



The Economist Intelligence Unit (EIU) states that Canada will be the best country in the world to do business between 2004-2008. Why? The EIU cites Canada's openness to foreign trade and capital, high-quality infrastructure and great market opportunities within the North American marketplace.

I N V E S T I N C A N A D A

## CANADA'S WINNING SECRETS

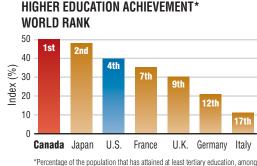




## Mining for Minds? Brains are Our Business.

Canada spends more as a percentage of its GDP dollars on education than any other country in the world. The payoff on that investment - especially in terms of developing sophisticated knowledge workers – has been huge. The Institute for Management Development's 2003 World Competitiveness Yearbook ranks Canada No. 1 in "higher educational achievement." Half of Canadians between the age of 25 to 35 have post-secondary education, either at university, college or technical school.

The IMD yearbook puts Canada first in North America for secondary school enrollment (Canada - 98 per cent; U.S. - 87 per cent; Mexico – 57 per cent). In 2003 an OECD study showed Canadian teens in the top 5 globally in three key skills – math, science and literacy. The United States ranked 18th in math, 14th in science and 15th in literacy.



\*Percentage of the population that has attained at least tertiary education, among 49 countries considered in the IMD World Comnetitiveness Yearhook, 2003

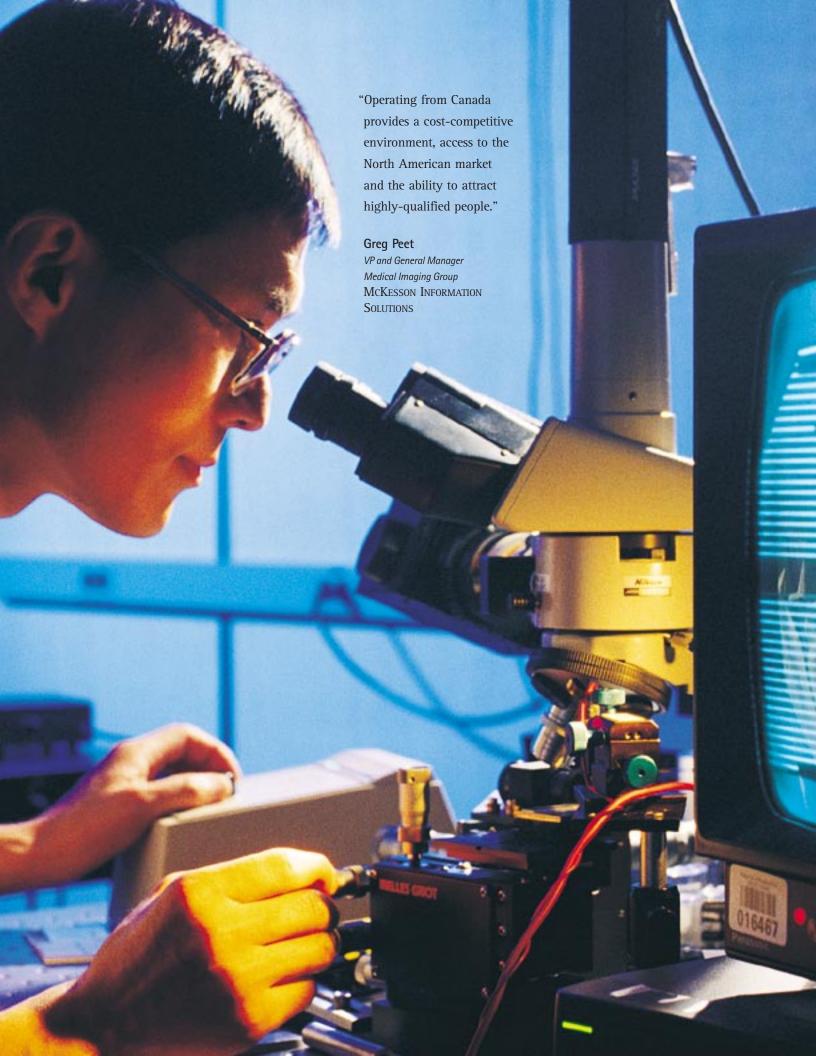
Entrepreneurship and technology are key to Canadian education. Business Week magazine placed three Canadian universities – Queen's, University of Toronto, University of Western Ontario – in the top half-dozen business schools outside the U.S.

