBATORS**

Incubators are facilities in which fledgling companies rent a small space and pool resources such as a receptionist and office equipment. Most incubators offer advice and some offer training and even venture capital.

Incubators have lost favour over the past few years for a variety of reasons such as reliance on public funding and operating in an overly parental fashion. However, many still operate in Canada, and the concept is being revisited.

Virtually every business is an incubator because many entrepreneurs are the butterflies transformed from workers who see something that the company should be doing.

Despite the problems and negative stigma now attached, the incubator concept is very viable. As long as the incubator is willing to reconsider all aspects of operation, it can adopt a revised and successful approach.

The incubator can compensate for an individual entrepreneur’s lack of skills in some areas by making those resources available. Very few entrepreneurs have all the hard skills (accounting, marketing, etc.) that they need but they cannot afford to pay someone else to do it and have no time to acquire the skills themselves. An advisor can offer assistance for the immediate concern and help set out a strategy for a long-term solution.

Incubators facilitate the growing business trend toward cooperative rather than competitive efforts. Canadian business realizes that local and global competitiveness comes from effective partnering and cooperation at the local level. Several small businesses can come together to compete for contracts that would be too large to attempt individually. Procurement cooperatives can raise the profile and buying power of small companies.

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2 The incubators listed in the Appendix appear as a listing only; they have not been evaluated in any way. Some might have programs specifically directed at youth and this is indicated whenever possible.
Corporate culture and networking are inherent in an incubator. Entrepreneurs can share solutions or simply take comfort in knowing that others are going through similar experiences. Thus, the incubator de-mystifies and reduces the intimidation of starting and operating a business for the first time.

An incubator might function best as a half-way house for growing businesses. For many businesses, operating out of the entrepreneur’s home in the very early stages is a real and cost-effective solution. However, as the business grows, the entrepreneur’s needs include a larger space, support services and equipment, a separation between home and work, and a more professional image. The costs of establishing an individual location is very high and prohibitive to most fledgling companies. The incubator can provide the same advantages at a fraction of the cost.

Incubators are especially well suited to young entrepreneurs because peer culture is highly significant at this stage of life. Typically, youth are far more motivated by the encouragement of a peer than that of an adult. Appendix A provides a list of incubators in Canada.

DEVELOPING A SUCCESSFUL VENTURE

There are two sides to a business venture: the business concept and the entrepreneur who will drive it. Both aspects must be fully addressed and treated as separate issues. Success and failure can be attributed to one or the other but rarely both. Many infinitely successful entrepreneurs have had one or more business failures, and many businesses have suffered under one person and then flourished under the next.

Entrepreneurship training programs must recognize qualities and short-comings of both the business concept and the person developing it. Initial evaluation must measure both to establish the specific needs of the venture. The trainers and advisors must use tools such as entrepreneur pairing, when two people have complimentary skills, and redirection, when an entrepreneur has the necessary qualities but a questionable business concept.

Rural Youth Entrepreneurship

By starting out asking how to keep rural youth in their communities, we are making two assumptions - that they are leaving, and, that they should not. There is evidence to suggest that, in fact, there is less rural-urban migration today than a decade ago, and that youth often return to their communities after having been away for several years and bring back with them education, training, expertise and working capital. It is common, perhaps even essential, that youth will want to travel, work and study outside their home communities. The personal development they achieve during that time will make them far more valuable to the community when and if they return. A small percentage of youth returning with expertise, innovation and enthusiasm is far more desirable, economically, than retaining youth without these qualities (these are assumptions and generalizations, of course).

Rural youth entrepreneurship is not an intervention at the policy or program level which attempts to retain youth through bribery or obligation. It is an intervention in the economy which attempts to augment the limited opportunities in the rural economy by harnessing the innovation of the youth.

Youth entrepreneurship is an economic development tool. Communities must embrace youth as a resource and explore what can be gained from them rather than what to provide to them.

3 Shirley P. Date and David Hajeva, De-Mythologizing Rural Youth Exodus, 1995.
MENTORING

The March 12, 1996 edition of the Globe and Mail included an article Mentors make a comeback, (Gayle MacDonald). In this article, the journalist explores the history and evolution of mentoring. “For centuries mentors have played an integral role in personal and professional development. But in recent years, experts say the number of these selfless souls has dropped sharply, mainly because of massive restructurings, which have cost many middle managers their jobs.”

The article quotes from a variety of sources such as Carol Brickenden, founder of Brickenden Group Inc. an Aurora-based consulting company. “Because of the competitive nature of the world today, people need as many mentors in their corner as they can find.”

“In the last 12 months, however, workplace experts say that mentoring has made a comeback. Monica Belcourt, a professor of human resource management at York University in Toronto, says that research is now beginning to show the "tremendous cost of downsizing ... and organizations are re-evaluating the whole downsizing movement.""

“When counselling people on how to find the ideal mentor, Judy McLoed, VP Consumer Operations for Unitel Communications Co., advises looking for someone who is well-respected and knowledgeable in a given field.” The person does not need to work in the same company as you or even the same field, but should have your best interest at heart and should not have a personal stake in your success or failure. This is for career counselling as opposed to business mentoring in which the mentor might have an equity position in the company.

“By far the most common form of mentoring is informal, but in the mid-80s, a growing number of companies began to push a more formal approach under which a senior individual is paired with a junior person who has (or hopefully will develop) complimentary job skills and personal traits. This new approach is designed to avoid any appearance of favouritism (a major criticism of the informal model) and levels the playing field so that more employees have access to senior executives in the organization.”

“In recent years, scores of formal mentoring programs have popped up. Women's groups, for instance, have adopted the practice, including Step Ahead, a mentoring program for women entrepreneurs in Ontario. And earlier this month, 32 of Canada’s largest companies announced their plans to join a federal program called First Jobs. The program will pay graduates of high school, universities or colleges a modest stipend for up to a year and give them work-related experience and mentoring to help them get jobs.”

“Wilfrid Laurier University in Waterloo, Ontario, offers a mentoring program for small business called the self-employment assistance program, which will team up 100 aspiring entrepreneurs (most are former professionals who lost their jobs due to downsizing ) with existing small businesses.”

Transgenerational Knowledge Transference - A 2-Way Street

In the current situation, which combines an aging population and incessant downsizing, we are inadvertently creating a valuable resource - knowledgable people with time on their hands. Early retirement, both elective and coerced, finds a lot of older people with desires to be productive without the need to be remunerated for it.

There is no doubt that 30 years of experience provides valuable learning that older people can pass on to youth, but there is also expertise that can be passed the other way.
ENTREPRENEURSHIP PROGRAMS

Many youth entrepreneurship programs involve a number of levels of organization and sponsorship. Classifying programs, therefore, presents challenges. The remainder of this report organizes more than 50 youth programs into five main areas: 1) private, 2) community-based, 3) federal government, 4) provincial government, and 5) education-based. We recognize that some programs involve partnerships or cooperation, and have classified them according to what appears to be the dominant agency involved.

PRIVATE YOUTH ENTREPRENEURISM PROGRAMS

Ten private youth entrepreneurship programs present a variety of efforts by the private sector to encourage youth to consider business careers. Table 1 summarizes the programs, and descriptions follow in the order presented in the Table.

Table 1. Private youth entrepreneurship programs

<table>
<thead>
<tr>
<th>Program</th>
<th>Program Features</th>
<th>Focus and Goals</th>
<th>Target Audience</th>
<th>Jurisdiction</th>
<th>Program Length</th>
<th>Funding Support</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>I Want to be a Millionaire</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Youth self-confidence, community-based projects</td>
<td>Youth all ages</td>
</tr>
<tr>
<td>Can. Council Small Bus. &amp; Entrepreneurship</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Seminar, publications, other services</td>
<td>Anyone interested</td>
</tr>
<tr>
<td>Can. Assoc. Women Executives &amp; Entrepreneurs</td>
<td>Yes (Limited)</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Women develop business &amp; professions</td>
<td>All women</td>
</tr>
<tr>
<td>Aboriginal Youth Business Council</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Internet services - all aspects of bus. develop.</td>
<td>Young Aboriginals</td>
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<tr>
<td>Assoc. Atlantic Women Bus. Owners</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Scholarship</td>
<td>Profile women entrepreneurs</td>
<td>Women students</td>
</tr>
<tr>
<td>Entrep EP</td>
<td>Yes</td>
<td>Yes - 7 days</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Basics of Entrepreneurism</td>
<td>Gifted Grade 10</td>
</tr>
<tr>
<td>YES</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Exper-based approach, entrep. concepts</td>
<td>Ages 5-12</td>
</tr>
<tr>
<td>Made-it</td>
<td>Yes</td>
<td>Yes - 7 days</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Success in business</td>
<td>Girls 13-14 yrs. &amp; mothers</td>
</tr>
<tr>
<td>Success circles</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Peer lending circle concept, youth confidence</td>
<td>Disadvantaged youth</td>
</tr>
</tbody>
</table>
“I WANT TO BE A MILLIONARE” PROGRAM

This program originated in Cumberland County, Nova Scotia where a community-based economic development group decided that it needed to get the youth involved in the economy of the community. The program was designed to encourage and support the individual ideas and efforts of the youth rather than providing a strict formal structure. The youth were encouraged to initiate and develop a micro-enterprise.

The program lasts for 6-7 months at which time there is a public celebration. The ceremony is designed to celebrate the achievements of the youth and to acknowledge the sponsors, mentors and parents; but it also indicates the end of program dependence and the beginning of self-reliance.

Because there is no set target age range, the program works just as well for 12 year olds as it does for university aged students. In some communities the program is seen as being for the younger children so the older youth become involved as advisors and facilitators rather than participants. In this way, they can attend the workshops and get involved in the activities at a more socially-acceptable level.

Goals

The goals of the program and for every Project are:

• esteem building for youth and the community
• self-reliance as a tool for survival in life, business and the community
• responsibility through individual ownership and accountability
• motivating youth to emulate successful and community-minded individuals
• demonstrating the combined value of experience and knowledge
• fostering increased interest in other quality programs such as Junior Achievement
• building better relationships in the home and amongst peers
• supplying youth with a viable consideration for remaining in, or returning to their communities
• sharing results from Project to Project.

Procedure

Projects must follow this schedule:

Training facilitators and mentors             Feb. to April
Project promotion, applications and interviews  April
Workshops (4 or 5, 2.5 hours in length)       May/June
Start business operations                     May/June
Monitoring and mentoring                      June to October
Celebration and display                       October or November
Evaluation and reporting                      upon completion

Program Costs

The costs listed below indicate most of the expenses that will have to be covered by the sponsoring organization or the participant. The significant cost not indicated is that of wages or salaries for the facilitators. Most programs receive these services as in-kind support, but others employ the individuals under a government or university program. The figures below are based on 12 participants, which is the recommended number, especially for a first year.
Annual Project Registration $250
- yearly modified guidelines
- shared statistical data from all contributors

Individual Workbooks ($10.00 each annually) 120
- personal, financial and record keeping data

Youth Seed Capital Disbursement 1200
- $100 X 12

Project Celebration and Misc. Costs 500
- workshop refreshments
- photocopy, pictures, phone, and fax
- youth display and celebration

Program Co-ordinator 1875
- training (2 days in project community)
- monitoring and meetings

Program Co-ordinator Travel as required

There are projects in all provinces except Manitoba and Quebec, as well as in the USA and Hungary.

Program Guidelines

- A community-based project will be designated by criteria agreeable to the Program Co-ordinator and the host sponsor.

- Geographic area must be serviceable by the facilitator(s) without jeopardizing the quality and effectiveness of the project.

- Geography should coincide with a town or region that has (or could have) an identifiable sense of community.

- The sense of community might be attached more to like interest than to geography.

- The 4 or 5 workshops should rotate their locations in the area and usually include as many parents, mentors and sponsors as possible in order to reinforce the sense of community support vital to the support of a new business.

- Mentors do not necessarily have to be in business. They can provide a wide variety of advice and facilitate the meeting of other businesspeople as necessary. Mentors should be selected on the basis of motivation and understanding of the objectives of the program.

- It is entrepreneurial experience and individuality of the youth that are paramount and the role of the facilitators and mentors is to help, not do!

- Although seed capital is recommended at $100, each community and Co-ordinator can determine its own approach and funding level.
• Each sponsor or Project that becomes designated as a specific site will be invoiced for the training of its facilitators and mentors.

Program Activity

The program has grown rapidly between 1990 and 1995. The number of individual programs increased from 1 to 42, it spread to three nations, and the number of youth involved increased exponentially. Over the six year period, 1,435 students, 1,265 mentors and 2,590 parents have been involved.

| Year | Programs | Countries | Youth | Mentors | Parents | Real $  | In-kind $ | Youth sales $
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>1990</td>
<td>1</td>
<td>1</td>
<td>23</td>
<td>5</td>
<td>40</td>
<td>12 000</td>
<td>12 000</td>
<td>4 000</td>
</tr>
<tr>
<td>1991</td>
<td>1</td>
<td>1</td>
<td>30</td>
<td>10</td>
<td>50</td>
<td>12 000</td>
<td>12 000</td>
<td>6 000</td>
</tr>
<tr>
<td>1992</td>
<td>1</td>
<td>1</td>
<td>116</td>
<td>100</td>
<td>200</td>
<td>32 000</td>
<td>32 000</td>
<td>29 000</td>
</tr>
<tr>
<td>1993</td>
<td>8</td>
<td>1</td>
<td>342</td>
<td>300</td>
<td>600</td>
<td>104 000</td>
<td>104 000</td>
<td>85 500</td>
</tr>
<tr>
<td>1994</td>
<td>26</td>
<td>1</td>
<td>435</td>
<td>400</td>
<td>800</td>
<td>108 000</td>
<td>108 000</td>
<td>108 750</td>
</tr>
<tr>
<td>1995</td>
<td>27</td>
<td>2</td>
<td>489</td>
<td>450</td>
<td>900</td>
<td>128 000</td>
<td>128 000</td>
<td>122 250</td>
</tr>
<tr>
<td>Totals</td>
<td>42</td>
<td>3</td>
<td>1435</td>
<td>1265</td>
<td>2590</td>
<td>396 000</td>
<td>396 000</td>
<td>355 500</td>
</tr>
</tbody>
</table>

CANADIAN COUNCIL FOR SMALL BUSINESS AND ENTREPRENEURSHIP

Canadian Council for Small Business and Entrepreneurship is a network that includes educators, government officials, professionals and trade and business associations. The Council provides publications, seminars and other services. The national conference rotates among the provinces and brings together members from all aspects of business to discuss the state and needs of the business community in Canada.

