



Industry  
Canada

Industrie  
Canada

## 2002-03 Estimates



### Report on Plans and Priorities

Minister of Industry

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# SECTION 1: MESSAGES

## MINISTER'S MESSAGE

Today, our people, our universities and our industries are successfully competing around the globe. At the same time, we have a democratic society and way of life that continues to be judged one of the best in the world. To continue our economic growth and social development, indeed, to continue our success as a nation, we must strive to be among the best in creating and commercializing new knowledge. We are committed to building a world-leading, knowledge-based economy and we need to be more innovative to stay competitive.

To support a nation of innovators, we are investing in the skills and abilities of all Canadians so that they can actively contribute to and participate in today's knowledge-based economy. By harnessing our human potential and talent, we can continue our economic success.

The Government of Canada is investing in research and development to improve the capability of our universities and private sector firms to compete internationally. To foster a culture of innovation, we are creating an environment that is favourable to innovation, an environment of trust and confidence, where the public and private interests are protected and there are marketplace incentives for innovation.

Whether stimulating the creation and use of knowledge, supporting the creation and development of businesses and industries, promoting inclusive economic growth, or ensuring a fair and equitable marketplace, each of the 15 member organizations of the Industry Portfolio is contributing to Canada's innovation strategy. Their work with public and private sector partners across the country is key to Canada's success.

### THE INDUSTRY PORTFOLIO ORGANIZATIONS ARE:

- 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

\*Not required to submit a Report on Plans and Priorities.

I am pleased to present the Report on Plans and Priorities for Industry Canada, which describes the Department's expected achievements and results over the next three years. In pursuit of the Department's strategic objectives, the following are some highlights of Industry Canada's plans and priorities.

- The Department will further support productivity growth by engaging with stakeholders on how to build a more innovative Canada through collective efforts.
- The CA\*net4 initiative will provide Canadian researchers with a national research network, which will offer enhanced network capacity and capabilities to support innovative research projects of domestic relevance and international significance.

- Industry Canada will support more than 90 new technology investment projects, leading-edge research technologies and the development of eight new industry-led Technology Roadmaps, including innovative processes in the biotechnology sector.
- In a concerted effort with its Team Canada Inc partners, the Department will continue to work closely with Canadian exporters as well as with other partners to ensure that they take full advantage of the next cycle of world trade growth.

- Industry Canada will continue to modernize the rules of the marketplace, in areas such as bankruptcy, competition and spectrum, to ensure that Canada's infrastructure inspires confidence for both Canadians and foreign nationals.

To secure Canada's continued success in the 21st century, we are committed to nurturing and developing the potential of all our citizens in every community across our nation. By investing in Industry Canada, we will continue building an innovative economy and society for the benefit of all Canadians.



Allan Rock  
Minister of Industry

## MANAGEMENT REPRESENTATION

### Report on Plans and Priorities 2002–2003

I submit, for tabling in Parliament, the 2002–2003 Report on Plans and Priorities (RPP) for Industry Canada.

To the best of my knowledge, the information

- accurately portrays the Department's mandate, priorities, strategies and planned results;
- is consistent with the disclosure principles contained in the *Guidelines for the Preparation of the 2002–2003 Report on Plans and Priorities*;
- is comprehensive and accurate; and
- is based on sound underlying departmental information and management systems.

I am satisfied as to the quality assurance processes and procedures used for the RPP's production.

The Planning and Reporting Accountability Structure (PRAS) on which this document is based has been approved by Treasury Board ministers and is the basis for accountability for the results achieved with the resources and authorities provided.



Jennifer Benimadhu  
Corporate Comptroller

Date February 15, 2002

## SECTION 2: INDUSTRY CANADA — MAKING A DIFFERENCE

### A. WHAT'S NEW

In its attempt to provide Canadians and parliamentarians with a clear, concise and credible planning document, Industry Canada has adjusted the format of its Report on Plans and Priorities. The Department's high-level strategic plans are described in the body of the document, and details on activities and expected outcomes are provided in the appendixes. The document also provides references to specific Web sites for more information.

#### Key Initiatives

Budget 2001 sought to balance the many priorities of Canadians. Investments were made in security measures to enhance Canadians' personal and economic security, and to keep Canada's borders secure, open and efficient. At the same time, the government established measures to address the longer-term objectives defined in the Speech from the Throne. Many of these measures will be implemented by Industry Canada, including strategies to make Canada one of the most innovative countries in the world, improve Canada's connectivity, work with the United States to maintain and secure efficient access to each other's markets, and modernize our shared borders.

Important steps have been taken toward doubling Canada's investment in research and development (R&D) by 2010. Innovation clearly remains a long-term priority, and the necessary first steps have been taken toward meeting the targets set in the Speech from the Throne.

The government's continued commitment to innovation was clearly illustrated in Budget 2001 through the following investments in skills, learning and research.

- Funding was provided to the Canadian Institute for Advanced Research, a non-profit corporation that supports networks of expert researchers who explore long-term scientific, social and economic issues of importance to Canada.
- Investments in youth were made through the Canadian Youth Business Foundation for its Youth Business program, which provides loans, mentorship and an interactive Web site, and through Shad International to expand its Shad Valley youth program, which focusses on science, technology and entrepreneurship.
- A 7-percent increase was allocated to the annual budgets of the Natural Sciences and Engineering Research Council of Canada and the Social Sciences and Humanities Research Council of Canada, which will translate into additional research, as well as more fellowships and scholarships for graduate students.
- A one-time investment was made for universities and research hospitals to help alleviate financial pressures associated with the indirect costs (e.g. laboratory space, libraries and administration) of federally supported research.
- Support for leading-edge technologies was provided through the National Research Council Canada's Canada Institute for Nanotechnology in Alberta, the Advanced Aluminium Technology Centre in Quebec, a new research program at the Plant Biotechnology Institute in Saskatchewan (Crops for Enhanced Human Health), fuel cell research in British Columbia, and other initiatives in Ontario and Manitoba.

The government's continued commitment to making Canada one of the most connected countries in the world was also clearly demonstrated in Budget 2001 through the following activities.

- Substantial support was provided for the Government On-Line pillar of the Connectedness Agenda to ensure that Canadians have access to on-line government information and services.
- Investment was made in CA\*net4 to provide Canadian researchers with increased network capacity, regardless of geographic location, and link all research-intensive institutions, including many community colleges. This enabled further national and international research in areas such as health, genomics, nanoscience, and information and communications technologies.
- Funding for SchoolNet was extended until 2003–04 to continue the advancement of e-learning by connecting schools, including First Nations schools, to the Internet and providing computers to schools and libraries.
- Support for the Community Access Program was extended until 2003–04 to provide affordable public Internet access and develop basic skills.
- Work was undertaken with Canadian industry, the provinces and territories, communities, and the public and private sectors for solutions to further broadband Internet coverage in Canada, particularly in rural and remote areas.

Industry Canada will continue to lead and partner with a wide variety of public, private and non-profit organizations to ensure the success of initiatives such as these, which contribute to Canadians' immediate and future needs.

In recognition of the importance of sustainable development, this dimension is now included, with productivity growth,

employment growth and income growth, as an integral part of the Department's mandate of growing a dynamic economy. This report reflects Industry Canada's broad commitments to sustainable development, which are based on sustainable development's three principal areas of activity: economic, environmental and social. Strong economic growth, sound environmental management and social responsibility are mutually reinforcing objectives that contribute to a dynamic, competitive economy and a higher standard of living and quality of life for Canadians. A summary of Industry Canada's Sustainable Development Strategy is provided in Section 4A on page 40.

## **B. INDUSTRY CANADA'S BUSINESS: GROWING A DYNAMIC ECONOMY**

Industry Canada's mandate is to help Canadians be more productive and competitive in the knowledge-based economy and thus improve their standard of living and quality of life. The Department's policies, programs and services help to grow an innovative, sustainable and dynamic economy that provides more and better-paying jobs for Canadians, supports stronger business growth, and helps give consumers, businesses and investors confidence that the Canadian marketplace is fair, efficient and competitive.

Industry Canada fulfils its mandate and contributes to the government's objectives by developing effective micro-economic policies as well as programs and services directly aimed at Canadian businesses and consumers across the country. The Department continues to work in partnership with industry, universities, colleges, non-governmental organizations, other Industry Portfolio members, other government departments, and provincial and territorial governments on achieving its objectives.



## C. THE CHALLENGE OF SUSTAINED ECONOMIC GROWTH

By world standards, Canadians enjoy an outstanding standard of living and quality of life. Income levels are high, life expectancy is long and the population is healthy. However, Canada's standard of living remains well behind that of the United States — our closest neighbour, largest trading partner and key competitor — and this gap continues to increase.

Most of Canada's standard of living shortfall with respect to the United States is attributable to our lower level of productivity. Achieving real economic growth, thus raising the standard of living, depends on growth in productivity. Innovation is a key driver of productivity. Therefore, to improve our economic performance with respect to the North American and global markets, we must continue to improve our innovation performance.

Canada has many advantages. Steps taken since 1994 to inject greater dynamism into our economy are paying off. A great deal has been done to invest in innovation, develop highly qualified people and improve our innovation environment. However, more needs to be done: there are a number of challenges to address under the innovation objective. Three areas for improvement have been identified to enhance Canada's ability for sustained economic growth and our quality of life:

- we must continue to address the knowledge performance challenge — expanding and accelerating the creation, adoption and commercialization of knowledge;
- we must further increase the supply of highly qualified people to address the ongoing and evolving need for skilled workers; and
- we need to continue building and maintaining world-leading policy frameworks that promote public and business confidence.

Sustained economic growth and improved innovation performance require persistent efforts from individuals and institutions, entrepreneurs, workers, firms, research institutions and governments in all parts of Canada and in all sectors of the economy. However, although the participation of all partners is crucial, the private sector has the lead role in this regard. Its dynamism and innovation performance determine Canada's economic success.

Innovative firms grow faster. Between 1994 and 1997, the most innovative firms averaged 4.7 percent growth per year. In comparison, the firms exhibiting the lowest levels of innovation experienced growth of only 2.3 percent per year. Innovative firms have better productivity performance; and labour productivity has grown more than seven times as fast among highly innovative industries as in the rest of the economy. Moreover, firms in the most innovative industries generate higher quality, higher-paying jobs, and highly innovative industries are twice as likely to export as their medium- and low-innovation counterparts.

Strengthening Canada's innovation system helps ensure that discoveries and breakthroughs can be generated and developed in Canada, and that the social and economic benefits of these innovations remain in Canada, contributing to our quality of life. Industry Canada will continue to collaborate with other levels of government, the private sector, the not-for-profit sector and academia to help ensure that Canada progresses in addressing issues related to its innovation performance. This is a shared responsibility that requires mutually reinforcing action from all players involved. A commitment to keep innovation at the forefront of decision making by all players will positively affect our standard of living, our capacity to achieve sustainable development and our quality of life.

## D. INDUSTRY CANADA: OUTREACH TO STAKEHOLDERS, CLIENTS AND CITIZENS

Building a dynamic and innovative economy and, ultimately, making a difference in the standard of living and quality of life of Canadians, is a shared enterprise. Industry Canada places a priority on consultations and outreach activities, including federal–provincial/territorial dialogue and collaboration. The Department creates opportunities to meet, consult and converse 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, leads to a refinement of the Department’s activities.

The Department recognizes the importance of involving citizens in the public sector’s decision-making process. Consultations on key micro-economic policy issues provide a basis for the Department and its partners to engage in a dialogue focussed on the attainment of shared objectives. Sustained dialogue with Canadians in all parts of the country is an important element of Canada’s success as a knowledge economy and as an attractive, competitive country.

Employees working in Industry Canada’s five main regional offices and local service points, located in 50 communities, help to deliver all of 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.

## E. MANAGEMENT INITIATIVES

Like all other federal departments and agencies, Industry Canada is developing and implementing new management policies and procedures that respond to government-wide and departmental initiatives. They range from investment in a modern and more productive labour relations environment, to initiatives to ensure that the Department’s work force reflects the diversity of Canadian society, to a broad range of investments in a workplace that will help Industry Canada develop and retain highly qualified and well-motivated employees.

Customer-oriented undertakings include initiatives related to the federal Access to Information and Privacy, known as ATIP (*see page 108 for a description of key activities that facilitate public access to the Department’s records*).

The following are some examples of the management initiatives under way.

- In response to the expectations expressed during the evaluation of the Department’s activities in support of Section 41 of the *Official Languages Act* ([www.ic.gc.ca/epublications](http://www.ic.gc.ca/epublications)), Industry Canada has developed a strategy for the Industry Portfolio to increase the participation of official-language minority communities in its programs and services. This strategy is based on integrating the following three key activities across the Portfolio:
  - undertaking internal and external communications activities to raise awareness of Section 41 and of Portfolio mandates, programs and services, respectively;
  - conducting research and analyses to learn more about economic development in the communities and what Industry Canada can do, within its mandate, to address community needs; and

- enhancing existing programs and services to ensure the official-language minority communities are integrated in program renewals and in all strategies, plans and policies. (Connectedness is a major element of this activity.)
- Last year, Industry Canada fundamentally reorganized its communications activities with teams established to better assist each of the departmental sectors in serving the needs of Canadians and contributing to the priorities of the Department and the Government of Canada. For example, Industry Canada, in close cooperation with Industry Portfolio partners and other government departments, will be leading the communications activities for the innovation strategy. With its re-alignment of communications services, the Department will be focussing on increased communications planning and evaluation. There will also be an emphasis on ensuring that the Department's Internet site continues to respond to the changing needs of Canadians. Internal communication will be strengthened to help departmental staff support Industry Canada's priorities in the coming year.

Other initiatives to enhance the efficiency of the Department, such as service and reporting improvements as well as Modern Comptrollership, are described in Section 3C.

## F. WHERE INDUSTRY CANADA ADDS VALUE

There are no quick and easy solutions for achieving sustainable economic growth and building a world-leading, innovative economy. Industry Canada has continued to work with a wide range of partners in addressing the immediate concerns of Canadians. The Department also remains focussed on the longer term — on the importance of knowledge, a skilled work force to apply this knowledge, and the environment (marketplace and environmental aspects)

in which we work and live. These are the main sources of productivity and income growth, and sustainable development. Therefore, succeeding in an innovative, sustainable, knowledge-based economy and society is the lens through which Industry Canada examines each of its policies and programs.

As illustrated in the Industry Canada priorities chart (*on page 11*), the Department focusses on five mutually reinforcing strategic objectives ([www.ic.gc.ca/priorities](http://www.ic.gc.ca/priorities)) and underlying commitments to key results to build the competitive advantage Canada needs. The key results identified for each strategic objective are dynamic and reflect the achievements that Industry Canada pursues in its contribution to growing a dynamic economy. Readers interested in understanding how the Department's business lines equate to its five strategic objectives can find the information on the Department's Web site ([www.ic.gc.ca/crosswalk](http://www.ic.gc.ca/crosswalk)).

The Department's five strategic objectives work together to help Canada achieve sustainable economic growth and increased innovative capacity.

### **Innovation: Improving Canada's innovation performance**

Innovation is the key to productivity growth in all sectors of our economy and society. In today's global, knowledge-based economy, the pace of change is accelerating. The constant creation and application of new ideas and new ways of doing things are transforming success factors throughout the economy.

### **Connectedness: Making Canada the most connected country in the world**

Connectedness fosters the development and use of world-class Canadian information and communications technology infrastructure

and services to serve as enablers for the competitiveness of Canadian businesses and to improve the quality of life for Canadians. This is achieved through the development of policies and regulations, the identification and advancement of the communications needs of Canadians, and the development and implementation of various strategies and programs that promote the international competitiveness of Canada's information technology industry, while ensuring affordable and reliable access for all Canadians.

### **Marketplace: 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 Canadian 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.

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

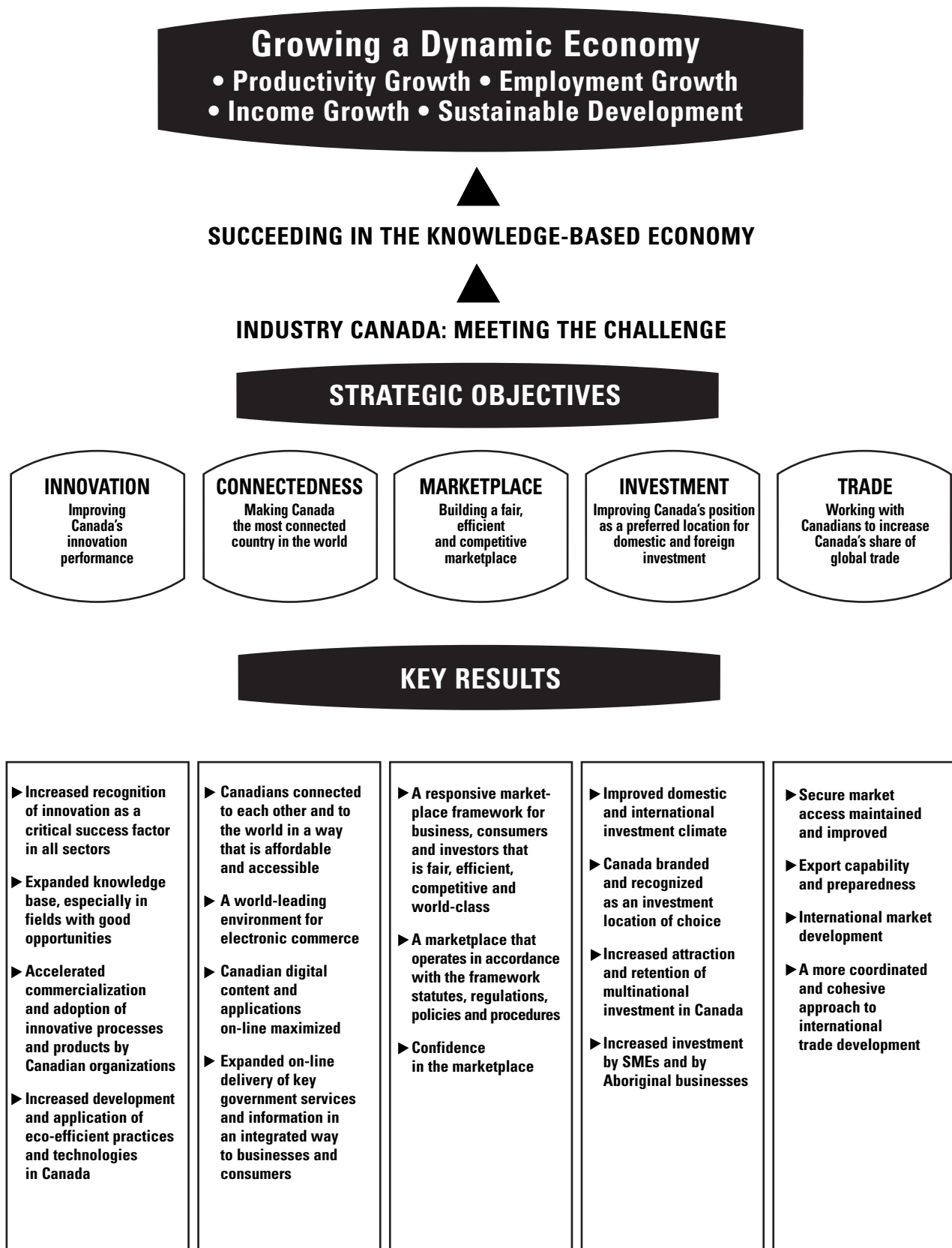
Investment brings skills, new management techniques and ideas, as well as financial resources to Canada, which, like many other countries, depends on investment and capital formation to stimulate economic growth, innovation and sustainable development.

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

Trade creates new markets for specialized innovations and brings new ideas and technologies into Canada. No other major economy is as trade-oriented as Canada. One out of three jobs in Canada depends on trade.

# SECTION 3: INDUSTRY CANADA — ADDING VALUE

## A. SUMMARY OF PRIORITIES AND EXPECTED RESULTS



## B. INDUSTRY CANADA'S PLAN FOR ADDING VALUE

### INNOVATION: Improving Canada's innovation performance

#### *The Importance of Innovation*

Through innovation, knowledge is applied to the development of new products and services or to new ways of designing, producing or marketing an existing product or service for public and private markets. Innovation has always been a driving force in economic growth and social development. But in today's knowledge-based economy, the importance of innovation has increased dramatically. Now the knowledge-based economy knows few, if any, industrial or geographic boundaries. In all industries, new knowledge and new means of adding value are being developed and applied to improve economic performance. In every region of Canada, communities are seizing the opportunities of the knowledge-based economy, building on local strengths and developing new areas of expertise.

New knowledge is being built upon the stock of old knowledge more quickly than ever before. New products are rapidly replacing old ones. New production technologies are being applied over shorter time frames. The "product cycle" in many industries is becoming shorter.

Innovation contributes to the long-term growth potential of the economy. With economic growth come more opportunity and greater choice for citizens — including the wealth needed for new social investments in areas such as education, health, the environment and culture, and in community amenities that make day-to-day life fulfilling and meaningful. When new technologies are developed in Canada, Canadians can enjoy the double benefit of the improvements they make to quality of life and the economic spin-offs they bring.

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"Improvements in our innovative capacity are critical to productivity growth and wealth creation . . . . We want to reinforce the notion that innovation is really about more than R&D, investment in the latest technology, and a supportive policy environment. It is also about the 'softer but harder' things that build effective organizations — the management systems and organizational value that ensure new ideas are developed and become commercially viable . . . . The recent push by the federal government to focus more on innovation may improve the situation but will require the collaboration of provinces, companies, educational institutions and labour unions."

— The Conference Board of Canada  
*Performance and Potential 2001–02.*

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Innovative countries are constantly on the lookout for new opportunities — new ways to improve their economic prospects and their quality of life. Innovative societies are entrepreneurial. They create wealth, reward individual initiative, strive for international excellence and contribute to a higher quality of life for all their members.

#### *The Innovation Challenge*

By world standards, Canadians enjoy an outstanding standard of living and quality of life. Income levels are high, life expectancy is long, the population is healthy, our communities are safe and our natural environment is second to none. Canada consistently ranks at or near the top in terms of the best country in the world in which to live. But we also have significant challenges that we must collectively face and overcome.

Canada has the seventh-highest standard of living among Organisation for Economic Co-operation and Development (OECD) countries. However, real incomes per capita in Canada have been steadily falling relative to the United States over much of the past two decades. The income gap narrowed somewhat in 1999, and again in 2000,

suggesting that we are making progress in this important area. The outstanding gap with the United States is, however, cause for concern because the United States is our closest neighbour, largest trading partner and key competitor. Innovation is the key to improving productivity. Unfortunately, Canada's overall level of innovation capacity is near the bottom in the G7. We continue to exhibit what the OECD referred to in 1995 as an "innovation gap." Three key factors profoundly influence innovation outcomes: knowledge performance, skills and the innovation environment. These elements of the national innovation system come together at the community level.

Over the past few years, governments, academia and the private sector have made significant investments in innovation. As a result, Canada's innovation performance is improving at a quick pace, and we enjoy the fastest rate of growth in some areas. These gains demonstrate Canada's commitment to innovation. International bodies, such as the World Economic Forum, believe that Canada's future economic prospects are significantly more promising than our current performance. This gives us confidence that we are on the right track. But we need to build aggressively on our strengths to realize our potential.

The strong convergence of views among decision makers and observers on Canada's innovation challenge presents an exceptional opportunity for the main partners in innovation to work together to improve Canada's innovation performance. In September 2001, federal, provincial and territorial science and technology ministers forged a consensus on the need for Canada to become one of the most innovative nations in the world, and recognized that this challenge will require complementary efforts and approaches on the part of all governments. The private sector recognizes the importance of committing to improving our innovation performance, for example, with The Conference Board

of Canada promoting the need for action at the national level and by individual firms. Academic institutions have an essential role to play in strengthening Canada's innovation performance and have acknowledged their responsibility to rise to the innovation challenge.

### ***Industry Canada's Response***

Since 1995, the Government of Canada, and Industry Canada in particular, has been consistently augmenting Canada's innovation agenda through national initiatives such as the Canada Foundation for Innovation (CFI), Genome Canada, the Canada Research Chairs, Technology Partnerships Canada and the Networks of Centres of Excellence.

To become an innovation leader, Canada needs to build on its solid foundation with a consolidated, coordinated and aggressive plan. The 2001 Speech from the Throne announced the objective for Canada to be recognized as one of the most innovative countries in the world. This year, the Government of Canada, led by Industry Canada, released a paper entitled *Achieving Excellence: Investing in People, Knowledge and Opportunity — Canada's Innovation Strategy* ([www.innovationstrategy.gc.ca](http://www.innovationstrategy.gc.ca)). It provides an assessment of Canada's innovation performance, proposes national targets to guide the efforts of all stakeholders over the next decade, and identifies a number of areas where the Government of Canada can act to improve the nation's innovation performance. Over the coming months, the Department will engage other levels of government and business and academic stakeholders to develop, and contribute to, a national innovation strategy. We will listen to Canadians' views on the suggested priority areas for action. Should obstacles and constraints be identified, we are committed to working with all players in the innovation system to overcome them. Should new avenues of progress be suggested, we are committed to exploring them. If there are areas where the government can innovate to enable others to perform better, it will.

Strengthening Canada's innovation system helps ensure that discoveries and breakthroughs can be generated and developed in Canada and that the social and economic benefits of these innovations contribute to Canadians' quality of life and standard of living. An innovative economy attracts investment, and investment brings skills, ideas and financial resources to Canada. Activities to advance Industry Canada's other four strategic objectives will also contribute to an innovative economy and society. For example, sound marketplace frameworks help establish a business environment that supports investment and entrepreneurial activity. Connectedness promotes skills development, facilitates e-commerce and supports high-speed networks. Trade creates new markets and brings new ideas and technologies into Canada.

Industry Canada recognizes the importance of sustainable development in terms of fostering innovation and productivity growth (<http://strategis.gc.ca/sd>). Through its eco-efficiency and environmental technology objectives in the Sustainable Development Strategy for 2000–03, the Department is committed to enhancing the ability of Canadian firms to develop and use innovative technologies and tools that promote sustainable development. The Department will continue to work in partnership with Canadian industry to advance this agenda.

### **Key Result Commitments**

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

Industry Canada has worked to ensure that Canada continues to invest in the creation and sharing of knowledge and that new ideas are translated into economic and social benefits for Canadians. The Department has also contributed to ensuring that Canada has well-educated and highly skilled people to

participate in the knowledge-based economy. The Department fosters an innovation environment through government stewardship regimes that both protect the public interest and encourage and reward innovation. As well, Industry Canada is developing innovative techniques that promote increased productivity through eco-efficiency in Canadian business.