\*all WCY rankings cited are for countries exceeding 20 million population.

# And in Canada, More of the Smart Stay Put.

Canada ranks well ahead of other North American countries at welcoming well-educated workers from foreign countries. Combined with our high graduation rate, that means Canada has often had an availability of skilled knowledge workers available at times when there have been shortages in American clusters. Employees tend to change jobs less frequently in Canada than they do in the United States. Lower turnover rates mean higher profits. Canadian workers are good at what they do. They also stick around.





I N V E S T I N C A N A D A

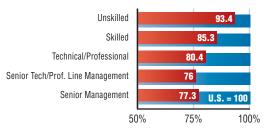


## Good Workers Never Come Cheap. But Some Are More Reasonable Than Others.

Compare the cost of knowledge workers in any Canadian city with those in the Silicon Valley and other high-cost U.S. locations. A 2004 study by KPMG, the well-known international business analysts, found that overall Canadian employee costs were the lowest among 11 developed countries in North America, Europe and Asia-Pacific.

Canada's labour costs averaged nearly 20 per cent lower than comparable American costs for technical and professional workers generally, 24 per cent lower for technical and professional workers at the senior level, and more than 22 per cent lower for senior managers. Why? Canada has the lowest cost of living in

#### SALARY LEVELS RELATIVE TO U.S.



Source: Competitive Alternatives: The CEO's Guide to International Business Costs. KPMG, 2004.

the G7. It also offers a great quality of life. Young Canadians could often earn more elsewhere. But most find that with ever-expanding opportunities in Canada, moving doesn't always make sense.

# Magnetic North Pole Draws Best and Brightest to Canada.

Canada is the fastest place to pull together world-wide research or production teams. For a start, Canada is a multicultural society that welcomes people from other lands. Canada's recent immigration levels have been double those of the U.S., with priority given to high-skill workers. Quality workers settle in Canada permanently.

The Canadian government enables fast track immigration for key employees. In Canada, high tech workers can work without having to acquire special employment validation. Under new regulations, work visas can be produced in days for key workers and their families. Spouses and other partners are permitted to work in Canada. Some good reasons why Canada has traditionally offered up a bountiful supply of skilled workers.







# Perfect Canadian Marriage: Technologies Wed to Skills.

Canada ranked a close second to the United States in 2003 for "Technological Infrastructure," according to the *World Competitive Yearbook*, ahead of Germany and far out front of France, the U.K., and Japan. Although Canada is known for its beauty and raw materials, it is the incredible advances the country has made in technology that has enabled Canada to mesh its economy so perfectly with the U.S. economy, and to win such large shares of U.S. Markets.

Despite the worldwide slump in the information technology sector in the early years of the 21st century, Canada has not been as badly

bruised as most countries by the slowdown. Both Canada and the U.S. recorded explosive ICT growth between 1995 and 2000. Each country showed only a one per cent drop in ICT investment between 2000–2003, with healthy signs for recovery beginning to show in 2004.

## We're Not Just a Pretty Face.

Canada's beauty and abundance of natural resources too often obscure the fact that it is home to one of the most technologically advanced economies in the world. Even Canada's resource sector has become extremely technologically advanced — this sector's exciting productivity gains are one reason that resource exports are still vital to the Canadian economy. But Canada has moved far beyond its resource base to build a dazzling new knowledge economy based on its abundance of knowledge workers and its technological capacity. The U.S. and Canadian telecommunications and automobile industries, for instance, are virtually integrated across the Canada-U.S. border. Cuttingedge American producers recognize Canadian leadership in industries such as fibre optics and biotechnology. These new "industries of the mind" are key to Canada's astounding economic growth.







