



Industry
Canada

Industrie
Canada

INDUSTRY CANADA: Making a Difference



*Our Priorities for
2002-03*

Canada 

Industry Canada

The dawn of the 21st century has seen the development of the global knowledge economy. The Government of Canada has been working for the past decade to create winning conditions for our citizens and our society to prosper and thrive. Now we must focus our efforts to develop the tools and skills necessary to seize the opportunities of the new economy.

We are well positioned. Today, Canadians, our industries and our universities are successfully competing around the globe. Canada's democratic society and way of life continue to be considered among the best in the world by international groups and by our own citizens.

We have eliminated the deficit, streamlined government and introduced significant corporate and personal tax cuts. Over the last decade, we have also built an impressive research and development (R&D) infrastructure, and we became one of the world's most connected countries. We are now global leaders in per capita access to information technology and the Internet. Today we are seeing the benefits of these investments. We continue to have the fastest rate of growth in the G7 in areas such as private sector R&D spending, external patent applications, R&D intensity, and the number of workers devoted to R&D.

But in this global race, we cannot afford to rest on our laurels. That is why, in February 2002, our government released *Canada's Innovation Strategy*, a blueprint for economic growth over the next decade. The strategy is presented in two papers: *Achieving Excellence: Investing in People, Knowledge and Opportunity* and *Knowledge Matters: Skills and Learning for Canadians*. This strategy is designed to foster a culture of innovation in Canada, to improve the quality of life for Canadians and to see the maple leaf become the hallmark of excellence to the world.

Achieving Excellence identifies opportunities in four key areas: creating new knowledge and bringing it to market quickly and effectively; ensuring that Canada has enough highly qualified people with the skills needed to compete globally; modernizing our business and regulatory environment to foster entrepreneurship; and supporting innovation at the local level so our communities continue to be magnets for investment and opportunity. The strategy applies to Canadians in all sectors of the economy and in all parts of the country.

Industry Canada is also working to grow a dynamic economy that is competitive, productive and innovative. It does so by concentrating on five strategic objectives: improve Canada's innovation performance; make Canada the most connected country in the world; build a fair, efficient and competitive marketplace; improve Canada's position as a preferred location for investment; and increase Canada's share of global trade.

Canada has the people, skills and ideas to meet the challenges of this new age. We must seize this opportunity by working together — business, labour, academia and communities — to achieve our national goal of becoming one of the world's most innovative economies.

I encourage you to learn more about ways that Industry Canada is making a difference in growing our economy, helping Canada compete in the world, and improving the quality of life for all Canadians.



Allan Rock
Minister of Industry

Minister's Message



The Innovation Strategy is designed to foster a culture of innovation in Canada, to improve the quality of life for Canadians and to see the maple leaf become the hallmark of excellence to the world.

This publication is available upon request in accessible 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.ic.gc.ca/epublications>

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.Droitsdauteur@pwgsc.gc.ca

Cat. No. C1-12/2003

ISBN 0-662-66549-X

53694B



10% Post-consumer fibre

Industry Canada

Contents

Industry Canada

The challenge of sustained economic growth	2
Industry Canada Priorities Chart	3

Innovation

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

Connectedness

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

Marketplace

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

Investment

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

Trade

Working with Canadians to increase Canada's share of global trade	15
---	----

Industry Canada

Industry Portfolio Organizational Structure	17
The Industry Portfolio	18
Industry Canada Contacts — How to Reach Us	19
Industry Canada's Regional Offices	20
International Trade Centres	21
Canada Business Service Centres	22

Industry Canada

The challenge of sustained economic growth

In essence, **Industry Canada's mandate** is about growing a dynamic economy that:

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

Achieving these goals will help Canada thrive and prosper in the new economy.

Canadians enjoy an outstanding standard of living and quality of life. Indeed, Canada consistently ranks as one of the best countries in the world in which to live. However, if we are to maintain and enhance our position, to continue our economic growth and social development, we must do more. Real economic growth, which raises our standard of living, depends on growth in productivity. Innovation is a key element of productivity: to improve our economic performance, we must continue to improve our innovation performance.

Industry Canada aims to help Canadians build an innovative economy. *Canada's Innovation Strategy — Achieving Excellence: Investing in People, Knowledge and Opportunity* (www.innovationstrategy.gc.ca) outlines the challenges we face as a country and proposes ways to address them. It identifies targets and commitments, but most importantly, it seeks a nationwide agreement on the strategy through comprehensive and focussed discussions. Industry Canada's engagement approach and the schedule of meetings to be held across the country were announced on May 9, 2002. These meetings and summits will help the government to develop commitments on innovation and clear, actionable plans among organizations, communities, regions and sectors.

Achieving Excellence

Canada's Innovation Strategy proposes a national vision aimed at making Canada one of the most innovative countries in the world. The strategy proposes areas where the government can act to:

- create and use knowledge strategically to benefit Canadians;
- increase the supply of highly qualified people;
- build an environment of trust and confidence, where the public interest is protected and marketplace policies provide incentives to innovate; and
- support innovation at the local level so our communities continue to be magnets for investment opportunity.

In 2002–03, the Government of Canada, in partnership with the provinces and territories, will work with companies, professional associations, universities, colleges and others to reach a consensus on how we can work together to improve Canada's innovation performance.

www.innovationstrategy.gc.ca

Growing a Dynamic Economy

Canada has many advantages, yet we also face a number of challenges. Economic growth and improved innovation require persistent efforts in all parts of Canada and in all sectors of the economy. Employees working at Industry Canada's headquarters in Ottawa and in five main regional offices and local service points located in 50 communities across the country help to deliver the Department's programs and services in close collaboration with clients. Their activities vary, for example, from helping a small business develop a business plan to connecting business partners internationally, to maintaining a level playing field for business.

