



Industry Canada

Performance Report

For the period ending
March 31, 2000

Canada

Improved Reporting to Parliament Pilot Document

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

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Foreword

On April 24, 1997, the House of Commons passed a motion dividing on a pilot basis the *Part III of the Estimates* document for each department or agency into two separate documents: a *Report on Plans and Priorities* tabled in the spring and a *Departmental Performance Report* tabled in the fall.

This initiative is intended to fulfil the government's commitments to improve the expenditure management information provided to Parliament. This involves sharpening the focus on results, increasing the transparency of information and modernizing its preparation.

The Fall Performance Package is comprised of 83 Departmental Performance Reports and the President's annual report, *Managing for Results 2000*.

This *Departmental Performance Report*, covering the period ending March 31, 2000 provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the department's *Report on Plans and Priorities* for 1999-00 tabled in Parliament in the spring of 1999.

Results-based management emphasizes specifying expected program results, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and reporting on achievements in a balanced manner. Accounting and managing for results involve sustained work across government.

The government continues to refine its management systems and performance framework. The refinement comes from acquired experience as users make their information needs more precisely known. The performance reports and their use will continue to be monitored to make sure that they respond to Parliament's ongoing and evolving needs.

This report is accessible electronically from the Treasury Board Secretariat Internet site: <http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp>

Comments or questions can be directed to the TBS Internet site or to:

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Industry
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Industry Canada Performance Report



For the period ending
March 31, 2000

Minister of Industry

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Section 1: Minister's Portfolio Message

Canada stands at the threshold of the new century as a world leader in the new economy, an economy fundamentally different from that of even 10 years ago. In the past decade, we have seen unprecedented changes around the world, and Canada has moved quickly to take advantage of the opportunities offered. The forces of globalization mean that we are no longer competing locally, or even regionally, but with economies around the globe. And the pace of change has accelerated at a dizzying speed. New electronic communications and information technologies have hastened our transformation into a knowledge-based economy, where skilled workers are our most significant resource and innovation is the key to success. Canada is in the vanguard of this, and our economy is strong and dynamic.

The Government of Canada identified the challenges and opportunities of the new economy at an early stage, and we have been following a clear plan to capture its benefits for all Canadians. A key element of this agenda is investing in research and knowledge, and strengthening Canada's capacity for innovation, in order to increase productivity and to create well-paying jobs to improve our standard of living. We are also investing heavily in human resources, developing the knowledge workers we will need for the economy to continue to thrive, and fostering an entrepreneurial business climate. And we are working to make Canada the most connected country in the world, to maintain our position as a leader in the use of the Internet.

As Minister of Industry, I am responsible for the Industry Portfolio, which consists of 14 departments and agencies that play a key role in delivering on the government's

The Industry Portfolio is...

Atlantic Canada Opportunities Agency
Business Development Bank of Canada*
Canadian Space Agency
Competition Tribunal
Copyright Board Canada
Canada Economic Development for Quebec Regions
Enterprise Cape Breton Corporation*
Industry Canada
National Research Council Canada
Natural Sciences and Engineering Research Council of Canada
Social Sciences and Humanities Research Council of Canada
Standards Council of Canada*
Statistics Canada
Western Economic Diversification Canada

** Not required to submit Performance Reports*

agenda. With over 40 percent of federal government spending on science and technology, and a wide range of complementary programs to help businesses both large and small thrive and prosper, the Industry Portfolio represents a powerful toolkit for the government as it leads Canada's transition to the new knowledge-based economy and society.

I am pleased to present this Performance Report for Industry Canada, which shows its contribution to the government's agenda by setting out the commitments made in its

Report on Plans and Priorities, and its success in meeting them over the 1999–2000 fiscal year.

Industry Canada's Departmental Performance Report demonstrates the significant impact that the Department had in 1999–2000 in helping to make Canada more productive and competitive in the global, knowledge-based economy. Highlights of the Department's accomplishments include the following.

- According to the Conference Board of Canada, Canada ranked second in terms of being the most connected country in the world.
- Technology Partnerships Canada investments will leverage \$1 billion and create or maintain close to 6,000 jobs.
- Toyota invested \$650 million in a manufacturing facility in Cambridge, Ontario, as a result of collaborative efforts to build investor awareness and confidence in Canada.

- SourceCan was created to provide a dynamic trading network.
- A new civil track for deceptive marketing practices under the *Competition Act* led to quick and effective protection of consumers and investors.
- The *Personal Information Protection and Electronic Documents Act*, aimed at protecting consumer privacy, received Royal Assent on April 13, 2000.

These are but a few of the many Industry Canada achievements covered in the 1999–2000 Departmental Performance Report, which I invite the reader to peruse.

Working together to invest in our people and our future, we are making our country a stronger and more prosperous place for all Canadians. I am proud of the Industry Portfolio's significant contributions toward meeting these government priorities.



John Manley
Minister of Industry

Section 2: Departmental Performance

2.1 Societal Context

Industry Canada's Business: Growing a Dynamic Economy

Industry Canada's mandate is to help make Canadians more productive and competitive in the knowledge-based economy and thus improve the quality of life in Canada. The Department's policies, programs and services help grow a dynamic economy that

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

The Department works to fulfil this mandate by developing and sustaining a micro-economic policy environment and by providing programs and services directly aimed at Canadian businesses and consumers across the country. Industry Canada achieves its goals by working in partnership with industry, universities, non-governmental organizations, other members of the Industry Portfolio, other government departments, and provincial and territorial governments.

The Challenge of Sustained Productivity Growth

Productivity Growth Is Key

Productivity is the engine that powers the Canadian economy. In turn, productivity growth gives Canadians the opportunity to participate in a thriving economy through increased employment and better jobs, resulting in a higher standard of living and an improved quality of life.

Canada's Economic Performance in 1999-2000

- GDP increased by 4.9 percent.
- Industrial production increased by 6 percent.
- Unemployment fell to 6.8 percent, the lowest level since 1976.
- Some 456,000 new jobs were created.
- Canadian stock prices reached a new all-time high.

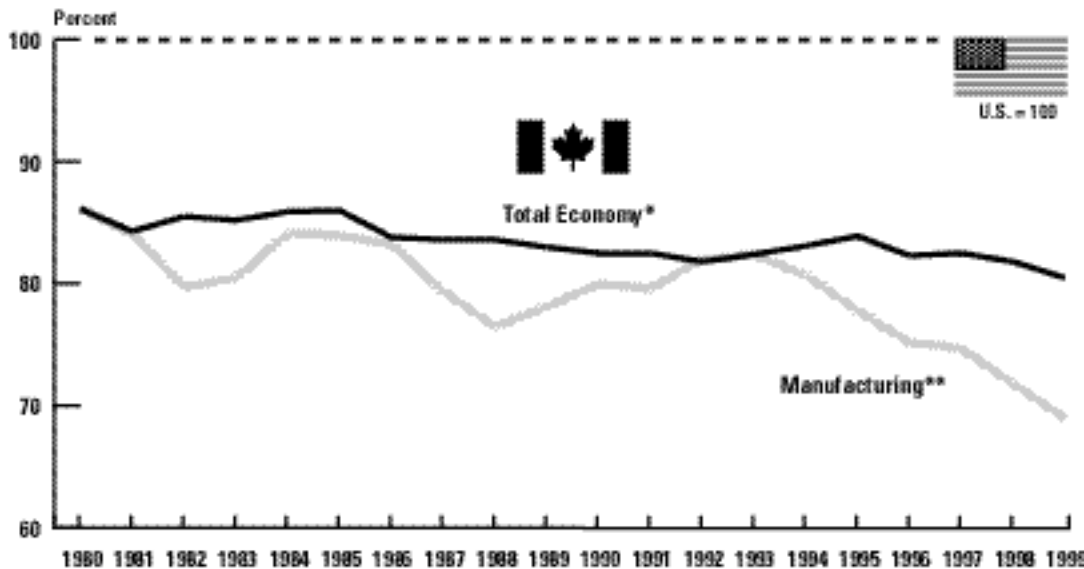
Productivity growth, and the resulting income growth, enable the government to provide services that sustain our productive potential; address social, economic and sustainable development issues; and support programs that enhance our quality of life.

Canada's Productivity Performance

Canada has come a long way in recent years to address critical issues that once limited our ability to compete with the rest of the world. We now have a budgetary surplus and low inflation, our debt relative to gross domestic product (GDP) is falling, more of our exports are knowledge-based, and our economy is one of the most open in the world. In addition, Canada continues to be one of the best countries in which to live, as evidenced by the United Nations' ranking of Canada as number one in terms of quality of life.

This is clearly good news and Canadians can be proud of this performance. However, with respect to productivity, we have fallen behind in relation to our main competitors. Our productivity has consistently underperformed compared with our largest trading partner and competitor, the United States

FIGURE 1
Productivity Levels



* Labour productivity measured using \$ 1999 GDP per hour.

** Labour productivity for the manufacturing sector is measured by GDP per hour, based on the methodology of the Centre for the Study of Living Standards.

Source: Statistics Canada, U.S. Bureau of Labor Statistics.

(see Figure 1). A lower productivity level is not something instantly felt by individual Canadians; its effects take time to be realized. A comparison of our standard of living with that of our chief competitor illustrates some of the effects of Canada's lower level of productivity: Canada's standard of living (in terms of purchasing power parity) is more than \$9,000 per person lower than that of the United States.

During the 1960s and 1970s, the standard of living in Canada grew at an average annual rate of 3.3 percent. Since then, increases in standard of living have slowed significantly — from 1.7 percent per year during the 1980s, down to 1.0 percent per year between 1989 and 1999. At this latter pace, it takes 70 years to double income per capita, compared with only 21 years at the pace registered during the 1960s and 1970s.

How can we reclaim some of this lost ground? Studies by the Organisation for Economic Co-operation and Development (OECD) show that innovation and productivity

are strongly linked and that Canada is lagging behind other major economies on the innovation front. To illustrate, in Canada private sector spending on research and development (R&D) as a share of GDP is lower than in the United States, despite our more generous R&D tax incentive system. Canada must become more innovative.

Improving productivity performance will require substantive and sustained efforts by all sectors of our economy. We cannot afford to be complacent if we are to achieve a higher standard of living and better quality of life for all Canadians. Fuelling the productivity engine, however, must also contribute to our long-term, social and sustainable development objectives. If we are to improve both our income and our overall quality of life, we must follow a balanced approach. For example, Industry Canada's Sustainable Development Strategy provides a framework to pursue economic and environmental objectives, such as productivity through eco-efficiency (see Section 3.4).



Where Industry Canada Adds Value

Improving productivity growth today and for tomorrow requires a persistent effort from Canadian businesses, governments, communities and individuals. A commitment to keep productivity in the forefront of decision making will have a positive effect on our standard of living, capacity to achieve sustainable development and quality of life.

The private sector is the most important agent for productivity improvement. Productivity improvements come from the firm-level decisions of managers and workers on a daily basis. When combined, these decisions and actions have a significant effect on productivity at the national level.

There are no quick or easy solutions to improve productivity growth in Canada's economy because the world economy and society have undergone fundamental change: the shift to knowledge-based growth. Knowledge has always been the predominant factor in long-term economic growth. In the knowledge-based society, however, the effective management of knowledge is becoming the decisive determinant of success. Knowledge is now as important as physical capital and financial capital in driving the global economy. Knowledge is also changing what makes business competitive. Successful businesses are increasingly dependent on knowledge workers, innovation and technology. These businesses are the leaders in improving productivity in the economy. In the long run, knowledge and a work force with the skills to apply this knowledge are the main sources of productivity and income growth, and improvement in quality of life. For this reason, succeeding in a dynamic, knowledge-based society is the lens through which Industry Canada examines each of its policies and programs.

As shown in the Industry Canada Priorities Chart on page 9, Industry Canada focusses on a crucial set of micro-economic fundamentals, i.e., five strategic objectives and underlying commitments to key results, in order to support productivity performance.

Industry Canada is a key player in fostering economic growth because of its ability to directly influence marketplace behaviours. The key commitments identified for each strategic objective reflect the achievements that Industry Canada is pursuing. The Department's efforts typically fall into four categories:

- creating the right climate through policy, and legislative and regulatory initiatives;
- increasing clients' and stakeholders' awareness of current issues, opportunities and responsibilities;
- helping clients and stakeholders develop their ability to respond to opportunities and meet their responsibilities; and
- encouraging the adoption of behaviours that contribute to productivity, employment and income growth.

In 1999–2000, the Department intensified its efforts in terms of the five strategic micro-economic objectives to build the competitive advantage Canada needs for long-term productivity growth. The five strategic objectives are the following: improving Canada's innovation performance; making Canada the most connected country in the world; building a fair, efficient and competitive marketplace; improving Canada's position as a preferred location for domestic and foreign investment; and working with Canadians to increase Canada's share of global trade.



Innovation: Improving Canada's innovation performance

Innovation is a crucial ingredient of productivity growth. The creative spark of innovation results in new tools and techniques that more effectively transform our inputs into more and better outputs. As simple as it sounds, improvements to productivity must begin with the capability to innovate on existing methods or to create entirely new ones. This is why one of Industry Canada's main objectives is to improve Canada's innovation performance through the increased recognition of innovation, the expansion of our knowledge base, and a higher level of commercialization and adoption of innovative products and services. With a heightened sense and application of innovation in the economy, Canadians will reap the benefits of productivity: a higher standard of living and quality of life.

Connectedness: Making Canada the most connected country in the world

Making sure that Canadians benefit from the social and economic opportunities offered by the new networked economy is an important factor in sustaining productivity growth. Industry Canada contributes to this effort through the Connecting Canadians initiative. Through this initiative, the Department works to ensure that all Canadians have access to the Internet. It also collaborates on and encourages both the development of an advanced telecommunication infrastructure, upon which the new networked economy is based, and the development of innovative on-line products and services. The ongoing goal of Connecting Canadians is to make Canada the most connected country in the world. As part of this ambitious project, a related goal is to make Canada a location of choice for the development of electronic commerce, which will attract investment and stimulate innovation throughout the economy.

Marketplace: Building a fair, efficient and competitive marketplace

To contribute to productivity growth and overall economic well-being, Industry Canada is committed to ensuring that Canada's marketplace framework instruments, and associated services and products, are geared to making Canada a leader in the global, knowledge-based economy. A fair, efficient and competitive marketplace is essential to attracting investment, enhancing trade and encouraging innovation. It provides the stability and efficiency required to conduct business, while maintaining consumer confidence in the products, services and transactions of the marketplace. It also entails client-centred, leading-edge delivery of the marketplace services and products that provide businesses with a competitive advantage. Industry Canada is responsible for the marketplace frameworks that directly affect Canada's ability to be in the forefront of the knowledge-based economy, including, for example, intellectual property policy, competition and corporate law, consumer protection frameworks, and spectrum licensing.

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

Increased international investment in Canada is a key instrument for furthering the government's jobs and growth agenda. Investment is an important channel for access to global technology and management expertise. It also stimulates domestic job creation and industrial modernization. All of these result in a stronger, more diversified and productive economy that can deliver a higher standard of living and quality of life for Canadians. There is increasing evidence that investment decisions by multinational enterprises (multinationals) tend to focus more on acquired comparative advantages (i.e. the availability of a skilled labour force, sound infrastructure

facilities and an innovative, dynamic economy) than on traditional attractions (i.e. large domestic markets, access to natural resources and labour costs). With our highly skilled work force, this tendency should work in Canada's favour; Industry Canada is working to improve the domestic and international investment climate in order to reinforce Canada's ability to attract and retain foreign direct investment (FDI).

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

Exploiting our global trade opportunities is key to reaping the rewards of our productive effort. Canada is the most open of the G-7 countries, and we rely on trade for jobs and growth more than any other industrialized country does. However, there are still major challenges to overcome. We must take full advantage of international business prospects, while minimizing risk in a rapidly changing global economy. Industry Canada is working to foster a global orientation among Canadian small and medium-sized enterprises (SMEs), and encourage them to make their products and services export-ready; encourage diversification into new markets, and improve market share by key sectors in their key markets; and reduce internal and external trade barriers and irritants.

Horizontal Initiatives

In addition to these five strategic objectives, Industry Canada also plays an important role in supporting a number of "horizontal," government-wide priorities. Although the Department's efforts focus on realizing specific Industry Canada objectives, there are many instances when its actions directly or indirectly benefit government-wide initiatives articulated in the 1999 Speech from the Throne. A table cross-referencing these activities to government-wide priorities

is included in Appendix C. The following are examples of the Department's activities that support government-wide priorities.

- The Advisory Council on Science and Technology's (ACST) Expert Panel on Skills contributes to the *dynamic economy* priority.
- Industry Canada's Sustainable Development Strategy supports the *quality of our environment* priority. The Department has successfully implemented its first Sustainable Development Strategy, the details of which are presented in Section 3.4.
- The Community Access Program contributes to the priority of building *stronger communities*.
- Aboriginal Business Canada contributes to the priority regarding the *relationship with Canada's Aboriginal people*.

Serving Canadians

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



▶ Canada Business Service Centres – Performance Highlights

Canada Business Service Centres (CBSCs) provide consolidated access to programs, services and regulatory information of interest to businesses for 36 federal departments and agencies, through multiple modes of access (walk-in, telephone, fax-on-demand, mail, e-mail and Internet).

- By March 31, 2000, the CBSCs had 343 regional access partnerships in place. This represents 93 percent of the original estimate of regional access sites, a significant accomplishment, given the many variables that affect the development of collaborative arrangements. Of these, 28 serve communities with significant Aboriginal populations. Through these access partners, the CBSCs have extended the accessibility and visibility of CBSC business information to many other communities across Canada.
- In 1999–2000, overall activity (including all modes of access) increased 14 percent over the previous year.
- Seventy-four percent of clients were in the start-up phase, when information needs are highest. They continue to be the predominant client of the centres. Six percent were new businesses (less than 12 months old), and 20 percent were established businesses.
- At least one quarter of telephone inquiries are from clients who have previously used CBSC services.
- Web site visits increased 29 percent to 1.8 million visits in 1999–2000, from 1.4 million visits in 1998–99.
- A new Internet tool on the CBSC Web site, the Interactive Business Planner, was used 26,558 times in 1999–2000, with an average of 2,200 new plans created per month.