Industry Canada's economic research and analysis efforts (<http://strategis.gc.ca/research>) aim to inform Canadians about important micro-economic issues such as innovation and productivity. The Department is now widely recognized as a leading-edge research organization and a centre for micro-economic analysis in Canada.

### **TECHNOLOGY ROADMAPS: MAPPING A STRATEGY FOR SUCCESS**

As part of the Government of Canada's commitment to innovation, Industry Canada acts as a catalyst and provides support for the development of industry-led Technology Roadmaps (TRMs). These provide a proven mechanism for Canadian companies to make accurate predictions of future market demands, and determine the innovative processes and products required to satisfy them. TRMs encourage dynamic partnerships between the public and private sectors, and help establish policies and set planning priorities for both industry and government.

- Nine TRMs have been completed (Aircraft, Aluminum, Electric Power, Forestry, Geomatics, Lumber and Value-Added Products, Medical Imaging, Metalcasting, and Wood-Based Panel Products).
- Eight TRMs will be developed, including Biopharmaceuticals, Intelligent Buildings, Ocean and Marine Technologies, and five specifically related to Canada's Climate Change Initiative: Fuel Cells Commercialization, Clean Coal, Carbon Dioxide Capture and Geological Storage, Oil Sands, and Biofuels and Biochemicals from Biomass.



In order to improve Canada's productivity, Industry Canada is working to create a broad understanding of innovation and build an innovation culture based on excellence and opportunity for all Canadians. More Canadian organizations have to recognize that, in the knowledge-based economy, the development of innovative products and processes is key to success in the global marketplace.

To address this issue, Industry Canada will undertake activities that support and encourage organizations to participate in the innovation agenda. Examples of these activities can be found in Appendix 1.

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

Investment in R&D promotes the creation and sharing of knowledge and encourages the development of highly skilled people who then apply knowledge for public and private benefit. In the knowledge-based economy, knowledge is increasingly the basis of competitive advantage, and the source of this knowledge is often research. Relative to leading industrialized nations, Canada is underspending on R&D. Gross expenditures on R&D (GERD) include spending by the major R&D performers: businesses, universities and governments. The latest OECD figures show that Canada has moved to 14th from 15th in GERD, which reflects, in part, the government's increased investments in R&D over the past several years. However, other nations continue to invest, and Canada must continue to invest, in fields with good opportunities.

In order to improve this situation, Industry Canada will undertake a variety of activities, covering a range of sectors and organizations. Examples of these activities can be found in Appendix 1.

#### TECHNOLOGY PARTNERSHIPS CANADA

Technology Partnerships Canada (TPC), a special operating agency of Industry Canada, is a technology investment fund investing strategically in research, development and innovation in order to encourage private sector investment, and maintain and grow the technology base and technological capabilities of Canadian industry. In partnership with the private sector, TPC invests in high-risk industrial research and pre-competitive development projects. Over the next three fiscal years, TPC expects to approve more than 90 new projects, representing a TPC investment exceeding \$900 million, and leveraging some \$4 billion of innovation spending.

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

To generate the highest return from our investment in knowledge, we need to apply and capitalize on our new ideas and processes. However, compared with our international competitors, Canada exhibits slower rates in terms of the commercialization of research findings and the adoption of new processes and technologies. Industry Canada works to accelerate the commercialization and adoption of innovative processes and products by Canadian organizations in all sectors of the economy, through a variety of activities, examples of which are listed in Appendix 1.

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

The development and application of eco-efficiency tools, products and practices, and environmental technologies are important drivers of innovation and productivity growth, which also contribute to sustainable development, improved competitiveness and better environmental performance. Environmental and enabling technologies can reduce environmental risk, increase

cost-effectiveness, improve process efficiency, and contribute to long-term productivity growth, competitiveness and quality of life.

The Department's eco-efficiency Web site (<http://strategis.gc.ca/e2>) provides information on the benefits of eco-efficiency for Canadian business, including industry practices, case studies, links to other useful sites, and eco-efficiency tools such as "Three Steps to Eco-efficiency" for use by Canadian manufacturers.

Industry Canada will work with its partners to encourage the development and application of eco-efficient practices and environmental technologies in Canadian industry. Examples of Industry Canada's activities under its innovation initiatives can be found in Appendix 1.

#### **INDUSTRY CANADA'S SUSTAINABLE DEVELOPMENT STRATEGY FOR 2000-03**

Industry Canada's Sustainable Development Strategy for 2000-03 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: promoting productivity through eco-efficiency, facilitating the development and diffusion of environmental technologies, and integrating sustainable development objectives into departmental decision making.

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

#### *The Importance of Connectedness*

Canadian citizens and businesses are living and competing in a global economy where the development, acquisition, use and, most importantly, sharing of knowledge through networks are keys to success. Ensuring that

all Canadians are connected by an advanced information and communications infrastructure to the knowledge, information and opportunities necessary for economic success and social prosperity is at the core of the network age.

Connected citizens and communities are better able to access the knowledge they need to develop their skills, stay abreast of new technological developments, and acquire new ideas that lead to new and more effective ways of contributing to the economy and society.

Networked businesses are well positioned to take advantage of local and global opportunities and innovations that lead to increased productivity and prosperity. Through this competitive, knowledge-based advantage, countries can offer unique products and services for trade, and become attractive locations for investment.

#### *The Connectedness Challenge*

The world is changing at a phenomenal pace, and Canada recognized early on that connectedness is an important platform of an innovative economy and inclusive society. Canada is meeting the challenge of building the networked economy and encouraging businesses and citizens to use it to their advantage. The private sector, through the information and communications technology (ICT) industry, is building the "backbone" infrastructure. Canada has one of the best communications infrastructures in the world and is a leader in cable and telecommunications service, quality, market development and rates. The government has played an important role in support of the private sector by setting out new domestic policy and regulatory frameworks. These have led to the availability of new radio frequency spectrum, the promotion of competition and an increase in services such as wireless and satellite communications.

Canada's communications infrastructure is unique in that it covers a vast geographical setting, serving a low population density. Together, these factors have affected how Canadians access and receive their satellite, wireless mobile, cable and radio-broadcasting services. The next evolution of communication infrastructure must continue to provide affordable and reliable access.

A country with the advantage of an advanced information infrastructure will attract and retain investment and become a location of choice for e-commerce activity, thus allowing its businesses to capitalize on global market opportunities. Canadian businesses must be encouraged to adopt e-commerce applications and stimulate the development of made-in-Canada e-commerce applications, particularly where these applications are expected to offer a competitive advantage.

**Industry Canada's Response**

Industry Canada is making tremendous progress toward the goal of making Canada the most connected country in the world. Networking, knowledge sharing and innovation are keys to success in the new economy. The Conference Board of Canada has developed a connectedness index for Canada and nine other countries: the G7 countries, plus Australia, Finland and Sweden. Canada ranks second, behind the United States, in connectedness.

Industry Canada's connectedness goals are achieved through a focus on activities, programs and policies related to the three pillars of the network age: infrastructure, use and content. The three pillars are intrinsically linked and must be addressed simultaneously if we are to realize the benefits of the knowledge economy, as well as maintain and accelerate our strong presence in the global economy. Efforts must be undertaken in each of the three areas to ensure that our foundation and early lead are not wasted. We must

strengthen our ICT infrastructure; further develop, sustain and increase the Canadian skilled labour pool; help Canadian businesses harness the potential of Internet applications, such as e-commerce and telehealth, and other technologies; and maximize the development of Canadian content and applications available on-line.

Several of Industry Canada's connectedness commitments contribute to the Department's Sustainable Development Strategy by addressing issues related to both social and environmental responsibility. As an example, efforts to bridge the digital divide aim to ensure that all Canadians have increased use of ICTs, which results in increased productivity, while reducing energy consumption and waste, thereby contributing to environmental responsibility.

**CONNECTEDNESS AND SUSTAINABLE DEVELOPMENT**

Computers for Schools (CFS) is a public, private and not-for-profit sector partnership which provides a second use for information technology (IT) by employing youth to refurbish surplus computers, which are then donated to schools (kindergarten to Grade 12) and libraries across Canada. The program increases access to the technology for students to develop their skills, and has a significant positive environmental impact as it contributes to a substantial reduction of IT waste in landfills. CFS has refurbished and donated more than 305,000 computers to schools and libraries, and has sent an additional 500,000 computers for post-consumer recycling, which has resulted in a diversion of an estimated 20,000 metric tonnes of IT equipment from landfills. The recycling of materials saves substantial energy and reduces carbon dioxide emissions, while ensuring the sustainable use of resources and reducing the use of non-renewable natural resources.

[www.schoolnet.ca/cfs-ope](http://www.schoolnet.ca/cfs-ope)  
<http://strategis.gc.ca/sd>

**Key Result Commitments**

**Infrastructure**

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

Industry Canada supports the private sector in leading infrastructure development. The Department will continue to modernize the legislation and regulatory frameworks, and pursue telecommunications policies that encourage competition, in turn fostering innovation and investment. As a result, new wireless services such as third-generation personal communications services, local multi-point communications systems and new satellite services will provide more choices for Canadians.

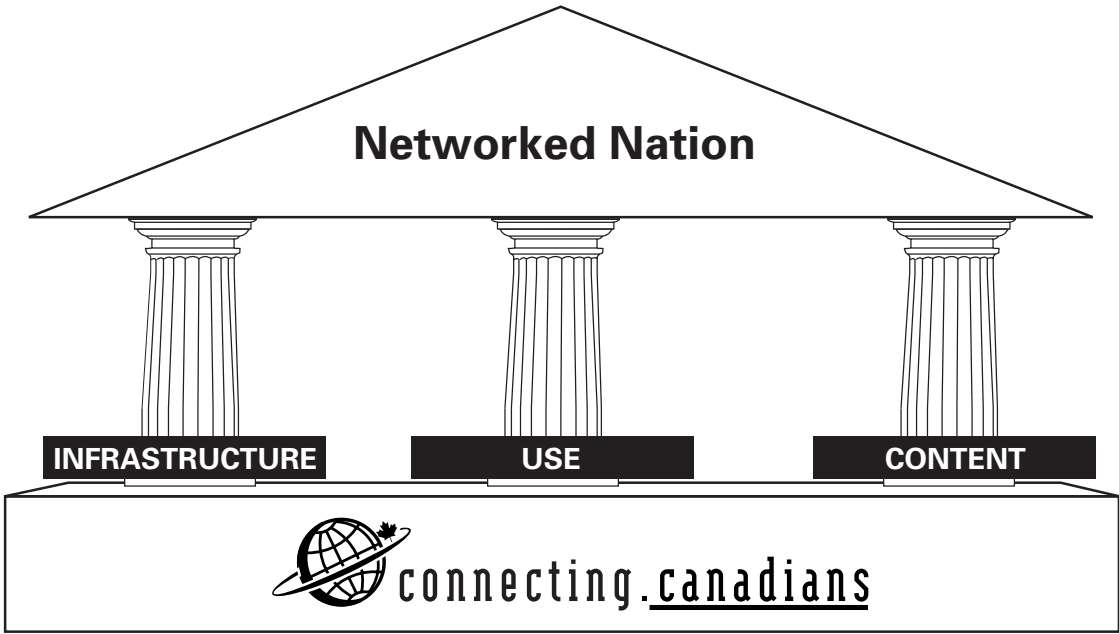
Many rural and remote regions lack advanced infrastructure and may find the financial and technological hurdles difficult to overcome without government assistance. For this reason, one of the Department's key priorities will be to continue to work with its partners toward strengthening the ICT infrastructure to enable full interactivity as well as the types of applications that will provide

**THE SPECTRUM EXPLORER**

Industry Canada's investment in joint research with the Communications Research Centre Canada is paying dividends through the development of the Spectrum Explorer, a modern spectrum management measurement tool. The Spectrum Explorer is software that can perform a variety of functions and tasks, such as measure spectrum quality, noise and health protection. During summer 2001, the Spectrum Explorer was one of the systems selected for evaluation by the U.S. Army as a device to improve battlefield communications intelligence. Since the terrorist attacks of September 11, 2001, on the United States, numerous security agencies such as the Royal Canadian Mounted Police, Canadian Security Intelligence Service and the Communications Security Establishment, as well as other countries, have expressed an interest in acquiring this technology to better detect clandestine transmissions.

[www.crc.ca/spectrum-explorer](http://www.crc.ca/spectrum-explorer)

socio-economic benefits, such as telehealth and telelearning. All Canadians must be able to access an affordable, world-class communications infrastructure in their regular day-to-day activities as well as in times of emergency.



Several of Industry Canada's programs, such as SchoolNet and the Community Access Program, play a leadership role in ensuring Canadians' access to digital infrastructure and in facilitating equitable participation in the knowledge economy. In addition, they foster a supportive environment for the use of ICTs.

Further examples of the activities that Industry Canada is undertaking to connect Canadians can be found in Appendix 2.

### Use

#### *Connectedness: A world-leading environment for electronic commerce*

E-commerce has become the engine for business innovation and economic growth in the network age. E-commerce applications and systems are enabling access to new global markets and revenues, lowering transactional and distribution costs, increasing consumer choice, and improving product support and the availability of relevant information. E-commerce also facilitates product customization and the growth of niche markets, and forges new relationships between businesses and consumers.

To enhance Canada's capacity to be a global centre of excellence for e-business and a leading innovative economy, Industry Canada intends to maintain its leadership position in e-commerce policies. The Department will complete the development of marketplace principles to ensure the roll-out of competitive authentication and certification services. It will also promote the need for, and adoption of, secure e-commerce business processes with the private sector and in international forums. Industry Canada will also implement measures to accelerate the growth of e-business by promoting fair business practices and e-business readiness among small and medium-sized enterprises (SMEs).

Further examples of the activities that Industry Canada is undertaking to improve the environment for e-commerce can be found in Appendix 2.

### SOURCECAN

SourceCAN is an e-marketplace that connects Canadian companies with business opportunities and supports e-business with public and private sector e-commerce tools. This single, comprehensive repository for detailed, accurate and up-to-date corporate information showcases SMEs to buyers, suppliers and partners from domestic and foreign markets. In 2002-03, SourceCAN will undertake the following:

- Its data base will be expanded with a projected addition of 100,000 companies. In addition, the registration system will be redesigned, leading to the full integration of its shared client data base and services with many federal and provincial/territorial government department data bases and e-business sites.
- Its Virtual Trade Show offering will be extended to include sectoral trade shows supported by enhanced marketing and partnering functionality.
- It will continue to secure partnerships with major private sector companies such as GE, AT&T, Ocean Lake and IBM to offer greater e-business functionality to SMEs.
- Services and business opportunities will be integrated with the Japan External Trade Organization, the Hong Kong Trade Development Council and Latin America's DEVNET, a non-governmental organization of the Economic and Social Council of the United Nations.

[www.sourcecan.com](http://www.sourcecan.com)

**EBIZ.ENABLE**

An e-business public/private sector portal designed to increase the e-readiness of SMEs, Ebiz.enable guides businesses through the issues and options encountered in implementing e-business strategies. Ebiz.enable permits SMEs to ask questions and find answers and solutions relevant to their success in the global on-line environment. Ebiz.enable includes the following:

- diagnostic tools
- key issues (i.e. security, return on investment, resources)
- regional perspectives
- case studies
- events data base
- panel of experts
- e-marketing advice
- implementation guides.

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

**THE CYBERWISE STRATEGY**

The Canadian Strategy to Promote Safe, Wise and Responsible Internet Use:

- raises public awareness of issues relating to illegal and offensive Internet content;
- sets out what the Government of Canada is doing in partnership with the private sector and non-governmental organizations to address public concerns;
- gives parents, teachers and librarians access to the information, tools and resources they need;
- describes effective self-regulatory measures being advanced by the Internet service provider industry; and
- highlights how ongoing cooperation between law enforcement agencies and the Internet service provider industry is helping to crack down on illegal content, as well as how Canada is collaborating with other countries to address this issue.

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

**Content**

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

Content drives demand. Internet users will get the information, services and products that are easily accessible and reliable. There is a need for greater quantity and quality of multimedia applications, collections, information and services relating to Canada and Canadians. The current production of on-line content in Canada does not meet the need. This places Canada's Internet industries at serious risk of falling behind foreign competition.

Further examples of the activities that Industry Canada is undertaking to maximize and improve Canadian content can be found in Appendix 2.

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

The government is committed to using ICTs to improve services to Canadians. In Budget 2001, the government extended its 2004 target by one year to be the government most electronically connected to its citizens, and committed \$600 million over the next four years to reach its goal by 2005. Industry Canada continues to work with stakeholders to provide on-line information and services that are accessible, client-driven, integrated and interactive.

Government On-Line (GOL) is the Government of Canada's plan to deliver programs and services over the Internet. This government-wide initiative will improve client services, enhance government efficiency, and stimulate the supply and use of e-commerce in the Canadian economy.

### SPECTRUM VIRTUAL LICENCES

During 2002–03, Industry Canada will implement its virtual licence program for spectrum clients. Paper versions of radio licences will be issued only upon request. This will not only accelerate licence delivery, but also result in annual departmental savings approaching \$300,000.

To ensure Industry Canada responds to the evolving needs of Canadians and businesses, and to demonstrate its commitment to the GOL agenda, the Department has set an accelerated objective of placing all key products and services on-line by the end of 2003 — two years ahead of the federal government’s target ([www.ic.gc.ca/gol-report](http://www.ic.gc.ca/gol-report)).

Further examples of the activities that Industry Canada is undertaking to expand on-line services can be found in Appendix 2.

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

#### *The Importance of the 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 businesses and consumers, Canada benefits in terms of economic growth, productivity growth and employment growth.

A sound, competitive corporate governance structure is a fundamental requirement for healthy investment, innovation, trade and consumer spending in a knowledge-based economy. For example, an effective intellectual property framework encourages innovation and growth. Ensuring a modern and globally competitive intellectual property regime is essential in creating a business climate that is conducive to innovation and R&D in Canada.

An advanced policy and regulatory framework is key to stimulating competition and innovation in telecommunications and the Internet, and facilitating e-commerce, which enable Canadian businesses to successfully compete domestically and internationally. Policies for making additional spectrum available are required for the growth of Canadian mobile communications, and new and innovative wireless services.

#### *The Marketplace Challenge*

With globalization, economic borders are becoming increasingly transparent. Businesses around the world are looking for strategic and competitive advantages. They are investing and trading in markets once difficult to access and penetrate. Through the Internet, Canadians are becoming global consumers, and are more informed and demanding. They are going beyond national borders in seeking stable environments to protect investments and transactions in these uncertain times.

The challenges for Industry Canada in promoting trade, investment, innovation and connectedness include making sure that Canada’s national marketplace is fair, efficient and competitive. Whether Canadians conduct business at home or abroad, on the Internet, face-to-face or through other media, Canada’s infrastructure must inspire confidence, both for Canadians and for foreign nationals, especially in the face of recent geopolitical events.

#### *Industry Canada’s Response*

Industry Canada’s marketplace service organizations (MSOs) are seizing the opportunities provided by increasing globalization, technological advances, and informed and demanding consumers and business. 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.

### MARKETPLACE SERVICE ORGANIZATIONS

- Canadian Intellectual Property Office
- Competition Bureau
- Corporations Directorate
- Marketplace Framework Policy Branch
- Measurement Canada
- Office of Consumer Affairs
- Office of the Superintendent of Bankruptcy Canada
- Spectrum, Information Technologies and Telecommunications Sector

Together and with their partners, MSOs have taken 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 marketplace frameworks are world-class. With the commitment of partners and stakeholders, MSOs also work to address identified areas for change in how the marketplace operates, by engaging key target communities, including Canadian consumers and other domestic and international groups.

The participation of target communities and sectors in marketplace modernization initiatives is intended to enhance knowledge, abilities and skills; to influence behaviour; and in turn to foster positive changes in practices and informed consumer spending.

This will ensure that Canadians continue to enjoy a marketplace that inspires confidence, and one in which business can benefit from the potential of technology, innovation and competition. It will also provide the knowledge and tools required for consumers and businesses to make informed decisions.

### CANADIAN CONSUMER INFORMATION GATEWAY

The Canadian Consumer Information Gateway is an innovative Government On-Line portal providing single-window access to consumer information from 40 federal departments and agencies, and more than 250 provincial/territorial government partners. This award-winning site gives consumers the tools they need to make informed decisions and choose safe and healthy products, while alerting them to recalls and scams, and providing them with contacts to seek recourse. By the end of this fiscal year, the Gateway will provide similar access to the information collections of non-governmental organizations that offer consumer services, and will include a central complaints registration and distribution tool.

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

### Key Result Commitments

*Marketplace: 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, to attract investment, and to ensure informed consumer spending and open distribution channels, marketplace frameworks must ensure competitive prices, product choice, and the provision of accurate and timely information to market participants. The frameworks 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 be seen as responsive to the changing environment.

As an example, Measurement Canada will begin to re-align legislative requirements to reflect the results of in-depth and extensive stakeholder consultation, as well as the need to respond to advances in terms of the level of intervention necessary to ensure the accurate measurement of petroleum products



(at the wholesale level) and electricity. This is expected to result in accurate and equitable measurement in downstream petroleum and electricity trade sectors, at reasonable cost, without compromising the protection of consumers and other vulnerable parties.

Other examples of activities to be undertaken by MSOs in modernizing the marketplace frameworks are included in Appendix 3.

*Marketplace: 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 global marketplace require the continual review and improvement of practices, knowledge, services and interventions by MSOs. 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, including education to increase awareness, active support for voluntary compliance, the promotion of behavioural change and responsible practices, and, when appropriate, the use of direct enforcement to stop and prevent anti-competitive, fraudulent, unfair and deceptive behaviour.

As a case in point, international anti-competitive cartel activity results in increased prices to consumers in Canada and abroad. The Competition Bureau will continue to create partnerships and to develop the state-of-the-art tools required to detect and investigate international anti-competitive cartels. This is expected to result in increased detection of cartel activity, ongoing prosecutions in this area and economic savings to consumers.

Appendix 3 outlines other priority areas that will be pursued during the planning period to encourage marketplace behaviour that supports and respects the framework statutes, regulations, policies and procedures.

*Marketplace: Confidence in the marketplace*

Confidence in the marketplace is essential in 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.

In the area of bankruptcy, for example, the process for regulating trustee professional misconduct is not well known and is viewed as lengthy. In order to increase client confidence in Industry Canada's ability to regulate trustee professional conduct, the Office of the Superintendent of Bankruptcy Canada will be streamlining its processes for dealing with professional conduct cases and will increase the transparency of the system. This, as well as the other priority activities of MSOs, is intended to provide the level and type of information required to improve confidence and the active participation of consumers and business in the marketplace.

Further examples of the activities that MSOs are undertaking to enhance confidence in the marketplace can be found in Appendix 3.

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

#### *The Importance of Investment*

Canada, like many other countries, depends on investment and capital formation to stimulate economic growth, innovation and sustainable development. Besides offering the potential for immediate job creation, increased tax revenues, and the procurement of goods and services in Canada, foreign direct investment (FDI) can also increase Canadian productivity by transferring new

technologies, upgrading management and marketing skills, promoting sustainable development, and broadening market access and trade opportunities.

Studies conducted in Canada suggest that foreign affiliates make important contributions to raising Canada's productivity levels, capital investment and R&D intensity. That is to say, FDI is an indispensable element to foster a knowledge-based and innovative economy.

In addition, domestic investment, particularly from the Canada-based business sector, including Aboriginal investment, contributes significantly to the creation of jobs. Studies by Statistics Canada indicate that, in recent years, small businesses created between 70 and 80 percent of all new jobs in Canada.

### ***The Investment Challenge***

The competition to attract investment in the context of a globalized, knowledge-based economy has intensified. FDI is increasingly dependent on factors such as the availability of skilled labour, a sound infrastructure and an innovative, dynamic economy. Canada already ranks highly in many of these factors. For instance, our economic fundamentals and relative cost advantages provide a first-rate business environment; the government's balanced budget and low inflation and interest rates provide a competitive fiscal environment; our geographical location and the North American Free Trade Agreement (NAFTA) provide easy access to the U.S. market; and a ready supply of skilled workers further makes Canada a strong investment choice. However, more can be done to enhance Canada's attractiveness as a preferred investment location.

Partially because of Canada's attractiveness as an investment location, our inward stock of FDI reached \$291 billion in 2000, an increase of 122 percent compared with its

level in 1990. However, Canada's share of the inward stock of FDI into the NAFTA countries declined from 21 percent in 1990 to 13 percent in 2000. Among other factors, real and perceived regulatory impediments may contribute to less investment by multinational firms and less re-investment by firms in Canada than might otherwise be the case. To increase our share of North American FDI, there needs to be better marketing of the Canadian advantage in a North American context to investors in markets that generate high levels of FDI.

Investments by firms in Canada that strengthen existing operations are also an important contributor to productivity improvement and economic growth. One reason for Canada's relatively weak productivity performance has been a low investment rate as a proportion of gross domestic product (GDP), especially in machinery and equipment (M&E), relative to other countries. Canada invested about 30 percent less in M&E as a share of GDP, compared with the United States in 1999.

One of the strategic objectives of federal investment programming activities is to improve Canada's position as a preferred destination for FDI. The primary responsibility to coordinate these various federal efforts since 1997 rests with Investment Partnerships Canada (IPC). IPC reports to the Deputy Minister of Industry Canada and the Deputy Minister for International Trade at the Department of Foreign Affairs and International Trade (DFAIT), the two founding organizations of IPC. The two deputy ministers, with assistance from the Board of Deputy Ministers from representative departments, oversee the efforts to achieve the four pillars of the strategy:

- building a competitive domestic investment climate;
- branding and marketing a positive image of Canada;

- implementing effective and targeted campaigns; and
- engaging the partners across governments.

Building the capacity of SMEs and Aboriginal businesses is also a priority because of the contribution they make to the Canadian economy.

| <b>COMPARING BUSINESS COSTS</b>   |
|---|
| <p>Industry Canada plans to promote the results of the new KPMG study that compared business costs in North America, Europe and Japan. Canada's overall results were extremely favourable and showcased one of Canada's critically important investment attributes, which is cost competitiveness. At various national and international events (such as BIO 2002 and Farnborough International), the Department will demonstrate the attractiveness of Canada as an investment destination of choice. Industry Canada plans to use the results of the study to strengthen its investment promotion activities to continue to attract and retain foreign and domestic investment.</p> |

### **Industry Canada's Response**

Industry Canada's investment activities support the four pillars of the federal investment strategy. The Department works with federal investment partners, provincial/territorial departments and agencies, and the private sector to develop and implement specific initiatives related to investment policy, branding, investment attraction in priority markets and sectors, and SME and Aboriginal investment.

