



Industry  
Canada

Industrie  
Canada

# **INDUSTRY CANADA:** **Making a Difference**



*Our Priorities for  
2001-02*

Canada 

# **INDUSTRY CANADA:** **Making a Difference**



*Our Priorities for  
2001-02*

# Making a Difference

## New Look On-line is available



This multimedia format uses Macromedia Flash technology, a powerful new tool to describe and promote the Department, which is engaging and interactive, and reflects Industry Canada's commitment to moving government information on-line.



[www.ic.gc.ca/priorities](http://www.ic.gc.ca/priorities)

Readers interested in additional detail are invited to consult Industry Canada's *2001-02 Estimates, Part III — Report on Plans and Priorities*, which is available electronically on the World Wide Web at: <http://www.ic.gc.ca/epublications>

*Industry Canada: Making a Difference — Our Priorities for 2001-02* is also available electronically at the same address.

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Cat. No. C-12/2002E-IN  
ISBN 0-662-30591-4  
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# Industry Canada

Making a Difference



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## Minister's Message



In the global, knowledge-based economy of the 21st century, our vision of Canada is that of a dynamic, world-leading economy driven by innovation, ideas and talent. As Minister of Industry, I have two priorities: to stimulate and nurture a culture of innovation across this country, and to brand Canada internationally as an innovative place to live, work and invest. Industry Canada, along with the 14 other federal departments, agencies, tribunals and Crown corporations that make up the Industry Portfolio, plays an important role in helping to achieve this vision.

Today's knowledge-based economy is not limited to information network engineers, software developers or biotechnology researchers. Whether you are involved in mining, forestry, agriculture, manufacturing, tourism or banking, if you are applying new knowledge and new technology to do your job more efficiently and effectively, you are working in the knowledge-based economy.

Industry Canada's strategy has been to help Canadians make the transition to the knowledge economy and improve our innovation performance by focussing on increasing the country's capacity for research and development; making Canada the most connected country in the world; building a fair, efficient and competitive marketplace; improving Canada's position as a preferred location for domestic and foreign investment; and working with Canadians to increase Canada's share of global trade.

This document describes how each of the Department's five strategic objectives is being met and how Industry Canada is *making a difference* — contributing to an innovative society where all Canadians have the opportunity to benefit from economic and social prosperity.

A handwritten signature in black ink, appearing to read 'Brian Tobin'.

Brian Tobin  
Minister of Industry



# Industry Canada

## Contents

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### *Industry Canada*

Growing a Dynamic Economy .....	1
Industry Canada Priorities Chart .....	3

### *Innovation*

Improving Canada's innovation performance .....	4
---	---

### *Connectedness*

Making Canada the most connected country in the world .....	8
---	---

### *Marketplace*

Building a fair, efficient and competitive marketplace .....	11
--	----

### *Investment*

Improving Canada's position as a preferred location for domestic and foreign investment .....	13
--	----

### *Trade*

Working with Canadians to increase Canada's share of global trade .....	16
--	----

### *Industry Canada*

Industry Portfolio Organizational Structure .....	18
Industry Canada and the Industry Portfolio .....	19
How to Reach Us .....	20
Industry Canada's Regional Offices .....	21
International Trade Centres .....	22
Canada Business Service Centres .....	23

## Growing a Dynamic Economy

Industry Canada's mandate is to help make Canadians more productive and competitive in the knowledge-based economy, thus improving the standard of living and quality of life in Canada. The Department's policies, programs and services help grow a dynamic and innovative economy that

- provides more and better-paying jobs for Canadians;
- supports stronger business growth through continued improvements in productivity and innovation performance; and
- gives consumers, businesses and investors confidence that the marketplace is fair, efficient and competitive.

### A Snapshot of Canada's Recent Performance

As of December 2000, Canada had experienced 21 consecutive quarters of economic growth — the longest uninterrupted string of advances since the mid-1960s. During the 1995–99 period, real investment in machinery and equipment increased by 14.3 percent per year. Investment in information and communications technology — a key driver of the new economy — grew even faster at an annual rate of 26.4 percent.

Over the past few years, Canada has also been successfully addressing the issues that once limited our competitiveness with the rest of the world. Canada now has

- a budgetary surplus;
- low inflation and interest rates;



## 2000 2003

### Industry Canada's Sustainable Development Strategy, 2000–2003

Industry Canada's Sustainable Development Strategy for 2000–2003 reflects the Department's mandate to create the foundation for a more productive, innovative, competitive, knowledge-based economy that provides growth in employment and income. Industry Canada will play a leadership role and form partnerships to promote sustainable development through the following three objectives:

- Productivity Through Eco-Efficiency**  
Enhance the capacity of Canadians, industries and firms to develop and use eco-efficient practices, tools, technologies and products that contribute to increased productivity and environmental performance.
- Environmental Technologies**  
Facilitate the development and diffusion of environmental and enabling technologies that produce long-term economic and environmental benefits.
- Integrating Sustainable Development into Decision Making**  
Improve the integration of sustainable development objectives into decision making, including the development and delivery of departmental policies, plans and operations.

Canada

- decreases in debt relative to gross domestic product (GDP);
- more exports that are knowledge-based; and
- an economy that is one of the most open in the world.

