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Inventory of Federal Government Activities Corresponding to the Canadian Manufacturers and Exporters (CME) "Call to Action"

Themes & Recommendations

MANUFACTURING 20/20



February 2006

Canada

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Introduction

This inventory provides Canadian manufacturers with an overview of Government of Canada (GoC) programs and activities that exist to help them remain innovative and competitive in the global marketplace. The information is aligned with the seven themes and over 60 recommendations contained in the Canadian Manufacturers and Exporters (CME) *20/20 Report*, which was released in February 2005. It is hoped that this inventory will contribute to making Canadian manufacturers more aware of the wide array of initiatives available to support them.

The nearly 100 programs and activities detailed here encompass the work of some 29 GoC departments and agencies. While these initiatives have their own unique objectives, it is recognized that they also address one or more of the seven key themes that the CME's 20/20 consultations and report identified: Leadership, Workforce Capabilities, Innovation, Business and Financial Services, International Business Development, Infrastructure, and a Competitive Business Environment. Accordingly, the inventory should provide an excellent starting point for discussions between the Government and the representatives of the manufacturing sector on how to further address the issues and recommendations in the *20/20 Report*.

The inventory is divided into three sections:

I Themes and Recommendations/Existing Federal Government Activities

This section provides a summary of the seven themes identified by the CME *20/20 Report*, the related recommendations and calls to action, and a list of corresponding GoC programs and activities.

II Inventory of Existing Government Activities

This section provides a brief description of each program, identifies the department responsible for it, and if applicable, gives a Web site that provides further information.

III Inventory of Programs and Activities by Department/Organization

This section lists the programs by the responsible department or agency.

For further information on specific programs or initiatives, please contact the relevant department or refer to the Web sites provided. The information in the inventory is current at the time of printing, and is subject to change. For the most up-to-date version, visit strategis.ic.gc.ca/CME20/20. You can also visit the Canada Business Web site at www.canadabusiness.ca. A second-generation printed and/or electronic edition of the inventory may be published in the future.

Themes and Recommendations/Existing Federal Government Activities

1.0 Leadership

Business strategies, and public policies and programs must be coordinated and aligned to strengthen Canada’s economic growth potential in the global markets of the future.

Recommendation	Call for Action	Jurisdiction/Supporting Organizations					Existing Government Initiatives
		Ind	Fed	Prov	Mun	Other*	
<p><i>Improve coordination and alignment of policies regarding importance of manufacturing to economy</i></p>	Manufacturing sector to lead in business strategies development	✓	✓	✓			<ul style="list-style-type: none"> Managing for Business Success The Canadian Automotive Partnership Council (CAPC) Value Chain Round Tables (VCRT) Agricultural Policy Framework (APF) Canadian Aerospace Partnership (CAP)
	Advocate and prioritize economic benefits of manufacturing sector	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> Canadian Best Practices/Success Stories VCRT APF
	Develop new global business strategies	✓	✓	✓			<ul style="list-style-type: none"> Managing for Business Success Sector Strategies Technology Partnerships Canada (TPC) Trade Team Canada Sectors (TTCS) Atlantic Trade and Investment Partnership (ATIP) Atlantic Trade and Investment Partnership (ATIP) – Sector Export Strategy Development and Implementation VCRT APF National Aerospace and Defence Strategic Framework (NADSF)
	Ensure public policies and programs enable business growth in global markets	✓	✓	✓			<ul style="list-style-type: none"> Sector Strategies ATIP VCRT APF NADSF
	Align manufacturing stakeholders with coherent and integrated policies	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> Managing for Business Success VCRT APF

* Universities, colleges, vocational schools, and research centres.

2.0 Workforce Capabilities

Canada’s workforce must be prepared to meet the future requirements of manufacturing.

Recommendation	Call for Action	Jurisdiction/Supporting Organizations					Existing Government Initiatives
		Ind	Fed	Prov	Mun	Other	
<p><i>Improve supply of skilled labour, including adjusting immigration policies, to supply labour demands of manufacturing sector</i></p>	Promote manufacturing careers and skills	✓	✓	✓		✓	<ul style="list-style-type: none"> · Sectoral Career Focus Program · Self-Employment Benefits (SEB) Program · Campus WorkLink · Sector Councils Program (SCP) · CAPC Human Resources Development Working Group · Workplace Skills Strategy · Workplace Partners Panel · Innovation and Skills Development Initiative (ISDI) · Atlantic Trade and Investment Partnership (ATIP) – Export Internships for Trade Graduates · Business Development Program (BDP) · National Research Council (NRC)
	Provide specialized training in manufacturing skills	✓	✓	✓		✓	<ul style="list-style-type: none"> · Campus WorkLink · SCP · Sectoral Career Focus Program · Foreign Credential Recognition Program · Academic User Access Facility · CAPC Human Resources Development Working Group · ISDI · BDP · Canadian Aviation Maintenance Council (CAMC)
	Update apprenticeship programs	✓	*	✓		✓	<p>* Apprenticeship is a provincial / territorial responsibility; the Government of Canada (GoC) does not dictate the content of apprenticeship programs to the provinces and territories. Nonetheless, the GoC involves industry and trades experts in the development of occupational standards for the trades that can inform apprenticeship training programs through the following:</p> <ul style="list-style-type: none"> · SCP · Red Seal Program · CAPC Human Resources Development Working Group · NRC · Trades and Apprenticeship Strategy (TAS)



Encourage private sector investment in specialized training	✓	✓	✓		✓	<ul style="list-style-type: none"> · Canadian Apprenticeship Forum · CAPC Human Resources Development Working Group · SCP · Canadian Foundation for Innovation (CFI) · Workplace Partners Panel · Natural Sciences and Engineering Research Council (NSERC) · ISDI · BDP · NRC · National Occupational Classification (NOC) Analysis · National Aerospace and Defence Strategic Framework (NADSF)
Collaborate with private sector in training and recruitment	✓	✓	✓		✓	<ul style="list-style-type: none"> · SCP · Underground Miner Training · Networks of Centres of Excellence (NCE) Program · CAPC Human Resources Development Working Group · Workplace Skills Strategy · Workplace Partners Panel · NSERC · ISDI · BDP · NRC · Targeted Wage Subsidies
Increase availability of skill - upgrading initiatives	✓	✓	✓		✓	<ul style="list-style-type: none"> · Self-Employment Benefit · Sector Council Program – Occupational Standards, Curricula (responsive to industry needs) · Training Centre Infrastructure Funding · CAPC Human Resources Development Working Group · Workplace Skills Strategy · ISDI · BDP · NRC
Adjust immigration system to enhance recruitment	✓	✓	✓		✓	<ul style="list-style-type: none"> · Foreign Credential Recognition Program · Labour Market Information (LMI) · Temporary Foreign Worker Program · SCP · Internationally Trained Workers Initiative



<p>Improve effectiveness of immigration system's economic objectives</p>	✓	✓	✓			<ul style="list-style-type: none"> · Foreign Credential Recognition Program · LMI · Temporary Foreign Worker Program · CAPC Human Resources Development Working Group · SCP
<p>Improve effectiveness of employment practices in recruiting and retaining workers</p>	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> · SCP · Sectoral Career Focus Program · LMI · Campus WorkLink · CAPC Human Resources Development Working Group · CFI · ATIP – Export Internship for Trade Graduates · ATIP – Trade Education and Skills Development · Agricultural Policy Framework (APF)

3.0 Innovation

Canadian manufacturers must be recognized as the benchmark of the world for innovation, flexibility, and continuous improvement.

Recommendation	Call for Action	Jurisdiction/Supporting Organizations					Existing Government Initiatives
		Ind	Fed	Prov	Mun	Other	
<p><i>Improve effectiveness of investments in R&D and their relevance to manufacturing needs</i></p>	Integrate innovation in business strategies	✓	✓	✓		✓	<ul style="list-style-type: none"> Industrial Research Assistance Program (IRAP) Technology Partnerships Canada (TPC) Canadian Innovation Centre (CIC) SourceCAN Expert Panel on Commercialization (EPC) CANtex Business Development Program (BDP) IDEA-SME NSERC Atlantic Innovation Fund (AIF) Value Chain Round Tables (VCRT)
	Apply Lean business practices	✓	✓	✓		✓	<ul style="list-style-type: none"> IRAP IDEA-SME AIF BDP Canadian Resource Guide to High-Performance Manufacturing
	Manufacturers to be adaptable and flexible to customer needs	✓	✓	✓			<ul style="list-style-type: none"> IRAP TPC Communications Research Centre (CRC) SourceCAN IDEA-SME AIF BDP VCRT



Private sector to prioritize and implement innovation	✓	✓	✓			<ul style="list-style-type: none"> · IRAP · TPC · CIC · Canadian Foundation for Innovation (CFI) · Health Technology Exchange (HTX) · SourceCAN · EPC · IDEA-SME · NSERC · AIF · BDP
Enhance private sector access to management expertise	✓	✓	✓		✓	<ul style="list-style-type: none"> · IRAP · Canadian Technology Network (CTN) · CRC · IDEA-SME · AIF – Support of Industrial Liaison Officers (ILOs) · BDP · Innovation and Skills Development Initiative (ISDI) · Agricultural Policy Framework
Encourage collaboration within private sector to implement continuous improvement	✓	✓	✓		✓	<ul style="list-style-type: none"> · IRAP · CTN · CRC · Canadian Lightweight Materials Research Initiative (CLiMRI) · Transportation Development Centre (TDC) · CIC · CFI · HTX · SourceCAN · EPC · Sector Sustainability Tables (SSTs) · BDP · IDEA-SME · NSERC · VCRT
Develop collaborative ties between customers and suppliers	✓	✓	✓			<ul style="list-style-type: none"> · CTN · Trade Commissioner Service · SourceCAN · Atlantic Trade and Investment Partnership (ATIP) – Team Canada Atlantic Missions · Enhanced Representation Initiative (ERI) · VCRT



Develop a strategic and integrated approach to building centres of business excellence	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> · CRC · CAPC Innovation Working Group · TDC · CIC · Regional Strategic Innovation Program (RSI) · BDP
Encourage public support for innovation driven by market opportunities with commercial application	✓	✓	✓			<ul style="list-style-type: none"> · CLiMRI · CAPC Innovation Working Group · CIC · CFI · HTX · EPC · CANTex · BDP · Atlantic Innovation Fund (AIF) · IDEA-SME · NSERC · National Aerospace and Defence Strategic Framework (NADSF)
Coordinate R&D activities for manufacturer needs	✓	✓	✓		✓	<ul style="list-style-type: none"> · CTN · CRC · TDC · CIC · CFI · EPC · BDP · AIF · NSERC · Matching Investment Initiative (MII) · National Research Council (NRC) · NADSF
Enhance proximity of research centres to industrial customers	✓	✓	✓		✓	<ul style="list-style-type: none"> · CRC · TDC · RSI · AIF – Support of ILOs



Strengthen linkages between private sector and R&D institutions	✓	✓	✓		✓	<ul style="list-style-type: none"> · CTN · EPC · CAPC Innovation Working Group · Networks of Centres of Excellence (NCE) Program · CIC · CFI · HTX · BDP · RSI · NSERC · AIF – Support of ILOs · MII · NRC · NADSF
Improve access to government innovation programs, including the Scientific Research and Experimental Development (SR&ED) Tax Incentive Program	✓	✓	✓			<ul style="list-style-type: none"> · IRAP · TPC · CRC · CAPC Innovation Working Group · CFI · EPC · AIF · BDP · NSERC · ISDI
Expand technology liaison officer role to provide linkages in public sector	✓	✓				
Utilize federal procurement practices for commercialization	✓	✓				<ul style="list-style-type: none"> · SourceCAN · Industrial and Regional Benefits (IRB) Policy

4.0 International Business Development

Canadian businesses must have the capacity to operate on a global scale.