The two principal publications are The Journal of Small Business and Entrepreneurship, and The Journal of Small Business Management.

CANADIAN ASSOCIATION OF WOMEN EXECUTIVES AND ENTREPRENEURS

The Canadian Association of Women Executives and Entrepreneurs aims to provide an environment in which women can develop their businesses and professions. Although this is primarily a Toronto-based group, it is attracting members in other areas and is continually expanding.

The Association holds meetings, seminars and workshops and produces a quarterly newsletter. Although these activities are in Toronto, they are planned for Vancouver and Ottawa in the near future.

The Association also has a mentoring program in which they sponsor MBA students in the University of Toronto’s Entrepreneurship program.

Contact: Linda Hatfield, 81 MacLennan Ave., Toronto, ON M4T 2H4
Tel: 416 487-5040 Fax: 487-3671
E-mail: lindahgt@cml.com
THE ABORIGINAL YOUTH BUSINESS COUNCIL

The Aboriginal Youth Business Council is a non-profit organization that exists on the Internet to provide support to potential members. It can provide assistance to young people at any stage of their business or idea development.

The site was developed by Raindancer Interactive, a First Nation youth-owned and operated company with the financial assistance of Aboriginal Business Canada.

Contact: http://www.aybc.org

ASSOCIATION OF ATLANTIC WOMEN BUSINESS OWNERS -SCHOLARSHIP

The Association of Atlantic Women Business Owners Scholarship is available to women who have completed a course of study relevant to the business they plan to pursue. Under the current criteria, the student cannot be operating a full-time business and she must have a business plan for an enterprise she intends to commence upon completing her studies. The application must be accompanied by the business plan, a 250-word essay about why entrepreneurship is her career choice and three letters of reference.

The scholarships are worth $1000 each and there is one available for each of the four Atlantic provinces. The scholarships are awarded at convocations and graduation ceremonies wherever possible to raise the profile of women entrepreneurs in the region.

Contact: Association of Atlantic Women Business Owners
1819 Granville St. Suite 304 Halifax, NS B3J 1X8
Tel: 9902 422-2828 Fax: 422-9711

EWING MARION KAUFFMAN FOUNDATION

The Ewing Marion Kauffman Foundation, through its Centre for Entrepreneurial Leadership, provides curriculum material and sponsorship to many schools and community groups in the USA through a number of programs. The YESS program, for example, is now being delivered in 35 states. Each program targets a specific age, gender or interest area. The Centre’s objective is to provide awareness of the world of entrepreneurship and opportunities to develop the related skills to youth from kindergarten to college age. The programs are:

- **EntrePrep** - for talented, motivated high school students (grade 10) and is designed to provide fundamental concepts and skills to becoming entrepreneurs. Students are selected through an essay contest and personal interviews. The program consists of pairing with a mentor and spending 7 days in a resident camp. Periodic workshops are available for the students to augment their knowledge and discuss their progress. Upon completion of the summer session, each student receives a $1000 scholarship for college or university tuition. This program was piloted in the summer of 1995.

- **Youth Empowerment and Self-Sufficiency (YESS)** - this is an experience-based approach to teaching children, aged 5 to 12, entrepreneurship concepts. The portion for the 5 to 8 year olds is called “Kinder Economy,” for the 8 to 12 year olds “Mini-Society” and for 10 to 12 “Invention Society.” This program is designed for a classroom-type setting and is sold to schools and community groups.

- **MADE-IT - Mother and Daughter Entrepreneurs in Teams** - a program for girls aged 13 and 14 and their mothers which shows how women can and have been successful in the traditionally male-dominated world of business. The three main phases of this program are: a spring orientation session in
which one learns how to identify and develop a business idea; a summer, week-long resident camp in which all aspects of business are discussed; and, a post-session during which the teams are offered mentoring and technical assistance as they turn their plans into working businesses. This program was piloted in the summer of 1995.

- **FastTrac** - FastTrac I is a start-up entrepreneur’s guide to getting a business into operation, and FastTrac II is a business owners guide to improving business operations and moving into a new level of growth.

- **Other Resources** - The Centre offers a complete clearing house of resource material and course ideas.

Contact: Carol Allen, Director of Training  4900 Oak, Kansas City, Missouri 64112-2776
           Tel: 816 932-1000

**DISADVANTAGED YOUTH - SUCCESS CIRCLES**

There are both advantages and challenges in delivering entrepreneurship programs to youth who face barriers to employment. These, typically, are youth who are children of the chronically unemployed and who are themselves on social assistance. They lack the self-esteem and work-culture socialization required for the corporate world. These youth might be attracted to self-employment because of an expectation that this requires less interpersonal interaction - which, of course, is almost exactly opposite to reality.

The self-reliance training, inherent in entrepreneurship courses, addresses the need for self-esteem building in these youth.

The primary challenge appears to center on the dichotomous reliance on authority/state and the resentment of it. These youth can be highly sensitive to criticism and resistant to advice from authority figures. An innovative program which addresses these concerns has been developed by two Ottawa-based trainers. They have taken the peer-lending circle concept and tailored it into a training-delivery model. This allows for self-evaluation as well as criticism and encouragement from their peers.

In this model, called *Success Circles*, the first four weeks are spent developing themselves, as individuals and a group, through self-directed training modules and group exercises; all of this is with a view to each starting a small business. At this stage the group is facilitated by a business consultant and the start-up businesses move towards operation.

Biot and Panther\(^4\) contend that there is far more value in peer groups than mentoring for these youth. They believe that the youth often feel intimidated by successful people and the potentially positive dynamic between them is ruined. Perhaps mentoring is appropriate after the business has commenced, because the youth will feel more equality with the mentor, but not during the training period.

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\(^4\) Contact: Edouard Biot, 281 Murray St., Gatineau, QC J0P 4Z3  Tel. 819-663-1501 or Morag Panther, 1-90 Goulburn Ave., Ottawa, ON K1N 8E1  Tel. 613-569-4636.
COMMUNITY-BASED PROGRAMS

Eleven programs are classified as community-based entrepreneurship training projects (Table 2). They include training for a range of ages. Most are school-based, but are promoted or sponsored by community organizations.

Table 2. Community-based youth entrepreneurship programs

<table>
<thead>
<tr>
<th>Program</th>
<th>Program Features</th>
<th>Focus and Goals</th>
<th>Target Audience</th>
<th>Jurisdiction</th>
<th>Program Length</th>
<th>Funding Support</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kiwanis Enterprise Centre</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Dawson Creek, BC</td>
<td>School year</td>
<td>Kiwanis</td>
</tr>
<tr>
<td></td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kids Who Run</td>
<td></td>
<td></td>
<td>Operate own business promotion etc.</td>
<td>Dawson Creek, BC</td>
<td>School year</td>
<td>Kiwanis</td>
<td></td>
</tr>
<tr>
<td>Entrepreneurship 11-12</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Dawson Creek, BC</td>
<td>School year</td>
<td>Kiwanis</td>
</tr>
<tr>
<td></td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Venture</td>
<td>No</td>
<td>No</td>
<td>Post-secondary youth/adults</td>
<td>Dawson Creek, BC</td>
<td>On-going</td>
<td>Kiwanis</td>
<td></td>
</tr>
<tr>
<td>Vision Quest</td>
<td>No</td>
<td>No</td>
<td>Fashion design &amp; culture</td>
<td>Dawson Creek, BC</td>
<td>On-going</td>
<td>Kiwanis</td>
<td></td>
</tr>
<tr>
<td>Ride a Steet Youth Entrep.</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Ottawa</td>
<td>On-going</td>
<td>United Way Corporations</td>
</tr>
<tr>
<td>Ride a Steet Youth Initiative</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Disadvantaged Youth</td>
<td>On-going</td>
<td>United Way</td>
</tr>
<tr>
<td>No-sort Recycling</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Disadvantaged youth</td>
<td>On-going</td>
<td>United Way</td>
</tr>
<tr>
<td>REAP, Rural Entrepreneurship Project</td>
<td>Yes</td>
<td>No</td>
<td>Learn entrepreneurship values, positive role models</td>
<td>Brooks, BC</td>
<td>School year</td>
<td>School District, G/A partners</td>
<td></td>
</tr>
<tr>
<td>Youth Work 96, Youth Entrep. Academy</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Baltimore, Maryland</td>
<td>School year</td>
<td>C o m m . C o l l e g e, Mayor’s Office</td>
</tr>
<tr>
<td>Prairie Economic Development Academy</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>All students</td>
<td>Grades 5-12</td>
<td>Public funding</td>
</tr>
</tbody>
</table>

THE KIWANIS ENTERPRISE CENTRE

The Kiwanis Enterprise Centre, in Dawson Creek, BC, opened in 1987 as a result of the efforts headed by J. M. “Mac” Taylor, farmer-businessman-teacher, and Charles Parslow, District Superintendent of Schools. Since then, the Centre has been an economic development focal point for the community by providing entrepreneurship education and training, general skills training, business technical assistance, and other business support services.
Although the Centre is not the first of its kind, it is unique in its relationship to the senior high school, for which it offers credit courses for grades 11 and 12 in a “living classroom.” In these classes the students are expected to be self-directed and, as one student stated, “treated like adults.”

The Centre attributes its success to the involvement and cooperation of the community, all levels of government, mentors, the schools, and the Centre’s staff. Its success has been well documented. The Toronto-based Canadian Business magazine featured students Ward Washington and Christine Painter in its December 1994 edition (I was a Teenaged Capitalist). In March of 1995, the Centre was a feature story on the CTV news/documentary program W5.

Objectives

The Centre’s objectives are to provide:

- the opportunity and the environment for the students to innovate, plan and carry out a business venture;
- a facility where venture activities can be organized and, in some cases, be launched;
- a program that encourages the entrepreneurial attitude and develops small business skills as well as training;
- resources and inventories of business opportunities both domestic and international for access by the local community; and
- facilities, capital, equipment, services and expertise to support the successful start-up and operation of small business.

Programs and Services

Kids Who Kan

In this program, students in grades 5-7 create and operate 2 companies, including the bookkeeping, advertising, and marketing.

Entrepreneurship 11 and 12

Non-compulsory credit courses in small business development and operation. In grade 11 the students establish an idea and draft a business plan. In the following year, they turn the theory into practice by setting up and running a small business.

New Venture

Post secondary youth and adults are offered this 20-week course which includes training and work experience in small business management skills and all facets of starting and operating a small business.

Vision Quest

In this Native fashion course, the students learn the technical aspects of fashion design, merchandising and marketing while learning about Aboriginal culture.
Other Services

The Centre is the home of the local Business Development Centre and administers the Self-Employment Assistance Program (SEA). To foster the entrepreneurial environment further, the Centre also offers services such as a resource library, internet and database access, and an Intermediary Patent Office (one of only 50 in the country).

RIDEAU STREET YOUTH ENTERPRISES - OFF THE STREET AND INTO BUSINESS

Rideau Street Youth Enterprises was formed in 1993, in Ottawa, by a partnership between local politicians, businesses and social services agents, in consultation with the street youth, police and local residents⁵. The purpose of RSYE is “to create opportunities for street youth to develop some of the practical skills and experience they need to enter (or re-enter) the job force and to become active contributing members of the local community⁶.”

RSYE runs two main programs: the Rideau Street Youth Initiative, and No-Sort Recycling. Under the Initiative the youth: operate a job bank offering short-term labour for a variety of tasks such as stock taking, flyer delivery, and snow shovelling; produce a monthly newspaper, The Voice, which includes features and poems written by the youth; and, produce a variety of arts and crafts which they sell to the public.

No-Sort Recycling provides on-the-job training to street youth in preparation for long-term employment. This program, which offers collection of recyclable material from businesses and non-profit organizations, employees ten youth full time for nine months and includes career counselling and workshops in budgeting, team-work, anger management, and communication skills. Graduates of the program receive a $2000 voucher and some are offered continued work with No-Sort as trainers.

Through the two programs, RSYE offers both long-term and temporary opportunities to the street youth. The recent evaluation of the programs established that they were each successful and proved the viability of expanding to reach even more youth.

As discussed in the Statistics section, many of the benefits and successes of these programs cannot easily be measured. Anecdotally, RSYE’s evaluation revealed that most of the youth had decreased their inclination toward and participation in drug use and crime.

Funding

Although RSYE acknowledges generous support from many sources, the only funding dollars come from a small United Way grant. The two programs are nearing self-sufficiency through revenue-generating services and corporate sponsorship and advertising.

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⁵ Much of the information on RSYE has been paraphrased from the evaluation report, The Impact of Community Partnerships Between Street Youth and Businesses (December 1995), by Behnaz Behnia.

⁶ From the Rideau Street Youth Enterprises Mission Statement.
THE RURAL ENTREPRENEURSHIP APPLICATION PROJECT (REAP)

The Rural Entrepreneurship Application Project (REAP) was piloted in Brooks, Alberta in conjunction with the Newell District School Board and was sponsored by the Canada-Alberta Partnership Agreement. The Project is designed for students of elementary school age.

This is a modular program with a student workbook and teaching guides included.