### The Key: Productivity Performance

Innovation is the key to productivity growth and productivity growth is a fundamental driver of standard of living and quality of life. Higher productivity and the resulting higher income afford Canada the scope to provide services, achieve sustainable development objectives and support social programs that enhance our quality of life. In order for Canada to achieve economic success in both the North American and global marketplaces, we must improve our productivity performance and invest in knowledge creation (including skills for the knowledge economy).

Steps taken since 1994 to inject greater dynamism into our economy are paying off; productivity growth in Canada is rising. However, challenges remain and Canadians cannot be complacent. More needs to be done to ensure that Canada's productivity performance continues to improve.

Canada's knowledge economy requires a persistent effort from Canadian businesses, governments, communities and individuals. In recent years, significant progress has been made in promoting the knowledge creation and innovation in Canada that are essential to a successful knowledge economy. Therefore, the government is committed to helping Canada rank among the top five countries in terms of research and development (R&D) performance by 2010, by at least doubling federal expenditures on R&D.

### Adding Value

With its partners and stakeholders, Industry Canada is increasing its efforts to help Canadians build a more dynamic economy and improve the climate for higher productivity, economic growth and job creation in Canada. The Department is accomplishing this by focussing on five strategic objectives (*see next page*).

In addition, as part of each strategic objective, the Department has set a number of key results, which it is committed to achieving. Each of the 19 key results is explained and examples of the Department's activities are provided under each strategic objective outlined on the following pages.

### Outreach and Dialogue

Building a dynamic and innovative economy is a shared enterprise. Industry Canada places priority on consultations and outreach activities, including federal-provincial/territorial dialogue and collaboration. The Department creates opportunities to consult with key clients and stakeholders on shared priorities. This process of outreach and dialogue supports the exchange of timely and relevant information on a variety of economic challenges and opportunities which, in turn, helps the Department to refine its activities. Industry Canada has become a leader in providing client-focussed services and leading-edge information products through a wide range of on-line services.

In addition, employees working in Industry Canada's five main regional offices and local service points, located in 50 communities, help to deliver the Department's products and services, and provide an important regional dimension to address the unique issues and concerns of the Department's diversified client base.



Official Language Minority  
Community Development

Making it  
happen

Section 41 of the  
Official Languages Act

A commitment on the part of the federal government and Industry Canada to support the economic development of official language minority communities.

For additional information,  
call (613) 941-2471

Canada



# INDUSTRY CANADA PRIORITIES CHART

## Growing a Dynamic Economy

- Productivity Growth
- Employment Growth
- Income Growth

SUCCEEDING IN THE KNOWLEDGE-BASED ECONOMY

INDUSTRY CANADA: MEETING THE CHALLENGE

## STRATEGIC OBJECTIVES

**INNOVATION**  
Improving Canada's innovation performance

**CONNECTEDNESS**  
Making Canada the most connected country in the world

**MARKETPLACE**  
Building a fair, efficient and competitive marketplace

**INVESTMENT**  
Improving Canada's position as a preferred location for domestic and foreign investment

**TRADE**  
Working with Canadians to increase Canada's share of global trade

## KEY RESULTS

- ▶ Increased recognition of innovation as a critical success factor in all sectors
- ▶ Expanded knowledge base, especially in fields with good opportunities
- ▶ Accelerated commercialization and adoption of innovative processes and products by Canadian organizations
- ▶ Increased development and application of eco-efficient practices and technologies in Canada

- ▶ Canadians connected to each other and to the world in a way that is affordable and accessible
- ▶ A world-leading environment for electronic commerce
- ▶ Canadian digital content and applications on-line maximized
- ▶ Expanded on-line delivery of key government services and information in an integrated way to businesses and consumers

- ▶ A responsive marketplace framework for business, consumers and investors that is fair, efficient, competitive and world-class
- ▶ A marketplace that operates in accordance with the framework statutes, regulations, policies and procedures
- ▶ Confidence in the marketplace

- ▶ Improved domestic and international investment climate
- ▶ Canada branded and recognized as an investment location of choice
- ▶ Increased attraction and retention of multinational investment in Canada
- ▶ Increased investment by SMEs and by Aboriginal businesses

- ▶ Secure market access maintained and improved
- ▶ Export capability and preparedness
- ▶ International market development
- ▶ A more coordinated and cohesive approach to international trade development



## Improving Canada's innovation performance

Innovation is the key to productivity growth in all sectors of our economy and society — from resource to service industries, from traditional manufacturing to high technology, and from government departments to hospitals, educational institutions and social service agencies. The creative spark of innovation results in new tools and techniques that more effectively transform our inputs into more and better outputs. Canada's innovation performance hinges on our ability to learn new skills, adapt to new conditions, create new ideas, make new discoveries and seize new opportunities.

Innovation in Canada has improved in recent years. Among G-7 countries, Canada has the fastest growth rate in terms of external patent applications and workers devoted to R&D. Moreover, our expenditures in R&D have increased at an impressive pace — second among the G-7. Since 1981, Canada's innovation capacity has grown faster than that of the United States. But since Canada has started from a lower base than most G-7 countries, more needs to be done to foster innovation. Two of the government's priorities for Canada's future are to create an innovative culture in Canada and to brand Canada as a world-leading innovator. The innovation strategic objective focusses entirely on strengthening the elements necessary to accomplish these goals.