Recommendation	Call for Action	Jurisdiction/Supporting Organizations					Existing Government Initiatives
		Ind	Fed	Prov	Mun	Other	
<p><i>Better coordinate and align policies to develop capacity to operate globally, especially in North America strategy, China strategy, and in the requirements of Canada’s global enterprises</i></p>	Develop a more integrated market framework with U.S. and within the NAFTA	✓	✓				<ul style="list-style-type: none"> EXPORT USA NAFTA Working Groups and Committees CAPC Regulatory Harmonization Working Group Security and Prosperity Partnership of North America (SPP) Atlantic Trade and Investment Partnership (ATIP) – Team Canada Atlantic Missions ATIP – Sector Export Strategies Development and Implementation
	Develop a strategic priority in the government to improve access to U.S. market	✓	✓				<ul style="list-style-type: none"> EXPORT USA Trade Commissioner Service (TCS) NAFTA Working Groups and Committees SPP Canadian Commercial Corporation (CCC) IDEA-SME ATIP – Team Canada Atlantic Missions Enhanced Representation Initiative (ERI) National Aerospace and Defence Strategic Framework (NADSF)
	Develop preventive mechanism in North American trade disputes strategy	✓	✓				Responsibility of the business community to operate within parameters of existing trade agreements.
	Develop a seamless Canada/U.S. border	✓	✓				<ul style="list-style-type: none"> EXPORT USA NAFTA Working Groups and Committees SPP CAPC Trade Infrastructure Working Group Border Infrastructure Fund (BIF)



Update NAFTA rules of origin and harmonize regulatory compliance requirements	✓	✓				<ul style="list-style-type: none"> · SPP · NAFTA Working Groups and Committees
Develop strategies for China and new emerging economies	✓	✓	✓			<ul style="list-style-type: none"> · Foreign Investment Protection and Promotion Agreements (FIPAs) · TCS · Team Canada Inc. (TCI) · Trade Team Canada Sectors (TTCS) · CAPC Trade Infrastructure Working Group · Emerging Market Strategy (EMS) · ATIP – Team Canada Atlantic Missions · ATIP – Sector Export Strategies Development and Implementation
Promote secure and open markets through compliance with trade rules and with health/environmental/labour standards	✓	✓				<ul style="list-style-type: none"> · NAFTA Working Groups and Committees
Coordinate and harmonize business strategies and public policies to promote global commercial activities	✓	✓	✓			<ul style="list-style-type: none"> · EXPORT USA · TCI · CAPC Trade Infrastructure Working Group · SPP · EMS · TCS · CCC · ATIP – Team Canada Atlantic Missions · ATIP – Sector Export Strategies Development and Implementation



<p>Coordinate and increase support for global business enterprise and related services</p>	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> · EXPORT USA · TCS · Program for Export Market Development (PEMD) · TCI · Community Investment Support Program (CISP) · Community Futures Initiative (CF) · Health Technology Exchange (HTX) · SourceCAN · Sustainable Cities Initiative (SCI) · CCC · Canada Business Network (CBN) · ATIP – Sector Export Strategies Development and Implementation · Trade Team Nova Scotia (TTNS) – Regional Trade Networks · ATIP – Trade Education and Skills Development · BDP · ERI
<p>Integrate and improve services between different government departments/levels to assist global enterprise</p>	✓	✓	✓	✓		<ul style="list-style-type: none"> · EXPORT USA · TCS · TCI · CISP · CF · BIF · SourceCAN · CBSC · IDEA-SME · ERI · TTNS – Regional Trade Networks · Canada Nova Scotia Innovation Team

5.0 Business and Financial Services

The changing financial and servicing requirements of manufacturing sector must be met in a cost-effective way.

Recommendation	Call for Action	Jurisdiction/Supporting Organizations					Existing Government Initiatives
		Ind	Fed	Prov	Mun	Other	
Enhance financial incentives for the manufacturing sector	Improve availability of competitive local services and suppliers	✓	✓	✓			<ul style="list-style-type: none"> Business Development Program (BDP)
	Improve availability of specialized business and financial services	✓	✓	✓			<ul style="list-style-type: none"> Business Development Bank of Canada (BDC) Export Development Canada (EDC) Canadian Resource Guide to High-Performance Manufacturing Seed Capital Program BDP
	Increase collaboration between manufacturers and service providers on supply chains	✓	✓	✓			<ul style="list-style-type: none"> EDC Technology Insertion Road Mapping (TIRM)
	Improve coordination in service sector	✓	✓	✓			
	Increase the adoption of Lean business practices and mass customization strategies by SMEs and service industry	✓	✓	✓			<ul style="list-style-type: none"> BDP
	Increase coordination between manufacturers and financial services on global business development issues	✓	✓	✓			<ul style="list-style-type: none"> BDC EDC Canadian Commercial Corporation (CCC) BDP
	Develop additional business financing sources on debt and equity capital and insurance services	✓	✓	✓			<ul style="list-style-type: none"> BDC BDP
	Increase availability of competitive service providers with global knowledge	✓	✓	✓			<ul style="list-style-type: none"> BDC EDC CCC
	Update regulatory requirements to permit global expansion	✓	✓	✓			

6.0 Infrastructure

The capacity of Canada’s transportation, telecommunications, and energy infrastructure to meet the future requirements of manufacturing and global business must again become a driver of business investment and economic growth.

Recommendation	Call for Action	Jurisdiction/Supporting Organizations					Existing Government Initiatives
		Ind	Fed	Prov	Mun	Other	
<p><i>Ensure appropriate energy and infrastructure, especially for borders</i></p>	Coordinate development of an integrated logistics strategy for shipping on a competitive just-in-time basis	✓	✓	✓	✓		<ul style="list-style-type: none"> · The Border Infrastructure Fund (BIF) · The Strategic Infrastructure Fund (SIF) · Security and Prosperity Partnership of North America (SPP)
	Improve transportation infrastructure capacity	✓	✓	✓	✓		<ul style="list-style-type: none"> · BIF · SIF · CAPC Trade Infrastructure Working Group · SPP · Strategic Highway Infrastructure Program (SHIP) · Infrastructure Canada Program (ICP) · Canada Nova Scotia Infrastructure Program (CNSIP)
	Develop an international logistics hub for Asia market	✓	✓	✓	✓		<ul style="list-style-type: none"> · BIF · SIF
	Modernize telecommunications	✓	✓	✓	✓		<ul style="list-style-type: none"> · CANARIE Inc. · ICP · SourceCAN · Regional Strategic Innovation Program (RSI)
	Develop energy supplies	✓	✓	✓	✓		<ul style="list-style-type: none"> · SPP

7.0 A Competitive Business Environment

Canada must become the preferred location in North America for business to locate, invest, manufacture, export from, employ, and grow.

Recommendation	Call for Action	Jurisdiction/Supporting Organizations					Existing Government Initiatives
		Ind	Fed	Prov	Mun	Other	
Reduce regulatory compliance costs	Advocate importance of manufacturing sector in creating prosperity	✓	✓	✓	✓		<ul style="list-style-type: none"> Security and Prosperity Partnership of North America (SPP) Canada Nova Scotia Innovation Team
	Adopt a more coherent and integrated approach at all levels of government to improve business environment and investment incentives	✓	✓	✓	✓		<ul style="list-style-type: none"> CAPC Fiscal and Investment Subcommittee Smart Regulation SPP Canada Business Network (CBN) Trade Team Nova Scotia (TTNS) Canada Nova Scotia Business Service Centre (CNSBSC)
	Improve linkages between business and government	✓	✓	✓	✓		<ul style="list-style-type: none"> Smart Regulation SPP CBN Investment, Science and Technology Branch (IIT), International Trade Canada (ITCan) CNSBSC Canadian Aerospace Partnership (CAP)
	Provide internationally preferred tax treatment for investment purposes	✓	✓	✓			<ul style="list-style-type: none"> CAPC Fiscal and Investment Subcommittee
	Coordinate and update tax policy on capital paid by business	✓	✓	✓			
	Accelerate depreciation rates and provide tax credits for new capital investments	✓	✓	✓			
	Streamline and modernize regulatory requirements to address international and compliance issues	✓	✓	✓			<ul style="list-style-type: none"> Smart Regulation SPP
	Adopt or modernize "Smart Regulation" at all government levels	✓	✓	✓	✓		<ul style="list-style-type: none"> Smart Regulation



Increase cooperation between government regulatory bodies and private sector in designing and improving regulations	✓	✓	✓			<ul style="list-style-type: none"> · Smart Regulation · SPP · Sector Sustainability Tables (SSTs)
Adopt lean management at all government levels	✓	✓	✓	✓		
Harmonize regulatory requirements across Canada and between Canada and U.S.	✓	✓	✓			<ul style="list-style-type: none"> · CAPC Regulatory Harmonization Working Group · Smart Regulation · SPP
Advocate manufacturing sector for economic development at all government levels	✓	✓	✓	✓		<ul style="list-style-type: none"> · Business Development Program (BDP) · Innovation and Skills Development Initiative (ISDI)
Develop more coherent and integrated approach to leveraging/competing for manufacturing investments at all levels of government	✓	✓	✓	✓		<ul style="list-style-type: none"> · IIT · Community Investment Support Program (CISP) · CAP
Develop business strategies in communities/municipalities to promote investment	✓	✓	✓	✓		<ul style="list-style-type: none"> · CISP · Regional Strategic Innovation Program (RSI) · BDP · Innovative Communities Fund (ICF)



Inventory of Existing Government Activities

1.0 Leadership

Business strategies, and public policies and programs must be coordinated and aligned to strengthen Canada's economic growth potential in the global markets of the future.

1.1 Agricultural Policy Framework (APF) (Agriculture and Agri-Food Canada – AAFC) – As the Canadian agriculture and agri-food sector moves into the 21st century, it faces many challenges and opportunities for continued prosperity. Federal, provincial and territorial Ministers of Agriculture have pledged to meet today's challenges by jointly developing a comprehensive Agricultural Policy Framework composed of five elements:

- * Business risk management;
- * Food safety and food quality;
- * Science and innovation;
- * Environment; and
- * Renewal.

All provinces and territories have now signed on to the APF, and have signed Implementation Agreements with the Government of Canada.

www.agr.gc.ca/cb/apf/index_e.php

1.2 Atlantic Trade and Investment Partnership (ATIP) (Atlantic Canada Opportunities Agency – ACOA) – ATIP works in partnership with the private sector, academia, provincial governments and other federal departments to develop initiatives aimed at building an export economy in Atlantic Canada and attracting foreign direct investment to the region.