# Can Canada Be Closer to the U.S. than... the U.S.?

Many Canadian production hubs are actually closer to target U.S. markets than American production sites. Of Canada's 20 largest cities, 17 are within an hour-and-a-half's drive of the United States and many are much closer. Several, like Vancouver, Windsor, and Montreal, are minutes away.

Production locations in Quebec and the industrial heartland of southwestern Ontario are often closer to huge American markets around New York, Boston, and Chicago than are popular American production

hubs like Atlanta, Ga., and Raleigh, N.C. Fast and efficient trucking, rail, ocean shipping and air services link the two countries.

Canada and the United States have signed a pact to work together to create a *Smart Border* to make their ever-growing trade relationship even better. New technologies and infrastructure have been introduced to smooth the way. Commercial border crossings are currently averaging less than ten minutes.

# The NAFTA Advantage: Who Wants to Be an \$11.8 Trillionaire?

The signing of NAFTA integrated the Canadian and U.S. economies for nearly all business purposes. As a result, Canadian-based producers have access to 420 million consumers brandishing a combined GDP of more than US\$11.8 trillion.

Canada's economy has been growing at an astonishing rate. As a result, Canada's 32 million consumers constitute a sizable market in themselves. But it is the voracious U.S. marketplace, home to nearly 300 million people, that gives Canadian-based companies such a huge advantage over countries outside North America. Success in lucrative U.S. markets separate winners from losers in the global marketplace. Canadian-based companies are winning. For many Canadian companies, exporting to America is their primary *raison d'être*.







# Canada is America's No. I Trading Partner – By a Long Shot.

Trade in goods and services between America and Japan – the two economic powerhouses of the late 20th century – remains massive, amounting to US\$600 million American dollars a day. That's impressive. But it doesn't win the cigar. Not by a long shot.

Canada is easily America's largest trading partner. Two-way goods-and-services trade between Canada and the United States was valued at almost *half a trillion* U.S. dollars in 2003, or nearly US\$1.2 billion a day. The United States does more business with Canada than with all the countries of the European Union combined!

# Canada's Exports to the U.S.: The High Value-Added Boom.

High value-added goods now make up the majority of Canada's exports to America. A few examples. Example 1: Canada's province of Ontario now runs neck and neck with America's state

of Michigan in the production of automotive vehicles. Ontario is gaining a reputation for its capabilities in the "intellectual" components of automotive production. Example 2: Canada exports more telecommunications equipment to the United States than it imports. While the export of



commodities to the United States is still important to the Canadian economy, high-tech exports are leading Canada's exports surge to America.





# Canada's Proven Cost Advantages.

Lower-priced skilled workers reflects lower Canadian costs overall in categories as varied as construction, land, rentals, communications, transportation and energy and various taxes. The 2004 KPMG business costs study shows that Canada offers the lowest business costs of the 11 countries surveyed in North America, Europe and Asia-Pacific.

KPMG studied the costs of small and medium-sized industries setting up and operating in manufacturing (metals, plastics, food processing, electronic assembly, precision components, pharmaceuticals, specialty chemicals); software (advanced + content development); R&D (Biomedical and electronics systems); and corporate services. The survey involved 98 cities and 30,000 items of data.

Canada's average production costs proved to be 9 per cent lower than America's and the gap was even wider in knowledge-based areas — a 21 per cent advantage for R&D, for instance, and a 13.1 per cent advantage for software operations. Canada led the pack in aerospace, chemicals, electronics, medical devices, pharmaceuticals, telecommunications, biotechnology R&D, clinical trials, and corporate services. It finished second-lowest in costs for all other categories.

There are obviously places in the world where production costs are lower than they are in Canada. But there is no other place where costs are this low and other advantages – such as availability of first-class knowledge workers, access to low-cost R&D, and easy access to huge markets – are so bountiful.