Industry Canada's five strategic objectives are:

Innovation

Connectedness

Marketplace

Investment

Trade

Industry Canada has identified five areas of focus (strategic objectives) for achieving sustainable economic growth and building a world-leading, innovative economy. The Department's five strategic objectives are mutually reinforcing. Strengthening Canada's innovation system helps ensure that discoveries and breakthroughs can happen here 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. 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 PRIORITIES CHART

Growing a Dynamic Economy

- Productivity Growth • Employment Growth
- Income Growth • Sustainable Development

SUCCEEDING IN THE KNOWLEDGE-BASED ECONOMY

INDUSTRY CANADA: MEETING THE CHALLENGE

STRATEGIC OBJECTIVES

INNOVATION

Improving Canada's innovation performance

CONNECTEDNESS

Making Canada the most connected country in the world

MARKETPLACE

Building a fair, efficient and competitive marketplace

INVESTMENT

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

TRADE

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

KEY RESULTS

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

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

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

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

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



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.

Innovation has always been a driving force in economic growth and social development. In all industries, new knowledge and new means of adding value are being developed and applied to improve economic performance.

With economic growth come more opportunity and greater choice for citizens. In addition, 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.

Innovation is the key to improving productivity. Unfortunately, Canada's overall level of innovation capacity is near the bottom in the G7 (see Chart 1). We continue to exhibit what the Organisation for Economic Co-operation and Development (OECD) referred to in 1995 as an "innovation gap."

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 (see Chart 2 on page 5). These gains demonstrate Canada's commitment to innovation. Now we need to build on our strengths to realize our potential.

To become an innovation leader, Canada needs to build on its solid foundation with a consolidated, coordinated and aggressive plan. *Canada's Innovation Strategy — Achieving Excellence:*

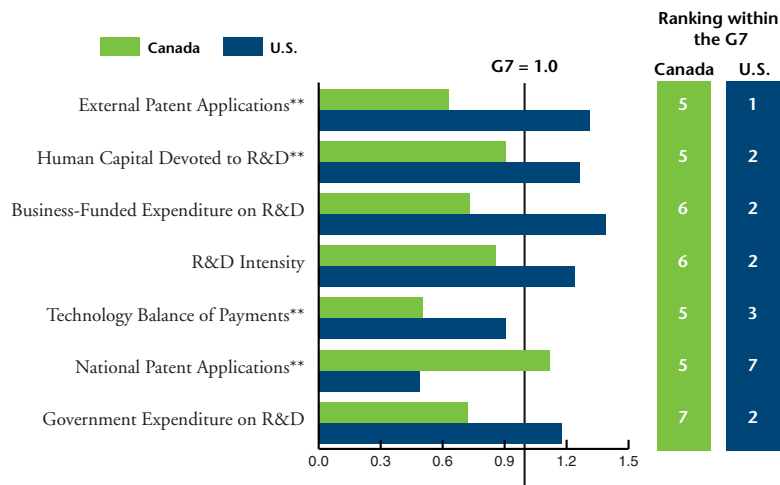
Investing in People, Knowledge and Opportunity provides an assessment of Canada's innovation performance, proposes national targets, and identifies a number of areas where the Government of Canada can act to improve the nation's innovation performance.

The government's next step — consultations with Canadians — will build the long-term, national commitments and partnerships that are required for Canada to take full advantage of its economic potential in the global economy. A series of regional and sectoral meetings organized by Industry Canada in cooperation with Industry Portfolio partners, Human Resources Development Canada and other government departments will be run concurrently with youth, as well as rural and other stakeholder meetings. Industry Canada will work with key stakeholders to develop their reports or action plans. Based on feedback received, the next steps on innovation will include concrete measures by the government to improve Canada's performance. Most importantly, the engagement strategy should lead to concrete commitments from each group of stakeholders as well. To ensure that we stay on track, the government will periodically report on progress.

Industry Canada also recognizes the importance of sustainable development in terms of fostering innovation and productivity growth. Through its eco-efficiency and environmental technology objectives in the Sustainable Development Strategy for 2000–03, the Department is

Chart 1: Canada's Innovation Performance

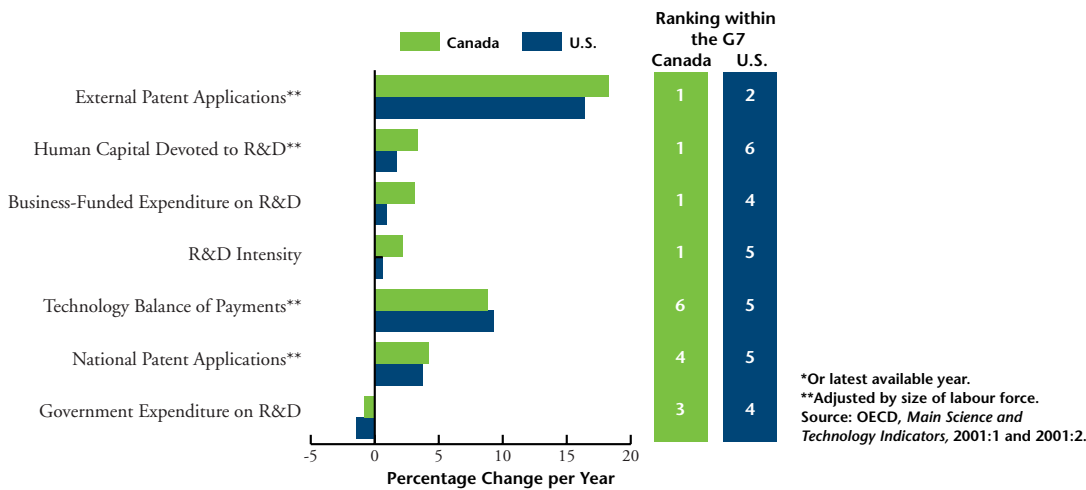
Standing relative to the G7, 1999*



*Or latest available year.
**Adjusted by size of labour force.
Source: OECD, *Main Science and Technology Indicators*, 2001:1 and 2001:2.

Chart 2: Canada's Innovation Performance

Average annual rate of growth, 1981–99*



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.

Innovation is Critical to Success

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

THE BENEFITS OF INNOVATION

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.

Firms in the most innovative industries generate higher quality, higher-paying jobs. In addition, highly innovative industries are twice as likely to export as their medium- and low-innovation counterparts.



Industry Canada's Sustainable Development Strategy, 2000–2003

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

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

<http://strategies.ic.gc.ca/sd>

Technology Roadmaps encourage dynamic partnerships between the public and private sectors, and help establish policies and set planning priorities for both industry and government.

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 is undertaking activities that support and encourage organizations to participate in the innovation agenda.