- * **Team Canada Atlantic Missions** offer export-ready Atlantic Canadian businesses training, partnerships and connections needed to successfully enter international markets, particularly those in the United States and other strategic markets.
- * **Sector Export Strategies** support the assessment of export opportunities and the implementation of export development strategies for specific industry sectors.
- * **Trade Education and Skills Development** enhances trade awareness and competencies of small and medium-sized enterprises, and provides the necessary tools to help them increase their export activity.
- * **Export Internship for Trade Graduates** provides employment opportunities for international trade graduates and offers in-house expertise to businesses wanting to capitalize on international markets.

www.acoa.ca/e/library/facts/atipOverview.shtml

1.3 Canadian Aerospace Partnership (CAP) (Industry Canada – IC) – Formed in 2005, the Canadian Aerospace Partnership (CAP) is a private and public sector organization focused on enhancing the global competitiveness of Canada's aerospace industry. The CAP comprises senior executives from industry, federal and provincial government ministers, senior labour and academia representatives. Working in partnership, CAP members have developed a long-term strategic vision for the aerospace industry through the identification of industry and public policy priorities that establish actionable steps to strengthen the sector's overall competitiveness.

www.cap-pca.ca/english/index.asp



1.4 Canadian Automotive Partnership Council (CAPC) (IC) – CAPC is an industry-led organization, formed in September 2002 to address the key competitive issues facing the Canadian automotive industry. <http://capcinfo.ca/english/home-accueil.html>

1.5 Canadian Best Practices and Success Stories using Lean Manufacturing, Six Sigma and other High-Performance Manufacturing (IC) – This Web site presents success stories and best practices arranged by industry, company and region. The site includes links to Canadian manufacturers and service companies that have used Lean manufacturing, Six Sigma and other high-performance manufacturing technologies to improve their competitiveness and productivity. All of the examples featured on this site provide specific measurements of their success, such as:

- * increases in productivity;
- * reductions in inventory;
- * reductions in the distance that parts travel;
- * reductions in fork lift truck travel;
- * reductions in set up time; and
- * reductions in lead time.

These success stories and examples of best practices are readily available from Canadian Web sites and leading Canadian industrial trade journals. Many of these Canadian companies showcase their methods of achieving these positive results in plant tours arranged by various organizations that also promote Lean manufacturing, Six Sigma, continuous improvement, and supply chain management. Industry Canada welcomes other Canadian companies that would like to see their success stories appear in this portion of the “Canadian Resource Guide to High Performance Manufacturing”.

www.strategis.ic.gc.ca/epic/internet/incrghpm-gcrpfp.nsf/en/h_at01211e.html

1.6 Managing for Business Success (IC) –

A Web portal available on *Strategis* (strategis.ic.gc.ca) for owners and managers of small and medium-sized businesses who need sources of practical information, tools and advice for just-in-time solutions to their management challenges. “Managing for Business Success” offers information on a wide range of subjects including finance, leadership, marketing and sales, innovation and technology, and business support. In addition, the site offers on-line business diagnostic tools which companies can use to assess their strengths and weaknesses.



www.strategis.gc.ca/sme-management

1.7 National Aerospace and Defence Strategic Framework (NADSF) (IC) –

The National Aerospace and Defence Strategic Framework (the Framework) is a comprehensive framework of programs and policies, as well as new measures, to support the growth of Canada’s aerospace and defence (A&D) industry from coast to coast and build on its strong competitive position globally. The Framework looks out over a twenty-year time horizon. It represents a collaborative way forward, drawing upon private sector dynamism and public sector commitment. The Framework calls upon all stakeholders to focus effort and investment on seven strategic areas that will enable the industry’s future success. These seven areas are strategic aerospace and defence investments, technology development and commercialization, skills development, trade development and market access, sales financing, security and environment, and procurement. www.strategis.ic.gc.ca/aerostrategicframework



1.8 Sector Strategies (IC) – Sector Strategies are developed for a variety of industrial sectors (e.g. automotive, aerospace, life sciences, telecommunications).

1.9 Technology Partnerships Canada (TPC) – TPC is a special operating agency of Industry Canada with a mandate to provide funding support for strategic research and development (R&D), and for demonstration projects that will produce economic, social and environmental benefits to Canadians. TPC's main R&D program is geared to pre-competitive projects across a wide spectrum of technological development. The program focuses on key technologies in areas such as the environment; aerospace and defence; enabling technologies, which include biotechnology and health-related applications; and manufacturing and communications technologies. In partnership with the private sector, TPC invests in research and development in key growth areas. TPC will invest 25% to 30% of eligible costs. Investments are conditionally repayable, usually based on royalties tied to sales. In the automotive sector, TPC provided funding in support of three strategic investments (Ford, GM, Navistar).

<http://tpc-ptc.ic.gc.ca/epic/internet/intpc-ptc.nsf/en/Home>

1.10 Trade Team Canada Sectors (TTCS) (International Trade Canada – ITCan and IC) – TTCS bring government and industry together to coordinate national trade development planning and activities in key industries, including building products, automotive, aerospace and defence, environmental products and plastics. Ten of the twelve TTCS are managed by Industry Canada. The key role of the TTCS is to develop sectoral trade development strategies and annual action plans. Team members agree on strategic priorities, decrease overlap and duplication in programs and activities, and share resources to meet agreed upon goals. By planning and implementing trade promotion activities TTCS help Canadian companies to better compete internationally.

<http://ttcs.ic.gc.ca/epic/internet/intfas.nsf/Intro>

1.11 Value Chain Round Tables (VCRT) (AAFC) – Value chain round tables bring together leaders from all points along the value chain – retailers, producers, processors, exporters and others – to build a shared understanding of their competitive position, create consensus on how to improve it, and put plans into action. They are sector-specific and able to focus intently on exactly what their individual value chains need to do to achieve long-term global success for all players.

2.0 Workforce Capabilities

Canada's workforce must be prepared to meet the future requirements of manufacturing.

2.1 Academic User Access Facility (NRCan) – This initiative is a tripartite agreement between CANMET, NSERC and McMaster University that enables highly skilled professionals to access the pilot-scale processing facilities at the CANMET in Ottawa. www.nrcan.gc.ca/mms/canmet-mtb/auaf/default_e.htm

2.2 Agricultural Policy Framework (APF) – See 1.1.

2.3 Atlantic Trade and Investment Partnership (ATIP) – See 1.2.

2.4 Business Development Program (BDP) (ACOA) – The BDP is focused on small and medium-sized enterprises and offers access to capital in the form of interest-free, unsecured, repayable contributions. Non-profit organizations providing support to the business community may also qualify. Eligible activities include business studies, capital investment, training, marketing, quality assurance, and not-for-profit activities that support business in the region.



Assistance is also available to help companies to bid and acquire public and private procurement contracts, or to develop an innovative product or service. www.acoa.ca/e/financial/business.shtml

2.5 Campus WorkLink (Human Resources and Skills Development Canada – HRSDC) – This is a database on the Internet that offers companies an inexpensive and efficient tool to recruit new employees. Campus WorkLink contains the résumés of thousands of post-secondary students and recent graduates, which companies can search to find candidates meeting their specific requirements.

2.6 Canadian Apprenticeship Forum (CAF) (HRSDC) – CAF is a diverse, not-for-profit organization that brings together key participants in the Canadian apprenticeship community. The CAF has a significant role in promoting skilled trades and apprenticeship training across Canada, and in promoting apprenticeship as an effective way to develop a skilled work force. The CAF is a partnership of labour, business, the Inter-provincial Alliance of Apprenticeship Board Chairs, educational institutions, the Canadian Council of Directors of Apprenticeship, and the Human Resources Partnerships Directorate. www.caf-fca.org/english/index.asp

2.7 Canadian Aviation Maintenance Council (CAMC) (HRSDC) – HRSDC, through the Sector Council Program, has supported the Canadian Aviation Maintenance Council since the late 1980s. CAMC is responsible for the development and delivery of human resources strategies and services for the aviation maintenance sector, including labour market research, occupational analyses and standards, industry/education/government training partnerships, youth internships and career awareness, and prior learning assessment and recognition. www.camc.ca/

2.8 Canadian Foundation for Innovation (CFI) – The CFI is an independent corporation created by the Government of Canada to fund research infrastructure. Its mandate is to strengthen the capacity of Canadian universities, colleges, research hospitals, and non-profit research institutions to carry out world-class research and technology development that benefits Canadians. The CFI has a budget of \$3.65 billion and funds up to 40% of a project's infrastructure costs. Funding partners from the public, private, and voluntary sectors provide the remaining 60%. Based on this formula, the total capital investment by the CFI, research institutions and their partners will exceed \$11 billion by 2010. Support from the CFI enables institutions to set their own research priorities in response to areas of importance to Canada. This allows researchers to compete with the best from around the world, and helps to position Canada in the global knowledge-based economy. CFI support is intended to:

- * strengthen Canada's capacity for innovation;
- * attract and retain highly skilled research personnel in Canada;
- * stimulate research training of young Canadians;
- * promote networking, collaboration, and a multidisciplinary approach among researchers; and
- * ensure the optimal use of research infrastructure within and among Canadian institutions.

www.innovation.ca/

2.9 CAPC Human Resources Development Working Group (HRSDC) – The objectives of this Canadian Automotive Partnership Group, are to :

- * increase the availability, and enhance the capabilities and credentials of technically qualified people in Canada;



- * promote and enhance the image of automotive career opportunities to parents, students and educators;
- * create the necessary balance between applied and academic learning opportunities in the education system and the workplace; and
- * encourage investment in educating and training the existing automotive workforce.

To assist this group in fulfilling its mandate, eight working groups have been created to address key competitive areas identified by the automotive industry: fiscal and investment policy; human resources development; innovation; international trade; sustainability; regulatory harmonization; strategic vision; and trade infrastructure. http://capcinfo.ca/english/wgs/wg-gdt_hrd-prh.html

2.10 Foreign Credential Recognition (FCR) Program (HRSDC) – The FCR Program provides financial and strategic support to various organizations (sector councils, industry, regulatory bodies, provinces/territories, immigrant organizations and educational institutions) in developing a national approach to verifying the foreign credentials of workers, in particular occupations and sectors of the economy, so that these workers can access the Canadian labour market. The goal of the program is to improve the labour market outcomes for foreign-trained individuals in targeted occupations and sectors. www.hrsdc.gc.ca/en/cs/comm/hrsd/news/2005/050425bb.shtml

2.11 Innovation and Skills Development Initiative (ISDI) (ACOA) – ISDI helps small and medium-sized enterprises (SMEs) acquire or enhance innovation management and technical skills in order to make them more productive and globally competitive. ISDI addresses critical needs in the areas of: training and skills development for SMEs' current staff; recruitment of experienced experts and managers; and recruitment of recent graduates of recognized post-secondary institutions who have the leading-edge skills required for R&D and other technology-related activities. www.acoa.ca/e/library/isdi.shtml

2.12 Internationally Trained Workers Initiative (HRSDC) – The objective of this comprehensive, integrated strategy is to help integrate internationally trained Canadians and immigrants into Canada's labour force. In partnership with provinces and territories and other partners, this initiative seeks to:

- * help employers use the talents of internationally trained workers;
- * make it easier for internationally trained workers to put their skills and education to work in Canada; and
- * provide information on foreign credential recognition procedures and integration services to help prospective immigrants better prepare themselves before moving to Canada.

www.hrsdc.gc.ca/en/cs/comm/hrsd/news/2005/050425bg.shtml

2.13 Interprovincial Standards (Red Seal) Program (HRSDC) – The Red Seal Program was established to provide greater mobility for skilled workers across Canada. The program is administered in each province and territory by a Director of Apprenticeship under the guidance of the Canadian Council of Directors of Apprenticeship. A national occupational analysis, developed for each Red Seal trade, is used as a base document in developing inter-provincial standard examinations, and provinces and territories are encouraged to use these analyses for curriculum development. Efforts are underway to expand the program, and to streamline the existing process in developing and revising national occupational analyses and examinations. www.red-seal.ca/

2.14 Labour Market Information (LMI) (HRSDC) – The LMI is an online service that provides current information on the labour market across Canada, by community. It analyzes local data and events to help workers identify labour



market trends and opportunities in that community. The LMI also provides useful information on labour trends and wages for businesses, educational institutions, and local and provincial governments. <http://lmi-imt.hrdc-drhc.gc.ca/>

2.15 National Aerospace and Defence Strategic Framework (NADSF) – See 1.7.

2.16 National Occupational Classification (NOC) Analysis (HRSDC) – The National Occupational Classification provides a standardized framework for organizing the world of work in a manageable, understandable and coherent system, and has been successfully implemented in a number of major applications over the past decade. It is based on extensive occupational research, analysis and consultation conducted across the country, reflecting the changes in the Canadian labour market.

