



Industry
Canada

Industrie
Canada

INDUSTRY CANADA: **Making a Difference**



*Our Priorities for
1999 - 2000*

Canada 

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*Our Priorities for
1999-2000*

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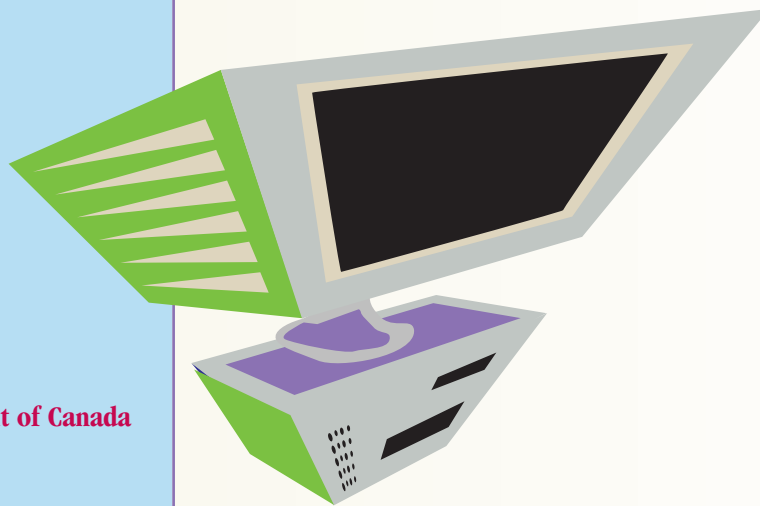
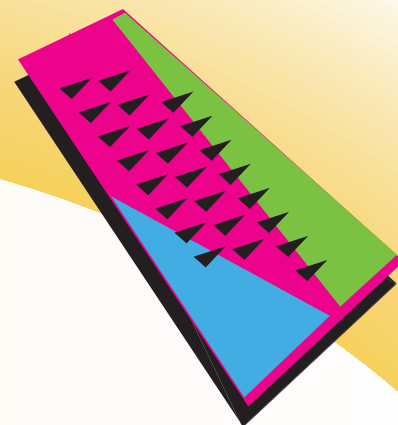
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Industry Canada:

Minister's Message

As we approach the new millennium, our vision of Canada is that of a strong and dynamic country, poised to become a global leader in the knowledge-based economy of the 21st century. The Industry Portfolio, which brings together 13 departments and agencies with complementary goals and objectives, plays an important role in helping Canadians to achieve this vision.

As a member of the Portfolio, Industry Canada works with its partners and stakeholders to promote growth in productivity, employment and income, and thereby help Canada to improve its standard of living. In order to achieve this, Canada needs an economy that is growing, sustainable, and able to support the needs and ambitions of citizens and businesses as they adapt to the global, knowledge-based economy. To help the private sector create economic growth, Industry Canada has set five strategic objectives, targeted at innovation, connectedness, marketplace, investment and trade.

This document sets out the performance commitments that Industry Canada is making to its clients. It establishes commitments for each of the department's five strategic objectives, and indicates what Industry Canada and its partners plan to achieve. It also illustrates the department's goal to be a leader in the public service of Canada in innovative management practices. Industry Canada is acting upon the government's commitment to report more clearly to Canadians on results. In essence, this document tells the story of how Industry Canada is *making a difference*.

John Manley
Minister of Industry



making a difference

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making a difference

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Industry Canada:

Making a Difference

Industry Canada's mandate is to help make Canadians more productive and competitive in the global, knowledge-based economy. The department's policies, programs and services help create an economy that

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

Jobs, incomes and our overall standard of living depend on an economy that is growing, sustainable, and able to support the needs and ambitions of citizens and businesses as they adapt to the global, knowledge-based economy. Improving productivity growth will mean that governments can direct resources to address Canadians' social, economic and environmental priorities, and continue to support the programs that Canadians value and that enhance quality of life. It will mean that industry will have the resources it needs to target investment in growth-enhancing sectors and technologies, thus remaining competitive and building a sustainable future. It will also mean that

Industry Canada's mandate is to help make Canadians more productive and competitive in the global, knowledge-based economy.

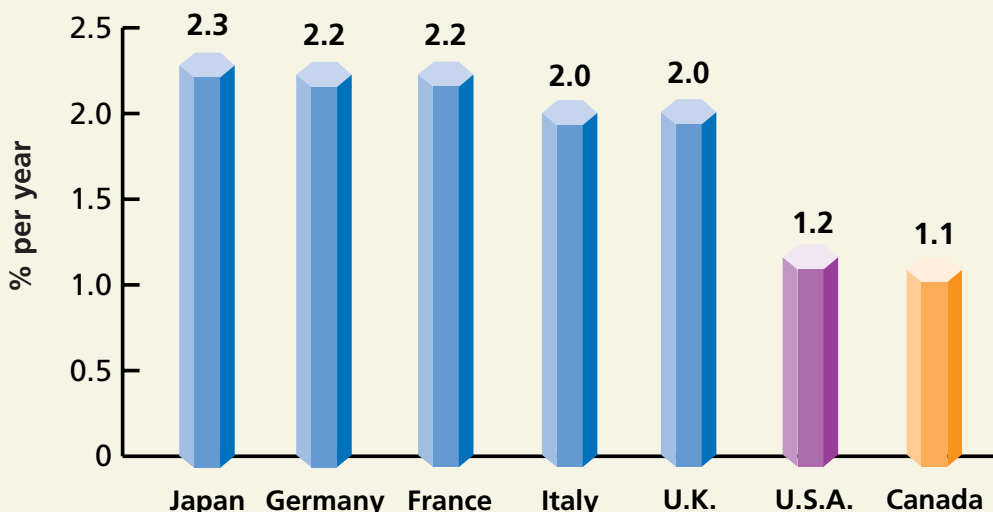
individual Canadians will have the opportunity to participate in a thriving economy through increased employment and better jobs, and to save and invest for the future.

Canada's Standard of Living

Canada enjoys a high standard of living compared with most of the world. In 1998, the United Nations again ranked Canada number one in terms of quality of life. The past several years have been good-news years for Canada's economy: we have had low inflation, low interest rates and significant job gains (a net gain of more than 1.5 million new jobs since the end of 1993). The following points provide an overview of Canada's recent economic performance.

- The macro-economic climate is right for productivity growth.
- Labour productivity performance has begun to improve.
- Canada is the most open of the G-7 countries in terms of trade and investment.
- Canada is building an excellent base to become the most connected country in the world by the year 2000.
- We are first in the world in producing knowledge workers.

G-7 Labour Productivity Growth, 1979-97 (Business Sector)



Source: Organisation for Economic Co-operation and Development (December 1998) except Canada (Statistics Canada) and U.S.A. (Bureau of Labor Statistics)

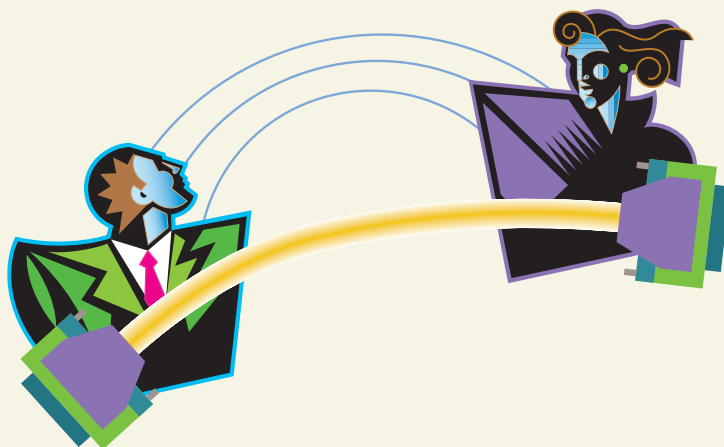


Although the steps taken since 1994 to inject greater dynamism into our economy have begun to show signs of paying off, Canada's long-term productivity performance must improve if we are to realize a higher standard of living for all Canadians. Our productivity performance has lagged in relation to that of our main competitors. According to the OECD, we have had one of the lowest rates of growth in labour productivity among the G-7 countries for the past 20 years (see graph on page 1). Improving this poor performance will be the key to our long-term economic well-being.

