



Government
of Canada

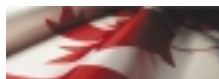
Gouvernement
du Canada

Innovation Map

ASSOCIATIONS LEADING
INNOVATION IN CANADA



CANADA'S
INNOVATION
STRATEGY



Canada 

This publication is available upon request in multiple formats.
Contact the Information Distribution Centre at the numbers listed below.

For additional copies of this publication, please contact:

Information Distribution Centre
Communications and Marketing Branch
Industry Canada
Room 268D, West Tower
235 Queen Street
Ottawa ON K1A 0H5

Tel.: (613) 947-7466

Fax: (613) 954-6436

E-mail: **publications@ic.gc.ca**

This publication is also available electronically on the World Wide Web at the following address:

<http://www.innovationstrategy.gc.ca>

Permission to Reproduce

Except as otherwise specifically noted, the information in this publication may be reproduced, in part or in whole and by any means, without charge or further permission from Industry Canada, provided that due diligence is exercised in ensuring the accuracy of the information reproduced; that Industry Canada is identified as the source institution; and that the reproduction is not represented as an official version of the information reproduced, nor as having been made in affiliation with, or with the endorsement of, Industry Canada.

For permission to reproduce the information in this publication for commercial redistribution, please e-mail:

copyright.droitdauteur@communication.gc.ca

Cat. No. lu4-23/2002E-IN

ISBN 0-662-33149-4

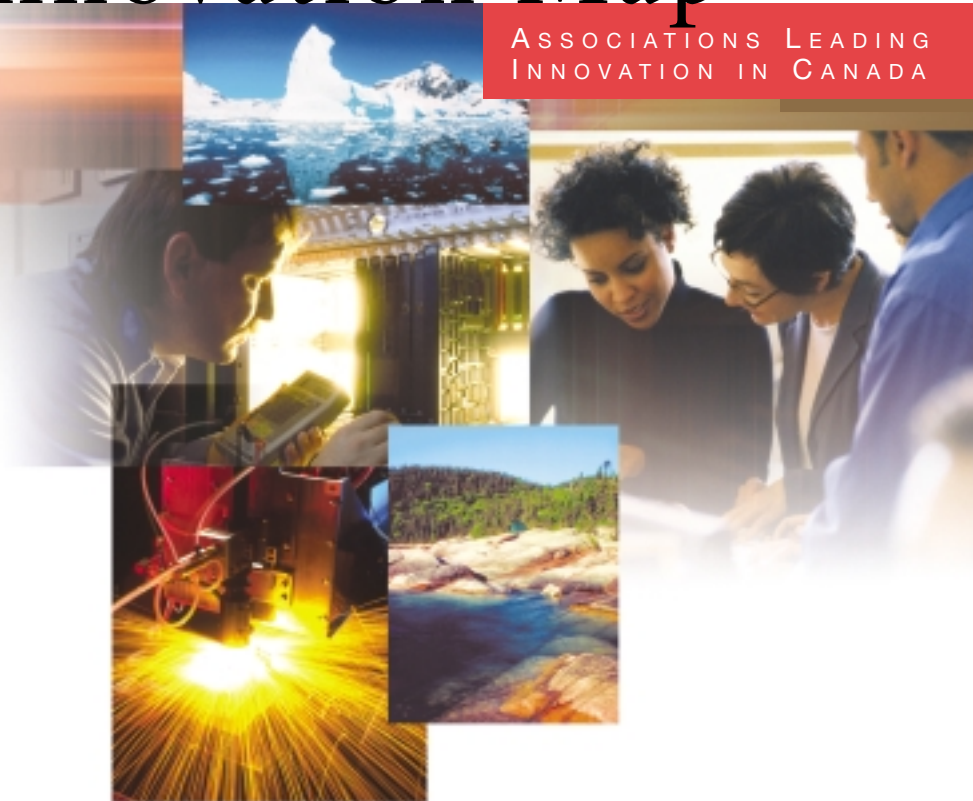
53824B



10% recycled
material

Innovation Map

ASSOCIATIONS LEADING
INNOVATION IN CANADA



Private sector associations are playing an active role in addressing the challenges of *Canada's Innovation Strategy*. That is the underlying conclusion of the Innovation Map, a study to determine the role of private sector associations in supporting innovation in Canada.