www23.hrdc-drhc.gc.ca/2001/e/generic/welcome.shtml

2.17 National Research Council of Canada (NRC) – The NRC undertakes secondments of research personnel from industry, provides specialized training through multi-client and specialized projects/technology groups with industry, and operates a youth program through NRC-IRAP to place graduates in industry. www.nrc-cnrc.gc.ca/

2.18 Natural Sciences and Engineering Research Council (NSERC) – NSERC supports people, discovery and innovation, by funding science and engineering research in Canadian universities and colleges. Of particular interest to Canada's manufacturing and exporting industries are NSERC's Partnership Programs. For over 20 years, these initiatives have been fostering collaborations between university researchers and industry, in order to develop new knowledge and expertise, and transfer this knowledge and expertise to Canadian-based industry. This year, NSERC will invest \$147 million in these areas, thereby helping to ensure that Canadian industry remains competitive and at the cutting edge of technology. NSERC's Partnership Programs are of major relevance to the Canadian Manufacturing sector due to a number of important factors:

- * Most of the projects that NSERC supports through Partnerships are industry-driven: university researchers work closely with industrial partners to perform research on problems directly applicable to the company's needs.
- * NSERC also funds proof-of-concept projects so that university ideas and inventions can more readily be transferred out of the university laboratory for take up by industry.
- * When partnering with NSERC, industrial R&D funds are stretched and the risk to industry is substantially lowered. NSERC funds up to between 50 and 100% of the research costs (depending on the specific program employed). Moreover, all funds allocated by industry towards a project funded by NSERC's Partnership Programs are eligible for the Federal Government's Scientific Research and Experimental Development (SR&ED) tax credits.
- * The Strategic Program, which funds early stage research in areas of emerging and national importance, is one of the few targeted programs at NSERC. For the past five years, manufacturing has been a key component of one of the present target areas, Value Added Products and Processes. These areas are currently undergoing review and manufacturing has again been identified as a target area due to its key importance to Canada's economy and ongoing prosperity.
- * NSERC has partnered with CME on a pilot college program to strengthen and extend the colleges' linkages with local industry.
- * Working with universities through NSERC allows industry to be linked with



skilled and knowledgeable people to undertake targeted research and find solutions to problems. This has two effects:

- * The students and post-doctoral fellows who participate in an NSERC-industry project can become a valuable source of potential new employees: employees already familiar with the technology and challenges faced by the industrial partner.
- * Through interaction with university researchers, industrial employees become aware of newly emerging technologies, and gain knowledge and skills.
- * NSERC also co-funds the term placement of students and post-doctoral fellows in industrial settings, thereby creating an effective vector for a technology transfer. These individuals gain industrial experience while pursuing advanced studies, and while also affording companies the opportunity to work first hand with these students and fellows – another potential source of job-ready recruits. www.nserc.ca.

2.19 Networks of Centres of Excellence (NCE) Program (Canadian Institutes of Health Research – CIHR, NSERC, Social Sciences and Humanities Research Council of Canada – SSHRC, and IC) –

Networks of Centres of Excellence are unique research partnerships involving universities, industry, government and not-for-profit organizations. The focus of these partnerships is to ensure Canada's research and entrepreneurial expertise produces economic and social benefits for all Canadians. An integral part of the federal government's Innovation Strategy, these national, multidisciplinary and multisectoral research partnerships connect excellent research with industrial know-how and strategic investment. www.nce.gc.ca/

2.20 Sector Council Program (HRSDC) –



– Sector councils are organizations funded through HRSDC's Sector Council Program whose members represent key stakeholder groups in an industrial sector. Sector councils deal with human resources issues, and skills needs most important to sectors, including defining human resources issues, recruiting and retaining workers, developing sector and career awareness strategies, and promoting the workplace as a learning place. Ultimately, sector councils help employers and workers by creating solutions that

are tailored to a sector's needs. Because industry works with educators and trainers, the Canadian educational system is more responsive to the needs of the labour market. Workers get the skills they need and employers get a skilled workforce. Sector councils exist in a wide range of industries including textiles, apparel, steel, manufactured wood products, automobiles, aviation, processed food and plastic products.

www.hrsdc.gc.ca/en/gateways/nav/top_nav/program/spi.shtml

2.21 Sectoral Career Focus Program (HRSDC) – This program is a national initiative between the Government of Canada, sector councils and cross-sectoral organizations. Sector councils develop projects that assist post-secondary youth in finding quality employment, and act as project managers, assessing and matching employers and participants based on program eligibility requirements, and assuming responsibility for the overall financial management of projects.

www.hrsdc.gc.ca/en/hip/hrp/gcs_spi/scfp.shtml



2.22 Self-Employment Benefits (SEB) Program (HRSDC) – The SEB Program allows participants to continue to receive Employment Insurance Benefits while establishing their businesses. Individuals accepted into this program receive income support and business counselling (group training sessions and one-on-one business counselling). Income support is usually in the form of bi-weekly payments from the Employment Insurance program.

www.hrsdc.gc.ca/en/epb/sid/cia/grants/self-emp/desc_self-emp.shtml

2.23 Targeted Wage Subsidies (HRSDC) – This program offers temporary wage subsidies to employers as an incentive to hire individuals who otherwise would not be hired, such as workers with disabilities or young people with limited work experience. The targeted wage subsidy can be used for up to a year and a half. www.hrsdc.gc.ca/en/epb/sid/cia/grants/tws/desc_tws.shtml

2.24 Temporary Foreign Worker Program (TFWP) (Citizenship and Immigration Canada – CIC and HRSDC) – Under the TFWP, foreign workers are admitted into Canada to temporarily meet an employer’s human resource needs under certain conditions. It must be determined that the entry of the foreign worker will:

- * have no adverse effects on employment and career opportunities for Canadians; and/or
- * result in significant benefits for Canada.

Employers are responsible for demonstrating a genuine need for the foreign worker(s). Two departments, HRSDC and CIC, are responsible for managing requests to this program. HRSDC assesses and confirms employer requests for foreign workers, and CIC determines the admissibility of the foreign worker, and issues the related work permits.

www.hrsdc.gc.ca/en/gateways/nav/top_nav/program/fw.shtml

2.25 Trades and Apprenticeship Strategy (TAS) (HRSDC) – The TAS addresses challenges facing the Canadian economy in the context of trades and apprenticeship by increasing national coherence and mobility of trades training, strengthening cooperation of the federal government with provinces and territories, and improving apprenticeship training with regard to innovative improvements and completion rates. www.hrsdc.gc.ca/en/ws/faq.shtml

2.26 Training Centre Infrastructure Funding (TCIF) Pilot Program (HRSDC) – This program addresses the growing need for union-employer training centres to replace or purchase training equipment for trades that have undergone significant technological change, whose occupational scope has broadened, or that have added new curricula, thereby requiring new equipment to address skill changes. www.hrsdc.gc.ca/en/hip/hrp/tcif/general_guidelines_tcif.shtml

2.27 Underground Miner Training (NRCan) – This underground mining program using modern techniques is taught at the experimental mine in Val d’Or.

2.28 Workplace Partners Panel (HRSDC) – The new Workplace Partners Panel comprises business, labour and training leaders. It will be a forum to share best practices and innovations, and to increase industry leadership and commitment in the area of skills development. www.hrsdc.gc.ca/en/ws/faq.shtml

2.29 Workplace Skills Strategy (HRSDC) – Canada’s Workplace Skills Strategy is aimed at helping Canadians become the best trained, most highly skilled workers in the world, and ensuring that employers’ needs are met. The strategy will also help ensure that Canada has a diverse work force that understands the



languages and cultures of other nations, giving Canada a distinct competitive advantage globally. The government will work with business, unions, provinces and territories, sector councils, and workers to ensure that all Canadians have the opportunity to develop their skills, and obtain meaningful and productive jobs. The Workplace Skills Strategy will help to:

- * ensure that the Canadian workforce is highly skilled, adaptable and resilient;
- * build a labour market that is flexible and efficient; and
- * respond to the needs of employers to ensure that our workplaces are productive, innovative and competitive.

www.hrsdc.gc.ca/en/ws/index.shtml

3.0 Innovation

Canadian manufacturers must be recognized as the benchmark of the world for innovation, flexibility, and continuous improvement.

3.1 Agricultural Policy Framework (APF) – See 1.1.

3.2 Atlantic Innovation Fund (AIF) (ACOA) – This program is designed to strengthen the economy of Atlantic Canada by accelerating development of knowledge-based industry. The Atlantic Innovation Fund focuses on R&D projects in the area of natural and applied sciences, as well as in social sciences and the humanities, where these are explicitly linked to the development of technology-based products, processes or services, or their commercialization. Eligible applicants include universities, research institutions and private sector businesses. Commercial applicants seeking funding of \$1 million or less are not eligible under the Atlantic Innovation Fund. However, such projects may be eligible for assistance under the Business Development Program of the Atlantic Canada Opportunities Agency (ACOA).

- * **Industrial Liaison Officers (ILOs)** is an initiative under the AIF to support industrial liaison officers to focus on building the bridges between university and industry, marketing of the universities research expertise, and on arranging new research contracts with private sector partners.

www.acoa.ca/e/financial/aif/index.shtml

3.3 Atlantic Trade and Investment Partnership (ATIP) – See 1.2.

3.4 Business Development Program (BDP) – See 2.4.

3.5 Canadian Foundation for Innovation (CFI) – See 2.8.

3.6 Canadian Innovation Centre (CIC) (partners include ACOA and Canada Business Network) – The CIC has a legacy of successfully guiding innovations and inventions to the market. Since its founding in 1981 as an independent, not-for-profit corporation, the Centre has worked with over 70,000 Canadian inventors and innovating companies, has assessed over 13,000 new product ideas, and has successfully guided thousands of products to the market. Originally the Centre focused on helping individual inventors and entrepreneurs, first to crystallize their ideas, and then to commercialize the resulting products. Today the CIC's focus is shifting to working with innovations coming out of existing enterprises. The CIC plays an important role in deploying Canada's innovation strategy. www.innovationcentre.ca/

3.7 Canadian Lightweight Materials Research Initiative (CLiMRI) (Natural Resources Canada – NRCan) – The CLiMRI, a partnership between industry and government, coordinates research and development into lightweight materials and processes that will reduce the weight of transportation vehicles. The Industry



Steering Committee provides industry guidance, and a federal secretariat provides coordination functions. The goals of CLiMRI are to:

- * reduce greenhouse gas emissions through improved vehicle efficiency; and
- * improve the competitive position of Canadian companies involved in vehicle manufacturing.

http://climri.nrcan.gc.ca/default_e.htm

3.8 Canadian Resource Guide to High Performance Manufacturing (IC) –

This guide provides relevant and up-to-date information to assist Canadian manufacturers in finding the tools, people and resources needed to improve their performance. It lists Canadian consultants involved in Lean manufacturing; virtual plant tours; e-newsletters, and links to Canadian consortia and non-profit alliances of companies that organize shared learning and peer discussions to help companies work toward world-class performance.

www.strategis.ic.gc.ca/epic/internet/incrghpm-gcrpfhp.nsf/en/home

3.9 Canadian Technology Network (CTN) (NRC) –

The CTN gives companies access to a wide range of technology and business assistance services through a cross-country network of advisors. Advisors meet with companies one-on-one to identify technology needs, and help find solutions and opportunities. Each advisor is employed by a Canadian organization known for its technical or business competence. Together, these organizations provide over 11,000 services, areas of expertise, technologies, and research and development opportunities.