Technology Roadmaps

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.



Toward an Expanded Knowledge Base

Canada's Innovation Strategy identifies low levels of expenditures on research and development (R&D) as a leading factor responsible for Canada's productivity gap. In particular, it stresses the importance of the private sector's R&D expenditures, commits government to at least doubling Canada's R&D investments and calls for greater support from the private sector on this crucial initiative.

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. Compared with 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 from 15th to 14th 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.

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.

In addition within the Industry Portfolio, the National Research Council's 16 research institutes carry out strategic, multidisciplinary research with partners in industries and sectors that are the key to Canada's future economic development. The Natural Sciences and Engineering Research Council of Canada helps Canadian companies by jointly funding collaborative R&D projects with scientists and engineers in universities across the country.



Technology Partnerships
Canada
An Agency of
Industry Canada

Partenariat technologique
Canada
Un organisme
d'Industrie Canada

Technology Partnerships Canada (TPC): *Investing in the future*

TPC is helping hundreds of Canadian companies, large and small, research and develop leading-edge technologies — technologies that are building a more innovative Canada.

TPC projects and the private sector investments they leverage are leading to jobs, growth and a higher quality of life for all Canadians.

To find out more contact us at:

1-800-266-7531

www.tpc.ic.gc.ca



Canada

Accelerated Commercialization of Innovations

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. This is one of the challenges identified in *Achieving Excellence*. 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. For example, the Department provides small and medium-sized enterprises (SMEs) and start-up companies with access to laboratories and specialized equipment through the Communications Research Centre Canada.

Increased Eco-Efficiency

The development and application of eco-efficient 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. 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.



Communications
Research Centre
Canada
An Agency of
Industry Canada

Centre de recherches
sur les communications
Canada
Un organisme
d'Industrie Canada

We have the attention of government and industry, as we develop leading-edge technologies to connect Canadians, and make Canada a more innovative nation.

Discover Canada's communications future at www.crc.ca

Canada

CRC

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.



Connectedness

Making Canada the most connected country in the world

Connectedness is at the foundation of the knowledge economy and society. The speed and efficiency with which Canadians gain access to, and take advantage of, the Information Highway is of the utmost importance if we are to continue to foster a competitive Canadian presence in the global economy. Making sure that Canadians can access opportunities offered by the knowledge economy is also an essential factor in sustaining productivity growth and quality of life for all Canadians.

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. 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.

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.

The demand for advanced business and personal communications services such as the Internet is exploding and now represents the next major development opportunity in terms of satellite communications. The Satellite Communications Program of the Canadian Space Agency ensures that Canadian industry excels on the international stage and that Canadians benefit from these developments.

Industry Canada is making tremendous progress toward the goal of making Canada the most connected country in the world. 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.

Canada's Innovation Strategy builds on Canada's strength in connectedness and re-affirms the government's commitment to maintaining a world-class infrastructure. Connectedness is a



crucial part of an economy based on innovation, as it not only provides infrastructure, but also ensures that all Canadians have the means to participate in the creation and sharing of knowledge.

INFRASTRUCTURE A Connected Canada

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. However, 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 is 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 socio-economic benefits, such as telehealth and telelearning.

Industry Canada continues to support the private sector in leading infrastructure development, through the modernization of legislation and regulatory frameworks. The Department is also pursuing telecommunications policies that encourage competition, in turn fostering innovation and investment. Examples of the Department's activities in this area include supporting CANARIE's program for advanced Internet broadband applications to contribute to e-commerce, e-learning and e-health applications, as well as the CA*net 4 initiative to provide Canadian researchers with an expanded national research network.

USE 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.

The Department promotes the need for, and adoption of, secure e-commerce business

Are you ready for e-business?

E-business holds tremendous promise. How do you know if your business is ready?

Ebiz.enable is an extensive and informative on-line portal devoted to helping you.

Whatever your sector, whatever your e-business needs, Industry Canada's **ebiz.enable** is your source of insight and information.

**Bookmark
our site today.**

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



Industry
Canada

Industrie
Canada

Canada

processes with the private sector and in international forums. It is also implementing measures to accelerate the growth of e-business by promoting fair business practices and e-business readiness among SMEs.

Examples of activities include providing resources, toolkits, diagnostics, analysis and research, and market intelligence and training to encourage the adoption of e-business, as well as developing and disseminating intelligence on the best e-business practices of Canadian industry sectors.

CONTENT Canadian Digital Content

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.

Industry Canada is involved in a range of activities, which include supporting the development

ICT infrastructure is being extended to Canadian communities and schools through programs such as the Community Access Program, Canada's First Nations SchoolNet, and the Computers for Schools program which provides refurbished computers to schools and libraries across Canada.

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.

of French-language content on the Internet through projects from across Canada funded under the Franccommunautés virtuelles program, and encouraging young Canadian learners (K–12) to innovate and become more familiar with multimedia by creating Web site projects in the SchoolNet GrassRoots Program.

On-Line Government Services and Information

The government is committed to using ICTs to improve services to Canadians. Government On-Line (GOL) is the federal government's initiative to improve client services, enhance efficiency, and stimulate the supply and use of e-commerce in the Canadian economy, by delivering programs and services over the Internet. Industry Canada continues to work with stakeholders to provide on-line information and services that are accessible, client-driven, integrated and interactive. 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 of 2005.