#### BUSINESS COST INDEX RATINGS (U.S. = 100%)

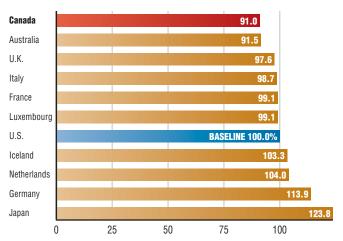
	North America			Europe						Asia Pacific		
Industry/Operation	Canada	U.S.	France	Germany	lceland	Italy	Luxembourg	U.K.	Netherlands	Australia	Japan	
Auto Parts Manufacturing	93.6	100.0	98.9	113.8	102.2	100.5	100.2	97.5	103.2	92.1	129.6	
Aircraft Components Manufacturing	92.9	100.0	99.2	117.1	101.3	100.6	99.9	97.9	104.5	93.5	126.7	
Food Processing	95.3	100.0	98.0	106.3	116.5	99.6	98.5	96.8	99.4	94.7	112.7	
Specialty Chemicals Manufacturing	93.9	100.0	99.9	109.8	100.9	97.0	96.7	98.1	104.2	96.9	114.0	
Plastic Product Manufacturing	93.6	100.0	97.9	114.4	120.1	101.4	99.6	97.4	101.9	91.3	129.1	
Telecom Equipment Manufacturing	95.7	100.0	98.5	105.1	102.3	98.9	98.9	97.2	101.0	96.4	108.6	
Advanced Software Development	86.4	100.0	98.5	108.2	88.4	95.6	95.7	92.9	105.3	84.7	114.4	
Pharmaceutical Production	94.0	100.0	99.6	113.4	99.4	100.4	99.4	97.5	103.2	95.8	120.4	
Medical Device Manufacturing	94.4	100.0	100.3	115.8	100.2	101.2	100.6	98.2	104.9	95.6	124.5	
Clinical Trials Management	77.6	100.0	105.6	131.5	95.5	97.2	94.8	94.0	83.8	85.7	153.3	
Biomedical R&D	83.4	100.0	97.3	115.0	94.8	91.8	100.2	96.6	101.3	88.6	135.9	
Shared Services Center	88.3	100.0	114.3	144.0	121.3	114.6	118.3	116.9	128.4	95.9	162.4	
Metal Machining	93.7	100.0	98.8	114.0	102.7	100.7	100.2	97.4	103.2	92.0	130.5	
Precision Component Manufacturing	91.8	100.0	98.0	124.4	101.6	102.1	99.8	95.9	102.0	91.2	128.6	
Electronics Assembly	93.2	100.0	100.8	115.0	101.9	99.2	100.5	98.7	105.7	95.1	123.7	
Oil & Gas Wellhead Equipment Manufacturing <sup>1</sup>	95.0	100.0	100.0	112.2	98.2	101.6	99.6	100.5	104.9	95.7	119.9	
Electronic Systems Development and Testing	75.3	100.0	86.8	102.2	81.7	82.6	89.4	85.4	90.5	71.7	120.8	
Web and Multimedia Content Development	87.5	100.0	98.4	120.5	93.4	96.3	94.9	97.3	108.6	84.2	128.1	

 $<sup>^{\</sup>star} \ \text{Percentage cost advantage/disadvantage relative to the United States. U.S. cost index is 100 (taken as the baseline)}.$ 

Source: Competitive Alternatives: The CEO's Guide to International Business Costs. KPMG, 2004.



## COMPARISON OF ANNUAL BUSINESS COSTS\* Overall, 12-business operation average (U.S.=100.0)



<sup>\*</sup>Total business costs comprise the sum of location-sensitive costs and location-insensitive costs. Source: Competitive Alternatives: The CEO's Guide to International Business Costs. KPMG, 2004.

<sup>1.</sup> Source: MMK Consulting, authors of the KPMG publication Competitive Alternatives: The CEO's Guide to International Business Costs.