Technology Partnerships  
Canada

An Agency of  
Industry Canada

Partenariat technologique  
Canada

Un organisme  
d'Industrie Canada

### INVESTING IN INNOVATION

TPC investments are driving an unprecedented wave of new research and development and innovation — cornerstones of our quality of life. TPC is helping to spur innovation in emerging areas such as biotechnology, information and communications technologies, eco-efficient technologies, and leading-edge technologies in aerospace and defence. In partnership with Canadian industry, TPC is truly making a difference in strengthening Canada's position as a global leader in the knowledge-based economy.

<http://tpc.ic.gc.ca>

Canada 



**Increased recognition of innovation as  
a critical success factor in all sectors**

For our productivity to improve in the long term, Canadian organizations in all parts of the economy must understand how innovation practices can best improve performance and act upon this understanding. Industry Canada is promoting the adoption of an innovation culture throughout Canadian society. For example, the Department will

- undertake research and analysis of the key determinants of innovation and productivity, including social and environmental aspects;
- launch and expand the Innovation in Canada Internet sub-portal; and
- identify, in collaboration with Industry Portfolio partners, technologies required to meet future market demands through Technology Roadmaps.

**Expanded knowledge base, especially  
in fields with good opportunities**

Canada needs to increase the amount of research performed, particularly by the private sector, where a large proportion of research is conducted by a relatively small number of firms. To do this, Industry Canada will continue to invest in Canada's knowledge infrastructure to develop and support generators of knowledge. For example, a new photonics research facility will be constructed to integrate the research efforts of the Communications Research Centre Canada, universities and the private sector. Industry Canada will support the government strategy to move Canada from 15th to 5th in the Organisation for Economic Co-operation and Development (OECD) on R&D spending.

Industry Canada Industrie Canada

## TECHNOLOGY ROADMAPS

> A STRATEGY FOR SUCCESS

Technology Roadmapping, an industry-led planning process driven by the projected requirements of tomorrow's markets, helps companies identify, select and develop technology alternatives to satisfy future service, product and operational needs.

Industry Canada is the catalyst helping to bring together qualified industry representatives and other specialists who develop evolving roadmaps that identify the challenges and develop frameworks for making appropriate and timely technology decisions.

The result? Fresh thinking, new opportunities and productive alliances that benefit entire industry sectors throughout Canada.

> <http://strategis.gc.ca/trm>

Canada





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**Communications Research Centre Canada**



**Accelerated commercialization and adoption of innovative processes and products by Canadian organizations**

New ideas and processes generate the highest return when they have been put into early practical application. In general, compared with our international competitors, Canada exhibits slower rates of commercialization of research findings and adoption of new processes and technologies. Industry Canada will develop and implement a strategy to accelerate the rate of research-based innovation originating from Canadian universities and colleges. The government must also ensure that the necessary frameworks to facilitate commercialization are in place, including strategic initiatives, international agreements, competitive tax regimes and accessible financing — and Industry Canada plays a key role in this area.

**Increased development and application of eco-efficient practices and technologies in Canada**

The two fundamental elements of sustainable development, eco-efficient practices and environmental technologies, link the goals of productivity and innovation with environmental performance to achieve measurable commercial, environmental and social benefits. Among its activities focussed on sustainable development, Industry Canada is working to increase the knowledge and integration of sustainable development and eco-efficient practices in Canadian business, governments, and small and medium-sized enterprises (SMEs). It is also encouraging the development and diffusion of clean production and enabling technologies for Canadian producers and consumers. Through this balanced approach, we can improve both our income and our overall quality of life in the long run.



*Industry Canada is working to promote the adoption of an “innovation culture” in Canada.*

## Making a Difference for Persons with Disabilities

Industry Canada is committed to assisting persons with disabilities to fully access and contribute to our society and economy, through investments in assistive technologies. Each year, the number of Canadian-developed and -produced assistive technologies for people with disabilities increases. Products like Victor™,

a CD-based digital talking book reader for blind people, and the Jouse, a mouth-controlled joystick/mouse for quadriplegics, help many Canadians to participate in the daily life of their community. Canada is a world leader in the development of this type of technology.



**About Genome Canada**

Genome Canada, a not-for-profit corporation, has received \$300 million in grants from the federal government, through Industry Canada, to support a national genomics research initiative, for the benefit of Canadians.

[www.genomecanada.ca](http://www.genomecanada.ca)

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## Making Canada the most connected country in the world

New technologies are transforming the way that we communicate, learn, work and play. It is essential that all Canadians have access to the opportunities that such innovations offer. For citizens, this means better access to the knowledge they need to develop their skills, stay abreast of new technologies, and acquire new ideas. This in turn leads to new and more effective ways of contributing to the economy and society. For businesses, connectedness means being better positioned to take advantage of local and global opportunities and innovations, leading to increased productivity and prosperity.