Industry Canada: Adding Value

Improving productivity growth is a broad societal challenge. Maintaining Canada's enviable position as number one in the world in terms of quality of life will take a concerted effort by all sectors of the economy and society: businesses, governments, communities and individuals. Our standard of living, the primary indicator of our quality of life, depends directly on the actions taken by all of these sectors toward long-term productivity growth. However, since it is the main wealth creator in the economy, there is no question that the *private sector* must lead the campaign to improve productivity growth.

There is ample evidence that the world economy and society are undergoing a fundamental change — the shift to knowledge-based growth. In the knowledge-based economy, the effective management of knowledge is becoming the decisive determinant of success. In the long run, knowledge, especially technological knowledge, and a work force with the skills to apply this knowledge, are the main sources of productivity and income growth, and improvement in the quality of life. For this reason, the transition to the knowledge-based economy is the lens through which Industry Canada examines each of its policies and programs.



Over the next year, the department will intensify its efforts on five strategic micro-economic objectives in order to build the competitive advantage Canada needs for long-term productivity growth:

- improving Canada's **innovation** performance;
- making Canada the most **connected** nation in the world;
- building a fair, efficient and competitive **marketplace**;
- improving conditions for **investment**; and
- increasing Canada's share of global **trade**.

Industry Canada: Reaching Clients

Industry Canada delivers to Canadians a broad range of programs and services that are focussed on the achievement of its five strategic objectives. The department's programs and services are designed to benefit a diverse client base across Canada. To reach its clients, Industry Canada collaborates extensively with partners at all levels of government and the private sector, and has become a leader in providing leading-edge service products such as the Canada Business Service Centres, and Internet services such as *Strategis* (<http://strategis.ic.gc.ca>) and *ExportSource* (<http://exportsource.gc.ca>). These provide businesses and individuals with strategic information services 24 hours a day, seven days a week. For clients who prefer personal contact with the department, Industry Canada has regional offices, as well as local service points located in 50 communities.

The transition to the knowledge-based economy is the lens through which Industry Canada examines each of its policies and programs.

Industry Canada Priorities Chart

JOBS AND GROWTH AGENDA

- Productivity Growth • Employment Growth
- Income Growth

ENTER

TRANSITION TO THE KNOWLEDGE-BASED ECONOMY

ENTER

INDUSTRY CANADA: MEETING THE CHALLENGE

STRATEGIC OBJECTIVES

INNOVATION

Improving Canada's innovation performance and the transition to a knowledge-based economy

CONNECTEDNESS

Making Canada the most connected nation in the world

MARKETPLACE

Building a fair, efficient and competitive marketplace

INVESTMENT

Improving conditions for investment in the Canadian economy

TRADE

Working with Canadian companies to increase Canada's share of global trade

ENTER

KEY RESULTS

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

- ▶ 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

- ▶ A fair, efficient and competitive marketplace framework created and maintained for businesses, consumers and investors
- ▶ Behavioural change induced so that the marketplace operates in accordance with the framework statutes, regulations, policies and procedures
- ▶ Confidence instilled that the marketplace is fair, efficient and competitive

- ▶ Improved domestic and international investment climate
- ▶ Increased awareness of Canada 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 — internationally competitive and export-oriented industries and firms
- ▶ International market development — increased exports of Canadian goods and services



Industry Canada On-line



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

Canadian Company Capabilities

<http://strategis.ic.gc.ca/cdncc>

Guide to Canadian Industries (GCI)

<http://strategis.ic.gc.ca/gci>

Canadian Business Map

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

Steps to Competitiveness

<http://strategis.ic.gc.ca/steps>

Sources of Financing

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

Steps to Growth Capital

<http://strategis.ic.gc.ca/growth>

Technology Roadmaps

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

Trade Data Online

<http://strategis.ic.gc.ca/tdo>

Contact!

<http://strategis.ic.gc.ca/contact>

Consumer Connection

<http://strategis.ic.gc.ca/oca>

Canadian Industry Statistics

<http://strategis.ic.gc.ca/cis>

Research, Technology and Innovation

<http://strategis.ic.gc.ca/til>

Services and Regulations

Canadian Intellectual Property Office (CIPO)

<http://cipo.gc.ca>

Office of the Ethics Counsellor

<http://strategis.ic.gc.ca/ethics>

Competition Bureau

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

Corporations Directorate

<http://strategis.ic.gc.ca/corporations>

Measurement Canada

<http://strategis.ic.gc.ca/meascan>

Lobbyists Registration System

<http://strategis.ic.gc.ca/lobbyist>

Radio Spectrum Management and Telecommunications

<http://strategis.ic.gc.ca/spectrum>

Office of the Superintendent of Bankruptcy

<http://osb-bsf.ic.gc.ca>

Innovation

Improving Canada's innovation performance and the transition to a knowledge-based economy

Innovation and knowledge are the new raw materials of the 21st century economy. Canadians must innovate; we must expand our knowledge and ability to do new things, and to do old things in better ways. Innovation improves productivity and competitiveness in all sectors of our economy and society. Studies by the Organisation for Economic Co-operation and Development (OECD) suggest that an “innovation gap” separates Canada from our competitors. Although it has been reduced over time, a sizable gap still remains.

The federal government has made a major commitment to promoting innovation. Large investments have been made in Canada's knowledge infrastructure:

- the Canada Foundation for Innovation (<http://www.innovation.ca>);
- Networks of Centres of Excellence (<http://www.nce.gc.ca>);
- research granting councils (<http://www.nserc.ca>), (<http://www.sshrc.ca>), (<http://www.crm.gc.ca>);
- the Canadian Network for the Advancement of Research, Industry and Education (CANARIE) (<http://www.canarie.ca>); and
- the Pre-Competitive Applied Research Network (PRECARN) (<http://www.precarn.ca>).

Private sector innovation and research are encouraged through the most generous system of tax credits in the world. The government has also made itself a partner in several strategic, near-market innovative technologies through targeted investments.

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

Industry Canada will promote the adoption of an “innovation culture” throughout Canadian society. For Canadian productivity to improve in the long term, Canadian organizations in all parts of the economy — education, business, not-for-profit organizations and government — must recognize innovation as a critical success factor and act upon this recognition.

Innovation and knowledge are the new raw materials of the 21st century economy.

The Prime Minister's Advisory Council on Science and Technology (ACST) (<http://acst-ccst.gc.ca>) provides advice to government on ways to better integrate innovation into all facets of the economy. The ACST, which is supported by Industry Canada, was established to provide expert, external advice on how science and technology could best contribute to the government's agenda of increased growth, improved productivity and jobs. The council

is mandated to review the nation's performance in science and technology, identify emerging issues, and advise on a forward-looking agenda.

Key initiatives of the ACST in 1999-2000 will include the work of two expert panels set up under the council. One panel has reported to the ACST on the current state of the commercialization of university research in Canada, and the ACST is pursuing the panel's recommendations. A second panel will report on Canada's present and future supply of highly skilled workers and, if necessary, make recommendations for improvements in this area.

The returns on Canadian investments in innovation have been high. Research shows that highly innovative Canadian industries

- have six to nine times higher productivity growth in comparison with other industries;
- experience twice the growth of low innovation industries;
- generate the best jobs — which require greater education and skill, and provide pay that is 60 percent higher than that provided by low innovation industries; and
- are twice as likely to export compared with their lower innovation counterparts.



Expanded knowledge base, especially in fields with good opportunities for early application

Canada ranks relatively low among industrialized nations in the amount of research funded and performed, and in the number of scientists and engineers in the work force. Indeed, more than two thirds of Canada's technological inputs come from foreign sources and, despite a high level of expenditure on public education, Canada has relatively few researchers in the labour force. In order to improve this situation, Industry Canada will continue to support generators of knowledge and help ensure that new ideas have ready access to markets.