About the Innovation Map

The objectives of the Innovation Map were to create an inventory of existing programs and to determine the role of private sector associations in support of the goals and challenges identified in *Canada's Innovation Strategy*. The Innovation Map presents the results of discussions with 162 associations of varying sizes and from a broad cross section of industries and regions. The associations participated in the study by identifying the types of programs they run that address the innovation challenges identified in *Achieving Excellence: Investing in People, Knowledge and Opportunity* and the innovation goals identified in *Knowledge Matters: Skills and Learning for Canadians*.

The Innovation Map was authored and implemented by The CCR Group, a technology incubator and partnership of strategic advisors. In addition to the financial and strategic support of Industry Canada, the operational support and endorsement of three organizations made the study possible. The three supporting organizations were

- the Canadian Advanced Technology Alliance (CATAAlliance),
- the Innovation Management Association of Canada (IMAC) and
- Magna International.

To find out more about *Canada's Innovation Strategy*, visit www.innovationstrategy.gc.ca

The complete text of the *Innovation Map: Associations Leading Innovation in Canada* may be found at www.theccrgroup.com/innovationmap

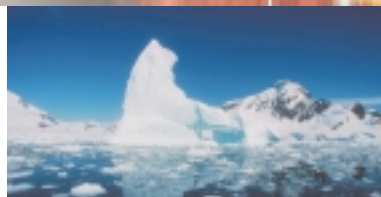
Summary of Results

The study found that:

- more than **90 percent of the associations** are running programs that address the four innovation challenges of the Strategy, as identified by Industry Canada, and
- between **17 percent and 35 percent of the associations** are running programs that address the four innovation goals of the Strategy, as identified by Human Resources Development Canada (HRDC). *(For more information, see Tables 1 and 2 on the following page.)*

Further findings of the study uncovered differences in the programs offered by associations in different regions and industries, and identified the challenges and goals that are being addressed most by private sector associations. Notable highlights include the following.

- **Most associations offer self-serve programs** to encourage their members to find solutions to innovation challenges among themselves.
- **Branding initiatives are widespread**, but appear to be focussed on specific regions and industries, and not on Canada as a whole.
- **Cluster development** — a central theme to the innovation challenge related to communities — on the whole is a relatively **underdeveloped** and disparate concept among private sector associations.
- **University partnerships** — connecting university research with industry needs — are **common among the programs** of a majority of private sector associations.
- Although **access to capital** is frequently discussed as a primary challenge to Canadian innovators, a **minority of private sector associations** play an active role in addressing this need through financing or access to capital programs.
- Private sector associations clearly see themselves as playing an **important role in education**, but at a **very high level** (for example, by making curriculum recommendations) and not by engaging students or individuals directly.
- Technology associations invest a surprisingly **small amount of resources on youth**. As an example, they spend more resources on addressing the innovation goals related to adult labour goals than they do on the goals related to children, youth and post-secondary education.
- Like financing and access to capital programs, **recruiting programs** are offered by a **minority of associations**; in most cases these programs involve an on-line job board or related offering.