Other strategic objectives and associated activities also have strong linkages to the federal investment strategy. These include many of the fundamental factors that attract investment, such as the following attributes of a productive and dynamic economy: a competitive marketplace framework, high levels of innovation, access to a highly skilled work force, competitive sectors

with high growth potential and a healthy relationship with trading partners.

### **Key Result Commitments**

#### *Investment: Improved domestic and international investment climate*

There is a need to address real and perceived impediments (regulations and other programs) to foreign and domestic investment without compromising the integrity of their intent. There is also a need for a better knowledge and understanding of key impediments, as well as stronger and more strategic partnerships to deal with the investment climate.

In collaboration with partners and clients, Industry Canada works to improve the domestic and international investment climate by adopting competitive, efficient and fair marketplace laws and regulations for both businesses and consumers. This is undertaken by a commitment to the following:

- to invest in sustainable development;
- to modernize competition law;
- to implement policies to address investment barriers related to intellectual property, patent protection and risk management;
- to harmonize policies with other jurisdictions;
- to promote Canadian standards; and
- to participate in bilateral, regional and multilateral trade and investment treaties.

In the aftermath of the terrorist attacks on the United States, maintaining an efficient flow of goods and services across the Canada–United States border is one of Industry Canada's key priorities.

Specific activities that Industry Canada will be undertaking to fulfil these commitments are described in Appendix 4.

*Investment: Canada branded and recognized as an investment location of choice*

Research has shown that Canada is not the first choice for many investors, as there is a lack of awareness and consideration of Canada as a preferred investment destination. There is a need to formulate our core messages in a manner appropriate to well-chosen target groups and to promote these messages consistently. Furthermore, work needs to be done to gather appropriate comparative information on Canadian investment opportunities that accentuate Canadian advantages.

Industry Canada, especially through Investment Partnerships Canada, is taking steps to increase awareness of Canada by promoting its advantages as an investment location of choice. The goal is to build better awareness of Canada's advantages among potential investors. Investors need to be informed of opportunities to develop value-added businesses within Canada, especially in priority sectors. Enhancing Canada's image as a preferred destination for foreign investment is an effective means of eliminating the gap between the current perceptions held by potential investors and reality. As suggested by the developments subsequent to September 11, 2001, the issues of dealing effectively with these problems demand ongoing attention.

Activities that will help Industry Canada in creating awareness of Canada as an investment location are outlined in Appendix 4.

*Investment: Increased attraction and retention of multinational investment in Canada*

Industry Canada works with various partners to attract and retain increased multinational investment through coordinated and targeted investment campaigns. Departmental efforts are focussed on investment opportunities in priority sectors and target markets in Asia (Republic of Korea and Japan), Europe

(the United Kingdom, France, Italy, the Netherlands, Germany and Sweden) and the United States. In cooperation with embassies abroad and other partners, the Department provides coordinated support services for the investment needs of targeted multinationals in Canada and overseas.

**INVESTMENT PRIORITY SECTORS**

An important aspect of increasing FDI is identifying industrial sectors in which Canada is competitive as an investment site, and that offer the greatest potential for economic benefits. Within these sectors, specific companies that are believed to be the best prospects are then selected for priority attention. Industry Canada's investment priority sectors are

- information and communications technologies;
- life sciences (biotechnology, medical devices and pharmaceuticals);
- aerospace and defence;
- automotive industries;
- energy technologies; and
- chemicals/petrochemicals.

Agriculture and Agri-Food Canada and Natural Resources Canada are key sectoral partners.

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

The Department also actively supports the Deputy Ministers' Investment Champion campaigns led by Investment Partnerships Canada in defining opportunities and promoting Canada as a target for greater investment and re-investment. Efforts to address this challenge are also reflected in the work to develop a systematic and well-coordinated capacity to gather strategic and coherent business intelligence for serious prospective investors and to coordinate investment opportunities among interested parties.

Further activities to support this key commitment can be found in Appendix 4.

*Investment: Increased investment by SMEs and by Aboriginal businesses*

Industry Canada works toward increased investment by SMEs and targeted groups that play a major role in stimulating growth and jobs in the Canadian economy. There is a need to develop capacity at the community level to stimulate investment by SMEs and target groups (e.g. among Aboriginal people). Other issues that need to be addressed include insufficient business capacity (in terms of marketing and promotion), inadequate access to capital and the limited availability of venture capital.

One way in which the government supports SMEs and Aboriginal businesses is through the building of infrastructure in urban and rural communities across Canada. Such projects span a range of areas, including highways, urban transportation and sewage treatment. These projects can bring lasting economic and social benefits and provide both stimulus and long-term productivity benefits. On February 5, 2002, the Government of Canada tabled Bill C-49 to enact the Canada Strategic Infrastructure Fund Program. The fund will invest \$2 billion in large-scale strategic infrastructure projects across Canada. Upon passage of the bill in the House of Commons, the Government of Canada will announce specific parameters for the new program.

**YOUTH ENTREPRENEURSHIP**

The Government of Canada will encourage youth entrepreneurship by partnering with two not-for-profit private sector organizations to expand their existing youth programs. The Canadian Youth Business Foundation will expand its Youth Business program and Shad International will expand its Shad Valley program. Budget 2001 provides \$7.5 million in 2001-02 to the Canadian Youth Business Foundation, and \$6 million to Shad International.

In addition to these government-wide efforts, other examples of how Industry Canada supports the stimulation of investments in this area can be found in Appendix 4.

**BUILDING 21ST-CENTURY INFRASTRUCTURE**

The Canada-Ontario Infrastructure Program (COIP) is a six-year, \$680.7-million federal investment in partnership with Ontario, its local governments, and the private sector. The program's purpose is to invest in urban and rural municipal infrastructure in Ontario. As its top priority, a minimum of 40 percent of program investment will be devoted to the Green Municipal Enabling Fund and the Green Municipal Investment Fund, and a minimum of 15 percent of program funds will be invested in rural communities. COIP is expected to stimulate more than \$2 billion in capital investments in the province by 2006. In other regions of Canada, this program is delivered by the regional development agencies and Indian and Northern Affairs Canada.

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

*The Importance of 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 G7 nation. One out of three jobs in Canada depends on trade. In addition to helping to generate jobs, Canada's export growth is playing a major role in fostering knowledge-intensive, sustainable, high-wage jobs — the jobs of the future.

As Canada's exports have grown, the proportion of exports to the United States has also grown and now accounts for some 85 percent of the Canadian merchandise trade. The after-effects of September 11, 2001, have underlined our reliance on trade with the United States. Canada-United States border delays are an issue, as 70 percent of the value of

Canada's trade with the United States is transported by truck. Integration of the North American economy on a north-south basis has resulted in a \$1.9-billion per day two-way flow across the border.

### ***The Trade Challenge***

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 and more competitive global economy. The overarching objective is high employment, high wages and a higher standard of living for Canadians. To this end, the Government of Canada has set the following trade goals in the context of its international business development programs and services:

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

The global economic downturn and the after-effects of the September 11, 2001, terrorist attacks on the United States have created uncertainty for Canada's international trade. Structural problems with the Canada-United States border existed prior to September 11, 2001. Canada is taking action with the United States to address infrastructure issues and assess the pre-clearance of goods and people while addressing concerns about security. New steps by the government were recently announced in Budget 2001.

### **A NEW BORDER INFRASTRUCTURE PROGRAM**

Part of the challenges associated with the structural aspects of trade will be addressed by the federal government through the Budget 2001 initiative, which provides \$600 million over the next five years toward a new border infrastructure program. This program will partner with the provinces and territories, municipalities and private sector to help finance improvements to infrastructure at or near the border. It also states that the federal government intends to work with the United States to ensure a coordinated approach to border infrastructure. Projects supported by this program could include new or improved highway access for border crossings, processing centres for commercial vehicles to speed up clearance times, and "soft infrastructure" such as intelligent transportation systems. This is in addition to the \$600 million provided in 2000 for the Strategic Highway Improvement Program.

### ***Industry Canada's Response***

In view of the rapidly changing international environment, Industry Canada will work with DFAIT to update its trade initiatives to ensure that they are relevant and responsive to the needs of Canadians. Industry Canada is uniquely positioned to work with Canadians to increase Canada's share of global trade. For example:

- In terms of promoting trade, Industry Canada can build on the role it plays in helping Canadian companies become 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.
- The Department plays a dynamic role in helping businesses become e-business ready.
- It assists in achieving sustainable development, domestically and internationally, by promoting the growth of a dynamic, responsive environmental industry.

- Industry Canada promotes Canadian environmental solutions overseas to support the Department's sustainable development agenda.
- It seeks to foster a greater understanding of the relationship among trade, social and environmental issues.

Industry Canada is one of the founding members of Team Canada Inc, a virtual agency of more than 20 federal departments and agencies led by DFAIT, working together to deliver fully integrated trade support services to business. In partnership with the provinces and territories, Team Canada Inc provides single-window access to government services and programs focussed on international trade development ([http://exportsource.ca/heading\\_e.cfm?HDG\\_ID=658](http://exportsource.ca/heading_e.cfm?HDG_ID=658)).

### Key Result Commitments

*Trade: 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. Along 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, to promote sustainable development, and to defend Canadian interests abroad. The Department will also work with other government departments and agencies to address Canada–United States border issues. Domestically, Industry Canada works closely with provincial and territorial governments to facilitate the removal of barriers to internal trade.

Specific activities focussed on supporting the business climate and helping companies compete globally can be found in Appendix 5.

### *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 50 percent of Canada's exports. There is an opportunity to increase the number of exporters and to improve the export performance of these firms.

Canadian exporters face numerous challenges. Studies have shown that almost 50 percent of firms that become active in international markets have done so within two years of their founding. Not only are they new to the business world, but they are also new to the export world, and are often lean in human and financial resources. Given our proximity to the United States and the similarities in language and culture, many first-time exporters often look to the U.S. market for their export business opportunity, although others choose more distant markets. New exporters have many basic questions about the mechanics of exporting and getting goods across borders.

#### INTERNATIONAL TRADE CENTRES

With its 10 International Trade Centres (ITCs) and two ITC satellite offices located across Canada, Industry Canada is ideally situated to work closely with Canadian exporters, especially SMEs, to help them become better prepared to export and to improve their capacity to develop a sustained export presence. The ITCs have excellent networks in the regions and will continue to work with the Regional Trade Networks that include provincial/territorial, regional and local governments, chambers of commerce, non-governmental agencies and private sector associations to respond to the specific needs of business in each region.

Industry Canada will continue to work closely with potential and new exporters to increase their awareness of the benefits and mechanics of exporting, and to help them build their capability and preparedness to succeed in export markets on an ongoing basis.

Specific activities and programs aimed at assisting exporters in this manner can be found in Appendix 5.

*Trade: International market development*

As experienced Canadian exporters seek to increase and diversify their foreign markets, they need information and intelligence on these markets in order to make informed business decisions and be able to react swiftly to opportunities. They also need networking opportunities to showcase their capabilities and to generate contacts and business leads.

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 the strength of Canadian businesses.

Industry Canada will make important contributions toward branding Canada as an innovative, high-technology economy and a superior source of supply. The Department will ensure that Canada's presence is enhanced when participating in key international trade shows. To assist Canadian companies in pursuing foreign market opportunities, Industry Canada provides on-line market intelligence and other trade services to new and established exporters.

Further activities that Industry Canada is undertaking to help in foreign market development can be found in Appendix 5.

### TRADE TEAM CANADA SECTORS

Trade Team Canada Sectors (TTCs) are national, sector-specific teams that bring government and industry together to plan and deliver trade promotion initiatives, including trade shows, incoming and outgoing missions, matchmaking events, and the provision of intelligence about target markets. Industry Canada manages or co-manages TTCs in the following key sectors:

- aerospace and defence
- automotive
- bio-industries
- electric power equipment and services
- environmental industries
- health industries
- information and communications technologies
- plastics
- service industries
- wood and other building products.

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

*Trade: 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, and it will continue to be an active member of Team Canada Inc.

In the regions, Industry Canada works with all levels of government and other organizations through the Regional Trade Networks to help business clients in their export development initiatives.

Specific activities aimed at achieving this key commitment can be found in Appendix 5.



## C. HOW INDUSTRY CANADA CONTRIBUTES TO RESULTS FOR CANADIANS

*Results for Canadians* provides a management framework for the Government of Canada. It has defined a medium-term agenda for management change that focusses on six major initiatives. Industry Canada will contribute to the change agenda as highlighted below.

### Citizen-Centred Service Delivery

To achieve the agenda set out in *Results for Canadians*, departments are to focus on client satisfaction (through the Service Improvement Initiative), improved citizen access (through the network of Canada Business Service Centres and Service Canada), and the modernization of service delivery (through Government On-Line).

#### Service Improvement Initiative

The second phase of the Service Improvement Initiative requires the following of each lead department:

- to set annual targets for the improvement of client satisfaction;
- to have service improvement plans based on client priorities;
- to take action on key clients' priorities;
- to report on performance against service standards; and
- to report client satisfaction against baseline data.

In the coming year, in terms of this initiative, the Department will focus on the areas that provide direct services to the Canadian public. Service standards that have been set over the past few years will be revisited and will continue to be tracked on a regular basis. Following a series of independent assessments against national quality award criteria, service improvement plans will be finalized and implementation will continue over the next three years. Finally, client satisfaction

baseline data will be set. Client satisfaction targets have been or will be identified by business units, and action plans will be established to address opportunities for improvement and tracked, for the following key services:

- the Office of the Superintendent of Bankruptcy Canada's insolvency name search;
- the Canadian Intellectual Property Office's Web site;
- the contribution program of the Federal Economic Development Initiative in Northern Ontario (FedNor);
- Aboriginal Business Canada's contribution program;
- the Corporations Directorate's on-line incorporation service;
- the *ExportSource* Internet portal, available to companies actively exporting or considering exporting (<http://exportsource.ca>);
- the International Trade Centres' outreach events;
- Measurement Canada; and
- the Competition Bureau's Information Centre.

#### THE NETWORK OF CANADA BUSINESS SERVICE CENTRES

The network of Canada Business Service Centres (CBSCs) has been a model for client-centred service delivery for business through successful collaboration with the provinces and territories. The CBSCs feature the following:

- 13 centres and 343 community-based partners;
- choice of access — telephone, Internet and in-person; and
- published and measured service standards.

The CBSC Web site provides a comprehensive look at the achievements of the network of CBSCs.

[www.cbsc.org/annual\\_report](http://www.cbsc.org/annual_report)

## Government On-Line

To improve the management of its programs and to better serve Canadians, one of the key objectives of the Government On-Line (GOL) initiative is to promote integrated service delivery to Canadians, organized by client needs and across departmental boundaries. This integration will inform management, human resources and communications. It will also address the challenges associated with business re-engineering, secure access updating and infrastructure upgrading. Meeting the challenges involved in integrating these support functions is of primary importance to the success of GOL at Industry Canada.

Industry Canada leads the development of a number of partnership sites for businesses and consumers. According to a recent Accenture study, the portal-based approach of the Canada site (three portals: for Canadians, businesses and foreign interests) and the citizen-centred design ranked Canada number one in the world in terms of delivering government service on-line. Industry Canada manages one of these client-centred portals on behalf of five partner departments. BusinessGateway.ca (<http://businessgateway.ca>) is a significant enhancement to the offering of key services and information to businesses. It is a value-added, single-window approach to obtaining relevant business information and services from across the Government of Canada, the provinces/territories and municipalities.

*Strategis* will continue to evolve as a service platform for presenting the diversity of information and transactional services that Industry Canada provides. The look and feel of the Web site will become more consistent and user-friendly. The search engine services will be dramatically enhanced, and content will be increasingly classified and indexed to improve the interoperability of *Strategis* with private and public sector portals.

### OTHER PARTNERSHIP SITES

Other partnership sites led by Industry Canada include the following:

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

New business processes will be developed to make operations more efficient and speed the time to publish.

Industry Canada continues to actively pursue new collaborative approaches and integration opportunities across the federal government and other jurisdictions.

During the past five years, since the pioneering of the *Strategis* Web site, Industry Canada has gained valuable experience in the areas of service delivery and client expectations. Canadians are regularly engaged and service levels are continually monitored. Business units and managers are encouraged by the positive feedback collected from extensive consultations, focus tests and follow-up usage statistics. Citizen and business input and constant feedback will continue to shape the advancement of on-line service delivery.

While Budget 2001 extended its target by one year to 2005 for GOL, Industry Canada has set an accelerated target of 2003 for electronic service delivery, given the importance of GOL to the take-up of e-commerce in all parts of the economy. Eighteen key Industry Canada services have been identified as being targeted to businesses, consumers, local communities and students.

New markets, new opportunities and new competitors mean a whole new way of doing business. *Strategis* and its simplified navigation bring the global marketplace to *your* desktop.

| Industry Canada On-Line  |  | Services and Regulations  |
|--|--|---|
| Aboriginal Business Canada<br><a href="http://strategis.gc.ca/abc">http://strategis.gc.ca/abc</a>        | Investment<br><a href="http://investincanada.gc.ca">http://investincanada.gc.ca</a>                                      | Canadian Intellectual Property Office<br><a href="http://cipo.gc.ca">http://cipo.gc.ca</a>  |
| Canadian Business Map<br><a href="http://commercecan.ic.gc.ca">http://commercecan.ic.gc.ca</a>           | Performance Plus<br><a href="http://sme.ic.gc.ca">http://sme.ic.gc.ca</a>  | Competition Bureau<br><a href="http://competition.ic.gc.ca">http://competition.ic.gc.ca</a>                                       |
| Canadian Company Capabilities<br><a href="http://strategis.gc.ca/cdncc">http://strategis.gc.ca/cdncc</a> | Research, Technology and Innovation<br><a href="http://strategis.gc.ca/innovation">http://strategis.gc.ca/innovation</a> | Corporations Directorate<br><a href="http://strategis.gc.ca/corporations">http://strategis.gc.ca/corporations</a>                 |
| Canadian Industry Statistics<br><a href="http://strategis.gc.ca/cis">http://strategis.gc.ca/cis</a>      | retailinteractive.ca<br><a href="http://retailinteractive.ca">http://retailinteractive.ca</a>                            | Lobbyists Registration System<br><a href="http://strategis.gc.ca/lobbyist">http://strategis.gc.ca/lobbyist</a>                    |
| Consumer Information<br><a href="http://strategis.gc.ca/consumer">http://strategis.gc.ca/consumer</a>    | Sources of Financing<br><a href="http://strategis.gc.ca/sources">http://strategis.gc.ca/sources</a>                      | Measurement Canada<br><a href="http://strategis.gc.ca/meascan">http://strategis.gc.ca/meascan</a>                                 |
| ebiz.enable<br><a href="http://strategis.gc.ca/ebizenable">http://strategis.gc.ca/ebizenable</a>         | Steps to Competitiveness<br><a href="http://strategis.gc.ca/steps">http://strategis.gc.ca/steps</a>                      | Office of the Ethics Counsellor<br><a href="http://strategis.gc.ca/ethics">http://strategis.gc.ca/ethics</a>                      |
| Eco-efficiency<br><a href="http://strategis.gc.ca/e2">http://strategis.gc.ca/e2</a>                      | Steps to Growth Capital<br><a href="http://strategis.gc.ca/growth">http://strategis.gc.ca/growth</a>                     | Office of the Superintendent of Bankruptcy Canada<br><a href="http://osb-bsf.ic.gc.ca">http://osb-bsf.ic.gc.ca</a>                |
| Electronic Commerce in Canada<br><a href="http://strategis.gc.ca/e-com">http://strategis.gc.ca/e-com</a> | Technology Partnerships Canada<br><a href="http://tpc.ic.gc.ca">http://tpc.ic.gc.ca</a>                                  | Radio Spectrum Management and Telecommunications<br><a href="http://strategis.gc.ca/spectrum">http://strategis.gc.ca/spectrum</a> |
| FedNor<br><a href="http://strategis.gc.ca/fednor">http://strategis.gc.ca/fednor</a>                      | Technology Roadmaps<br><a href="http://strategis.gc.ca/trm">http://strategis.gc.ca/trm</a>                               |   |
| Guides to Canadian Industry<br><a href="http://strategis.gc.ca/gci">http://strategis.gc.ca/gci</a>       | Trade Data Online<br><a href="http://strategis.gc.ca/tdo">http://strategis.gc.ca/tdo</a>                                 |   |

Industry Canada met the requirements across the entire department for the first phase of GOL: information and forms on-line. To date, 13 key services have placed the majority of their offerings on-line and are presently re-engineering their processes. To view current reporting on departmental GOL progress regarding key on-line services, please refer to [www.ic.gc.ca/gol-report](http://www.ic.gc.ca/gol-report)

As end-to-end and integrated electronic service delivery proceeds, the government will continue to ensure that the submission and management of any personal or confidential information complies with federal privacy legislation, rules and processes. Electronic service delivery will encompass the secure electronic provision of all information, services and funding programs delivered by Industry Canada's business units, including the electronic receipt and payment of funds. To achieve this goal, the Department's GOL strategy will be required to integrate internal management systems that increase Industry Canada's operating efficiencies.

The Department is examining the broader perspective of delivering services on-line by applying new information and communications technologies to transform a number of government functions (related to representative democracy, citizen participation, and law and policy making, in addition to service delivery). This is about fundamental organizational change to processes and outputs, and continual improvements to government efficiency and effectiveness, through constant organizational innovation.

In order to maintain Industry Canada's leadership role and intensify the private sector's contribution, e-government research and proposals will be developed

- to guide Industry Canada in becoming a model of e-government implementation that will demonstrate the benefits of this

kind of organizational innovation to other public sector institutions and the private sector; and

- to stimulate the development and application of new information and communications technologies and associated processes that can help develop Industry Canada's knowledge infrastructure, better manage the government's scientific and technical knowledge, and be used to improve the commercialization of R&D results.

### **Modern Comptrollership**

As one of the government's key priorities is to carry out a government-wide approach focussed on the sound management of public resources and effective decision making, Industry Canada is actively engaged in the Modern Comptrollership Initiative. In July 2001, Industry Canada completed an important first key step in accomplishing a capacity assessment of its management practices and selected four priority areas for the development of a strategy and action plan to implement the initiative.

The four priority areas are:

- values and ethics
- risk management
- performance measurement
- functional specialist role.

Based on the capacity assessment results, the Department will finalize the development of Industry Canada's Modern Comptrollership Strategy and will undertake the following.

- The Department will prepare a detailed action plan based on the strategy endorsed by Industry Canada's Management Committee.
- A communications plan will be developed to promote Modern Comptrollership within the Department. The implementation of the strategy will be supported by the

launch of Internet and intranet Web sites to communicate information about the strategy, progress achieved and next steps to employees, clients and stakeholders in an effective and efficient manner.

- Industry Canada will develop a performance measurement integrated framework to assess progress made in terms of the action plan.

### Improved Reporting to Parliament

Improved reporting to Parliament aims to provide parliamentarians and Canadians with high-quality information about the Government of Canada's plans and achievements. Not only is it intended to improve the expenditure management documents supplied to Parliament, such as the Reports on Plans and Priorities and the Departmental Performance Reports, it is also intended to sharpen the focus on results and on performance information. Further, it allows Canadians an opportunity to better understand, as well as shape, public policy.

With the aim of improving its reporting to Parliament, Industry Canada is adopting a results-based management approach to ensure that clients, stakeholders, beneficiaries, parliamentarians and the general public understand how the Department is making a difference for Canadians. This approach also ensures that management decision making will be based more extensively on performance information that distinguishes between program strengths and weaknesses, and provides guidance on what does and does not work. This in turn supports a culture of learning and continual improvement.

This report is based on a corporate-level priorities chart (*see page 11 or [www.ic.gc.ca/priorities](http://www.ic.gc.ca/priorities)*) that demonstrates how the Department's programs and activities contribute to the achievement of its strategic objectives, and ultimately to the broader government agenda. In developing

the chart, it was recognized that Industry Canada can exert only an indirect influence over certain elements of the economy and that many other factors determine innovation levels, trade and investment flows, the degree of connectedness in Canada, and general marketplace behaviours. The Department exerts more direct influence over the constituencies with which it deals and can encourage certain determinants of marketplace behaviour. That is why the key commitments and planned results of each of the strategic objectives (*see Section 3*) focus on the challenges that the Department will address during the planning period. Through the achievement of the corresponding activities, the Department's planned result is to close portions of existing gaps and thus realize its key commitments.

Industry Canada recognizes that its performance planning and reporting can be improved by placing more emphasis on the results or outcomes of its activities. Departmental efforts are now being directed at developing a corporate performance management strategy that will identify the operational requirements for gathering and reporting performance information for both internal and external use. This will be followed by an implementation phase to produce timely and meaningful information for management purposes. It is expected that, over the coming years, corporate-level performance management efforts, including efforts to modernize comptroller-ship, will position the Department to better serve its client base and fulfil its management and external reporting responsibilities.

### Developing an Exemplary Workplace

Industry Canada will implement an integrated human resource recruitment, retention and representation strategy that responds to its human resource needs and reflects the diverse population it serves.

Industry Canada's employees deliver the Department's programs and services that are focussed on its five strategic objectives. To derive full advantage from the skills, diversity, talents and potential of its employees, Industry Canada encourages more innovative management practices, promotes knowledge sharing and skills development, and creates a stimulating and positive work environment — one where people are treated with respect and fairness, where a balance of

work and life is valued, and where bureaucracy and red tape are minimized. Industry Canada is well positioned for becoming “the employer of choice” for the work that it does, and is in the process of establishing a performance management regime that reflects this approach.

Additional information on recruitment, learning and representation is available in Appendix 6.