For example, Industry Canada is implementing the Canadian Biotechnology Strategy announced in August 1998, which established a new policy framework, a new broad-based external advisory body, and new coordination machinery to guide federal biotechnology efforts and decisions. Because biotechnology is changing our understanding of the basic "building blocks" of life processes, a commitment of \$55 million over three years for biotechnology research and development (R&D) was announced in the 1999 budget.

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

New ideas and processes generate the highest return when they have been put into practical application. The OECD identified the relatively slow take-up of innovative activity in Canada as a key component of the innovation gap. Industry Canada must work to stimulate the interaction between science and industry in order to bring new products and services to market as quickly as possible (http://strategis.ic.gc.ca/sc_innov/engdoc/homepage.html).

TPC leverages more than four dollars of private sector R&D spending for every dollar it contributes.

Technology Partnerships Canada (TPC) (<http://tpc.ic.gc.ca>) is an example of how Industry Canada promotes the development and commercialization of innovation by investing in technology development. In partnership with the private sector, TPC invests in high-risk near-market development and demonstration projects across Canada. TPC leverages more than four dollars of private sector R&D spending for every dollar it contributes.

Technology Partnerships Canada

TPC invests an annual base budget of \$300 million in priority areas such as:

- environmental technologies that address climate change and sustainable development;
- biotechnologies that improve the health of Canadians and improve the productivity of our agriculture, aquaculture and resource sectors;
- advanced manufacturing technologies and advanced materials that have strong enabling effects across the economy;
- leading-edge information and communications technologies (ICTs); and
- the development of new products and technologies for Canada's aerospace and defence industry.

Connectedness

Making Canada the most connected nation in the world

Businesses and consumers must adapt to a more competitive global environment where success depends on the development, acquisition and use of knowledge. Connecting businesses and citizens to the Information Highway, particularly the Internet, plays a central role in helping economies successfully adapt to these new realities. This is why the Government of Canada established its goal of making Canada the most connected nation in the world by the year 2000.

Connected businesses are well positioned to take advantage of local and global opportunities and innovations that lead to increased productivity and prosperity. Connected citizens have access to the knowledge they need to develop their

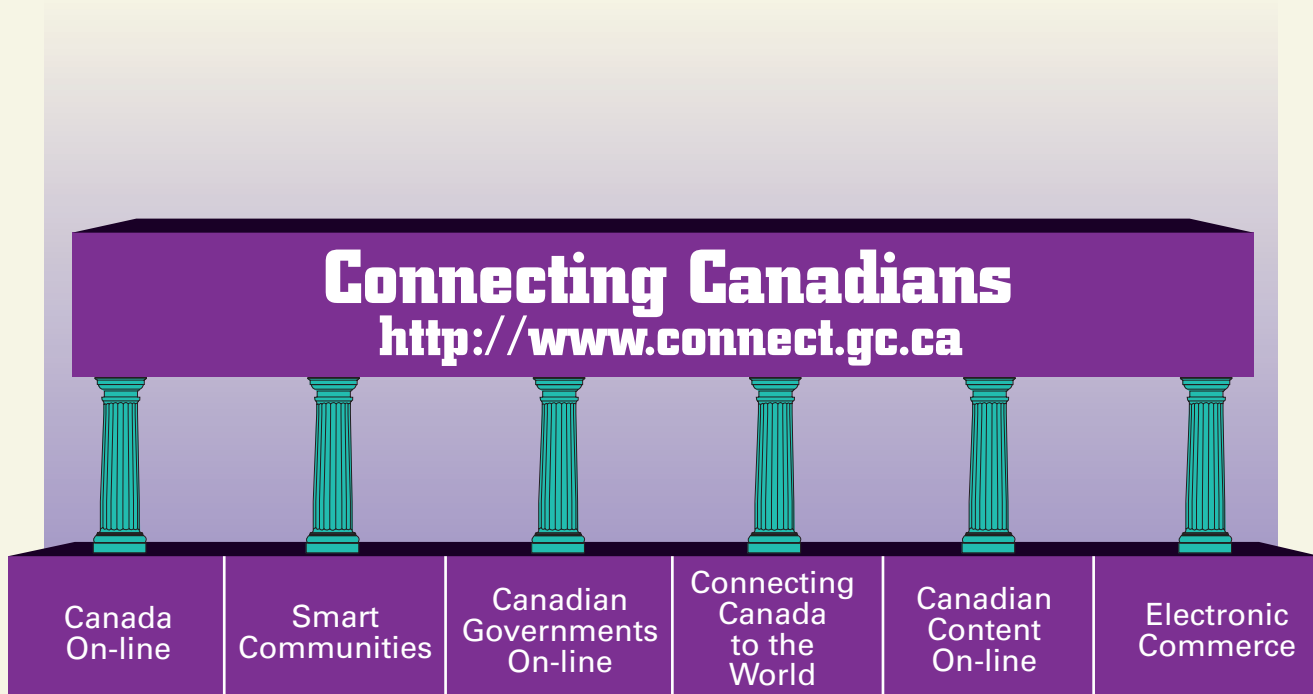
skills, stay abreast of new technological developments, and acquire ideas that lead to new and more effective ways of contributing to the economy and society.

Through this “connected” competitive advantage, countries can offer unique products and services for trade and become attractive locations for investment.

Canada is meeting this connectedness challenge. The private sector, through the ICT industry, is building the “backbone” infrastructure. Canada has one of the best communications infrastructures in the world and is a leader in telecommunications service, quality, market development and rates. The government continues to play 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, and the promotion of competition in the ICT industry, and have contributed toward making Canada a world location of choice for developing electronic commerce products and services. The ultimate challenge, however, is to ensure that Canadian citizens and businesses use this connectedness to their advantage in seizing opportunities in the knowledge-based economy.

Industry Canada’s contribution to the government’s goal of making Canada a connected nation will focus on activities and programs that support each of the six pillars of the Connecting Canadians initiative (*see below*).



making a difference



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

Canada On-line is providing all Canadians with access to a world-class infrastructure. Industry Canada supports the private sector in leading infrastructure development. Industry Canada will continue to modernize the legislative and regulatory frameworks and pursue telecommunications policies that encourage competition, in turn fostering innovation and investment.

With financial support from Industry Canada, CANARIE, a public-private sector partnership, has become renowned as a world leader in broadband research. Among its achievements is the creation of CA*Net II, a broadband network that offers network access speeds up to 1,000 times as fast as today's Internet connections. CANARIE is currently implementing the next generation

Preparing for Year 2000

The government has made Year 2000 preparedness for the millennium computer bug a priority. Industry Canada's Year 2000 Task Force Secretariat is responsible for ensuring that consumers are kept informed and that all reasonable efforts are made to encourage the private sector to meet the challenges posed by Year 2000.

broadband network, CA*Net 3, the world's first and fastest national optical Internet. CA*Net 3 will facilitate the development of advanced Internet applications in areas such as electronic commerce and lifelong learning. It positions Canada as a leader internationally with an advanced Internet infrastructure. Industry Canada also provides leadership in the international arena to ensure that Canada benefits from harmonized standards, regulations and other marketplace imperatives.

Canada is the first country in the world to connect all of its schools and libraries to the Internet.

Canada's SchoolNet, in partnership with the provinces and territories, determined a vision and set a goal in November 1994 to see all Canadian schools linked to the Internet by March 31, 1999. Achieving this goal was a critical milestone in placing Canada among the most connected nations in the world. It was accomplished through a visionary SchoolNet partnership between federal, provincial and territorial governments, the private sector, educational organizations, school boards, schools, principals, teachers, students and parents. Canada is the first country in the world to connect all of its schools, including First Nations schools, and libraries to the Internet.

In its second phase, Canada's SchoolNet will continue to work with the provinces and the private sector to extend connectivity from schools to classrooms.

<http://www.schoolnet.ca>

The best telecommunications infrastructure in the world does not guarantee that citizens have access to it, can afford it, and know how to use it productively. In partnership with the provinces and territories, the private sector, and volunteers, Industry Canada has a number of programs to help Canadians connect to the Information Highway. Industry Canada will continue to work with our partners to provide sustainable information technology to more Canadians in more locations across the country.