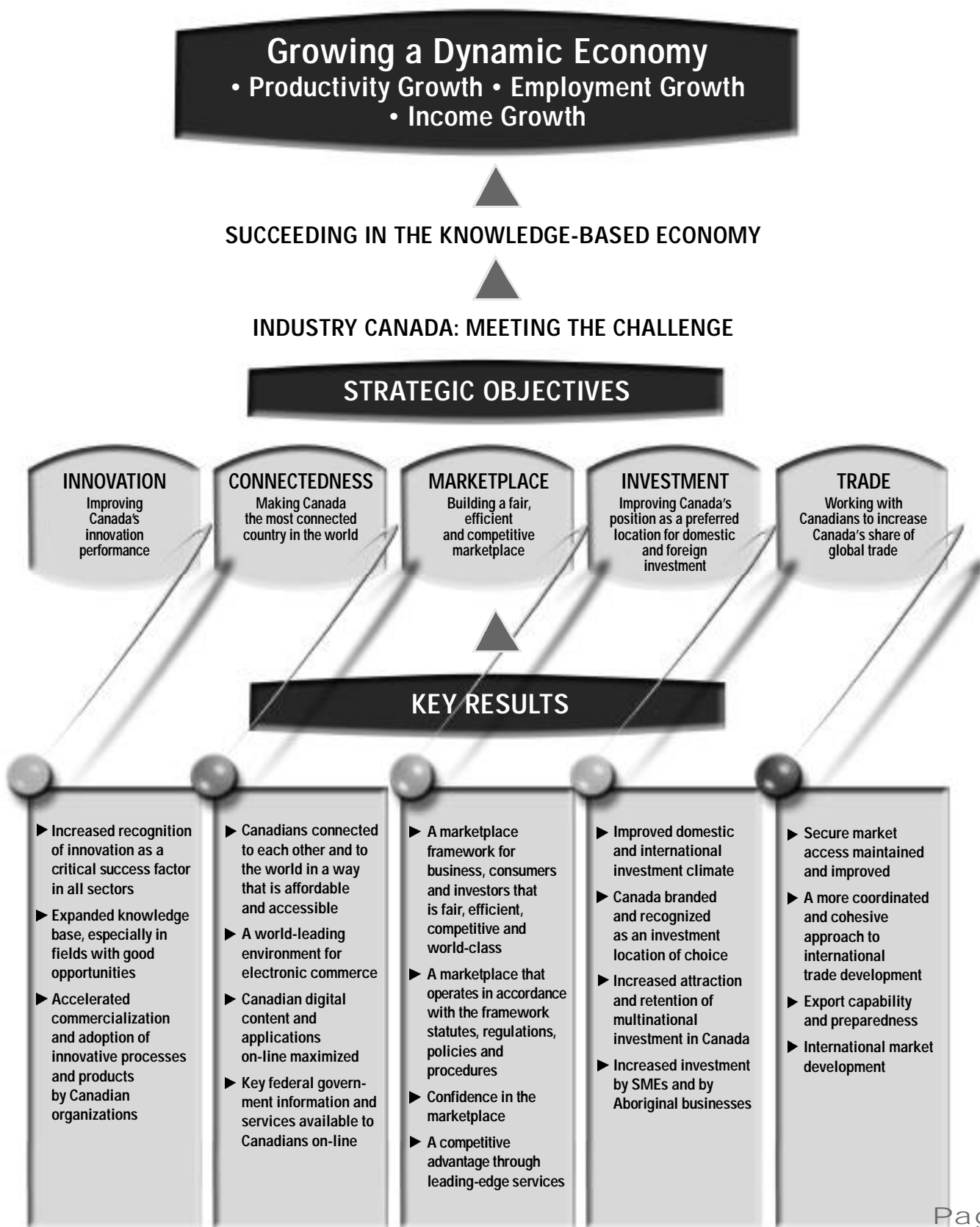
Industry Canada's five main regional offices and local service points help to deliver all of the Department's products and services, and provide an important regional dimension to address the unique issues and concerns of the Department's diversified client base. For further information on service delivery, see Appendix A. For contacts, see Section 6.1.

2.2 Performance Results Expectations and Chart of Key Results Commitments

Industry Canada's performance results expectations and chart of commitments to key results for 1999–2000 are presented on the following page as the Industry Canada Priorities Chart. The detailed accomplishments are based on the 16 key results commitments that were presented in the 1999–2000 Report on Plans and Priorities. Further accomplishments can also be found in Section 3.1, which reports on the results of Industry Canada's grants and contributions programs. Please note that in the 2000–2001 Report on Plans and Priorities, the Priorities Chart was amended and three new results commitments were added.

Chart of Key Results Commitments

Industry Canada Priorities Chart





2.3 Presentation of Financial Information

Summary of Industry Canada's Financial Performance Information

Planned Spending	\$962,500,000
Total Authorities	\$2,202,387,321
1999–2000 Actuals	\$2,068,441,400

Industry Canada receives its budget through the Main and Supplementary Estimates approved by Parliament. In 1999–2000, Industry Canada's Main Estimates budget was approved at \$962.5 million. Through the Supplementary Estimates plus other authorities, the Department received an additional \$1,239.9 million, for a total authority of \$2,202.4 million. The most significant of the Supplementary Estimates items were \$900.0 million for the grant to the Canada Foundation for Innovation (CFI) to modernize research infrastructure, \$160.0 million for the grant to Genome Canada to support genomics research, and \$33.0 million for payments to lenders in respect of claims for loans made under the *Small Business Loans Act*.

2.4 Performance Accomplishments

INNOVATION — Improving Canada's innovation performance

The Importance of Innovation

Innovation is the key to productivity growth in all sectors of our economy and society — from resource to service industries, from traditional manufacturing to high technology, from government departments to hospitals, educational institutions and social service agencies. Increased productivity in turn leads to a more dynamic economy with a higher standard of living, which supports our quality of life. To achieve these goals, we must create opportunities for innovation and

excellence that challenge Canadians and attract the best from around the world.

Canada's innovation performance hinges on our ability to learn new skills, adapt to new conditions, create new ideas, make new discoveries and seize new opportunities. By successfully addressing these challenges, Canada will experience increased job growth, a higher standard of living and an improved capacity to promote sustainable development.

The Innovation Challenge

Studies by the OECD suggest that an “innovation gap” separates Canada from our competitors. Although it has been reduced over time, in many respects a gap still remains. Spending on R&D in the business sector, as a percentage of GDP, is higher in most G-7 countries than in Canada, despite our generous tax incentive program. Canada has a smaller proportion of high-tech manufacturing compared with other G-7 countries. These conditions hamper our relative productivity performance and international competitiveness.

Industry Canada's Response

The keys to tomorrow's productivity gains are founded in choices made today. In order to reduce the innovation gap, one of Industry Canada's five objectives focusses entirely on strengthening the elements that foster innovation. The Department has worked to promote the adoption of an “innovation culture,” revitalize the knowledge infrastructure, commercialize research results, and provide a business and consumer environment conducive to innovation. Making investments in these areas will bring higher returns to our quality of life, both in the near future and for years to come.

Industry Canada's five strategic objectives work together to improve Canada's innovation performance. A sound marketplace



"In the global, knowledge-based economy, the advantage goes to countries that are innovative, have high levels of productivity, quickly adapt the latest technology, invest in skills development for their citizens, and seek out new opportunities around the world."

— Government of Canada
Speech from the Throne, 1999.

framework establishes a business environment that fosters the incentives for invention. The Connecting Canadians initiative improves and disseminates to all Canadians the technology that is at the heart of our innovation infrastructure. Trade creates new markets for specialized innovations and brings new ideas and technologies into Canada. With respect to investment, innovation works two ways. An innovative economy attracts investment; and foreign investment brings skills, new management techniques and ideas, as well as financial resources to Canada.

Industry Canada is developing innovative techniques that promote productivity through eco-efficiency in Canadian business. New strategies will involve innovation in technology, modes of production and more competitive ways of doing business. Eco-efficiency links the desired goals of business excellence and environmental performance to achieve measurable commercial, environmental and social benefits. It creates the bridge by which private sector behaviour can support sustainable development.

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

Industry Canada is working to promote the adoption of an innovation culture throughout Canadian society. For Canadian productivity to improve in the long term, Canadian organizations in all parts of the economy —

Promoting Public Awareness of Productivity

To promote awareness of productivity, the Department

- published 10 major refereed papers on productivity;
- organized 11 seminars and round tables on productivity;
- contributed funds, research papers and presentations to the Centre for the Study of Living Standards' conferences on productivity, held in January 2000; and
- developed and launched the Productivity Research Web site (<http://strategis.gc.ca/productivity>).

education, business, consumers, not-for-profit organizations and government — must understand how innovative practices can best improve performance and must act upon this understanding.

To achieve this result, Industry Canada undertakes activities intended first to change perceptions of innovation and then to encourage different organizational behaviour regarding innovation in organizations throughout all sectors and strata of Canadian society. Examples of these activities include the following.

- The Department supported the ACST, which presented the report of its Expert Panel on Skills to the government (http://acst-ccst.gc.ca/acst/skills/home_e.html). The report was based on interviews with firms from across Canada and on a series of workshops and seminars involving close to 300 industry stakeholders. The ACST provides expert, external advice on national science and technology (S&T) goals and on the transition to a knowledge-based economy.



- The Council of Science and Technology Advisors (CSTA) released two reports, entitled *Science Advice for Government Effectiveness* and *Building Excellence in Science and Technology* (<http://cstaccest.gc.ca/csta/website/publications.html>). These reports have been disseminated to more than 1,700 interested stakeholders. The CSTA provides advice to the government on the government's roles in performing S&T and its capacity to deliver on those roles.
- The ACST presented the report of its Expert Panel on the Commercialization of University Research (http://acst-ccst.gc.ca/acst/comm/home_e.html). The report has been furthered by extensive public consultations on the topic, involving 600 individuals from more than 100 organizations (including universities; research

hospitals and institutes; Networks of Centres of Excellence; firms; investors; university, faculty and student associations; and the provinces).

- The Technology Commercialization Toolbox Web site (<http://strategis.gc.ca/toolbox>) provides advice, information and contacts for people and companies interested in commercializing research findings and inventions.
- Industry Canada completed a study on the status of eco-efficiency indicators in Canadian industry, increased awareness and built consensus, through workshops with executives from leading Canadian companies. The eco-efficiency Web site raises awareness of how productivity can be improved through eco-efficiency. (<http://strategis.gc.ca/sd>).

▶ Networks of Centres of Excellence

The following four new Networks of Centres of Excellence were funded.

- AquaNet promotes the maintenance of a healthy and productive aquatic environment.
- The Canadian Network for Vaccines and Immunotherapeutics of Cancer and Chronic Viral Diseases (CANVAC) aims to develop safe and effective vaccines against cancer and life-threatening viral infections.
- The Canadian Stroke Network (CSN) has the goal of breaking the barriers of treatment of stroke, by developing innovative prevention and recovery strategies.
- The Canadian Institute for Photonic Innovations (CIPI) has the goal of harnessing and developing the talents of Canadian researchers to place Canada at the forefront of photonics research in the 21st century.

Expanded knowledge base, especially in fields with good opportunities

Canada ranks relatively low among industrialized nations in the amount of research funded and performed, and in the number of scientists and engineers in the work force. Indeed, more than two thirds of Canada's technological inputs come from foreign sources and, despite a high level of expenditure on public education, OECD data show that Canada has relatively few researchers in the labour force. In order to improve this situation, Industry Canada invests in Canada's knowledge infrastructure to develop and support generators of knowledge.

Expanding the knowledge base, with a special focus on the early application of new knowledge, requires several types of activities. It is essential to find the most productive avenues for research, particularly in specific sectors. Further, rules and regulations must encourage research rather than inhibit it. In addition, Canada's knowledge infrastructure must be brought to the

Sustainable Development

- The Department co-chaired a federal-provincial-industry consultation body established to understand the implications of climate change, and to recommend potential policy options and measures for mitigating greenhouse gas emissions from industry.
- Industry Canada launched *Canadian Climate Change Solutions*, which is targeted at the mitigation of greenhouse gas emissions and adaptation to climate change impacts.
- The *Canadian Business Environmental Performance Office* was developed. This Web site is targeted at promoting environmental performance in SMEs.
- *Canadian Biotechnology Solutions for the Environment* was launched.
- Targeted industry outreach was promoted through trade shows and conferences, such as the GLOBE 2000 Conference and the Trade Fair on Developing the Business of the Environment.

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

leading edge if we are to produce and profit from new knowledge. The Department's efforts in 1999–2000 included the following accomplishments.

- Support was provided for research excellence at Canadian universities. The result was the Canada Research Chairs initiative, which will allocate funds to Canadian universities to support 2,000 new research positions.
- The Department led the refinancing initiative of the Tri-University Meson Facility (TRIUMF) in British Columbia in order for it to continue its world-class physics research program for the next five years.
- Support was provided for the refinancing of the CFI and an expansion in funding for the Social Sciences and Humanities Research Council of Canada (SSHRC).
- Research and analysis were undertaken into the issue of the “brain drain,” in partnership with Human Resources Development Canada (HRDC), Statistics Canada, and Citizenship and Immigration Canada (http://strategis.gc.ca/sc_ecnmy/mera/engdoc/07.html).
- To contribute to the Canadian Biotechnology Strategy, a broad-based strategy to position Canada to capture the benefits of biotechnology, in the 2000 budget the government invested \$90 million for the regulation of the products of biotechnology and \$160 million in a new, non-profit research enterprise known as Genome Canada. Genome Canada will create five regional genome centres across the country (<http://strategis.gc.ca/cbs>).
- Through the Canadian Network for the Advancement of Research, Industry and Education (CANARIE), the advanced networks conference was hosted, at which 10 countries were represented in addition to most Canadian high-tech suppliers. Five nations are now working to emulate the CANARIE model of a national CA*Net 3 network.
- Industry Canada collaborated in addressing human resource and skill challenges. For example, with HRDC, it developed Employers Online, a Web-based information source to aid SMEs (<http://employers.gc.ca>).
- The Department invested in high-risk industrial research and pre-competitive development projects through Technology Partnerships Canada (TPC) (<http://tpc.ic.gc.ca>). In 1999, the Auditor General audited TPC and concluded that TPC has exercised due diligence in assessing the business cases for the

Technology Partnerships Canada

- During 1999–2000, TPC invested more than \$370 million in 32 projects, which will leverage \$1 billion in additional investments and are projected to create or maintain close to 6,000 jobs.
- TPC invested \$98 million in eight sustainable development-related projects, which will leverage an additional \$296 million.
- As of March 31, 2000, TPC's portfolio included projects representing an overall R&D investment of \$6.1 billion (including \$1.1 billion from TPC). These projects are expected to create or maintain more than 22,000 jobs.
- TPC's portfolio includes six projects involving FDI. Total investment in these projects from all sources is more than \$1.3 billion.
- TPC invests in SMEs, both directly and through its partnership with the National Research Council Canada's Industrial Research Assistance Program (IRAP). As of March 31, 2000, IRAP-TPC had invested more than \$40 million in 108 projects with SMEs, which will leverage \$86 million in additional investments. In addition, TPC's active portfolio includes \$264 million in 60 projects with SMEs.

projects. In addition, TPC was restructured to ensure full compliance with the World Trade Organization (WTO). This was confirmed by the WTO on March 31, 2000.

- The Department facilitated industry-led Technology Roadmaps (TRMs) by establishing seven industry-led TRM teams to stimulate the exchange of knowledge, increase innovation and seek consensus on future market demand for technologies.

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

New ideas and processes generate the highest return when put into early practical application. For this reason, Industry Canada works to accelerate the commercialization and adoption of innovative processes and products by Canadian organizations in all sectors of the economy.

Accelerating the commercialization and adoption of innovative processes and products is a twofold process. First, government must ensure that its own laboratories adopt best practices with respect to commercialization and make the rapid movement of innovations to market one of their priorities.

Second, government must ensure that the necessary frameworks to facilitate commercialization are in place, including strategic initiatives, international agreements, competitive tax regimes and accessible financing. Industry Canada's efforts in 1999–2000 included the following accomplishments.

- The National Capital Institute of Telecommunications (NCIT) was launched. The NCIT will bring together leading research from academic institutes, and private sector and government laboratories in all areas of telecommunications.
- Digital radio broadcasting was launched in collaboration with the radio broadcast industry, and a digital television field trial system was established in collaboration with Canadian Digital Television Inc.
- Eleven innovative advanced telehealth and education networked applications projects were completed, as well as 18 projects under CANARIE's Technology Applications Development program, which are destined for commercialization. In 1999–2000, CANARIE received the initial \$1.2 million in royalties from the commercial sales of

**Communications Research Centre
Canada Employee Honoured**

An employee of the Communications Research Centre Canada, John Lodge, was named Outstanding Engineer by the Institute of Electrical and Electronics Engineers (IEEE) Canada. With this prestigious award, the IEEE is honouring his achievements during his more than 20-year career. Highlights include R&D on digital signal processing techniques for wireless communications.

products resulting from these and previous Technology Applications Development projects.

CONNECTEDNESS — Making Canada the most connected country in the world

The Importance of Connectedness

In the new millennium, businesses and consumers are adapting to a more competitive global economy where success depends on the development, acquisition and use of knowledge. Connectedness is the foundation of a strong, networked economy and society. Connecting businesses and citizens to the Information Highway, particularly the Internet, plays a central role in helping economies and societies succeed in the new, networked economy.

Connected citizens, through their homes, workplace, schools and communities, have better access to the knowledge needed to develop their skills, stay abreast of new technological developments, engage in lifelong learning, and acquire new ideas that lead to new and more effective ways of contributing to the economy and to society. No Canadian should be left behind in the new, networked economy.

Connected businesses are well positioned to take advantage of both local and global market opportunities and innovations that lead to increased productivity and prosperity. Through this competitive, knowledge-based advantage, businesses can offer products and services for trade anywhere. In order to take advantage of these opportunities, it is crucial that Canadian industry be encouraged to get connected as well.

Connectedness has an important social dimension. Advanced information and communications infrastructure and applications contribute to social development and cohesion by providing opportunities for Canadians to gain and share knowledge for learning, social and cultural interaction, and business transactions. The global trend to ubiquitous communications, offering access to anyone, anywhere, at any time, means that individuals can expand their horizons regardless of where they live and work.