# Quickly – Which Country Woos Corporations With Lower Taxes: Canada or the U.S.?

The Canadian government imposes the lowest burden of payroll taxes in the G7, which naturally lowers our overall effective corporate tax rate. In KPMG's 2004 survey of 11 developed countries in North America, Europe and Asia-Pacific, Canada's effective burden of corporate income

taxes for manufacturing firms ranked nearly 14 per cent lower than the average U.S. rate. The Canadian rate was also lower in service industries. This is not a misprint! By 2008, Canadian-based firms are expected to average a corporate tax advantage of more than 3 percentage points over U.S.-based firms. Just one reason why the 2003 *World Competitiveness Yearbook* ranked Canada third globally for overall competitiveness. Canada has become one great place for entrepreneurs to reach around the world.

# CORPORATE INCOME TAX RATES (including capital tax equivalents) 50% 45% 40% 30% 2000 2001 2002 2003 2004

Source: Department of Finance

# Foreign Investment: The Welcome Mat is Out.

Foreign companies almost always create jobs and import new technologies when they set up or expand in Canada. Canada welcomes this type of foreign investment. In fact, it goes looking for it. The kind of red tape that sometimes delayed outside investors in earlier years has been eliminated. Canada is tied for world leadership fewest procedures needed to start a business, according to a World Bank study released in 2003. Canada requires only two simple steps for startups, compared to as many as 20 needed in some of the countries studied. In Canada, it takes a day to incorporate a company and two days to register for the goods and services tax. That's it. Canada is open for business.





# Quality R&D – Canada's Big Bargain

A comprehensive 2003 survey comparing R&D tax incentives in various countries gave Canada an 18 per cent cost advantage over the United States in R&D. Canada offers the most generous R&D incentives in the G7, with full deductibility of both current and capital expenditures and generous investment tax credits that are based on R&D volume – not just incremental expenditures.

KPMG's 2004 CEO's Guide to Business Costs demonstrated Canada's corporate tax rates on R&D to be by far the lowest in any of the 11 countries surveyed.

Canadian subsidiaries are eligible for tax incentives on R&D done under contract for foreign parent companies. The Canadian government has invested more than \$3 billion in recent years to ensure that the country's universities, hospitals and other research institutions can pursue leading-edge research and train top-notch graduates.

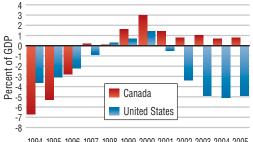
## Economic Stability Is Good for Business. Meet Canada, the Fiscal Rock.

The Institute for Management Development rated Canada the best fiscally-managed country in the G7 in 2003. In fact Canada has been the only G7 country running surplus budgets in recent years. The 2004 Canadian budget provided for the country's 7th straight surplus - the longest stretch of surpluses since Canada became a country in 1867.

Canada's debt-to-GDP radio has declined from 68 per cent in 1995-96 to 42 per cent in 2003-2004, with a government commitment to reduce it to 25 per cent over the next decade.

Over the past five years, Canada's inflation rate has outdone the United States by recording an inflation rate of just 2.2 per cent. Moody's and Standard and Poor's agree: Canada rates the best, their coveted Triple-A.

#### TOTAL GOVERNMENT SURPLUS\*



1994 1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 2005

Source: OECD Economic Outlook. December 2003



<sup>\*</sup>Includes federal, provincial/state and local.





# We Canadians Are Far Too Modest to Brag About This. But...

We Canadians think of ourselves as being pretty exciting people, but we confess to being fond of living in a clean, safe, and civil society. Current management theory suggests that civility can be as important to firms as their competitive juices. Businesses operate best where team play comes naturally.

Canada has the lowest G7 cost of living, and it leads the G7 as a safe place to live and do business. And Canada is also one of the most reliable places anywhere to do business. In a survey of 90 countries, the *Economist* ranked Canada third to Finland and Sweden for honesty and reliability in business dealings.

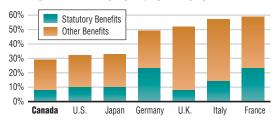
So we're civil. But, hey, we're also a heck of a lot of fun. Recreational and cultural facilities abound. People come here from everywhere — and stay. Think about it.