As of March 31, 1999, the **Computers for Schools** (CFS) program had delivered 125,000 computers to Canadian schools and libraries. CFS plans to deliver a further 60,000 computers in 1999-2000 and 65,000 in 2000-01, to reach its total objective of 250,000 computers to schools and libraries by March 31, 2001.

Through the **Community Access Program** (CAP), up to 10,000 public access centres will be established by March 31, 2001; urban communities and all remote and rural communities with populations of more than 400 will be connected.

Industry Canada will connect 4,000 voluntary organizations to the Internet in 1999-2000, through the **Voluntary Sector Network Support Program** (VolNet), whose goal is to connect 10,000 such organizations across Canada by March 2001. The department will also work with the friends of the **Student Connection Program** (<http://scp-ebb.com>) board to increase private sector involvement in the program.

Smart Communities is partnering with communities and local industry to support pilot projects that use ICTs to link people and organizations together, stimulate productivity and innovation, foster demand for high technology goods and services, and address local economic and social needs. Industry Canada will begin to implement the vision in the Panel on Smart Communities report, by launching a series of Smart Communities demonstration projects across Canada and developing on-line learning tools to support new Smart Communities. The goal is to establish at least one of these Smart Communities projects in each of the provinces, in the North and in an Aboriginal community.

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

Communications Research Centre's Virtual Classroom

Canadian students aged 5 to 18 are using the Communications Research Centre's broadband networks to tackle all kinds of issues with their counterparts in participating schools in Europe and Asia. Developing education applications for broadband communications enriches learning for students. The Virtual Classroom project uses a high-speed fibre-based network to link with students all over the world. Students in Singapore, Switzerland, Germany and Ireland have been connected with students in Ottawa participating in the virtual learning experiment over the past year. When people talk to each other using real-time interactive video screens, a dynamic and stimulating learning environment results. The project is another example of Industry Canada connecting people globally and encouraging innovative teamwork and international collaboration.

<http://www.crc.ca>

Canadian Governments On-line is applying emerging ICTs to better serve clients (citizens and businesses), especially via the Internet. Industry Canada is working with other government partners to provide easily accessible services on-line. Governments have a responsibility to serve citizens well and to provide them with the tools that allow them to make informed choices. An important part of the connectedness goal is ensuring that governments become model users of technology in delivering quality services to their clients — the general public, consumers and business.

Industry Canada's premier business Web site, *Strategis*, provides an ever-growing number of business tools for all Canadians. In addition, *Consumer Connection* has a wide range of consumer-oriented topics. *ExportSource* provides a window on the world for Canadians working to offer their products and services to the global market.

Connecting Canada to the World is promoting a brand image of Canada as a global centre of excellence for connectedness. The government is working with international bodies to harmonize regulatory and policy frameworks, to promote Canadian best practices to other countries, and to promote the global interconnectivity and interoperability of broadband networks, applications and services (e.g. telehealth and telelearning).



In 1998, Canada hosted an OECD Ministerial Conference on Electronic Commerce. This was the first OECD ministerial conference ever held in Canada. The conference broke new ground for the OECD and the global community in creating new working partnerships between governments, the private sector, and consumer and social interest groups, as well as among international organizations. Work will continue to advance the international agenda set at the Ottawa conference, through work with the OECD and other international fora, including the World Trade Organization (WTO), Asia-Pacific Economic Cooperation (APEC) and the Free Trade Agreement of the Americas (FTAA).

Canadian digital content and applications on-line maximized

Canadian Content On-line is promoting Canada as a leading-edge global supplier of digital content and advanced Internet applications, by strengthening strategic sectors of the Canadian economy, such as Canadian content and new media industries (telehealth, telelearning and electronic commerce), and by sponsoring the digitization of Canadian collections. Through CANARIE, Industry Canada has overseen the start-up of more than 150 innovative, technology-driven, cutting-edge projects, involving more than 400 companies across Canada.

A world-leading environment for electronic commerce

Canada's Electronic Commerce Strategy is implementing a leading-edge domestic policy and legislative framework, including the "seven firsts," promoting electronic commerce internationally, and stimulating the development and use of electronic commerce by consumers and businesses to make Canada a global location of choice for electronic commerce by the year 2000.

Electronic commerce is enhancing access to new global markets and revenues: information technology lowers transaction and distribution costs; increases consumer choice; improves product support and information; facilitates the growth of niche markets,

product customization and rapid response; and forges new relationships between businesses and consumers.

In 1999-2000, efforts will continue to solidify and reinforce Canada's position as the most favourable location to conduct electronic business, in areas including intellectual property, consumer protection, the implementation of the provisions of Bill C-54, network access and availability, and the adoption of electronic commerce by governments. A policy framework that is conducive to the development and use of electronic commerce is a fundamental element in meeting the objective of being a world leader in this area.

The Canadian Electronic Commerce Strategy

On September 22, 1998, the Prime Minister unveiled the Canadian Electronic Commerce Strategy. The following are the strategy's main components:

- building trust in the digital marketplace;
- clarifying marketplace rules;
- strengthening the information infrastructure; and
- realizing the benefits/market development.

The Prime Minister also identified the following "seven firsts" to be achieved in 1999, confirming Canada's commitment to become a world leader in the development and use of electronic commerce.

- Privacy protection legislation
- Cryptography policy
- Electronic signatures legislation
- Public key infrastructure
- Consumer protection guidelines
- Tax neutrality
- Standards roadmap.

<http://e-com.ic.gc.ca>

Electronic Commerce — Realizing the Benefits

The Canadian Electronic Commerce Strategy is a market growth and business development strategy to accelerate the development and use of electronic commerce by businesses in Canada, across all sectors and regions, through initiatives in the following three areas.

Intelligence — Developing a better understanding of the Canadian electronic commerce market, including the capacity of Canadian suppliers, how Canadian companies currently use electronic commerce and the roadblocks to electronic commerce at the firm level.

Awareness — Designing and implementing outreach activities and materials to raise awareness among Canadian consumers and firms.

Growth Stimulation — Making use of the Industry Portfolio tool-kit to promote the development and use of electronic commerce.

Marketplace

Building a fair, efficient and competitive marketplace

A fair, efficient and competitive marketplace is an essential foundation for investment, innovation, connectedness, trade and economic growth, benefiting both producers and consumers. It provides the stability and efficiency required to conduct business, while maintaining consumer confidence in the products, services and transactions of the marketplace.

The globalization of markets, technological change and a continuing trend toward deregulation contribute to the need to keep marketplace legislation up to date. With trade barriers falling, Canada's marketplace legislation must be modernized to set the stage for Canadian businesses to take advantage of new opportunities in world markets.

Technological change, particularly in telecommunications, presents new issues relating to privacy, competition, property rights and international standards, which must be resolved if Canadians are to take full advantage of their capacity to develop new products and services. Widespread deregulation presents new opportunities as well as a need to further streamline and modernize regulations.

Industry Canada is committed to building a marketplace environment that attracts and retains the world's best firms. A fair, efficient and competitive marketplace for businesses, consumers and investors feeds directly into the department's trade and investment agendas by making Canada an attractive place to do business.

A fair, efficient and competitive marketplace framework created and maintained for businesses, consumers and investors

To contribute to the vitality and productivity of the economy, Industry Canada will work to create and maintain a fair, efficient and competitive marketplace framework for businesses, consumers and investors. The department will set clear and enforceable rules for marketplace transactions.

With trade barriers falling, Canada's marketplace legislation must be modernized to set the stage for Canadian businesses to take advantage of new opportunities in world markets.

The following are examples of some of the activities that will be undertaken by Industry Canada to fulfil its commitment to building a fair, efficient and competitive marketplace.

- Launching consultations for Round II amendments to the *Competition Act*
- Improving corporate law by reforming the *Canada Business Corporations Act*
- Amending the Weights and Measures Regulations and the Electricity and Gas Inspection Regulations
- Reducing the regulatory burden on industry and streamlining regulatory requirements in telecommunications and other sectors
- Reviewing intellectual property policy to ensure clear and enforceable property rights
- Acquiring new spectrum allocations at the International Telecommunication Union
- Intervening before federal and provincial regulatory boards to encourage reduced regulation and increased reliance on competition
- Participating in bilateral and multilateral negotiations to increase the department's ability to deal with transborder anti-competitive activities.