The Connectedness Challenge

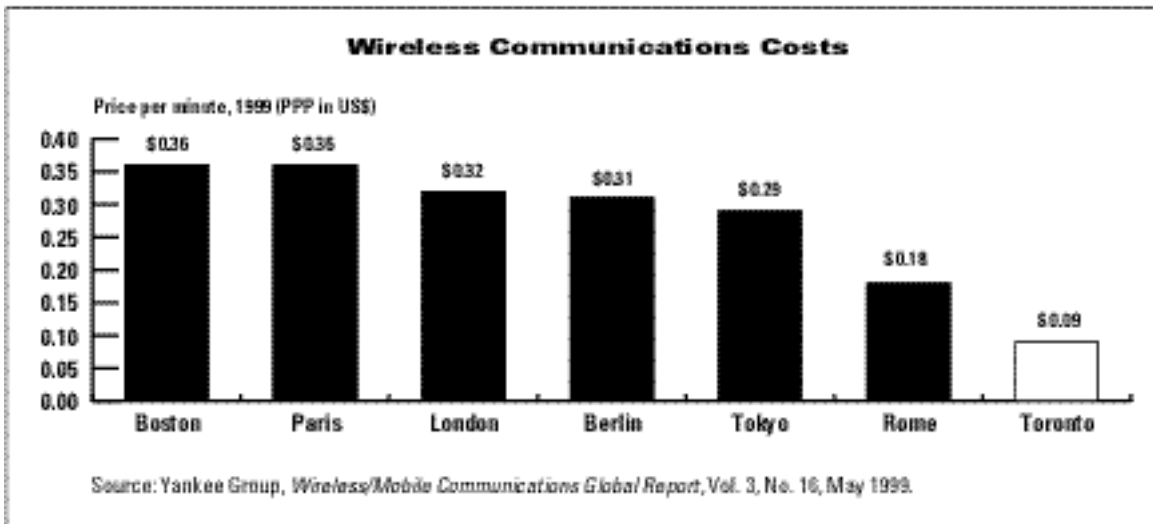
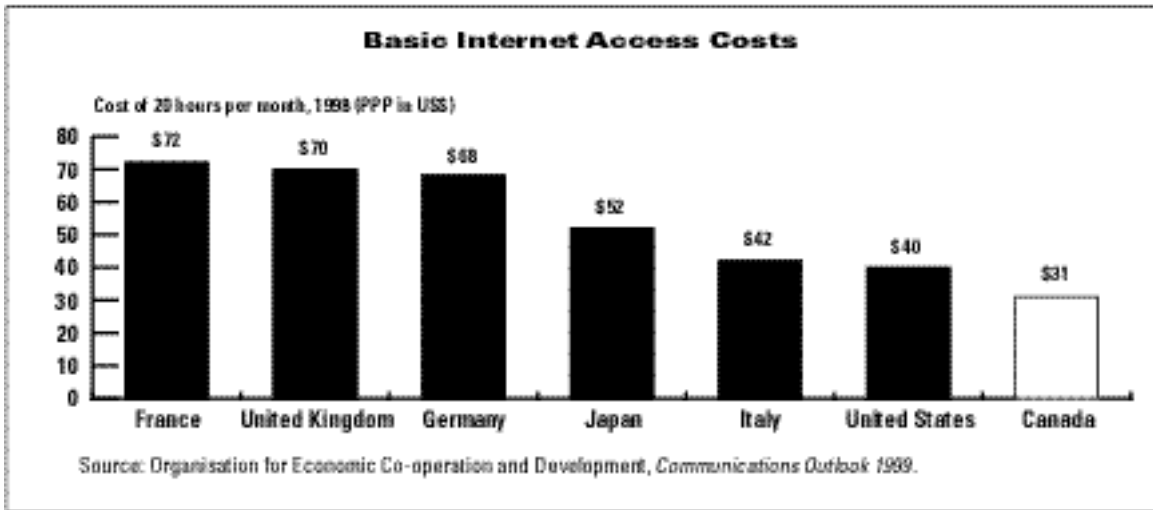
The world is changing at a phenomenal pace, and Canada recognized early on that connectedness is the foundation of a strong, networked economy and society. Canada is meeting the challenge of building the Information Highway and encouraging businesses and citizens to use it to their advantage. However, Canada must accelerate its efforts in the face of competition from other nations coming on-line and moving aggressively to surpass our accomplishments. A country with the advantage of an advanced Information Highway infrastructure will attract and retain investment and become a location of choice for electronic commerce activity, thus allowing its businesses to capitalize on global market opportunities. The ultimate challenge — realizing the benefits of connectedness faster than our global competitors — requires the support and commitment of both the private sector





FIGURE 2

Competitive Costs in Internet and Wireless



Note: Prices converted to PPP (purchasing power parity) by Industry Canada.

and governments. This will help to ensure that Canadians and businesses use connectivity to develop knowledge and skills and be better positioned to capitalize on new economic and market opportunities in the new, networked economy.

Not only must Canadian businesses be connected, but they must also be encouraged to adopt electronic commerce applications and stimulate the development of made-in-Canada electronic commerce applications, particularly where these applications are

expected to confer a competitive advantage. The government is helping to identify the major challenges and opportunities facing large and small Canadian firms in realizing a more rapid utilization of on-line business.

Industry Canada's Response

In the 1997 Speech from the Throne, the government committed to making the information and knowledge infrastructure available to all Canadians by the year 2000, thereby making Canada the most connected country in the world.



FIGURE 3
 Connectedness Rankings*
 Conference Board of Canada — 10-Country Comparison

	Overall Connectedness	Infrastructure	Access	Affordability	Usage	Socio-Economic Enablers
United States	1	1	4	4	1	1
Canada	2	2	3	1	2	2
Sweden	3	6	1	1	4	6
Finland	4	3	2	3	7	9
Australia	5	5	6	6	3	3
Japan	6	9	5	7	5	4
United Kingdom	7	5	8	5	5	9
Germany	8	7	7	8	8	7
France	9	9	10	9	10	5
Italy	10	10	9	10	9	10

*Based on a composite index. The comparisons were based on the most current data available for all countries examined, that is, primarily 1997–98 data.

Source: Conference Board of Canada.

Canada is currently among the leaders in connectedness compared with other advanced nations. The Conference Board of Canada has developed a methodology to measure connectedness, compare Canada’s level of connectedness across countries, and analyse its potential social and economic impacts. Canada’s efforts are paying off. According to the Conference Board’s inaugural connectedness index, Canada is ranked second only to the United States in connectedness. Continued efforts are required to do even better and surpass the United States (*see Figure 3*).

Industry Canada is the lead department in delivering on the Connecting Canadians initiative (<http://www.connect.gc.ca>). However, success depends on the cooperation of other government departments, the provinces and the private sector, as this is a partnership agenda.

The private sector, through the information and communications technology (ICT) industry, is increasing the capacity and speed of the “backbone” infrastructure, particularly with respect to the Internet. As a result, Canada has one of the best communications

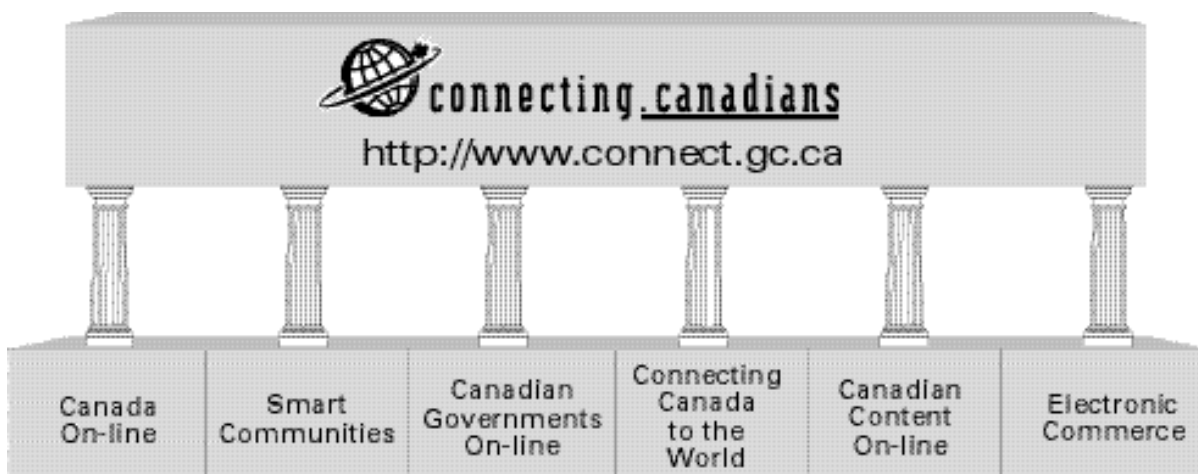
infrastructures in the world, and is a leader in cable and telecommunications service, quality, market development and rates. Canada’s competitive markets have delivered the lowest costs in the G-7 for telephone, wireless and Internet services (*see Figure 2*).

Industry Canada’s contribution to making Canada the most connected country in the world focusses on activities, programs and policies that support each of the six pillars of the Connecting Canadians initiative.

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

Canada On-line

Canada On-line is providing all Canadians with access to a world-class infrastructure, by fostering investment and innovation by the private sector in the Information Highway, by setting competitive policy frameworks, and through partnerships with all levels of government to provide public access sites. Industry Canada is working with its partners to provide sustainable information technology to Canadians across the



country to help foster community and rural involvement in social, economic and sustainable development. For example, on March 30, 1999, Canada became the first country in the world to connect all of its schools and public libraries to the Internet — a substantial accomplishment, given our geography. Other key accomplishments in 1999–2000 include the following.

- A national campaign was developed and launched for public awareness of the Connecting Canadians initiative. It included a 60-second cinema advertisement that played in theatres across the country, and two flights of a 30-second television advertisement that aired nationally. (Follow-up evaluation has indicated a 27 percent recall rate for the advertisements among Canadians across the country.) Furthermore, the vision to make Canada the most connected country in the world was communicated at more than 300 events across Canada.
- A response to consumers' concerns about the Internet was provided by assisting Internet service providers to develop self-regulatory initiatives (including, for example, consumer information and protection measures to address offensive content).

- The adoption of common standards and norms was encouraged for the interoperability of networks and universal communications, through the development of the Electronic Commerce Standards Roadmap, which was also accepted by the private sector through the Telecommunications Standards Advisory Council of Canada (TSACC).
- The Department helped provide high-speed access to researchers in more than 200 institutions with CA*Net 3 access to leading-edge connectivity and applications for collaboration.
- A consortium (LearnCanada) was formed to develop a national broadband, interactive, virtual learning community for Canadian K–12 professional educators.
- Members of the Ottawa Region Fibre Build Project were given the opportunity to use various technologies for broadband communications.

Smart Communities

Smart Communities is a three-year \$60-million program to establish 12 world-class demonstration projects. Twelve communities (one from each province, one from the North and one from an Aboriginal community) will be leaders on how to use ICTs in new and

innovative ways for economic, social and sustainable development. Complementary elements of the program will roll out the lessons learned and best practices for other communities across Canada to emulate. A National Selection Committee has selected 12 communities to be funded (<http://smartcommunities.ic.gc.ca>).

Canadian Governments On-line

The government is committed to using information technologies to improve services to Canadians. Building upon its commitment to make the information and knowledge infrastructure available to all Canadians by the year 2000, in the 1999 Speech from the Throne, the government set a goal to be the government that is the most electronically connected to its citizens in the world by 2004. Industry Canada continues to work with stakeholders to provide on-line information and services that are client-driven, integrated and interactive.

Information on all of Industry Canada's key programs, policies and services is available on-line through a number of Web sites (*see page 21 and refer to Appendix B*).

In addition, Industry Canada participates in a number of partnership sites or portals that pull together information from across government according to client needs. *ExportSource* (<http://exportsource.gc.ca>) provides access to a wealth of information for Canadian firms that want to expand their business in the international marketplace. *SourceCan* (<http://SourceCan.com>), which was originally designed for aerospace and defence companies, was expanded to allow sourcing and payment for all types of businesses, as a pilot project. The CBSC Web site (<http://cbsc.org>) helps SMEs with an extensive data base of programs and services, as well as interactive planning tools and information on pertinent regulations from all levels of government.

Accomplishments in 1999–2000 include the following.

- The architecture for a secure electronic commerce infrastructure has been completed and a payment system to collect payment from external clients through *Strategis* was developed for credit cards and for account-based payment.
- The number of weekly client visits to the “Business Information by Sector” component of *Strategis* increased nearly threefold to 46,000, and the number of documents viewed by clients increased by 250 percent to 170,000. See Appendix B for a list of sites pertaining to Business Information by Sector.

Connecting Canada to the World

Connecting Canada to the World is promoting a brand image of Canada as a global centre of excellence for connectedness, by working with international bodies to harmonize regulatory and policy frameworks, promoting Canadian best practices to other countries, and promoting global interconnectivity and interoperability of broadband networks, applications and services. Key accomplishments in 1999–2000 include the following.

- Through NetCorps Canada International, 255 youths were placed in overseas internships to share their ICT skills, gain international work experience and contribute to the image of Canada as an ICT leader.
- Canadian interests were promoted in the assignment of Internet domain names at international meetings of the Government Advisory Committee of the Internet Corporation for Assigned Names and Numbers (ICANN).
- The first new trans-Atlantic submarine cable since 1993 was licensed. It represents a link that will substantially increase



▶ Providing Canadians with Access

- The **SchoolNet** Program, in partnership with provinces and the private sector, had connected 425,234 computers as of March 31, 2000 (<http://www.schoolnet.ca>).
- The **Computers for Schools** program had provided 201,185 computers to schools and libraries across Canada as of March 31, 2000 (the Department's goal is 250,000 computers by March 31, 2001) (<http://www.schoolnet.ca/cfs-ope>).
- The **Community Access Program** has established 4,753 public access sites, 4,419 of which are located in rural areas and 334 in urban areas (<http://cap.ic.gc.ca>).
- The **Voluntary Sector Network Support Program** (VolNet) had connected 3,400 organizations as of March 31, 2000, through 29 delivery agencies, and has selected 4,722 participating voluntary organizations (<http://www.volnet.org>).
- **SkillNet.ca**, Canada's fastest-growing network of job and career information Web sites, had brought together more than 215,000 job seekers, and 40,695 employers as of March 31, 2000 (<http://skillnet.ca>).
- The **Student Connection Program** has hired more than 3,100 post-secondary students to provide Internet training and electronic commerce awareness and assistance to more than 64,000 business clients (<http://scp-ebb.com>).

capacity beyond that provided by existing trans-Atlantic cables.

- Canadian and international tourists and Canadian tourism businesses were connected through two world-class portals

on the Canadian Tourism Exchange site (<http://www.canadatourism.com>). Canada also joined the World Tourism Organization, which provides an opportunity to position Canadian technology and expertise on the world tourism stage.

A world-leading environment for electronic commerce

Electronic commerce has emerged as an economic and social activity that is transforming how Canadians live and do business. Electronic commerce is enhancing access to new global markets and revenues: information technology lowers transactional and distribution costs; increases consumer choice; improves product support and information; facilitates the growth of niche markets, product customization and rapid response; and forges new relationships between businesses and consumers.

The rapid development, adoption and use of electronic commerce by businesses and consumers is critical for Canada to succeed in the new, networked economy. This is why, as stated in the Speech from the Throne on October 12, 1999, the Government of Canada is committed to "...make Canada a centre of excellence for electronic commerce and encourage its use throughout the economy...."

Canada's policy framework for electronic commerce is world-class — it creates the climate for the continued growth of e-commerce and illustrates the ongoing government commitment to working in partnership with the private sector and non-governmental organizations. The following are examples of Industry Canada's activities in this area.

- The Department supported the formation of the E-Business Roundtable and the release of *Fast Forward*, a private sector plan for accelerating electronic business in Canada.



Canada's Business and Consumer Site

Industry Canada On-Line		Services and Regulations
Aboriginal Business Canada http://strategis.gc.ca/abc	FedNor http://strategis.gc.ca/fednor	Canadian Intellectual Property Office http://cipo.gc.ca
Canadian Business Map http://commercecan.ic.gc.ca	Guide to Canadian Industries http://strategis.gc.ca/gci	Competition Bureau http://competition.ic.gc.ca
Canadian Company Capabilities http://strategis.gc.ca/cdncc	Research, Technology and Innovation http://strategis.gc.ca/innovation	Corporations Directorate http://strategis.gc.ca/corporations
Canadian Industry Statistics http://strategis.gc.ca/cis	\$ources of Financing http://strategis.gc.ca/sources	Lobbyists Registration System http://strategis.gc.ca/lobbyist
Consumer Connection http://strategis.gc.ca/consumer	Steps to Competitiveness http://strategis.gc.ca/steps	Measurement Canada http://strategis.gc.ca/meascan
Contact! http://strategis.gc.ca/contact	Steps to Growth Capital http://strategis.gc.ca/growth	Office of the Ethics Counsellor http://strategis.gc.ca/ethics
Electronic Commerce in Canada http://strategis.gc.ca/e-com	Technology Partnerships Canada http://tpc.ic.gc.ca	Office of the Superintendent of Bankruptcy Canada http://osb-bsf.ic.gc.ca
e-START.ca Strategis for Students http://strategis.gc.ca/e-start.ca	Technology Roadmaps http://strategis.gc.ca/trm	Radio Spectrum Management and Telecommunications http://strategis.gc.ca/spectrum
	Trade Data Online http://strategis.gc.ca/tdo	

Industry Canada On-Line Services

The following are examples of some of the Department's on-line services:

- On-line federal incorporations were introduced on December 21, 1999, (annual filings, amendments and other business corporation services are also available electronically) (<http://strategis.gc.ca/corporations>)
- Bankruptcy name searches and the *Insolvency Bulletin* (<http://osb-bsf.ic.gc.ca>)
- Electronic commerce filing for patents, trade-marks, copyrights and industrial design (<http://cipo.gc.ca>)
- Electronic competitive bidding process for spectrum licensing (<http://spectrum.ic.gc.ca>)
- The Lobbyists Remote Registration System (98 percent of active registrations were effected using this system in 1999-2000) (<http://strategis.gc.ca/lobbyist>)
- Electronic service delivery for licence fees and submission of microwave applications (<http://strategis.gc.ca/spectrum>)
- On-line application for textile CA number registration was launched, and about one third of the applications received since its introduction were done on-line (<http://competition.ic.gc.ca>)
- Electronic services for merger pre-notification filings, Advance Ruling Certificate requests and requests for advisory opinions have been developed (<http://competition.ic.gc.ca>)
- Biotechnology Regulatory Assistance Virtual Office (BRAVO) provided fast, comprehensive access to regulatory compliance requirements in biotechnology (<http://bravo.ic.gc.ca>).

Protecting Consumer Privacy

On April 13, 2000, the *Personal Information Protection and Electronic Documents Act*, Bill C-6, received Royal Assent.

The Act, which will protect the personal information of individuals, was based on the voluntary code developed by CSA (Canadian Standards Association) International. Bill C-6 also provides for the formal recognition in law of digital signatures and electronic documents, through the amendment of more than 300 federal statutes relating to government transactions and information requirements. The privacy provisions of the Act will come into force in January 2001.