Canada is currently among the leaders in connectedness compared with other advanced nations. We are number one in the G-7 in home computer, cable and telephone penetration. Canada was the first to connect all of its schools and libraries to the Internet, and we have built the fastest all-optical broadband Internet test bed in the world. According to the Conference Board of Canada's recent connectedness index, which compares five aspects of connectedness among 10 countries, Canada is ranked second overall after the United States. However, other nations have also recognized the value of connectedness, and are moving very aggressively to take the lead in the global economy. The speed and efficiency with which Canadians gain access to, and take advantage of, the Information Highway is of the utmost importance if we are to maintain and accelerate a strong Canadian presence in the global economy.

Industry Canada has made tremendous progress toward its goal of making Canada the most connected country in the world. Efforts must now focus on three main elements — infrastructure, use and content — to ensure our foundation and early lead are not wasted. These three elements are intrinsically linked and must be pursued simultaneously, if we are to realize the benefits of the knowledge economy.

### Infrastructure

Canadians connected to each other and to the world in a way that is affordable and accessible

In order to realize the socio-economic benefits of the Internet revolution, all Canadians must be able to access an affordable, world-class infrastructure. The Department

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connecting.canadians

### Illegal and Offensive Content on the Internet

THE CANADIAN STRATEGY  
TO PROMOTE SAFE, WISE AND  
RESPONSIBLE INTERNET USE

[www.connect.gc.ca/cyberwise](http://www.connect.gc.ca/cyberwise)

Canada

*Connectedness is at the foundation of the knowledge economy and society.*

works with its partners toward strengthening the infrastructure through increased speed and bandwidth to enable full interactivity and the types of applications that will provide socio-economic benefits, such as telehealth and telelearning. To this end, Industry Canada is working to provide affordable access to the Internet in urban and rural communities across Canada. Through the National Broadband Task Force, it will also assess how to provide high-speed Internet connections.

**Use**

**A world-leading environment for electronic commerce**

To maximize the contribution of e-commerce and information and communications technologies (ICTs) to industrial competitiveness and productivity, a proper environment and level of support are necessary. These elements help encourage investment in e-commerce and ICTs and foster their rapid diffusion throughout the economy. For this reason, Industry Canada is working

to promote and implement an Internet safety strategy in Canada and abroad. The strategy is entitled *Illegal and Offensive Content on the Internet — The Canadian Strategy to Promote Safe, Wise and Responsible Internet Use*. The Department is also providing resources, toolkits, diagnostics, analysis and research, and market and export intelligence and training to encourage the adoption of e-business on a sector-by-sector basis.

**Content**

**Canadian digital content and applications on-line maximized**

Internet users get their information, services and products where it is easily accessible and reliable. The Internet is an ideal place to tell Canadians and the world about our country, people, abilities and achievements. It is imperative that we have an abundance of Canadian content from all areas of the economy and society, including culture, commerce, science, education and government.

**CANADA ON-LINE**

**SMART COMMUNITIES**

**CANADIAN CONTENT ON-LINE**

**ELECTRONIC COMMERCE**

**GOVERNMENT ON-LINE**

**CONNECTING CANADA TO THE WORLD**

**We're CONNECTING Canadians to the World.**

**connecting.canadians**

**www.connect.gc.ca**



For example, Industry Canada employs youth to produce new digital collections through Canada's Digital Collections (<http://collections.ic.gc.ca>). The Department also supports the Canadian Network for the Advancement of Research, Industry and Education (CANARIE) in stimulating new emerging sectors such as advanced content/media applications.

### Expanded on-line delivery of key government services and information in an integrated way to businesses and consumers

Government On-Line, a government-wide initiative, will improve client services, enhance government efficiency, and stimulate the supply and use of e-commerce in the Canadian economy. A critical mass of key on-line government services will encourage more businesses and citizens to get connected and use the Internet. Firms

that supply e-commerce products and services to government will be better positioned to sell them domestically and abroad. The following Web sites are examples of how Industry Canada is leading in the development and management of portals for businesses and consumers:

- BusinessGateway.ca (<http://businessgateway.ca>)
- Innovation in Canada (<http://innovation.gc.ca>)
- Business Start-Up Assistant (<http://bsa.cbsc.org>)
- Sources of Financing (<http://strategis.gc.ca/sources>)
- *ExportSource* (<http://exportsource.ca>)
- Canadian Consumer Information Gateway (<http://ConsumerInformation.ca>).



## Stories from Canadians: The Spirit and the Soil

**T**he Spirit and the Soil is a sprawling, colourful Web site that depicts the history of Humboldt, Saskatchewan, and its surrounding area from the 1880s to the 1990s. The project was researched, designed and developed for the Information Highway by eight young people under contract to Industry Canada through Canada's Digital Collections. The program gives young people (aged 15 to 30) entrepreneurial and technology-based job experience in converting collections of Canadian material into digital form for display on the Internet. Canada's Digital Collections is giving young people an opportunity to learn how Internet technology works, while equipping them with the skills and confidence they need to be better prepared for today's working world.