Innovative Approaches to Improve Compliance and Enforcement

With some 20 statutes to enforce, a first step is to help businesses and consumers understand the rules of the marketplace. With this in mind, the Competition Bureau is expanding the information on its Web site (<http://competition.ic.gc.ca>) and will continue to distribute information products, such as videos to help consumers avoid becoming victims of deceptive telemarketing, and the thousands of pamphlets sent out every year under its Public Education Initiative.

Industry partnerships are proving fruitful for compliance. The Office of the Superintendent of Bankruptcy (<http://osb-bsf.ic.gc.ca>) is privatizing some of its information services in order to focus its resources on compliance. Measurement Canada (<http://strategis.ic.gc.ca/meascan>) is increasing private sector participation in the delivery of electricity and gas metering services.

Partnerships with the provinces and territories are working well in enforcement. Consumer protection against fraud will be enhanced by a recent cooperative enforcement agreement and by the launch of CANSHARE, an information-sharing network for consumer law enforcement agencies across Canada. Industry Canada will work with provincial securities commissions to avoid duplication of education and investigation.

Industry Canada is responsible for some 20 legislative acts defining the policy and regulatory framework in a broad range of areas. The department consults widely with its stakeholders to review, develop and amend its legislation and regulations as needed. In this way, Industry Canada is able to meet the challenges of a changing economic environment and streamline both market transactions and the administration of its laws.

Behavioural change induced so that the marketplace operates in accordance with the framework statutes, regulations, policies and procedures

Setting the rules is not enough. Industry Canada enforces its legislation by means of a continuum of activities, ranging from direct enforcement to active support for voluntary compliance. The goal is to induce behavioural change among market participants so that the marketplace operates in accordance with the framework statutes, regulations, policies and procedures. The department is developing a number of innovative approaches to compliance in order to reduce the emphasis on enforcement.

Industry Canada has introduced a new market-oriented licensing process called spectrum auctioning. Spectrum auctioning is an open, fair and efficient approach for spectrum licensing and is an alternative to the comparative review process. The first spectrum auction for the 24/38 GHz frequency bands will take place in 1999.

Confidence instilled that the marketplace is fair, efficient and competitive

Research, the dissemination of information, expert advice and consumer education enhance the effectiveness of marketplace framework policies by keeping businesses and consumers well informed. Such information allows them to take advantage of marketplace opportunities while conducting their activities in accordance with marketplace rules, regulations, standards and procedures, and with confidence that the businesses they deal with are operating by the same rules.

The department is engaged in improving its service delivery, to give consumers, businesses and investors efficient and ready access to government services in a way that is reliable and responsive to their needs and circumstances. Industry Canada will deliver programs through its marketplace organizations, which help streamline business transactions and ensure Canada's success in the global economy. It will also develop benchmarking instruments such as financial service cost calculators and guides, and evaluation tools that assess the effectiveness of voluntary industry codes governing the treatment of consumers in commercial transactions, enhancing consumers' ability to demand innovative and competitive products and services.

Investment

Improving conditions for investment in the Canadian economy

Improving the conditions that lead to increased business investment in Canada by both foreign and domestic sources contributes strongly to economic growth. Foreign direct investment (FDI) brings not only immediate jobs and growth, but also far-reaching economic benefits such as increased trade flows and access to global technology and management expertise. It is estimated that a \$1 billion increase in FDI creates about 45,000 new jobs and raises gross domestic product (GDP) by about \$4.5 billion over a five-year period. Investment in R&D is required to create the new products and processes that will increase productivity and make Canada more competitive internationally.

Canada's success in retaining and increasing its share of FDI is challenged by intense global competition for international investment. Growing competition among affiliates of multinational enterprises (multinationals) for product and research mandates presents another challenge. A wide range of generous incentives offered to investors by governments in competing countries, most notably by a number of states and municipalities in the United States, provides further evidence of stiff competition for FDI dollars. Thus, a key challenge is to capture more FDI flows, particularly those directed at the North American Free Trade Agreement (NAFTA) region, where Canada's share declined by 10 percentage points to 15 percent between 1985 and 1996.

Investment in Canada by Canadians is also a challenge that needs to be addressed. Investing in ourselves provides an opportunity to innovate and increase productivity. One reason for Canada's poor productivity

Industry Canada's studies indicate that in recent years small businesses created between 70 and 80 percent of all new jobs in Canada.

performance has been our low investment rate, especially vis-à-vis the United States. One means to encourage investment in Canada by Canadians is to improve access to investment capital.

The importance of investment by the small business sector has been crucial to the Canadian economy, particularly in terms of job creation. Industry Canada's studies indicate that in recent years small businesses created between 70 and 80 percent of all new jobs in Canada.

Industry Canada's efforts are part of the 1996 federal investment strategy, a key element of which is to provide assistance to a larger number of Canadian small and medium-sized enterprises (SMEs) to form international investment partnerships that allow growth domestically and in an increasing number of markets.

Recent Multinational Investments

- Harris Canada's \$153 million investment in digital broadband wireless access technologies in Montréal and Calgary
- Bayer's \$300 million expansion of its synthetic rubber manufacturing division in Sarnia, Ontario
- Michelin Tire's investments totalling \$150 million in a truck tire facility and a rubber mixing plant in Nova Scotia
- Dow Chemical's \$70 million pilot plant for co-polymer production
- Ericsson's creation of Ericsson Professional Services, which is expected to create 100 new high-tech jobs in Ottawa
- Alcan Aluminum's new US\$1.6 billion smelter in Alma, Quebec, with expected peak employment of 650
- Bombardier's \$650 million investment in the NATO Pilot Training Program in Montréal
- Astra's \$150 million investment in Mississauga to manufacture and package sterile liquid drug products, with a \$100 million capital investment for additional product lines by 2007.

Improved domestic and international investment climate

Industry Canada will work to improve the domestic and international investment climate by adopting competitive, efficient and fair marketplace laws and regulations for both businesses and consumers.

making a difference

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Visit our Web site @ <http://info.ic.gc.ca>



In collaboration with partners and clients, Industry Canada is making a significant contribution to getting the investment climate right domestically and internationally by

- modernizing the competition law;
- implementing policies to address investment barriers related to intellectual property, patent protection and risk management;
- harmonizing with other jurisdictions;
- promoting Canadian standards;
- participating in bilateral, regional and multilateral trade and investment treaties; and
- developing policies and programs to enhance the international competitiveness of Canada's business climate.

Increased awareness of Canada as an investment location of choice

Enhancing Canada's "brand image" is an effective means of eliminating the gap between perceptions held by potential investors and reality. Industry Canada will develop information products that

Aboriginal Business Canada provides a broad range of services, information and support to its clients. These services and products promote innovation, encourage connectedness, increase trade and attract investment, to help build the Aboriginal economy and integrate it into the national and international economies.

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

A 1997 KPMG study, which compared the cost of doing business in selected Canadian, American and European cities, provided a strong endorsement of Canada as a choice location for investment. Other comparative studies published by international organizations and publishing houses, such as the World Economic Forum, the United Nations and *The Economist*, lend support to this view, and are being systematically communicated to key investment decision makers around the world.

create a brand image of Canada as an investment location of choice within the NAFTA region. The department will also assess feedback from foreign media coverage, Canadian posts abroad, foreign governments and country champion missions to monitor the awareness levels of potential international investors and improve the effectiveness of brand image information products.

Increased attraction and retention of multinational investment in Canada

Industry Canada will work to attract and retain increased multinational investment. Sectoral strategies are being developed and relevant investment services are being delivered to retain and attract key firms. Investment Partnerships Canada (IPC), a joint Industry Canada-Department of Foreign Affairs and International Trade (DFAIT) unit, coordinates targeted campaigns to attract and retain investment by multinationals in Canada. In cooperation with embassies abroad, IPC provides one-stop servicing of the investment needs of selected multinationals.