Aims and Objectives

The Program is designed to:

- increase willingness of rural students to take initiative and assume greater direction and control over their lives
- develop an exemplary mentor program that establishes an effective and supportive relationship between students and desirable role models in the community
- develop exemplary curriculum, resources and strategies for rural students
- develop a complete, transferable model program that can be adopted and utilized in other rural schools around the country
- develop innovative assessment instruments that measure changes in the students in key areas of attitude and skills development
- increase the likelihood that students will learn to appreciate the need for lifelong learning
- encourage students to accept and value the principles of entrepreneurship
- provide positive role models and mentors to encourage students to develop entrepreneurial behavior.

Contact: Garry Rabbior, President, 2 St. Clair Ave. West
Toronto, ON M4V 1L5
Tel: 416 968-2236

YOUTH WORKS '96

The Baltimore City Community College, in conjunction with the Mayor's Office of Employment Development, runs a Youth Entrepreneur Academy where students are taught the basics of entrepreneurship, from choosing a business to writing a business plan. Students attend ten weekly workshops and seminars that prepare them with the basic knowledge and practical application skills needed to operate a small business. Students who complete the requirements successfully receive a Certificate of Achievement from the College. Students 16 years of age and older are awarded 4 continuing education units. To date, 800 students have completed the Academy.

In the program, students form teams and complete a comprehensive business plan. Five winning plans are selected and funded for implementation in the summer program called, Launching Entrepreneurs into Action Program (LEAP).
Launching Entrepreneurs into Action Program (LEAP)

Launching Entrepreneurs into Action Program (LEAP) is a practicum-based entrepreneurship program in which students actually run a business for the summer. Usually, 3 or 4 student-run businesses are sponsored through this course. Over the past 7 years, a total of 25 youth have participated.

FEDERAL-BASED PROGRAMS

Nine programs are supported and/or delivered by the federal government, either solely or in cooperation with other agencies (Table 3). Although some are directed only at youth, many are general public programs that can be accessed by youth.

Table 3. Federal Government youth entrepreneurship programs

<table>
<thead>
<tr>
<th>Program</th>
<th>Program Features</th>
<th>Focus and Goals</th>
<th>Target Audience</th>
<th>Jurisdiction</th>
<th>Program Length</th>
<th>Funding Support</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>BDC Student Bus. Loans Program</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Loans to students for summer bus</td>
<td>Newfoundland, Quebec, Manitoba, Saskatchewan, Alberta, British Columbia, Territories</td>
<td>Spring, Summer</td>
<td>Federal Bank</td>
</tr>
<tr>
<td>Coun. Assist. to Small Enterprises</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Personal counselling</td>
<td>Young entrepreneurs</td>
<td>Canada</td>
<td>On-going</td>
</tr>
<tr>
<td>Do it yourself kits</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Self-help kits</td>
<td>Public</td>
<td>Canada</td>
<td>On-going</td>
</tr>
<tr>
<td>Youth Services Canada</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Weekly stipend for community work</td>
<td>Unemployed 24-28 yrs.</td>
<td>Canada</td>
<td>On-going</td>
</tr>
<tr>
<td>Atl. Canada Oppor. Agency (ACOA)</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Variety programs</td>
<td>Varied</td>
<td>Atlantic Canada</td>
<td>On-going</td>
</tr>
<tr>
<td>Western Youth Entrep. Program (WED)</td>
<td>No</td>
<td>Yes</td>
<td>To $10,000</td>
<td>Informal</td>
<td>Moneys through Comm Futures to youth</td>
<td>Western Canada</td>
<td>On-going</td>
</tr>
<tr>
<td>Community Futures Youth Program (WED)</td>
<td>Possible</td>
<td>No</td>
<td>Yes</td>
<td>Possible</td>
<td>Support CF initiatives as I Want to be a Millionaire</td>
<td>Youth</td>
<td>On-going</td>
</tr>
<tr>
<td>Can. Business Service Centres</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Information on all govt. programs</td>
<td>Public</td>
<td>National</td>
<td>On-going</td>
</tr>
<tr>
<td>Info-entrepreneurs</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Info-line how to start bus, access funds, policy</td>
<td>Public</td>
<td>Canada</td>
<td>On-going</td>
</tr>
</tbody>
</table>
BUSINESS DEVELOPMENT BANK

The Business Development Bank of Canada (BDC), formerly the Federal Business Development Bank (FBDB), is an agency of the federal government mandated to act as a lender of last resort to the Canadian business community. See Appendix E for a list of BDCs in Canada.

Student Business Loans Program

Student Business Loans Program is available to students living in Newfoundland, Quebec, Manitoba, Saskatchewan, British Columbia, Alberta, Northwest Territories, and Yukon who are returning to school in the fall. Students receive a loan of up to $3000 to manage their own small business during the summer. In addition, the local BDC office may provide workshops on How to Start a Business, and Marketing. Applications are received between April and June of each year and must be accompanied by a business plan.

Case

The Counselling Assistance to Small Enterprises (CASE) program offers year-round one-to-one counselling to young entrepreneurs who run or plan to start their own businesses. Most branches of the BDC have a designated counsellor (1400 across the country). Fees may be charged.

Do It Yourself Kits

These are fill-in-the-blank type of business planning guides. There are six kits with forms and instructions in the subjects of: Arranging Financing, Forecasting and Cash Flow Budgeting, Analysing Financial Statements, Evaluating the Purchase of a Small Business, Credit and Collection Tips, and A Business Plan with a Future (this last one is also available on diskette).

Publications

Minding Your Own Business

These booklets are designed to help young people who are interested in the areas of: General Small Business, Management, Retailing, Service Businesses, and Manufacturing.

Activity by Age and Gender: Business Development Bank of Canada Youth Programs

<table>
<thead>
<tr>
<th>Age</th>
<th>1993 No.</th>
<th>1994 No.</th>
<th>1995 No.</th>
<th>%</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>18+</td>
<td>438</td>
<td>569</td>
<td>604</td>
<td>39</td>
<td>48</td>
<td>385</td>
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<tr>
<td>19-24</td>
<td>531</td>
<td>572</td>
<td>511</td>
<td>48</td>
<td>41</td>
<td>401</td>
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<tr>
<td>25-30</td>
<td>102</td>
<td>110</td>
<td>81</td>
<td>9</td>
<td>7</td>
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<td>31+</td>
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<td>37</td>
<td>57</td>
<td>4</td>
<td>5</td>
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<td>Total</td>
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<td>1,288</td>
<td>1,253</td>
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<table>
<thead>
<tr>
<th>Dollars (000s)</th>
<th>1993 No.</th>
<th>1994 No.</th>
<th>1995 No.</th>
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<tr>
<td>18+</td>
<td>1,196</td>
<td>1,553</td>
<td>1,683</td>
<td>39</td>
<td>48</td>
<td>1,074</td>
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<td>19-24</td>
<td>1,462</td>
<td>1,572</td>
<td>1,417</td>
<td>47</td>
<td>41</td>
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<tr>
<td>25-30</td>
<td>279</td>
<td>308</td>
<td>222</td>
<td>9</td>
<td>6</td>
<td>39</td>
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<tr>
<td>31+</td>
<td>119</td>
<td>105</td>
<td>154</td>
<td>4</td>
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<tr>
<td>Total</td>
<td>3,056</td>
<td>3,538</td>
<td>3,476</td>
<td>1,001</td>
<td>2,476</td>
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Activity by Industry and Province: Business Development Bank of Canada Youth Programs

<table>
<thead>
<tr>
<th>Authorization ($000s)</th>
<th>NF</th>
<th>QC</th>
<th>MB</th>
<th>SK</th>
<th>AB</th>
<th>BC</th>
<th>Terra's</th>
<th>Total</th>
<th>%</th>
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<tr>
<td>Farming</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>565</td>
<td>27</td>
<td>0</td>
<td>0</td>
<td>592</td>
<td>17</td>
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<tr>
<td>Manufacturing</td>
<td>7</td>
<td>34</td>
<td>381</td>
<td>369</td>
<td>489</td>
<td>58</td>
<td>0</td>
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<tr>
<td>Construction</td>
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<td>65</td>
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<td>48</td>
<td>90</td>
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<td>15</td>
<td>6</td>
<td>3</td>
<td>11</td>
<td>35</td>
<td>0</td>
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<tr>
<td>Retail</td>
<td>22</td>
<td>91</td>
<td>14</td>
<td>21</td>
<td>46</td>
<td>67</td>
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<td>264</td>
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<td>Food Services</td>
<td>11</td>
<td>15</td>
<td>3</td>
<td>8</td>
<td>19</td>
<td>6</td>
<td>8</td>
<td>69</td>
<td>2</td>
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<td>Business Service</td>
<td>40</td>
<td>127</td>
<td>39</td>
<td>25</td>
<td>103</td>
<td>123</td>
<td>9</td>
<td>465</td>
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<td>10</td>
<td>9</td>
<td>0</td>
<td>110</td>
<td>3</td>
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<td>Personal Services</td>
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<td>0</td>
<td>0</td>
<td>0</td>
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<td>2</td>
</tr>
<tr>
<td>Other</td>
<td>3</td>
<td>17</td>
<td>0</td>
<td>5</td>
<td>11</td>
<td>18</td>
<td>0</td>
<td>53</td>
<td>2</td>
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<tr>
<td>TOTAL</td>
<td>124</td>
<td>582</td>
<td>528</td>
<td>1,053</td>
<td>765</td>
<td>404</td>
<td>5</td>
<td>3,476</td>
<td></td>
</tr>
</tbody>
</table>


YOUTH SERVICES CANADA

Participants receive a modest weekly stipend for work in the community, often administered by a community-based organization. Typically, the program runs for one year. Upon completion, each participant is eligible for a grant of no less than $2000 which may be put towards continuing education, a portable wage or mobility voucher, or starting a business.

Entrepreneurship is one of the four streams identified as priority areas for youth involvement. The YSC participant might spend the year helping support and promote an entrepreneurship program or facility.

YSC projects are open to youth 24-28 years of age who are out of school and unemployed. Participants are selected according to their motivation, enthusiasm and realistic long-term goals.

FEDERAL REGIONAL DEVELOPMENT AGENCIES

The federal government established four regional economic development agencies so that each might address the specific concerns relevant to that geography and develop viable solutionist strategies. The evolution of the agencies, in mandate and place within the federal structure, has been somewhat tumultuous and continues to leave everyone uncertain of its long-term definition.

Atlantic Canada Opportunities Agency (ACOA)

Of the four regional development agencies, ACOA has been, by far, the most active and innovative in promoting entrepreneurship. ACOA has combined research and pragmatism in its approaches to public-private partnerships as delivery mechanisms. See Appendix F for a list of ACOA offices.

Contact: Lois Stevenson, Director, Entrepreneurship and Human Resource Development
644 Main Street, Moncton, NB E1C 9J8
Tel: 506 851-7814Fax: 851-7403
Western Economic Diverisification

Western Youth Entrepreneur Program

WD has recently approved a $15 million initiative called the Western Youth Entrepreneur Program. This repayable youth investment funding will create opportunities for self-employment for youth in rural communities in the West through loans made directly to young entrepreneurs. The funding will flow through all 75 Community Futures Development Corporations (CFDCs) located in non-urban areas throughout the West. Each CFDC will receive a repayable contribution of $200,000 which is to be targeted exclusively at young entrepreneurs (under 25 years of age).

In his announcement of the Program, Secretary of State for Western Economic Diversification, Jon Gerrard, said that “CFDCs have excellent track records in dealing with start-up entrepreneurs of all ages. They will provide the necessary guidance and counselling to ensure these business ventures have the best possible chance to succeed and are valuable learning experiences.”

Individual CFDCs will operate their funds to provide repayable loans of up to a maximum of $10,000 to businesses owned and operated by youths between the ages of 18 and 25. CFDCs are being encouraged to be flexible with the eligibility criteria for these youth loans. Likewise, young people across the West are encouraged to be creative and serious in their applications to the program.

Community Futures Youth Programs

WD provides funding to support CFDC operations which address local economic development priorities in 75 non-metropolitan communities in the West. As youth unemployment is a major concern in most rural communities, many CFDCs have developed specific youth entrepreneurship programs. For example, CFDCs provide entrepreneurial training to young people in cooperation with local educational institutions, help establish youth loan circles, and support projects such as the “I want to be a millionaire” initiative. In addition, capital funding for youth is available through the CFDCs’ investment funds, which are now being enhanced with the repayable Youth Investment Funds described above.

Contact:  
British Columbia: Greg Tolliday - CF Manager (604) 666-7065  
Alberta: Martin Connolly - CF Manager (403) 495-7021  
Saskatchewan: Randy Winnitowy - CF Manager (306) 975-5940  
Manitoba: Patrick Loring - CF Manager (204) 983-4531  
Policy & Programs: Jim Saunderson - Sr. Advisor(403) 495-4301

Federal Office of Regional Development - Quebec (FORDQ)  
Federal Economic Development Initiative in Northern Ontario (FEDNOR)

Neither FORDQ nor FEDNOR run any programs or initiatives directly supporting youth entrepreneurship.

CANADA BUSINESS SERVICE CENTRES

There is a network of federal-provincial Canada Business Service Centres across the country to help business people learn about and access the full range of federal and provincial government programs.
INFO-ENTREPRENEURS

The federal government has established a 1 800 service, called Info-Entrepreneurs, for businesspeople to access information on a wide variety of programs and regulations. The touchtone menu directs you to the following topics:

- business start-up
- financial assistance
- international trade
- their document centre
- government policy
- info-fax (faxback)
- export document assistance

The service also includes personalized counselling in these topics for questions that are not answered by the pre-recorded information.

The telephone number is 1 800 322-4636.

SECRETARY OF STATE FOR YOUTH AND TRAINING

Human Resources Development Canada, under the Secretary of State for Youth and Training, plans to expand a pilot program in youth entrepreneurship development. The program should be announced and active in the 1997 calendar year.