- In collaboration with industry and consumer representatives, the Department developed the *Canadian Principles for Consumer Protection in E-Commerce*, and chaired the development of the *OECD Guidelines for Consumer Protection in the Context of Electronic Commerce*, which were approved in December 1999.
- In collaboration with Canadian industry associations and companies, barriers to the adoption of e-commerce were identified, and the use of electronic business was promoted between Canadian business enterprises and their customers, suppliers and partners in all industry sectors. Examples include focus groups, studies and a survey on the adoption of connectedness standards by Canadian manufacturers (<http://strategis.gc.ca/pics/cq/survey2.pdf>).
- An on-line directory was developed, listing e-commerce suppliers in Canada and their capabilities, by major product areas (<http://strategis.gc.ca/SSG/it05171e.html>).

Promoting E-Business

Industry Canada tackled e-business opportunities and challenges at the sector and firm levels by undertaking the following.

- Targeting small, medium-sized and large Canadian businesses with 20 major new information products geared to e-business development, available through a variety of media, including *Strategis*. Examples include:
 - Net Gain — a primer for conducting e-business (<http://strategis.gc.ca/netgain>);
 - STEP — an international data exchange primer for the aerospace industry (<http://strategis.gc.ca/STEPguide>);
 - Winning Retail — a self-assessment and instructional guide for independent retailers (<http://strategis.gc.ca/winning>); and
 - BRAVO — a biotechnology regulatory site (<http://bravo.ic.gc.ca>).
- Delivering major e-business presentations at 43 industry events from Vancouver to Gander and from Whitehorse to Toronto, including national conferences, symposiums, round tables and regional forums; and performing desktop demonstrations and disseminating information at kiosks and trade booths at 16 Small Business Info-Fairs and 35 trade shows, in total reaching, conservatively, more than 35,000 participants.
- Hosting an e-business summit, bringing together 150 delegates from national industry associations to identify roles and best practices in promoting e-commerce to their member companies (<http://strategis.gc.ca/comevent>).
- Raising awareness of e-commerce opportunities with ICT firms, research organizations and universities, through the delivery of the Electronic Commerce Growth Strategy and workshops in all regions of Canada.
- Conducting a successful International Women's Day celebration, "Beyond the Web — Putting E-Commerce to Work for Women Entrepreneurs," which drew 350 women entrepreneurs and executives.

- A Canadian Intellectual Property Office (CIPO) Client Service Centre was created, providing a one-stop shop for intellectual property information and search services. In addition, the centre offers an electronic rather than a paper-based searching environment.

Canadian digital content and applications on-line maximized

Canadian Content On-line is promoting Canada as a leading-edge supplier of digital content and advanced Internet applications, by strengthening strategic sectors of the Canadian economy, such as Canadian content and new media industries, and by sponsoring the digitization of Canadian collections.

- The Department developed, marketed and is currently in the process of deploying across Canada a French language business-to-business (B2B) on-line tutorial to French language business groups.
- Some 500 digitization projects had been supported as of March 31, 2000, through the Digital Collections program. The program provided job experience to more than 2,300 Canadian youths and permitted the creation of 360 digital collections, which have been posted on the Web site.
- Fifty-three projects through the Francommunautés virtuelles program were funded. These projects created new networks, enhanced information

technology skills among Francophone communities in all parts of Canada and contributed to the growing body of Canadian on-line content in French.

- Through the SchoolNet Multimedia Learnware and Public Access Applications Program, financing was provided to new products for learning and public access on the Information Highway, and partnerships were facilitated, such as the six product development partnerships established in 1999–2000 for learnware and public access products planned to hit Canadian and national markets in 2001.

MARKETPLACE — Building a fair, efficient and competitive marketplace

The Importance of the Marketplace

A fair, efficient and competitive marketplace is an essential foundation for a prosperous economy, in which innovation and efficiency are rewarded. It is also important for attracting investment, encouraging trade and promoting economic growth. Such a marketplace provides the stability and efficiency needed to conduct business, while maintaining consumer confidence in marketplace transactions and the goods and services produced. It also sets the stage for productivity, job creation and sustainable development. For Canada to be the location of choice for investment, to make innovation and productivity our strengths, and to continue to flourish as a nation of traders, we need marketplace laws and services that foster excellence and creativity as well as fair treatment and informed decision making. We also need laws and services that compare well with those of other countries, since global, knowledge-based firms have considerable latitude in choosing where they do business.

The Marketplace Challenge

Marketplace legislation must keep pace with the globalization of markets and the current unprecedented level of technological change. Up-to-date rules for business transactions within Canada and within the global marketplace are especially important in the increasingly integrated North American economy, where most of our international business takes place. With trade barriers continuing to fall worldwide, Canada's marketplace legislation must be modernized to encourage Canadian businesses to take advantage of new opportunities in world markets and to attract investment from abroad.

The integration of markets makes it all the more important that we have the tools to enforce legislation across borders, which requires a new level of cooperation and negotiation with our trading partners. The integration of markets also means that framework policies, such as trade and competition, which could have been pursued independently at one time, now need to work together in a complementary manner toward common goals to benefit consumers and businesses worldwide. Speed is critical in today's economy, and the administration and enforcement of framework laws need to be efficient, transparent, timely and predictable.

Technological change, particularly in telecommunications and information technologies, continues to dramatically alter the structure of markets. New issues relating to e-commerce, consumer protection, biotechnology, competition, corporate governance, intellectual property rights and international standards must be resolved if Canadians are to take full advantage of their capacity for innovation. New technologies also offer opportunities for Industry Canada to adapt and improve the way it conducts its business in serving its clients, in disseminating information more effectively, and in reducing the regulatory burden.

Industry Canada's Response

Industry Canada is committed to building a marketplace environment that attracts and retains the world's best firms. A fair, efficient and competitive marketplace framework for businesses, consumers and investors fosters the Department's trade and investment agendas by making Canada an attractive place to do business. It stimulates innovation by establishing clear and effective intellectual property rights. It also provides an informed and competitive environment responsive to discerning consumers who call for choice in high-quality goods and services. Competition policy also stimulates innovation by safeguarding against unfair practices and abuse of market power, which hurt other businesses and erode consumer choice. The marketplace framework has also played an essential part in the federal government's Connecting Canadians initiative, through policies directed at encouraging competitive services and low prices in telecommunications.

Fair and transparent marketplace rules inspire confidence among all participants. Sound corporate governance inspires confidence in investors; bankruptcy legislation and administration put resources back to productive use by resolving insolvencies quickly and fairly; and competition legislation promotes an efficient economy. Finally, consistent and reliable Canadian standards for labelling and for measuring products and services ensure consumer confidence in the marketplace at home and abroad.

Industry Canada continued to implement new legislation and develop regulatory and legislative policies to modernize its marketplace frameworks with a view to attracting and retaining the world's best firms and encouraging an efficient and productive economic environment.

A marketplace framework for business, consumers and investors that is fair, efficient, competitive and world-class

By focussing on the following legislative and regulatory initiatives, Industry Canada ensured that Canadian marketplace framework laws continue to be responsive to emerging business trends, client service needs and the ongoing commitment to liberalize the Canadian marketplace and further integrate it into the North American marketplace. The following achievements contributed to this result.

- In the Speech from the Throne, the government made a commitment to increase trade and investment by modernizing legislation, making Canada a choice destination for the headquarters of global corporations. In response, Bill S-19, amending the *Canada Business Corporations Act* (CBCA) and the *Canada Cooperatives Act* (CCA), was tabled in the Senate on March 21, 2000. The amendments to the CBCA and the CCA will (i) expand shareholder rights, (ii) enhance global competitiveness, (iii) clarify responsibility, and (iv) eliminate duplication with provincial securities laws and reduce costs of compliance.
- The Radiocommunication Regulations were amended to eliminate the need to annually issue more than 100,000 licences for the operation of certain aircraft, ship and amateur stations, and the requirement for most users to pay the applicable annual licence fee was revoked.
- Appropriate radiocommunication and broadcasting regulations, technical standards and regulatory procedures were revised to enable the introduction of new systems and services, such as mobile satellite services systems, fixed wireless access systems and multipoint communication systems.





- New regulations enabled the full implementation of Bill C-32, one of the most extensive overhauls of the *Copyright Act*, including the implementation of new, powerful remedies, such as statutory damages recommended by the Information Highway Advisory Council, an important step in developing a world-class copyright framework for e-commerce.
- The Department opened up 300 MHz of spectrum in the 5 GHz range for licence-exempt use to facilitate the development of advanced wireless local area networks (LANs) for delivery of high-speed data and new media services.
- Licence-exempt use of the spectrum in the 460 MHz range was authorized to enable consumer access to family radio services for personal leisure and business.
- Three Canadian service providers (Globalstar Canada, Vistar and Narrowband) were authorized for the use of regional and global mobile satellite systems, thus providing Canadians more competitive services options.
- Structural market-based solutions were sought, to introduce competition into previously regulated sectors in the process of deregulation. For example, the Competition Bureau intervened in the New Brunswick Natural Gas hearings to promote the establishment of an appropriate framework for gas marketing and distribution. Consumers in New Brunswick could save as much as \$2.2 billion on their energy costs over 20 years, and the Competition Bureau's intervention will help ensure that these benefits are fully realized.
- Competition was increased in the local market for broadband distribution (broadcasting and telecommunications) by establishing the policy framework and licensing of multipoint communication

▶ Spectrum Auctions

The 24 and 38 GHz auction process concluded in November 1999. It allowed Industry Canada to quickly and efficiently assign the largest number of licences ever awarded in a single process, with 260 licences going to 12 companies, which bid more than \$171 million for the right to offer broadband services to Canadians. National and local communications firms alike will now have an opportunity to obtain access to this spectrum and to explore new ways of delivering communication services. The auction was conducted securely over the Internet, employing Canadian public key infrastructure encryption and digital signature technologies to ensure the bids' confidentiality and authenticity.

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

services (MCS) in the 2.5 GHz band, including a specific commitment to advanced learning services. Thirteen MCS licences were granted to two companies across Canada.

- Technical standards were introduced to address emerging measurement technology such as security protocol principles for measuring instruments.
- The intellectual property framework review of the impact of globalization/harmonization was launched, and an electronic intellectual property data exchange with the U.S. Patent and Trademark Office was pursued.
- The Department collaborated with the United States to establish an internationally recognized communications protocol for electricity meters, which will become compulsory in January 2001.

▶ Marketplace Enforcement

The Competition Bureau reviewed 472 mergers, responded to more than 13,000 complaints and pursued a range of resolutions under the conformity continuum, including the following examples.

- **Merger activity:** Several grocery mergers were reviewed between 1998 and 1999 (Loblaw/Provigo, Loblaw/Oshawa, Sobeys/Oshawa, Métro-Richelieu/Loeb). As a result of competition concerns arising from these mergers, the Bureau required certain divestitures of retail grocery assets. The annual impact of these divestitures on the problematic markets is estimated to be, at a minimum, in the \$25 million range.
- **International cartels:** In 1999–2000, the Competition Bureau had nine ongoing inquiries into international price-fixing and market allocation schemes affecting the Canadian marketplace. The inquiries included the continuing investigations into global conspiracies affecting bulk vitamins, which so far have resulted in the conviction in Canada of nine corporations and three individuals and fines totalling more than \$94.5 million.
- **Deceptive marketing practices and deceptive telemarketing:** The first interim order under the new civil process prevented Universal Payphone Systems Inc. from the misleading promotion of payphone business opportunities. This demonstrated the effectiveness and speed of the new process, which prevented a greater number of investors from being misled. The Bureau also obtained record fines of \$1 million against a number of companies, including American Family Publishers, Publishers Central, and First Canadian Publishers, as well as prison terms of two to six months for some individuals for deceptive telemarketing. The value of commerce over a one-year period for American Family Publishers was approximately \$3.3 million.

Further details on compliance and enforcement activity can be found in the Commissioner of Competition's annual report, on the Competition Bureau Web site (<http://competition.ic.gc.ca>).

A marketplace that operates in accordance with the framework statutes, regulations, policies and procedures

Setting the rules of the marketplace is not enough. Industry Canada works closely with its clientele to ensure compliance with the marketplace rules through a broad continuum of activities, ranging from direct enforcement to education, the dissemination of information and active support for voluntary compliance. The Department encourages partnerships

and strategic alliances with governments, businesses and consumers, to work together to make sure that monitoring, inspection and enforcement lead to responsible conduct in the marketplace.

Vigorous enforcement of the rules of the marketplace is a priority for Industry Canada, in order that Canadians may enjoy the benefits of a fair, efficient and competitive marketplace. The following are some examples of the range of activities undertaken during the year and the benefits for the Canadian public.

▶ Managing the Radio Frequency Spectrum

The following activities were undertaken in this area.

- Telesat was authorized for and proceeded with the use of Ka band in its Anik F satellite program.
- The use of foreign fixed satellite service space stations was approved.
- The use of 19 foreign satellites for the provision of services in Canada was authorized.
- Domestic services were protected from potential interference from foreign satellite systems.
- Canadian systems were protected from potential interference near the U.S. border.
- Information was disseminated to clients on their obligations under the *Radiocommunication Act* and compliance was increased as a result.
- The expertise of Canadian companies was promoted in the field of automated spectrum management.
- A Canadian partnership involving three companies was created to market Canadian spectrum management solutions to developing countries.
- The Digital Television Transitional Allotment Plan and associated Broadcast Procedures and Rules for the implementation of new services were developed and issued.

- A business case was conducted to examine the feasibility of using a private sector service provider to develop and run a self-financing electronic network for future bankruptcy and insolvency transactions. The results of this study will facilitate the development of the first phase — an electronic link between the trustee community and the Office of the Superintendent of Bankruptcy Canada.

- The revised Patent, Trade-marks and Industrial Design Regulations were adopted to support e-commerce and improve services to clients.

- Private sector participation in the delivery of Measurement Canada services increased by 54 percent. Thirty-six organizations are now accredited to provide electricity and natural gas meter or gasoline dispenser verification services.

Confidence in the marketplace

Research, the dissemination of information, expert advice and consumer education enhance the effectiveness of marketplace framework policies, by keeping businesses and consumers well informed. This information allows businesses to take advantage of marketplace opportunities, while conducting their activities in proper accordance with marketplace rules. Businesses and consumers can be confident that the businesses they deal with, or compete with, are operating by the same rules and that these rules are administered efficiently and fairly. At the same time, an active, informative dialogue with the public instils confidence that the development and administration of framework rules are responsive to stakeholders' needs in a changing economy. Industry Canada's activities during the year ensured that Canadians can have confidence in the reliability of marketplace information and the fairness of the transactions they undertake. The following actions contributed to this result.

- The Competition Bureau launched a series of public service announcements and a video on deceptive telemarketing, which were well received by the public. It has recently been reported by PhoneBusters (<http://www.phonebusters.com>) that the total dollar losses from deceptive telemarketing prize scams have declined from \$11 million in 1995 to \$4 million in 1999.

- A series of National Insolvency Forums was launched across Canada to seek the views of clients and stakeholders on how the Canadian insolvency system is performing. The Department responded with a multi-year action plan to address the key issues that were raised.
- A partnership site was developed during 1999–2000 and launched in June 2000. This site, the multi-departmental Canadian Consumer Information Gateway (<http://consumerinformation.ca>), provides access to federal consumer-related information and services. The initiative involved 27 federal institutions, and is one of the first horizontal portals for the government.

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

The Importance of Investment

Like other countries, Canada depends on investment and capital formation to stimulate economic growth and achieve sustainable development. Moreover, with our open economy and limited pool of domestic savings, Canada is relatively more dependent than larger economies on FDI to spur business development and related job creation. Besides offering the potential for immediate jobs, FDI can also increase Canadian productivity, bring new technologies, upgrade management and marketing skills, promote sustainable development, and lead to wider access to markets.

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

▶ Canadian Consumer Information Gateway

- Canada's first on-line gateway to consumer information from government and its partners provides access to comprehensive consumer information from more than 27 federal institutions.
- The Gateway provides consumers with the tools to make informed decisions and safe and healthy product choices, alerts them to recalls and scams, offers them money-saving tips and a wealth of other consumer-oriented information. It is also a valuable source of contacts for those seeking recourse.
- Available via the Internet, public libraries, community access points and public access kiosks, the site provides information that matters — from a single, trusted source.

<http://consumerinformation.ca>

The Investment Challenge

In the 1990s, FDI in Canada accounted for 11 percent of all business capital formation. Although the cumulative stock of inward FDI increased by 26 percent during 1990–98, reaching US\$141.8 billion, Canada's share of inward FDI stock to the North American Free Trade Agreement (NAFTA) region declined from about 24 percent in 1985 to 13 percent in 1998. In comparison, the U.S. share increased 10 percent over the same period.

Canada's efforts to retain and increase its share of FDI are constrained by intense global competition for international investment. Growing competition among affiliates of multinationals for product and research mandates is a key factor. A wide range of generous incentives offered to investors by



▶ On-Line Instruments for Consumers

- The financial service charges calculator was redesigned (<http://strategis.gc.ca/FCALC>).
- The credit card costs calculator was redesigned (<http://strategis.gc.ca/crcalc>).
- Guides for SMEs and consumers on safe shopping on the Internet were developed and posted (<http://strategis.gc.ca/SSG/ca01180e.html>).
- The second annual report on financial institutions' service charges was published (<http://strategis.gc.ca/SSG/ca01196e.html>).
- The on-line Consumer News page was launched (<http://strategis.gc.ca/SSG/ca01170e.html>).
- An interactive fraud quiz was developed and launched (<http://strategis.gc.ca/SSG/ca01169e.html>).
- A handbook for the effective participation of consumer representatives in the standards system was developed (<http://strategis.gc.ca/SSG/ca01580e.html>).

governments in competing countries, most notably by a number of states and municipalities in the United States, adds to the stiff competition for FDI dollars. Thus, a key challenge is to capture more FDI flows, particularly those directed at the NAFTA region, in an environment characterized by globalization, increasing mobility of capital and technology, and volatile financial markets.

Investment by Canadian firms to strengthen existing operations is an important contributor to productivity improvement and economic growth. One reason for Canada's poor

productivity performance has been our low investment rate as a proportion of our GDP, especially in machinery and equipment, relative to other countries. According to a recent report (*Canadian Forecast Summary*, September 1999) by Standard & Poor DRI: "Canada's level of machinery and equipment (M&E) spending relative to GDP was far below the OECD average during 1980-96. From 1996 to 1998, Canada's level of M&E spending improved by more than 1 percent of GDP, but this would still be below the OECD's 1996 average."