<http://ctn-rct.nrc-cnrc.gc.ca/>

3.10 CANTex (IC) – CANTex is a six-year \$76.7 million initiative introduced by the Government of Canada in 2004 to help Canadian textile manufacturing firms become more competitive and ready to exploit new opportunities. It builds on the record of the Canadian Apparel and Textile Industries Program (CATIP), which has funded 394 projects to help apparel and textile companies enhance productivity, lower costs, improve efficiency, and find new markets for their products.

www.strategis.ic.gc.ca/cpt

3.11 CAPC Innovation Working Group (IC) –

The objectives of the Innovation Working Group are to continue to foster automotive sector innovation through a globally competitive business environment, that encourages industry-relevant research, process and product development activities, and the commercialization of ideas to maintain and create high value added jobs, and wealth in Canada.

3.12 Communications Research Centre (CRC) Canada (IC) –

The CRC assists Canadian high-tech firms and new technology start-ups by providing access to CRC technologies, research expertise, laboratories and a full range of support activities. www.crc.ca/

3.13 Enhanced Representation Initiative (ERI) (ITCan) – Introduced in September 2003, the ERI is a partnership of federal departments and agencies. They are working together to strategically advance Canada-U.S. relations in order to better promote and defend Canadian political and trade interests in our largest trade market. The ERI calls for 20 new honorary consuls to be appointed in cities where Canada currently has no representation, including Portland (Maine), Pittsburgh, New Orleans, Memphis, Omaha, Cleveland, Portland (Oregon), and Richmond. ERI partners include International Trade Canada, Agriculture and Agri-Food Canada, Foreign Affairs Canada, the Atlantic Canada Opportunities Agency, Canada Economic Development for Quebec Regions, Industry Canada, the National Research Council and Western Economic Diversification Canada.

http://www.tbs-sct.gc.ca/rma/epi-ibdrp/hrdb-rhbd/eri-ireu/description_e.asp



3.14 Expert Panel on Commercialization (IC) – Industry Canada has created a panel of experts to advise the Government of Canada on how to ensure more new technologies and products make their way to the marketplace to benefit all Canadians. The Government of Canada, through this panel, will identify new strategies to ensure Canada improves its commercialization performance in the years to come. The panel will provide advice on:

- * how to simplify and encourage the introduction of new processes and products into the marketplace while protecting the public interest;
- * how to exploit the potential of new knowledge and technologies, generated using public funds, to develop practical applications and innovations for the benefit of industry and ordinary Canadians; and
- * whether Canada has the right environment for commercialization, that is, available risk capital, skills, infrastructure and security of intellectual property.

www.strategis.ic.gc.ca/epic/internet/inepc-gdc.nsf/en/home

3.15 Health Technology Exchange (HTX) (supported in part by IC and the NRC) – The HTX aims to produce the following results for Ontario:

- * Support for relevant research and development;
- * Greater capitalization of publicly funded research to create more market-focused, innovative medical and assistive technology products that have been validated by the effective utilization of technology evaluation, appraisal and assessment;
- * Start up companies that are better funded and better financed, capable of negotiating global marketing partnerships, and attracting investment and research collaborations; and
- * An enhanced SME base, creating export-ready products and companies, and ultimately, more high-growth international marketing companies.

The acceleration of cluster growth will increase the commercialization of publicly funded research, create more jobs in the knowledge-based economy and increase export sales. Successful clusters in other jurisdictions have shown the critical importance of developing receptor capacity, not only to commercialize research from within the sector, but also to attract research and start-up companies from other jurisdictions. www.htx.ca/htx/Index.aspx

3.16 IDEA-SME (Canada Economic Development for Quebec Regions – CED-Q) – The program assists Quebec SMEs in increasing their business opportunities and thus enables them to contribute to the regional development potential. Financial assistance may be available for projects in innovation; research and development and design; export market development; entrepreneurship initiatives that enhance the business climate.

www.dec-ced.gc.ca/asp/ProgrammesServices/idee_pme.asp?LANG=EN

3.17 Industrial and Regional Benefits (IRB) Policy (IC) – The IRB Policy provides the framework for using federal defence and security procurement, as a lever to promote industrial and regional development throughout Canada. The IRB Policy requires that prime contractors on major defence procurements make investments in the Canadian economy, in an amount equal to the value of the contracts they have won. Prime contractors identify business opportunities in Canada that make good business sense to them. Experience has shown that the Canadian IRB Policy is a good catalyst in exposing large defence companies to the capabilities of small and medium-sized Canadian businesses. Often, the business relationship that is established lasts well beyond the IRB obligation. Industry Canada is responsible for administration of the IRB Policy and has produced a guide in response to requests for information. www.irb-rir.gc.ca



3.18 Industrial Research Assistance Program (IRAP) (NRC) – IRAP provides professional advice and technical assistance to incorporated businesses with 500 or fewer employees. Key activities include:

- * **Advisory services** – For example, literature and patent searches, referrals to other programs and services, expertise searches, diagnostic services;
- * **Financial support for research and development** – IRAP may fund up to 50% of certain project development costs, from \$5,000 to \$350,000;
- * **Youth Initiative** – IRAP has two internship programs: the *Science and Technology Internship Program*, and the *Science Collaborative Research Internship Program*. Both support high-tech enterprises to hire recent university and college graduates for six-month internships; and
- * **Sustainable development** – IRAP's 260 Industrial Technology Advisors can provide information and assistance to companies wanting to include environmentally sound techniques in their new products, processes or services. <http://irap-pari.nrc-cnrc.gc.ca/>

3.19 Innovation and Skills Development Initiative (ISDI) – See 2.11.

3.20 Matching Investment Initiative (MII) (AAFC) – This is a way to increase collaborative research activity between the private sector and Agriculture and Agri-Food Canada. Under the Matching Investment Initiative, the Department can match up to one-for-one industry R&D contributions to collaborative research projects. This helps stretch industry's research dollar and, at the same time, helps ensure that the Department's research priorities accurately reflect the sector's real needs. The initiative, by involving industry research investors directly, also helps speed up the process of transferring new technology to the private sector. http://res2.agr.gc.ca/indust/mii/index_e.htm

3.21 National Aerospace and Defence Strategic Framework (NADSF) – See 1.7.

3.22 National Research Council (NRC) – Many NRC institutes operate significant research programs to develop new design and manufacturing technologies, codes and standards, and industrial partnership facilities to develop collaborative partnerships with industry, and to incubate new companies. NRC spearheads clustering and regional innovation programs, and fosters global reach through international conferences, workshops and seminars. www.nrc-cnrc.gc.ca/



3.23 Natural Sciences and Engineering Research Council (NSERC) – See 2.18.

3.24 Networks of Centres of Excellence (NCE) Program – See 2.19.

3.25 Regional Strategic Innovation Program (RSI) (CED-Q) – The objectives of this program are to strengthen the competitiveness of industrial sectors, and encourage economic diversification and the revitalization of rural and native communities at risk of decline.

www.dec-ced.gc.ca/asp/ProgrammesServices/irs_LLL.asp?LANG=EN



3.26 Sector Sustainability Tables (SSTs) (Environment Canada – EC) – SSTs are forums that bring together representatives from government, industry (from across the value chain), non-governmental organizations, labour and Aboriginal groups. The goal of the tables is to develop priorities and recommendations on how to achieve the highest level of environmental quality, and thereby improve the quality of life for all Canadians in three areas: by enhancing our health and well-being, preserving our natural environment, and advancing our long-term mining competitiveness. The first four sectors to be addressed by the tables are: chemicals, energy, forests and mining. The tables will look at the entire value chain, which in some cases will include manufacturing and exporting. SSTs embody the three key characteristics of smart regulations, by supporting:

- * the collaborative development of regulations and other outcome-oriented agreements;
- * the improvement of the regulatory system to focus on continuous improvement and renewal; and
- * the creation of social, economic and environmental benefits.

www.regulation.gc.ca/default.asp?Language=E&Page=report1&Doc=rap06_14_e.htm

3.27 SourceCAN (supported in part by IC, Canadian Commercial Corporation – CCC, Team Canada Inc. and Canada Business) – SourceCAN is a free e-marketplace that matches Canadian products and services with thousands of business opportunities posted by domestic and foreign corporations, and governments. SourceCAN provides key support to Canadian business in the global marketplace. SourceCAN has received extensive support from industry sectors, other government departments, the provinces and private sector organizations. Through its vast network of alliances and partnerships, SourceCAN is working to provide all Canadians with an open and fair marketplace, while maintaining low cost and equal accessibility. The key features of SourceCAN include:

- * A comprehensive and up-to-date database listing Canadian business capabilities for foreign firms;
- * International tender/bid matching system, through which Canadian SMEs can source bids;
- * Multiple international and domestic business opportunity feeds;
- * Global and Domestic Partner Matching service that enables foreign firms to pursue strategic relationships with Canadian companies;
- * Business news, resources, information and helpful links;
- * A Virtual Trade Show (VTS) marketing tool; and
- * A missions and events database.

The main SourceCAN advantages include:

- * An open global trading community that enables suppliers, particularly SMEs, to interact electronically with buyers in any location;
- * Substantially lower administrative costs in purchasing tenders;
- * Cost-effective way for businesses to deal with government;
- * Effective use of the Internet for sourcing supplies; and
- * A connected international trading community.

An effective way to promote Canadian e-commerce and make Canadian businesses more competitive in the global marketplace. www.SourceCAN.com

3.28 Technology Partnerships Canada (TPC) – See 1.9.



3.29 Trade Commissioner Service (ITCan) – The Trade Commissioner Service helps companies that have researched and selected their target markets, and can demonstrate their commitment to succeeding in the global marketplace. Services offered by the 140 Trade Commissioner service offices abroad include:

- * market prospecting;
- * key contact searches;
- * visit information;
- * face-to-face briefings;
- * local company information; and
- * trouble-shooting.

www.infoexport.gc.ca/

3.30 Transportation Development Centre (TDC) (Transport Canada – TC) – TDC is Transport Canada's research organization. It manages an R&D program that covers all transportation modes – air, marine, road, and rail – as well as the transportation of dangerous goods, accessibility, human factors, and intelligent transportation systems. www.tc.gc.ca/tdc/menu.htm

3.31 Value Chain Round Tables (VCRT) – See 1.11.

4.0 International Business Development

Canadian businesses must have the capacity to operate on a global scale.

4.1 Atlantic Trade and Investment Partnership (ATIP) – See 1.2.

4.2 Border Infrastructure Fund (BIF) (Infrastructure Canada) – BIF is a \$600-million fund that will support the initiatives in the *Smart Borders Action Plan* by reducing border congestion and expanding infrastructure capacity over the medium term. Most of the funding available through the BIF will be invested in the busiest crossings: Windsor, Sarnia, Niagara Falls and Fort Erie in Ontario; Douglas, British Columbia; and Lacolle, Quebec. Funding will also be available to address capacity and congestion problems at other crossings. www.infrastructure.gc.ca/bif/index_e.shtml

4.3 Business Development Program (BDP) – See 2.4.

4.4 Canada Business Network – Canada Business simplifies access to government programs, services and compliance requirements for the business community. The Canadian constitution assigns jurisdiction for a wide variety of issues to the federal or provincial/territorial levels of government, but the result can be a complex jumble of mandates causing frustration. Entrepreneurs want straight answers from a single, helpful source. The Canada Business Network addresses this need through a single-window information service delivered across multiple channels. www.canadabusiness.gc.ca

4.5 Canada Nova Scotia Innovation Team (ACOA) – This Team was formed in the fall of 2002 following the launch of Canada's Innovation Strategy and the release of the framework titled *Innovative Nova Scotia* by the provincial government. The purpose of the Team is to lead a coordinated approach to innovation in Nova Scotia by providing a forum for communication and the exchange of policies and research; identifying common priorities where a collaborative effort and joint work is beneficial; and developing and implementing action plans.