Contact: Joanne Lamoth

Tel: 613 953-1810
# PROVINCIAL-BASED PROGRAMS

Provincial governments are the major sponsors of ten programs surveyed (Table 4). Most are targeted specifically at youth, ranging from school programs to young adults. Programming ranges from on-going, to seasonal and single conference formats. Some programs operate independently while others work within broader initiatives. See Appendix H for additional provincial contacts.

<table>
<thead>
<tr>
<th>Program</th>
<th>Program Features</th>
<th>Focus and Goals</th>
<th>Target Audience</th>
<th>Jurisdiction</th>
<th>Program Length</th>
<th>Funding Support</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth Entrepreneurship Conference Series</td>
<td>Yes No No No Yes</td>
<td>Basic entrepreneurship mentoring for youth</td>
<td>Youth</td>
<td>BC</td>
<td></td>
<td>Free</td>
<td></td>
</tr>
<tr>
<td>Youth Venture &amp; Young Entrepreneurs Loans</td>
<td>No No Yes Yes No</td>
<td>Self-employment financing, last resort funding</td>
<td>&lt;30 yrs.</td>
<td>NFLD</td>
<td>On-going</td>
<td>Y-Entrepreneur Centres</td>
<td>Loan guarantees</td>
</tr>
<tr>
<td>Graduate Self-Help Program</td>
<td>Yes No Yes No No</td>
<td>No salary support</td>
<td>Univ. grad. self-employment in growth sector</td>
<td>NFLD</td>
<td>On-going, yr/person</td>
<td>Eastern College, Gardner Inst</td>
<td>$13,500 student stipend</td>
</tr>
<tr>
<td>Student Business Loan Program</td>
<td>Yes No Yes Yes Yes</td>
<td>Bus. venture funding self-employment.</td>
<td>Students</td>
<td>NFLD</td>
<td>Summer</td>
<td>BDC/HRDC, Royal Bank</td>
<td>Loans repaid by 1 Oct.</td>
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<tr>
<td>Youth Entrepreneurship Skills Program</td>
<td>Yes No Yes Yes Yes</td>
<td>Self-employment, summer bus.</td>
<td>Returning students</td>
<td>Nova Scotia</td>
<td>Summer</td>
<td>Junior Achievement, Ec. Recov. Ag.</td>
<td></td>
</tr>
<tr>
<td>Student Ventures</td>
<td>Yes No Yes Yes Yes</td>
<td>Self-employment, summer bus.</td>
<td>Students</td>
<td>Ontario</td>
<td>Summer</td>
<td>ON Ec. Dev., ON C of C</td>
<td>Interest free if paid quickly</td>
</tr>
<tr>
<td>Young Entrepreneurs Assistance Services</td>
<td>No Possible Possible Yes</td>
<td>Education, training, technical advice</td>
<td>18-35 yrs.</td>
<td>Quebec</td>
<td></td>
<td>MB Rural Dev.</td>
<td>Free to students</td>
</tr>
<tr>
<td>Rural Dev. Forum</td>
<td>No No No No Yes</td>
<td>Access to entrepreneurship, promote entrep.</td>
<td>H.S. Youth</td>
<td>Manitoba</td>
<td>Conference</td>
<td>MB Dept. Educ. &amp; Training</td>
<td>Free to students</td>
</tr>
<tr>
<td>Partners with Youth, Young Entrepreneurs</td>
<td>Yes No Possible Yes - to</td>
<td>Self-employment, financial assistance</td>
<td>Youth</td>
<td>Manitoba</td>
<td>On-going</td>
<td>MB Dept. Educ. &amp; Training</td>
<td></td>
</tr>
<tr>
<td>Y-Enterprise Centres</td>
<td>No No Yes No No</td>
<td>Self-employment, assistance, women entrep. Programs</td>
<td>BC, MB, NS, ON, NFLD</td>
<td>On-going</td>
<td>Federal</td>
<td>Offices independent</td>
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</table>
Youth Entrepreneurship Conference Series

The Provincial government of British Columbia, under the Ministry of Small Business, Tourism and Culture, sponsors a Youth Entrepreneurship Conference Series. The co-sponsors are usually a school district and a Chamber of Commerce.

The goals of the Series are:

- to highlight entrepreneurship as an alternative career path
- to increase access to business and entrepreneurship training for youth
- to provide mentoring and support to young people wanting to start small businesses.

Provincial government funding is available to assist in the staging of each conference and to provide other resources such as program literature.

Contact these Regional Management Units:

- Nanaimo            Tel: 604 741-3634
- Kamloops           Tel: 604 371-3882
- Kootenay           Tel: 604 354-6113
- Terrace            Tel: 604 638-3570
- Prince George      Tel: 604 565-6998

Youth Venture Loan & Young Entrepreneur Loans Programs

The Y-Enterprise Centre, along with partners Enterprise Newfoundland and Labrador (ENL) and the Canadian Bankers Association (CBA), developed this program that provides a loan of up to $30,000 for young entrepreneurs (under 30 years old). ENL will lend 2/3, or up to $20,000 of the loan through their Young Entrepreneur Loan Program. The bank, with a guarantee from the Y-Enterprise Centre, lends the remaining 1/3. Through this program, young entrepreneurs can access 100% financing for their business.

The program started in recognition that it is more difficult to obtain funding as a young entrepreneur due to the lack of credit history, work experience and collateral. The Y-Enterprise Centre assists the entrepreneur in the business planning and credit application process. The Program is used as a last-resort funding source. Due to the preparation and support from the Centre, most of the clients are able to obtain funding. The impact of the program is high even though the use of the program dollars is fairly low. The existence of the program attracts the young entrepreneur to the business planning help available from the Centre.

The Program’s objective is to provide young people with access to capital when it might otherwise be denied.

Contact:    Mr. David Quinton, Box 430, St. Anthony, NF A0K 4S0
            Tel 709 454-2812 Fax: 454-4154

Graduate Self-Help Program

The Graduate Self-Help Program assists recent (within 2 years of graduation) graduates of post-secondary education institutions to become self-employed. It consists of a 52-week income support program of $260 per week, totalling $13,520 per person per year. The program involves a component addressing the individual’s training needs for skill development and provides $800 for the training component.
The P. J. Gardiner Institute for Small Business Studies (Faculty of Business Administration, Memorial University) and Eastern College along with the Provincial and Federal governments have partnered to deliver this program. The P. J. Gardiner Institute does the initial assessment of the graduate/applicant and makes its recommendation to the Assessment Review Committee, consisting of Federal and Provincial representatives. Eastern College provides business plan/training support and mentoring to each successful applicant.

The Objective

To assist eligible graduates to become self employed in a sector identified as a growth sector. Businesses supported are only those which will not negatively impact existing businesses.

Contact:  Ms. Sandra Hickey, Department of Employment and Labour Relations  Government of Newfoundland, Box 8700 St. John’s  A1B 4J6  Tel: 709 729-4590  Fax: 729-0760

Student Business Loan Program

The Student Business Loan Program, available in Newfoundland only, is administered by the Business Development Bank of Canada (BDC) for Human Resource Development Canada. A loan of up to $3,000 is available for students to start their summer business and is to be repaid in full by the first week in October. If the loan is repaid early it is interest free and the student receives a $100 rebate.

As well as administration, the BDC provides assistance in the form of seminars and counselling and provides a loan guarantee to the lending institution - Royal Bank and National Bank (Quebec). The Objective is to make business venture funding more accessible to students and to encourage students to create their own summer employment (see Appendix for other Newfoundland Programs).

Contact:  Ms. Christine Boutros-Nazar,  BDC  800 Victoria Square, 9th Floor  Box 335 Montreal, Quebec H4Z 1L4  Tel: 514 283-5443  Fax: 283-9718

YOUTH ENTREPRENEURSHIP SKILLS PROGRAM (YES)

The Youth Entrepreneurship Skills Program offers short-term, interest-free loans up to $5000 to returning students (high school and post-secondary, aged 16-29) to operate their own business during the summer. Training and mentoring is provided through the Junior Achievement Program and university students who have graduated from the program.

Under the sub-program, School Year YES, students enrolled in the Grade 12 Entrepreneurship Education class can apply for a YES loan to operate a business during the school year (all other YES characteristics are the same). This sub-program began in 1995. The number of students in Nova Scotia involved in YES decreased from 156 in 1993 to 76 in 1995, but the ratio of university to high school students remained the same. Agricultural enterprises decreased in share while new businesses and franchises increased in shares over the three years.
Activity 1993-1995 in the Nova Scotia YES program

<table>
<thead>
<tr>
<th>Category</th>
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<th></th>
<th>1994</th>
<th></th>
<th>1995</th>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>%</td>
<td>Number</td>
<td>%</td>
<td>Number</td>
<td>%</td>
</tr>
<tr>
<td>High School</td>
<td>59</td>
<td>38</td>
<td>42</td>
<td>37</td>
<td>25</td>
<td>33</td>
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<tr>
<td>University</td>
<td>97</td>
<td>62</td>
<td>72</td>
<td>63</td>
<td>51</td>
<td>67</td>
</tr>
<tr>
<td>Total</td>
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<td>New Business</td>
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<td>60</td>
<td>70</td>
<td>61</td>
<td>57</td>
<td>75</td>
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<tr>
<td>Agricultural</td>
<td>32</td>
<td>21</td>
<td>15</td>
<td>13</td>
<td>9</td>
<td>12</td>
</tr>
<tr>
<td>Franchises</td>
<td>13</td>
<td>8</td>
<td>14</td>
<td>12</td>
<td>10</td>
<td>13</td>
</tr>
</tbody>
</table>

Contact: Economic Renewal Agency
Brian Watson
Box 519 Halifax, NS B2J 2R7
Tel 902 424-2720 Fax 902 424-0508

STUDENT VENTURES

Student Ventures provides a loan of up to $3000 for students who wish to own and operate their own summer business. Over 11,000 such businesses have occurred over the past 21 years.

The loan is guaranteed by the Province of Ontario and is interest free if repaid within the prescribed period. The program is managed by the Ministry of Economic Development and Trade and includes the active involvement of the Royal Bank and Ontario Chambers of Commerce. Participants receive a 10-hour training workshop called Running Start. Also, the Chambers of Commerce provide mentoring and may provide other services to their local participants.

High school, college and university students have been involved in Student Ventures. Most are males and apply only once to the program. Service businesses are the most popular student enterprises.

Profile of participants and activity by sector in the Ontario student ventures program*

<table>
<thead>
<tr>
<th>Student profile</th>
<th>Percent</th>
<th>Activity by sector</th>
<th>Percent</th>
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</thead>
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<tr>
<td>Secondary school</td>
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<td>Agriculture</td>
<td>24</td>
</tr>
<tr>
<td>College</td>
<td>15</td>
<td>Manufacturing</td>
<td>2</td>
</tr>
<tr>
<td>University</td>
<td>61</td>
<td>Retail</td>
<td>12</td>
</tr>
<tr>
<td>Male</td>
<td>81</td>
<td>Service</td>
<td>62</td>
</tr>
<tr>
<td>Female</td>
<td>19</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New participants</td>
<td>71</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repeat participants</td>
<td>29</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Contact: Lynne Allen, Ministry of Economic Development and Trade
900 Bay Street Hearst, 9th Flr, Toronto, ON M7A 2E1
Tel: 416 326-5825 Fax: 326-5835
YOUNG ENTREPRENEURS ASSISTANCE SERVICES
(LES SERVICES D’AIDE AUX JEUNES ENTREPRENEURS DU QUEBEC)

Young Entrepreneurs Assistance Services was established in 1985 to promote entrepreneurship among youth aged 18-35. The services include education, training and technical advice.

Activity and Investment by year in Quebec’s Young Entrepreneurs Assistance Services

<table>
<thead>
<tr>
<th>Activity</th>
<th>1993</th>
<th>1994</th>
<th>Variation ‘93-‘94</th>
<th>Cumulative ‘93+‘94</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of persons met</td>
<td>-</td>
<td>15,149</td>
<td></td>
<td>15,149</td>
</tr>
<tr>
<td>Number of files opened</td>
<td>4,616</td>
<td>7,635</td>
<td>+65%</td>
<td>53,916</td>
</tr>
<tr>
<td>Number of new businesses</td>
<td>1,167</td>
<td>1,810</td>
<td>+55%</td>
<td>10,856</td>
</tr>
<tr>
<td>Number of full-time jobs created</td>
<td>2,558</td>
<td>4,216</td>
<td>+65%</td>
<td>23,298</td>
</tr>
<tr>
<td>Number of part-time jobs created</td>
<td>604</td>
<td>773</td>
<td>+28%</td>
<td>1,798</td>
</tr>
</tbody>
</table>

Investment Activities

<table>
<thead>
<tr>
<th>Activity</th>
<th>1993</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government support</td>
<td>$8,394,422</td>
</tr>
<tr>
<td>Bank loans</td>
<td>37,420,866</td>
</tr>
</tbody>
</table>

Contact: Assistance to Young Entrepreneurs
Box 445 Magog QC J1X 3X7
Mr. Patrice Gagnon
Tel 819 868-7253 Fax 819 843-4124

Young Entrepreneurs Service
1037 rue de la Chevrotiere
Quebec, QC G1R 1Y7
Tel 418 643-1529 Fax 418 643-9226
(Communications Quebec)

RURAL DEVELOPMENT FORUM ‘94

During the first Rural Development Forum, in 1993, youth emerged as an area for greater focus. The 1994 Forum included a “Youth Strategy Session.” The themes of this workshop session were “the development of innovative, creative and entrepreneur skills in our youth,” “improved access to education and skills training,” and, “workplace and apprenticeship training.”

The Youth Strategy Session consisted of more than 200 participants who were involved in either Junior Achievement or Youth Business Institute and represented communities across the province. A questionnaire was developed in advance and the youth worked in groups of 8-10 responding to 10 questions. The responses established that youth are motivated to become vital players in the future of their communities through entrepreneurship and other activities. The full report is available from the Manitoba Ministry of Rural Development.