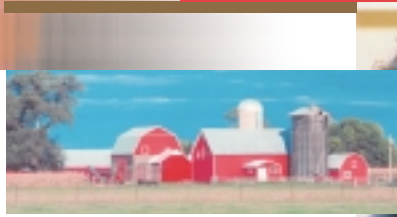


Table 1: Programs Run by Private Sector Associations to Address Innovation Challenges in *Achieving Excellence*

Innovation Challenge	Most Common	Least Common
Knowledge Performance	69.1% Networking events 59.9% Access to experts 57.2% Strategic advice	13.8% Laboratory facilities 22.4% Financing 28.3% Incubation
Skills	78.2% Educational seminars 74.8% Practice sharing	13.6% Accreditation 34.5% Job training
Innovation Environment	63.3% Lobbying/representation 62.6% Marketing and promotion	38.1% Sectoral alliances 41.5% International alliances
Communities	85.8% Networking events 75.9% Other networking	31.2% Cluster branding 33.3% Cluster facilities

Table 2: Programs Run by Private Sector Associations to Address Innovation Goals in *Knowledge Matters*

Innovation Goal	Most Common	Least Common
Children and Youth	21.4% Education 21.4% Employment	2.4% Mentorship 11.9% Awards
Post-Secondary Education	18.8% Education 16.7% Awards	2.1% Promotion 4.2% Mentorship
Adult Labour	46.4% Education	3.6% Financial aid 3.6% Marketplace
Immigration	21.4% Employment 21.4% Promotion	7.1% Education 10.7% Research

Note: The figures above are expressed as a percentage of respondents, where respondents selected all programs that applied. As such, total responses for a given challenge or goal may add up to more than 100 percent.

Regional Analysis

The figures below summarize the degree to which associations in various regions across Canada are addressing the challenges of *Canada's Innovation Strategy*. Shown

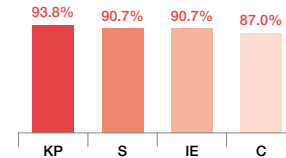
for each region are the percentages of respondents — relative to all participants — who are running programs that address each challenge.

Region

Programs Addressing Challenges in Achieving Excellence

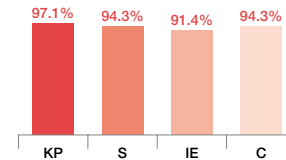
All Associations

All associations tend to be very active in addressing the *Achieving Excellence* challenges.



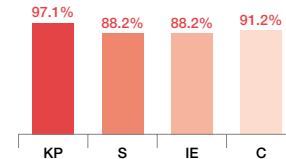
Western Canada

Western associations are active in addressing the challenge related to communities, and running programs to connect innovators with sources of capital.



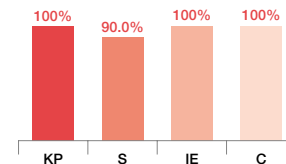
Central Canada

Central associations are less active in skills- and education-related programs, but strong at promoting the attributes and accomplishments of their members.



Eastern Canada

Eastern associations are very active in programs to address the communities challenge, and in forging international alliances.



Notes:

- All figures above are expressed as a percentage of respondents.
- *Achieving Excellence* categories are as follows: knowledge performance (KP), skills (S), innovation environment (IE) and communities (C).

Results by Industry Focus

The following figures show the relative participation rates in programs addressing the challenges of *Canada's Innovation Strategy* for associations representing three

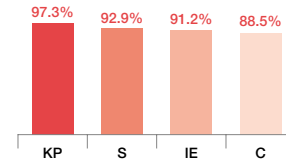
particular industries: technology, health care and biotechnology, and research and education.

Industry

Programs Addressing Challenges in *Achieving Excellence*

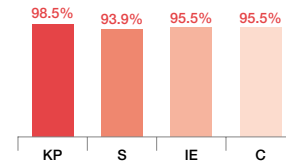
Technology Associations

Technology associations are active in cluster development and job training programs.



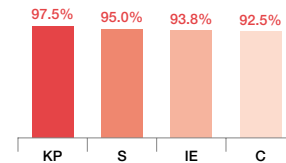
Health Care and Biotechnology Associations

Health care and biotechnology associations are active in cluster development and programs addressing the innovation challenges related to both communities and knowledge performance.



Research and Education Associations

Research and education associations are among the only ones active in promoting education, and tend to offer hands-on programs like incubation and collaborative research and development (R&D) assistance.