<http://collections.ic.gc.ca/humboldt>



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## Building a fair, efficient and competitive marketplace

A fair, efficient and competitive marketplace is the cornerstone of a healthy and dynamic economy. By setting the rules of the marketplace, promoting vigorous competition and providing accurate, timely and state-of-the-art information to business and consumers, Canada benefits in terms of increased innovation, investment, consumer spending, job growth and productivity. With globalization, economic borders are becoming increasingly transparent. Nations around the world are becoming more competitive, and are investing and trading in markets once difficult to access and penetrate. Through the Internet, Canadians are becoming global consumers, more informed and demanding. Businesses seeking strategic and competitive advantages are looking beyond national borders to realize their full potential.

Whether Canadians conduct business at home or abroad, on the Internet, face-to-face or through other media, Canada's marketplace must inspire confidence, both for Canadians and for foreign nationals. Marketplace service organizations (MSOs) are proactively modernizing the rules of the marketplace, the services provided to clients, and the tools used to detect, prevent and deter fraudulent, unfair and deceptive behaviour.

### **A responsive marketplace framework for business, consumers and investors that is fair, efficient, competitive and world-class**

In order for the marketplace to be responsive, and to attract investment and responsible consumer spending, marketplace frameworks must ensure competitive prices, product choice, accurate and timely information, and the provision of information to market participants. They must also minimize the regulatory burden, inspire confidence and create incentives to innovate. These frameworks must be considered world-class from consumer, business and investor perspectives, and seen as responsive to the changing economic environment.

### **Marketplace Service Organizations**

Industry Canada's marketplace service organizations (MSOs) take a strategic approach to assessing the marketplace. They continuously review the laws, regulations, policies, practices and services for which they are responsible to ensure that the marketplace operates fairly, efficiently, competitively and in a world-class manner — today and in the future. The following are the eight MSOs:

- Canadian Intellectual Property Office
- Competition Bureau
- Corporate Governance
- Corporations Directorate
- Measurement Canada
- Office of Consumer Affairs
- Office of the Superintendent of Bankruptcy Canada
- Spectrum, Information Technologies and Telecommunications.

There is a need to renew frameworks in response to, and in anticipation of, evolving technology and business arrangements, regulatory reform, increasing globalization and changing social conditions. MSOs will consult with clients and stakeholders on a wide range of issues relating to their frameworks, policies and procedural issues. Among its many activities in this area, Industry Canada is working to develop an intellectual property framework for biotechnology innovation and support the Canadian Biotechnology Advisory Committee in its examination of the economic, legal and policy aspects of the patenting of higher life forms.







***A fair, efficient and competitive marketplace is the cornerstone of a healthy and dynamic economy.***

**A marketplace that operates in accordance with the framework statutes, regulations, policies and procedures**

Deregulation, the expansion of sectors and the increasing complexity of transactions in the marketplace require the continual review of practices, knowledge, services and interventions. Setting the rules of the marketplace is not enough. Through partnerships and consultation, the Department ensures compliance with marketplace rules through a broad continuum of activities. New forms of marketplace conduct, the result of changes in technology, business innovations and legal developments, necessitate innovative adjustments to the operation of the marketplace framework.

**Confidence in the marketplace**

Confidence in the marketplace is essential to attracting investment, fostering innovation and providing a climate in which consumers are well informed. With the speed of technological change, business, innovators and consumers must have access to state-of-the-art, user-friendly tools and information in order to thrive in the knowledge-based economy. For Canada to continue



to be a leader in the global economy, citizens need ready access to intellectual property information, federal incorporation and redress mechanisms.

**Canadian Consumer Information Gateway**



*The Office of Consumer Affairs, in partnership with more than 35 federal departments and agencies, has developed the Canadian Consumer Information Gateway, a one-stop Internet portal that assists users searching for information on consumer issues, programs and services.*

**<http://ConsumerInformation.ca>**



## Improving Canada's position as a preferred location for domestic and foreign investment

Investment and capital formation are essential for stimulating Canada's economic growth, innovation and sustainable development. Moreover, with our open economy, a limited pool of domestic savings, and increasing outward flows of Canadian investment, Canada is relatively more dependent than most other developed economies on foreign direct investment (FDI) to spur business development. The importance of investment by the Canadian small business sector has also been crucial to the economy, particularly in terms of job creation. Statistics Canada studies indicate that, in recent years, small businesses created between 70 and 80 percent of all net new jobs in Canada.

Although the cumulative stock of inward FDI increased by 83 percent from 1990 to 1999, reaching \$240 billion, Canada's share of inward FDI stock to the North American Free Trade Agreement (NAFTA) region has declined from about 24 percent in 1985 to 12 percent in 1999. Investment by Canadian firms to strengthen existing operations is also an important contributor to productivity improvement and economic growth.

### Canada and Foreign Direct Investment

According to an Industry Canada estimate:

- one in 10 jobs in Canada depends directly on FDI;
- each \$1-billion increase in FDI results in
  - 45,000 new jobs and
  - a \$4.5-billion increase in GDP over a five-year period.