RURAL DEVELOPMENT YOUTH FORUM ‘95

The theme of the youth forum in 1995 was “Future Positive! Work Prospects.” The Forum included several speakers, primarily young entrepreneurs who shared their stories. The youth were also provided with a handbook designed to help the students make the school-to-work transition. This included analysis of job
market opportunities and relevant skills and strategies for job searching. As well, there were two workshops: “Conflict Resolution,” and “Confidence Building.” Information on this Forum are available from the Manitoba Ministry of Rural Development.

PARTNERS WITH YOUTH

Partners with Youth, an initiative of the Manitoba Department of Education and Training, is a self-employment financial assistance program that lends up to $2000 to young entrepreneurs.

YOUNG ENTREPRENEURS

As a component of Partners with Youth, this program provides funds on a matching grant basis. Successful applicants must attend a 2-day training program. In 1994/1995, 48 Young Entrepreneurs were approved. In 1995/1996, this figure will be slightly lower (probably 41).

Young Entrepreneurs Survey

As part of an evaluation of the Young Entrepreneurs Program, the administrators undertook an extensive survey of its clients. The highlights of the survey include:

- 50% of approved applicants were from rural areas
- 70% of businesses still operating reported that their performance is “good to excellent”
- 95% said that Young Entrepreneurs was beneficial to their start-up
- 78% said the application process was easy
- 88% said that the grant provided was adequate incentive
- 90% said the 2-day training was beneficial or very beneficial
- 100% said that they would recommend the Young Entrepreneur Program

The complete package of survey results is available from the Manitoba Department of Education and Training.

Y-ENTERPRISE CENTRES

The evolution of the Enterprise centres seems to have come full circle. The programs that originally were designed for youth were converted, over the past 5-6 years, to be more general in their targets and to include entrepreneurs of all ages. Recently, however, youth again has become a specific focus. Watch for this trend to increase as more youth entrepreneurship initiatives are anticipated among the Y-Enterprise family.

Most, if not all, Enterprise Centres had abandoned the incubator model owing to its inherent reliance on subsidy; this seemed to run counter to the self-reliant spirit of entrepreneurship, and funding for the subsidies dried up. However, the Centres might be returning to the activity of providing space for their entrepreneurs but this time with more innovative approaches and more focus on self-sufficiency.

There is no central coordination of the activities of the various enterprise centres across the country. Each centre is free to develop the programs it wishes, and they do exhibit significant differences although most are heavily focussed on delivery of the Federal Self-Employment Assistance (SEA) program and Young Women Entrepreneurs program.

Until eight or nine years ago, there was some national coordination of the enterprise centres, at least in terms of common design and a central database, but this is no longer the case. Periodically, the directors of
the enterprise centres gather to exchange ideas but this does not represent an effort to maintain any collectively-set design or objective criteria. Appendix D lists Y-Enterprise Centres.

**EDUCATION-BASED PROGRAMS**

Ten entrepreneurship programs are classified as primarily education-based (Table 5). They range from short-term segments of courses to complete immersion into entrepreneurial training. A wide variety of students are involved, with some programs aimed at selected students and others at all students. Two programs are presented as detailed case studies. See Appendix C for a list of university small business centers.

**Table 5. Education-based youth entrepreneurship programs**

<table>
<thead>
<tr>
<th>Program</th>
<th>Program Features</th>
<th>Focus and Goals</th>
<th>Target Audience</th>
<th>Jurisdiction</th>
<th>Program Length</th>
<th>Funding Support</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mentoring Co-op for Gifted Students</td>
<td>Yes No No No Yes</td>
<td>Leadership, social &amp; occupational skills</td>
<td>H.S. Students</td>
<td>Ontario</td>
<td>On-going</td>
<td>Oakville H.S., Trafalgar H.S.</td>
<td>Free to students</td>
</tr>
<tr>
<td>Entrepreneurial Mentoring Co-op</td>
<td>Yes No No No Yes</td>
<td>Entrepreneurial qualities, bus. co-operation, bus. start-up</td>
<td>Grades 11, 12</td>
<td>Nova Scotia</td>
<td>On-going</td>
<td>Annapolis, School Division</td>
<td></td>
</tr>
<tr>
<td>Whitehorse Co-op Program</td>
<td>Yes No No No Yes</td>
<td>Co-op placements</td>
<td>Graduating H.S. Students</td>
<td>Yukon</td>
<td>On-going</td>
<td>High Schools</td>
<td>Free to students</td>
</tr>
<tr>
<td>Youth Eng. &amp; Science Camps (YES)</td>
<td>No No No No Yes</td>
<td>Promote applied science, train teachers &amp; youth</td>
<td>Youth 8-14 yrs, Teachers</td>
<td>Canada except MB and PEI</td>
<td>On-going summers</td>
<td>Participants</td>
<td></td>
</tr>
<tr>
<td>Shad Valley</td>
<td>No Yes-1 month Yes No Yes</td>
<td>Excel in science, technology &amp; entrep.</td>
<td>Top 5% grades 11, 12 science</td>
<td>USA, Asia, EU, Canada, Univ.</td>
<td>On-going summer</td>
<td>Private sector sponsors</td>
<td>$1,300-1,950/student</td>
</tr>
<tr>
<td>Can. Foundation Econ. Education</td>
<td>No No No No Yes</td>
<td>Dev. and disseminate entrep. education materials</td>
<td>H.S., college, univ. students</td>
<td>Canada</td>
<td>On-going</td>
<td>Varies by item</td>
<td></td>
</tr>
<tr>
<td>Students in Free Enterprise (SIFE)</td>
<td>No No Possible No Yes</td>
<td>Opportunities beyond classroom</td>
<td>University students</td>
<td>International</td>
<td>On-going</td>
<td>Membership fee</td>
<td></td>
</tr>
<tr>
<td>Junior Achievement (JA)</td>
<td>Yes Yes Experimental No Yes</td>
<td>Basic entrepreneurial and related educ.</td>
<td>Grades 5-12</td>
<td>International/Provincial</td>
<td>On-going</td>
<td>Membership fee</td>
<td></td>
</tr>
<tr>
<td>New Youth Entrepreneur</td>
<td>No No No No No</td>
<td>Entrepreneurism basics</td>
<td>Students</td>
<td>USA</td>
<td>On-going</td>
<td>Sold to schools</td>
<td></td>
</tr>
<tr>
<td>PEDA Agar School</td>
<td>Yes Yes Yes Yes Yes</td>
<td>Entrepreneurial immersion</td>
<td>Grades 5-12</td>
<td>Agar, S.D. Elrn-HN</td>
<td>Community State</td>
<td>NIL</td>
<td></td>
</tr>
</tbody>
</table>
MENTORING CO-OP FOR GIFTED STUDENTS

Oakville Trafalgar High School (Ontario) offers a co-op program for gifted students that includes a mentorship component. The topics of study include global futures, leadership development, university orientation, human behaviour and self-actualization, learning and management styles, stress management, and nontraditional careers and entrepreneurship.

The program develops the leadership, social and occupational skills of students through classroom work and interactions with a mentor in a chosen field.

Contact: Suzi Beber, Oakville Trafalgar High School, 291 Reynolds St. Oakville, ON L6J 3L6 Tel: (905) 845-2875

ENTREPRENEURIAL MENTORING CO-OP

A co-op program, piloted in the school year 1993-1994 by the Annapolis District School Board, helps students learn about becoming an entrepreneur from mentors. Students gain an overall view of how business operates, having the opportunity to work one-on-one with sales people, owners and all the various departments in a business. The objective is for them to get the overall picture of how a business and its departments run. In other situations, a student will work with an owner of one or two small businesses and become familiar with the start-up phase of business.

The program requires that in-class time and assignments are matched with outside research, primarily with the mentor. In this way, the student learns both the theory and the real-world practises of business. The program is available in all three of the Board’s schools and offers a full range of placement possibilities in areas such as medicine, law, trades, education, biology, electronics and technology, and, of course, business.

Contact: Frank Pecora, Co-op Co-ordinator, Annapolis District School Board Tel: (902) 584-2201 Fax 584-3329

WHITEHORSE CO-OP PROGRAM

F. H. Collins Senior Secondary School offers co-op placements in areas as diverse as wildlife biology, marine biology, graphic design, business management, day care, automotive mechanics, aircraft maintenance, engineering, hotel management, and, of course, entrepreneurship.

Contact: Wayne Jones, F. H. Collins Senior Secondary, Whitehorse YK Tel: 403 668-3898

YOUTH ENGINEERING AND SCIENCE CAMPS OF CANADA

Youth Engineering and Science Camps of Canada (YES Camps) is a non-profit organization “dedicated to promoting science, technology, engineering and mathematics to young Canadians” through hands-on programs and workshops at universities across the country. The organization started in 1988 with the Science Quest program at Queen’s University in Kingston, Ontario. Today there are 21 member universities delivering programs and this year almost 100,000 young people will participate.

Primarily, the program serves youth aged 8-14 years; the age at which, the organizers believe, the youth make decisions concerning academic pursuits. This attempts to ensure a stream of motivated young people into the university programs such as engineering. YES Camps staff also train school teachers in the use of hands-on science activities and offer special programs and activities tailored to be delivered through community groups.
Among its many objectives, the program de-mystifies technology through courses such as building audio speakers and a robotic hand. Innovation and creativity are the results when students are given a bit of expertise and a lot of encouragement.

This Spring (1996), Yes Camps of Canada is set to launch YES Mag, a new science magazine directed at youth 8-14 years of age. The magazine will promote and augment the activities of the various camps across the country. (See Appendix B for a listing of YES Camps in Canada).

SHAD VALLEY - CANADIAN CENTRE FOR CREATIVE TECHNOLOGY

Shad Valley is a summer program for high school students in grades 11 and 12 (secondary 5 and CEGEP 1 in Québec) hosted for the month of July on the campuses of seven universities across the country (University of Manitoba, until recently, was the eighth). The program runs for one month and for the remainder of the summer many of the students engage in a work term with one of the sponsoring firms. The mission statement is "Leaders in developing a science, technology and entrepreneurship culture".

The curriculum of the program is guided by the pursuit of:

- excellence
- science and technology
- entrepreneurship

Each of the hosting universities sets its own program and selects activities according to needs and resources. The common denominator is the use of challenge to inspire excellence.

Part of the experience is derived from spending the duration of the program in a part of the country other than that of residence.

Selection Process

Shad Valley targets the top 5% of the students; this is determined using broad criteria. First and foremost, the students must share and exhibit the program’s desire for excellence. Although the applicant’s school grades are central to the selection process, the candidates are also leaders and innovators in activities outside the classroom. The application includes a section to be completed by the school principal and a teacher who must rate the applicant according to statements such as, “is a keen observer” and, “is sensitive to beauty.”

The Shad Valley faculty select approximately twice as many candidates as the program’s capacity and then the sponsoring organizations review, and sometimes interview, the candidates and return an offer of sponsorship to Shad Valley. Un-sponsored students are offered space as available.

Costs

Most students are paired with a sponsor who contributes towards the costs of the one month program; often the sponsor offers employment to the student for the remainder of the summer. Sponsored students pay a fee of $1300 (includes room and board for the month), non-sponsored students pay $1950, all students pay a $25 application fee, all students must pay their own travel and personal expenses, and sponsors pay a sponsorship of $4000.
History

The Shad Valley program was initiated by Dr. Derek Lane-Smith who brought together faculty from Carleton University (Ottawa), University of Waterloo, and others, to run the first program at St. Andrew's College in 1981. More than 4000 students have completed the Shad Valley program since 1981. These students have come from more than 1000 secondary schools in Canada and from Europe, Asia and the USA. The program has almost equal numbers of male and female participants and includes youth from a wide variety of cultures.

Format

During the one-month program, each week includes 10-15 hours in lectures, about the same in workshops (in which the students work in groups), a few hours of special outings or guest speakers, and a few hours of sport or recreational activities. The program is designed to be extremely challenging in both amount and type of activities. The subject matter is everything from “soccer to socrates.” The program is deliberately demanding and most students concur that it is, “the most fun and hardest work” of anything they have done.

Funding

All of the funding for the Shad Valley program, besides the fees paid by the participants, comes from private-sector corporate donations. Most of these donors also provide in-kind support as guest speakers and supervisors, and offer work-term employment to the students they sponsor.

Faculty Reports

At the end of each summer, each of the Science/Technology and Entrepreneurship/Business Directors submit a report to the central office. The latter are most relevant to this publication and the highlights of these reports are provided here.

The Directors are free to create the program that they deem most appropriate given the resource and time parameters. Consequently, each Shad Valley program is different than that of other campuses and even to the same campus in previous years. There are similarities, however, which can be identified as the common themes and objectives of all programs.

Most of the students who attend Shad Valley are science focused and are broadly aware of this as a field of study and career. Conversely, most of them do not understand the world of entrepreneurship and business. Therefore, the foremost objective is to introduce the students to this subject and foster an appreciation of its opportunities and importance. Many of the Directors speak of “building favourable attitudes towards business and entrepreneurship,” and “understanding the role of business in society.” On a more pragmatic level, the objectives also include introducing the students to the basic principles of business operations, from the writing of business plans to developing marketing strategies.

Because entrepreneurship is extremely difficult to define and to teach (there is no consensus on whether or not it can be taught at all), the Shad programs present this concept, in part, through joint engineering/business projects in which the students must solve a problem by creating a product and bringing it to the marketplace. “Reintegrating the business and engineering projects was a good move. I believe that it makes for a much more significant learning because the Shads can experience and understand the interrelationships between engineering, product development, marketing, business and entrepreneurship” (Robert Blunden - Acadia, 1995).

The Directors also talk about harnessing, rather than instilling, the natural creativity and ingenuity within the students. “... they had the opportunity to see how they could use their technical skills and creative ideas
in hands-on business applications ... and develop self-confidence by bringing their ideas to fruition" (Peggy Mueller - Calgary, 1990).