Notes:

- All figures above are expressed as a percentage of respondents.
- *Achieving Excellence* categories are as follows: knowledge performance (KP), skills (S), innovation environment (IE) and communities (C).

Further findings, related to the size of associations, included the following:

- Associations of increased size tend to be less nationally focussed and less focussed on one specific industry.
- Larger associations — along with a majority of associations — tend to offer self-serve programs, whereas smaller associations play a somewhat more active or hands-on role in supporting the innovation needs of their members.

Conclusions and Next Steps

The conclusions and recommendations of the Innovation Map study are best presented in terms of *opportunities* for both private- and public-sector stakeholders in *Canada's Innovation Strategy*.

Partnership Opportunities in Supporting and Coordinating Existing Initiatives

Private sector associations are actively involved in supporting innovation in Canada, and innovation stakeholders should leverage their efforts wherever possible.

Examples include the following:

- **Branding Initiatives** — Leveraging the widespread base of existing initiatives to create a unified brand that is representative of Canadian innovation, both locally and internationally.
- **University Partnerships** — Supporting the strong ties between academia and industry associations that are already in place in a majority of cases.
- **Networking Events** — Supporting and promoting the wide range of networking events offered by associations from coast to coast.

Leadership Opportunities in Implementing New Initiatives

In other areas, there are opportunities for Canada's innovation stakeholders to augment what existing organizations are doing by implementing new programs. Notable examples include the following:

- **Financing Portal** — Creating a Canada-wide financing portal for innovators seeking sources of funding from public- and private-sector sources.
- **Skills Portal** — Creating a Canada-wide skills portal that combines the on-line job boards and recruiting marketplaces of qualified industry associations into one central database.
- **Alliance Building** — Playing an active, hands-on role in advancing the efforts of existing associations in international and cross-sector alliance building.
- **Active Coordination** — Actively facilitating increased communication and coordination between existing associations and clusters, using innovation as the common thread.
- **Guiding Long-Term Issues** — Ensuring that longer-term opportunities and issues are understood and that associations are engaged in them, including:
 - *skills* — highlighting the importance of HRDC's leadership to innovation; and
 - *sustainability* — promoting the role of sustainable development in innovation.

Associations Leading Innovation in Canada

Academy of Chief Executives of
Technology Companies Society

ACM SIGGRAPH

Advanced Card Technology
Association of Canada

Aerospace Industry Association
of BC

Agricultural Institute of Canada

AIESEC Canada Inc.

Alberta Chambers of Commerce

Alberta Heritage Foundation for
Medical Research

Association of Internet Marketing
and Sales Inc.

Association of Professional
Computer Consultants

Atlantic Provinces Chamber
of Commerce

B.C. Advanced Systems Institute

B.C. Internet Association

B.C. Regional Science and
Technology Network

B.C. Ventures Society / New
Ventures B.C.

BCNET Networking Society

BioAlberta

BIOTECanada

C.D. Howe Institute

Calgary Council for
Advanced Technology

Calgary Enterprise Forum Society

Calgary Technologies Inc.