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[www.investincanada.gc.ca](http://www.investincanada.gc.ca)

**Showcasing Canada's advantages to investors worldwide**

Canada



Industry Canada's response to the investment challenge is guided by the federal investment strategy, which provides a broad framework for all federal investment promotion activities (including domestic retention of FDI). This strategy was extended with the creation of Investment Partnerships Canada (IPC) as a focal point of federal investment-related activities. IPC is a joint Industry Canada–Department of Foreign Affairs and International Trade (DFAIT) initiative to develop and coordinate various investment campaigns targeted at multinationals in priority sectors and key global markets. IPC also promotes and brands Canada as a key investment location of choice, and helps address policy and regulatory issues that have an impact on investment.

### Improved domestic and international investment climate

Canada's efforts to retain and increase its share of FDI are constrained by intense global competition for strategic global investment. Growing competition among the affiliates of multinationals for product and research mandates is a key factor. An important challenge is to capture more FDI flows, particularly those directed at the NAFTA region, within an environment characterized by globalization, increasing mobility of capital and technology, and changing economic conditions and financial markets. Industry Canada is involved in researching and analysing investment climate issues in consultation with partner organizations. It is also developing a framework that can be applied to various sectors to identify differences between Canadian regulatory practice and those of our NAFTA partners, and to assess its impact on decisions to invest in Canada.

### Canada branded and recognized as an investment location of choice

Industry Canada, and IPC in particular, is working on building investor awareness and confidence in Canada as an investment location of choice, to pave the way for firms' decisions to invest and create jobs in Canada. This year's Speech from the Throne committed the government to raise awareness of the advantages of investing in Canada and to foster a strong global brand for Canadian excellence. One of the government's key initiatives is the Brand Canada Campaign.

### Brand Canada Campaign

The Brand Canada Campaign is a federal interdepartmental initiative led by Investment Partnerships Canada that aims to increase Canada's share of FDI by updating Canada's image abroad as a key investment location. The campaign has begun with two pilots in the Dallas and Boston areas. The pilots are expected to terminate in spring 2002. The methodology developed and tested during the two pilots will serve as the springboard for additional branding campaigns in other countries and markets.

*Canada's economic fundamentals and relative cost advantages provide a first-rate business environment.*

### Increased attraction and retention of multinational investment in Canada

To reach key investment prospects, we have to address the capacity to gather strategic business intelligence in a systematic and coordinated way for serious potential investors. There is also a need for stronger partnerships and better coordination of investment efforts among interested parties, including the public sector, non-governmental organizations and the private sector. Through an initiative such as the Deputy Ministers' Investment Champion campaigns, opportunities and investment prospects are defined, and Canada is promoted to targeted multinationals as an attractive place to invest.

### Increased investment by SMEs and by Aboriginal businesses

A key element of the federal investment strategy is to assist a larger number of Canadian SMEs in forming international investment partnerships that allow for growth domestically and in an increasing number of markets. Industry Canada's ability to provide timely information, policies and services to clients, such as multinationals, international investors, Canadian SMEs and targeted groups, including Aboriginal people and rural communities, is equally important. At the domestic level, the challenge is to encourage investment in Canada by Canadians by improving access to investment capital.

Industry Canada is increasing access to capital and leveraging private sector investment from businesses in Northern Ontario and rural Southern Ontario, especially those owned by women, youths, Francophones and Aboriginal clients, through FedNor and Community Futures Development Corporations. The Department also supports the 24 Aboriginal Business Service Network access sites in Ontario, the Northwest Territories, Nunavut and the Yukon.

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**Canada**



## Working with Canadians to increase Canada's share of global trade

No other major economy is as trade-oriented as Canada. More than 43 percent of Canada's GDP depends on international trade, a proportion greater than that of any other G-7 nation. One out of three jobs is dependent on trade. Canada's export growth is playing a major role in fostering knowledge-intensive, high-wage jobs — the jobs of the future.

The Government of Canada's International Business Development strategy aims to assist Canadian business to capture international opportunities while minimizing risk in a rapidly changing global economy. Canada has set the following four goals for its international business development programs and services:

- to become the world's best trading nation by enhancing our international competitiveness;
- to make Canada the location of choice for investment in North America;
- to create jobs and economic growth in Canada; and
- to exercise leadership in global trade liberalization to ensure a rules-based, fair trading framework.

In its trade role, Industry Canada can build on the role it plays in helping Canadian companies to be more productive and competitive in the knowledge-based economy through increasing innovation and attracting more investment. Competitive sectors of the new economy are then ready to compete for markets at home and abroad.

### Secure market access maintained and improved

As companies strive to become competitive globally, they seek a predictable and open trading environment. The Government of Canada is committed to ensuring efficient market access and modernizing shared borders. With DFAIT, Industry Canada has an important role to play, in working multilaterally and bilaterally with our international partners to eliminate barriers where they exist, to strive toward mutually recognized standards, and to defend Canadian interests abroad. Domestically, Industry Canada works closely with provincial and territorial governments to facilitate the removal of barriers to internal trade.