At the domestic level, when borrowing investment funds, small businesses usually assume a higher rate of interest than their larger counterparts, as interest rates are indicators of perceived risk. Surveys by the Canadian Federation of Independent Business show that this interest rate differential has widened in the past decade, thereby acting as a deterrent for investment by SMEs. Therefore, another challenge is to encourage investment in Canada by Canadians by improving access to investment capital.

Industry Canada's Response

Industry Canada plays a key role in addressing the federal investment strategy, which since 1996 has provided a broad framework for all federal promotional activities (including domestic retention of FDI).

The federal government efforts to promote investment opportunities to strategic sectors are coordinated through Investment Partnerships Canada (IPC), a joint Industry Canada-Department of Foreign Affairs and International Trade (DFAIT) initiative to develop and execute investment campaigns targeted at multinationals in priority sectors and key global markets. Investment priority sectors are ICTs, life sciences (biotechnology, medical devices and pharmaceuticals), aerospace and defence, chemicals/petrochemicals, and automotive.

A key element of the 1996 federal investment strategy is to provide assistance to a larger number of Canadian SMEs to form international investment partnerships that allow growth domestically and in an increasing number of markets. The Department's ability to provide timely information, policies and services to clients, such as multinationals, international investors, Canadian SMEs and targeted groups, including Aboriginal people and rural communities, is equally important to the success of the investment strategy.

The fundamental factors that attract investment are the attributes of a productive and dynamic economy: a good marketplace framework, high levels of innovation, sectors with high growth potential and a healthy relationship with our trading partners. In these respects, the Department's other strategic objectives are crucial, though indirect, components of an investment strategy.

Industry Canada is building investor awareness and confidence in Canada as an investment location of choice, and consequently paving the way for decisions to invest and create jobs. This is being done by improving Canada's "brand image" in the international investment community, targeting potential and footloose investments by multinationals, creating the right climate to do business, and stimulating domestic investment and job creation.

Improved domestic and international investment climate

Industry Canada worked to improve the domestic and international investment climate by adopting competitive, efficient and fair marketplace laws and regulations for both businesses and consumers. The Department worked to strengthen the competition law; implement policies to address investment barriers related to intellectual property, patent protection

and risk management; harmonize with other jurisdictions; promote Canadian standards; and participate in bilateral, regional and multilateral trade and investment treaties. Through these activities with its partners and clients, Industry Canada is making a significant contribution to strengthening the investment climate domestically and internationally. The following achievements contributed to this result.

- In partnership with Citizenship and Immigration Canada and HRDC, IPC helped develop a process to facilitate the entry of senior investment clients at the port of entry. A more flexible temporary worker program and a pilot program for spousal work permits were also developed. In collaboration with Canada Customs and Revenue Agency, IPC helped establish the pre-claim project review process for the scientific, research and educational (SR&ED) tax credit eligibility.
- Two Web sites were developed for information dissemination to Canadians, concerning negotiations in the area of services and investment. Industry Canada also participated in cross-Canada round tables on international investment policy, and delivered more than 25 presentations to stakeholders, covering a range of investment and service issues across the country (<http://services2000.ic.gc.ca> and <http://intinvest.ic.gc.ca>).
- The Department worked to make industry aware of voluntary, self-regulation initiatives, such as the Accelerated Reduction/Elimination of Toxins (ARET) initiative, to address misconceptions that the protection of health and safety interests disadvantage industry.



Investing in Canada

Industry Canada is a trusted source of the information required by investors to locate their activities in Canada. As an example, Industry Canada's close work with provincial and local governments and potential investors to evaluate investment opportunities in Canada resulted in Toyota's \$650-million investment in a manufacturing facility located in Cambridge, Ontario.

Canada branded and recognized as an investment location of choice

Industry Canada took steps to increase awareness of Canada as an investment location of choice. An effective approach is to build awareness among potential investors of the investment opportunities in priority sectors, as well as in traditional industries. Enhancing Canada's "brand image" is an effective means of eliminating the gap between the perceptions of potential investors and reality. The Department's efforts and those of its partners are paying off, as international investors are showing more interest in Canada. According to A.T. Kearney, a Chicago-based management consulting firm that publishes a well-known FDI confidence index, Canada ranked 12th as a preferred destination for FDI in 1999, up from 17th in the previous year. The following are examples of accomplishments in 1999–2000.

- The pilot phase of the "Invest in Canada" Web site (<http://www.investincanada.ic.gc.ca>) was completed. The site provides single-window service for potential investors, site selectors and investment officers worldwide.
- IPC hosted 12 incoming missions of potential investors from target markets/countries, namely France, United Kingdom–Ireland, the United States,

Sweden, Japan and other Asian countries. The Swedish Royal Technology Mission in September 1999 was of such a high profile that His Majesty King Carl XVI Gustaf of Sweden participated.

- Industry Canada supported international business and economic conferences, such as the World Economic Forum in Davos, Switzerland, Softworld '99 in Vancouver, B.C., and Telecom '99 in Geneva, Switzerland, to help raise the profile of Canada as a competitive market.

Increased attraction and retention of multinational investment in Canada

Industry Canada worked to attract and retain increased multinational investment. The Department's industry sector branches and IPC coordinate targeted campaigns to attract and retain investment by multinationals in Canada. In cooperation with embassies abroad, they provide one-stop servicing of the investment needs of selected multinationals. They also support seven federal deputy ministers who, through the Deputy Ministers Country Champion Campaigns Program, define opportunities and promote Canada to targeted multinationals as a place in which to invest. Their efforts focus on investment opportunities in priority sectors and targeted markets in Asia (South Korea and Japan), Europe (the United Kingdom, France, the Netherlands, Germany and Sweden) and the United States. Industry Canada's accomplishments in 1999–2000 include the following.

- IPC conducted 13 campaigns under the Deputy Ministers' Investment Champion Program, covering key target markets. During these campaigns, almost 80 corporate calls were made to encourage potential investors to consider Canada as an investment destination. Potential investors were invited to visit Canada to assess the Canadian advantages first-hand. More than 60 investment leads have been

identified in this fiscal year. In addition, the deputy minister champions met with U.S. site selectors in October 1999 to raise the profile of Canada.

- The Department instituted Investment Sector Roundtables for priority sectors to develop a coordinated approach to targeted investment promotion. This includes the development and implementation, in collaboration with partners, of strategies targeting specific investment opportunities, the development and maintenance of relationships with key investors, and the development and use of communication tools to raise awareness among potential investors of Canadian advantages and opportunities for collaboration.
- Sectoral investment strategies were developed to attract and retain leading-edge investments; integrated investment strategies and campaigns were prepared for key investment targets; company relationship managers were appointed; and a program of domestic investment calls on Canadian subsidiaries of targeted multinationals was instituted with a view to influencing investment decisions in favour of Canada.

Increased investment by SMEs and by Aboriginal businesses

Industry Canada is working toward increased investment by SMEs and targeted groups that play a major role in stimulating growth and jobs in the Canadian economy. Improved access to capital and information is provided to small businesses through the *Canada Small Business Financing Act*, and to Aboriginal people and remote communities through Aboriginal Business Canada, FedNor and community development programs. The following are some achievements that contributed to this result.

- *The Canada Small Business Financing Act* (CSBFA) came into force on April 1, 1999, replacing and updating the *Small*

▶ Access to Capital for New Aboriginal Business Development Initiative

- Some \$5 million of credit line applications were approved, and \$2 million are under review.
- Thirty-five applications totalling \$220,000 have been made for support under the training element of Access to Capital.
- Eight applications totalling \$250,000 are currently under review under the Enhanced Access Loan Fund.

Business Loans Act (SBLA). Like the SBLA, the CSBFA facilitates access to debt capital for small businesses by providing for the government to share the risk of losses with financial service providers. Financial service providers were involved in the redesign of the program. The program is delivered on behalf of the government by the financial service providers, who are also responsible for the credit decisions made under the program. The new Act includes the provision of authority for the creation of pilot projects for lending to the voluntary sector and for capital leasing. Consultations and analysis on the CSBFA pilot projects commenced in 1999–2000. In 1999–2000, the Small Business Loans Administration registered 17,667 loans to small businesses, representing about \$1.35 billion in capital. Borrowers under the CSBFA are mostly start-ups (some 8,905 loans totalling \$765 million, or 50 percent of the number of loans in 1999–2000), those that often have difficulty getting a loan.

- Industry Canada co-hosted the 26th International Small Business Congress (ISBC '99) with the Canadian Federation





of Independent Business, at which 900 entrepreneurs, association leaders, policy makers and researchers from more than 50 countries examined topics essential for the success of small business in the knowledge-based economy of the 21st century.

- Some \$5 million in new commercial lending were leveraged through Memoranda of Understanding (MOUs) with financial institutions for Northern Ontario businesses, and \$1 million were provided for applied R&D projects.
- Some \$7.7 million in additional capital was provided to the Community Futures Development Corporations' (CFDCs) investment funds, which in turn made 1,270 investments in small businesses, totalling \$38.1 million and leveraging \$54.2 million from other sources during the first six months of 1999–2000.

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

The Importance of Trade

Great potential for creating long-lasting, high-quality jobs results from increasing the number of exporting firms, especially SMEs in all sectors, and from diversifying the markets to which they export. A firm that succeeds globally is also more competitive at home.

Canada has become a world-class trading nation. Canada's trade orientation is more than two and a half times that of other G-7 economies, having increased sharply following the Free Trade Agreement and NAFTA. This trend was pervasive in all industries and across all provinces and regions in the economy. Much of the increase in trade orientation can be attributed to our increased trade linkages with the United States, and is indicative of greater product and service

specialization in the economy. Other economic factors accounting for Canada's improved aggregate trade performance in the 1990s include the stronger growth in the U.S. domestic demand relative to Canada, and improvements in cost competitiveness, driven in particular by the exchange rate.

The Trade Challenge

Despite Canada's relatively strong position, there are still some challenges regarding the growth of trade in 2000. First, our exports are still dominated by a few large exporters, with a low participation rate among SMEs. As our economy evolves and our exports continue to grow, the Government of Canada is working to encourage more Canadian companies, particularly SMEs, to consider exporting their products and services. Exporter preparedness support is critical, as some 30 percent of new exporters become completely inactive within the first year.

Second, Canada must diversify its markets beyond the United States if it is to continue to build on the strong foundation that has been laid. Currently, more than 80 percent of Canada's exports go to the United States, a proportion that continues to increase, due in part to the continued robust performance of the U.S. economy. However, there are lucrative opportunities for Canadian goods and services in other emerging high-growth markets. Industry Canada is working to do more to help diversify Canada's trade base by promoting high-growth markets to Canadian businesses and working with export-prepared firms to take advantage of the opportunities they present.

Third, efforts are also being made to ensure that the domestic market functions effectively, and that barriers to trade within Canada are reduced. Internal trade barriers make it difficult for firms to expand across Canada and achieve the economies of

► Sustainable Cities Initiative

The Sustainable Cities Initiative is a new multi-sectoral approach to trade development. Its objective is to focus the efforts of government, the private sector and non-governmental organizations on the challenges faced by cities in developing economies.

The concept was endorsed by the Prime Minister in March 1999 and has been successfully piloted in three cities: Salvador, Brazil; Katowice, Poland; and Qingdao, China. Sustainable urban development roadmaps have been completed for the selected cities and \$1.5 billion in potential projects have been identified.

The initiative's target sectors are energy, housing, environment, transportation and communications — all areas in which Canadians have high capability. The approach is to target municipal-level decision makers. The initiative is being led by Industry Canada, but has strong support from other government departments, the provinces, and 66 members from the private sector.

scale necessary to confront international competition. For example, barriers can raise the costs of fundamental business inputs such as electricity. The costs of government are raised if inefficient and discriminatory procurement practices are permitted, and barriers to labour mobility may impose significant hardship on individual Canadians, as well as raise costs for business.

Industry Canada's Response

Canada has developed an International Business Development (IBD) strategy to address these and other trade challenges. The overall objective is to improve and modernize trade services to existing

Canadian exporters, and to help prepare new exporters for international markets. Canada's 1999–2002 *Team Canada Inc Business Plan* is aimed at improving the transparency of the government's strategic approach to the international business agenda, and providing greater accountability for results. The *Team Canada Inc Business Plan* is the agreed framework being used by all members of Team Canada Inc, the network of trade service providers. The plan is posted on the Internet (<http://exportsource.gc.ca>).

Industry Canada's strategic objectives have contributed to the ongoing efforts to attain key IBD results. The Department adopted a strategic trade objective of "working with Canadians to increase Canada's share of global trade." Marketplace frameworks played an important role in the harmonization of rules and reduction of barriers across borders, as well as for the recognition of intellectual property rights. Innovation and productivity were key to competing in world markets at a time when economic crises elsewhere were reducing the demand for exports. Connectedness fostered expertise and growth in leading-edge technologies, products and services, and is giving exporters the edge they need in the market with enormous growth potential.

Industry Canada delivered its trade development services and activities predominantly through its International Trade Centres (ITCs) located in each province, and the Trade Team Canada Sectors (TTCSs) (*see box on page 37*). ITCs concentrated their services in two of the five Team Canada Inc core service areas (export counselling and market entry support) of the Exporter Needs Continuum (*see Figure 4 on page 38*), and played a leadership role in coordinating the Regional Trade Networks that pull together the federal, provincial and private sector partners delivering exporter services in the regions.





▶ Team Canada Inc
International
Business
Development
Strategy

The strategy has four key result areas:

- maintained and improved secure market access;
- internationally competitive and export-oriented industry;
- increased business investment; and
- increased exports of Canadian value-added goods and services.

The TTCSs are national networks of public and private sector partners responsible for planning and implementation of trade activities in key industrial sectors. During the year under review, the 10 TTCSs managed by Industry Canada helped Canadian industry take advantage of international business opportunities, by promoting Canadian capabilities and companies in foreign markets, providing information and intelligence to Canadian companies, and promoting industry partnerships horizontally across sectors and companies.

Secure market access maintained and improved

International rules are now moving beyond the traditional focus on tariff and non-tariff border measures. They are now beginning to address questions of domestic regulations with trade impacts. The key policy challenge remains to find the right balance between domestic interests and concerns, and the opportunities and risks from accelerating globalization and market liberalization. To this end, Industry Canada is committed to reducing internal and external trade barriers and irritants, and building a more transparent and fairer, rules-based, global trading system.

To this aim, in 1999–2000, Industry Canada undertook the following.

- The Department participated in a wide range of activities stemming from Canada's membership in the WTO, such as ongoing negotiations for liberalizing trade in information technology products, government procurement and professional services, as well as several dispute settlement cases (civil aircraft, automobiles and patent protection).
- Negotiations toward the Free Trade Agreement of the Americas (FTAA) were supported across a wide range of negotiating groups, including subsidies, procurement, market access, services, e-commerce, investment, competition policy and intellectual property.
- The Department supported compliance of occupational regulatory bodies with the Agreement on Internal Trade. A majority of regulatory bodies governing 50 professions, such as registered nurses, teachers, agrologists and chiropractors, are actively negotiating mutual recognition agreements (MRAs). More than 20 professions have now developed draft MRAs, which are being evaluated to ensure they remove barriers and improve the mobility of workers.
- Canada's patent regime was defended against two WTO challenges launched by the European Union and the United States. In the EU challenge, our "early-working" exception, a fundamental component of our patent regime, which allows manufacturers to seek regulatory approval for competing versions of patented products prior to the expiration of the patent term, was successfully validated. The "stockpiling" exception was found to be inconsistent with our international obligations. With respect to the U.S. dispute, the Appellate Body of the WTO has upheld an earlier WTO Panel ruling that



Trade Team Canada Sectors

- Aerospace and Defence
- Automotive
- Bio-industries
- Building Products
- Electric Power Equipment and Services
- Environmental Industries
- Health Industries
- Information and Communications Technologies
- Plastics
- Service Industries and Capital Projects

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

concluded that Canada's term of patent protection for pre-1989 patents is inconsistent with our international obligations.

- Twelve detailed sectoral analysis and discussion papers were prepared for consultation with stakeholders, covering a range of service sectors and issues for the new round of WTO, General Agreement on Trade in Services (GATS) and FTAA service negotiations. In partnership with DFAIT, clients were consulted in preparation for these international trade and investment negotiations.
 - International partnering was encouraged at the World Intellectual Property Organization (WIPO) to adopt effective intellectual property obligations, including measures to enforce intellectual property rights. As well, the Department hosted practical training courses in patents and trade-marks for officials from a number of developing countries.
 - Negotiations were conducted with respect to the telecommunications portion of Canada's agreement to support China's accession to the WTO.
- Export capability and preparedness*
- Recognizing that productivity improvements occur at the firm level, Industry Canada is taking steps to enhance the export capability and preparedness of Canadian firms to create internationally competitive and export-oriented industries and firms.
- Developing, strengthening and broadening the international competitiveness and export capabilities of Canadian firms is prerequisite to increasing the number of firms actively exporting. Industry Canada needs to foster a mind set for global markets, and encourage more companies to make their products and services export-ready. To do this, Industry Canada undertook the following.
- Access to the programs and services of Team Canada Inc member departments was improved by redesigning *ExportSource* to enhance ease of use by clients. There were more than 179,000 visits to *ExportSource* — Canada's most comprehensive on-line source of government export information, which links to all 22 Team Canada Inc members. An on-line user survey showed that the effectiveness index increased from 6.8 to 7.1 (exceeding the target of 7.0) and that 84 percent of survey participants rated *ExportSource* as above average.
 - More than 1,000 firms were introduced to 195 trade commissioners under the Trade Commissioner Service Outreach Program and more than 1,000 trade events were organized, including workshops, seminars, outreach events and 800 missions. These served more than 30,000 participants, especially SMEs. Participants gained first-hand information about potential export markets for their products or learned of the benefits that their companies could reap through exporting.