Increased investment by SMEs and by Aboriginal businesses

Industry Canada will work toward identifying opportunities for growth for SMEs and target groups through investment partnerships with a view to stimulating jobs and growth in this dynamic segment of the Canadian economy. Improved access to capital and information is provided to small businesses, Aboriginal people and remote communities through the *Canada Small Business Financing Act* (CSBFA), Aboriginal Business Canada, FedNor (<http://fednor.ic.gc.ca>) and community development programs.

Aboriginal companies are a dynamic and growing presence in Canada's economy.

- Between 1981 and 1996, the number of Aboriginal people who were self-employed grew more than two and a half times as fast as the national increase in self-employment.
- Results from the Aboriginal Business Survey suggest that the 12,710 increase in Aboriginal businesses since 1981 has generated about 48,500 new jobs.

Working with Canadian companies to increase Canada's share of global trade

International trade has become an important source of economic growth and job creation for Canada. Great potential for creating long-lasting, high-quality jobs results from increasing the number of exporting firms, especially SMEs in all sectors, and from diversifying the markets to which they export. A firm that succeeds globally is also more competitive at home. Canada's prosperity and its ability to create jobs are directly linked to how well Canada capitalizes on international opportunities.

Canada has developed an International Business Development (IBD) strategy to address trade challenges. The overall objective is to improve and modernize trade services to existing Canadian exporters, and to help prepare new exporters for international markets.

The strategy seeks partnerships among export service providers, harnessing the collective strengths of all participants to leverage diminished resources, reduce overlap, set priorities, improve market intelligence and sourcing systems, and improve and simplify program and service delivery. This approach has become known as "Team Canada Inc," and now includes 20 federal departments and agencies, working in partnership with the provinces and territories and the private sector, to help Canadian companies succeed in international markets.

The International Trade Centres (ITCs) of Industry Canada, located throughout Canada, and the department's Trade Team Canada Sector (TTCS) teams are instrumental in the delivery of Canada's trade program.

To address internal trade issues, the federal government, provinces and territories signed the Agreement on Internal Trade in 1994. The agreement is a first step in dismantling barriers, but more needs to be done to complete mandated negotiations, streamline and improve procedures for resolving disputes, and reduce the number of exceptions.

International trade has become an important source of economic growth and job creation for Canada.

Canada — A Trading Nation

In 1997, our imports of goods and services rose to nearly 39 percent of GDP, which is more than twice the G-7 average; 40 percent of the goods and services we produced were exported internationally, which is well over three times the U.S. and about two and a half times the G-7 average.

Net exports contributed directly to 15 percent of economic growth and one in ten of all net new jobs created in Canada between 1990 and 1997.

Reducing Internal Trade Barriers

In collaboration with the provinces and territories, Industry Canada is reducing consumer-oriented internal trade barriers by

- harmonizing the rules on disclosing the cost of consumer credit;
- creating consumer guidelines for the electronic marketplace;
- introducing an agreement for the cooperative enforcement of consumer protection laws; and
- implementing CANSHARE, an information-sharing network for consumer law enforcement agencies.

Secure market access maintained and improved

Canada's market access is best served by a trade regime/environment that can provide certainty and predictability to enable long-term business planning. Canada has already negotiated a more liberal, rules-based trade environment through various agreements, but must build on these successes by playing a leading role in further strengthening the international rules framework.

Export capability and preparedness — internationally competitive and export-oriented industries and firms

Developing, strengthening and broadening the international competitiveness and export capabilities of Canadian firms is a prerequisite to increasing the number of firms actively exporting. Industry Canada needs to foster a mindset for global markets, and encourage more companies to make their products and services export-ready.

Industry Canada's activities in this area focus on

- expanding business (particularly SMEs) awareness of global market opportunities;
- providing seamless and targeted services, delivered in a consistent manner; and
- increasing the number of export-ready/export-oriented firms, including SMEs, and Aboriginal and women entrepreneurs.

Small Business Info-Fairs

The Small Business Info-Fairs showcase a wide range of federal government programs and services for small business. Organized by members of the Industry Portfolio and sponsored by the Business Development Bank of Canada, Info-Fairs provide small businesses with support in getting started and in the areas of strategic information, financing, exporting, accessing technology and human resources. For 1999, these highly popular events will take place in 25 centres across the country.

The Canada–United States Businesswomen's Trade Summit in Toronto, May 1999

The summit provided a forum for 150 Canadian and 150 American businesswomen to discover the potential to grow their companies by conducting business across the Canada–United States border.

Industry Canada played a leadership role in organizing and promoting the summit, in partnership with the private sector, the provinces, other federal departments and U.S. partners.

International market development — increased exports of Canadian goods and services

The international marketplace is evolving quickly and becoming more complex and competitive. Industry Canada's activities must ensure that Canadian companies have the support they need to pursue international business opportunities.

The department is focussing on increasing the number of new exporters and diversifying markets and improving market share by key sectors in their key markets.

The department delivers information and support services to export-ready companies in priority sectors and matches Canadian suppliers with foreign trade opportunities through the International Business Opportunities Centre.

Industry Canada is supporting the introduction of new products or the entrance into new markets by delivering DFAIT's Program for Export Market Development (approximately \$9.7 million of requests will be funded), New Exporters to Border States (NEBS) (at least 147 new exporters will be recruited), and Reverse NEBS (16 anticipated) missions, and by organizing or participating in more than 700 ad hoc missions.

The department is also leading the promotion of Canada as a premier tourist destination. Through a unique public-private sector partnership, the department promotes the growth and profitability of Canada's tourism industry.

The Canadian Tourism Commission

The Canadian Tourism Commission, a special operating agency of Industry Canada, promotes Canada as the premier four-season destination to connect with nature and to experience diverse cultures and communities.

- Tourism spending in Canada reached \$44 billion in 1997.
- Tourism spending by visitors increased by more than 5.2 percent per year over the past decade to reach \$12.7 billion in 1997.
- Canadian tourism directly employed more than 500,000 people in 1998.
- Canada is ranked ninth among top world tourist destinations. The number of international tourists surpassed 17.6 million in 1997 — the most ever.

The Canadian Tourism Commission is a unique public-private sector partnership that provides an innovative approach to tourism, one that is industry-led and market-driven.

<http://www.canadatourism.com>

Team Canada Inc

The Team Canada Inc federal network was expanded in 1998-99 to include 20 federal departments and agencies working toward a single integrated International Business Development business plan.

The focus for 1999-2000 will be to link those new partners to Team Canada Inc tools, namely *ExportSource* (<http://exportsource.gc.ca>) and the toll-free export information service number (1-888-811-1119).



Corporate and Management Services

Supporting the department's programs and services

making a difference

The vast majority of Industry Canada's employees deliver the department's programs and services that are focussed on its five strategic objectives. They are in turn supported by the employees of Corporate and Management Services, whose objective is to support Industry Canada's organizations, through the provision of corporate and advisory services.

For example, some of the department's corporate priorities, as articulated in the People Management Plan, are to implement an invigorated career development program for both junior and senior professional groups, launch a new recognition program, and implement a marketing and communication strategy to share our accomplishments and successes related to our commitment to becoming the employer of choice. Four million dollars per year, for three years, has been allocated to realizing this plan.

Corporate and Management Services provides relevant, timely and credible information that supports Industry Canada's decision-making process and ensures the transparency of the decision-making process of the Government of Canada.