## D. PLANNED SPENDING AND FULL TIME EQUIVALENTS

| <b>Departmental Planned Spending</b>     |                                    |   |                                  |                                  |
|--|------------------------------------|---|----------------------------------|----------------------------------|
| (millions of dollars)                    | Forecast<br>Spending<br>2001–2002* | <b>Planned<br/>Spending<br/>2002–2003</b> | Planned<br>Spending<br>2003–2004 | Planned<br>Spending<br>2004–2005 |
| Budgetary Main Estimates (gross)         | 1,318.2                            | <b>1,618.4</b>                            | 1,281.4                          | 1,150.6                          |
| Non-Budgetary Main Estimates             | 0.8                                | <b>0.8</b>                                | 0.8                              | 0.8                              |
| Less:                                    |                                    |   |                                  |                                  |
| Respendable revenue                      | 124.5                              | <b>139.4</b>                              | 149.6                            | 153.9                            |
| <b>Total Main Estimates</b>              | 1,194.5                            | <b>1,479.8</b>                            | 1,132.6                          | 997.5                            |
| Adjustments to planned spending          | 175.4                              | <b>102.2</b>                              | 79.8                             | 83.7                             |
| <b>Net Planned Spending</b>              | 1,369.9                            | <b>1,582.0</b>                            | 1,212.4                          | 1,081.2                          |
| Less:                                    |                                    |   |                                  |                                  |
| Non-respendable revenue                  | 311.0                              | <b>320.3</b>                              | 306.0                            | 301.6                            |
| Plus:                                    |                                    |   |                                  |                                  |
| Cost of services received without charge | 65.0                               | <b>64.9</b>                               | 64.1                             | 60.6                             |
| <b>Net Cost of Program</b>               | 1,123.9                            | <b>1,326.6</b>                            | 970.5                            | 840.2                            |
| <b>Full Time Equivalents</b>             | 5,617                              | <b>5,927</b>                              | 5,928                            | 5,781                            |

\* Reflects the best forecast of total net planned spending to the end of the fiscal year.

| <b>Net Planned Spending by Business Line</b> |                                    |   |                                  |                                  |
|--|------------------------------------|---|----------------------------------|----------------------------------|
| (millions of dollars)                        | Forecast<br>Spending<br>2001–2002* | <b>Planned<br/>Spending<br/>2002–2003</b> | Planned<br>Spending<br>2003–2004 | Planned<br>Spending<br>2004–2005 |
| Micro-Economic Policy                        | 89.9                               | <b>44.2</b>                               | 61.5                             | 61.3                             |
| Marketplace Rules and Services               | 130.7                              | <b>126.0</b>                              | 117.1                            | 116.6                            |
| Industry Sector Development                  | 1,025.5                            | <b>1,281.4</b>                            | 909.5                            | 781.6                            |
| Corporate and Management Services            | 123.8                              | <b>130.4</b>                              | 124.3                            | 121.7                            |
| <b>Net Planned Spending</b>                  | 1,369.9                            | <b>1,582.0</b>                            | 1,212.4                          | 1,081.2                          |

\* Reflects the best forecast of total net planned spending to the end of the fiscal year.

## SECTION 4: JOINT INITIATIVES

### A. HORIZONTAL INITIATIVES

#### Significant Regulatory Proposals

| Regulation   | Expected Result  |
|--|--|
| <i>Canada Small Business Financing Act (CSBFA) — Capital Leasing Pilot Project Regulations</i>   | The regulations would extend the CSBFA to capital leasing, which would give small businesses a significant new alternative in having their financing needs guaranteed under the CSBFA.   |
| Radiocommunication Regulations — Radio Licence Fee Reform — A new licence fee structure must be put in place to ensure efficient use of the spectrum resource. | There will be a new licence fee structure in place to provide access to spectrum that is simple, flexible and fair for all applicants.   |
| Merger Notifiable Transactions   | Consultation with stakeholders regarding amendments to the regulations that would increase one of the thresholds, above which parties to a proposed transaction must notify the Commissioner under the pre-notification provisions of the <i>Competition Act</i> .   |
| <i>Consumer Packaging and Labelling Act</i><br><i>Textile Labelling Act</i><br><i>Precious Metals Marking Act</i>  | Continuation of the review of the regulations to identify areas where amendments would be beneficial to address developments in the marketplace. A preliminary review indicates the need to consider whether or not changes to the broader statutory framework are necessary.  |
| <i>Competition Act</i><br><i>Competition Tribunal Act</i>  | Amendments contained in Bill C-23 will increase Canada's ability to effectively enforce and administer competition legislation in the face of a changing global economy so as to build a more efficient and competitive Canadian marketplace.  |
| Fee Changes to the Administration of Intellectual Property Rights  | A new fee structure is required to address administrative changes, including for delivery of electronic commerce-based products and services provided by the Canadian Intellectual Property Office. Within the upcoming three-year planning cycle, amendments that will apply to key product lines, such as patents, trade-marks and industrial designs, will be introduced. |
| Introduction of New Services in Patents  | Regulatory amendments, including the introduction of a new fee, would be required in 2002 or 2003, once a decision is made as to whether or not the Canadian Intellectual Property Office becomes an international search authority and international preliminary examination authority under the Patent Cooperation Treaty.   |



## Sustainable Development Strategy

Industry Canada's second Sustainable Development Strategy, 2000–03, was tabled in the House of Commons in February 2001. The Strategy commits the Department to promoting sustainable development through the following three objectives:

- promoting productivity through eco-efficiency;
- encouraging the development of environmental technologies; and
- integrating sustainable development into decision making.

This year also sees the integration of sustainable development into the mainstream of this report, based on the recent decision by the Department's senior management team to add sustainable development to the departmental priorities chart under "Growing a Dynamic Economy" (along with productivity growth, employment growth and income growth). This year's report includes key commitments related to sustainable development under the innovation strategic objective. Over the course of the next year, the Department will continue to work toward further integrating sustainable development-related key commitments and activities under each of the other four strategic objectives (connectedness, marketplace, investment and trade).

Furthermore, the effectiveness of Industry Canada's sustainable development management system was formally recognized in the *2001 Report of the Commissioner of the Environment and Sustainable Development* (CESD). In a recent CESD audit examining the management systems that 16 federal departments were following to implement their sustainable development strategies, Industry Canada was one of four departments to receive a "Level I" ranking for having a well-functioning management system in place for achieving its sustainable development goals and objectives.

As the Department continues to implement the commitments made in its second strategy, additional areas will emerge in which the Department can contribute to its sustainable development agenda. These will be reflected in the biannual progress reports that are presented to departmental management, as well as the midterm evaluation of the strategy, which will be made available to the public.

Industry Canada's Sustainable Development Web site (<http://strategis.gc.ca/sd>) has more information on the Strategy and its deliverables presented in the following table.

**Table 1: Intended Results, Deliverables and Performance Indicators**

| <p><b>Sustainable Development Objective:</b> 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.</p>   |  |  |
|--|--|--|
| <p><b>Target:</b> Work in partnership with industry and others to demonstrate the contribution of eco-efficiency to enhancing productivity and environmental performance through capacity building in R&amp;D and skills, applying the tools in the marketplace, and measuring the success of initiatives. By 2003, successfully complete eight identified action plan deliverables.</p> |  |  |
| Intended Results   | Deliverables: Action Plan Items to Achieve Results   | Performance Indicators   |
| Capacity building in R&D and skills  | <ul style="list-style-type: none"> <li>Supporting the establishment of Research Chairs</li> <li>Supporting the establishment of Networks of Centres of Excellence (NCEs)</li> </ul>  | <ul style="list-style-type: none"> <li>Number of research areas assessed and supported</li> <li>Number of NCEs assessed and supported</li> </ul>   |
| Applying the tools in the marketplace  | <ul style="list-style-type: none"> <li>Assisting SMEs to use eco-efficient practices, tools and technologies, and promoting the adoption of environmental standards</li> <li>Developing and encouraging the use of voluntary non-regulatory initiatives</li> <li>Assessing the extent to which environmental labelling assists consumers</li> <li>Identifying opportunities for the Internet and associated information and communications technologies to contribute to eco-efficiency</li> </ul> | <ul style="list-style-type: none"> <li>Number of workshops, tools and pilot projects developed</li> <li>Number of voluntary agreements developed with industry sectors</li> <li>Number of progress reports written</li> <li>Number of Internet assessments made or information products developed</li> </ul> |
| Measuring success  | <ul style="list-style-type: none"> <li>Furthering the development of eco-efficiency and sustainable development indicators and examining the environmental reporting practices of Canadian industry</li> <li>Encouraging industry's social responsibility through an assessment of best practices and improving guidelines and indicators</li> </ul>   | <ul style="list-style-type: none"> <li>Number of indicators developed and extent of surveys conducted</li> <li>Number of reports on best practices or guidelines</li> </ul>  |

**Table 1 (cont.)**

**Sustainable Development Objective:** Facilitate the development and diffusion of environmental and enabling technologies that produce long-term economic and environmental benefits.

**Target:** Work in partnership with industry, other federal and provincial/territorial government departments and other key partners to facilitate the development and/or diffusion of environmental and enabling technologies that produce long-term economic and environmental benefits for Canada. By 2003, successfully complete 12 identified action plan deliverables.

| Intended Results                                | Deliverables: Action Plan Items to Achieve Results   | Performance Indicators  |
|---|--|---|
| Promoting technology innovation                 | <ul style="list-style-type: none"> <li>• Investing in innovative environmental and enabling technologies through Technology Partnerships Canada (TPC)</li> <li>• Supporting the establishment and operation of the Sustainable Development Technology Fund (SDTF)</li> <li>• Supporting the R&amp;D of innovative intelligent systems solutions through Precarn III</li> <li>• Working with the Canada Foundation for Innovation (CFI) to support a research infrastructure</li> </ul>   | <ul style="list-style-type: none"> <li>• Number of sustainable development projects supported by TPC, dollar amount invested by TPC, and amount of innovation spending leveraged</li> <li>• Number of sustainable development projects supported per annum by SDTF, Precarn and CFI</li> </ul>  |
| Working together through strategic partnerships | <ul style="list-style-type: none"> <li>• Developing and implementing the Pathways to Growth for Environmental Technologies Sector Strategy</li> <li>• Promoting and monitoring the progress of Genome Canada</li> <li>• Supporting and undertaking Technology Roadmaps (TRMs) in key strategic areas</li> <li>• Expanding international business development through the identification and marketing of Canada's environmental technologies</li> <li>• Supporting international urban pilot projects through the Sustainable Cities Initiative</li> </ul> | <ul style="list-style-type: none"> <li>• Level of participation of other government departments, provinces/territories and industry in the development and implementation of the Pathways to Growth for Environmental Technologies Sector Strategy</li> <li>• Level of participation of Industry Canada in Genome Canada activities</li> <li>• Number of technologies identified, and number of industry commitments to technology development and commercialization-related actions arising from a TRM</li> <li>• Extent of improved market access to domestic and global market opportunities for Canadian environmental companies</li> </ul> |

**Table 1 (cont.)**

| <b>Intended Results</b>    | <b>Deliverables: Action Plan Items to Achieve Results</b>   | <b>Performance Indicators</b>  |
|----------------------------|---|--|
| Encouraging new approaches | <ul style="list-style-type: none"> <li>• Supporting the development and implementation of the National Climate Change Implementation Strategy</li> <li>• Encouraging and supporting the continued development of the fuel cell industry</li> <li>• Promoting industrial sustainability through biotechnology</li> </ul> | <ul style="list-style-type: none"> <li>• Participation of industry stakeholders in the national climate change process, and completion of detailed analysis of options for addressing climate change and their economic implications</li> <li>• Development and adoption of fuel cells in both industry and government</li> <li>• Canadian Biotechnology Strategy partnering, funding levels supporting initiatives, consultations with public and annual reports</li> </ul> |

**Table 1 (cont.)**

| <p><b>Sustainable Development Objective:</b> Improve the integration of sustainable development considerations into departmental decision making, including the development and delivery of departmental policies, plans and operations.</p>  |  |   |
|---|--|---|
| <p><b>Target:</b> Improve the integration of sustainable development considerations into Industry Canada's decision making in the planning, implementation and evaluation phases of the Department's management system. By 2003, successfully complete nine identified action plan deliverables to improve decision making.</p> |  |   |
| <b>Intended Results</b>   | <b>Deliverables: Action Plan Items to Achieve Results</b>  | <b>Performance Indicators</b>   |
| Improving planning practices  | <ul style="list-style-type: none"> <li>• Expanding sustainable development considerations in corporate planning</li> <li>• Enhancing environmental assessment approaches and use</li> <li>• Supporting sustainable development outside the Department</li> <li>• Conducting sustainable development policy research</li> </ul> | <ul style="list-style-type: none"> <li>• Extent of guidelines and information made available to staff and management</li> <li>• Number of project and strategic environmental assessments conducted</li> <li>• Level of participation by Industry Canada in supporting sustainable development in outside forums and files</li> <li>• Number of policy research studies conducted on sustainable development</li> </ul>   |
| Enhancing implementation and operationalization of sustainable development  | <ul style="list-style-type: none"> <li>• Increasing senior management involvement</li> <li>• Expanding monitoring and reporting of sustainable development actions</li> <li>• Improving sustainable development training and awareness</li> <li>• Enhancing greening operations</li> </ul>                                     | <ul style="list-style-type: none"> <li>• Level of assessment of sustainable development impacts and opportunities on proposals brought to senior management</li> <li>• Level of senior management support</li> <li>• Number of reports on progress to departmental staff and stakeholders per annum</li> <li>• Number of participants in courses, workshops and lectures</li> <li>• Performance data on procurement, automotive fleet operations, non-hazardous materials, and solid waste</li> <li>• Completion of Environmental Management System gap analysis of Department's management system and strategic action plan</li> </ul> |

**Table 1 (cont.)**

| <b>Intended Results</b>   | <b>Deliverables: Action Plan Items to Achieve Results</b>                                      | <b>Performance Indicators</b>  |
|---|--|--|
| <p>Strengthening consideration of sustainable development in evaluation</p> | <ul style="list-style-type: none"> <li>• Advancing evaluation methods and processes</li> </ul> | <ul style="list-style-type: none"> <li>• Number of evaluation frameworks on departmental initiatives that integrate sustainable development</li> <li>• Development of practical evaluation frameworks for evaluating sustainable development strategy</li> <li>• Completion of a midterm evaluation on the Department's second sustainable development strategy</li> </ul> |

## B. COLLECTIVE INITIATIVES

| COLLECTIVE INITIATIVE                             | KEY COMMITMENT   | PARTNER(S)   | PLANNED RESULTS  |
|---|--|--|--|
| Aboriginal Business Development Initiative (ABDI) | Enhance access to capital for Aboriginal businesses, develop an Aboriginal Business Services Network, and increase the awareness and take-up of existing Industry Portfolio business development programs by Aboriginal people.  | <ul style="list-style-type: none"> <li>• Industry Canada</li> <li>• Aboriginal Economic Development</li> <li>• Indian and Northern Affairs Canada (INAC)</li> <li>• Atlantic Canada Opportunities Agency (ACOA)</li> <li>• Canada Economic Development for Quebec Regions (CED)</li> <li>• Western Economic Diversification Canada (WD)</li> </ul> | Enhanced awareness and access to capital for Aboriginal businesses.  |
| Canadian Consumer Information Gateway             | Improve public access to all consumer information services through a multi-agency information portal. The aim is to help Canadian consumers to find the right information or the right contact for various government services offered by 40 federal government departments and agencies, as well as many additional provincial/territorial and non-governmental agencies. | <ul style="list-style-type: none"> <li>• 40 federal departments and agencies</li> <li>• more than 250 provincial/territorial government partners</li> <li>• selected national and regional non-governmental organizations</li> </ul>   | <p>For consumers:</p> <ul style="list-style-type: none"> <li>– access to government contact information will be improved;</li> <li>– comprehensive on-line consumer information and a product/services advisory service will be available.</li> </ul> <p>For partners:</p> <ul style="list-style-type: none"> <li>– the cost and time required to provide consumers with relevant information will be reduced;</li> <li>– the capacity to provide relevant information to more consumers will be increased.</li> </ul> <p>Overall:</p> <ul style="list-style-type: none"> <li>– consumers will be better informed;</li> <li>– market efficiencies will be realized;</li> <li>– firms will be more responsive to consumer preferences.</li> </ul> <p><b>www.<br/>consumerinformation.ca</b></p> |

| <b>COLLECTIVE INITIATIVE</b> | <b>KEY COMMITMENT</b>  | <b>PARTNER(S)</b>   | <b>PLANNED RESULTS</b>  |
|------------------------------|--|---|---|
| CANARIE                      | Accelerate the development of the Internet in Canada, and facilitate the creation of innovative applications that exploit the power of the Internet for the benefit of Canadians.  | <ul style="list-style-type: none"> <li>• Industry Canada</li> <li>• National Research Council Canada (NRC)</li> <li>• Communications Research Centre Canada (CRC)</li> <li>• Department of Canadian Heritage</li> <li>• Precarn</li> <li>• Health Canada</li> <li>• Universities/colleges</li> <li>• Federal and provincial/territorial research institutes and laboratories</li> <li>• Federal, provincial and territorial governments</li> <li>• Industry associations</li> <li>• Private sector</li> </ul> | Innovative applications will be stimulated in emerging sectors such as e-health/telehealth, e-business, e-learning, e-content and intelligent systems. Canada's position will be advanced as a world leader in research networking.   |
| CanConnect                   | Increase opportunities for Canada's youth and others to acquire and showcase broad-based information and communications technology (ICT) skills, given that ICTs are enabling technologies for other sectors and industries; and improve equality of access to ICTs so that more youth and communities can participate in the knowledge-based economy and society. | <ul style="list-style-type: none"> <li>• Canadian Advanced Technology Alliance (<i>CATAAlliance</i>)</li> <li>• Information Technology Association of Canada</li> <li>• Canadian Information Processing Society</li> <li>• Various members such as educators and representatives from industry and community groups</li> </ul>  | <p>CanConnect's Information Technology week and skills certificate will continue to foster partnerships and create opportunities for stakeholder collaboration and promote awareness of the importance of ICTs and the acquisition of ICT skills through communication and marketing activities, events (for showcasing and networking opportunities), and special projects/pilot projects.</p> <p><a href="http://canconnect.ic.gc.ca/certificate">http://canconnect.ic.gc.ca/certificate</a></p> <p><a href="http://itweek.ca">http://itweek.ca</a></p> |



| <b>COLLECTIVE INITIATIVE</b> | <b>KEY COMMITMENT</b>   | <b>PARTNER(S)</b>  | <b>PLANNED RESULTS</b>   |
|------------------------------|---|--|--|
| Canshare                     | Improve cooperation and coordination among law enforcement agencies across Canada by combining information from complaints related to consumer protection or market fairness. | <ul style="list-style-type: none"> <li>• Industry Canada</li> <li>• Ontario Provincial Police (Project PhoneBusters)</li> <li>• Provincial and territorial governments</li> </ul>  | <p>Law enforcement agencies and partners will be rendered more efficient by combining information data bases.</p> <p>Awareness among partners will be increased, leading to a reduction in telemarketing and Internet fraud.</p> |
| Cyberwise Strategy           | Make the Internet more accessible to users by providing a strategy to promote safe, wise and responsible Internet use.  | <ul style="list-style-type: none"> <li>• Industry Canada</li> <li>• Department of Canadian Heritage</li> <li>• Department of Justice Canada</li> <li>• RCMP</li> <li>• Health Canada</li> <li>• Criminal Intelligence Services Canada</li> <li>• Canada Customs and Revenue Agency</li> <li>• Human Resources Development Canada (HRDC)</li> <li>• Solicitor General Canada</li> </ul> | <p>Increased consumer confidence in use of the Internet through awareness of the cyberwise strategy and use of related resources.</p> <p><b><a href="http://www.connect.gc.ca/cyberwise">www.connect.gc.ca/cyberwise</a></b></p> |

| <b>COLLECTIVE INITIATIVE</b>             | <b>KEY COMMITMENT</b>  | <b>PARTNER(S)</b>   | <b>PLANNED RESULTS</b>   |
|--|--|---|--|
| Deceptive Telemarketing Prevention Forum | <p>Apprise and educate consumers in the areas of deceptive telemarketing practices through the implementation of a public education strategy.</p> <p>This program commenced in 1998–99. Although the number of Canadian “prize pitch” victims has been greatly reduced, the number of victims of other scams and the number of U.S. victims are on the rise.</p> | <ul style="list-style-type: none"> <li>• Various members from government, not-for-profit organizations and the private sector, including Bell Canada, Canada Post, the RCMP, and Industry Canada as Forum Chair</li> <li>• Other members, including Alberta Municipal Affairs, Visa Canada, MasterCard Canada Inc., Canadian Bankers Association, Canadian Association of Retired Persons, Canadian Marketing Association, Canadian Council of Better Business Bureaus, Volunteer Centre of Toronto, Ontario Ministry of Consumer and Business Services, PhoneBusters and the Solicitor General Canada</li> <li>• New partners, including market participants such as Internet service providers and various American law enforcement agencies</li> </ul> | <p>A reformulated and retitled “Stop Phone Fraud — It’s a Trap!” campaign will include a series of awareness strategies regarding mail and telephone scams.</p> <p><b>www.phonebusters.com</b></p> |

| <b>COLLECTIVE INITIATIVE</b>                 | <b>KEY COMMITMENT</b>  | <b>PARTNER(S)</b>  | <b>PLANNED RESULTS</b>  |
|--|--|--|---|
| G8 DOT Force                                 | Identify measures that will help bridge the digital divide between countries by participating in high-level discussions organized by the G8.                       | <ul style="list-style-type: none"> <li>• Industry Canada</li> <li>• DFAIT</li> <li>• Canadian International Development Agency (CIDA)</li> <li>• International Development Research Centre (IDRC)</li> <li>• Private companies</li> <li>• Civil society representatives</li> <li>• Department of Finance Canada</li> </ul> | <p>The DOT Force action plan was developed and presented to G8 leaders in July 2001. Under Canadian leadership, a framework for implementation has also been developed.</p> <p>Industry Canada has been coordinating the development of Canadian positions with DFAIT, CIDA, IDRC, the Department of Finance Canada, and representatives of the private sector and civil society.</p> |
| Human Resources Management Cluster           | Expand knowledge base, especially in fields with good opportunities.   | <ul style="list-style-type: none"> <li>• Industry Canada</li> <li>• HRDC</li> </ul>  | The Human Resources Management Web site will be launched and expanded. It is a one-stop source of information to help SME employers find qualified employees, make informed hiring decisions, and address day-to-day human resource management issues.  |
| Implementation of the <i>Immigration Act</i> | <p>Increase recognition of innovation as a critical success factor in all sectors.</p> <p>Expand knowledge base, especially in fields with good opportunities.</p> | <ul style="list-style-type: none"> <li>• Industry Canada</li> <li>• Citizenship and Immigration Canada</li> <li>• HRDC</li> </ul>  | The regulatory framework developed to implement the new <i>Immigration Act</i> will meet the need to provide Canadian companies with competitive access to highly qualified people, while protecting the security of Canadians.   |

| <b>COLLECTIVE INITIATIVE</b>   | <b>KEY COMMITMENT</b>  | <b>PARTNER(S)</b>  | <b>PLANNED RESULTS</b>   |
|--|--|--|--|
| Interdepartmental Working Group on Oil Price Trends and Implications | Provide a mechanism for the exchange of information and analysis among departments regarding the effects of price increases and the options available to the Government of Canada to mitigate adverse effects. | <ul style="list-style-type: none"> <li>• Industry Canada</li> <li>• Transport Canada</li> <li>• Natural Resources Canada (NRCan) (Chair)</li> <li>• Agriculture and Agri-Food Canada (AAFC)</li> <li>• Department of Finance Canada</li> <li>• HRDC</li> <li>• DFAIT</li> <li>• Privy Council Office</li> </ul>  | <p>Policy coordination will be provided.</p> <p>A federal government-wide communications strategy to provide for fact-based, citizen-focussed communications will be developed.</p>  |
| International Marketing Supervision Network                          | Develop strategies to prevent and redress deceptive marketing practices with an international component.   | <ul style="list-style-type: none"> <li>• Delegates from Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Hungary, Ireland, Japan, the Netherlands, New Zealand, Norway, Portugal, Spain, Sweden, Switzerland, the United Kingdom, and the United States established the network in 1992, with participation from representatives of the OECD and the European Union.</li> <li>• The Czech Republic, Greece, Italy, Republic of Korea, Luxembourg, Malta, Mexico, Poland and the Slovak Republic have since joined the network.</li> </ul> | <p>The Competition Bureau participated in the launch of an international pilot Web site, along with 12 other member countries of the International Marketing Supervision Network (IMSN), which will increase consumer confidence in e-commerce, as well as strengthen and enhance international cooperation in the fight against misleading advertising and deceptive marketing practices on the Internet. The Web site (<a href="http://www.econsumer.gov">www.econsumer.gov</a>) allows consumers to file complaints against foreign companies concerning transactions on the Internet. Users are also able to obtain information on consumer protection in IMSN member countries, find contact information and get practical advice on making secure on-line purchases.</p> <p><a href="http://www.imsnricc.org">www.imsnricc.org</a></p> |

| <b>COLLECTIVE INITIATIVE</b>                       | <b>KEY COMMITMENT</b>   | <b>PARTNER(S)</b>   | <b>PLANNED RESULTS</b>  |
|--|---|---|---|
| <p>Maintaining Lawful Access to Communications</p> | <p>Ensure that Canadian companies remain competitive in international markets by conducting research and analysis, and consulting with them on approaches to lawful access to communications.</p> | <ul style="list-style-type: none"> <li>• Industry Canada</li> <li>• Department of Justice Canada</li> <li>• Solicitor General Canada</li> </ul> | <p>Industry Canada will work cooperatively with Solicitor General Canada and the Department of Justice Canada in developing stakeholder-directed consultation materials, public consultation announcements and discussion papers.</p> <p>The review of Industry Canada’s legislative portfolios (<i>Telecommunications Act, Radiocommunication Act, Personal Information Protection and Electronic Documents Act and Competition Act</i>) will be ongoing.</p> <p>Analyses will be carried out on the different approaches taken to lawful access in other countries and on the domestic approach with respect to the wireless industry.</p> <p>Support will be provided for the Department of Justice Canada’s lead in interdepartmental work to identify the scope of and possible approaches to this initiative.</p> <p><a href="http://www.e-com.ic.gc.ca/english/crypto/631d15.html">www.e-com.ic.gc.ca/english/crypto/631d15.html</a></p> |