FIGURE 4
Team Canada Inc Services
Covering the Exporter Needs Continuum

Exporter Cycle	Potential Exporter		Preparing Exporter			Exporter
	General Information	Skills Development	Export Counselling	Market Entry Support	Export Financing	In-Market Assistance
Core Services	Export Information Service 1-888-811-1119 <i>ExportSource</i> exportsource.gc.ca	Export Preparation Guides Export Skills Training Preparation for U.S. Preparation for Other Markets	Export-Readiness Assessment Export Plan Development Export Plan Implementation	Market Information and Intelligence Missions, Fairs and Trade-Related Events Market/Sector-Specific Advice and Guidance Market Development Funding	Needs Assessment and Counselling Provision of Working Capital Foreign Risk Mitigation Medium-/Long-Term Foreign Buyer Financing	Market Prospect Key Contacts Search Visit Information Face-to-Face Briefing Local Company Information Troubleshooting
TCI Network of International Business Development Service Providers		Federal/Provincial/Territorial Governments Sector and Bilateral Associations Private Sector Educational Institutions				

- Work was done to promote Team Canada Inc's 1-888-811-1119 Export Information Service, delivered by the network of CBSCs. The service provides a seamless link between callers and the Team Canada Inc export services across Canada. It served more than 17,000 callers. The majority of these clients used the service for the first time, and more than 80 percent of them felt more knowledgeable and said that the service assisted them in decision making and taking the next step in exporting. During 1999, the CBSC partnership was recognized for client service excellence when it received the Head of the Public Service Award.
- The first-ever statistical profile of Canadian exporters, with a focus on SMEs, was released. This study was a joint initiative of Team Canada Inc and Statistics Canada. It showed that the number of establishments exporting goods in 1997 increased by over 29 percent from 1993. The study provides baseline information on the exporting community and will allow Canada to measure progress toward increasing the number of active exporters.
- The First Nations Team Leader Consortia Initiative was launched, in cooperation with First Nations firms, to help Aboriginal and non-Aboriginal firms form consortia to pursue infrastructure development projects in Latin American countries with significant Aboriginal populations.

▶ **New Team
Canada Inc
Tools Available
on *ExportSource***

- *Step-by-Step Guide to Exporting*
- Interactive Export Planner
- Going Global on-line training workshops
- Virtual Trade Show — first module launched at Francocom '99.

<http://exportsource.gc.ca>

- The Canada–USA Businesswomen’s Trade Summit was organized to increase the number of export-ready/export-oriented women entrepreneurs. A survey of the Canadian delegates showed that 77 percent of delegates felt their awareness of federal programs and services increased through attending the summit; 45 percent reported that domestic and/or U.S. business resulted from contacts made at the summit; and 61 percent considered the summit to have enhanced the effectiveness of their businesses. Some 70 percent of the delegates expected sales and contracts to result from contacts made at the summit.

International market development

Exploiting our global trade opportunities is key to reaping the rewards of our productive effort. Canada is the most open of the G-7 countries. Trade represents more than four fifths of our GDP, compared with about one quarter in the United States. Exports of goods and services in 1999 increased 11.3 percent over 1998, to reach \$409.8 billion, which is equivalent to 43.2 percent of GDP. Over the same period, imports of goods and services increased 7.4 percent, to reach \$382.5 billion, which is equivalent to 40.3 percent of GDP. But we have major challenges still: our top five exporters

account for 21 percent of Canadian exports; less than 10 percent of SMEs export; and more than 80 percent of our exports go to a single market: the United States. Opportunities to address these challenges exist in the growing global markets for knowledge-intensive products and services. Industry Canada works to increase the number of new Canadian exporters (especially SMEs), diversify export markets, and improve market share by key sectors in their key markets. Some of Industry’s Canada achievements that contributed to this result include the following.

- The Canadian Tourism Commission (CTC), with private and public sector partners, promoted Canada abroad, generated export earnings from foreign tourists and highlighted domestic alternatives to travellers destined for the United States, i.e., import substitution. Through its

Tourism

- Canada became the seventh most popular destination in the world, attracting 3 percent of all international tourists.
- Canada was the ninth highest-earning tourism destination in the world, capturing a 2.2 percent market share of total global receipts.
- Tourism injected \$50.1 billion into the Canadian economy, a 6.5 percent increase over 1998.
- Tourism continues to be a strong generator of employment: more than 524,300 workers were employed in tourism-related occupations last year — a 1.2 percent increase over 1998.
- Foreign tourists’ share of total expenditures has grown continuously since the establishment of the CTC in 1995.

<http://www.canadatourism.com>



▶ International Business Opportunities Centre

- Since its inception, the International Business Opportunities Centre (IBOC) contacted some 20,000 Canadian companies in response to 16,000 business leads from more than 100 Canadian trade offices.
- Seventy-five percent of IBOC business clients are SMEs.
- IBOC put 7,000 Canadian companies in contact with foreign buyers and successfully matched nearly 2,000 Canadian suppliers and foreign buyers.
- Successful export sales to date, as a result of IBOC's assistance, total \$27 million (this is exclusive of follow-on sales).
- Potential export sales/ongoing negotiations that are a result of IBOC's assistance total \$20 million.
- Successful export sales range in contract values from \$10,000 to well over \$1 million.
- The majority of these export sales represent a first-ever or new-to-market sale, which typically leads to follow-on export sales.

Product Clubs Program, the CTC assisted small tourism enterprises in developing products, with a view to acquiring export capability, and helped develop new international markets — a new office opened in China during the summer of 2000.

- Electronic media were developed and refined to provide information on foreign markets and intelligence on business opportunities to Canadian companies. The first sector-specific e-marketing tool was developed, providing one-stop, Web-based service to promote Canadian products, services and expertise to foreign buyers.

This virtual marketing tool, developed in concert with the private sector, highlights the Canadian electric power equipment and services industry, and is designed to be attached to Canadian embassy and consular Web sites around the world. This electric power e-marketing tool will serve as a model for other key sectors (<http://www.dfait-maeci.gc.ca/trade/ner/menu-e.htm>).

- Working with public and private sector partners, the first sector-specific marketing module was developed and piloted to promote Canadian products, services and expertise via the Internet. This virtual marketing module, comprehensively highlighting the Canadian electric power equipment and services industry, can be attached to any Canadian Embassy or consular Web site throughout the world.
- Work was undertaken with public and private sector partners to organize Canadian participation in major international trade shows, such as ITU Telecom '99, CeBit 2000, Paris Airshow, Tokyo Motor Show, BIO 2000, Interplas '99, Expo 2000, and GLOBE 2000.

▶ SourceCan

The objectives of SourceCan are the following:

- to provide a dynamic trading network for building partnerships and capturing new domestic and foreign markets electronically;
- to offer a one-stop, enhanced data base of validated, continuously updated corporate information and capabilities servicing several departments; and
- to establish a single point of entry to government and private sector sourcing and electronic bid matching.

<http://SourceCan.com>

- TTCS exporter-client surveys to measure satisfaction across the range of major trade events initiated by the TTCSs were successfully piloted.
- The Department participated in the 8th Francophone Summit of Heads of State and Government in Moncton in September 1999, and in related events such as the Village de la Francophonie and the Vitrine technologique. This was only the second time the event was held in Canada. The first time was in Québec City in 1987.
- Industry Canada invested and participated in the 3^e Forum des gens d'affaires francophones in June 1999 (there were 350 attendees, and 40 speakers and panellists, and 40 agreements were signed during the forum).



Section 3: Consolidated Reporting

3.1 Transfer Payments

This section presents the results of Industry Canada's active grants and contributions programs (programs under which new contributions may be approved, either directly by the Department or through indirect delivery) to March 31, 2000. To learn about the objectives of these programs for 1999–2000, please consult Appendix A of the 1998–99 Departmental Performance Report (or see <http://www.tbs-sct.gc.ca/rma/dpr/98-99/IC98dpre.pdf>).

Aboriginal Business Development Program

The following initiatives were approved for funding in 1999–2000:

- 189 innovation projects
- participation in 49 trade shows
- 349 expansion/modernization projects
- development of 299 business plans.

Aboriginal Business Canada has also initiated other activities in the following areas:

- collaboration with regional development agencies to facilitate access by Aboriginal people to government programs;
- needs assessment to develop generic products and training to enhance the capacity of Aboriginal financial institutions, through Access to Capital programming; and
- the completion of five studies to assist Aboriginal Capital Corporations with organizational development.

Other results of this program can be found on page 33.

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

Aboriginal Business Loan Insurance Program

Two loan insurance guarantees were approved for a maximum insurance of \$1,241,000.

Canadian Institute for Advanced Research

- Canadian Institute for Advanced Research (CIAR) projects leveraged investments by provincial governments and the private sector of at least twice the level of federal government assistance.
- CIAR has established collaborative research projects in areas such as early child development, population health, evolutionary biology and superconductivity.
- A new research project was approved in nanoelectronics, an important field of information technology.

<http://www.ciar.ca>

CANARIE — Phase III

- At the end of 1999–2000, the activities carried out by CANARIE had increased Canadian Internet speeds by a factor of almost a million.
- CA*Net 3 traffic has grown over 600 percent; now, outgoing traffic exceeds incoming traffic, which indicates Canadian researchers are now net information providers rather than seekers of more information from the networks of other countries.
- CANARIE's Learning Program funded 10 multi-regional projects that established a virtual community of educators and learners.
- The Remote Community Services Telecentre technology funded by CANARIE has been implemented by Newfoundland's provincial court system to conduct hearings and mental health assessments over the Internet.
- International Peering Agreements were established (Australia, Japan, United States, Peru, Mexico, EU nations), resulting in adoptions of the CA*Net 3 technology provided by Canadian companies.
- The CA*Net 3 between Halifax and Vancouver was completed and should soon be extended to Prince Edward Island and Newfoundland to complete the national stage.

Other results of this program can be found on pages 13 and 18.

<http://www.canarie.ca>

FedNor*

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

TELECOMMUNICATIONS INFRASTRUCTURE AND NETWORKS

The program approved more than \$2.5 million in new contributions toward 14 new telecommunications infrastructure and networks projects, and expended more than \$3.5 million in contributions toward 29 projects (new and previously approved).

<http://strategis.gc.ca/SSG/fn00365e.html>

INFORMATION AND COMMUNICATION TECHNOLOGY APPLICATIONS

Since this program was launched in November 1999, FedNor approved \$210,000 in contributions to two new ICT projects.

<http://strategis.gc.ca/SSG/fn00369e.html>

TRADE DEVELOPMENT

The program approved more than \$63,000 in contributions toward two new international trade projects, and expended more than \$87,000 in contributions toward five trade projects.

*FedNor's results are reported based on the revised FedNor program launched in November 1999.

**APPLIED RESEARCH AND DEVELOPMENT (FORMERLY PRE-COMMERCIAL FUND)**

The program approved more than \$980,000 in contributions toward six new applied R&D projects, and expended more than \$420,000 in contributions toward six projects.

<http://strategis.gc.ca/SSG/fn00233e.html>

INNOVATION CAPACITY BUILDING

The program approved contributions of \$884,000 toward three new innovation capacity-building projects, and expended more than \$714,000 in contributions toward seven projects.

<http://strategis.gc.ca/SSG/fn00368e.html>

COMMUNITY FUTURES PROGRAM

- Since April 1, 1995, the Community Futures Program in Ontario, administered by FedNor, has provided more than 5,759 loans, worth almost \$153 million to local SMEs that helped create and/or maintain more than 20,946 jobs through 52 CFDCs.
- FedNor delivered \$10.8 million in Community Futures contributions.
- The program approved \$200,000 in new contributions toward two new community economic development integration projects, and approved more than \$205,000 in new contributions toward seven new CFDC informatics upgrade projects.
- The program expended \$255,000 in contributions toward 12 CFDC informatics upgrade projects.

Other results of this program can be found on page 34.

<http://strategis.gc.ca/SSG/md13938e.html>

NOT-FOR-PROFIT FUND

The program approved contributions of \$5.6 million toward 180 new projects, and expended \$4.7 million in contributions toward 240 projects.

<http://strategis.gc.ca/SSG/fn00232e.html>

YOUTH INTERNSHIPS

- The program approved \$1.9 million in contributions to support 76 new Youth Internships, and expended \$1.7 million in contributions toward 136 Youth Internships.
- An independent consultant study recently reported that 96 percent of the interns found work in their field, the majority in Northern Ontario. It further reported that 80 percent of the interns currently employed felt that their employment was a direct result of their internship, and that 97 percent of employers indicated they would consider hosting another intern in the future. Originally introduced as a pilot initiative in December 1997, Youth Internships is now an ongoing FedNor program.

<http://strategis.gc.ca/SSG/fn00191e.html>



ABORIGINAL BUSINESS DEVELOPMENT

The FedNor region represents the first region in Canada to be fully operational with 11 new Aboriginal Business Service Network (ABSN) sites.

In collaboration with other FedNor programs:

- \$1.7 million in contributions toward seven new Aboriginal telecommunications projects were approved;
- more than \$2.5 million in contributions for 47 new Aboriginal projects (including Tourism, Not-for-Profit, Youth Internships, Northern Ontario Economic Development and other special projects) were approved;
- more than \$619,000 in new contributions to two Aboriginal investment projects, including the establishment of an equity investment fund, were approved; and
- a total of \$4.6 million in contributions toward 83 Aboriginal projects were approved.

COMMUNITY RECOVERY

Since this program was launched in November 1999, FedNor has approved \$166,000 in contributions toward two new community recovery visioning projects, and expended \$48,000 in contributions toward two projects.

<http://strategis.gc.ca/SSG/fn00367e.html>

TOURISM FUND

The program approved \$1.1 million in contributions toward 11 new tourism projects, and expended \$841,800 in contributions toward 23 tourism projects.

<http://strategis.gc.ca/SSG/fn00234e.html>

NORTHERN ONTARIO ECONOMIC DEVELOPMENT FUND

The program approved almost \$1.8 million in contributions toward 18 new projects, and expended \$1.37 million in contributions toward 31 projects.

<http://strategis.gc.ca/SSG/fn00239e.html>

LOAN/INVESTMENT FUND/LOSS RESERVE

- The program leveraged \$5 million in new commercial lending through MOUs with financial institutions, and approved \$619,459 in new contributions toward two Aboriginal investment projects, including the establishment of an equity investment fund.
- Also refer to Community Futures Program on page 45.

Information Highway Programs

The results for several of the following Information Highway programs are reported under the Connectedness strategic objective.

COMMUNITY ACCESS PROGRAM

The results of this program can be found in the Providing Canadians with Access box on page 20.



COMPUTERS FOR SCHOOLS

The results of this program can be found in the Providing Canadians with Access box on page 20.

<http://www.schoolnet.ca/cfs-ope>

FRANCOMMUNAUTÉS VIRTUELLES

For details, refer to page 23.

INFORMATION HIGHWAY SCIENCE AND ENTREPRENEURSHIP CAMPS

- Under this program, 116 youths were hired during the summer of 1999, and thousands of children attended the camps.
- Over 90 percent of the youth employees agree that the Information, Science and Entrepreneurship (ISE) Camps program has provided them with useful skills.
- Over 85 percent of the youth employees agree that the ISE Camps program has helped their career and skills development.
- Over 80 percent of the youth employees agree that the ISE Camps program has provided them with good networking opportunities.
- Some 85 percent of the youth participants agree that their ISE Camps experience has met their needs.

NETCORPS CANADA INTERNATIONAL (NETCORPS)

The results of this program can be found on page 19.

<http://www.netcorps-cyberjeunes.org>

NETWORK OF INNOVATIVE SCHOOLS

In November 1999, Council of Ministers of Education of Canada, Industry Canada's SchoolNet and HRDC's Office of Learning Technologies co-facilitated the Pan-Canadian forum on the professional development of educators in the use of ICTs for learning and teaching. Representatives from each Network of Innovative Schools (NIS) member school attended the forum to network and learn from each other. The second annual conference is scheduled for September 2000 in Ottawa, in partnership with the Canadian Education Association. This conference will provide an opportunity for representatives from the 30 new NIS member schools to come together and share their innovative practices. In addition, the NIS is involved in the following.

- NIS member schools have an on-line discussion forum dedicated to discussing their innovative practices.
- The NIS is designing and implementing a toolkit to help schools become mentors, and report on the impact and outcomes of mentorship activities.
- Researchers from Telelearning-NCE are now working with member schools to determine areas of research interest in terms of assessing the impacts of ICT in learning.
- Every month, the NIS Web site showcases exemplary practices in models for teachers working as a team, models for principals and superintendents, linking to the community and student-centred learning.

SCHOOLNET

- Having met its target of connecting all Canadian schools and libraries to the Internet by March 31, 1999, the SchoolNet partnership set a new target to begin to extend connectivity from schools to classrooms, with a goal of seeing 250,000 connected computers in schools, the equivalent of one per classroom, by March 31, 2001. Due to SchoolNet's successful partnership with the provinces, territories, the education community and the private sector, SchoolNet is ahead of target in reaching this goal, with 425,234 connected computers as of March 31, 2000.
- SchoolNet has supported on-line services that enhance learning through information technology and help students and teachers develop ICT skills. For example, the SchoolNet News Network is Canada's on-line journalism network for students. The project is both a cyber-school for aspiring journalists and a multimedia publishing and broadcasting forum for their stories.
- Another example is the Media Awareness Network, an award-winning Web site that supports media education and Internet literacy in schools, and promotes consumer awareness and action for quality children's media and on-line content.

<http://www.schoolnet.ca>

SCHOOLNET MULTIMEDIA LEARNWARE AND PUBLIC ACCESS APPLICATIONS PROGRAM

The program has provided financing to support the generation of new products for learning and public access on the Information Highway, and has facilitated the development of powerful partnerships for the creation and distribution of Canadian content on-line. Under the initiative, six product development partnerships were established in 1999–2000 for learnware and public access products planning to hit Canadian and international markets in 2001.

<http://www.schoolnet.ca/funds>

SMART COMMUNITIES PROGRAM

The results of this program can be found on page 18.

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

VOLUNTARY SECTOR NETWORK SUPPORT PROGRAM (VOLNET)

The results of this program can be found in the Providing Canadians with Access box on page 20.

<http://www.volnet.org>

PRECARN

For the PRECARN research and development program, 1999 was a transition year. While Phase 2 is winding down, Phase 3 was officially launched to extend the program to fiscal year 2005–06.

- Total research investment for the year was an unprecedented \$13.3 million, \$8.2 million of which came from industry, and \$5.1 million from Industry Canada. The following are examples of promising activities.

- PARASENSOR technologies was licensed to Baader–Canpolar Inc. (BCI), a joint venture between Canpolar East and Baader, a food-processing equipment supplier headquartered in Germany. BCI, located in St. John’s, Newfoundland, will develop and manufacture fish inspection and marine food-processing products, taking advantage of Baader’s global sales and service capabilities. Zerotype product engineering is scheduled to begin in early 2000.
- The results of the Intelligent System for Industrial Drying (ISID) project is showing great potential for commercialization. The participants should be in full-scale commercial activity in 2000.
- PRECARN has adopted a sector-based approach to building relationships. Sector Focus Groups (SFGs) were created to provide a forum and a process for identifying priority industrial needs and potential intelligent system solutions. The SFGs bring together users, customers, technology developers, suppliers and research organizations.