4.6 Canadian Commercial Corporation (CCC) – The CCC is governed by its enacting legislation, the 1946 *Canadian Commercial Corporation Act*, which outlines CCC's broad mandate: to assist the development of trade between Canada and other nations, and to assist persons in Canada to dispose of goods and commodities that are available for export from Canada. The legislation also provides CCC with a broad range of powers including, exporting goods and



commodities from Canada, either as principal or as agent, in such a manner and to such extent as it deems advisable. As Canada's export contracting agency, CCC acts primarily as an international prime contractor, facilitating export transactions on behalf of Canadian exporters. CCC's added value to Canadian exporters is based on 'three Cs': credibility, confidence, and contracts. CCC builds confidence in Canadian exports, by giving them the *credibility* of a Government guarantee of contract performance that opens doors, and leads to *contracts* with improved terms. As a result, since its inception, CCC has helped thousands of companies across Canada close export deals worth more than \$30 billion, and has facilitated sales to foreign governments and private sector buyers in more than 100 countries.

CCC plays a broad role in the Government of Canada's public policy agenda. It gives Canadian businesses access to international opportunities, facilitates trade with buyers in other countries — primarily in public-sector markets, and levels the playing field for Canada's exporters. Imperfect competition is often encountered in government procurement markets due to regulatory complexity, internal policies and informal barriers. CCC helps Canadian companies access the US\$5.5 trillion foreign government procurement market, and win contracts on the best possible terms and conditions. Without the CCC, many of these markets would be inaccessible to Canadian companies. More specifically, CCC's ability to sign a government-to-government contract simplifies decision-making in many countries, and provides a powerful guarantee of contract performance to the buyer.

Historically, the single most important market for CCC has been the United States; CCC contributes significantly to the Government of Canada's priority of working with the United States to address the security needs of both countries. CCC serves as custodian of the 1956 Defence Production Sharing Arrangement (DPSA) between Canada and the United States, which was established to ensure the most effective use of U.S. and Canadian defence-related industrial capabilities. The DPSA is widely recognized as the cornerstone of the North American military industrial base, and has served as the focal point of the bilateral North American Defence Industrial Base Organization, now the North American Technology and Industrial Base Organization. Accordingly, CCC acts as Canada's contracting instrument in supporting the procurement needs of the U.S. Department of Defense and many U.S. prime contractors. In times of crisis or conflict, such as the 1990-91 Persian Gulf Crisis, CCC is called upon to support the industrial mobilization of Canadian sources of supply in keeping with Canada's obligations to the United States under the DPSA.

www.ccc.ca/index.html



4.7 CAPC Regulatory Harmonization Working Group (IC) – The objectives of this group are to work towards the harmonization of automotive regulations in three areas:

- * Products – a product environment that respects self-certification to one set of regulatory requirements across North America, and across the globe in the longer term, and satisfies societal needs efficiently;
- * Within Canada – one set of globally competitive manufacturing and vehicle in-use requirements across all jurisdictions in Canada; and
- * Overall recommendation – a formal harmonization policy with clear statements that is recognized across government departments with responsibility for the automotive sector.

http://capcinfo.ca/english/wgs/wg-gdt_rh-hr.html

4.8 CAPC Trade Infrastructure Working Group (IC) – The objectives of this group are to work towards the development of an emergency/contingency plan for the automotive industry for the transportation of goods and services, the coordination or harmonization of trade and security objectives on a binational basis, and the review of alternate forms of transportation to ensure automotive interests are coordinated/harmonized with government objectives.

http://capcinfo.ca/english/wgs/wg-gdt_ti-ic.html

4.9 Community Futures (CF) (IC) – Originally, CF focused on helping communities overcome job loss through displacement or relocation of a public facility. Under its current mandate, there are two components. Community Futures Corporations (CFCs) help local business diversify, thereby stabilizing the employment base for the community. It offers loans administered by a local board, offers advice, and facilitates access to other programs. Community Futures Development Corporations (CFDCs) provide their communities with a variety of services including business development loans, technical support, training and information. CFDCs are also involved in a wide array of community initiatives, including strategic planning processes, research and feasibility studies, and the implementation of many community economic development projects.

4.10 Community Investment Support Program (CISP) (ITCan) – CISP assists Canadian communities in building the capacity to attract, retain and expand employment-creating foreign direct investment (FDI). The program provides up to 50% of FDI related eligible costs. The program supports initiatives that encourage investment and help communities deal more effectively with investors. CISP helps communities develop business cases, plan and execute promotional initiatives, and build capacity and the necessary investment attraction experience. Funds are provided for two categories: Capacity Building, which provides \$1,000 to \$50,000 to communities that need to prepare for investment-related promotions; and Strategy, Planning and Implementation, which provides \$20,000 to \$300,000 to communities that have completed basic research and are prepared to identify targets, develop a strategy and/or produce promotional tools. www.investincanada.gc.ca/en/984/Supporting_Canadas_Municipalities.html

4.11 Emerging Market Strategy (EMS) (ITCan) – In looking beyond current trade relations to secure Canada's future prosperity and economic security, Canada recognizes that expanding trade and investment in new markets presents challenges and opportunities for both Canada and its trading partners. Canada considers trade to be an essential component of an integrated and comprehensive approach to sustainable global growth. Canadians from all walks of life are invited to contribute their views, experience and expertise to the ongoing dialogue on how Canada can help Canadian businesses establish themselves within emerging markets and global value chains, and how Canada

can ensure its overall commitment to sustainable development. The Canadian business community is encouraged to use this process to discuss and further develop its business plans to address the opportunities presented by emerging markets. www.itcan-cican.gc.ca/em_back-en.asp

4.12 Enhanced Representation Initiative (ERI) – See 3.13.

4.13 ExportUSA (ITCan) – ExportUSA consists of three programs: NEBS, EXTUS and Reverse NEBS, (see below for program descriptions), which support the government's initiative to increase the number of active exporters to the United States. Since 1984, over 21,000 Canadian companies have participated in these export programs. In today's global economy, Canadian companies are encouraged to consider the U.S. as a natural extension of their domestic markets. NAFTA provides vast trade opportunities, and the U.S. serves as an ideal springboard to emerging markets worldwide.

NEBS, the New Exporters to Border States program, provides information on exporting for Canadian companies considering exporting to the U.S. NEBS introduces the essentials of exporting, including practical export information and first-hand exposure to U.S. markets.

EXTUS, the Exporters to the United States program (formerly known as NEBS Plus), serves Canadian companies already exporting to the U.S. by offering sessions with industry experts; entry to a major national/regional trade show; and a opportunity to network with distributors, representatives and buyers. EXTUS focuses on expanding the markets of successful exporters to other regions of the United States.

The Reverse NEBS program, which serves Canadian companies not yet exporting to the U.S., provides seminars in Canada covering the essentials of exporting.

The three programs may vary by Canadian province or region in the U.S., depending on the location, the industry sector and the interests of the participants. The program may include the following components:

- * information on exporting and export services/briefings on border procedures, presentations by U.S. manufacturers' representatives, sales agents, distributors or buyers, briefings by industry experts and overview of regional U.S. markets, and distribution of exporter's information guide (NEBS/EXTUS only);
- * travel to one of our Canadian Consulates in the United States to meet with Canadian Consulate trade officers, networking opportunities with potential agents or distributors, and a visit to a trade show and/or meetings with local wholesalers/retailers.

<http://www.infoexport.gc.ca/ie-en/DisplayDocument.jsp?did=5272&gid=538>

4.14 Foreign Investment Promotion and Protection Agreement (FIPA) (ITCan) – FIPAs are bilateral agreements aimed at protecting and promoting foreign investment through legally binding rights and obligations. FIPAs set out the respective rights and obligations of the countries that are signatories to the treaty with respect to the treatment of foreign investment. Typically, there are agreed exceptions to the obligations. FIPAs seek to ensure that foreign investors will not be treated worse than similarly situated domestic investors or other foreign investors; will not have their investments expropriated without prompt and adequate compensation; and will not be subject to treatment lower than the minimum standard established in customary international law. As well, in most circumstances, investors should be free to invest capital and repatriate their investments and returns. Canada began negotiating FIPAs in 1989 to secure



investment liberalization and protection commitments on the basis of a model agreement developed under the auspices of the Organization for Economic Cooperation and Development (OECD). In 2003, Canada updated its FIPA model to reflect its experience with the implementation and operation of the investment chapter of the NAFTA. The principal objectives of the update were: to enhance clarity in the substantive obligations; to maximize openness and transparency in the dispute settlement process; and to discipline and improve efficiency in the dispute settlement procedures. Canada also sought to enhance transparency in the listing of reservations and exceptions from the substantive disciplines of the Agreement. www.dfait-maeci.gc.ca/tna-nac/fipa-en.asp

4.15 Health Technology Exchange (HTX) – See 3.15.

4.16 IDEA-SME – See 3.16.

4.17 NAFTA Working Groups and Committees (ITCan and Finance Canada) – Under the auspices of the NAFTA, over 30 Working Groups, Committees and other subsidiary bodies have been established to facilitate trade and investment, and to ensure the effective implementation and administration of the Agreement. This work is being undertaken in areas including trade in goods, rules of origin, customs, agricultural trade and subsidies, standards, government procurement, investment and services, cross-border movement of business people, and alternative dispute resolution. The NAFTA Working Groups and Committees also help to smooth the implementation of the Agreement, and provide forums to explore further liberalizing trade between members. For example, under the auspices of the Committee on Trade in Goods, two rounds of accelerated tariff removals were completed. The NAFTA Working Groups and Committees also provide an apolitical arena to discuss issues, which, by allowing early dialogue on contentious points, may result in the possible avoidance of disputes. www.dfait-maeci.gc.ca/nafta-alena/nafta5_section05-en.asp

4.18 National Aerospace and Defence Strategic Framework (NADSF) – See 1.7.

4.19 Program for Export Market Development for Associations (PEMD-Associations) (ITCan) – This program is a vital component of the Government of Canada's international business development strategy, and is aimed at national sectoral trade or industry associations with international business development mandates. To meet its objective to increase export sales of Canadian goods and services, PEMD shares the costs of generic business development activities that associations normally could not or would not undertake alone, thereby reducing the risks involved in entering a foreign market. This assistance is non-repayable. www.dfait-maeci.gc.ca/pemd/menu-en.asp

4.20 Security and Prosperity Partnership (SPP) of North America – The leaders of Canada, the U.S. and Mexico announced the Security and Prosperity Partnership (SPP) at a March 23, 2005, meeting in Waco, Texas. In announcing the initiative, the three countries asked their lead ministers to report back within 90 days with work plans to further enhance the security of North America and promote the economic well-being of its citizens. The section entitled *Advancing our Common Prosperity* highlighted the following points:

- * improve productivity through regulatory cooperation to generate growth, while maintaining high standards for health and safety;
- * promote sectoral collaboration in energy, transportation, financial services, technology, and other areas to facilitate business;
- * reduce the costs of trade through the efficient movement of goods and people; and



- * enhance the stewardship of our environment, create a safer and more reliable food supply while facilitating agricultural trade, and protect our people from disease.