“If you want to foster entrepreneurship, you must foster their creativity, their ability to dream and their ability to take a chance on those dreams - to risk. That is the wellspring of entrepreneurship and it cannot be learned in classrooms and lectures. It must be developed and nurtured experimentally” (Ravi Tangri - Acadia, 1993).

A presentation technique called “Paired Lectures” (Peter Roe - Waterloo, 1995) seemed to work well. This involves a dialectic style of presentation in an interactive lecture in which knowledgeable presenters ask each other questions of information and clarification. The students might not have the level of understanding and confidence to ask these questions. Also, the students are learning the art of asking good questions.

Contact: Ron Champion, Vice President  
8 Young St. East, Waterloo, ON N2J 2L3  
Tel: 519 884-8844  Fax: 884-8191  
E-mail: info@ccct.uwaterloo.ca

CANADIAN FOUNDATION FOR ECONOMIC EDUCATION

The Canadian Foundation for Economic Education (CFEE) is recognized internationally as a leader in the development and dissemination of entrepreneurship educational material and programs. The two video and guide series, Entrepreneurship for Canadians - The Spirit of Adventure, and, Planning for Success, have been distributed to more than 6500 educational institutions across the country. Indications are that every one of those schools is using one or both of the series.

CFEE recently produced an updated version of the earlier series, The Spirit Lives, which is tailored for Aboriginal youth.

Publications (there may be a charge of about $4 for each)

*Entrepreneurship: A Primer for Canadians*  
A booklet for high school and post-secondary students giving general information on the role and environment of entrepreneurship.

*Export Canada: Opportunities and Challenges in the World Economy*  
An introduction to the functioning of the world economy and Canada’s role.

*Entrepreneurship for Canadians: The Spirit of Adventure*  
A kit which includes a series of 6 half-hour videos, an orientation video and a user’s guide, designed for students at the high school, college or university level. ($250)

Contact: Garry Rabbior, President, 2 St. Clair Ave. West  
Toronto, ON M4V 1L5  
Tel: 416 968-2236

STUDENTS IN FREE ENTERPRISE

Students in Free Enterprise (SIFE) is an international campus-based association. Its focus is to provide an opportunity for the students to put into practise what is otherwise an academic subject and to encourage students to go beyond the limits of classroom work to whatever achievements they envision for themselves.
Students are also encouraged to become socially active in programs such as adult literacy and shelters for homeless.

The activities of SIFE include conferences, workshops, and a newsletter, which are local and international in scope.

Contact: Nish Patel, Carleton University SIFE
Tel: 613 241-2119 or 224-6374

The New Youth Entrepreneur - is a curriculum-based program for teaching youth about entrepreneurship. Its goals are to provide youth with the opportunity to learn about entrepreneurship through class work and practical experience so that the link between academic and hands-on work is understood. This is a modular course with 12 components and is designed to be ready to be used by any individual or group. It is sold to schools and community groups as a complete package.

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**JUNIOR ACHIEVEMENT - A CASE STUDY**

**Junior Achievement** (JA) is an international school-based business education and life-skills program. The mission of JA is “to inspire and educate young Canadians to value free enterprise, understand business and economics and develop entrepreneurial and leadership skills. The program is comprised of six major activities:

1. **Business basics** is the first introductory business program for students in the elementary grades. A JA volunteer works with the classroom teacher to explain the basic principles of business. Students participate in sessions dealing with the organization, management, production and marketing of a small business. Grade 5 and 6 students gain insight into the role of small business in their home community.

2. **Project business** is designed to enrich the social studies, economics, mathematics and business curricula in grade 8 - Senior II levels. A community volunteer works with a classroom teacher to introduce students to a variety of business topics to enhance understanding of the role of business in society.

3. **Economics of Staying in School** is a series of four activities designed to help students understand the importance of an education and the costs of dropping out of school. A classroom teacher and local business volunteer explain the relationships between education and personal goals, personal success, and cost of living, and explore career options.

4. **In Student Venture** students experience the risks and rewards of entrepreneurship by starting and operating a classroom-based business enterprise. In a series of teacher-volunteer lead activities they explore the requirements of successful businesses. Deciding on either a product or service-based industry, they capitalize, operate and track the financial performance of their venture.

5. **The Business Game** is an educational resource that complements the high school curricula. Students apply economic concepts to a computerized business management simulation. They enhance understanding of economics, learn about free enterprise, and explore their roles as citizens, consumers and producers.
6. In the **Company Program** students meet once a week for 20 weeks to select and operate their own company. Every aspect of owning and running a business is covered, from raising capital by selling shares of stock, to preparing business plans and financial statements, to producing a product or service and developing marketing and sales strategies. At the end of the program the company is liquidated, dividends declared and a report issued to shareholders. The program helps young people set objectives, create and implement strategies, and to think critically.

**JA in Manitoba**

Manitoba Rural Development and Junior Achievement of Manitoba signed an agreement in 1993, providing funding and mutual support until the year 2000. Funding application deadlines for rural schools were extended until 1997. The following conditions apply:

- New schools could register until June 1997.
- Each school is allowed two programs.
- Funding for each school is for a maximum of five years.
- Failure to comply to regulations once enrolled results in termination of funding.
- Funding decreases from $990 (100%) of costs in years 1 and 2, to 75% in year 3, 50% in year 4 and 25% in year 5.
- Funding limitations allow for 23 programs at 100% in year 2, 46 programs at 75% in year 3, 60 programs at 50% in year 4 and 56 programs at 25% in year 5.

The number of programs and students involved in Junior Achievement in Manitoba has increased rapidly between 1992 and 1997 (Table 6). Beginning with 59 programs in 3 categories, and 1475 students in 1992, numbers have increased to 370 programs in 6 categories and 10,000 students in 1997. As the number of student hours has increased, the cost per student hour has declined.

**Table 6. Program growth in JA of Manitoba, Inc., 1992-97**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Basics</td>
<td>16</td>
<td>42</td>
<td>78</td>
<td>147</td>
<td>153</td>
<td>169</td>
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<tr>
<td>Project Business</td>
<td>32</td>
<td>36</td>
<td>63</td>
<td>70</td>
<td>58</td>
<td>73</td>
</tr>
<tr>
<td>Econ. Staying in School</td>
<td></td>
<td></td>
<td>4</td>
<td>70</td>
<td>84¹</td>
<td>88¹</td>
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<tr>
<td>Student Venture</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Business Game²</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>9¹</td>
<td>30¹</td>
</tr>
<tr>
<td>Company Program</td>
<td>11</td>
<td>12</td>
<td>13</td>
<td>10</td>
<td>13</td>
<td>17</td>
</tr>
<tr>
<td>Total programs</td>
<td>.59</td>
<td>.90</td>
<td>1.58</td>
<td>2.97</td>
<td>3.16</td>
<td>3.70</td>
</tr>
<tr>
<td>Total students</td>
<td>1,475</td>
<td>2,250</td>
<td>3,950</td>
<td>7,800</td>
<td>8,000</td>
<td>10,000</td>
</tr>
<tr>
<td>Student hours</td>
<td>22,200</td>
<td>27,500</td>
<td>38,050</td>
<td>54,800</td>
<td>50,550</td>
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<tr>
<td>Cost/student hour</td>
<td>$6.44</td>
<td>$5.34</td>
<td>$4.64</td>
<td>$4.13</td>
<td>$4.40</td>
<td>-</td>
</tr>
</tbody>
</table>

¹ Includes some “special events”.
² In 1996/97 school year, approximately 600 students will participate in the Business Game.
A CASE STUDY

The Prairie Economic Development Academy
Agar School, Agar, South Dakota

Agar High School is located in Agar, South Dakota, a village of 80 people. The school was closed in 1984. It reopened in 1992 with a unique mandate, structure and emphasis. In addition to being staffed by accredited teachers and requiring all normal state criteria for students the school also is an entrepreneurial training centre. The school has an average of 10 students per grade level for grades 9-12. The school year is 215 days, rather than the usual 175. Enrolment is open to any student from a South Dakota public school that has a cooperative agreement with Agar School District. No tuition is charged, but class size is limited to 8-10 students. Student selection is based on each applicant’s academic and social performance. The curriculum provides the “general” student a comprehensive high school alternative to public education. The “general” student, therefore, is given priority in selection. Extra-curricular activities are provided at the high school of the student’s residency. Existing transportation is available to all students for all activities at Agar or elsewhere.

Graduation requirements include the following:

4 units of English
4 units of Social Studies
4 units of Mathematics
4 units of Science
1 unit of Fine Arts
2 units of Foreign Language
8 units of Small Business/Industry

Each student is on an individualized education program reflecting their abilities and interests, and parents are involved in school activities. The program is “designed” to provide a sound foundation in the basics of owning and operating a small business/industry in a rural community.

The Firm

The school is incorporated as the Prairie Economic Development Academy, and refers to itself as The Firm. The registered agent is Dr. George Levin (normally would be designed principal). There are six articles of incorporation:

Article 1 states the purposes of the corporation as “to promote rural economic development through high academic standards and the explanation of small businesses through research, development and operation.”

Article 2 identifies members as all persons attending or working at the Academy. Students, therefore, are members of the corporation, the principal and teachers are officers, and business mentors also are members.

Article 3 establishes meeting schedules. The firm meets each Monday at 9:00 a.m., with special meetings called as necessary. Each week, therefore, starts as a business meeting, not a class. A majority of members constitutes a quorum.

Article 4 establishes governance, with the principal as CEO. Senior members consist of all teaching staff, who control the operations of curriculum/instructional programs. Junior members (students) establish an organization with its own executive, including a member of each grade level. Junior members monitor their own work performance and advise the Senior CEO.
Article 5 sets objectives, including sections of Ethics (loyalty, integrity, individuality and expectations), Justice (including grievance procedures), Firm Enterprises and Extra-curricular activities. Under Firm Enterprises, all members are expected to participate in business ventures, both within and outside of school. Monies earned are held in accounts until graduation.

Article 6 establishes procedures for amendments.

**Business Training**

Business training, however, starts before high school. Fifth and sixth grade classes formed a market garden corporation to produce and sell seedling vegetables and flowers. Known as the Agar Greenhouse Corporation, balance sheets with costs and revenues from the previous year are used to lever a bank loan for the following year. The seventh and eighth grade classes formed a corporation known as Agar Bakery to produce baked goods at home and sell them in the community. They also purchase pastries, donuts and muffins from a bakery 20 miles away and resell them in Agar. Each student invested $1 to purchase the first batch. Product, napkins, delivery bags and “wages” were accounted, and a profit of $500 was projected over eight months of operation.

The small business curriculum begins in high school. The following components are included:

- **Employability Lab (semester)**
- **Entrepreneurial skills (semester)**
- **Rural business development (semester)**
- **Financial resources (semester)**
- **Accounting/Budget analysis (2 semesters)**

- **Computer technology, Levels I-IV (1/2 semester each)**
- **Leadership/management skills (semester)**
- **Principles of marketing (semester)**
- **Business law (semester)**
- **Economics (2 semesters)**

Both the business training and the academic curriculum are operated without fixed time periods. The lengthened school year and individual student programs make the school’s overall program very comprehensive. The entire high school program is operated as a business (The Firm), with individual student contracts and school projects.

Standardized test results in academic subjects reveal a normal distribution of student performance compared to national averages. In addition, they graduate with business knowledge and skills and a sense of community. The Village of Agar also has a greenhouse, bakery and other services, and the parents and local businesses are a real part of the school (information was provided by Dr. George Levin).

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**OTHER PROGRAMS RELATING TO YOUTH**

**Association of Collegiate Entrepreneurs**

The Association of Collegiate Entrepreneurs (ACE) is a non-profit international network of students dedicated to developing, supporting and bringing together young entrepreneurs. Through a network of local chapters and international programs ACE promotes entrepreneurship as a career option and supports student business owners.
Founded in 1982, ACE represents thousands of young entrepreneurs in Canada, USA, Mexico, and Japan through 40 campus-based chapters. Activities include discussion fora, seminars, newsletters and international conferences.

Young Business Owners

Young Business Owners (YBO) International, operated by the same organization as the Association of Collegiate Entrepreneurs (ACE), is seen to fill the gap between ACE and Young Entrepreneurs Organization (YEO) International. YBO started in 1994 and has five chapters in Canada.

In order to qualify for YBO membership, one must own and manage their own business and have sales of at least $50,000 per year. Members must be less than 30 years of age to join and must resign at age 35.

The YBO program includes monthly education events that consist of a speaker and discussion. Also, a Forum Program offers a chance for chapter members to meet periodically to exchange ideas and pursue common projects. The objectives are to provide members with a forum to explore opportunities, realize their personal vision, build lasting friendships, and network with other young business owners.

Contact: Mr. David Barron, YEO International
180 Renfrew Drive, Suite 200, Markham, ON L3R 8B7
Tel: 800 766-8169 Fax: 905 470-8512

International Directory for Youth Entrepreneurship

The International Directory for Youth Entrepreneurship (IDYE) gathers information on programs of interest and disseminates it to young entrepreneurs.

Contacts: Jennifer Kushell, 100 Lincoln St., Suite 9 Boston MA 02134
Tel: 617 562-8616

Italy

An extraordinary national intervention has occurred in Italy where the government passed the “De Vito Act” which supports and promotes young entrepreneurs in the Mezzogiorno (South Italy). The aim was, “to give young people the possibilities to develop their entrepreneurship and create a new entrepreneurial fabric in the South of Italy.”

Eligible beneficiaries are productive labour cooperatives and legally recognized companies where the majority of shares is held by young persons aged 18-29. Assistance is given as investment and working capital by way of grants and low interest loans as well as technical advice and training.

Contact: Education and Cultural Attaché
Embassy of Italy
275 Slater, 21st Floor, Ottawa, ON
Tel: 613 232-2401

Dundalk Employment Partnership Ltd.