| <b>COLLECTIVE INITIATIVE</b>  | <b>KEY COMMITMENT</b>   | <b>PARTNER(S)</b>  | <b>PLANNED RESULTS</b>   |
|---|---|--|--|
| Partners Against Consumer Telefraud (PACT)  | Provide information and promote awareness of deceptive telemarketing practices, primarily targeted to senior citizens.  | <ul style="list-style-type: none"> <li>• Industry Canada</li> <li>• Senior Citizens' Secretariat</li> <li>• Better Business Bureau of Canada</li> <li>• Nova Scotia Department of Business and Consumer Services</li> <li>• RCMP</li> </ul>                                      | Telemarketing fraud directed at Nova Scotia citizens will be reduced, and consumer confidence in legitimate telemarketing solicitations will increase.   |
| Project Emptor  | Target cross-border deceptive telemarketing and deceptive mail operations, through a collaborative enforcement initiative of Canadian and U.S. law enforcement agencies.  | <ul style="list-style-type: none"> <li>• Industry Canada</li> <li>• RCMP</li> <li>• British Columbia Auditor General</li> <li>• U.S. Federal Trade Commission</li> <li>• U.S. Federal Bureau of Investigation</li> </ul>   | Deterrence of deceptive telemarketing will increase through more effective detection and prosecution of cross-border telemarketing operators.  |
| Public notification of imminent danger using existing infrastructure: radio, television, cable, telephone | Develop a strategy for public notification.   | <ul style="list-style-type: none"> <li>• Industry Canada leads an emergency broadcasting system in partnership with the Department of Canadian Heritage, Environment Canada and the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP).</li> </ul> | A strategy for public notification and the dissemination of public alerts will warn of risk or imminent threats to life and property.  |
| SchoolNet GrassRoots Program  | <p>Facilitate the integration of ICTs into K–12 learning and teaching.</p> <p>Contribute to the development of skills and the spirit of innovation in Canada's youth by stimulating the use of the Internet and ICTs in a classroom learning environment.</p> | <ul style="list-style-type: none"> <li>• Federal, provincial and territorial governments</li> <li>• Universities and colleges</li> <li>• Education associations</li> <li>• Not-for-profit organizations</li> <li>• Private sector</li> </ul>                                     | <p>On-line classroom projects involving Canada's 5 million K–12 students will be supported, thus fostering the acquisition of academic, employability and computer skills, and building unique and relevant Canadian content on the Internet.</p> <p><b><a href="http://www.schoolnet.ca/grassroots">www.schoolnet.ca/grassroots</a></b></p> |

| <b>COLLECTIVE INITIATIVE</b>                   | <b>KEY COMMITMENT</b>   | <b>PARTNER(S)</b>   | <b>PLANNED RESULTS</b>  |
|--|---|---|---|
| <p>SchoolNet Network of Innovative Schools</p> | <p>Encourage the effective development and use of technology in the learning system.</p> <p>Support networking, mentoring and the dissemination of best practices and research on the impact of ICTs on learning in elementary and secondary schools with education organizations, universities and learning professionals.</p> | <ul style="list-style-type: none"> <li>• Canadian Association of School Administrators</li> <li>• Provincial/territorial ministries of education</li> <li>• Education associations</li> <li>• Research organizations</li> <li>• Private sector</li> </ul>   | <p>Incentives for connectivity will be provided by celebrating and sharing the most innovative and productive uses of ICTs in learning settings.</p> <p><b>www.schoolnet.ca/nis-rei</b></p>   |
| <p>SkillNet.ca</p>                             | <p>Offer recruitment services to job-seekers and employers in areas and industries poorly served by commercial on-line career services.</p>   | <ul style="list-style-type: none"> <li>• Canadian Medical Association</li> <li>• Canadian Aviation Maintenance Council</li> <li>• Canadian Tourism Human Resources Council</li> <li>• Cultural Human Resources Council</li> <li>• Centre for Education and Training (Peel School Board)</li> <li>• Federation of Saskatchewan Indian Nations</li> <li>• Native Women's Association of Canada</li> <li>• Volunteer Canada</li> </ul> | <p>SkillNet.ca will work with non-profit organizations and associations to assist in the transition from traditional service delivery to Internet delivery.</p> <p><b>www.skillnet.ca</b></p> |

| <b>COLLECTIVE INITIATIVE</b> | <b>KEY COMMITMENT</b>   | <b>PARTNER(S)</b>   | <b>PLANNED RESULTS</b>  |
|------------------------------|---|---|---|
| SourceCAN                    | <p>Provide a domestic and international e-marketplace that</p> <ul style="list-style-type: none"> <li>• addresses government objectives in trade, connectedness and industrial development by providing a single registration for the worldwide exposure of Canadian companies;</li> <li>• facilitates international trade with electronic tenders from domestic and international procurement sites; and</li> <li>• provides Canadian SMEs with a low-cost, easily accessible and secure environment for e-commerce transactions.</li> </ul> | <ul style="list-style-type: none"> <li>• Industry Canada</li> <li>• Canadian Commercial Corporation</li> <li>• Canadian Chamber of Commerce</li> <li>• Canadian Federation of Independent Business</li> <li>• Canadian Manufacturers and Exporters</li> <li>• WD</li> <li>• Export Development Corporation (EDC)</li> <li>• Grand &amp; Toy</li> <li>• Manitoba Trade and Investment</li> <li>• Canada Post</li> <li>• AAFC</li> <li>• Business Development Bank of Canada (BDC)</li> <li>• ACOA</li> <li>• Ontario Exports Inc.</li> <li>• Saskatchewan Trade and Exports Partnership</li> <li>• Governments of New Brunswick, Saskatchewan, Ontario, Alberta, Nova Scotia, Prince Edward Island, Newfoundland and Labrador, British Columbia, Manitoba and Quebec</li> <li>• INAC</li> <li>• Public Works and Government Services Canada</li> <li>• Canada Customs and Revenue Agency</li> <li>• International Business Opportunities Centre</li> <li>• Information Technology Association of Canada</li> <li>• AT&amp;T Canada</li> <li>• Canadian Construction Association</li> <li>• Japan External Trade Organization</li> <li>• Hong Kong Trade Development Council</li> </ul> | <p>Canadian companies will be helped to realize the full benefits of e-commerce by being connected with business opportunities and through support to e-business with public and private sector e-commerce tools.</p> |



| <b>COLLECTIVE INITIATIVE</b>      | <b>KEY COMMITMENT</b>  | <b>PARTNER(S)</b>  | <b>PLANNED RESULTS</b>   |
|-----------------------------------|--|--|--|
| <p>Student Connection Program</p> | <p>Stimulate the adoption of Internet and e-business practices by Canadian SMEs.</p> <p>Provide practical, on-the-job technology and business experience for Canadian college/university students and recent graduates.</p> <p>Support Canadian senior citizens to take advantage of the benefits of the Internet.</p> | <ul style="list-style-type: none"> <li>• Industry Canada</li> <li>• HRDC</li> <li>• Association of Canadian Community Colleges</li> <li>• Universities and colleges</li> <li>• Private sector</li> </ul>   | <p>Digital literacy will be further developed among SMEs, youth and seniors, through Internet and e-commerce adoption, and utilization will be increased through collaboration among partners.</p> <p>Canadian youth will be helped to ease their transition from school to work and allowed to showcase their abilities to potential employers.</p> |
| <p>Team Canada Inc</p>            | <p>Provide the Canadian business community with single-window access to fully integrated Government of Canada services with a view to enhancing export capability and preparedness and success in international market development.</p>  | <ul style="list-style-type: none"> <li>• Industry Canada</li> <li>• AAFC</li> <li>• ACOA</li> <li>• BDC</li> <li>• Canada Customs and Revenue Agency</li> <li>• CED</li> <li>• Canada Mortgage and Housing Corporation (CMHC)</li> <li>• Canadian Commercial Corporation</li> <li>• CIDA</li> <li>• Department of Canadian Heritage</li> <li>• Fisheries and Oceans Canada</li> <li>• DFAIT</li> <li>• Environment Canada</li> <li>• EDC</li> <li>• HRDC</li> <li>• INAC</li> <li>• National Farm Products Council</li> <li>• NRC</li> <li>• Transport Canada</li> <li>• WD</li> </ul> | <p>Access will be improved to export support products and services across all regions of Canada.</p>   |

| <b>COLLECTIVE INITIATIVE</b>    | <b>KEY COMMITMENT</b>   | <b>PARTNER(S)</b>   | <b>PLANNED RESULTS</b>   |
|---------------------------------|---|---|--|
| Toronto Strategic Partnership   | Establish a framework for cooperation and coordination with respect to the enforcement of laws pertaining to deceptive marketing practices. | <ul style="list-style-type: none"> <li>• Competition Bureau (Industry Canada)</li> <li>• Ontario Provincial Police</li> <li>• Ontario Ministry of Consumer and Business Services</li> <li>• Toronto Police Service</li> <li>• Federal Trade Commission (Bureau of Consumer Protection)</li> <li>• U.S. Postal Inspection Service</li> </ul>   | <p>Cooperation between partners will be improved.</p> <p>Success in stopping deceptive marketing practices will increase.</p>  |
| Youth Employment Strategy (YES) | Help young Canadians gain access to career information, learning opportunities and work experience.   | <ul style="list-style-type: none"> <li>• Department of Canadian Heritage</li> <li>• HRDC</li> <li>• Environment Canada</li> <li>• NRCan</li> <li>• AAFC</li> <li>• Industry Canada Programs: <ul style="list-style-type: none"> <li>– NetCorps Canada International (<a href="http://www.netcorps-cyberjeunes.org">www.netcorps-cyberjeunes.org</a>)</li> <li>– Student Connection Program (<a href="http://www.scp-ebb.com">www.scp-ebb.com</a>)</li> <li>– SchoolNet Youth Employment Initiative (<a href="http://www.schoolnet.ca/yei">www.schoolnet.ca/yei</a>)</li> <li>– Computers for Schools Technical Work Experience Program (<a href="http://www.schoolnet.ca/cfs-ope">www.schoolnet.ca/cfs-ope</a>)</li> <li>– Community Access Program Youth Initiative (<a href="http://cap.ic.gc.ca/english/7000.shtml">http://cap.ic.gc.ca/english/7000.shtml</a>)</li> <li>– Information Highway, Science and Entrepreneurship Camps (<a href="http://www.schoolnet.ca/ise">www.schoolnet.ca/ise</a>)</li> <li>– Canada's Digital Collections program (<a href="http://collections.ic.gc.ca">http://collections.ic.gc.ca</a>)</li> <li>– FedNor Youth Internships (<a href="http://strategis.ic.gc.ca/SSG/fn00931e.html">http://strategis.ic.gc.ca/SSG/fn00931e.html</a>)</li> </ul> </li> </ul> | <p>YES programs are instrumental in helping Industry Canada meet its mandate through the Connecting Canadians initiative. Young people will be provided with the opportunities to become innovators, entrepreneurs and community leaders while gaining work experience that will make them competitive in the knowledge-based economy.</p> |

## SECTION 5: FINANCIAL INFORMATION

The information contained in the following financial tables is presented in accordance with the Department's approved Planning, Reporting and Accountability Structure (PRAS) and corresponds to its three principal lines of business: Micro-Economic Policy, Industry Sector Development, and Marketplace Rules and Services. The Department is currently revising the PRAS to correspond to its five strategic objectives, which better illustrate how Industry Canada is making a difference for Canadians. Readers who are interested in understanding how the financial information corresponding to the Department's business lines equates to its five strategic objectives can find the information on the Department's Web site ([www.ic.gc.ca/crosswalk](http://www.ic.gc.ca/crosswalk)).

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### 5.1 Summary of Transfer Payments by Business Line

| (thousands of dollars)                | Forecast<br>Spending<br>2001–2002 | Planned<br>Spending<br>2002–2003 | Planned<br>Spending<br>2003–2004 | Planned<br>Spending<br>2004–2005 |
|---------------------------------------|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| <b>Grants</b>                         |                                   |                                  |                                  |                                  |
| Micro-Economic Policy                 | 39,500.0                          | <b>1,000.0</b>                   | 1,000.0                          | 1,000.0                          |
| Marketplace Rules and Services        | 45.0                              | <b>45.0</b>                      | 45.0                             | 45.0                             |
| <b>Total Grants</b>                   | 39,545.0                          | <b>1,045.0</b>                   | 1,045.0                          | 1,045.0                          |
| <b>Contributions</b>                  |                                   |                                  |                                  |                                  |
| Micro-Economic Policy                 | 11,648.0                          | <b>10,848.0</b>                  | 10,848.0                         | 7,358.0                          |
| Marketplace Rules and Services        | 1,690.0                           | <b>1,690.0</b>                   | 1,690.0                          | 1,690.0                          |
| Industry Sector Development           | 728,331.0                         | <b>1,061,526.0</b>               | 714,289.0                        | 591,102.0                        |
| <b>Total Contributions</b>            | 741,669.0                         | <b>1,074,064.0</b>               | 726,827.0                        | 600,150.0                        |
| <b>Total Grants and Contributions</b> | 781,214.0                         | <b>1,075,109.0</b>               | 727,872.0                        | 601,195.0                        |

## 5.2 Details on Transfer Payment Programs

|   | Planned<br>Spending<br>2002–2003 |
|---|----------------------------------|
| <b>Micro-Economic Policy</b>  |                                  |
| Grant to the Canada–Israel Industrial Research Development Foundation   | 1,000,000                        |
| Contribution to the International Telecommunication Union, Geneva, Switzerland  | 6,808,000                        |
| Contribution to the Canadian Institute for Advanced Research  | 3,490,000                        |
| Contribution to the Internal Trade Secretariat  | 550,000                          |
| <b>Marketplace Rules and Services</b>   |                                  |
| Grant to the Radio Advisory Board of Canada   | 45,000                           |
| Contributions to various organizations working in the consumer interest   | 1,690,000                        |
| <b>Industry Sector Development</b>  |                                  |
| Contribution to the Canadian Network for the Advancement of Research,<br>Industry and Education   | 33,882,000                       |
| Contributions under the Community Futures Program   | 21,110,000                       |
| (S) Insurance payments under the Enterprise Development Program and guarantees under<br>the Industrial and Regional Development Program | 10,000,000                       |
| Contributions under the Aboriginal Business Canada Program  | 33,986,000                       |
| Contributions under the Northern Ontario Development Fund   | 49,950,000                       |
| (S) Liabilities under the <i>Small Business Loans Act</i>   | 32,000,000                       |
| (S) Liabilities under the <i>Canada Small Business Financing Act</i>  | 29,000,000                       |
| Contributions under the Technology Partnerships Canada Program  | 395,359,000                      |
| Contributions under the Canada/Quebec Agreement on Industrial Development   | 490,000                          |
| Contributions under the SchoolNet Program   | 23,274,000                       |
| Contributions under the Community Access Program  | 44,030,000                       |
| Contributions under the Information Highway, Science and Entrepreneurship Camps Program   | 345,000                          |
| Contributions under the Smart Communities Program   | 25,100,000                       |
| Contribution to the Industrial Research and Development Institute   | 1,000,000                        |
| Contributions to the Province of Ontario under the Canada Infrastructure Works Agreement  | 317,000,000                      |
| Contributions under the Structured Financing Facilities   | 45,000,000                       |

### 5.3 Source of Respendable and Non-Respendable Revenue

| (millions of dollars)  | Forecast<br>Revenue<br>2001–2002 | Planned<br>Revenue<br>2002–2003 | Planned<br>Revenue<br>2003–2004 | Planned<br>Revenue<br>2004–2005 |
|--|----------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>Respendable Revenue</b>   |                                  |                                 |                                 |                                 |
| Bankruptcy and Insolvency Supervision  | 20.0                             | <b>22.0</b>                     | 24.0                            | 26.0                            |
| Corporations Regulation  | 4.8                              | <b>4.8</b>                      | 4.8                             | 4.8                             |
| Intellectual Property Protection and<br>Dissemination Revolving Fund                 | 82.3                             | <b>93.5</b>                     | 101.1                           | 102.9                           |
| Competition Law and Policy   | 9.0                              | <b>9.5</b>                      | 10.0                            | 10.5                            |
| Communications Research  | 8.4                              | <b>9.6</b>                      | 9.7                             | 9.7                             |
| <b>Sub-Total Respendable Revenue</b>   | 124.5                            | <b>139.4</b>                    | 149.6                           | 153.9                           |
| <b>Non-Respendable Revenue</b>   |                                  |                                 |                                 |                                 |
| Bankruptcy and Insolvency Supervision  | 0.9                              | <b>0.9</b>                      | 0.9                             | 0.9                             |
| Measurement Regulation   | 2.7                              | <b>2.5</b>                      | 2.3                             | 2.1                             |
| Consumer Labelling and Advertising Regulation  | 0.1                              | <b>0.1</b>                      | 0.1                             | 0.1                             |
| Spectrum Management  | 254.5                            | <b>253.0</b>                    | 249.1                           | 249.1                           |
| Communications Research  | 3.3                              | <b>1.5</b>                      | 1.5                             | 1.5                             |
| Refund of Previous Year's Expenditures   | 0.0                              | <b>0.0</b>                      | 0.0                             | 0.0                             |
| Return on Investment   | 17.0                             | <b>0.0</b>                      | 0.0                             | 0.0                             |
| Development  | 1.5                              | <b>1.3</b>                      | 1.1                             | 0.9                             |
| <i>Small Business Loans Act/Canada Small<br/>Business Financing Act Service Fees</i> | 31.0                             | <b>61.0</b>                     | 51.0                            | 47.0                            |
| <b>Sub-Total Non-Respendable Revenue</b>   | 311.0                            | <b>320.3</b>                    | 306.0                           | 301.6                           |
| <b>Total Respendable and<br/>Non-Respendable Revenue</b>                             | 435.5                            | <b>459.7</b>                    | 455.6                           | 455.5                           |

### 5.4 Net Cost of Program for the Estimates Year

| (millions of dollars)  | <b>Industry<br/>Canada</b> |
|--|----------------------------|
| Net Planned Spending   | 1,582.0                    |
| Plus:  |                            |
| <i>Services Received without Charge</i>  |                            |
| Accommodation provided by Public Works and Government Services Canada  | 39.7                       |
| Contributions covering employers' share of employees' insurance premiums and expenditures paid by Treasury Board Secretariat | 20.1                       |
| Workers' compensation coverage provided by Human Resources Development Canada  | 0.5                        |
| Salary and associated expenditures of legal services provided by the Department of Justice Canada                            | 4.6                        |
| <b>Sub-Total</b>   | <b>64.9</b>                |
| <b>Total Cost of Program</b>   | <b>1,646.9</b>             |
| Less: Non-Respendable Revenue  | 320.3                      |
| <b>2002–2003 Net Cost of Program</b>   | <b>1,326.6</b>             |

### 5.5 Revolving Fund Financial Statements

#### Canadian Intellectual Property Office (CIPO) Revolving Fund Statement of Operations

| (millions of dollars)               | Forecast<br>2001–2002 | <b>Planned<br/>2002–2003</b> | Planned<br>2003–2004 | Planned<br>2004–2005 |
|-------------------------------------|-----------------------|------------------------------|----------------------|----------------------|
| <b>Revenue</b>                      | 81.0                  | <b>94.9</b>                  | 100.9                | 106.9                |
| <b>Expenses</b>                     |                       |                              |                      |                      |
| Operating:                          |                       |                              |                      |                      |
| Salaries and employee benefits      | 45.5                  | <b>54.2</b>                  | 58.1                 | 59.8                 |
| Depreciation                        | 12.8                  | <b>15.1</b>                  | 17.1                 | 18.9                 |
| Repairs and maintenance             | 0.7                   | <b>0.5</b>                   | 0.5                  | 0.5                  |
| Administrative and support services | 14.9                  | <b>15.5</b>                  | 15.9                 | 16.3                 |
| Utilities, materials and supplies   | 9.3                   | <b>9.2</b>                   | 9.2                  | 9.2                  |
| Marketing                           | 0.0                   | <b>0.0</b>                   | 0.0                  | 0.0                  |
| Interest                            | 0.0                   | <b>0.0</b>                   | 0.0                  | 0.0                  |
| <b>Total Expenses</b>               | 83.2                  | <b>94.5</b>                  | 100.8                | 104.7                |
| <b>Sub-Total Surplus (Deficit)</b>  | (2.2)                 | <b>0.4</b>                   | 0.1                  | 2.2                  |
| Deferred Capital Assistance         | 6.4                   | <b>6.4</b>                   | 6.4                  | 6.4                  |
| <b>Surplus (Deficit)</b>            | 4.2                   | <b>6.8</b>                   | 6.5                  | 8.6                  |

### 5.6 Revolving Fund Financial Statements (cont.)

#### Statement of Changes in Financial Position

| (millions of dollars)                                 | Forecast<br>2001–2002 | Planned<br>2002–2003 | Planned<br>2003–2004 | Planned<br>2004–2005 |
|---|-----------------------|----------------------|----------------------|----------------------|
| <b>Surplus (Deficit)</b>                              | 4.2                   | <b>6.8</b>           | 6.5                  | 8.6                  |
| Add non-cash items:                                   |                       |                      |                      |                      |
| Depreciation/amortization                             | 12.8                  | <b>15.1</b>          | 17.1                 | 18.9                 |
| Deferred Capital Assistance                           | (6.4)                 | <b>(6.4)</b>         | (6.4)                | (6.4)                |
| Investing Activities:                                 |                       |                      |                      |                      |
| Acquisition of depreciable assets                     | (12.5)                | <b>(10.7)</b>        | (8.7)                | (8.7)                |
| Changes in short- and long-term<br>assets/liabilities | (2.8)                 | <b>(0.8)</b>         | 0.8                  | (3.4)                |
| <b>Cash Surplus (Requirement)</b>                     | 0.9                   | <b>4.0</b>           | 9.3                  | 9.0                  |

### 5.7 Revolving Fund Financial Statements (cont.)

#### Projected Use of Authority

| (millions of dollars)                | Forecast<br>2001–2002 | Planned<br>2002–2003 | Planned<br>2003–2004 | Planned<br>2004–2005 |
|--------------------------------------|-----------------------|----------------------|----------------------|----------------------|
| Authority*                           | 5.0                   | <b>5.0</b>           | 5.0                  | 5.0                  |
| Drawdown:                            |                       |                      |                      |                      |
| Balance as of April 1**              | 46.6                  | <b>47.5</b>          | 51.5                 | 60.8                 |
| Projected surplus (drawdown)         | 0.9                   | <b>4.0</b>           | 9.3                  | 9.0                  |
|                                      | 47.5                  | <b>51.5</b>          | 60.8                 | 69.8                 |
| <b>Projected Balance at March 31</b> | 52.5                  | <b>56.5</b>          | 65.8                 | 74.8                 |

\* As a result of a re-assessment of this fund's operational needs, the reduction to its total drawdown authority becomes effective March 31, 2002. \$5 million is the maximum amount that may be drawn down from the Consolidated Revenue Fund (CRF) at any time.

\*\* As per audited financial statements published July 12, 2001.

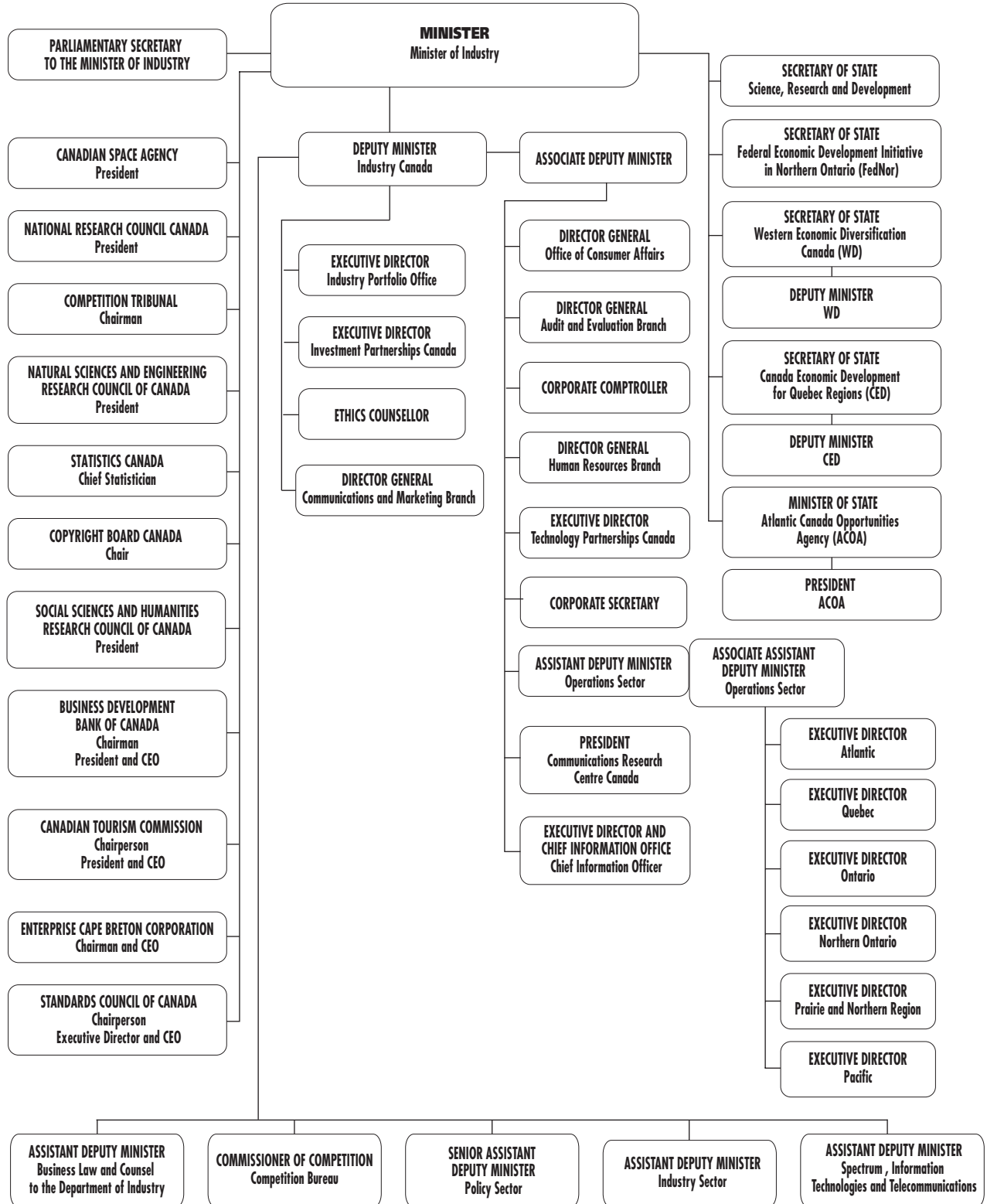
### 5.8 Loans, Investments and Advances

| (millions of dollars)  | Forecast<br>Spending<br>2001–2002 | Planned<br>Spending<br>2002–2003 | Planned<br>Spending<br>2003–2004 | Planned<br>Spending<br>2004–2005 |
|--|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| <b>Industry Sector Development</b>   |                                   |                                  |                                  |                                  |
| Payment pursuant to subsection 14(2) of the<br><i>Department of Industry Act</i> | —                                 | <b>0.3</b>                       | 0.3                              | 0.3                              |
| Loans pursuant to paragraph 14(1)(a) of the<br><i>Department of Industry Act</i> | —                                 | <b>0.5</b>                       | 0.5                              | 0.5                              |
| <b>Total</b>   | —                                 | <b>0.8</b>                       | 0.8                              | 0.8                              |



# SECTION 6: SUPPLEMENTARY INFORMATION

## 6.1 INDUSTRY PORTFOLIO ORGANIZATIONAL STRUCTURE



## 6.2 INDUSTRIAL AND REGIONAL DEVELOPMENT PROGRAM

Section 14 of the *Industrial and Regional Development Act* states that an annual report to Parliament on the administration of the Industrial and Regional Development Program (IRDP) should be tabled by the first day of the month of June following the close of each fiscal year. Since there are no new commitments to report for the IRDP, Industry Canada is fulfilling its reporting requirements for fiscal year 2001–02, under the provisions of the Report on Plans and Priorities, rather than in a separate annual report.