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.



strategis.gc.ca
CANADA'S BUSINESS AND CONSUMER SITE

Industry Canada On-Line

Aboriginal Business Canada http://strategis.gc.ca/abc Canadian Business Map http://commercecan.ic.gc.ca Canadian Company Capabilities http://strategis.gc.ca/cdncc Canadian Industry Statistics http://strategis.gc.ca/cis Connecting Canadians http://connect.gc.ca Consumer Information http://strategis.gc.ca/consumer ebiz.enable http://strategis.gc.ca/ebizenable Eco-efficiency http://strategis.gc.ca/e2 Electronic Commerce in Canada http://strategis.gc.ca/e-com FedNor http://strategis.gc.ca/fednor Guides to Canadian Industries http://strategis.gc.ca/gci Investment http://investincanada.gc.ca	Performance Plus http://sme.ic.gc.ca Research, Technology and Innovation http://strategis.gc.ca/innovation retailinteractive.ca http://retailinteractive.ca Sources of Financing http://strategis.gc.ca/sources Spectrum, Information Technologies and Telecommunications Gateway http://sitt.ic.gc.ca Steps to Competitiveness http://strategis.gc.ca/steps Steps to Growth Capital http://growth.ic.gc.ca Technology Partnerships Canada http://tpc.ic.gc.ca Technology Roadmaps http://strategis.gc.ca/trm Trade Data Online http://strategis.gc.ca/tdo
---	---

Services and Regulations

Canadian Intellectual Property Office
<http://cipo.gc.ca>
 Competition Bureau
<http://competition.ic.gc.ca>
 Corporations Directorate
<http://strategis.gc.ca/corporations>
 Lobbyists Registration System
<http://strategis.gc.ca/lobbyist>
 Measurement Canada
<http://strategis.gc.ca/meascan>
 Office of the Ethics Counsellor
<http://strategis.gc.ca/ethics>
 Office of the Superintendent of Bankruptcy Canada
<http://osb-bsf.ic.gc.ca>
 Radio Spectrum Management and Telecommunications
<http://strategis.gc.ca/spectrum>

Industry Canada / Industrie Canada

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



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.

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.

Marketplace Service Organizations

- Canadian Intellectual Property Office
<http://cipo.gc.ca>
- Competition Bureau
<http://www.competition.ic.gc.ca>
- Corporations Directorate
<http://strategis.ic.gc.ca/corporations>
- Marketplace Framework Policy Branch
- Measurement Canada
<http://mc.ic.gc.ca>
- Office of Consumer Affairs
<http://consumer.ic.gc.ca>
- Office of the Superintendent of Bankruptcy Canada
<http://osb-bsf.ic.gc.ca>
- Spectrum, Information Technologies and Telecommunications Sector
<http://sitt.ic.gc.ca>

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

In order for the marketplace to be responsive, attract investment, and ensure informed consumer spending and open distribution channels, marketplace frameworks must ensure competitive prices and product choice, and provide accurate and timely information to market participants. The frameworks should also minimize the regulatory burden, inspire public and business 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. They are a key element of an innovative economy and society. Industry Canada is involved in a range of activities, one example of which is consultation with clients and stakeholders on Canada's intellectual property framework, policies and procedural issues.

The Operation of the Marketplace

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. As a case in point, international anti-competitive cartel activity results in increased prices to consumers in Canada and abroad. The Competition Bureau is working to create partnerships and 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.

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.

Industry Canada is currently assessing the possibility of expanding the role of the Canadian Intellectual Property Office to act as an international search authority and international preliminary examination authority.

<http://cipo.gc.ca>

Consumer Connection

The Office of Consumer Affairs On-line

Concerned About:

- › cutting your credit card debt?
- › reducing banking fees?
- › shopping safely on-line?
- › avoiding consumer scams?
- › investing wisely?
- › protecting your privacy?

For practical tools and information to protect your interests in today's marketplace

Visit **Consumer Connection**
<http://consumer.ic.gc.ca>

The Office of Consumer Affairs on-line.

What's New?

- › How are we doing? Take the Strategic User Survey
- › The Cost of Banking – Annual Report 2002
- › Try the On-line Shopping Assistant
- › Charge-Backs Consultation

Search this site
for more options use the Advanced Search

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. 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.

The Department's activities provide information to improve confidence and increase the participation of consumers and business in the

marketplace. One example is the Office of the Superintendent of Bankruptcy Canada's work to streamline the processes and increase transparency in the system for dealing with cases involving the professional conduct of trustees.

The Standards Council of Canada, part of the Industry Portfolio, oversees the country's National Standards System, which provides businesses of all sizes with the means to identify and effectively demonstrate conformity to pertinent standards in Canada and around the world.

The Canadian Consumer Information Gateway

The Canadian Consumer Information Gateway is an innovative Web site that provides 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. Upcoming improvements to the site include access to the information collections of non-governmental organizations that offer consumer services, and a central complaints registration and distribution tool.

www.consumerinformation.ca



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.

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. However, more can be done to enhance Canada's attractiveness as a preferred investment location.

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. Industry Canada 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.

Improved 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. Industry Canada is working to research, analyse and frame investment climate issues, in consultation with partner organizations, to strengthen the knowledge base and facilitate the resolution of real or perceived investment impediments (such as border, immigration, regulatory and foreign ownership issues).

Canada's Brand Image

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. Industry Canada, especially through 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. Like many other countries, Canada depends on investment and capital formation to stimulate economic growth, innovation and sustainable development.

FOREIGN DIRECT INVESTMENT

- In part 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 countries of the North American Free Trade Agreement (NAFTA) declined from 21 percent in 1990 to 13 percent in 2000.

Industry Canada works with various partners to attract and retain increased multinational investment through coordinated and targeted investment campaigns.

The regional economic development agencies deliver programs that assist entrepreneurs in the start-up, modernization or expansion of their businesses. They also provide funding and support to more than 250 Community Futures organizations across Canada that provide access to capital for small business financing. Industry Canada also supports investment funds in Northern and rural Ontario, through the Community Futures Development Corporations.

Government of Canada / Gouvernement du Canada

Investment Priority Sectors

- Information & Computer Technologies** (Image: Satellite dish)
- Life Sciences (Biotechnology, medical devices and pharmaceuticals)** (Image: Scientist in lab)
- Aerospace & Defence** (Image: Jet engine)
- Automotive** (Image: Red car)
- Energy Technologies** (Image: Power plant)
- Chemicals/Petrochemicals** (Image: Refinery)

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

www.investincanada.gc.ca

Canada

Partnerships Canada, is taking steps to increase awareness by promoting Canada's advantages as an investment location and informing potential investors of opportunities to develop value-added businesses within Canada, especially in priority sectors.

Among its activities, Industry Canada is increasing investor awareness of the strengths and capabilities of Canadian industry and supportive infrastructure. For example, this includes Canada's ICT industry, core technologies, network technologies and network applications. The Department also provides investment information products and Internet-based marketing and communications tools, such as the Invest in Canada Web site (www.investincanada.gc.ca).

Multinational Investment

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. For example, the Department is involved in developing sector-specific investment strategies and in identifying and addressing sector- and company-specific issues that are key to investors who are making location decisions.