### Export capability and preparedness

Successful exporters are important contributors to a dynamic economy. Studies show that exporting firms are more profitable, and employees in exporting firms enjoy higher salaries than those in non-exporting firms. In spite of this, only a limited number of firms in Canada are exporting. The 50 largest exporters account for almost half of Canada's exports. There is an opportunity to increase the number of exporters and to improve the export performance of these firms. For example, potential exporters may not be aware of the



## Stories from Canadians: A Solid Rock of Support

A female in a traditionally male-dominated business, Carole Proud is the owner of Belmont Rose Granite, a Markham, Ontario-based company that provides rose-coloured granite dimensional stone. When Ms. Proud decided to expand her business, she contacted the Ontario International Trade Centre (ITC), and was introduced to a host of services available to exporters: Web sites, the Export Association, other women in business, and trade centres in the United States. She was also encouraged to attend the 1999 Businesswomen's Trade Summit in Toronto, sponsored by Industry Canada and, with funding through the Program for Export Market Development, she was able to participate in a trade mission to Washington. The result of this assistance and support has been increased sales for her company, which has recently broken into the crushed stone market. Belmont Rose Granite is also planning to begin sawing and finishing its own granite, since the real opportunities to improve the bottom line are in value-added products. With the continued assistance of the Ontario ITC, Ms. Proud looks forward to exporting those products.

*Canada's export growth is playing a major role in fostering knowledge-intensive, high-wage jobs.*

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benefits of exporting or may not have knowledge of exporting practices and mechanisms. Smaller companies, particularly in the new, knowledge-intensive industries, have difficulty in securing support when they attempt to expand into international markets. Industry Canada, through its International Trade Centres and its support for Team Canada Inc's *ExportSource* (<http://exportsource.ca>) and the toll-free Export Information Service (1-888-811-1119) operated by the network of Canada Business Service Centres, is working to address the needs of new exporters.

#### International market development

As experienced Canadian exporters seek to increase and diversify their markets, they need information and intelligence on foreign markets in order to make informed business decisions and be able to react swiftly to opportunities. In addition, Canadian businesses are now well established in the new economy — in industries such as telecommunications and new media, biotechnology, advanced manufacturing, and new environmental technologies. In view of the growing worldwide demand for these high-value-added products, there is a need to market our strengths and to brand Canada as a leader in high technology. Industry Canada has launched SourceCAN, an on-line data base of Canadian company capabilities that enables automated bid matching (<http://www.sourcecan.com>). It is also working to promote joint ventures, partnerships, and alliances between Canadian and foreign firms.

#### A more coordinated and cohesive approach to international trade development

The Department works with an extensive network of Team Canada Inc members to bring programs and services to the Canadian exporting community in an integrated manner.

**International Trade Centres**

**Your Gateway to the Global Market**

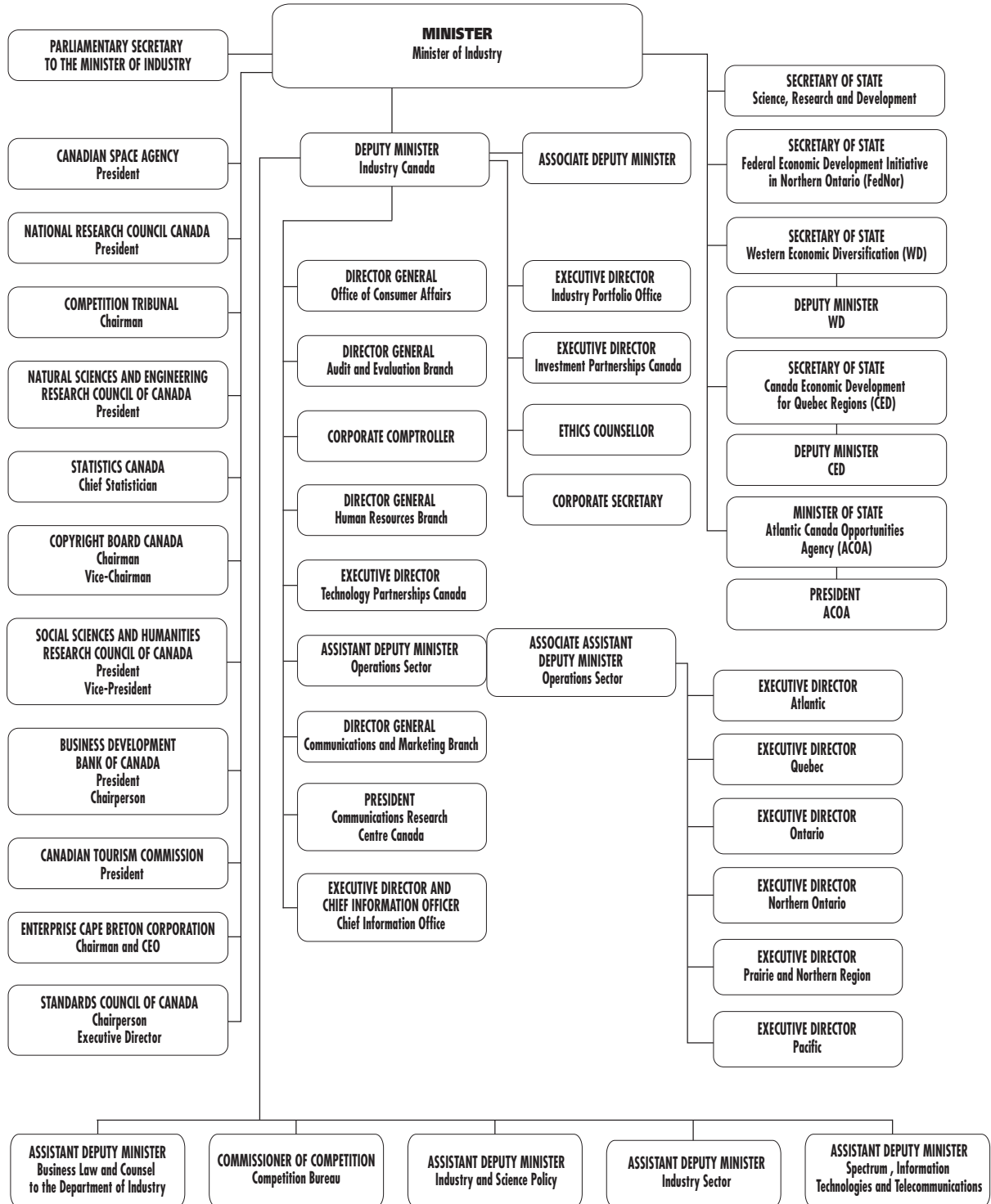
Industry Canada's International Trade Centres (ITCs) offer a variety of export services at the regional level to Canadian firms with export potential, as well as to those with previous export experience. As one of Team Canada Inc's regional partners, ITCs are located in every province and help Canadian companies expand and diversify exports, and support investment initiatives.