<http://www.precarn.ca>

Support Payments to Consumer Groups and Other Voluntary Organizations Working in the Consumer Interest

Twenty-two organizations submitted 84 funding requests. The amount requested was approximately four times the available \$1 million. Nine organizations were awarded funding for 26 projects (an average of \$38,000 per project). Projects addressed a range of consumer issues relating to auto retailing, biotechnology, consumer credit, consumer organization self-sufficiency, e-commerce, energy deregulation, financial services, privacy, standards, sustainable consumption and telecommunication. Projects spanned a period of weeks or months, starting in April 1999 and ending in March 2000.

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

Technology Partnerships Canada

The results of this program can be found on page 14.

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

Canada–Ontario Infrastructure Works Program

The Ontario Region successfully wound down the Canada–Ontario Infrastructure Works (COIW) program. During the life of the two-phased program, 6,528 projects were approved, representing a federal investment of \$861.8 million in Ontario infrastructure.

3.2 Procurement and Contracting

Procurement and contracting authority is highly decentralized within Industry Canada. Contracts and Materiel Management has functional responsibility for headquarters and the regions to respond to queries concerning contracting options, including Canada’s trade agreements, and to provide advice on the various legislation, policies, best practices and procedures within the principles of modern comptrollership.

Training is provided to delegated contracting authorities in the areas of contracting, procurement and the automated contract system. A contract refresher course has been developed to remind contracting authorities of their roles and responsibilities.

As the Auditor General's Office also conducted an audit of Industry Canada's contracting practices, only one internal audit was performed in 1999–2000 of procurement and contracting practices to determine the Department's consistency with the government contracting policy and competition. The internal audit concluded that the tendering processes, associated with six sample Informatics Services Branch contracts examined were, in general, in compliance with the contracting policy and regulations of the Treasury Board Secretariat.

A departmental Web site provides users with immediate access to contract information such as the Industry Canada Policy on Contracting, Industry Canada publications related to contracting, and links to Treasury Board Secretariat and Public Works and Government Services Canada (PWGSC) sites.

3.3 Materiel Management

Industry Canada has completed an update of its asset records, both capital and non-capital, by conducting a physical inventory throughout the Department. The results were compared to departmental records residing in the existing information system for assets Plant Maintenance (for asset management and tracking). Real Property assets will be valued using the PWGSC Book Value Calculator. All valuation is expected to be completed by the end of September 2000. Asset classes and amortization rates have been established and incorporated in a new capital assets accounting policy.

3.4 Sustainable Development

Industry Canada's first Sustainable Development Strategy commits the Department to promoting sustainable development while pursuing its overall mandate to create a more competitive, knowledge-based economy that provides growth in employment and income.

The Department has completed its first sustainable development strategy by successfully delivering on all of the strategy's action items. These action items have improved decision making, increased awareness, increased knowledge sharing and built partnerships to improve Industry Canada's ability to meet government-wide sustainable development goals. The table opposite outlines some of the Department's accomplishments for 1999–2000. The sustainable development Web site contains more detailed information (<http://strategis.gc.ca/sd>).

The momentum built from its many sustainable development activities has allowed the Department to go beyond the strategy's commitments. These additional accomplishments include CANARIE's telehealth program, PRECARN projects aimed at making more efficient use of forest products, the Canadian Office for Technology Exchange in the Environment agreements with eight countries to encourage trade and investment flows that contribute to sustainable development, and the CTC's "best practices" catalogue on eco-tourism.



Through a highly developed planning process, Industry Canada will develop and implement a second sustainable development strategy by December 2000. The second strategy will build on previous success and momentum to undertake even more proactive commitments. While the first strategy focussed on learning and discovery, the second will have Industry Canada focus on leadership and partnerships that promote sustainable development through eco-efficiency, environmental technologies and integrated decision making.

Progress on Sustainable Development Strategy

Strategic Objective	1999-2000 Accomplishments
<p>1. Marketplace Foster a marketplace climate that promotes sustainable development</p>	<ul style="list-style-type: none"> • Contributed to the development of federal species-at-risk legislation • Contributed to the Canadian position regarding biodiversity conservation submitted to the NAFTA Commission for Environmental Cooperation • Co-chaired and managed the Industry Table on climate change • Supported the recruitment of new industry sectors into the ARET program
<p>2. Innovation Enhance the ability of Canadian firms to develop and use innovative technologies and tools that contribute to sustainable development</p>	<ul style="list-style-type: none"> • Invested \$98 million in eight sustainable development projects through TPC to leverage approximately an additional \$296 million from other sources • Completed a study on the status of eco-efficiency indicators in Canadian industry • Hosted an industry workshop on eco-efficiency for Canadian companies • Released an expanded version of the Canadian Environmental Solutions CD-ROM
<p>3. Trade and Investment Encourage trade and investment flows that contribute to sustainable development in Canada and abroad</p>	<ul style="list-style-type: none"> • Created a new Web site to provide business intelligence on overseas markets • Signed, renewed or continued agreements with eight countries toward building technological capacity for sustainable development • Developed a framework for a High Growth Opportunity Sector Strategy for the Canadian environment industry
<p>4. Stewardship and Management Continue to improve the capacity of Industry Canada to manage and deliver departmental policies, programs and operations that contribute to sustainable development</p>	<ul style="list-style-type: none"> • Completed and assessed a pilot project for conducting improved Strategic Environmental Assessments • Developed an evaluation framework for CANARIE that included sustainable development considerations • Provided environmental assessment training for an additional 123 officers • Implemented additional recycling programs in new locations across the Department • Developed a plan to maximize the recycling of materials from site demolition, and incorporated energy-efficient lighting, heating and cooling at a newly constructed facility



3.5 Year 2000 Readiness

The following tables present Industry Canada's expected results, or commitments, and its achievements with respect to Year 2000 readiness.

Industry Canada was successful in its Year 2000 rollover, and there were no Year 2000-related disruptions to client service from January to April 2000. Furthermore, by adopting a cooperative approach with other government departments and agencies, the private sector, and volunteer associations, Industry Canada successfully achieved its awareness and preparedness goals.

Year 2000 Readiness of Industry Canada Systems

Expected Results	Achievements
<ul style="list-style-type: none"> • Industry Canada has no government-wide mission critical systems. • Industry Canada has identified 41 departmental critical systems. • Before February 1999, 25 of the 41 identified critical systems will be Year 2000 ready. • Before June 1999, 37 of the 41 identified critical systems will be Year 2000 ready. • Before October 1999, all 41 critical systems will be Year 2000 ready. • Either all desktop hardware and software will be upgraded to be compliant or workarounds will be provided to ensure Year 2000 compliance. • Smaller systems are being reviewed and will be readied for Year 2000 by June 1999. • Year 2000 contingency plan for departmental systems will receive priority in 1999–2000. • A Business Continuity Plan will set out the actions that the Department will undertake to mitigate the risk and consequences, notably for client service, of business disruptions that may occur as a result of internal or external breakdowns associated with Year 2000 or other exceptional factors. 	<ul style="list-style-type: none"> • Treasury Board Secretariat assessed Industry Canada as being 100 percent complete (August 1999) in ensuring Year 2000 compliancy for its critical systems and embedded systems. • Industry Canada had no government-wide mission critical systems. • By September 1999 Directors General signed off on the Year 2000 readiness of all critical systems. • The Department upgraded all desktop hardware, software and smaller systems or implemented workarounds to ensure Year 2000 compliance. • The Department completed contingency plans for the 41 critical systems. • The Department produced the Business Continuity Plan. • The Department established Operation Centres (Operations, Spectrum, Task Force 2000, Chief Information Officer) in the National Capital Region (NCR) to assess internal or external breakdowns during the rollover period of December 31, 1999, to January 3, 2000. • The Department established Operation Centres in the Atlantic, Quebec, Ontario, FedNor, Prairies and Northwest Territories, and Pacific regions during the rollover period. • All departmental systems, NCR and regional functions operated perfectly during the rollover period.

Year 2000 Awareness and Preparedness

Expected Results	Achievements
<ul style="list-style-type: none"> • Raise awareness and address consumer, business and private sector information needs. • Ensure that all reasonable efforts are made to encourage the private sector to meet the challenges posed by Year 2000. 	<ul style="list-style-type: none"> • Industry Canada responded to more than 50,000 calls on the 1-800 line and received more than one million hits on the <i>Strategis</i> SOS 2000 Web site. • The Department conducted two national advertising campaigns and produced national bilingual video and television public service announcements. • The Department produced and distributed more than 20 million documents, including the <i>Millennium Bug Home Check</i>, a guide for not-for-profit organizations and <i>A Retailer's Guide to a Bug-Free Business</i>. • Industry Canada's task force implemented the Industry Outreach program, which encouraged business, associations and other organizations' preparedness and contingency planning. The program funded 70 initiatives for approximately \$2.5 million. • Year 2000 First Step successfully helped 4,328 SMEs to prepare for the new millennium. • In partnership with the regions, more than 500 Community Futures Development Corporations workshops, seminars, conferences and Info-Fairs were conducted across the country to assist SMEs in their Year 2000 preparations. • Emergency preparedness plans for all industrial sectors were reviewed and updated. • Calls were prearranged with key firms and associations during the rollover to provide direct communications regarding the status of these organizations. In the event that there had been serious Y2K disruptions, these contacts would have provided an immediate appraisal of the current conditions within the Industry Portfolio.



3.6 Regulatory Initiatives

Performance of Significant Regulatory Initiatives

Purpose of Regulatory Initiative	Expected Results	Results Achieved
Radiocommunication Regulations — Non-broadcast Radio Licensing Fee Reform A new licence fee structure for non-broadcast spectrum must be put in place because new technology has dictated the need for change.	There will be a new licence fee structure for non-broadcast spectrum that is simple and flexible for all applicants.	Consultation on the broader implications of the New Fee Model will be conducted during 2000–01.

3.7 Industrial and Regional Development Program

Section 14 of the *Industrial and Regional Development Act* requires that Industry Canada submit an annual report to Parliament on the administration of the Industrial and Regional Development Program (IRDP). Since there was no new activity to report for the IRDP, rather than producing a separate annual report, Industry Canada fulfilled its reporting requirements for fiscal year 1999–2000 in a note in the *2000–2001 Estimates: Part III — Report on Plans and Priorities* under the consolidated reporting provision.

The IRDP terminated on June 30, 1988. Further details on the disposition of applications received and commitments made under the program may be found in the annual report tabled for 1996–97. All financial commitments by Industry Canada under the IRDP have now been fully expended. However, the Act remains in effect to allow for the ongoing repayment, in 2000–01 and future years, of the financial assistance previously provided under the program.

Section 4: Financial Performance

4.1 Financial Performance Overview

Planned Spending	\$962,500,000
Total Authorities	\$2,202,387,321
1999–2000 Actuals	\$2,068,441,400

4.2 Financial Summary Tables

Table 1	Summary of Voted Appropriations
Table 2	Comparison of Total Planned Spending to Actual Spending
Table 3	Historical Comparison of Total Planned Spending to Actual Spending
Table 4	Responsible Revenues
Table 5	Non-Responsible Revenues
Table 6	Statutory Payments
Table 7	Transfer Payments
Table 8	Loans, Investments and Advances
Table 9	Revolving Fund Financial Summaries
Table 10	Contingent Liabilities

FINANCIAL TABLE 1: Summary of Voted Appropriations

Financial Requirements by Authority

(millions of dollars)

Vote		Planned Spending 1999-2000	Total Authorities 1999-2000*	Actual 1999-2000
Industry Canada Program				
1	Operating expenditures	428.9	541.4	513.2
5	Grants and contributions	424.3	1,487.5	1,425.3
(S)	Minister of Industry — Salary and motor car allowance	0.0	0.0	0.0
(S)	Insurance payments under the Enterprise Development Program and guarantees under the Industrial and Regional Development Program	10.0	0.0	0.0
(S)	Canadian Intellectual Property Office Revolving Fund	(4.9)	22.9	(17.5)
(S)	Liabilities under the <i>Small Business Loans Act</i>	57.0	92.0	92.0
(S)	Liabilities under the <i>Small Business Financing Act</i>	0.0	0.2	0.2
(S)	Contributions to employee benefit plans	46.4	53.5	53.5
(S)	Spending of proceeds from the disposal of surplus Crown assets	0.0	0.6	0.2
(S)	Collection agency fees	0.0	0.0	0.0
(S)	Court Awards	0.0	0.0	0.0
(S)	Refunds of amounts credited to revenues in previous years	0.0	1.5	1.5
L10	Payments pursuant to subsection 14(2) of the <i>Department of Industry Act</i>	0.3	0.3	0.0
L15	Loans pursuant to paragraph 14(1)(a) of the <i>Department of Industry Act</i>	0.5	0.5	0.0
L97b	Advances to regional offices and employees posted abroad	0.0	2.0	0.0
Total Department		962.5	2,202.4	2,068.4

* Total authorities are Main Estimates plus Supplementary Estimates plus other authorities.



FINANCIAL TABLE 2: Comparison of Total Planned Spending to Actual Spending
 Departmental Planned versus Actual Spending by Business Line

(millions of dollars)

Business Lines	FTEs	Operating	Capital	Grants & Contributions	Subtotal Gross Expenditures	Non-Budgetary Loans, Investments and Advances	Total Gross Expenditures	Less: Respendable Revenues*	Total Net Expenditures
Micro-economic Policy	313.0	58.8	—	13.3	72.1	—	72.1	—	72.1
(total authorities)	<i>313.0</i>	<i>40.6</i>	—	<i>12.4</i>	<i>53.0</i>	—	<i>53.0</i>	—	<i>53.0</i>
(actuals)	314.0	39.6	—	11.8	51.4	—	51.4	—	51.4
Marketplace Rules and Services	2,420.0	192.9	—	1.0	193.9	—	193.9	(77.7)	116.2
(total authorities)	<i>2,420.0</i>	<i>238.6</i>	<i>0.9</i>	<i>1.0</i>	<i>240.5</i>	—	<i>240.5</i>	<i>(83.8)</i>	<i>156.7</i>
(actuals)	2,461.0	216.2	0.1	1.0	217.3	—	217.3	(98.8)	118.5
Industry Sector Development	1,584.0	251.9	—	579.1**	831.0	0.8	831.8	(9.7)	822.1
(total authorities)	<i>1,584.0</i>	<i>264.1</i>	—	<i>1,565.8**</i>	<i>1,829.9</i>	<i>2.8</i>	<i>1,832.7</i>	<i>(7.2)</i>	<i>1,825.5</i>
(actuals)	1,663.0	247.8	—	1,504.3**	1,752.1	0.0	1,752.1	(7.2)	1,744.9
Tourism	141.0	69.1	—	—	69.1	—	69.1	—	69.1
(total authorities)	<i>141.0</i>	<i>71.3</i>	—	<i>0.3</i>	<i>71.6</i>	—	<i>71.6</i>	—	<i>71.6</i>
(actuals)	141.0	68.6	—	0.3	68.9	—	68.9	—	68.9
Corporate and Management Services	849.0	92.9	—	—	92.9	—	92.9	—	92.9
(total authorities)	<i>849.0</i>	<i>95.6</i>	—	—	<i>95.6</i>	—	<i>95.6</i>	—	<i>95.6</i>
(actuals)	870.0	84.7	—	—	84.7	—	84.7	—	84.7
Total	5,307.0	665.6	0.0	593.4	1,259.0	0.8	1,259.8	(87.4)	1,172.4
(total authorities)	<i>5,307.0</i>	<i>710.2</i>	<i>0.9</i>	<i>1,579.5</i>	<i>2,290.6</i>	<i>2.8</i>	<i>2,293.4</i>	<i>(91.0)</i>	<i>2,202.4</i>
(actuals)	5,449.0	656.9	0.1	1,517.4	2,174.4	0.0	2,174.4	(106.0)	2,068.4
Other Revenues and Expenditures									
Non-Respendable Revenues***	—	—	—	—	—	—	—	—	(217.1)
(total authorities)	—	—	—	—	—	—	—	—	(217.1)
(actuals)	—	—	—	—	—	—	—	—	(598.8)
Cost of services provided by other departments****	—	—	—	—	—	—	—	—	51.9
(total authorities)	—	—	—	—	—	—	—	—	51.9
(actuals)	—	—	—	—	—	—	—	—	54.7
Net Cost of the Program	—	—	—	—	—	—	—	—	1,007.2
(total authorities)	—	—	—	—	—	—	—	—	2,037.2
(actuals)	—	—	—	—	—	—	—	—	1,524.3

Note: Numbers in italics denote total authorities for 1999-2000 (Main Estimates plus Supplementary Estimates plus other authorities). Bolded numbers denote actual expenditures/revenues in 1999-2000.

* These revenues were formerly called "Revenues Credited to the Vote."

**Includes Statutory Grants and Contributions.

***These revenues were formerly called "Revenues Credited to the CRF."

****Statistics not available for payroll service costs provided by Public Works and Government Services Canada (PWGSC).



FINANCIAL TABLE 3: Historical Comparison of Total Planned Spending to Actual Spending
 Departmental Planned versus Actual Spending by Business Line

(millions of dollars)

Business Lines	Actual 1997-98*	Actual 1998-99*	Planned Spending 1999-2000	Total Authorities 1999-2000**	Actual 1999-2000
Micro-economic Policy	57.3	256.2	72.1	53.0	51.4
Marketplace Rules and Services	128.0	130.9	116.2	156.7	118.5
Industry Sector Development***	1,595.3	725.0	822.1	1,825.5	1,744.9
Tourism	69.0	67.1	69.1	71.6	68.9
Corporate and Management Services	85.6	76.9	92.9	95.6	84.7
Total Planned to Actual Spending	1,935.2	1,256.1	1,172.4	2,202.4	2,068.4

* Figures are shown using the current Planning, Reporting and Accountability Structure for purposes of comparison.

** Total authorities are Main Estimates plus Supplementary Estimates plus other authorities.

*** 1997-98 expenditures include one-time payment for the creation of the Canada Foundation for Innovation of \$801 million. 1999-2000 total authorities and actuals include a grant to the Canada Foundation for Innovation to modernize infrastructure of \$900 million and a grant to Genome Canada of \$160 million.

FINANCIAL TABLE 4: Respendable Revenues*
 Respendable Revenues by Business Line

(millions of dollars)

Business Lines	Actual 1997-98**	Actual 1998-99**	Planned Revenues 1999-2000	Total Authorities 1999-2000***	Actual 1999-2000
Micro-economic Policy	—	—	—	—	—
Marketplace Rules and Services	78.9	91.3	77.7	83.8	98.8
Industry Sector Development	6.7	7.3	9.7	7.2	7.2
Tourism	—	—	—	—	—
Corporate and Management Services	—	—	—	—	—
Total Respendable Revenues	85.6	98.6	87.4	91.0	106.0

* These revenues were formerly called "Revenues Credited to the Vote."