SMEs and Aboriginal Businesses

Industry Canada is working to increase 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). Industry Canada is working to improve access to capital and provide assistance to Canadian SMEs seeking suitable international partnering opportunities.

At FedNor, we invest in the North's most precious resource... its people!

Audrey Caron, ABSN Coordinator
Gezhtoojig Employment & Training
A FedNor partner in Aboriginal initiatives

Supporting the development of self-sustaining communities through trade, innovation, investment, connectedness and partnerships.

For more information: 1-877-333-6673
fednor.ic.gc.ca

FedNor

Industry Canada / Industrie Canada



More than 43 percent of Canada's gross domestic product (GDP) depends on international trade, a proportion greater than that of any other G7 nation. In addition, Canada's export growth plays a major role in fostering knowledge-intensive, sustainable, high-wage jobs — the jobs of the future.

The Government of Canada's International Business Development Strategy aims to assist Canadian business in capturing international opportunities while minimizing risk in a rapidly changing and more competitive global economy. The government 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.

In view of the rapidly changing international environment, Industry Canada will work with the Department of Foreign Affairs and International Trade (DFAIT) to update its trade initiatives to ensure that they are relevant and responsive to the needs of Canadians.

Secure Market Access

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 also works 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. Another example of the Department's activities is the negotiation and implementation of sector-specific Mutual Recognition Agreements and Memorandums of Understanding to open doors in foreign markets for Canadian companies.

Canadian Export Capability

Successful exporters are important contributors to a dynamic economy. In today's knowledge-based economy, nations that succeed in world markets do not compete on the basis of costs, but on the basis of new ideas embedded in their products and services. In many cases, these new products are a source of new ideas, which foster the innovation process in the importing country. 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. Industry Canada works 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. For example, the Department supports the continued operation of Team Canada Inc's on-line portal, ExportSource (<http://exportsource.ca>), and the toll-free Export Information Service (1-888-811-1119) operated by the network of Canada Business Service Centres.

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.

TEAM CANADA INC
Your Source for Export Services

One Source

One call and one site deliver all the export information you need to succeed in foreign markets. **Team Canada Inc** provides powerful products and services that help make exporting easy.

Connect with your source for export services today.

exportsource.ca
1-888-811-1119

Canada

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.

INTERNATIONAL TRADE CENTRES

The International Trade Centres (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. The core services of the ITCs are export counselling and market-entry support.



Industry Canada / Industrie Canada

INTERNATIONAL TRADE CENTRES
Taking You One Step Closer to Global Markets

Export Counselling

- One-on-One Consultations
- Export & Marketing Plans
- Seminars & Workshops

Market Entry Support

- Information & Intelligence
- Market Development Programs

strategis.gc.ca/itc-cci

Team Canada Inc - Équipe Canada Inc

Canada

International Market Development

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. 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.

Industry Canada makes important contributions toward branding Canada as an innovative, high-technology economy and a superior source of supply; for example, by enhancing Canadian presence at key international trade shows. The Department is also encouraging more Canadian companies to register with SourceCAN, an e-marketplace that profiles Canadian company

capabilities and provides registered companies with international tender opportunities (www.sourcecan.com).



SourceCAN A world of opportunities

SourceCAN delivers the global e-marketplace.

Count on SourceCAN to:

- deliver domestic and international tenders directly to members' desktops;
- connect small, medium-sized and large businesses to B2B and B2G opportunities worldwide; and
- provide easy and affordable global e-market access in a secure Web-based service.

To register and learn more, visit:
www.sourcecan.com

hyperNET™
 A subsidiary of Prospectus Group Inc. (CCDXX: PSE)

Canadian Commercial Corporation / Corporation Commerciale Canadienne

Industry Canada / Industrie Canada

Canada

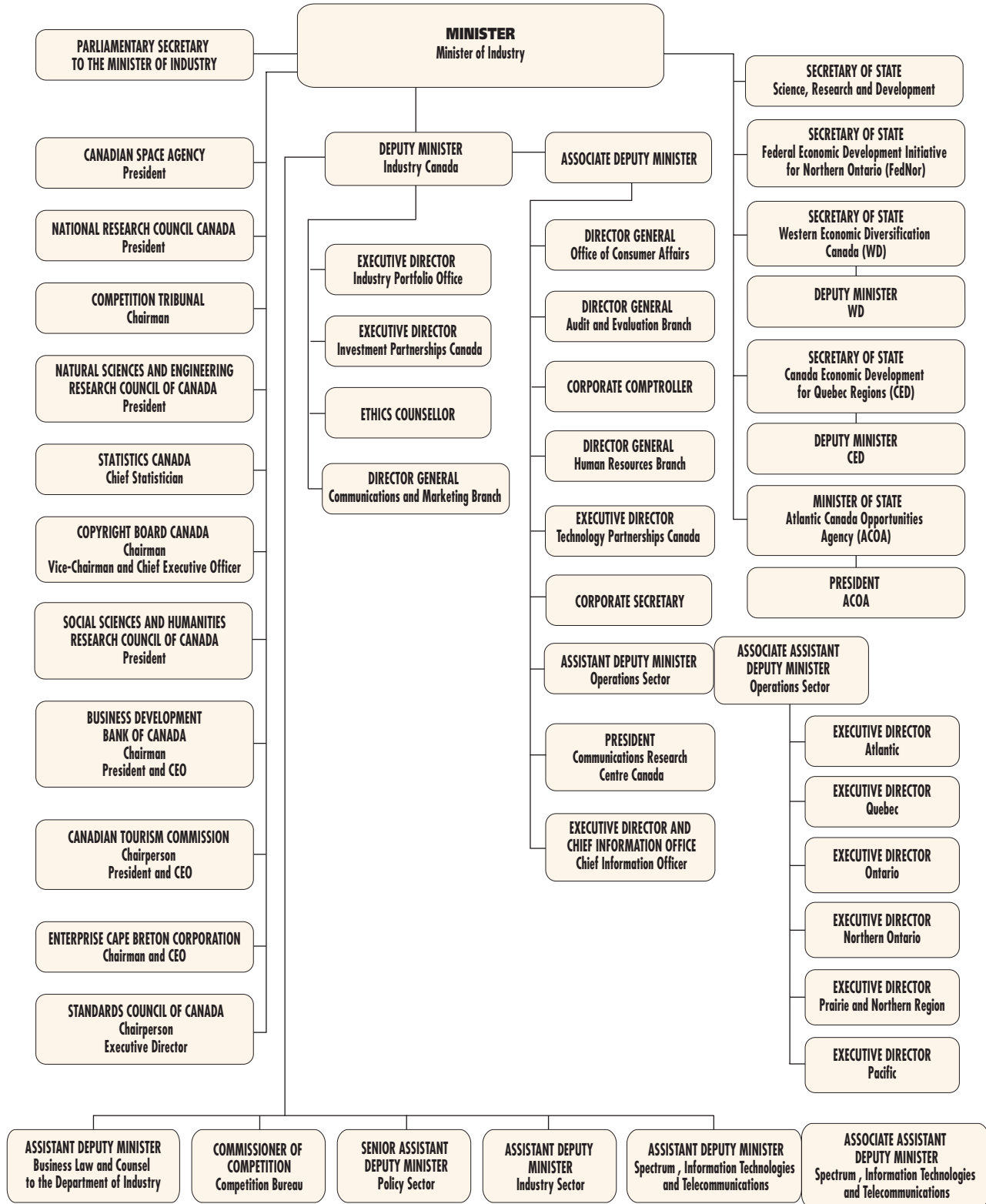
In May 2002, the Atlantic Canada Opportunities Agency (ACOA) helped organize a trade mission to New York. The purpose of the mission was to create new business partnerships, increase trade and investment, and build strategic alliances between Atlantic Canadian and northern U.S. companies.