The Dundalk Employment Partnership Ltd. was established in 1992 to combat the shrinking industrial base and high unemployment rate in Ireland. It brought together public and private bodies as well as various interests and community-based groups to deliver government and original programs.
Among the activities is self-employment training and technical assistance that can include facilities for housing the new venture. The centre provides some seed capital and employs a Marketing and Enterprise Manager to offer ongoing support to the entrepreneurs.

Although this is not a youth-specific program, youth is one of the areas of focus.

Contact: John Butler, Manager, Dundalk Employment Partnership Ltd.
Carlton House, Dunlin St., Dundalk, Co. Louth,
Republic of Ireland
Tel: (0103353) 4230228 Fax: (0103353) 4230552

YTV Achievement Award for Entrepreneurship

The YTV Achievement Award for Entrepreneurship is an annual award as part of a 15-award ceremony. The nominees must be 19 years of age or younger. The panel of judges comprises volunteers from youth-serving agencies and organizations.

The review of nominees runs from October to December and judging occurs in February. The criteria includes all performance aspects of the business and the plan for the future. The winners are part of the on-TV ceremony and their attendance expenses are paid by YTV.

The objective is to promote achievement and promote entrepreneurship among young people.

Contact: Ms. Joanne Jackson, Producer, YTV Achievement Awards
64 Jefferson Ave., Unit 18, Toronto, ON M6K 3H3
Tel: 416 534-1191 Fax: 533-0346

ATLANTIC CANADA STUDENT ENTREPRENEURSHIP AWARDS

The Atlantic Canada Student Entrepreneurship Awards Association, in partnership with the Atlantic Canada Opportunity Agency, grants awards to students under the age of 24 and currently enrolled at any level of formal education. The student must have a successful venture and is judged on innovation, determination and creativity.

The nominees are gathered from the four Atlantic provinces, judged within the provinces and then four provincial finalists compete for the overall award. Each finalist is recognized as the provincial winner.

The objectives are to recognize the accomplishments of student entrepreneurs, to develop an entrepreneurial culture which embraces youth as part of the business community, and to promote entrepreneurship to young people as a viable career option.

Contact: ACEAA Box 397 Halifax Central, NS, B3J 2P8
Tel: 902 426-5196 Fax: 426-9033

WORLD YOUNG BUSINESS ACHIEVERS AWARD

Sponsored by Worldcom Group Partners and Supported by British Airways and other corporate sponsors, this award program includes seven partner companies in Canada, each of which is eligible to nominate one young business owner (under 40 years old) and then one nominee is chosen to represent the country. The program began in Scotland and became international in 1994.
The objective is to recognize achievement in business of young owners while at the same time supporting charities around the world.

Contact:  Mr. Darrell Fowlie, Public Relations Counsel  
Bristol Communications - Worldcom, Suite 240  
33 Ochterloney St. Halifax, NS B2Y 4P5  
Tel: 902 466-0900  Fax: 463-3756  

YOUNG ENTREPRENEUR OF THE YEAR AWARD AND MENTOR PROGRAM

The Young Entrepreneur of the Year Award is a national program (Canadian) that recognizes twelve provincial/territorial winners. The program has been running since 1988. The nominees must be age 29 or younger. The deadline for nominations is mid-June and the award is made during the Small Business Week at the end of October during the gala celebration in which winners are brought to the ceremony. The award winners are matched with highly respected business leaders who act as mentors for the youth throughout the subsequent year. See Appendix D for a list of other youth entrepreneurship contacts.

These winners have organized themselves loosely into an affiliation known as the Young Entrepreneurs Association (YEA) whose goals are to promote networking and to assist other young entrepreneurs.

Contact:  Ms. Christine Boutros-Nazar, BDC  
800 Victoria Square, 9th Floor  Box 335 Montreal, Quebec H4Z 1L4  
Tel: 514 283-5443  Fax: 283-9718
APPENDIX A - BUSINESS INCUBATORS IN CANADA

Contact:

ALBERTA
SMEDA Enterprise Centre Inc.
Box 939, Beaverlodge, AB T0H 0C0
Leona Mulligan, Manager
Tel: 403 354-2122 Fax: 354-3541
(runs the “I Want to Be a Millionaire”)

Technology Enterprise Centre
100-3553 31st St. NW, Calgary, AB T2L 2K7
Jim Hughes, Manager
Tel: 403 282-0464 Fax: 282-1238
(This is for high-tech companies only. No program specific for youth.)

Delburne Economic Expansion Program
P.O. Box 175, Delburne, AB T0M 0V0
Bill Whipple, Chairman
Tel: 403 749-3964 Fax: 749-2060

Advanced Technology Center
203-9650 20th Ave., Edmonton Research Park
Edmonton, AB T6N 1G1
Victor Kennedy, Director
Tel: 403 462-2121 Fax: 4285376
(No specific program for youth. This incubator is for high-tech businesses; business ideas must pass a screening to determine that they can be classified as ‘emerging technologies.’ See Mar. 26th ‘96 issue of MacLean’s for piece on Randy Marsden, a young entrepreneur who began at the center.)

St. Albert Business Development Center
13 Mission Ave. St. Albert, AB T6N 1G1
Lorne Ross, Manager
Tel: 403 460-1000 Fax: 460-7205

BRITISH COLUMBIA
Greater Trail Business Centre
2950 Highway Dr., Trail, BC V1R 2T3
Mr. Cary Fisher, Manager
Tel: 604 364-2595 Fax: 364-2728

NEW BRUNSWICK
Chaleur Regional Dev’t Commission
212A-275 Main St., Bathurst, NB E2A 1A9
Patsy Chamberlain, Admin. Asst
Tel: 506 547-7445 Fax: 548-8271
(Runs ‘Youth Entrepreneurship Program’)

Regional Small Business Centre
Dieppe Industrial Park Ltd.
1067 Champlain St., Dieppe, NB E1A 1P9
Henry E. Leblanc, General Manager
Tel: 506 857-0735 Fax: 857-1750

Incutech Brunswick Inc.
Box 69,000, Fredericton, NB E3B 6C2
Arthur Goodwin, Manager
Tel: 506 453-4500 Fax: 453-4510

NEWFOUNDLAND
The Venture Centre
P.O. Box 149, Pasadena, NF A0L 1K0
John Parsons, Manager
Tel: 709 686-2078 Fax: 686-2081

NOVA SCOTIA
Technology Innovation Centre
1 Research Dr., Dartmouth, NS B2Y 4M9
David McNama, Director
Tel: 902 465-8877 Fax: 466-6889

Shelburne County Business Dev’t Centre
P.O. Box 189, 157 Water St.
Shelburne, NS B0T 1W0
Mr. Glyn Henniger, General Manager
Tel: 902 875-1133 Fax: 875-4199
APPENDIX B - YES CAMPS OF CANADA

YES Camps of Canada
Maurice (Moe) Poirier, National Coordinator
575 King Edward St. Ottawa, ON K1N 6N5
Tel: 613 562-5241 Fax: 562-5242
E-mail YESJSG@iron.ingenia.com
Web http://iron.ingenia.com/yescamps/

Adventures in Engineering (U. of Ottawa)
Mireille Albert, Director
161 Louis Pasteur, Ottawa, ON K1N 6N5
Tel 613 562-5491 Fax: 562-5174
AVENTURE@engnov genie.uottawa.ca

Creative Encounters with Science (U. of Guelph)
Janey Pirolli & Eric Montieth
Rm 120, Thompson Building
Guelph, ON N1G 2W1
Tel: 519 824-4120 x3045

Discover E (University of Alberta)
James Smith, Director, Rm. 5-1, Mechanical Engineering Bldg, Edmonton, AB T6G 2G8
Tel: 403 433-4471 Fax: 492-0500
Internet: DISCOVER@gpu.srv ualberta.ca

Discovery Western (U. of W. Ontario)
Magda Krol & Jeff Hansen, Directors
Rm. 40, Engineering Building
London, ON N6A 5B9
Tel: 519 679-2111 x8826 Fax: 661-3502
Internet: DISCOVER@charon engga uwoc

Engineering Science Quest (U. of Waterloo)
Bill Baer & Rob Dickson, Directors
Engineering Shop - E3,
Waterloo, ON N2L 3G1
Tel: 519 885-1211 x5239 Fax: 746-1457
Internet: ESQ@helix watstar uwaterloo ca

Future SET (Memorial U. of Newfoundland)
Jennifer Ash, Director
Box 21207 St. John’s, NF A1A 5B2
Tel: 709 753-7714 Fax: 753-6131
Internet: FUTURE@pico engr mun ca

Folie Technique (École Polytechnique)
Stephanie Lavigne, Directrice
C.P. 6079, Succ. Centre-ville
Montreal, QC H3C 3A7
Tel: 514 340-5856 Fax: 340-4986
Internet: FOLITECH@step polytechnl.ca

GEERING Up (U. of British Columbia)
Christine Yeung, Director
Rm. 2053, CEME Bldng, 2324 Main Mall
Vancouver, BC V6T 1Z4
Tel: 604 822-2858 Fax: 822-2021
Internet: GEERING UP@unixg.ubc.ca

Génitrucs (U. du Québec à Trois-Rivières)
Kim Anderson, Directrice, 3125 Père Daniel Trois-Rivières, QC G8Z 2K9
Tel: 819 373-8551 Fax: 376-5152
Internet: GENITRUC@neptune uqtr uquebec ca

REACH (McGill & Concordia)
Shelley Lambert & Ellen McGaghey,
817 Sherbrooke St. West, Iron Ring Room
Montreal, QC H3A 2K6
Tel: 514 398-8484 Fax: 398-5004
Internet: REACH@ee mcgill ca

Science Alive (Simon Fraser University)
Tel: 604 291-5912 Fax: 291-4951
Internet: YESCAMPS@sfu ca

Science Aventure Jeunesse (Université du Québec à Chicoutimi)
Christian Guay, Directeur
555 boul. Université, Local 2-104
Chicoutimi, QC G7H 2B1
Tel: 418 545-5389 Fax: 545-5012
Internet: AVENTURE@uqac uquebec.ca

Science Discovery (Queen’s University)
Kelly Keenan & Leif Helmer, Directors
183 University Ave., Kingston, ON K7L 3N6
Tel: 613 545-6278 Fax: 545-6475
Internet: ASUS@qucdn queensu.ca
SCI-FI (University of Saskatchewan)
Jeff Sand, Director, 57 College Drive, Rm. 1C02,
College of Engineering
Saskatoon, SK S7N 5A9
Tel: 306 966-7755 Fax: 966-7753
Internet: SCIFI@skul.usask.ca

SuperNOVA (Technical University of Nova Scotia & Dalhousie University)
Jon MacConnell, Director
Box 1000 Halifax, NS B3J 2X4
Tel: 902 420-7993 Fax: 429-4274
Internet: SUPNOVA@tuns.ca

Science Outreach (University of Toronto)
Terrence Eta, Director
35 St. George St., Rm. 157
Toronto, ON M5S 1A4
Tel: 416 978-0795 Fax: 978-1866
Internet: SCIOUT@ecf.utoronto.ca

Science Quest (Queen’s University)
Maryann Seliga & Jenn Dewar, Directors
Engineering Society, Clark Hall
Kingston, ON K7L 3N6
Tel: 613 545-6870 Fax: 545-6678
Internet: QSCIQ@qucdn.queensu.ca

Science Venture (University of Victoria)
Cynthia Hopland & Jenn Hallhide
Engineering Society, Box 3055
Victoria, BC V8W 3P6
Tel: 604 721-8661 Fax: 721-8676
Internet: SVENTURE@engr.uvic.ca

Venture Engineering & Science (McMaster University) Steve Buss, Director
Rm. 212, Hamilton, ON L8S 4L7
Tel: 905 525-9140 x24906 Fax: 546-5492
Internet: VENTURE@mcmaster.ca

Worlds Unbound (U. of New Brunswick)
Darren Thompson, Director
P.O. Box 4400, Faculty of Engineering
Fredericton, NB E3B 5A3
Tel: 506 453-4746 Fax: 453-4569
Internet: WORLDS@unb.ca

Other Contacts
The E-Team
Nicole Martin, Special Projects Office
Faculty of Engineering, Essex Hall 242
401 Sunset, Windsor, ON N9B 3P4
Phone: 519 253-4232 #3880 Fax: 971-3656
E-Mail: NICOLE@ims.uwindsor.ca

YES Mag
Dave Garrison & Shannon Hunt
Peter Piper Publishing Inc.
4175 Francisco Place
Victoria, BC V8N 6H1
Phone/Fax: (604) 477-5543
E-Mail: YESMAG@islandnet.com
WWW: http://www.islandnet.com/~yesmag/

Virtual Adventures Camps Canada
Jason Cote, National Coordinator
Faculty of Engineering, Carleton University
Ottawa, ON K1S 5B6
Tel: 613 788-2600 x8296 Fax: 788-2340
E-mail: jcote@internaut.org
APPENDIX C - UNIVERSITY SMALL BUSINESS CENTERS

Business Development Centre
St. Mary’s University, 81 Alderney Dr.
Dartmouth, NS  B2Y 2N7
Anne Hope, Director
Tel: (902) 469-2992 Fax: 469-4244

Centre for Women in Business
Mount Saint Vincent University
Halifax, NS  B3M 2J6
June Saunders, Executive Director,
Tel: (902) 457-6289 Fax: 443-1352

Acadia Centre for Small Business and Entrepreneurship, Acadia University
Wolfville, NS  B0P 1X0
Chris Pelham, Director
Tel: (902) 542-2201 Fax: 542-4111

Centre Jodrey
Université Sainte-Anne
Pointe-de-l’Église, NS
Ron Robichaud, Directeur
Tel: (902) 769-3265 Fax: 769-0163

P. J. Gardiner Institute for Small Business Studies, Memorial University of Nfld
St. John’s, NF A1B 3X5
Wayne King, Director
Tel: (709) 737-8855 Fax: 737-2383