# Canada's Health Care System – Healthy Workers, Healthy Profits.

Canada's national health care system benefits business in two ways. It helps maintain a healthy work force, and it drastically reduces employee benefit costs. In 2004, KPMG studied the comparative cost of statutory benefits plus other employer-sponsored plans. This critical combination of costs was lower in Canada than any other G7 country.

In 2003 DaimlerChrysler Canada Inc., Ford Motor Company of Canada, and the Canadian Auto Workers Union combined to make a joint statement stating that GM saves about US\$450 per vehicle on health care for Canadian workers over U.S. workers, representing about half the cost advantage the company realizes by assembling in Canada.

#### **EMPLOYEE BENEFITS AS A % OF WAGES**



Source: Competitive Alternatives: The CEO's Guide to International Business Costs. KPMG, 2004.





I N V E S T I I N C A N A D A



# Canada's Financial Institutions: Banks You Can Bank On.

According to Moody's Financial Strength Ratings, Canadian banks stand first among G7 countries in creditworthiness. Canada's other financial institutions are equally impressive, offering investment opportunities that are both lucrative and safe. Canada's well-regulated financial institutions — banks, trust companies, cooperatives, insurance companies and stock exchanges — have demonstrated a stability and competitiveness that has made their services popular around the world. The sector has become one of Canada's major export earners since world-wide liberalization of financial regulations.

Canada's Export Development Corporation (EDC) provides trade finance and risk management services to Canadian exporters and foreign investors, including loans to foreign buyers, accounts receivable insurance to protect against non-payment, as well as other types of financing products. EDC supported nearly US\$40 billion in foreign sales in 2003.

# Lawyers Love Courtrooms: Entrepreneurs Don't.

Corporations face far lower threats of law suits and other legal costs in Canada than in the United States. The 1999 *Global Competitiveness Report* ranked the United States highest and Canada second-lowest of all countries surveyed for litigation costs based on duration of process and attorneys' fees. While that category has not been measured since, the litigation cost gap between the two countries remains significant. Both countries have healthy judicial systems, but Canadians have tended to be less litigious and court awards far lower. Canadian lawyers do not sue on commission.





I N V E S T I I N C A N A D A



# Wired or Wireless, Canada Connects.

Canadians use the Internet more than any other nationality, and Canada boasts the highest-speed research network in the world. CANARIE, Canada's advanced internet development organization, built and operates CA\*Net4, the longest, fastest and most advanced fibre-optic research and education network in the world.

Government, industry and educational institutions use it to test advanced internet applications, such as distance learning, telemedicine, bioinformatics, virtual reality modelling and real-time multimedia streaming, often in collaboration with foreign research and education networks.

Canada's Broadband Applications and Demonstration Laboratory helps develop integrated communications systems comprising fibre optics, satellite communications and radio. It allows for the demonstration and testing of new broadband applications and services through a variety of telecommunications networks across Canada and around the world.

## Telecom Smarts Make Vast Canada Dynamic Canada.

Canadians are great innovators and producers of telecommunications and software equipment. Canada's traditional strengths in public network equipment (such as high capacity broadband switches and network management applications) have been augmented by emerging capabilities in enterprise equipment (including DWDM and ATM), and optical and wireless equipment manufacturing. Canada has also become globally competitive in SONET and DWDM technology, particularly in relation to network management and testing equipment.

Well-known Canadian-based communications equipment suppliers like Nortel, JDS Uniphase, Alcatel and Mitel have taken advantage of Canada's proven cost advantage over the U.S. in the production of telecommunications equipment. Canada not only provides the supportive infrastructure and business environment that encourages such production, but also the cadre of competitive microelectronics, network design, component and subsystem suppliers.