A Coordinated and Cohesive Approach

Industry Canada is one of the founding members of Team Canada Inc, a partnership of more than 20 federal departments and agencies, 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. 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.

Industry Canada

Industry Portfolio Organizational Structure



Industry Canada

For the most up-to-date information, consult, www.ic.gc.ca/portfolio

The Industry Portfolio

Building Jobs and Growth Through Innovation and Partnerships

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

Industry Canada works in partnership with the members of the Industry Portfolio to leverage resources and exploit synergies in four key areas:

- **Innovation**
Stimulating the creation and use of knowledge for the benefit of all Canadians
- **Business development**
Supporting the creation and growth of businesses (primarily SMEs) and industries
- **Sustainable communities**
Promoting inclusive economic growth in rural, urban and remote communities across Canada
- **Marketplace**
Ensuring fair, efficient and competitive rules, standards and ways of operating.

The Industry Portfolio

Atlantic Canada Opportunities Agency	www.acoa.ca
Business Development Bank of Canada	www.bdc.ca
Canada Economic Development for Quebec Regions	www.dec-ced.gc.ca
Canadian Space Agency	www.space.gc.ca
Canadian Tourism Commission	www.canadatourism.com
Competition Tribunal	www.ct-tc.gc.ca
Copyright Board Canada	www.cb-cda.gc.ca
Enterprise Cape Breton Corporation	www.ecbc.ca
Industry Canada	www.ic.gc.ca
National Research Council Canada	www.nrc.ca
Natural Sciences and Engineering Research Council of Canada	www.nserc.ca
Social Sciences and Humanities Research Council of Canada	www.sshrc.ca
Standards Council of Canada	www.scc.ca
Statistics Canada	www.statcan.ca
Western Economic Diversification Canada	www.wd.gc.ca

Industry Canada

Industry Canada Contacts — How to Reach Us

Please consult the latest and most comprehensive list at <http://www.ic.gc.ca/contactlist>

Minister of Industry
Allan Rock
Tel.: (613) 995-9001
Fax: (613) 992-0302
minister.industry@ic.gc.ca

Parliamentary Secretary to
the Minister of Industry
Serge Marcil
Tel.: (613) 992-5036
Fax: (613) 995-7821
marcil.s@parl.gc.ca

Secretary of State
Science, Research
and Development
Dr. Rey Pagtakhan
Tel.: (613) 995-1333
Fax: (613) 990-4056
pagtakhan.rey@ic.gc.ca

Secretary of State
Western Economic
Diversification Canada
Stephen Owen
Tel.: (613) 992-2430
Fax: (613) 995-0770
owens@parl.gc.ca

Secretary of State
Federal Economic
Development
Initiative in Northern Ontario
Andy Mitchell
Tel.: (613) 947-5850
Fax: (613) 954-3106
secretaryofstatefednor@ic.gc.ca

Secretary of State
Canada Economic
Development for
Quebec Regions
Claude Drouin
Tel.: (613) 992-8053
Fax: (613) 995-0687
drouic@parl.gc.ca

Minister of State
Atlantic Canada
Opportunities Agency
Gerry Byrne
Tel.: (613) 996-5509
Fax: (613) 996-9632
byrneg@parl.gc.ca

Industry Canada
Deputy Minister
V. Peter Harder
Tel.: (613) 992-4292
Fax: (613) 954-3272
harder.peter@ic.gc.ca

Associate Deputy Minister
Carole Swan
Tel.: (613) 943-7165
Fax: (613) 954-2137
swan.carole@ic.gc.ca

Executive Director
Industry Portfolio Office
Bill Cleevely
Tel.: (613) 954-8911
Fax: (613) 957-1990
cleevely.bill@ic.gc.ca

Executive Director
Investment Partnerships
Canada
Rocco Delvecchio
Tel.: (613) 941-2983
Fax: (613) 941-3817
delvecchio.rocco@ic.gc.ca

Ethics Counsellor
Howard Wilson
Tel.: (613) 995-6852
Fax: (613) 995-7308
wilson.howie@ic.gc.ca

Corporate Secretary
Lisanne Lacroix
Tel.: (613) 943-7049
Fax: (613) 954-4270
lacroix.lisanne@ic.gc.ca

Director General
Office of Consumer Affairs
Michael Jenkin
Tel.: (613) 954-3277
Fax: (613) 952-6927
jenkin.michael@ic.gc.ca

Director General
Sherril Minns
Audit and Evaluation Branch
Tel.: (613) 954-5084
Fax: (613) 954-5070
minns.sherril@ic.gc.ca