The IRDP terminated on June 30, 1988. Since that time, no further applications for assistance under the program have been accepted. All financial commitments by Industry Canada under the IRDP have now been fully expended.

The *Industrial and Regional Development Act* remains in effect to allow for the ongoing repayments in future years of the financial assistance previously provided under the program.

## 6.3 OBJECTIVES OF INDUSTRY CANADA'S ACTIVE GRANTS AND CONTRIBUTIONS PROGRAMS

### GRANTS AND CONTRIBUTIONS

#### Aboriginal Business Development Program

The objectives of this program are the following:

- to increase the number of viable businesses in Canada that are owned and controlled by Aboriginal Canadians, and improve access to business opportunities, increase self-reliance and provide a supportive business environment for Aboriginal Canadians in all areas of Canada;

- to establish, expand and diversify self-sustaining Aboriginal-owned and -controlled capital corporations that provide developmental capital in Canada and that are functionally complementary to the mainstream financial sector;
- to enhance the capacity of Aboriginal financial and business development organizations to provide financial services, business information and developmental support services; and
- to provide Aboriginal Canadians with greater responsibility for economic development initiatives in keeping with the spirit of *Gathering Strength: Canada's Aboriginal Action Plan*.

#### Aboriginal Business Loan Insurance Program

The objective of this program is to increase commercial enterprise activity by Aboriginal Canadians, as a major step toward enhancing their economic self-reliance, by providing financial and advisory assistance at various stages and for several aspects of enterprise development.

#### FedNor

The overall objective of the FedNor program is to promote economic development in Northern Ontario, leading to a strengthening of the national economy and contributing to the successful development of business and job opportunities. The program is expected to generate the following results:

- the improvement of access to capital for small business (e.g. increased incidence of lending to small, rural, Aboriginal, Francophone or innovative businesses, high-risk projects and other initiatives);
- the improvement of access to information for small business (e.g. enhanced knowledge and use of the Internet, new technologies, government services and an accessible and cost-effective telecommunications infrastructure);

- the improvement of access to markets for small business (e.g. SME ability to identify trade opportunities and strategies); and
- the promotion of sustainable self-reliant communities, including the strengthening of Aboriginal communities and their economies (e.g. greater degree of community-based decision making and delivery, more active community economic development, and greater participation in the knowledge-based economy).

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

## **Information Highway Programs**

### ***Community Access Program***

The objective of this program is to provide Canadians with affordable access to the Internet, as a means of ensuring that Canadians benefit from the global, knowledge-based economy and the opportunity to use its technologies, and specifically to establish universal public access sites in urban and rural communities across Canada.

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

### ***Computers for Schools***

The objective of this program is to help schools and libraries take full advantage of the information age by collecting, refurbishing and distributing still-valuable surplus computers donated by governments, the private sector, and individuals to schools and libraries across Canada.

[www.schoolnet.ca/cfs-ope](http://www.schoolnet.ca/cfs-ope)

### ***SchoolNet***

The objective of this program is to facilitate the connectivity of all schools, including First Nations schools, and libraries to the Internet. By stimulating the use of the Internet in a learning environment, SchoolNet ensures that the tremendous potential of information and communications technologies (ICTs) is harnessed for the benefit of all

Canadian learners, enabling them to compete effectively in the new global, knowledge-based economy.

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

### ***NetCorps Canada International***

The objective of this program is to provide Canadian youth with international work experience in information technology, while contributing to the efforts of developing countries to increase their capacity in terms of information technology.

[www.netcorps-cyberjeunes.org](http://www.netcorps-cyberjeunes.org)

### ***Smart Communities Program***

The objectives of this program are the following:

- to assist communities in developing and implementing sustainable Smart Communities strategies;
- to create opportunities for learning through the sharing among communities of Smart activities, experiences and lessons learned; and
- to provide new business opportunities, domestically and internationally, for Canadian companies developing and delivering ICT applications and services.

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

### ***Information Highway, Science and Entrepreneurship Camps***

The objectives of this program are the following:

- to provide meaningful, short-term work experience to youth that will better position them for career-related employment; and
- to encourage children to develop their interests and skills in the Internet, other information technologies, science and entrepreneurship, which are fields increasingly important to their future.

## Ontario Community Futures Program

The objective of this program is to support community economic development by assisting Northern and rural Ontario communities to develop and diversify their economies. Through the support of a network of Community Futures Development Corporations, the program's expected results are the following:

- the development and implementation of strategic community economic development plans with other partners in order to strengthen and diversify the local economy;
- the provision of a range of services to small business, including technical advice, counselling, information and referrals; and
- the provision of small business financing of up to \$125,000 on commercial terms through locally governed investment funds that offer loans, loan guarantees or equity investments for business start-up, expansion or stabilization, where available financing from other sources is insufficient.

[www.ontcfdc.com](http://www.ontcfdc.com)

<http://communityfutures-ont.ic.gc.ca>

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

## Support Payments to Consumer Groups and Other Voluntary Organizations Working in the Consumer Interest

The objective of this program is to strengthen the consumer's role in the marketplace, through the promotion of timely and sound consumer research and analysis, as well as to strengthen the financial self-sufficiency of consumer groups and voluntary organizations.

### Research Project Contributions

The objective of this program component is to strengthen the consumer's role in the marketplace by improving the quality and impact of consumer and voluntary organizations' research and policy development work on consumer issues.

The expected results are the following:

- through sound research and analysis, consumer organizations will have a greater capacity to represent the interests of consumers in public and private decision-making processes;
- project results and final reports will be consulted by peers, stakeholders and other government departments; and
- project results and final reports will contribute to the decision-making process.

### Development Contributions

The objective of this program component is to strengthen organizations' capacity to diversify revenue sources and increase their level of self-sufficiency.

The expected results are that organizations will have a greater variety of revenue sources and a greater level of financial self-sufficiency.

<http://strategis.gc.ca/SSG/ca00175e.html>

### Structured Financing Facility Program

Given the current international context in the shipbuilding and industrial marine industry sector, the Structured Financing Facility Program is a key component of the recently announced Canadian policy framework (*A New Policy Framework for the Canadian Shipbuilding and Industrial Marine Industry – Focussing on Opportunities*) to assist Canadian businesses in taking advantage of related market opportunities (including those in Canada), to promote investments in related competencies, and to assist innovation in key technologies. (Pleasure crafts as defined in the *Canadian Shipping Act* are not included.)

[http://strategis.gc.ca/sc\\_indps/shipbuilding/graphics/response-c.pdf](http://strategis.gc.ca/sc_indps/shipbuilding/graphics/response-c.pdf)

## Technology Partnerships Canada

The objectives of the TPC program are the following:

- to increase economic growth and create jobs and wealth;
- to support sustainable development;
- to maintain and build the industrial technology and skill base essential to a knowledge-based economy;
- to encourage the development of SMEs in all regions of Canada;
- to encourage private sector investment;
- to manage the contributions so that all repayments are recycled into TPC, allowing for future growth;
- to manage the sharing ratios on TPC contributions, with a target of an average TPC sharing ratio of no more than 33 percent (with typical projects sharing ratios between 25 percent and 30 percent); and
- to take an investment approach through sharing in returns as well as in risks.

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

*The programs below are generally described as “indirect program delivery,” whereby a grant or contribution is made to an organization to enable it to provide financial assistance in order to promote economic development within a specific sector, according to preset performance criteria.*

### CANARIE — CA\*net4

Announced in Budget 2001, CANARIE will undertake to construct and operate Canada’s national research network, CA\*net4. It will be the world’s most advanced research network and will provide Canadian researchers with increased capacity and greater control in managing the network to accommodate their research needs. This type of network is essential to support meaningful leading-edge research which will benefit Canadians by

- providing the communication infrastructure vital to research in socially important areas such as health, education and environmental protection;
- providing Canadian researchers with the advanced network capabilities they need to conduct research of domestic relevance and international significance;
- renewing and maintaining the leadership in research networking that Canada enjoyed with the deployment of CA\*net3;
- providing the critical infrastructure that Canadian researchers need if they are to advance this country’s international research ranking to fifth place;
- allowing Canadian scientists and researchers to interact with international colleagues on the same technological level;
- providing a broadband hub through which research from Europe and Asia can flow through Canada, thus raising our profile in the international research community through CANARIE, and involving CANARIE directly in key research projects; and
- attracting and retaining key scientists by showing them that they can participate in major international projects from Canada.

### CANARIE — Phase III: Advanced Applications Development Program

Within the context of the federal government’s infrastructure policy in Building a More Innovative Economy, the Connectedness Agenda, the E-Commerce Strategy, and the National Learning Network Strategy, the overall objectives of this program are to enhance the productivity and competitiveness of Canadian industry, especially innovative Canadian ICT companies, with an emphasis on priority (public and private sectors) of the economy (such as e-business, e-learning, e-health and intelligent systems) to catalyse the development and diffusion of technologies,

advanced applications and services that underpin or use advanced Internet infrastructure, such as CA\*net3, and that are based on open-systems standards. The program's specific objectives are the following:

- to facilitate the development, testing and demonstration of advanced networking applications and related technologies and services;
- to support the development by Canadian industry of software, infrastructure and other products, solutions and services relating to advanced networks and advanced applications;
- to support the diffusion and deployment of advanced networks and advanced applications, including the results of sub-projects undertaken through the Advanced Applications Development Program (AADP);
- to promote awareness of advanced networks and related applications, technologies and services, including the results of projects undertaken through the AADP;
- to promote improved access to and use of advanced networks; and
- to encourage collaboration with and among industry, universities and colleges, schools and school boards, libraries, government research centres and agencies, provincial/territorial governments, aligned federal initiatives, and other stakeholders.

Within the next three years, CANARIE's expected results include the following:

- Under the e-business program, during 2002–04, CANARIE Inc. will place up to \$28 million in cost-shared R&D projects and related activities.
- Under the e-learning program, CANARIE will place \$28 million in cost-shared R&D projects; \$10 million has already been allocated to the first group of 10 projects.

- Under the e-health/telehealth program, CANARIE will place \$4.5 million in cost-shared R&D projects.

<http://canarie.ca>

### **Canadian Institute for Advanced Research**

The objectives of this program are to encourage research excellence in Canada by supporting the work of the Canadian Institute for Advanced Research (CIAR) and fostering its development. The program is expected to generate the following results:

- the building of strength in areas that are of long-term scientific, economic and social importance to Canada and that are based on an interdisciplinary approach;
- the encouragement of greater private sector and provincial/territorial government investment in basic and applied R&D activities in Canada; and
- the encouragement of closer links between the research activities of universities and governments.

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

### **Genome Canada**

Budget 2001 provided an additional \$140-million grant to Genome Canada, and provincial/territorial governments are expected at least to match this federal contribution. The objective of this initiative is to enable Canada to become a world leader in selected areas of genomic research by bringing together consortia to deliver genomics research, technology platforms and major genomics projects. The elements include the following:

- the conducting of major research projects in the sectors of health, agriculture, environment, forestry and fisheries;
- the recruitment and development of the next generation of genomics scientists in Canada; and

- the addressing of public concerns and increasing of public awareness about genomics research.

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

### **Precarn**

Precarn is a private sector consortium of industry, academic and research laboratories that foster collaborative, pre-competitive research in intelligent systems. Industry Canada has provided \$65 million to Precarn to date. Precarn projects have moved Canada forward in fields as diverse as oil and gas, mining, food inspection, remote sensing, computer animation, medicine, electric power generation and steel processing. The objectives of this program are the following:

- to build an industrial capability in intelligent systems in Canada;

- to provide leadership for collaborative research in intelligent systems by bringing together the complementary capabilities and resources of user-customers, suppliers, technology developers and researchers in a national, industry-driven consortium; and
- to create a competitive advantage for Canadian industry, and social and economic benefits for Canadians, through innovation in intelligent systems.

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

### **OTHER TRANSFER PAYMENTS**

#### **Canada Small Business Financing Program**

The objective of the Canada Small Business Financing Program is to encourage participating lending institutions to increase the availability of loans for the establishment, expansion, modernization and improvement of small business enterprises.

## 6.4 ACTS

### Acts under the Responsibility of the Minister of Industry

#### DEPARTMENTAL LEGISLATION

*Department of Industry Act*, S.C. 1995, c. 1

#### TELECOM LEGISLATION

*Radiocommunication Act*, R.S. 1985, c. R-2  
*Telecommunications Act*, S.C. 1993, c. 38  
*Teleglobe Canada Reorganization and Divestiture Act*, S.C. 1987, c. 12 (specified functions)  
*Telesat Canada Reorganization and Divestiture Act*, S.C. 1991, c. 52 (policy role)

#### MARKETPLACE AND TRADE REGULATION

*Agreement on Internal Trade Implementation Act*, S.C. 1996, c. 17  
*Bankruptcy and Insolvency Act*, R.S. 1985, c. B-3  
*Boards of Trade Act*, R.S. 1985, c. B-6  
*Canada Business Corporations Act*, R.S. 1985, c. C-44  
*Canada Cooperatives Act*, S.C. 1998, c. 1  
*Canada Corporations Act*, R.S. 1970, c. C-32  
*Companies' Creditors Arrangement Act*, R.S. 1985, c. C-36  
*Competition Act*, R.S. 1985, c. C-34  
*Government Corporations Operation Act*, R.S. 1985, c. G-4  
*Investment Canada Act*, R.S. 1985, c. 28 (1st supp.)  
*Lobbyists Registration Act*, R.S. 1985, c. 44 (4th supp.)  
*Canada Small Business Financing Act*, S.C. 1998, c. 36  
*Winding-Up and Restructuring Act*, R.S. 1985, c. W-11 (Part I only)

#### CANADIAN INTELLECTUAL PROPERTY OFFICE (CIPO) LEGISLATION

*Copyright Act*, R.S. 1985, c. C-42  
*Patent Act*, R.S. 1985, c. P-4  
*Trade-marks Act*, R.S. 1985, c. T-13  
*Industrial Design Act*, R.S. 1985, c. I-9  
*Integrated Circuit Topography Act*, S.C. 1990, c. 37  
*Public Servants Inventions Act*, R.S. 1985, c. P-32

#### CONSUMER LEGISLATION

*Bills of Exchange Act*, R.S. 1985, c. B-4 (Part V: Consumer Bills and Notes)  
*Consumer Packaging and Labelling Act*, R.S. 1985, c. C-38  
*Electricity and Gas Inspection Act*, R.S. 1985, c. E-4  
*Personal Information Protection and Electronic Documents Act*, S.C. 2000, C-5  
*Precious Metals Marking Act*, R.S. 1985, c. P-19  
*Textile Labelling Act*, R.S. 1985, c. T-10  
*Timber Marking Act*, R.S. 1985, c. T-11  
*Weights and Measures Act*, R.S. 1985, c. W-6

#### REGISTRAR GENERAL FUNCTIONS

*Public Documents Act*, R.S. 1985, c. P-28  
*Public Officers Act*, R.S. 1985, c. P-31  
*Seals Act*, R.S. 1985, c. S-6  
*Trade Unions Act*, R.S. 1985, c. T-14

#### PORTFOLIO AND AGENCY LEGISLATION

*Business Development Bank of Canada Act*, S.C. 1995, c. 28  
Canada Foundation for Innovation: Part I and XI of the *Budget Implementation Act, 1997*, S.C. 1997, c. 26  
*Canadian Space Agency Act*, S.C. 1990, c. 13  
*Canadian Tourism Commission*, S.C. 2000, c.28  
*Civil International Space Station Agreement Implementation Act*, S.C. 1999, c. 35  
Copyright Board: sections 66 ff. of the *Copyright Act*, R.S. 1985, c. C-42  
*Competition Tribunal Act*, R.S. 1985, c. 19 (2nd supp.)  
*National Research Council Act*, R.S. 1985, c. N-15  
*Natural Sciences and Engineering Research Council Act*, R.S. 1985, c. N-21



*Social Sciences and Humanities Research Council Act*, R.S. 1985, c. S-12  
*Standards Council of Canada Act*, R.S. 1985, c. S-16  
*Statistics Act*, R.S. 1985, c. S-19

### **LARGELY INACTIVE OR MINIMAL INVOLVEMENT**

*Atlantic Fisheries Restructuring Act*, R.S. 1985, c. A-14 (in respect of certain companies)  
*Agricultural and Rural Development Act*, R.S. 1985, c. A-3  
*Bell Canada Act*, S.C. 1987, c. 19 (private act)  
*British Columbia Telephone Company Act*, S.C. 1916, c. 66 (private act)  
*Corporations Returns Act*, R.S. 1985, c. C-43  
*Employment Support Act*, S.C. 1970-71-72, c. 56  
*Industrial and Regional Development Act*, R.S. 1985, c. I-8  
*Pension Fund Societies Act*, R.S. 1985, c. P-8 (ss. 4, 6 and 7)  
*Regional Development Incentives Act*, R.S.C. 1970, c. R-3  
*Small Business Investment Grants Act*, S.C. 1980-81-82-83, c. 147  
*Special Areas Act*, R.S. 1985, c. S-14 (Ontario and Quebec)

### **REGIONAL AGENCY LEGISLATION**

#### **Atlantic Canada Opportunities Agency**

The Minister of Industry is also currently the Minister for the Atlantic Canada Opportunities Agency and is responsible for the following:

*Atlantic Canada Opportunities Agency Act*, Part I of the *Government Organization Act*, *Atlantic Canada, 1987*, R.S. 1985, c. 41 (4th supp.)  
*Enterprise Cape Breton Corporation Act*, Part II of the *Government Organization Act*, *Atlantic Canada, 1987*, R.S. 1985, c. 41 (4th supp.)  
*Canada Small Business Financing Act*, S.C. 1998, c. 36 (Atlantic provinces)

#### **Western Economic Diversification Canada**

The Minister of Industry is also currently the Minister of Western Economic Diversification Canada and is responsible for the following:

*Western Economic Diversification Act*, R.S. 1985, c. 11 (4th supp.)  
*Canada Small Business Financing Act*, S.C. 1998, c. 36 (Western provinces)

#### **Canada Economic Development for Quebec Regions**

The Minister of Industry is also currently the Minister responsible for Canada Economic Development for Quebec Regions and is responsible for the following:

Part II of the *Department of Industry Act*, S.C. 1995, c. 1 (Regional Economic Development in Quebec)  
*Canada Small Business Financing Act*, S.C. 1998, c. 36 (Quebec)

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## 6.6 INDUSTRY CANADA'S REGIONAL OFFICES

Please consult the latest listing at  
[www.ic.gc.ca/regional](http://www.ic.gc.ca/regional)

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**Industry Canada**  
C.D. Howe Building  
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### ATLANTIC REGION

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Fax: (709) 772-5093

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Fax: (506) 851-6502

### QUEBEC REGION

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5 Place Ville-Marie  
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Fax: (514) 283-2247

### ONTARIO REGION

**Industry Canada**  
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Toronto ON M5C 2W7  
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Fax: (416) 973-8714

### NORTHERN ONTARIO REGION

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Toll-free: 1-877-333-6673  
Fax: (705) 671-0717

**FedNor**  
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70 Foster Drive  
Sault Ste. Marie ON P6A 6V4  
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### PRAIRIE AND NORTHERN REGION

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## 6.7 INTERNATIONAL TRADE CENTRES

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### NOVA SCOTIA

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## 6.8 CANADA BUSINESS SERVICE CENTRES

Telephone: 1-888-576-4444  
Info-FAX: 1-888-449-5444  
Web site: <http://www.cbsc.org>

### BRITISH COLUMBIA

Canada/British Columbia Business  
Service Centre  
601 West Cordova Street  
Vancouver BC V6B 1G1  
<http://www.sb.gov.bc.ca>

### ALBERTA

The Business Link  
Business Service Centre  
Suite 100  
10237-104 Street NW  
Edmonton AB T5J 1B1  
<http://www.cbsc.org/alberta>

### SASKATCHEWAN

Canada/Saskatchewan Business  
Service Centre  
122-3rd Avenue North  
Saskatoon SK S7K 2H6  
<http://www.cbsc.org/sask>

### MANITOBA

Canada/Manitoba Business Service Centre  
250-240 Graham Avenue  
P.O. Box 2609  
Winnipeg MB R3C 4B3  
<http://www.cbsc.org/manitoba>

### ONTARIO

Canada/Ontario Business Service Centre  
Toronto ON M5C 2W7  
<http://www.cbsc.org/ontario>

### QUEBEC

Info entrepreneurs  
Suite 12500, Plaza Level  
5 Place Ville-Marie  
Montréal QC H3B 4Y2  
<http://www.infoentrepreneurs.org>

### NOVA SCOTIA

Canada/Nova Scotia Business  
Service Centre  
1575 Brunswick Street  
Halifax NS B3J 2G1  
<http://www.cbsc.org/ns>

### NEW BRUNSWICK

Canada/New Brunswick Business  
Service Centre  
570 Queen Street  
Ground Floor, Barker House  
Fredericton NB E3B 6Z6  
<http://www.cbsc.org/nb>

### PRINCE EDWARD ISLAND

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

### NEWFOUNDLAND AND LABRADOR

Canada/Newfoundland and Labrador  
Business Service Centre  
90 O'Leary Avenue  
P.O. Box 8687, Station A  
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 TERRITORY

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

### NUNAVUT

Canada/Nunavut Business Service Centre  
P.O. Box 1000, Station 1198  
Parnaivik Building  
Iqaluit NU X0A 0H0  
<http://www.cbsc.org/nunavut>

# APPENDIX: KEY ACTIVITY INFORMATION

## APPENDIX 1: INNOVATION

| Increased recognition of innovation as a critical success factor in all sectors   |   |
|---|---|
| Challenges to be addressed/<br>Outcomes   | Activities  |
| <p>Many Canadian organizations do not recognize that, in the knowledge-based economy, the development of innovative products and processes is key to success in the global marketplace.</p> <p>Canadian organizations in all parts of the economy — education, business, consumers, not-for-profit organizations and government — must understand how innovation practices can best improve performance, and must act upon this understanding.</p> <p>There is a need to develop greater awareness of the importance of innovation and support for R&amp;D and technological diffusion in the resource and other sectors in Northern Ontario.</p> | <ul style="list-style-type: none"> <li>• Continue to support the CANARIE program for the next-generation research and education network for innovative development across all industry sectors by stimulating new emerging sectors such as advanced content and new media applications and their demonstration on the national network, and running a national engagement strategy to bring together key stakeholders and partners (e.g. provinces/territories, academia and the private sector) to increase their understanding of, and commitments to, a national innovation agenda to improve Canada's innovation performance and address Canada's innovation gaps (<a href="http://canarie.ca">http://canarie.ca</a>).</li> <li>• Work in collaboration with provincial/territorial ministers responsible for science, technology and innovation toward the implementation of principles for action to put in place policy frameworks that will move Canada from 14th to 5th in spending on R&amp;D in the industrialized world.</li> <li>• Expand and promote the Innovation in Canada portal (<a href="http://innovation.gc.ca/scdt/innovation/interface2.nsf">http://innovation.gc.ca/scdt/innovation/interface2.nsf</a>) as a hands-on, one-stop innovation resource, including offering extended provincial information and up-to-date international science and technology information.</li> <li>• Publish an annual report to detail Canada's innovation performance to promote greater understanding of innovation, as well as underscore its importance, especially relative to other industrialized countries.</li> <li>• Host a Six Countries conference on comparative innovation systems. The conference will provide Canadian policy makers and companies with a framework for assessing and evaluating emerging policy approaches to science, technology and innovation policy.</li> <li>• Review and document the potential benefits of innovative strategies, services and management practices in contributing to sustainable development nationally and internationally.</li> <li>• Partner with industry and academia in the application for an Aerospace Network of Centres of Excellence.</li> <li>• Engage provincial and territorial governments and business and academic stakeholders to develop and contribute to a national innovation strategy by undertaking a variety of activities, including regional and sectoral meetings and a national conference.</li> <li>• Ensure widespread dissemination of the challenges and opportunities addressed in <i>Achieving Excellence: Investing in People, Knowledge and Opportunity — Canada's Innovation Strategy</i>, through printed and on-line publications at <a href="http://www.innovationstrategy.gc.ca">www.innovationstrategy.gc.ca</a></li> </ul> |

| <b>Increased recognition of innovation as a critical success factor in all sectors (cont.)</b> |   |
|--|---|
| <b>Challenges to be addressed/<br/>Outcomes</b>  | <b>Activities</b>   |
|  | <ul style="list-style-type: none"> <li>• Seek wide-ranging, national input from Canadians to develop a national innovation strategy through a consultation Web site (<a href="http://www.innovationstrategy.gc.ca">www.innovationstrategy.gc.ca</a>).</li> <li>• Work with other government departments to focus attention on Canada’s innovation challenges and opportunities and explore areas where government can innovate to enable others to perform better.</li> <li>• Construct the new Laboratory for Photonic Components and Systems, research for which will proceed by early 2003–04 and will integrate research efforts of the Communications Research Centre Canada in one centralized location.</li> <li>• Continue to work, through FedNor (<a href="http://www.fednor.ic.gc.ca">www.fednor.ic.gc.ca</a>), with Northern Ontario-based firms, technology centres, universities and community colleges to promote and support applied R&amp;D and community capacity to commercialize research activities.</li> <li>• Develop a training module on innovation highlighting the importance of innovation to the work of Industry Canada and to the Industry Portfolio.</li> </ul> |