T N V F S T T N C A N A D A



# Canada: Never Has a Country Been Blessed With So Much Energy.

Canada's human energy is matched by the county's natural energy. A bounty of energy resources support the country's growing industrial success. The 2004 KPMG survey of business costs in North America, Europe and Asia-Pacific found that annual electricity costs for a typical manufacturer are more than 22 per cent lower in Canada than the United States.

Energy demands technology. Canadians are leading innovators at designing systems that generate and distribute power, and is home to some of the largest and most complex electrical projects in the world, including James Bay and Niagara Falls. The industry has developed niche solutions in areas such as shortening lead times, standardizing products, making product offerings more flexible and strengthening support services.

## They Come, They See, They Expand.

Foreign direct investment in Canada has more than doubled since 1990. Much of the new investment has come from the United States, where entrepreneurs can observe Canadian advantages close at hand. In 2002, just under two-thirds of foreign direct investment in Canada came from the United States. American investors see us up close, and like what they see. But new investors are coming from all over the world. A few examples:

- In 1990, Ericsson Communications gave its Canadian division the firm's world R&D mandate in response to generous Canadian R&D tax writeoffs and a great network of first-rate universities. That mandate created 205 jobs. More than a decade later, the job total exceeds 1,700.
- Honda Motors set up in Canada in the 1980s with a \$350 million investment, creating 1,500 jobs. That investment has grown to \$1.8 billion. Honda now employs more than 4,300 Canadians.







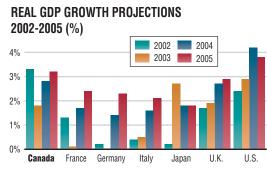
# Canada's Tech-Based GDP Boom – Even a Global Slowdown Won't Stop It.

In the past seven years — despite world economic slowdowns — Canada's Real GDP has grown in every quarter except two. That's twenty-six growth quarters, compared to two small declines. No wonder the Institute for Management Development scored Canada 3rd internationally for Sustainable Development in 2003.

Canada's surge has been much more tech-driven than resource-driven. During Canada's growth spurt, "new economy" industries have been growing much faster than traditional industries. Canada's ICT sector, for instance, has grown three times as fast as the entire Canadian economy since 1997 (77% versus 26%).

The image of Canada as a country rich in resources is part of our country's proud heritage, and those resources continue to account for a significant portion of Canada's economic output. But Canada would not be outgrowing other sophisticated economies if it still depended primarily on its resource base.

Canada's global economic breakthrough has been sparked by meshing a well-educated population will advanced technology to stimulate first-class R&D and quality production. At reasonable costs. The formula is simple enough. It just takes a very special country to pull it off.



Source: OECD Economic Outlook, December 2003.





## Why Invest in Canada?

## People + Technology + Markets = Profits

Most competitive countries spew out promotional material bragging that they are the best place in the world to invest. To make that claim, they are often forced to exaggerate here and there. We haven't done that. We are definitely not asking you to commit yourself to Canada on the basis of a booklet. We are asking you to update your image of Canada.

We are asking you to check the facts on access to huge markets, availability of superior workers, lower costs and all the rest. The American economy is known as the world's most awesome production and consumption dynamo. And it is. But the Canadian economy, under NAFTA, is growing in tandem with the U.S. economy. The difference is that it currently has production advantages that the U.S. economy lacks. These advantages are worth examining.

Think about it. Something must be going very right for the Canadian economy to be growing at such a breathtaking rate. Canada's domestic market is 32 million people — nice, but not huge. What is huge is Canada's capacity to produce exports that clearly sell in the toughest marketplace in the world. Exports that produce handsome profits for those who invest here.

Canadians welcome the kind of foreign investment that produces jobs and injects new technology into our economy. As it does this, it rewards the investor. Often handsomely. This is known as a win-win situation.





## CANADA'S WINNING SECRETS

#### PHOTO CREDITS:

National Research Council Canada, Harry Turner — Cover, pages 4, 5, 8, 9, 14, 15, 27, 28, 29 and 30

Natural Resources Canada — pages 11, 12, 25 and 26

Agriculture and Agri-Food Canada — page 14

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