[www.strategis.gc.ca/itc-cci](http://www.strategis.gc.ca/itc-cci)

 Industry Canada  Industrie Canada 



## Industry Portfolio Organizational Structure



## Industry Canada and the Industry Portfolio

### Building Jobs and Growth Through Innovation and Partnerships

Fifteen federal departments, agencies, tribunals and Crown corporations make up the Industry Portfolio. Together, these organizations are uniquely positioned to further the government's goal of building a knowledge-based economy in all regions of Canada and to advance the government's jobs and growth agenda.

Industry Canada works in partnership with the members of the Industry Portfolio to leverage resources and exploit synergies in a number of specific areas:

- **innovation through science and technology** — helping firms and not-for-profit institutions more rapidly turn ideas into new products and services;
- **trade and investment** — encouraging more firms in more sectors to export to more markets, and helping Canadian firms attract a larger share of FDI;
- **growth of SMEs** — providing access to capital, information and services; and
- **economic growth of Canadian communities** — fostering new approaches to community economic development, based on community strengths and information infrastructures.

### The Industry Portfolio

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

For more up-to-date information  
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Canada/Prince Edward Island Business  
Service Centre  
75 Fitzroy Street  
P.O. Box 40  
Charlottetown PE C1A 7K2  
<http://www.cbsc.org/pe>

### NEWFOUNDLAND

Canada/Newfoundland and Labrador  
Business Service Centre  
90 O'Leary Avenue  
P.O. Box 8687  
St. John's NF A1B 3T1  
<http://www.cbsc.org/nf>

### NORTHWEST TERRITORIES

Canada/Northwest Territories Business  
Service Centre  
8th Floor  
Scotia Centre  
P.O. Box 1320  
Yellowknife NT X1A 2L9  
<http://www.cbsc.org/nwt>

### YUKON

Canada/Yukon Business Service Centre  
201-208 Main Street  
Whitehorse YT Y1A 2A9  
<http://www.cbsc.org/yukon>

### NUNAVUT

Canada/Nunavut Business Service Centre  
Entrance E, 1088 Noble House  
P.O. Box 1000, Station 1198  
Iqaluit NU X0A 0H0  
<http://www.cbsc.org/nunavut>



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<http://strategis.gc.ca/abc>

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<http://commercecan.ic.gc.ca>

Canadian Company Capabilities  
<http://strategis.gc.ca/cdncc>

Canadian Industry Statistics  
<http://strategis.gc.ca/cis>

Consumer Information  
<http://strategis.gc.ca/consumer>

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e-START.ca  
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FedNor  
<http://strategis.gc.ca/fednor>

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<http://investincanada.gc.ca>

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and Innovation  
<http://strategis.gc.ca/innovation>

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<http://strategis.gc.ca/sources>

Steps to Competitiveness  
<http://strategis.gc.ca/steps>

Steps to Growth Capital  
<http://growth.ic.gc.ca>

Technology Partnerships  
Canada  
<http://tpc.ic.gc.ca>

Technology Roadmaps  
<http://strategis.gc.ca/trm>

Trade Data Online  
<http://strategis.gc.ca/tdo>

## Services and Regulations

Canadian Intellectual  
Property Office  
<http://cipo.gc.ca>

Competition Bureau  
<http://competition.ic.gc.ca>

Corporations Directorate  
<http://strategis.gc.ca/corporations>

Lobbyists Registration System  
<http://strategis.gc.ca/lobbyist>

Measurement Canada  
<http://strategis.gc.ca/meascan>

Office of the Ethics Counsellor  
<http://strategis.gc.ca/ethics>

Office of the Superintendent  
of Bankruptcy Canada  
<http://osb-bsf.ic.gc.ca>

Radio Spectrum Management  
and Telecommunications  
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