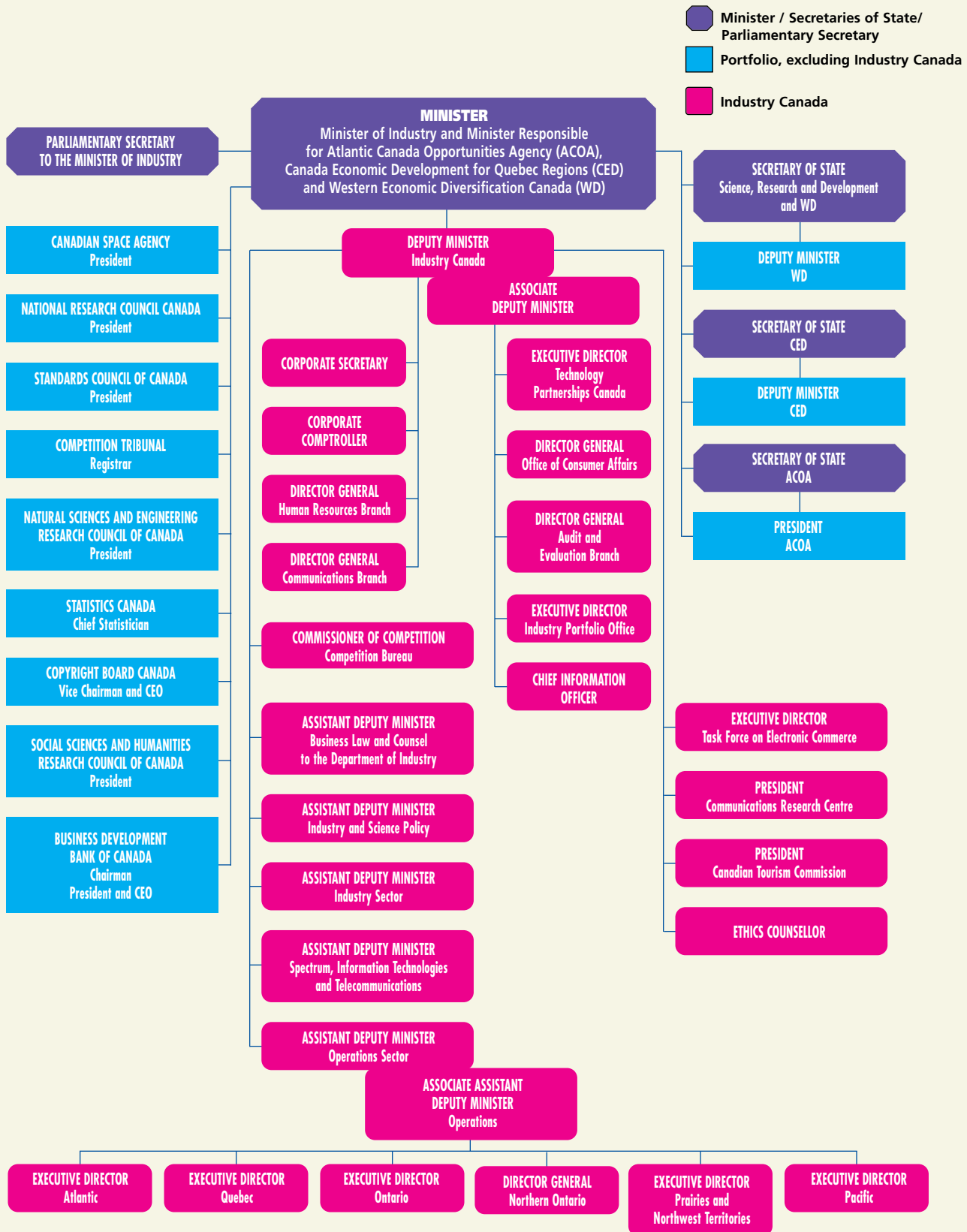
- Human Resources Branch
- Communications Branch
- Informatics Corporate Support
- Comptroller's Branch
- Facilities Management
- Distribution, Mail and Records Services
- Management Consulting Centre
- Regional Corporate Services
- Audit and Evaluation Branch
- Ethics Counsellor
- Executive Services

Industry Canada's SI Bridging Program Helps Employees Achieve Their Career Goals

The official launch of the second year of the SI Bridging Program took place in February 1999. This career development opportunity will provide 15 of Industry Canada's exceptional employees in the administrative and support categories with the skills and knowledge to enter a professional career stream as a research assistant. One of the 17 candidates who successfully completed the first year of the program noted that "the SI program presents a win-win scenario. I win because I have improved skills, greater knowledge and the opportunity for advancement in other fields; the government wins because it has developed a more skilled, knowledgeable and adaptable resource."

Appendix A

Industry Portfolio Organizational Structure



Appendix B

Industry Canada: How to Reach Us

Minister of Industry
John Manley
Tel.: (613) 995-9001
Fax: (613) 992-0302
E-mail: manley.john@ic.gc.ca

Parliamentary Secretary to the Minister of Industry
Walt Lastewka, M.P.
Tel.: (613) 992-3352
Fax: (613) 947-4402
E-mail: lastew@parl.gc.ca

Deputy Minister
Kevin G. Lynch
Tel.: (613) 992-4292
Fax: (613) 954-3272
E-mail: lynch.kevin@ic.gc.ca

Associate Deputy Minister
Vacant
Tel.: (613) 943-7165
Fax: (613) 954-3272

Assistant Deputy Minister, Business Law and Counsel to the Department of Industry
Edward J. Thompson
Tel.: (613) 954-3946
Fax: (613) 952-9668
E-mail: thompson.edward@ic.gc.ca

Corporate Secretary
Marie-Josée Thivierge
Tel.: (613) 943-7038
Fax: (613) 954-3272
E-mail: thivierge.mariejosee@ic.gc.ca

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

Executive Director, Task Force on Electronic Commerce
Vacant
Tel.: (613) 992-1120
Fax: (613) 992-8562

Executive Director, Technology Partnerships Canada
Bruce L. Deacon
Tel.: (613) 941-6747
Fax: (613) 954-9117
E-mail: deacon.bruce@ic.gc.ca

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

Director General, Audit and Evaluation Branch
Owen M. Taylor
Tel.: (613) 954-5084
Fax: (613) 954-5070
E-mail: taylor.owen@ic.gc.ca

Executive Director, Industry Portfolio Office
Susan Williams
Tel.: (613) 954-8911
Fax: (613) 957-1990
E-mail: williams.susan@ic.gc.ca

Chief Information Officer
Vacant
Tel.: (613) 954-3574
Fax: (613) 941-1938

Director General, Communications Branch
Marie Bédard
Tel.: (613) 947-2597
Fax: (613) 947-3390
E-mail: bedard.marie@ic.gc.ca

Corporate Comptroller
Mary Zamparo
Tel.: (613) 957-9288
Fax: (613) 998-6950
E-mail: zamparo.mary@ic.gc.ca

Director General, Human Resources Branch
Vinita Watson
Tel.: (613) 954-5474
Fax: (613) 952-0239
E-mail: watson.vinita@ic.gc.ca

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

President and Chief Executive Officer, Canadian Tourism Commission
Doug Fyfe
Tel.: (613) 954-3830
Fax: (613) 952-9014
E-mail: fyfe.douglas@ic.gc.ca



**Commissioner of Competition,
Competition Bureau**

Konrad von Finckenstein
Tel.: (819) 997-3301
Fax: (819) 953-5013
E-mail: vonfinckenstein.konrad@ic.gc.ca

**Assistant Deputy Minister,
Industry and Science Policy**

Andrei Sulzenko
Tel.: (613) 995-9605
Fax: (613) 995-2233
E-mail: sulzenko.andrei@ic.gc.ca

**Assistant Deputy Minister,
Industry Sector**

John M. Banigan
Tel.: (613) 954-3798
Fax: (613) 941-1134
E-mail: banigan.john@ic.gc.ca

**Assistant Deputy Minister,
Spectrum, Information**

Technologies and
Telecommunications
Michael M. Binder
Tel.: (613) 998-0368
Fax: (613) 952-1203
E-mail: binder.michael@ic.gc.ca

**Assistant Deputy Minister,
Operations Sector**

Diane Vincent
Tel.: (613) 954-3405
Fax: (613) 954-4883
E-mail: vincent.diane@ic.gc.ca

**Associate Assistant Deputy
Minister, Operations**

Mark Corey
Tel.: (613) 957-4392
Fax: (613) 954-4883
E-mail: corey.mark@ic.gc.ca

**Acting Commissioner of Patents,
Registrar of Trade-marks and
Chief Executive Officer,
Canadian Intellectual
Property Office**

Anthony McDonough
Tel.: (819) 997-1057
Fax: (819) 997-1890
E-mail: mcdonough.tony@ic.gc.ca