Northwest Enterprise Centre
Confederation College
Box 398 Thunder Bay, ON P7C 4W1
Tel 506 547-7445 Fax: 648-8271
or
Bryan MacKay, Enterprise Co-ordinator
Tel: 800 475-3893 Fax: 807 623—7250

BCIT
Randy Vandermark, Marketing Department
Tel: 604-434-5734

Centre for Entrepreneurship and PME
University of Laval, Quebec City
Yvon Gasse, Director
418-656-2490

Bourgoine Centre for Entrepreneurship
Brock University
Tom Bryant
Tel: 905-688-3897
tbryant@peregrine.bus.brocku.ca

Peter Shepherd
Nipissing University
Canador College
North Bay, Ontario
Tel: 705-474-7600

Entrepreneurship and Small Business Mngt. Program
Mount Royal College
Calgary, AB
Ms. Victoria Calvert, Co-ordinator
Tel: 403 240-5525
APPENDIX D - OTHER YOUTH ENTREPRENEURSHIP CONTACTS

Bill Rushing  
Entrepreneurship Chair  
Georgia State University  
Tel: 404-651-3782

Institute for Enterprise Education  
Gene Lyczkiw, 124 Benfield Dr.  
St.Catherines, ON  L2S 3V5  
Tel: 905-688-5757

Scarborough Student Ventures  
Tom Truesdale, Scarborough, ON  
Tel: 416-396-5540

Profit Magazine  
Rick Spence  
Tel: 416-596-5999

Association of Canadian Venture Capital Companies  
Tel: 416-487-0519

Canadian Federation of Independent Business  
Brien Gray  
Tel: 416-222-8022

Corporation for Enterprise Development  
777 North Capitol St. Suite 410  
Washington, DC  20002  
Daphne Clones

Women Inventor's Project  
#302 - 1 - Greensboro Dr.  
Etobicoke, ON  M9W 1C8  
Chips Klein  
416 - 243-0668

Career and Technology Studies  
Alberta Education  
Jan Mills  
403-422-4872

Ohio International Enterprise Academy  
Cathy Ashmore  
Tel: 614 292-4353

Linda Hendry  
Innovation Centre  
Waterloo, Ontario  
519-885-5870

David Jackson  
Toronto Business Development Centre  
416-345-9437

Karen Theriault  
Executive Director, Mentortech  
416-978-8508

Joe Paradis  
Mentortech  
416-978-6924  
905-823-3775

Coleman Professor for Entrepreneurship  
Illinois Institute for Entrepreneurship Education,  
28 East Jackson, Suite 1705 Chicago Illinois, 60604  
Tom Murray  
Tel: 312-939-3665

David Johnson  
Durham University Business School  
London, England  
091-374-3748  
Fax: 091-374-3383

Acadia Youth Entrepreneurship Forums (12-19 yrs) - Acadia University  
Ms. Lisa Lowthers, Centre for Small Business  
&Entrepreneurship,Wolfville, NS  B0P 1X0  
Tel: 902 542-2201Fax: 542-4111

Camp Entrepreneur (15-18 yrs)  
Camp Entrepreneur Jr.(10-14 yrs)  
Seton Hill College  
Greensburg, PA  15601  
Tel 412 830-4625  
Fax 412 834-7131
National Foundation for Teaching Entrepreneurship
325-B M Street Washington, DC 20007
Mr. Kevin Grailey
Tel 202 944-5290
Fax 202 333-5639
Agricultural Entrepreneurship
Entrepreneurship Centre, University of Iowa
Mr. Ed Moulton, Director

The Local Enterprise Facilitator Program
Centre for Enterprise Facilitation
Ms. Beth Waltz, Box 1001 Sioux Falls, SD 57101
Tel: 605 339-1972

Northeast Entrepreneur Fund
Ms. Mary Mathews, 820 N 9th Street, Suite 140,
Virginia, MN 55792

Extension to Communities
Ms. Gayle Olson, Extension Specialist, Iowa State University
101 South Jeffersen Street, Mount Pleasant, IW 52641
Tel: 319 385-8126 Fax: 385-2617
xkolosg@exnet.iastat

Institute for Youth Entrepreneurship
Steve Lawrence, 310 Lennox Ave., NY, NY 10027
Tel: 212 369-3900

International Enterprise Academy - Ohio State University
Cathy Ashmore, 1900 Kenny Road, Columbus, Ohio 43210
Tel: 800 848-4815

National Foundation for Teaching Entrepreneurship
Steve Marriott, 64 Fulton St., Suite 700, NY, NY 10038
Tel: 212 232-3333

Canadian Council for Aboriginal Business
Kelly Lendsay, Executive Director
200-203 Packham Ave.
Saskatoon, SK S7N 4K5
Tel 306 956-1781
Fax 306 244-7273

ABORIGINAL PROGRAMS

Mlanie Goodchild
National Director of The Aboriginal Youth Business
Canada
Apt 1, 256 Flora St.
Ottawa, Ont K1R 5R9

Other Newfoundland Programs

Tourism Entrepreneurship Counselling (Dept. Tourism & Culture)
St. John’s, NF
Tel: 709 729-5058

Cabot College of Applied Arts and Technology - I want to be a Millionaire program
St. John’s, NF

Eastern College - I want to be a Millionaire program
Barry Roberts, Director of Programs and Special Services, Clareville, NF

Young Entrepreneurs Program, Dept. Education & Training
Mr. Tom Glenwright, 209 Notre Dame Ave.
Winnipeg, MB R3B 1M9
Tel: 204 945-3802 Fax: 945-5726

Youth Entrepreneurship Program, Dept. of Advanced Education & Labour
Ms. Gisele McCarthy, Box 6000 470 York Street
Fredericton, NB E3B 5B4
Tel: 506 444-4125 Fax: 453-2148

Y-Enterprise Contacts

203-888 Burrard Street
Vancouver, BC V6Z 1A9
Rita Douglas
Tel: 604 685-8066 Fax: 684-3255

667 Ellice Ave.
Winnipeg, MB R3G 0A8
Nancy Kelly
Tel: 204 783-7833 Fax: 772-0720
Y-Enterprise Contacts

Cape Breton YMCA Enterprise Centre
P.O. Box 250, 106 Reserve St.
Glace Bay, NS  B1A 5V4
Charlene Giovannetti-King, Director
Tel: 902 849-1794  Fax: 849-5042

YM-YWCA Enterprise Centre
180 Argyle Ave., 4th Floor
Ottawa, ON  K2P 1B7
Sara Poulin, Facilitator
Tel: 613 788-5001  Fax: 788-5051

Y-Enterprise Centre
Don Gill, Coordinator of Self-Employment
42 Charles St. E
Toronto, ON  M4Y 1T4
Tel: 416 928-9622  X 4056

Y-Enterprise Centre
5 Job Street, St. John’s, NF  A1E 1H1
Ian Baird
Tel: 709 739-9933  Fax: 726-5231
APPENDIX E - BUSINESS DEVELOPMENT BANKS OF CANADA

Atlantic Regional Office
Cogswell Tower, Suite 1400
Scotia Square
Halifax, NS B3J 2Z7
Phone: (902) 426-7860
Facsimile: (902) 426-9033

Nova Scotia
Halifax Branch and Area Office
Cogswell Tower, Suite 1400
Scotia Square
Halifax, NS B3J 2Z7
Phone: (902) 426-7850
Facsimile: (902) 426-6783

New Brunswick
Fredericton Branch Office
570 Queen Street, Suite 204
Fredericton, NB E3B 6Z6
Phone: (506) 452-3030
Facsimile: (506) 452-2416

Newfoundland
St. John’s Branch Office
215 Water Street, 4th Floor
St. John’s, NF A1C 5KA
Phone: (709) 772-5505
Facsimile: (709) 772-2516

Prince Edward Island
Charlottetown Branch Office
51 University Avenue, 2nd Floor
Charlottetown, PEI C1A 7L1
Phone: (902) 566-7454
Facsimile: (902) 566-7459

Quebec
800 Victoria Square, 9th Floor
Montreal, QC H4Z 1L4
Ms. Christine Boutros-Nazar
Tel 514 283-5443
Fax 514 283-9718

Ontario
777 Bay Street, 29th Floor
Toronto, ON M5G 2C8
Tel 1 800 387-0035
Fax 416 973-0032

Prairie and Northern Regional Office
155 Carlton Street, Suite 1200
Winnipeg, MB R3C 3H8
Tel 204 983-7811

Manitoba
Tel 1 800 542-3408
Fax 204 983-8522

Saskatchewan
Tel 1 800 667-7163

Alberta and NWT
Tel 1 800 661-3977

British Columbia
601 Hastings Street, Suite 700
Vancouver, BC V6B 5G9
Tel 604 666-7800
1 800 663-0433
Fax 604 666-5872

Yukon
2090a Second Ave.
Whitehorse, YK Y1A 1B6
Tel 403 668-4030
1 800 361-2126
Fax 403 667-4058
APPENDIX F - ACOA OFFICES

Head Office
Blue Cross Centre 644 Main Street
Moncton, NB E1C 9J8
Phone: (506) 851-2271
Facsimile: (506) 851-7862

New Brunswick
New Brunswick Office
570 Queen Street
Fredericton, NB E3B 5A6
Phone: (506) 452-3184
Facsimile: (506) 452-3285

Nova Scotia
Nova Scotia Office
Central Guaranty Trust Tower
Suite 600, 1801 Hollis Street
Halifax, NS B3J 3C8
Phone: (902) 426-6743
Facsimile (902) 426-2054

Prince Edward Island
Prince Edward Island Office
75 Fitzroy Street
Charlottetown, PE C1A 7K2
Phone: (902) 566-7492
Facsimile (902) 566-7098

Newfoundland
Newfoundland Office
Suite 801, 215 Water Street
St. John’s, NF A1C 5M5
Phone: (709) 772-2751
Facsimile: (709) 772-2712

New Brunswick
Capital Region Dev’t Commission Inc.
61 Carleton Street
Fredericton, NB E3B 3T2
Linda Furlough, General Manager
Phone: (506) 458-8981
Facsimile: (506) 452-7621
APPENDIX G

PERIODICALS AND PUBLICATIONS


This ACOA publication is the result of two surveys conducted throughout Atlantic Canada to gain an understanding of the issues effecting and inhibiting young entrepreneurs. The researchers also interviewed key informants in the chartered banks, governments, private enterprise and special interest groups.

The Young Entrepreneurs
Showcases successful young entrepeneurs as well as mini-articles relevant to young people thinking of starting a business or developing the one they have.
Contact any ACOA office

Bright Ideas
“A directory of 500 of the brightest ideas entered in the St. John’s Y Enterprise Centre’s 1995 Market Your Thoughts Business Opportunities Identification Competition”
Available from the St. John’s Y-Enterprise Centre

The Canadian Entrepreneur
“An innovative newsletter promoting entrepreneurship through education and youth”
Contact: Can-Am Publishing, 10805-14 th St., Dawson Creek, BC V1G 4B6
Mecah Klem
Tel: 604 782-5745 Fax: 782-5448
E-mail: enterprise@pris.bc.ca

Profit (formerly Small Business)
“The magazine for Canadian Entrepreneurs”
(quarterly) CB Media Limited
777 Bay St., Toronto, ON M5W 1A7
Tel: 416 596-5999 Fax: 596-5111

The Edge
Public Enquiries
Communications Branch
Human Resources Development Canada
Phase IV, Level 0, 140 Promenade du Portage
Ottawa-Hull K1A 0J9

Impact
Profiling smart business in Atlantic Canada
(not restricted to youth)
Contact any ACOA office
Update
School-to-work transition in the 21st Century newsletter with information on Youth Project activities and events.
Contact:
National Steering Committee of the Sector Councils
Wally Beevor, 34 Kenton Dr. North York, ON M2R 2H8
Tel: 416 395-3700 Fax: 395-3804

The Journal of Small Business and Entrepreneurship
Canadian Council for Small Business and Entrepreneurship

The Journal of Small Business Management
Canadian Council for Small Business and Entrepreneurship

YES Mag
Dave Garrison & Shannon Hunt
Peter Piper Publishing Inc.
4175 Francisco Place, Victoria, BC V8N 6H1
Phone/Fax: (604) 477-5543
E-Mail: YESMAG@islandnet.com
WWW: http://www.islandnet.com/~yesmag/
APPENDIX H - ADDITIONAL PROVINCIAL PROGRAMS

ONTARIO
The London Small Business Centre Inc.
1764 Oxford St. E., London, ON  N5V 3R6
Diana VanWindon, General Manager
Tel: 519 659-2882 Fax: 659-6444
(May soon have a person dedicated to youth.)

Scarborough Centre for Student Ventures
325 - 2100 Ellesmere Rd.
Scarborough, ON  M1H 3B7
Tom Treusdale, Program Director
Tel: 416 396-5540 Fax: 396-5545

Toronto Business Development Centre
113-1071 King St., Toronto, ON  M6K 3K2
David M. Jackson, General Manager
Tel: 416 345-9437 Fax: 345-9044

York Business Opportunities Centre
116 Industry St., Toronto, ON  M6M 4L8
Pamela Richardson, Manager
Tel: 416 767-1855 Fax: 767-8018

Welland Business Development Centre
15 Burgar St., Welland, ON  L3B 2S6
Kathy DiFiore, Business Dev’t Officer
Tel: 905 735-8085 Fax: 735-7252

QUEBEC
Regional Centre of Creation Enterprises
840 rue Ste-Therèse, Quebec  QC G1N 1S7
Tel: 418 682-6627 Fax: 418 682-5594
OR, 10 - 360, rue Franquet
Sainte Foy, QC  G1P 4N9
Tel: 418 650-2783 Fax: 650-3672
Louis Drouin, General Director

Centre regional d’entrepreneurship
4220 rue Garlock, Sherbrooke, QC  J1L 2P4
Hélène Beaulieu, General Manager
Tel: 819 565-6511 Fax: 565-5495

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