The *Report to the Leaders*, released in June 2005, contained a detailed series of actions and recommendations designed to increase North American competitiveness through several initiatives addressing such areas as electronic commerce, liberalization of the rules of origin, textiles and apparel labelling, temporary work entry, border flow analysis, science and technology cooperation, enhancing and streamlining regulatory processes in North America, strengthening intellectual property, the creation of a North American steel strategy and a fully integrated auto sector, and creating a sustainable energy economy for North America. www.fac-aec.gc.ca/spp/spp-menu-en.asp

4.21 SourceCAN – See. 3.27.

4.22 Sustainable Cities Initiative (SCI) (IC) – The SCI is an innovative partnership between the Government of Canada, non-government organizations (NGOs) and the private sector to pursue sustainable economic development in 17 cities across the globe. The SCI's main areas of focus are all priority areas for sustainable urban development: clean water, waste management, clean energy, transportation, housing, capacity-building, urban planning, telecommunications, urban infrastructure projects, and port development. By partnering with cities in developing and emerging economies around the world, the SCI helps cities meet their quality of life and sustainable development objectives. Multi-sectoral and multi-stakeholder city teams (Canadian private sector, government and NGOs) work with local authorities to develop and implement sustainable development plans for a particular city. Led by Industry Canada, the SCI has been a success from the outset, and has proven to be an innovative partnership formula bringing together over 1,500 representatives from the private sector, NGOs, and government (federal, provincial and municipal) from Canada, and a similar number from the 17 SCI partner cities. The Canadian and local partners work together to prepare a roadmap for each city, defining a vision for the future and targeted initiatives to bring about urban sustainability. By showcasing Canada's expertise in sustainable development, technologies and services, the SCI demonstrates the important role the private sector can play in reducing poverty, enhancing quality of life, and promoting the principles of good governance. www.sci.ic.gc.ca

4.23 Team Canada Inc. (TCI) (ITCan) – TCI is a network of federal departments and agencies working with the provinces, territories and other partners to help Canadian businesses prepare for the global marketplace. Its primary goal is to provide companies with information, skills and assistance to help ensure the success of their export ventures. TCI provides a wide range of tools to help companies become export-ready, develop their export potential or expand into new markets. These tools include *Roadmap to Exporting* (available in print, CD-Rom, or online); *Step-by-Step Guide to Exporting*, which walks users through the exporting process; *the Interactive Export Plan*, which helps companies create a customized export plan; and *the Going Global Workshops*, a half-day event offered across Canada, which helps participants develop relevant skills. www.exportsource.ca

4.24 Trade Commissioner Service – See 3.29.

4.25 Trade Team Canada Sectors (TTCS) – See 1.10.



4.26 Trade Team Nova Scotia (TTNS) (ACOA) – This is the regional trade network for Nova Scotia, representing a partnership of government and private sector organizations dedicated to stimulating export activity in Nova Scotia. The partnership provides potential and active exporters with access to various trade-related programs and services. TTNS provides services to assist Nova Scotian companies in four key areas: Export Preparedness to ensure companies have the necessary tools, skills, and resources required when entering foreign markets; Introduce and Expand Markets by encouraging new and active exporters to enter new markets through trade missions, exhibitions and identification of opportunities; Strengthen Performance by supporting exporters to increase productivity, sales, profits, and job creation at home; and Investment Services to attract foreign direct investment through promotion of Nova Scotia abroad. <http://ttns.gov.ns.ca/>

5.0 Business and Financial Services

The changing financial and servicing requirements of manufacturing sector must be met in a cost-effective way.

5.1 Business Development Bank of Canada (BDC) – BDC offers a variety of financial products to support the long-term growth of Canadian businesses in all sectors of the economy, with particular emphasis on knowledge- and export-based industries. Key products include the following:

- * Term Loans: These flexible loans are provided for a wide range of projects, including the acquisition of fixed assets, expansion, and the purchase of existing businesses or of any specialized assets. Term loans are offered at both floating and fixed rates for up to 20 years.
- * Micro-Business Program: It provides two years of follow-up mentoring and continued management support. Term financing is also provided, for up to \$25,000 for new businesses, and up to \$50,000 for existing companies whose business proposals demonstrate potential for growth and strong prospects for success.
- * Venture Loans: They provide quasi-equity financing between \$100,000 and \$1 million to existing businesses with a high-quality management team, a clear market niche, and a good potential for growth. Venture Loans offer flexible repayment terms, and a pricing structure that combines interest payments and royalties on sales.
- * Productivity Plus Loan: With financing of up to 100%, this program is a flexible financial product, designed to help well-established manufacturing companies enhance their productivity by acquiring new or used equipment, provided it is modern. Loans are typically in excess of \$100,000 and can range as high as \$5 million.

www.bdc.ca/flash.asp



5.2 Business Development Program (BDP) – See 2.4.

5.3 Canadian Commercial Corporation (CCC) – See 4.6.

5.4 Canadian Resource Guide to High Performance Manufacturing – See 3.8.



5.5 Export Development Canada (EDC) – EDC is a Crown Corporation that provides trade finance and risk management services to Canadian exporters and investors in up to 200 markets worldwide. Developing markets offer a wealth of opportunities for Canadian exporters and investors, but also involve greater risk. EDC helps exporters assess the long-term potential, and manage the increased complexity and risk. Last year, Canadian businesses concluded \$54.9 billion in export and domestic sales, and investments in markets using EDC trade financing services, up 6% from the previous year. Nearly 90% of EDC’s customers are smaller companies. It has developed a number of programs, many in partnership with other financial institutions, to service the particular needs of exporters. For example, EDC joined forces with Montcap Financial and Accord Business Credit Inc. to launch ExportEase. With this service, exporters can concentrate on developing business leads, while EDC provides administration and risk management support, such as collections and cash management. EDC’s financial services include credit insurance, bonding and guarantees, political risk insurance, direct loans to buyers, and lines of credit in other countries to encourage foreign buyers, to 'buy Canadian'. EDC also provides limited recourse financing arrangements, and joint ventures for projects involving long-term leasing arrangements and equity participation. www.edc.ca/

5.6 Seed Capital Program (ACOA) – The Seed Capital Program provides loans to start, expand or improve a small business, or acquire business skills training. This program is delivered by 41 Community Business Development Corporations in rural Atlantic Canada and urban-based organizations. The Program can provide:

- * up to \$20,000 per applicant in the form of a repayable, unsecured personal loan with flexible interest and repayment terms; and
- * up to \$2,000 per applicant for specialized training and business counselling. www.acoa.ca/e/financial/capital.shtml

5.7 Technology Insertion Road Mapping (TIRM) (IC) – The TIRM is a high impact technology roadmap, performed in an abbreviated timeframe, typically six months. The more conventional roadmap process will be completed in 24 months at a cost of \$200,000 or more, excluding the costs of in-kind government and industry participation. A TIRM may be appropriate if a significant quantity of reference material already exists, and roadmap or roadmap-like activities have already been pursued in Canada or elsewhere. Simply stated, the focus of the TIRM is to define a Technology Implementation Program that will consist of one or more technology insertion projects. The TIRM follows the same process as the more conventional roadmaps, although a number of steps, including consultations, may be streamlined.

www.strategis.ic.gc.ca/epic/internet/intrm-crt.nsf/en/Home

6.0 Infrastructure

The capacity of Canada’s transportation, telecommunications, and energy infrastructure to meet the future requirements of manufacturing and global business must again become a driver of business investment and economic growth.

6.1 Border Infrastructure Fund (BIF) – See 4.2.

6.2 Canada Nova Scotia Infrastructure Program (CNSIP) (ACOA) – The CNSIP is delivered by ACOA in Nova Scotia. It is a \$195 million investment by the Government of Canada, the province of Nova Scotia and other partners, including municipalities, to improve municipal infrastructure in Nova Scotia. Similar agreements exist between the Government of Canada and the other



provinces and territories. The Program's goal is to improve Nova Scotians' quality of life through investments that will: enhance the quality of Nova Scotia's environment; support community infrastructure; and build 21st century infrastructure through best technologies, new approaches and best practices. www.cnsinfrastructurecne.ca/home_e.asp

6.3 CANARIE Inc. – Canada's advanced Internet development organization is a not-for-profit corporation supported by its members, project partners and the Government of Canada. CANARIE's mission is to accelerate Canada's advanced Internet development and use, by facilitating the widespread adoption of faster, more efficient networks, and by enabling the next generation of advanced products, applications and services to run on them. CANARIE has already succeeded in enhancing Canadian R&D Internet speeds by a factor of almost one million since its inception in 1993. The organization has also funded numerous advanced Internet applications projects, providing some 500 companies with the opportunity to achieve business success through innovation. CANARIE also intends to act as a catalyst and to partner with governments, industry and the research community to increase overall IT awareness, to ensure continuing promotion of Canadian technological excellence, and ultimately, to foster long-term productivity and the improvement of living standards. CANARIE's funding programs include the following:

- * Intelligent Infrastructure Program – supports the development of innovative applications that require the CA*net 4 network, particularly as related to Service Oriented Architectures;
- * Advanced Applications – supports the development and diffusion of applications, that require the advanced networking capabilities being developed and implemented as part of the CA*net 4 initiative; and
- * ARIM New Media – supports collaborative projects that focus on areas of advanced networking, such as grid computing, as a means of creating tools to allow the use of new media for cultural expression and experiences.

www.canarie.ca/



6.4 CAPC Trade Infrastructure Working Group
– See 4.8.

6.5 Infrastructure Canada Program (ICP) (Infrastructure Canada) – The ICP, in partnership with provincial, territorial and local governments, First Nations and the private sector, is helping to renew and build infrastructure in rural and urban municipalities across Canada. The ICP's first priority is green municipal infrastructure (i.e. projects that target water and wastewater systems, water management, and solid waste management). Other priorities include local transportation; roads and bridges; affordable housing; telecommunications; and tourist, cultural and recreational facilities.

www.infrastructure.gc.ca/icp/index_e.shtml

6.6 Regional Strategic Innovation Program (RSI) – See 3.25.

6.7 Security and Prosperity Partnership (SPP) of North America – See 4.20.

6.8 SourceCAN – See. 3.27.



6.9 Strategic Highway Infrastructure Program (SHIP) (TC) – The SHIP was created to renew and enhance Canada's highway infrastructure, focusing on projects of national scope. The program will mobilize provincial, territorial, municipal, and private sector partners to address 21st century infrastructure challenges in rural and urban municipalities across Canada. The SHIP focuses not only on highway construction projects, but also on innovative means to maximize the use of existing highway and related ground transportation systems. It has two main components: \$500 million for strategic highway construction improvements on the National Highway System; and \$100 million for national system integration initiatives. The program supports the following long-term national objectives:

- * improve the quality of life for Canadians by promoting safer and more environmentally sustainable transportation;
- * support trade, tourism and investment in Canada;
- * make the Canadian surface transportation system more reliable, efficient, competitive, integrated, and sustainable; and
- * make Canada a leader in the use of innovative transportation and information technologies. www.tc.gc.ca/SHIP/menu.htm

6.10 Strategic Infrastructure Fund (SIF) (Infrastructure Canada) – The SIF program funds infrastructure projects, with an emphasis on partnerships between any combination of municipal, provincial and territorial governments, and the private sector. Each partnership will be governed by specifically tailored arrangements. Investments will be directed to projects of major national and regional significance, and will be made in areas that are vital to sustaining economic growth and supporting an enhanced quality of life for Canadians. The program may invest in five categories of infrastructure:

- * Highway and Railway Infrastructure – Large-scale projects that facilitate the movement of goods and people on Canada's National Highway System, on highways that connect to the National Highway System or on Canada's mainline rail network, for the purposes of increasing the productivity, economic efficiency, and safety of Canada's surface transportation system.
- * Local Transportation Infrastructure – Large-scale projects that facilitate the safe and efficient movement of goods and people, ease congestion, or reduce the emission of greenhouse gases and airborne pollutants.
- * Tourism or Urban Development Infrastructure – Large-scale projects that promote Canada as a leading destination for tourists, or that promote urban development.
- * Water or Sewage Infrastructure – Large-scale projects that provide for safe, clean, and reliable drinking water, or which provide for the environmentally responsible and sustainable treatment of wastewater.
- * Broadband – Large-scale projects that expand broadband networks in Canada. www.infrastructure.gc.ca/csif/index_e.shtml

7.0 A Competitive Business Environment

Canada must become the preferred location in North America for business to locate, invest, manufacture, export from, employ, and grow.