**Superintendent of Bankruptcy,
Office of the Superintendent
of Bankruptcy**

Marc Mayrand
Tel.: (613) 941-2691
Fax: (613) 946-9205
E-mail: mayrand.marc@ic.gc.ca

**Director General,
Corporations Directorate**

Richard Shaw
Tel.: (613) 941-2837
Fax: (613) 941-5783
E-mail: shaw.richard@ic.gc.ca

**President,
Measurement Canada**

Alan E. Johnston
Tel.: (613) 952-0655
Fax: (613) 957-1265
E-mail: johnston.alan@ic.gc.ca

**Executive Director,
Atlantic Region**

David Mulcaster
Tel.: (902) 426-3458
Fax: (902) 426-2615
E-mail: mulcaster.david@ic.gc.ca

**Executive Director,
Quebec Region**

Réjean Frennette
Tel.: (514) 283-1885
Fax: (514) 496-7003
E-mail: frennette.rejean@ic.gc.ca

**Executive Director,
Ontario Region**

Brigitte Hohn
Tel.: (416) 973-5001
Fax: (416) 973-8714
E-mail: hohn.brigitte@ic.gc.ca

**Executive Director, Prairies
and Northwest Territories
Region**

Glenn Fields
Tel.: (780) 495-2951
Fax: (780) 495-4582
E-mail: fields.glenn@ic.gc.ca

**Executive Director,
Pacific Region**

Bruce Drake
Tel.: (604) 666-1400
Fax: (604) 666-8330
E-mail: drake.bruce@ic.gc.ca

**Director General,
Northern Ontario Region**

Louise Paquette
Tel.: (705) 671-0711
Fax: (705) 670-6103
E-mail: paquette.louise@ic.gc.ca

Appendix C

Industry Canada's Regional Offices

HEADQUARTERS

- **Industry Canada**
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
St. John's NF A1C 6M1
Tel.: (709) 772-4866
Fax: (709) 772-5093
- **Industry Canada**
2nd Floor
75 Fitzroy Street
P.O. Box 1115
Charlottetown PE C1A 7M8
Tel.: (902) 566-7382
Fax: (902) 566-7450

- **Industry Canada**
1801 Hollis Street
P.O. Box 940, Station M
Halifax NS B3J 2V9
Tel.: (902) 426-3458
Fax: (902) 426-2624

- **Industry Canada**
4th Floor, Unit 103
1045 Main Street
Moncton NB E1C 1H1
Tel.: (506) 851-6521
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.: 1-877-333-6673
Fax: (705) 671-0717

Prairies and Northwest Territories 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.: (403) 495-4782
Fax: (403) 495-4507

- **Industry Canada**
Suite 400
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

Pacific Region

(British Columbia and Yukon)

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

Appendix D

Industry Canada and the Industry Portfolio



making
a difference

Building Jobs and Growth through Innovation and Partnerships

Thirteen 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 a number of specific areas:

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

The Industry Portfolio

- Atlantic Canada Opportunities Agency (ACOA)
- Business Development Bank of Canada (BDC)
- Canada Economic Development for Quebec Regions (CED)
- Canadian Space Agency (CSA)
- Competition Tribunal
- Copyright Board Canada
- Industry Canada
- National Research Council Canada (NRC)
- Natural Sciences and Engineering Research Council of Canada (NSERC)
- Social Sciences and Humanities Research Council of Canada (SSHRC)
- Standards Council of Canada (SCC)
- Statistics Canada
- Western Economic Diversification Canada (WD)

Appendix E

International Trade Centres

■ NEWFOUNDLAND

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) 772-4782
Fax: (709) 772-5093

Contact:

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

■ PRINCE EDWARD ISLAND

International Trade Centre
Industry Canada
2nd Floor
75 Fitzroy Street
P.O. Box 1115
Charlottetown PE C1A 7M8
Tel.: (902) 566-7443
Fax: (902) 566-7450

Contact:

Charlotte Maurray
Senior Trade Commissioner
Tel.: (902) 566-7382
E-mail: maurray.charlotte@ic.gc.ca

■ NOVA SCOTIA

International Trade Centre
Industry Canada
5th Floor
World Trade and Convention
Centre
1800 Argyle Street
P.O. Box 940, Station M
Halifax NS B3J 2V9
Tel.: (902) 426-7540
Fax: (902) 426-5218

Contact:

Allison Tait
Senior Trade Commissioner
Tel.: (902) 426-6660
E-mail: tait.allison@ic.gc.ca

■ NEW BRUNSWICK

International Trade Centre
Industry Canada
4th Floor, Unit 103
1045 Main Street
Moncton NB E1C 1H1
Tel.: (506) 851-6452
Fax: (506) 851-6429

Contact:

Léo R. Leduc
Senior Trade Commissioner
Tel.: (506) 851-6440
E-mail: leduc.leo@ic.gc.ca

■ QUEBEC

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

Contacts:

Gaétan Bruneau
Director and Senior Trade
Commissioner
Tel.: (514) 283-6796
E-mail: bruneau.gaetan@ic.gc.ca

Paul Delaney
Director of Operations
Tel.: (514) 283-3531
E-mail: delaney.paul@ic.gc.ca

■ ONTARIO

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

Contact:

Conrad Paquette
Senior Trade Commissioner
Tel.: (416) 954-6326
E-mail: paquette.conrad@ic.gc.ca

■ MANITOBA

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

Contact:

Pierre-André Cusson
Senior Trade Commissioner
Tel.: (204) 983-4099
E-mail:
cusson.pierreandre@ic.gc.ca



■ **SASKATCHEWAN**

International Trade Centre
Industry Canada
7th Floor
Princeton Tower
Scotia Centre
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
E-mail: tait.lynne@ic.gc.ca

International Trade Centre
Industry Canada
3rd Floor
1801 Hamilton Street
P.O. Box 3750
Regina SK S4P 3N8
Tel.: (306) 780-6124
Fax: (306) 780-8797

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

■ **ALBERTA**

International Trade Centre
Industry Canada
Suite 725
9700 Jasper Avenue
Edmonton AB T5J 4C3
Tel.: (780) 495-2944
Fax: (780) 495-4507

Contact:
Reid Henry
Senior Trade Commissioner
Tel.: (780) 495-4415
E-mail: henry.reid@ic.gc.ca

International Trade Centre
Industry Canada
Suite 300
639-5th Avenue SW
Calgary AB T2P 0M9
Tel.: (403) 292-4575
Fax: (403) 292-4578

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

■ **BRITISH COLUMBIA AND YUKON**

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
Senior Trade Commissioner
Tel.: (604) 666-8888
E-mail: spencer.michael@ic.gc.ca

■ **NORTHWEST TERRITORIES**

(Serviced from the Edmonton office)

International Trade Centre
Industry Canada
Suite 725
9700 Jasper Avenue
Edmonton AB T5J 4C3

Contact:
Reid Henry
Senior Trade Commissioner
Tel.: (780) 495-4415
E-mail: henry.reid@ic.gc.ca

Appendix F

Canada Business Service Centre Internet Addresses

Canada/Newfoundland and Labrador Business Service Centre

<http://www.cbosc.org/nf/>

Canada/Prince Edward Island Business Service Centre

<http://www.cbosc.org/pe/>

Canada/Nova Scotia Business Service Centre

<http://www.cbosc.org/ns/>

Canada/New Brunswick Business Service Centre

<http://www.cbosc.org/nb/>

Info entrepreneurs

<http://infoentrepreneurs.org>

Canada/Ontario Business Service Centre

<http://www.cbosc.org/ontario/>

Canada/Manitoba Business Service Centre

<http://www.cbosc.org/manitoba/>

Canada/Saskatchewan Business Service Centre

<http://www.cbosc.org/sask/>

The Business Link

<http://www.cbosc.org/alberta/>

Canada/British Columbia Business Service Centre

<http://www.sb.gov.bc.ca/smallbus/sbhome.html>

Canada/Yukon Business Service Centre

<http://www.cbosc.org/yukon/>

Canada/Northwest Territories Business Service Centre

<http://www.cbosc.org/nwt/>