Corporate Comptroller
Jennifer Benimadhu
Tel.: (613) 957-9288
Fax: (613) 998-6950
benimadhu.jennifer@ic.gc.ca

Assistant Deputy Minister
Operations Sector
John McBride
Tel.: (613) 957-4392
Fax: (613) 954-4883
mcbride.john@ic.gc.ca

Associate Assistant Deputy Minister
Operations Sector
Vacant
Tel.: (613) 957-4392
Fax: (613) 954-4883

Executive Director
Atlantic Region
George Richard
Tel.: (902) 426-3458
Fax: (902) 426-2615
richard.george@ic.gc.ca

Executive Director
Quebec Region
Réjean Frenette
Tel.: (514) 283-1885
Fax: (514) 496-7003
frenette.rejean@ic.gc.ca

Executive Director
Ontario Region
Mark Romoff
Tel.: (416) 973-5001
Fax: (416) 973-8714
romoff.mark@ic.gc.ca

Director General
Federal Economic Development
Initiative in Northern Ontario
Louise Paquette
Tel.: (705) 671-0723
Fax: (705) 670-6103
paquette.louise@ic.gc.ca

Executive Director
Prairie and Northern Region
Glenn Fields
Tel.: (780) 495-2951
Fax: (780) 495-4582
fields.glenn@ic.gc.ca

Executive Director
Pacific Region
Bruce Drake
Tel.: (604) 666-1400
Fax: (604) 666-8330
drake.bruce@ic.gc.ca

Director General
Human Resources Branch
Cathy Downes
Tel.: (613) 954-5474
Fax: (613) 952-0239
downes.cathy@ic.gc.ca

Executive Director
Technology Partnerships Canada
Jeff Parker
Tel.: (613) 941-6747
Fax: (613) 954-9117
parker.jeff@ic.gc.ca

Director General
Communications and
Marketing Branch
Nick Heseltine
Tel.: (613) 947-2597
Fax: (613) 947-3390
heseltine.nick@ic.gc.ca

President
Communications Research
Centre Canada
Gerry Turcotte
Tel.: (613) 990-3929
Fax: (613) 990-7983
gerry.turcotte@crc.ca

Chief Information Officer
Chief Information Office
Diane Fulford
Tel.: (613) 954-3574
Fax: (613) 941-1938
fulford.diane@ic.gc.ca

Assistant Deputy Minister
Business Law and Counsel to
the Department of Industry
Vacant
Tel.: (613) 954-3946
Fax: (613) 952-9668

Commissioner of Competition
Competition Bureau
Konrad von Finckenstein
Tel.: (819) 997-3301
Fax: (819) 953-5013
vonfinckenstein.konrad@ic.gc.ca

Senior Assistant Deputy
Minister
Policy Sector
Andrei Sulzenko
Tel.: (613) 995-9605
Fax: (613) 995-2233
sulzenko.andrei@ic.gc.ca

Assistant Deputy Minister
Industry Sector
John Banigan
Tel.: (613) 954-3798
Fax: (613) 941-1134
banigan.john@ic.gc.ca

Assistant Deputy Minister
Spectrum, Information
Technologies and
Telecommunications
Michael Binder
Tel.: (613) 998-0368
Fax: (613) 952-1203
binder.michael@ic.gc.ca

Associate Assistant Deputy Minister
Spectrum, Information
Technologies and
Telecommunications
David Fransen
Tel.: (613) 993-6857
Fax: (613) 952-2307
fransen.david@ic.gc.ca

Industry Canada

For the most up-to-date information,
consult, www.ic.gc.ca/regional

Industry Canada's Regional Offices

HEADQUARTERS

Industry Canada
C.D. Howe Building
235 Queen Street
Ottawa ON K1A 0H5
Tel.: (613) 954-2788
Fax: (613) 954-1894

ATLANTIC REGION

Industry Canada
10th Floor
John Cabot Building
10 Barter's Hill
P.O. Box 8950
St. John's NF A1B 3R9
Tel.: (709) 772-4866
Fax: (709) 772-5093

Industry Canada
2nd Floor
100 Sydney Street
P.O. Box 40
Charlottetown PE C1A 7K2
Tel.: (902) 566-7382
Fax: (902) 566-7450

Industry Canada
Suite 1605
1505 Barrington Street
Maritime Centre
Halifax NS B3J 3K5
Tel.: (902) 426-3459
Fax: (902) 426-2615

Mailing Address:
P.O. Box 940, Station M
Halifax NS B3J 2V9

Industry Canada
4th Floor, Unit 103
1045 Main Street
Moncton NB E1C 1H1
Tel.: (506) 851-6517
Fax: (506) 851-6502

QUEBEC REGION

Industry Canada
7th Floor
5 Place Ville-Marie
Montréal QC H3B 2G2
Tel.: (514) 496-1797
Fax: (514) 283-2247

ONTARIO REGION

Industry Canada
4th Floor
151 Yonge Street
Toronto ON M5C 2W7
Tel.: (416) 973-5000
Fax: (416) 973-8714

NORTHERN ONTARIO REGION

FedNor
Suite 307
19 Lisgar Street
Sudbury ON P3E 3L4
Tel.: (705) 671-0711
Toll-free: 1-877-333-6673
Fax: (705) 671-0717

FedNor
Suite 600
Roberta Bondar Place
70 Foster Drive
Sault Ste. Marie ON P6A 6V4
Tel.: (705) 941-2014
Toll-free: 1-877-333-6673
Fax: (705) 941-2085

FedNor
244 Lincoln Street
Thunder Bay ON P7B 5L2
Tel.: (807) 766-1800
Toll-free: 1-877-333-6673
Fax: (807) 346-8474

PRAIRIE AND NORTHERN REGION

Industry Canada
4th Floor
400 St. Mary Avenue
Winnipeg MB R3C 4K5
Tel.: (204) 983-5851
Fax: (204) 983-3182

Industry Canada
7th Floor
123 Second Avenue South
Saskatoon SK S7K 7E6
Tel.: (306) 975-4400
Fax: (306) 975-6727

Industry Canada
Suite 1020
2002 Victoria Avenue
Regina SK S4P 0R7
Tel.: (306) 780-5010
Fax: (306) 780-6506