7.1 Business Development Program (BDP) – See 2.4.

7.2 Canada Business Network (CBN) – See 4.4.

7.3 Canada Nova Scotia Business Service Centre (CNSBSC) (ACOA) – It has the same mandate as Canada Business Service Centres. In Nova Scotia, the CNSBSC is managed by ACOA.



7.4 Canada Nova Scotia Innovation Team – See 4.5.

7.5 Canadian Aerospace Partnership (CAP) – See 1.3.

7.6 CAPC Fiscal and Investment Subcommittee (IC) – This Subcommittee, having reviewed the KPMG study entitled *Competitiveness Analysis for North American Investments*, is now preparing for a follow-up action stage. It has a prioritized set of action items, and lead groups have been identified to be accountable for implementing the action items (with support from the full group). The Subcommittee has reviewed its three main initiatives— Support for Investment, Support for Innovation & Technology, and Infrastructure— and has prioritized the action items within each. The top priority on the scorecard, which has the consensus of the Subcommittee, is "Expand, better coordinate, improve flexibility and transparency of Automotive Investment Incentive programs". www.strategis.ic.gc.ca/epic/internet/inauto-auto.nsf/en/am01563e.html

7.7 CAPC Regulatory Harmonization Working Group – See 4.7.

7.8 Community Investment Support Program (CISP) – See 4.10.

7.9 Innovation and Skills Development Initiative (ISDI) – See 2.11.

7.10 Innovative Communities Fund (ICF) (ACOA) – The Fund invests in strategic projects that build the economies of Atlantic Canada's communities. Working in partnership with Atlantic communities, and stakeholders, ICF builds on the strengths of communities, and provides the tools needed to identify opportunities available for their sustainable economic growth. ICF focuses on investments that lead to long-term employment and economic capacity building in rural communities. www.acoa.ca/e/financial/aip/community.shtml



7.11 Investment, Science and Technology Branch (IIT) (ITCan) – IIT assists companies seeking to directly invest in Canada, either as an initial investment or to expand existing Canadian operations. IIT business consultants work with companies to provide information and strategic perspectives on Canadian-based advantages for servicing North American markets, and for obtaining global market mandates. With its direct access to investment counselors in Canadian embassies and consulates around the world, and to investment consultants in federal, provincial and municipal levels throughout Canada, IIT has the capacity to assist companies with their direct investment decisions, from the exploratory phase through to location selection and follow-up. IIT provides this straightforward professional assistance, free of charge and confidentially. Services include economic data for site selection, personal assistance for exploration visits, and guidance on available incentives, regulations, transportation and taxation. For company investors, IIT arranges introductions to a wide variety of government and private sector sources, to suppliers at national and regional levels, to academic and business consultants, and to other resources integral to the company's direct investment decisions. www.investincanada.gc.ca/

7.12 Regional Strategic Innovation Program (RSI) – See 3.25.

7.13 Sector Sustainability Tables (SSTs) – See 3.26.



7.14 Security and Prosperity Partnership (SPP) of North America – See 4.20.

7.15 Smart Regulation (TB) – The federal government established the External Advisory Committee on Smart Regulation in May 2003, but did not give the Committee a deregulation mandate. Smart regulation is both protecting and enabling. It involves using the regulatory system to generate social and environmental benefits, while enhancing the conditions for an innovative economy. The Committee was asked to propose ways to improve and modernize the regulatory system in light of evolving needs, and the demands and challenges of the 21st century, and to identify priority areas for government action. The Committee's mandate, which was based on ensuring benefits for all Canadians, has three elements:

- * to develop a regulatory strategy designed for the 21st century;
- * to identify sectors and areas requiring regulatory reform in order to give Canada a strategic advantage; and
- * to review and provide an external perspective on specific issues identified by departments and stakeholders.

The Committee's report, released in September 2004, included a number of recommendations and observations. On the subject of manufacturing, it noted that the "government should work with stakeholders to develop an inventory of regulatory differences, in particular between Canada and the U.S., and align regulatory requirements in cases where differences are not warranted. In addition, Canada should develop a comprehensive automotive policy framework in order to coordinate domestic automotive regulatory roles and objectives". The Committee further recommended that the following nine initiatives be used to "kick start" the government's implementation of Smart Regulation. These nine initiatives constitute a short-term action plan to be initiated and implemented within the next 18 months, to the greatest extent possible: transitioning to smart regulation; developing a regulatory policy for the 21st century; supporting a learning regulatory community; developing a multistakeholder "swat team"; simplifying the environmental assessment process; improving federal-provincial-territorial cooperation; addressing regulatory gaps in First Nations communities; reducing small regulatory differences between Canada and the U.S.; and enhancing access to the federal government.

<http://www.pco-bcp.gc.ca/smartreg-regint/en/08/sum.html>

7.16 Trade Team Nova Scotia (TTNS) – See 4.26.



Inventory of Programs and Activities by Department/Organization

1.0 Federal Departments

1.1 Agriculture and Agri-Food Canada (AAFC)

- * Agricultural Policy Framework (APF)
- * Matching Investment Initiative (MII)
- * Value Chain Round Tables (VCRT)

1.2 Atlantic Canada Opportunities Agency (ACOA)

- * Atlantic Innovation Fund (AIF)
- * Atlantic Trade and Investment Partnership (ATIP)
- * Business Development Program (BDP)
- * Canada Nova Scotia Business Service Centre (CNSBSC)
- * Canada Nova Scotia Infrastructure Program (CNSIP)
- * Canada Nova Scotia Innovation Team
- * Innovation and Skills Development Initiative (ISDI)
- * Innovative Communities Fund (ICF)
- * Seed Capital Program
- * Trade Team Nova Scotia (TTNS)

1.3 Canada Economic Development for Quebec Regions – CED-Q

- * IDEA-SME
- * Regional Strategic Innovation Program (RSI)

1.4 Citizenship and Immigration Canada (CIC)

- * Temporary Foreign Worker Program (TFWP) (with HRSDC)

1.5 Environment Canada (EC)

- * Sector Sustainability Tables (SSTs)

1.6 Finance Canada

- * NAFTA Working Groups and Committees (with ITCan)

1.7 Human Resources and Skills Development Canada (HRSDC)

- * Campus WorkLink
- * Canadian Apprenticeship Forum (CAF)
- * Canadian Aviation Maintenance Council (CAMC)
- * CAPC Human Resources Development Working Group
- * Foreign Credential Recognition (FCR) Program
- * Internationally Trained Workers Initiative
- * Inter-provincial Standards (Red Seal) Program
- * Labour Market Information (LMI)
- * Sector Council Program (SCP)
- * Sectoral Career Focus Program
- * Self-Employment Benefits (SEB) Program
- * Targeted Wage Subsidies
- * Temporary Foreign Worker Program (TFWP) (with CIC)
- * Trades and Apprenticeship Strategy (TAS)
- * Training Centre Infrastructure Funding (TCIF) Pilot Program
- * Workplace Partners Panel
- * Workplace Skills Strategy

1.8 Industry Canada (IC)

- * Canadian Aerospace Partnership (CAP)
- * Canadian Automotive Partnership Council (CAPC)
- * Canadian Best Practices and Success Stories – High Performance Manufacturing



- * Canadian Innovation Centre (CIC) (partners include ACOA and the Canadian Business Network)
- * Canadian Resource Guide to High Performance Manufacturing
- * Canadian Technology Network (CTN) (NRC)
- * CANtex
- * CAPC Fiscal and Investment Subcommittee
- * CAPC Human Resources Development Working Group
- * CAPC Innovation Working Group
- * CAPC Regulatory Harmonization Working Group
- * CAPC Trade Infrastructure Working Group
- * Communications Research Centre (CRC) Canada
- * Community Futures (CF)
- * Expert Panel on Commercialization
- * Health Technology Exchange (HTX) (supported in part by IC and the NRC)
- * Industrial Research Assistance Program (IRAP) (NRC)
- * Industrial and Regional Benefits (IRB) Policy
- * Managing for Business Success
- * National Aerospace and Defence Strategic Framework (NADSF)
- * National Research Council of Canada (NRC) NRC-Industrial Research Assistance Program; NRC Integrated Manufacturing Technologies Institute (Virtual and Reconfigurable Manufacturing Technologies Centre, Precision and Free-form Fabrication Technologies Centre); NRC Canada Institute for Scientific and Technical Information (NRC-CISTI) (provides access to the latest information in science and technology); NRC Canadian Hydraulics Centre (NRC-CHC); NRC Centre for Surface Transportation Technology (NRC-CSTT); NRC Industrial Materials Institute (NRC-IMI); NRC Institute for Aerospace Research (NRC-IAR) (includes IAR-AMTC); NRC Institute for Chemical Process and Environmental Technology (NRC-ICPET); NRC Institute for Fuel Cell Innovation (NRC-IFCI); NRC Institute for Information Technology (NRC-IIT); NRC Institute for Microstructural Sciences (NRC-IMS); NRC Institute for National Measurement Standards (NRC-INMS); NRC Institute for Research in Construction (NRC-IRC)
- * Natural Sciences and Engineering Research Council (NSERC)
- * Networks of Centres of Excellence (NCE) Program (the Canadian Institutes of Health Research [CIHR], the Natural Sciences and Engineering Research Council of Canada [NSERC] and the Social Sciences and Humanities Research Council of Canada [SSHRC], and IC)
- * SourceCAN (supported in part by IC, the Canadian Commercial Corporation, Team Canada Inc. and Business Canada)
- * Sector Strategies
- * Sustainable Cities Initiative (SCI)
- * Technology Insertion Road Mapping (TIRM)
- * Technology Partnerships Canada (TPC)
- * Trade Team Canada Sectors (TTCS with ITCan)

1.9 Infrastructure Canada

- * Border Infrastructure Fund (BIF)
- * Infrastructure Canada Program (ICP)
- * Strategic Infrastructure Fund (SIF)

1.10 International Trade Canada (ITCan)

- * Community Investment Support Program (CISP)
- * Emerging Market Strategy (EMS)
- * Enhanced Representation Initiative (ERI)
- * Export USA
- * Foreign Investment Promotion and Protection Agreement (FIPA)
- * Investment, Science and Technology Branch (IIT)
- * NAFTA Working Groups and Committees (with Finance Canada)
- * Program for Export Market Development for Associations (PEMD-Associations)
- * Team Canada Inc. (TCI)
- * Trade Commissioner Service
- * Trade Team Canada Sectors (TTCS) (with IC)

**1.11 Natural Resources Canada (NRCan)**

- * Academic User Access Facility
- * Underground Miner Training
- * Canadian Lightweight Materials Research Initiative (CLiMRI)

1.12 Transport Canada (TC)

- * Strategic Highway Infrastructure Program (SHIP)
- * Transportation Development Centre (TDC)

1.13 Treasury Board (TB)

- * Smart Regulation

2.0 Government-Wide or -Supported Initiatives

- * Canadian Foundation for Innovation (CFI)
- * Security and Prosperity Partnership (SPP) of North America

3.0 Special Operating Agencies, Public-Private Partnerships and Other Organizations

- * Business Development Bank of Canada (BDC)
- * Canadian Commercial Corporation (CCC)
- * Canada Business Network (CBN)
- * Canadian Innovation Centre
- * Export Development Canada (EDC)
- * CANARIE Inc.