| <b>Expanded knowledge base, especially in fields with good opportunities</b>   |  |
|--|--|
| <b>Challenges to be addressed/<br/>Outcomes</b>  | <b>Activities</b>  |
| <p>Canada ranks relatively low among industrialized nations in the amount of research performed, including the private sector, where the performance of research is concentrated among relatively few firms.</p> <p>There is a need to improve and maintain a knowledge base on telecommunications technologies.</p> | <ul style="list-style-type: none"> <li>• Work with the private sector and academia to address the challenge of recruiting highly qualified people, which affects core information and communications technology (ICT) industries.</li> <li>• Undertake research to examine the role of highly qualified people in the knowledge-based economy and in the innovation system, focussing on the supply of highly qualified people through education and immigration, the role of continuous training, and analysis of best practices of innovative firms.</li> <li>• Through Technology Partnerships Canada (TPC), allocate \$20 million over five years for R&amp;D projects that support the commercialization of technologies to complement the government's new policy framework on shipbuilding and industrial marine industries.</li> <li>• Through TPC, approve more than 250 new projects, representing a TPC investment of more than \$750 million, and leveraging some \$3 billion of innovation spending; these figures include investments to be made through TPC's partnership with the National Research Council Canada's (NRC) Industrial Research Assistance Program (IRAP).</li> <li>• Identify major challenges and key issues facing firms in the ICT sector, analyse potential solutions and develop policy levers.</li> <li>• Develop and deploy new satellite-based delivery systems to provide for more efficient delivery of content and applications on-line; continue development of the Spectrum Explorer with the Communications Research Centre Canada (CRC) as the next-generation tool for spectrum measurement; carry out research through the CRC for spectrum-efficient technologies; and build a knowledge base on the propagation of higher-frequency band.</li> <li>• Ensure effective and ongoing coordination among stakeholders in science and technology through support for the Advisory Council on Science and Technology, the Council of Science and Technology Advisors, and the Industry Canada University Advisory Group.</li> <li>• With government as a catalyst and industry taking a leadership role, identify technologies required to meet future market demands through Technology Roadmaps.</li> </ul> |



| <b>Expanded knowledge base, especially in fields with good opportunities (cont.)</b> |   |
|--|---|
| <b>Challenges to be addressed/<br/>Outcomes</b>                                      | <b>Activities</b>   |
|  | <ul style="list-style-type: none"> <li>• In cooperation with the Canadian Council for Human Resources in the Environment Industry and through liaison with Canadian industry, encourage and support the development of knowledge, skills and other expertise related to innovative environmental technologies, products, services and management systems.</li> <li>• Develop a data base of automotive and aerospace R&amp;D activity at federal and provincial/territorial laboratories, institutions and facilities with linkages to SourceCAN and the Canadian Company Guide to determine company interests in particular products or services.</li> <li>• Together with Precarn, stimulate pre-competitive R&amp;D in intelligent systems.</li> </ul> |

| <b>Accelerated commercialization and adoption of innovative processes and products by Canadian organizations</b>   |   |
|--|---|
| <b>Challenges to be addressed/<br/>Outcomes</b>  | <b>Activities</b>   |
| In general, compared with our international competitors, Canada has a lower return on investment from the commercialization of research findings and adoption of new processes and technologies. | <ul style="list-style-type: none"> <li>• Undertake research to increase understanding of the role of Canada’s community colleges in the innovation system and build on this research to develop initiatives to stimulate community-based research clusters and innovation.</li> <li>• Provide SMEs and start-up companies with access to laboratories and specialized equipment through the CRC’s Innovation Centre.</li> <li>• Develop the Biotechnology Economic Growth Strategy to address impediments to the growth of the Canadian biotechnology sector. The strategy includes initiatives in the commercialization of biotechnology, financing and access to capital, skills development, technology foresight and roadmaps, and outreach and benchmarking.</li> <li>• Work with automotive and aerospace companies on productivity initiatives (e.g. Six Sigma), with emphasis on SME capabilities and needs.</li> </ul> |

| <b>Increased development and application of eco-efficient practices and technologies in Canada</b>   |   |
|--|---|
| <b>Challenges to be addressed/<br/>Outcomes</b>  | <b>Activities</b>   |
| <p>Canadian organizations generally lag behind international competitors in terms of awareness, R&amp;D performed, and eco-efficient practices and environmental technologies adopted.</p> | <ul style="list-style-type: none"> <li>• Develop an action plan to address environmental issues in collaboration with the Information Technology Association of Canada.</li> <li>• Provide information on the benefits of eco-efficiency for Canadian business, including industry practices, eco-efficiency tools, case studies, and links to other useful sites, and present the “Three Steps to Eco-efficiency” tool for use by Canadian manufacturers through the Department’s eco-efficiency Web site (<a href="http://strategis.gc.ca/e2">http://strategis.gc.ca/e2</a>).</li> <li>• Enhance the capacity of Canadian industry and SMEs to adopt eco-efficient practices and eco-efficiency tools by co-sponsoring the development of material and the delivery of regional workshops/seminars on eco-efficiency and sustainable development.</li> <li>• Increase recognition and knowledge of eco-efficiency as a management tool in enhancing productivity by supporting a research initiative to analyse the relationship between eco-efficiency and productivity across industries in Canada.</li> <li>• Develop an Asia Pacific Economic Council Cleaner Production Network through the Asia Pacific Economic Council Industrial S&amp;T Working Group to foster greater application of sustainable development technologies within the Asia Pacific Economic Council.</li> <li>• Facilitate the development of several Climate Change Technology Roadmaps to coordinate a unified approach across departments and with industry, to promote industrial competitiveness by partnering with industry for technology needs, and to help identify emerging issues.</li> <li>• Apply eco-efficiency concepts and tools to improve the environmental and economic performance of SMEs in the Canadian auto parts manufacturing sector.</li> <li>• Encourage the development and diffusion of clean production and enabling technologies for Canadian producers and consumers.</li> <li>• Raise awareness of potential opportunities, costs and benefits associated with the reduction of greenhouse gas emissions.</li> </ul> |

**APPENDIX 2: CONNECTEDNESS**

| <b>Canadians connected to each other and to the world in a way that is affordable and accessible</b>  |  |
|---|--|
| <b>Challenges to be addressed/ Outcomes</b>   | <b>Activities</b>  |
| <p>Not all Canadians have universal and affordable access to telecommunications services, the Internet, or new advanced systems and services. This contributes to a loss of economic and social opportunities and to a digital divide.</p> <p>Many rural and remote regions lack advanced infrastructure and may find the financial and technological hurdles difficult to overcome without the federal government’s help.</p> <p>Insufficient levels of digital literacy prevent Canadians from benefiting fully from the knowledge economy.</p> | <ul style="list-style-type: none"> <li>• Support the development and delivery of a national broadband strategy.</li> <li>• Continue to support CANARIE’s program for advanced Internet broadband applications to support e-commerce, e-learning and e-health applications.</li> <li>• Support access to and use of information and communications technologies (ICTs) in a learning environment through SchoolNet.</li> <li>• Arrange connectivity through First Nations SchoolNet to First Nations schools under federal jurisdiction.</li> <li>• Provide refurbished computers for classrooms, libraries and teachers through the Computers for Schools program.</li> <li>• Provide incentives to connectivity by celebrating and sharing the most innovative and productive uses of ICTs in learning settings through SchoolNet’s Network of Innovative Schools.</li> <li>• Support the use of the Internet telecommunications infrastructure for learning purposes by assisting connectivity through the Canadian library infrastructure — LibraryNet (SchoolNet).</li> <li>• Continue to support CANARIE’s program to expand the reach of the next-generation research and education network, CA*net4.</li> <li>• Brand Canada through the Canadian leadership of the G8 DOT Force in adopting Canadian policy frameworks in international policies and programs to address the digital divide.</li> <li>• Support CANARIE in expanding its international reach, thus giving Canadian researchers improved access to the international research community.</li> <li>• Ensure the sustainability of public access sites provided through the Community Access Program.</li> <li>• Provide young Canadians with ICT internships in developing countries through the NetCorps Canada International program.</li> <li>• Through FedNor, support projects that improve telecommunications infrastructure and increase the use of ICT applications throughout Northern Ontario.</li> <li>• Through the Student Connection Program, provide practical Internet and e-commerce training to Canadian business and seniors (<a href="http://scp-ebb.com">http://scp-ebb.com</a>).</li> <li>• Provide Canadian youth with opportunities to further their information technology skills and to develop sustainable employment in today’s knowledge economy through on-the-job experience in SMEs under the Student Connection Program (<a href="http://scp-ebb.com">http://scp-ebb.com</a>).</li> </ul> |

| <b>Canadians connected to each other and to the world in a way that is affordable and accessible (cont.)</b> |  |
|--|--|
| <b>Challenges to be addressed/<br/>Outcomes</b>  | <b>Activities</b>  |
|  | <ul style="list-style-type: none"> <li>• Perform scientific research in the areas of communications theory, radio wave propagation, and electromagnetics to support spectrum management, through the Wireless and Internetworking Systems Experimentation Laboratory, which tests new wireless concepts, prototypes and products.</li> <li>• Transfer advanced digital audio broadcasting decoding technology to Canadian digital audio receiver manufacturers in order to reduce the cost of establishing the digital audio broadcasting infrastructure in Canada.</li> <li>• Establish guidelines for the use and design of on-channel repeaters for digital television broadcasting to increase the coverage by terrestrial off-air broadcasting in a spectrum-efficient manner and transfer them to the Canadian television broadcasting industry.</li> <li>• Devote one third of the CRC's resources to exploring ways to deliver services to remote and rural Canada via wireless, satellite and wireline.</li> <li>• Act as scientific authority on behalf of the Canadian Space Agency for the Telesat contribution agreement for the development and procurement of a Ka-Band advanced multimedia payload for the Anik F2 satellite.</li> </ul> |

## A world-leading environment for electronic commerce

| Challenges to be addressed/<br>Outcomes  | Activities  |
|--|---|
| <p>There is an ongoing need for leading-edge policies and processes that respond in a timely manner to challenges created by the evolution of the Internet and the new knowledge economy.</p> <p>Businesses and consumers still lack confidence in the security and privacy of e-commerce transactions.</p> <p>Harmonization between countries in terms of legislation, policies and practices that promote the security and privacy of information must still be addressed.</p> <p>Businesses still lack awareness of the advantages of e-commerce and consumers are slow to adopt e-commerce processes as a means of carrying out transactions.</p> <p>There are too few Canadian suppliers of Internet-based e-commerce solutions, applications and services to satisfy the needs of the marketplace.</p> | <ul style="list-style-type: none"> <li>• Participate in the development of policy and legislative initiatives to combat terrorism, to ensure lawful access to electronic communications, and to ensure the competitiveness of Canadian software suppliers in the context of decision making in the Wassenaar Arrangement, and participate in the review of the OECD Security Guidelines.</li> <li>• Promote the theme of “Digital Opportunities for All” at the G8 Leaders Summit in Alberta, June 2002, and international forums to extend the benefits of e-commerce to all populations.</li> <li>• Harmonize privacy protection legislation with the provinces/territories to ensure a consistent level of protection for personal information.</li> <li>• Promote and implement an Internet safety strategy in Canada and abroad.</li> <li>• Provide resources, toolkits, diagnostics, analysis and research, and market intelligence and training to encourage the adoption of e-business.</li> <li>• Encourage Canadian firms to become competitive suppliers of e-commerce solutions, applications and services through CANARIE, via its application development program.</li> <li>• Encourage the growth of Canadian-based on-line business communities of interest as well as electronic marketplaces.</li> <li>• Work with industry to encourage the application of industry-wide interoperable standards to facilitate e-business.</li> <li>• Work with other stakeholders to devise techniques to ensure effective operationalization of the Code of Practice for Consumer Protection in Electronic Commerce, and to promote the development of a standard based on the code option.</li> <li>• Provide practical training in e-commerce and Internet security to SMEs under the Student Connection Program (<a href="http://scp-ebb.com">http://scp-ebb.com</a>).</li> <li>• Develop and disseminate intelligence on the best practices of e-business by Canadian industry sectors.</li> </ul> |

| <b>Canadian digital content and applications on-line maximized</b>   |  |
|--|--|
| <b>Challenges to be addressed/<br/>Outcomes</b>  | <b>Activities</b>  |
| <p>There is a need for greater quantity and quality of multimedia applications, collections, information and services relating to Canada and Canadians. Specific challenges include the need for more community-based content, more French-language content and more on-line learning opportunities. This places Canada's Internet industries at serious risk of falling behind foreign competition.</p> <p>Untapped opportunities exist for developing more multimedia skills and experience in all parts of Canada and in all communities.</p> | <ul style="list-style-type: none"> <li>• Continue to support CANARIE in stimulating new emerging sectors such as advanced content / new media applications and their demonstration on the national network.</li> <li>• Through SkillNet.ca, offer recruitment services to job seekers and employers in areas and industries poorly served by commercial on-line career services.</li> <li>• Encourage young Canadian learners (K-12) to innovate and become more familiar with multimedia by creating Web site projects in the SchoolNet GrassRoots Program.</li> <li>• Employ youth to produce new digital collections in Canada's Digital Collections program.</li> <li>• Support the development of French-language content on the Internet from across Canada through the funding of projects under the Francommunautés virtuelles program.</li> <li>• Expand the Mobile Multimedia Broadcasting project to demonstrate the capability of digital audio broadcasting for data reception by mobile users; partner with several Canadian hardware, software and data base companies (e.g. RIM and Mobitex), in addition to broadcasters (such as the CBC), in the development of multimedia broadcasting systems; and continue to work with Canadian industry to further the users' and service providers' adoption of this superior digital audio broadcasting technology.</li> </ul> |

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

| Challenges to be addressed/<br>Outcomes  | Activities   |
|--|--|
| <p>All key government information and services are not yet available on-line.</p> <p>Current on-line services and information need to be more accessible and user-friendly.</p> <p>There is a need for greater coordination and linkage of services and information between various levels of government (federal, provincial/ territorial and municipal).</p> | <ul style="list-style-type: none"> <li>• Deliver broadband engineering services on-line.</li> <li>• Develop an on-line registration procedure for Declaration of Conformity for terminal equipment.</li> <li>• Develop a Spectrum, Information Technologies and Telecommunications Portal Web site to improve accessibility and ensure all relevant ICT information is available on-line in an accurate, accessible and timely manner.</li> <li>• Support the WWW Consortium Web Accessibility Initiative.</li> <li>• Extend the development of International Telecommunication Union (ITU) Canadian National Organization Web site to accommodate radio-communication and development activities.</li> <li>• Disseminate research through Industry Canada's Research Publications Program (economic analytical bulletins, micro-economic research papers, and occasional papers are available on-line at <a href="http://strategis.gc.ca/research">http://strategis.gc.ca/research</a>).</li> <li>• Through Aboriginal Business Canada, provide business services and support to Canadian status and non-status Indians, Inuit and Métis individuals, associations, partnerships or other legal entities that are wholly or partly owned or controlled by Aboriginal people, on or off reserve. Make all major service elements and various other components available on-line by 2003.</li> <li>• Make the Office of the Superintendent of Bankruptcy Canada's on-line service available to clients by 2003.</li> <li>• Enhance BusinessGateway.ca in 2002, and again in 2003.</li> <li>• Through <i>Strategis</i>, provide Canadians with direct access to valuable business and consumer information resources, time-saving interactive tools, and a growing number of on-line and electronic commerce services.</li> <li>• Fully implement the CBSCs on-line service by 2002.</li> <li>• Complete the end-to-end integration of the Canadian Intellectual Property Office's e-commerce products and services by 2003.</li> <li>• Make the on-line service of the Canada Small Business Financing Program available by 2003.</li> <li>• Make the on-line service of the Competition Bureau available by 2003.</li> </ul> |



| <b>Expanded on-line delivery of key government services and information in an integrated way to businesses and consumers (cont.)</b> |   |
|--|---|
| <b>Challenges to be addressed/<br/>Outcomes</b>  | <b>Activities</b>   |
|  | <ul style="list-style-type: none"> <li>• Make the Newly Upgraded Automated Name Search service (a computerized search system that compares a proposed corporate name or trade-mark with a data base of existing corporate bodies and trade-marks), which is currently available to search houses, available to individuals by 2003.</li> <li>• Make FedNor's on-line services available by 2003.</li> <li>• Expand the Corporations Directorate's federal incorporation on-line service by 2003.</li> <li>• Improve the Office of Consumer Affairs' on-line services through to 2003.</li> <li>• Make the Investment Review Division's Secure Electronic Filing System available by 2003, to provide clients with a secure method for submitting <i>Investment Canada Act</i> filings on-line.</li> <li>• Place new services on-line and enhance the service currently available through the Information Highway Applications Branch.</li> <li>• Through the Lobbyists Registration System, continue to provide the means by which paid lobbyists can register under the provisions of the <i>Lobbyists Registration Act</i>, and by which public office holders and the general public are able to search on-line for those groups or individuals attempting to influence government, as well as produce electronic reports from the data contained in the registry.</li> <li>• Through Measurement Canada's on-line service channel, offer clients the opportunity to schedule an inspection or submit a complaint on-line by 2003.</li> <li>• Expand the radiofrequency spectrum licensing and certification on-line service by 2003.</li> <li>• Make Technology Partnerships Canada's on-line service available by 2003.</li> </ul> |

**APPENDIX 3: MARKETPLACE**

| <b>A responsive marketplace framework for business, consumers and investors that is fair, efficient, competitive and world-class</b>   |  |
|--|--|
| <b>Challenges to be addressed/<br/>Outcomes</b>  | <b>Activities</b>  |
| <p>There is a need to review/renew framework legislation, policies, programs and services in response to advances in measurement technologies, changing business/consumer arrangements (e.g. unbundling of services), and to reduce impediments to international market access.</p> <p>There is a need for more efficient incorporation services in order to respond to an increasingly global, mobile, and Internet-dependent marketplace.</p> <p><b>Improved client satisfaction levels (satisfied or very satisfied) for on-line incorporation to achieve 70 percent in the current fiscal year.</b></p> <p>There is a need to expand the Canadian telecommunications infrastructure and to develop leading-edge telecommunications policies and processes that will promote and enable competition and innovation in the new, networked economy.</p> <p><b>Increased support for the Canadian policy and regulatory model by other countries and in international forums.</b></p> <p><b>Recognition of Canada as a good policy and regulatory model.</b></p> | <ul style="list-style-type: none"> <li>• Re-align legislative requirements, programs and services to reflect the results of in-depth and extensive stakeholder consultation regarding the level of intervention necessary to ensure the accurate measurement (at the wholesale level) of petroleum products and electricity.</li> <li>• Achieve accurate and equitable measurement in the downstream petroleum and electricity trade sectors, at reasonable cost, without compromising the protection of consumers and other vulnerable parties.</li> <li>• Pursue Tier 3 Government On-Line partnerships to enhance innovation and service with federal partners as well as across levels of government.</li> <li>• Finalize plans and a strategy for tabling an intellectual property improvement bill in 2002–03 and develop a multi-year plan for regulatory amendments (<a href="http://www.cipo.gc.ca">www.cipo.gc.ca</a>).</li> <li>• Fully implement the Patent Law Treaty and participate in the Patent Cooperation Treaty reform initiative (<a href="http://www.cipo.gc.ca">www.cipo.gc.ca</a>).</li> <li>• Improve client service standards based on an established client satisfaction level baseline for all key services, for implementation before the end of 2003–04.</li> <li>• Consult with clients and stakeholders on Canada’s intellectual property framework, policies and procedural issues and promote harmonization in international property systems with a view to introducing omnibus intellectual property improvements legislation (<a href="http://www.cipo.gc.ca">www.cipo.gc.ca</a>).</li> <li>• Establish a strategy and alternative ways to provide clients with increased choice and timely access to traditional spectrum bands.</li> <li>• Monitor key developments in telecommunications and Internet policies and regulations.</li> <li>• Monitor telecom and broadcasting regulatory proceedings as well as developments in the communications industry such as competition trends, mergers and acquisitions, digital television, direct-to-home, and copyright.</li> <li>• Through public consultation, open a series of new frequency bands to ensure spectrum resources are available to the marketplace in a timely and reasonable manner to develop new services.</li> <li>• Parallel Canada’s work plan and activities for releasing additional third-generation mobile spectrum with the U.S. decision and activities; develop a policy framework to auction wireless spectrum in the 2300 MHz and 3500 MHz bands in 2002.</li> </ul> |

| <b>A responsive marketplace framework for business, consumers and investors that is fair, efficient, competitive and world-class (cont.)</b>  |  |
|---|--|
| <b>Challenges to be addressed/<br/>Outcomes</b>   | <b>Activities</b>  |
| <p>Additional spectrum is required to accommodate the growth of mobile wireless services, to facilitate implementation of new services and to offer local fixed telecom services.</p> <p><b>Clients have easier and more efficient access to spectrum information, services and products.</b></p> <p><b>Clients are able to remain in step with changing conditions and the electronic marketplace.</b></p> <p>Competition law must remain modern and progressive to effectively deal with increased international convergence and anti-competitive activities.</p> <p><b>Increased awareness among target groups, as demonstrated by increased number of information requests.</b></p> | <ul style="list-style-type: none"> <li>• Participate in the World Radio Communications Conference 2003 (WRC-03) through the International Telecommunication Union – Radiocommunications (ITU-R) studies and the harmonization of proposals through the Inter-American Telecommunication Commission (CITEL), the European Conference of Postal and Telecommunications Administrations (CEPT), and the Asia-Pacific Telecommunity (APT).</li> <li>• Negotiate with the United States for spectrum sharing in border areas for all radio services.</li> <li>• Develop technical standards through the Radio Advisory Board of Canada sub-committees and for non-radio devices.</li> <li>• Ensure adequate protection of Canadians from emissions of radio devices (Safety Code 6).</li> <li>• Revise electromagnetic compatibility models used in spectrum management systems.</li> <li>• Evaluate outcomes/results of the telemarketing provisions based on amendments to the <i>Competition Act</i> passed in 1999, the main elements of which included telemarketing, amendments to the merger notifiable transaction provisions, whistleblowing and wiretapping.</li> </ul> |

**A responsive marketplace framework for business, consumers and investors that is fair, efficient, competitive and world-class (cont.)**

| Challenges to be addressed/<br><b>Outcomes</b>  | Activities   |
|---|--|
| <p><b>Positive feedback from stakeholders related to new merger notification provisions.</b></p> <p><b>Economic impacts: savings to consumers from the prosecution of offenders.</b></p> <p>The copyright policy framework must be reviewed to ensure that it provides appropriate and balanced protection levels in the digital environment.</p> <p><b>Rights owners feel secure in distributing works over the Internet and through other on-line systems.</b></p> <p>Canada's <i>Patent Act</i> must be assessed in light of biotechnology, and there is a need to be internationally competitive in order to support the government's agenda of innovation and economic growth.</p> <p>There is a need for an intellectual property framework that reflects Canadian values, is consistent with Canada's international treaty obligations and is competitive with other G7 countries.</p> | <ul style="list-style-type: none"> <li>• Achieve greater detection of anti-competitive activity in target areas, as demonstrated by the number of investigations.</li> <li>• Pursue consultations and policy development in the area of copyright, leading to the drafting and tabling of amendments to the <i>Copyright Act</i>.</li> <li>• Develop an intellectual property framework for biotechnology innovation, particularly the patenting of higher life forms, with a view to fostering investment and promoting R&amp;D.</li> </ul> |

| <b>A responsive marketplace framework for business, consumers and investors that is fair, efficient, competitive and world-class (cont.)</b>   |   |
|--|---|
| <b>Challenges to be addressed/<br/>Outcomes</b>  | <b>Activities</b>   |
| <p>The <i>Bankruptcy and Insolvency Act</i> and the <i>Companies' Creditors Arrangement Act</i> need to be reviewed to ensure continued efficient and fair redeployment of resources in corporate and consumer insolvencies.</p> <p><b>Lower borrowing and other business costs as well as higher business investment, lower consumer credit costs, fair distribution of assets in insolvency proceedings, and reduced insolvency administration costs.</b></p> <p>The <i>Canada Corporations Act</i>, Part II, needs to be modernized to provide an effective and efficient governance framework for not-for-profit corporations.</p> | <ul style="list-style-type: none"> <li>• A report on the <i>Bankruptcy and Insolvency Act</i> and the <i>Companies' Creditors Arrangement Act</i> will be tabled for review by a parliamentary committee, starting in April 2002.</li> <li>• Following completion of an evaluation of the Electronic Funds Transfer (debit card) Code, work with other stakeholders to amend provisions of the code, as appropriate.</li> <li>• Publish results of a national survey of consumers' experience of today's marketplace, intended to assist in identifying gaps in current frameworks governing the marketplace, and begin to work toward holding a conference based on this survey and associated research.</li> <li>• Ensure consumers receive the information and tools they need to help them avoid insolvency.</li> </ul> |

| <b>A marketplace that operates in accordance with the framework statutes, regulations, policies and procedures</b>   |  |
|--|--|
| <b>Challenges to be addressed/<br/>Outcomes</b>  | <b>Activities</b>  |
| <p>There is an ongoing need for leading-edge and effective means of ensuring that the marketplace is operating in accordance with the rules.</p> <p>In response to the need for increased turnaround times on transnational mergers, there is a need to continue to improve merger review in Canada.</p> <p><b>Improved turnaround times on transnational mergers.</b></p> <p><b>Improved understanding among stakeholders of Canadian merger review practices, policies and issues.</b></p> <p><b>Increased awareness among staff of stakeholder and convergence issues.</b></p> <p>International anti-competitive cartel activity continues to result in higher prices for consumers.</p> <p>Because of the expansion of sectors in which measurement occurs, the emergence of increasingly complex measurement technologies, and client pressure for rapid response to service demands, innovative ways of providing legislated approval, testing and certification services need to be introduced.</p> <p><b>Increased measurement accuracy in all trade sectors with less direct government intervention and improved compliance with service standard commitments.</b></p> | <ul style="list-style-type: none"> <li>• Complete the Agreement on Internal Trade through negotiations with the provinces and territories to incorporate a chapter on the energy sector and extend modified procurement disciplines to Crown corporations.</li> <li>• Provide specific industry sectoral analysis and perspectives on regulatory reform.</li> <li>• Promote the use of standards as well as voluntary initiatives such as voluntary codes and approaches to achieve sustainable development.</li> <li>• Follow up on stakeholder and employee interviews, review service standard guidelines and improve training for staff.</li> <li>• Continue investigations of international anti-competitive cartel activity.</li> <li>• Increase dialogue with international counterparts.</li> <li>• Publish frequently asked questions on immunity policies.</li> <li>• Identify the appropriate level of intervention necessary to ensure accurate measurement in the water trade sector; investigate alternative means of certifying the accuracy of emergent technology (e.g. acceptance of third-party test results); and develop provisions to ensure compliance.</li> <li>• Set and monitor three-year target compliance rates and milestones.</li> <li>• Through the Office of the Superintendent of Bankruptcy Canada, revise and re-issue standards and directives with the input of the trustee community and increase tracking and monitoring of compliance in these key areas.</li> <li>• Through the Office of the Superintendent of Bankruptcy Canada, in cooperation with the RCMP and other partners, identify alternative methods for ensuring debtor compliance and ensure this systemic issue is included in the parliamentary review process in 2002–03.</li> <li>• Develop a random audit program with baseline compliance rates and control measures for compliance response, ensuring, as much as possible, that all statutory requirements are met, which will build lasting integrity and fair play among federal business corporations.</li> </ul> |