Industry Canada
Suite 725
9700 Jasper Avenue
Edmonton AB T5J 4C3
Tel.: (780) 495-4782
Toll-free 1-800-461-2646
Fax: (780) 495-4507

Industry Canada
Suite 400
Standard Life Tower
639-5th Avenue SW
Calgary AB T2P 0M9
Tel.: (403) 292-4575
Fax: (403) 292-4295

Industry Canada
Suite 1006
4920-52nd Street
Yellowknife NT X1A 3T1
Tel.: (867) 920-6604
Fax: (867) 920-6601

Industry Canada
P.O. Box 1750
Qimugjuk Building
Building 969
Iqaluit NU X0A 0H0
Tel.: (867) 975-4669
Fax: (867) 975-4670

PACIFIC REGION (BRITISH COLUMBIA AND YUKON TERRITORY)

Industry Canada
Suite 2000
300 West Georgia Street
Vancouver BC V6B 6E1
Tel.: (604) 666-5000
Fax: (604) 666-8330

Industry Canada
Suite 205
300 Main Street
Whitehorse YT Y1A 2B5
Tel.: (867) 667-5102
Fax: (867) 393-6711

Industry Canada

International Trade Centres

NEWFOUNDLAND AND LABRADOR

St. John's

International Trade Centre
Industry Canada
10th Floor
John Cabot Building
Phase II, 10 Barter's Hill
P.O. Box 8950
St. John's NF A1B 3R9
Tel.: (709) 772-5511
Fax: (709) 772-5093

Contact: Patricia Hearn
Senior Trade Commissioner
Tel.: (709) 772-4866
hearn.patricia@ic.gc.ca

PRINCE EDWARD ISLAND

Charlottetown

International Trade Centre
Industry Canada
100 Sydney Street
Charlottetown PE C1A1G3
Tel.: (902) 566-7382
Fax: (902) 566-7098

Mail: P.O. Box 40
Charlottetown PE C1A 7K2

Contact: Charlotte Murray
Provincial Director and
Senior Trade Commissioner
Tel.: (902) 566-7382
murray.charlotte@ic.gc.ca

NOVA SCOTIA

Halifax

International Trade Centre
Industry Canada
5th Floor
World Trade and
Convention Centre
1800 Argyle Street
Halifax NS B3J 2V9
Tel.: (902) 426-7540
Fax: (902) 426-5218

Mail: P.O. Box 940
Station M
Halifax NS B3J 2V9

Contact: Alison Tait
Senior Trade Commissioner
Tel.: (902) 426-6660
tait.alison@ic.gc.ca

NEW BRUNSWICK

Moncton

International Trade Centre
Industry Canada
Unit 103
1045 Main Street
Moncton NB E1C 1H1
Tel.: (506) 851-6452
Fax: (506) 851-6429

Contact: Paul LeBlanc
Senior Trade Commissioner
Tel.: (506) 851-6440
leblanc.paul@ic.gc.ca

QUEBEC

Montréal

International Trade Centre
Industry Canada
7th Floor
5 Place Ville-Marie
Montréal QC H3B 2G2
Tel.: (514) 283-6328
Fax: (514) 283-8794

Mail: Suite 800
5 Place Ville-Marie
Montréal QC H3B 2G2

Contact: Michel Charland
Director of Operations
Tel.: (514) 283-3531
charland.michel@ic.gc.ca

ONTARIO

Toronto

International Trade Centre
Industry Canada
4th Floor
151 Yonge Street
Toronto ON M5C 2W7
Tel.: (416) 973-5053
Fax: (416) 973-8161

Contact: Pam Piercey
A/Director of International
Business and Senior
Trade Commissioner
Tel.: (416) 952-1289
piercey.pam@ic.gc.ca

MANITOBA

Winnipeg

International Trade Centre
Industry Canada
4th Floor
400 St. Mary Avenue
Winnipeg MB R3C 4K5
Tel.: (204) 983-5851
Fax: (204) 983-3182

Mail: P.O. Box 981
Winnipeg MB R3C 2V2

Contact: Merv Meadows
Senior Trade Commissioner
Tel.: (204) 983-4099
meadows.merv@ic.gc.ca

SASKATCHEWAN

Saskatoon

International Trade Centre
Industry Canada
7th Floor
Princeton Tower
123 Second Avenue South
Saskatoon SK S7K 7E6
Tel.: (306) 975-5315
Fax: (306) 975-5334

Contact: Lynne Tait
Senior Trade
Commissioner
Tel.: (306) 975-4343
tait.lynne@ic.gc.ca

Regina

International Trade Centre
Industry Canada
Suite 320
1801 Hamilton Street
P.O. Box 3750
Regina SK S4P 3N9
Tel.: (306) 780-6124
Fax: (306) 780-8797

Contact: Mona Taylor
Trade Commissioner
Tel.: (306) 780-6124
taylor.mona@ic.gc.ca

ALBERTA AND NORTHERN REGION

Edmonton

International Trade Centre
Industry Canada
Suite 725
Canada Place
9700 Jasper Avenue
Edmonton AB T5J 4C3
Tel.: (780) 495-2994
Fax: (780) 495-4507

Contact: Reid Henry
Director of International
Business
Tel.: (780) 495-4415
henry.reid@ic.gc.ca

Calgary

International Trade Centre
Industry Canada
Suite 400
639-5th Avenue SW
Calgary AB T2P 0M9
Tel.: (403) 292-4575
Fax: (403) 292-4578

Contact: Jessie Hislop
Senior Trade Commissioner
Tel.: (403) 292-6409
hislop.jessie@ic.gc.ca

BRITISH COLUMBIA AND YUKON TERRITORY

Vancouver

International Trade Centre
Industry Canada
Suite 2000
300 West Georgia Street
Vancouver BC V6B 6E1
Tel.: (604) 666-0434
Fax: (604) 666-0954

Contact: Michael Spencer
Director and Senior Trade
Commissioner
Tel.: (604) 666-8888
spencer.michael@ic.gc.ca

Industry Canada

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

Canada Business Service Centres

BRITISH COLUMBIA

Canada/British Columbia Business
Service Centre
601 West Cordova Street
Vancouver BC V6B 1G1
<http://www.smallbusinessbc.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
345-3rd Avenue South
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>