Canada25

CanadaIT.com

Canadian Advanced
Technology Alliance

Canadian Association for
Renewable Energies

Canadian Association of
Financial Planners

Canadian Association of
Internet Providers

Canadian Association of
Management Consultants

Canadian Association of
Petroleum Producers

Canadian Bankers Association

Canadian Bar Association

Canadian Centre for Philanthropy

Canadian Council for
Aboriginal Business

Canadian e-Business Initiative

Canadian Environmental
Technology Advancement
Corporation — West

Canadian Federation of
Independent Business

Canadian Information
Processing Society

Canadian Innovation Centre

Canadian Institute for
Health Information

Canadian Institute of Forestry

Canadian IT Financing Forum

Canadian Microelectronics
Corporation

Canadian Petroleum
Products Institute

Canadian Plastics
Industry Association

Canadian Professional
Sales Association

Canadian Society of TeleHealth

Canadian Venture
Capital Association

Canadian Wireless
Telecommunications Association

Canadian Women in
Communications





CANARIE Inc.
Centre for Experimentation and
Development of Multimedia
Technologies
Centre for Innovation Law
and Policy
Centre francophone de
recherche en informatisation
des organisations
Chambre de commerce et
d'industrie de Laval
Communications and Information
Technology Ontario
Communitech Technology
Association Inc.
Community Futures
Community Futures Development
Association of B.C.
Construction Technology Centre
Atlantic Inc
CSA International
Digital Media Professionals
Association
Earth Energy Society of Canada
Ecoforestry Institute
e-Content Institute
Electro-Federation Canada
Electronic Commerce Council
of Canada
Financial Executives International

Financial Planners
Standards Council
First Tuesday
FlashinTO Inc
Forest Engineering Research
Institute of Canada
Forest Products Association
of Canada
FoundLocally.com Media Inc.
Genesis Group
GoNorth
Greater Kitchener Waterloo
Chamber of Commerce
Greater Ottawa Chamber
of Commerce
Greater Toronto Marketing Alliance
Halifax TECH-table
High Tech ReConnect
Hi-Tech Entrepreneurs Association
Hyperchip Inc.
I.T. Contact Inc.
Independent Power Producers'
Society of Ontario
Information Technology Association
of Canada
Information Technology Industry
Alliance of Nova Scotia (ITANS)
Innovation Management
Association of Canada
Innovation Resource Centre

Institut du commerce électronique
Interior Science &
Innovation Council
International Institute for
Sustainable Development
Investment Dealers Association
of Canada
ITAP
Kootenay Association for
Science & Technology
Learning for a Sustainable Future
London Chamber of Commerce
London Economic
Development Corporation
Malaspina University College
Technology Transfer Office
Manitoba Crop
Diversification Centre
Manitoba Quality Network
MaRS Discovery District
Micronet R & D
Mid-Island Science, Technology
and Innovation Council
MultiMediator Strategy Group Inc.
(MMSG Inc.)
Native Investment & Trade
Association

New Media Business Alliance
New Media Innovation Centre
Newfoundland & Labrador
Association of Technology
Industries
North Bay & District Chamber
of Commerce
Northwest Territories Chamber
of Commerce
Nova Knowledge
Okanagan Science and
Technology Council
Ontario Chamber of Commerce
Ontario Competitive City
Regions Partnership
Ontario Innovation Trust
Ottawa Photonics Cluster
Partnership Group for Science
and Engineering
Perimeter Institute for
Theoretical Physics
Petroleum Technology Research
Centre Inc.
PRECARN
PRECARN Incorporated
PTAC Petroleum Technology
Alliance Canada
Pulp and Paper Research Institute
of Canada
Quebec Venture Capital
Association

Reseau InterlogiQ
Robarts Research Institute
Saint John Board of Trade
Saskatchewan Advanced
Technology Association
Saskatchewan Research Council
SMART Toronto
Technology Alliance
Software Human Resource Council
Solar Energy Society of
Canada Inc.
Spadina Bus Association Inc.
Sustainable Tourism Association
of Canada Inc.
Tech Alliance
TechAlliance
Technically Hip
Techvibes
Telecom Applications
Research Alliance
The BLT Combo
The Canadian Institute for
Advanced Research
The Fields Institute for Research
in Mathematical Sciences
The Leaf Initiative
The Node Learning
Technologies Network
The TBL Napkin
The Winnipeg Chamber
of Commerce



Toronto Internet
Developers Association
Toronto Talks
Toronto Venture Group
TRLabs
Vancouver Enterprise Forum
Vancouver Island Advanced
Technology Centre
Voluntary Challenge & Registry Inc.
Wired Woman Society
Women in Film and Television —
Toronto
Woodside Network Association
Yellowknife Chamber of Commerce
York Technology Association
Young Entrepreneurs Association
Youth Science Foundation Canada