| <b>A marketplace that operates in accordance with the framework statutes, regulations, policies and procedures (cont.)</b>   |  |
|--|--|
| <b>Challenges to be addressed/<br/>Outcomes</b>  | <b>Activities</b>  |
| <p>The analysis of trustee performance reveals that non-compliance is greatest in the administration of trust bank accounts, the documenting of assets and the timely distribution of dividends to creditors.</p> <p><b>Increased creditor confidence in the Office of the Superintendent of Bankruptcy Canada's ability to investigate and prosecute non-compliant debtors.</b></p> <p><b>Increased trustee awareness and compliance.</b></p> <p>There is a need to pursue improved compliance with corporate laws and regulations under the <i>Canada Business Corporations Act</i>, such as the holding of annual meetings for shareholders and the filing of annual returns.</p> <p>There is a need to reduce the investigative burden of the <i>Bankruptcy and Insolvency Act</i> on the RCMP to allow better allocation of resources.</p> <p>There is a need for new, up-to-date computer tools for effective and efficient spectrum management.</p> <p><b>Canada maintains its position as leading authority in automated spectrum management.</b></p> <p><b>Canada is branded as leading authority in automated spectrum management.</b></p> | <ul style="list-style-type: none"> <li>• Accelerate patent and trade-mark inventory reduction plans and integrate the re-engineering of key business processes (<a href="http://www.cipo.gc.ca">www.cipo.gc.ca</a>).</li> <li>• Assess the possible role of the Canadian Intellectual Property Office as an international search authority and international preliminary examination authority (<a href="http://www.cipo.gc.ca">www.cipo.gc.ca</a>).</li> <li>• Implement Service Improvement Plans, including the key Client Relationship Management initiative, to assess client values and requirements (<a href="http://www.cipo.gc.ca">www.cipo.gc.ca</a>).</li> <li>• Address the increasing demands for timely world-class intellectual property services, harmonization issues and new or expanded services.</li> <li>• Extend the Canadian Consumer Information Gateway to encompass not only provincial and territorial laws and programs, but also consumer-related non-governmental organizations.</li> <li>• Through a multi-stakeholder working group, under the auspices of federal, provincial and territorial consumer ministers, publish a guide on effective market-driven complaints management.</li> <li>• Facilitate solutions for law enforcement agencies to realize lawful access to wireless communications.</li> <li>• Detect infractions to ensure a level playing field.</li> </ul> |

| <b>Confidence in the marketplace</b>  |   |
|---|---|
| <b>Challenges to be addressed/<br/>Outcomes</b>   | <b>Activities</b>   |
| <p>There is a need for transparent, user-friendly and accessible information services in response to stakeholders, who increasingly expect information to be available on-line.</p> <p><b>Improved access to information necessary for clients to make informed decisions; increased business and consumer knowledge and awareness of their rights and responsibilities with respect to accurate measurement; and enhanced access to recourse mechanisms when inaccurate measurement is suspected.</b></p> <p>The process for regulating trustee professional conduct is not well known and is viewed as lengthy.</p> <p><b>Increased client confidence in Industry Canada's ability to regulate trustee professional conduct.</b></p> <p>There is a public perception that government needs to do more to help Canadians deal with their debt obligations.</p> | <ul style="list-style-type: none"> <li>• Establish an on-line registry capable of tailoring information services to clients' specific needs and introduce an on-line capacity to schedule measuring instrument certification and complaint investigation services.</li> <li>• Implement performance measures, including on-line feedback questionnaires.</li> <li>• Through the Office of the Superintendent of Bankruptcy Canada, streamline the process for dealing with professional conduct cases and increase the transparency of the system through the Web site and media releases.</li> <li>• Make more information available on debt management, through partnerships with the provinces/territories and associations to promote debt management skills, and investigate a more formal preventative role with the parliamentary committee during its review of the <i>Bankruptcy and Insolvency Act</i> in 2002-03.</li> <li>• Continue to develop Government On-Line to work toward viable and functional e-commerce capabilities with internal data bases and external client interfaces aligned to support electronic service delivery (<a href="http://www.cipo.gc.ca">www.cipo.gc.ca</a>).</li> <li>• Undertake further research on issues relating to sustainable development and efficient approaches to the implementation in Canada of the Kyoto Protocol on environmental protection, including research on the key drivers of eco-efficiency, productivity and competitiveness.</li> <li>• Improve ease of use and timeliness of access to incorporation information and services.</li> </ul> |



| <b>Confidence in the marketplace (cont.)</b>  |   |
|---|---|
| <b>Challenges to be addressed/<br/>Outcomes</b>   | <b>Activities</b>   |
| <p>There is a need to encourage invention, innovation and creativity in Canada through increased accessibility to, and awareness and exploitation of, intellectual property information products and services.</p> <p><b>Increased level of intellectual property awareness among specific target groups in Canada.</b></p> <p>There is the perception that the <i>Competition Act</i> is not strong enough in relation to pricing practices, particularly in the grocery industry.</p> <p><b>Increased awareness among consumers and business in relation to pricing practices in these industries.</b></p> <p><b>Decrease in complaints relating to pricing practices in these sectors.</b></p> <p>The lack of harmonization with other countries for the use of spectrum bands for certain services impedes the flexibility and efficiency of certain marketplace products and services.</p> <p>There is a need to help users better control their Internet environment in terms of dealing with lawful content that may be offensive. Consumer awareness of existing initiatives is also an issue.</p> <p><b>Access fees to the radio spectrum applied fairly and equitably for all spectrum users.</b></p> <p>Certain spectrum licence conditions are insufficiently “property-like” and may deter potential or renewed investments.</p> | <ul style="list-style-type: none"> <li>• Increase the level of intellectual property awareness, knowledge and effective use among specific target groups in Canada by delivering a sustainable outreach program (<a href="http://www.cipo.gc.ca">www.cipo.gc.ca</a>).</li> <li>• Work with other stakeholders to devise techniques to ensure effective operationalization of the Code of Practice for Consumer Protection in Electronic Commerce, and to promote the development of a standard based on this code.</li> <li>• With other stakeholders, through participation in the Canadian General Standards Board standards process, work on the development of a voluntary labelling standard that will denote genetically modified and non-genetically modified food.</li> <li>• On the invitation of the Standing Committee on Health, participate in the Committee’s deliberation on the issue of the labelling of genetically modified food.</li> <li>• Continue to develop and employ market-based spectrum assignment mechanism.</li> <li>• Introduce revised conditions of licence to enhance transferability and extend licence term privileges coincident with the renewal of these licences in 2002.</li> <li>• Publish draft guidelines relating to the grocery industry.</li> </ul> |

**APPENDIX 4: INVESTMENT**

| <b>Improved domestic and international investment climate</b>   |   |
|---|---|
| <b>Challenges to be addressed/<br/>Outcomes</b>   | <b>Activities</b>   |
| <p>There is a need to address real and perceived regulatory impediments to foreign and domestic investment (concerning the environment, marketplace, immigration, taxation and intellectual property) without compromising the integrity of the regulations' intent.</p> <p>There is a need for better current knowledge and understanding of key impediments to investment.</p> <p>Stronger and more strategic partnerships are needed in dealing with the investment climate.</p> | <ul style="list-style-type: none"> <li>• Build and maintain partnerships with relevant organizations to address investment impediments and irritants, including legislative and regulatory provisions.</li> <li>• Identify, monitor and address investment impediments and barriers (including investment climate issues) in priority sectors.</li> <li>• Consult with Canadian stakeholders, negotiate investment provisions in international agreements (e.g. foreign investment protection agreements, free trade agreements with Central America and Singapore, and the Free Trade Area of the Americas and World Trade Organization agreements), and defend, in partnership with other government departments, Canada's interests in investment-related disputes (<a href="http://intinvest.ic.gc.ca">http://intinvest.ic.gc.ca</a>).</li> <li>• Review foreign ownership restrictions in the telecommunications sector and, if warranted, propose adjustments to the policy framework.</li> <li>• Review foreign investment under the <i>Investment Canada Act</i>.</li> <li>• Monitor and identify investment impediments through feedback from ministerial missions, Deputy Ministers' Investment Champion campaigns and other corporate calls, and maintain an evergreen list of impediments.</li> <li>• Research, analyse and frame investment climate issues, in consultation with partner organizations, to strengthen the knowledge base to facilitate the resolution of investment impediments (such as border, immigration, regulatory and foreign ownership issues).</li> <li>• Advocate ways to facilitate the resolution of issues creating investment impediments (<a href="http://www.investincanada.ic.gc.ca">www.investincanada.ic.gc.ca</a>).</li> </ul> |

| <b>Canada branded and recognized as an investment location of choice</b>  |   |
|---|---|
| <b>Challenges to be addressed/<br/>Outcomes</b>   | <b>Activities</b>   |
| <p>Canada is not “top of mind” for many investors; there is a lack of business awareness and consideration of Canada as an investment destination.</p> <p>There is a lack of appropriate comparative information on Canadian investment opportunities provided by partners and others.</p> <p>Core messages are not consistently promoted by partners and others.</p> | <ul style="list-style-type: none"> <li>• Develop, maintain and disseminate knowledge to investors on the strengths and capabilities of the Canadian information and communications technology (ICT) industry, specifically core technologies, network technologies and network applications.</li> <li>• In collaboration with Investment Partnerships Canada, support Team Canada and the Deputy Ministers’ Investment Champion campaigns in the delivery of services and information highlighting Canadian ICT capabilities.</li> <li>• Define core messages promoting Canada as an investment destination through monitoring and surveying public and/or firm-specific perceptions.</li> <li>• Promote Canada more effectively and consistently in priority markets by developing global marketing and communications strategies coordinated with other stakeholders.</li> <li>• Identify effective venues through which to showcase the benefits of investing in Canada (e.g. Web sites, brochures, newsletters, seminars, conferences and global trade events).</li> <li>• Provide timely information on investment-related measures (e.g. border issues, in the context of North American economic integration).</li> <li>• Develop a “brand image” to position Canada strategically in the minds of potential investors.</li> <li>• Conduct branding research, focussing on the impacts of the September 11, 2001, terrorist attacks on the United States.</li> <li>• Strengthen communications tools such as a regular newsletter of information on border issues.</li> <li>• Apply key findings from the “Brand Canada” pilot projects, carried out in Dallas and Boston, to other investment markets.</li> <li>• Enhance and support the network of Branding Ambassadors and business outreach programs.</li> <li>• Enhance and maintain investment information products and Internet-based marketing and communications tools, such as the Invest in Canada Web site (<a href="http://www.investincanada.gc.ca">www.investincanada.gc.ca</a>).</li> </ul> |

## Increased attraction and retention of multinational investment in Canada

| Challenges to be addressed/<br>Outcomes   | Activities   |
|---|--|
| <p>There is a need for greater investment into Canada by leading firms in key sectors.</p> <p>There is a need for re-investment by multinational firms operating in Canada.</p> <p>There is a need to develop a systematic and well-coordinated capacity to gather strategic and coherent business intelligence for serious prospective investors.</p> <p>There is a need for stronger partnerships and better coordination of investment efforts among interested parties, including the public sector (at the federal, provincial/territorial and municipal levels), non-governmental organizations (e.g. universities and research institutions) and the private sector.</p> | <ul style="list-style-type: none"> <li>• Undertake domestic corporate call/networking with targeted multinational enterprises.</li> <li>• Develop, maintain and communicate an evergreen ICT investment strategy.</li> <li>• Identify specific areas in ICTs of high growth potential and implement strategies to increase investment in the identified areas.</li> <li>• Identify and address sector- and company-specific issues that are key to investors regarding location decisions, and develop sector-specific investment strategies.</li> <li>• Identify major investment targets and assign qualified staff to pursue specific investment opportunities.</li> <li>• Enhance training and development of investment officers in order to effectively address the challenges associated with multinational investment.</li> <li>• Establish effective partnering and coordination among interested federal departments and agencies, as well as with provincial/territorial and municipal governments (e.g. through country and sector round tables).</li> <li>• Develop a strategic framework to review existing investment priorities, sectors and markets, and allocations of resources.</li> <li>• Develop, maintain and communicate an evergreen investment strategy and lists of targeted multinationals.</li> <li>• Organize and coordinate investment promotion campaigns in priority markets, led by federal deputy ministers, heads of missions and other senior officials, targeting markets, sectors and firms.</li> <li>• Implement and refine the investment component of the Team Canada approach.</li> <li>• Organize and coordinate programs/initiatives for incoming foreign investment missions.</li> <li>• Address investment inquiries from potential investors in Canada and overseas, in consultation with partner organizations, and provide analytical support on investment for Canadian embassies and missions abroad.</li> <li>• Negotiate major investment projects for closing investment deals by establishing a virtual network and an analytical team to address such projects.</li> <li>• Develop a performance measurement mechanism to monitor investment development activities of the Department, Investment Partnerships Canada and federal partners.</li> <li>• Strengthen federal, provincial/territorial and community partnerships through the Program for Export Market Development — Investment.</li> </ul> |

| <b>Increased investment by SMEs and by Aboriginal businesses</b>  |  |
|---|--|
| <b>Challenges to be addressed/<br/>Outcomes</b>   | <b>Activities</b>  |
| <p>There is a need to develop capacity at the community level to stimulate investment by SMEs and target groups, particularly in Northern and rural Ontario and among Aboriginal people.</p> <p>Access to capital for SMEs and Aboriginal businesses is inadequate.</p> <p>Business capacity is insufficient (e.g. in terms of marketing and promotion).</p> <p>The availability of venture capital is limited.</p> | <ul style="list-style-type: none"> <li>• Capitalize and support Community Futures Development Corporations investment funds in Northern and rural Ontario.</li> <li>• Improve SME access to capital in Northern Ontario through partnerships between FedNor, financial institutions and community-based investment funds (<a href="http://www.fednor.ic.gc.ca">www.fednor.ic.gc.ca</a>).</li> <li>• Analyse and publish the first results of a multi-year effort to enhance SME financing statistics.</li> <li>• Promote better access to investment capital and identify barriers (other than access to capital) to SME and Aboriginal business development.</li> <li>• Disseminate information to SMEs and Aboriginal businesses, such as information about government programs to assist them.</li> <li>• Assist Canadian SMEs in seeking out suitable international partnering opportunities.</li> <li>• Increase SME investment by providing loan-loss sharing guarantees on some 12,000 loans made by financial institutions under the <i>Canada Small Business Financing Act</i> to small businesses across Canada, generating some \$1.4 billion in investment.</li> <li>• Increase SME investment by facilitating access to about \$180 million in financing, through 3,273 capital leases made by lessors under the <i>Canada Small Business Financing Act</i> — Capital Leasing Pilot Project to small businesses across Canada.</li> </ul> |

## APPENDIX 5: TRADE

| Secure market access maintained and improved  |  |
|---|--|
| Challenges to be addressed/<br>Outcomes   | Activities   |
| <p>There is a need to enhance and secure market access and promote a positive investment environment for Canadian suppliers of goods and services to international markets.</p> <p>There is a need to address the remaining tariff and non-tariff barriers and enhance international discipline in areas such as trade in services, investment, customs procedures, intellectual property, government procurement, standards, competition policy, labour, environment, subsidies and trade remedies.</p> <p>There is a need to facilitate cross-border trade and investment, while addressing North American security concerns.</p> <p>There are various gaps in the harmonization of standards, policies and regulations.</p> <p>Domestic market restrictions hamper a firm's ability to reach the critical mass to succeed internationally, and place Canadian companies at a competitive disadvantage in their own market.</p> <p>The Agreement on Internal Trade does not cover a number of sectors, including energy and Crown corporations and elements of the new economy.</p> | <ul style="list-style-type: none"> <li>• Promote and defend Canada's trade and investment interests, multilaterally, regionally and bilaterally, through existing international agreements, such as the World Trade Organization (WTO), NAFTA, and Free Trade Agreements with Chile, Israel and Costa Rica, and new negotiations (e.g. WTO, Free Trade Area of the Americas, Central America and Singapore), as well as through dialogue in other key forums, such as the G8, OECD and Asia-Pacific Economic Cooperation (APEC). These negotiations reflect Canada's commitment to multilateral market access and trade liberalization efforts.</li> <li>• Negotiate and implement sector-specific Mutual Recognition Agreements and Memorandums of Understanding to open doors in foreign markets for Canadian companies.</li> <li>• Incorporate an energy chapter as part of the Agreement on Internal Trade, extend the Procurement chapter of the agreement so that federal and provincial/territorial Crown corporations treat suppliers across the country on an equal basis, and identify mechanisms to make progress toward eliminating trade barriers related to the new economy.</li> <li>• Evaluate existing policies and measures and, as appropriate, recommend policy adjustments to facilitate cross-border trade and investment, while ensuring secure national borders.</li> <li>• Conduct a survey of the telecom equipment standards of APEC and Inter-American Telecommunication Commission (CITEL) countries, leading toward the harmonization of these standards with NAFTA partners and APEC and CITEL countries.</li> <li>• Support sustainable development by negotiating and monitoring the implementation of international environmental agreements and fostering a greater understanding of the relationship among trade, social and environmental issues.</li> <li>• Develop an integrated approach for the next WTO services negotiations to ensure that telecommunications and e-commerce service providers' requirements are met (<a href="http://services2000.ic.gc.ca">http://services2000.ic.gc.ca</a>).</li> </ul> |

| <b>Export capability and preparedness</b>  |  |
|--|--|
| <b>Challenges to be addressed/<br/>Outcomes</b>  | <b>Activities</b>  |
| <p>Potential exporters may not be aware of the benefits of exporting and/or may not know about exporting practices and mechanisms.</p> <p>Smaller companies, particularly in the new, knowledge-intensive and environmental industries, have difficulty securing support when they attempt to expand into international markets.</p> | <ul style="list-style-type: none"> <li>• Increase understanding of the economic challenges and opportunities facing Canada in North America's three-country economic space.</li> <li>• Develop new products and services that address the needs of new exporters.</li> <li>• Support the continued operation of Team Canada Inc's <i>ExportSource</i> (<a href="http://exportsource.ca">http://exportsource.ca</a>) and the toll-free Export Information Service (1-888-811-1119) operated by the network of Canada Business Service Centres.</li> <li>• Create a network of regionally focussed and community-based export and trade service delivery organizations, with community partners, to support Northern Ontario SMEs in their trade development efforts through FedNor (<a href="http://www.fednor.ic.gc.ca">www.fednor.ic.gc.ca</a>).</li> </ul> |

| <b>International market development</b>   |  |
|---|--|
| <b>Challenges to be addressed/<br/>Outcomes</b>   | <b>Activities</b>  |
| <p>More Canadian companies need to recognize and act swiftly upon foreign market opportunities. They need</p> <ul style="list-style-type: none"> <li>• information and intelligence on foreign markets and export opportunities that can help them make informed business decisions, access new markets, and secure greater export sales;</li> <li>• appropriate contacts and networking opportunities that facilitate access to foreign markets; and</li> <li>• an understanding of innovative approaches that can be used to develop international business.</li> </ul> <p>Canada needs to position itself as an advanced high-tech economy and a high quality, competitive, superior and reliable source of supply in order for Canadian companies to compete effectively in international markets.</p> <p>Canada needs to encourage the development and diffusion of environmental and enabling technologies that produce long-term economic and environmental benefits for target markets.</p> | <ul style="list-style-type: none"> <li>• Enhance on-line delivery to clients of market information and business opportunities as well as other trade services, through the development and enhancement of new Web products, such as the Trade Team Canada Sector Web site (<a href="http://ttcs.ic.gc.ca">http://ttcs.ic.gc.ca</a>), the International Activities Data Base and Virtual Trade Shows.</li> <li>• Promote the expertise of Canadian companies in the field of automated spectrum management.</li> <li>• Create opportunities for Canadian firms to network with foreign companies, in order to promote increased export sales, joint ventures, strategic alliances, and so on through events such as trade missions and matchmaking seminars.</li> <li>• Encourage the participation of Canadian industry members on delegations to meetings of CITELE and ITU in order to create networking opportunities and make contacts.</li> <li>• Undertake a trade mission to Atlanta, Georgia, for Northern Ontario businesses, led by the Secretary of State for FedNor, in April 2002 (<a href="http://www.fednor.ic.gc.ca">www.fednor.ic.gc.ca</a>).</li> <li>• Promote Canadian capabilities across key sectors through multimedia tools, domestic and international workshops, and by training foreign technical, regulatory and managerial decision makers.</li> <li>• Contribute to the branding of Canada as an innovative, high-tech economy and a superior source of supply, by enhancing Canadian presence at key international trade shows.</li> <li>• Encourage more Canadian companies to register with SourceCAN, an e-marketplace that profiles Canadian company capabilities and feeds registered companies with international tender opportunities (<a href="http://www.sourcecan.com">www.sourcecan.com</a>).</li> <li>• Identify, match and strategically disseminate foreign business leads to Canadian companies through the International Business Opportunities Centre, which is co-managed by Industry Canada and provides personalized sourcing and matching services, as well as electronic sourcing services, such as E-Leads® (<a href="http://www.iboc.gc.ca">www.iboc.gc.ca</a>).</li> <li>• Expand the Sustainable Cities Initiative, partnering with the private sector and non-governmental organizations to develop integrated solutions to complex problems caused by rapid urbanization in emerging and developing economies.</li> <li>• Promote Canadian environmental technology solutions to foreign buyers to address on-site environmental concerns.</li> </ul> |



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

| Challenges to be addressed/<br><b>Outcomes</b>   | Activities  |
|--|---|
| There is a need for more integrated Industry Canada trade development programs, for greater coordination and integration with the Department's partners through Team Canada Inc, and for better communication and marketing of Team Canada Inc partner services. | <ul style="list-style-type: none"><li>• Support Team Canada Inc.</li><li>• Support the Regional Trade Networks by providing new tools, training and products.</li></ul> |

## APPENDIX 6: GOVERNMENT-WIDE INITIATIVES

### Exemplary Workplace Activities

#### Recruitment

- Assess and recommend adjustments to university recruitment marketing strategies, particularly as they relate to participation at campus career fairs, especially at Francophone universities and those with large populations of Aboriginal and visible minorities, and promote opportunities in various recognized publications and on Internet sites.
- Develop and present recommendations on an enriched program for Co-op students to promote long-term employment.
- Seek increased delegated authority from the Public Service Commission of Canada for recruitment without competition and the recruitment of foreign talent for certain groups.

#### Retention/Learning

Industry Canada's success in delivering the policies, programs and services that support its five strategic objectives depends on the talents, skills and motivation of its employees.

- Actively promote and support the executive leadership development program.
- Conduct a comprehensive demographic analysis and environmental scan, by sector, of the Department's executive and feeder group population, in preparation for the development of related inventories, supporting the Department's overall management strategy.
- Support Industry Canada's senior management semi-annual review of their executive and feeder group inventories for succession planning of key positions.
- Participate in the development of electronic tools to support the implementation of competency-based management.

- Promote the new corporate awards and recognition program.
- Establish enhanced career counselling services and a mentoring program.
- Provide professional development opportunities through lecture series on economics, communications, management, leadership and Government On-Line.
- Promote the development of personal learning plans to support individual career advancement.

#### Representation

Industry Canada strives to build a work force that is representative of the population it serves.

- Continue to sensitize managers to the important representation issues and to the importance of a representative work force in the delivery of its mandate, through such means as training on diversity management.
- Include representation goals in the departmental performance management framework.
- Implement follow-up actions identified as a result of the self-identification survey conducted in 2000-01, including a work force analysis, an employment systems review, and the development of a strategy to remove or modify any policies or practices that constitute barriers to specific occupational categories.
- Target university campus associations for Aboriginal peoples and for persons with disabilities, and attend employment equity job fairs.
- Participate in the Aboriginal Career Development Initiative Pilot to facilitate interdepartmental assignments and provide training and career development opportunities for Aboriginal employees in the Department.

- Conduct a survey of visible minority employees to gather information on skills, qualifications, interests and perceptions, in collaboration with the advisory committee on visible minorities.
- Monitor hiring and departing behaviours of minority group employees in the *Human Resource Management Annual Report*.
- Proactively support the four diversity advisory committees (Aboriginal people, visible minorities, persons with disabilities, and women) created in the Department.

### **Access to Information**

Industry Canada is continuously developing new ways to improve its service delivery to both internal and external clients, using the Information and Privacy Rights process via the tools described below.

#### ***Specialized Electronic Applications***

ATIPFlow is a software application that the Access to Information and Privacy (ATIP) Office uses to track all requests submitted to the Department, to monitor deadlines, and to report on performance and compliance. The reporting feature provides effective and up-to-date statistics to senior officials concerning their ATIP performance. Improved tracking and reporting have resulted in a dramatic improvement in sector turnaround times, from an average of 18 days to seven days over the past four years. This in turn has significantly improved the departmental on-time compliance rate to just under 75 percent, from 57 percent in previous years, despite an approximate 50 percent increase in overall workload during the same time frame. The ATIP Office will continue to work toward improving the Department's compliance rate, and anticipates achieving positive results in the coming year.

ATIPIImage is a complementary software application used to convert departmental documents (paper) into electronic form. This tool facilitates the processing of records and will allow the eventual electronic transmittal of information. For example, future use of this tool will allow persons submitting ATIP requests to receive their replies on CD instead of paper, enable the Department to transmit replies to persons with ATIP requests electronically via the Web site to encourage the receipt of electronic records from sectors, and help to eliminate paper working files by downloading onto CDs.

#### ***Access to Information and Privacy Web Site***

Industry Canada has also implemented intranet and Internet sites that allow employees and the public to seek general information on ATIP procedures and current developments in the field. At present, the public may submit informal and general inquiries, to which they receive an electronic reply within approximately one day. The sites also provide links to other sites such as Treasury Board of Canada Secretariat and the Department of Justice Canada, and contain an extensive frequently asked questions section. In keeping with Government On-Line, the sites will also be used for more interactive services in the future ([www.ic.gc.ca/atip](http://www.ic.gc.ca/atip) and <http://icnet.ic.gc.ca/atip-airpr/english/index.htm>).

Supported by the above tools, Industry Canada anticipates being able to implement additional on-line services for ATIP, such as allowing inquirers to electronically submit requests, pay for their requests, correspond with the Department and receive replies.

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