** Figures are shown using the current Planning, Reporting and Accountability Structure for purposes of comparison.

*** Total authorities are Main Estimates plus Supplementary Estimates plus other authorities.





FINANCIAL TABLE 5: Non-Respendable Revenues*

Non-Respendable Revenues by Business Line

(millions of dollars)

Business Lines	Actual 1997-98**	Actual 1998-99**	Planned Revenues 1999-2000	Total Authorities 1999-2000***	Actual 1999-2000
Micro-economic Policy	—	—	—	—	—
Marketplace Rules and Services	248.6	357.6	195.7	195.7	487.2
Industry Sector Development	110.4	127.4	21.4	21.4	129.0
Tourism	—	—	—	—	—
Corporate and Management Services	—	—	—	—	—
Total Non-Respendable Revenues	359.0	485.0	217.1	217.1	616.2

* These revenues were formerly called "Revenues Credited to the CRF."

** Figures are shown using the current Planning, Reporting and Accountability Structure for purposes of comparison.

*** Total authorities are Main Estimates plus Supplementary Estimates plus other authorities.

FINANCIAL TABLE 6: Statutory Payments

Statutory Payments by Business Line

(millions of dollars)

Business Lines	Actual 1997-98*	Actual 1998-99*	Planned Spending 1999-2000	Total Authorities 1999-2000**	Actual 1999-2000
Micro-economic Policy	2.6	4.0	3.5	4.2	4.2
Marketplace Rules and Services	14.1	16.8	11.7	42.3	2.0
Industry Sector Development	888.3***	111.9	84.4	113.5	113.1
Tourism	0.6	0.8	1.9	2.3	2.3
Corporate and Management Services	6.0	8.8	7.0	8.4	8.4
Total Statutory Payments	911.6	142.3	108.5****	170.7****	130.0

Note: All figures include contributions to employee benefit plans and other.

* Figures are shown using the current Planning, Reporting and Accountability Structure for purposes of comparison.

** Total authorities are Main Estimates plus Supplementary Estimates plus other authorities.

*** 1997-98 expenditures include one-time payment for the creation of the Canada Foundation for Innovation of \$801 million.

**** Does not include non-budgetary loans, investments and advances.

FINANCIAL TABLE 7: Transfer Payments

Transfer Payments by Business Line

(millions of dollars)

Business Lines	Actual 1997-98*	Actual 1998-99*	Planned Spending 1999-2000	Total Authorities 1999-2000**	Actual 1999-2000
GRANTS					
Micro-economic Policy	3.2	200.0	—	—	—
Marketplace Rules and Services	0.2	—	—	—	—
Industry Sector Development	55.0	0.3	—	1,080.0	1,080.0
Tourism	—	—	—	—	—
Corporate and Management Services	—	—	—	—	—
Total Grants	58.4	200.3	0.0	1,080.0	1,080.0
CONTRIBUTIONS					
Micro-economic Policy	15.0	13.0	13.3	12.4	11.8
Marketplace Rules and Services	0.9	1.0	1.0	1.0	1.0
Industry Sector Development***	1,335.1	490.4	579.1	485.9	424.3
Tourism	—	—	—	0.3	0.3
Corporate and Management Services	—	—	—	—	—
Total Contributions	1,351.0	504.4	593.4	499.6	437.4
Total Transfer Payments	1,409.4	704.7	593.4	1,579.6	1,517.4

* Figures are shown using the current Planning, Reporting and Accountability Structure for purposes of comparison.

** Total authorities are Main Estimates plus Supplementary Estimates plus other authorities.

*** 1997-98 expenditures include one-time payment for the creation of the Canada Foundation for Innovation of \$801 million. 1999-2000 total authorities and actuals include a grant to the Canada Foundation for Innovation to modernize infrastructure of \$900 million and a grant to Genome Canada of \$160 million.

FINANCIAL TABLE 8: Loans, Investments and Advances

Loans, Investments and Advances by Business Line

(millions of dollars)

Business Line	Actual 1997-98	Actual 1998-99	Planned Spending 1999-2000	Total Authorities 1999-2000*	Actual 1999-2000
Industry Sector Development	—	—	0.8	2.8	—
Total	—	—	0.8	2.8	—

* Total authorities are Main Estimates plus Supplementary Estimates plus other authorities.



FINANCIAL TABLE 9: Revolving Fund Financial Summaries Canadian Intellectual Property Office (CIPO) Revolving Fund

(millions of dollars)

	Actual 1997-98	Actual 1998-99*	Planned Spending 1999-2000**	Total Authorities 1999-2000***	Actual 1999-2000
Revenues	58.1	64.3	66.4	57.0	70.9
Expenses	55.8	67.1	62.9	61.0	61.3
Profit or (Loss)	2.3	(2.8)	3.5	(4.0)	9.6
Items not requiring use of funds:					
Add: Amortization	9.7	13.3	14.4	11.0	14.4
Less: Amortization of deferred capital assistance	(4.7)	(6.4)	(6.4)	—	(6.4)
Changes in working capital	2.8	(8.1)	(1.2)	(1.2)	(0.8)
Investing activities: Acquisition of depreciable assets	(10.0)	(6.2)	(0.9)	(0.9)	(1.9)
Other items	0.0	11.2	—	—	3.1
Cash surplus (requirement)	0.1	1.0	9.4	4.9	18.0
Authority: cumulative surplus (drawn down)	6.4	7.4	16.8	12.3	25.4

Note: A "line of credit" of \$15 million was approved as the maximum amount that may be drawn down from the Consolidated Revenue Fund (CRF) at any point in time.

* The 1998-1999 comparative figures have been restated for a prior year error in the calculation of long-term deferred revenue for Patents. The effect of this restatement is to decrease the revenue by \$1,030,000.

** Planned data have been extracted from the RPP forecast column.

*** Total authorities are Main Estimates plus Supplementary Estimates plus other authorities.

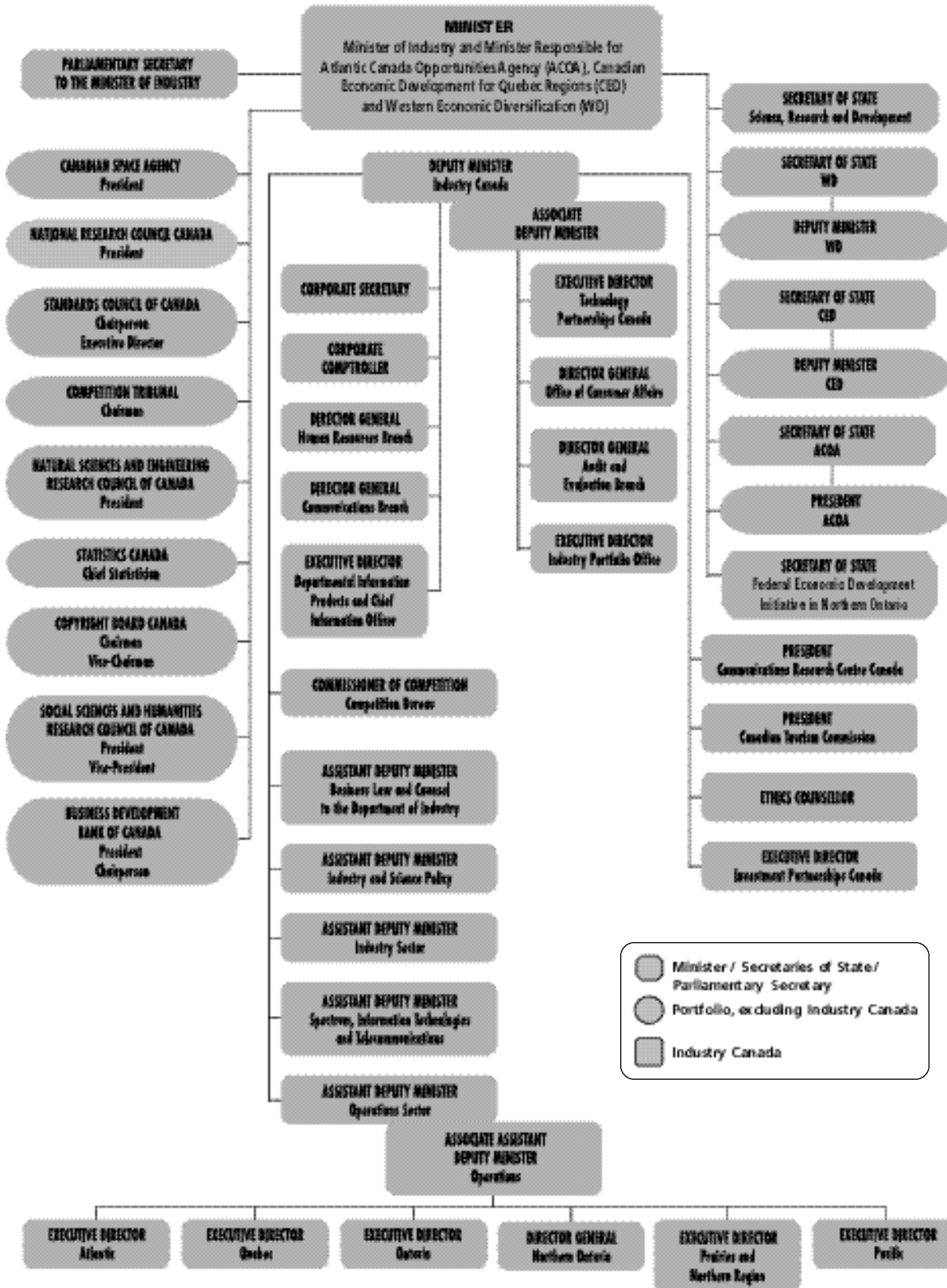
FINANCIAL TABLE 10: Contingent Liabilities

(millions of dollars)

List of Contingent Liabilities	Amount of Contingent Liability		
	March 31 1998	March 31 1999	Current as of March 31, 2000
Loan insurance and guarantees:			
- Enterprise Development Program	5.9	5.9	5.9
- <i>Small Business Loans Act</i>	1,336.4	1,161.9	959.5
- <i>Small Business Financing Act</i>	—	—	296.8
- Air Carriers Loan Guarantees	401.8	365.9	324.4
- Supplemental Guarantee Program	1.4	1.8	1.0
- Canadian Airlines Corporation	11.2	—	—
- Aboriginal Economic Program	2.1	4.6	5.1
- First Union Commercial Corporation	57.6	61.3	—
- <i>Regional Development Incentives Act</i>	—	—	58.8
Subtotal	1,816.4	1,601.4	1,651.5
Claims and Pending and Threatened Litigation	8.8	251.0	251.0
Total	1,825.2	1,852.4	1,902.5

Section 5: Departmental Overview

5.1 Industry Portfolio Organizational Structure





5.2 Overview

The following are the Department's three principal business lines.

Micro-Economic Policy

The objective is to address the major structural economic development issues in the Canadian economy in a manner that will help increase productivity and competitiveness, thereby enhancing growth and job creation.

Industry Sector Development

The objective is to help business compete, through strategic approaches to trade, investment, technology, human resource development and sustainable development, and to provide focussed support for Aboriginal businesses, Northern Ontario, small businesses and the Information Highway.

Marketplace Rules and Services

The objective is to promote a fair, efficient and competitive marketplace for business and consumers in Canada, and to promote Canadian marketplace standards globally.

Industry Canada has shifted its focus from business lines to strategic objectives. A crosswalk, to help readers make the link from the previous business lines to the five strategic objectives can be found on pages 65–70.



5.3 Industry Canada Crosswalk: Strategic Objectives to Business Lines*

Innovation: Improving Canada's innovation performance

Key Results	Activities	MP	ISD	MRS
Increased recognition of innovation as a critical success factor in all sectors	• Promotion of public awareness of productivity	✓	✓	
	• Support of the Advisory Council on Science and Technology	✓		
	• Council of Science and Technology Advisors	✓		
	• Report of the ACST Expert Panel on the Commercialization of University Research	✓		
	• Technology Commercialization Toolbox Web site		✓	
	• Eco-efficiency indicators	✓		
Expanded knowledge base, especially in fields with good opportunities	• Networks of Centres of Excellence		✓	
	• Sustainable development	✓		
	• Support for research at Canadian universities	✓		
	• Refinancing initiative for the Tri-University Meson Facility (TRIUMF) in British Columbia		✓	
	• Social Sciences and Humanities Research Council of Canada	✓		
	• Research and analysis into the “brain drain” issue	✓		
	• Canadian Biotechnology Strategy		✓	
	• Advanced networks conference		✓	
	• Employers Online		✓	
	• Technology Partnerships Canada		✓	
	• Technology Roadmaps		✓	
Accelerated commercialization and adoption of innovative processes and products by Canadian organizations	• Launch of the National Capital Institute of Telecommunications		✓	
	• Launch of digital radio broadcasting		✓	
	• CANARIE's Technology Applications Development program		✓	

*Refer to page 64 for details regarding the business line objectives.

MP = Micro-Economic Policy ISD = Industry Sector Development MRS = Marketplace Rules and Services

Connectedness: Making Canada the most connected country in the world

Key Results	Activities	MP	ISD	MRS
Canadians connected to each other and to the world in a way that is affordable and accessible	• Connecting Canadians		✓	
	• Self-regulatory initiatives for Internet service providers			✓
	• Adoption of common standards and norms			✓
	• High-speed access to researchers	✓		
	• LearnCanada		✓	
	• Ottawa Region Fibre Build Project		✓	
	• Smart Communities Program		✓	
	• Secure electronic commerce applications on <i>Strategis</i>			✓
	• “Business Information by Sector” component of <i>Strategis</i>			✓
	• Overseas internships through NetCorps Canada International			✓
	• International meetings of the Government Advisory Committee of the Internet Corporation for Assigned Names and Numbers	✓		
	• Licensing of the new trans-Atlantic submarine cable			✓
	• SchoolNet			✓
	• Computers for Schools			✓
	• Community Access Program			✓
	• Voluntary Sector Network Support Program (VolNet)			✓
	• SkillNet.ca			✓
• Student Connection Program			✓	
• Canadian technology and expertise on the world tourism stage			✓	
• Industry Canada on-line services			✓	
A world-leading environment for electronic commerce	• E-Business Roundtable	✓		
	• <i>Canadian Principles for Consumer Protection in E-Commerce</i>			✓
	• Bill C-6 — an Act to protect consumer privacy	✓		
	• Promotion of electronic business		✓	
	• On-line directory of e-commerce suppliers		✓	
	• Canadian Intellectual Property Office Client Service Centre			✓

MP = Micro-Economic Policy ISD = Industry Sector Development MRS = Marketplace Rules and Services



Key Results	Activities	MP	ISD	MRS
Canadian digital content and applications on-line maximized	• French language business-to-business on-line tutorial		✓	
	• Support of digitization projects through the Digital Collections program		✓	
	• Francommunautés virtuelles program		✓	
	• SchoolNet Multimedia Learnware and Public Access Applications Program		✓	

MP = Micro-Economic Policy ISD = Industry Sector Development MRS = Marketplace Rules and Services

Marketplace: Building a fair, efficient and competitive marketplace

Key Results	Activities	MP	ISD	MRS
A marketplace framework for business, consumers and investors that is fair, efficient, competitive and world-class	• <i>Canada Business Corporations Act</i> amendments	✓		
	• Amendment of the Radiocommunication Regulations	✓		
	• Revision of radiocommunication and broadcasting regulations	✓		
	• Overhaul of the <i>Copyright Act</i>	✓		
	• Licence-exempt use of the spectrum in the 5 GHz range			✓
	• Authorization of licence-exempt use of the spectrum in the 460 MHz range			✓
	• Authorization of use of regional and global mobility satellite system by three Canadian service providers			✓
	• Structural market-based solutions to induce competition			✓
	• Licensing of multipoint communication services			✓
	• Negotiation for new spectrum allocations	✓		✓
	• Technical standards addressing emerging measurement technology	✓		✓
	• Intellectual property framework review			✓
• Internationally recognized communications protocol for electricity meters			✓	
A marketplace that operates in accordance with the framework statutes, regulations, policies and procedures	• Marketplace enforcement			✓
	• Management of the radio frequency spectrum			✓
	• Self-financing electronic network for future bankruptcy and insolvency transactions			✓
	• Adoption of the revised Patent, Trade-marks and Industrial Design Regulations	✓		
	• Private sector participation in the delivery of Measurement Canada services		✓	✓
Confidence in the marketplace	• Public service announcements on deceptive telemarketing			✓
	• Launch of a series of National Insolvency Forums across Canada			✓
	• Canadian Consumer Information Gateway			✓
	• On-line instruments for consumers		✓	✓

MP = Micro-Economic Policy ISD = Industry Sector Development MRS = Marketplace Rules and Services

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

Key Results	Activities	MP	ISD	MRS
Improved domestic and international investment climate	• New or improved agreements	✓		
	• Activities to disseminate information to Canadians on investment issues	✓		
	• Voluntary self-regulation initiatives for industry	✓		
Canada branded and recognized as an investment location of choice	• Completion of the pilot phase of the “Invest in Canada” Web site		✓	
	• Hosting of incoming missions of potential investors		✓	
	• Support of international business and economic conferences		✓	
Increased attraction and retention of multinational investment in Canada	• Investing in Canada—Toyota’s investment in Cambridge		✓	
	• Campaigns under the Deputy Ministers’ Investment Champion Program		✓	
	• Investment Sector Roundtables		✓	
	• Development of sectoral investment strategies		✓	
Increased investment by SMEs and by Aboriginal businesses	• Aboriginal Business Development Initiatives		✓	
	• New <i>Canada Small Business Financing Act</i> program	✓		
	• 1999 International Small Business Congress		✓	
	• New commercial lending leveraged through MOUs with financial institutions for Northern Ontario businesses		✓	
	• Community Futures Development Corporations’ investment funds		✓	

MP = Micro-Economic Policy ISD = Industry Sector Development MRS = Marketplace Rules and Services

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

Key Results	Activities	MP	ISD	MRS
Secure market access maintained and improved	• Sustainable Cities Initiative		✓	
	• Team Canada Inc International Business Development Strategy		✓	
	• Participation in a wide range of activities stemming from Canada's membership in the WTO	✓		✓
	• Support of negotiations toward the FTAA		✓	
	• Agreement on Internal Trade	✓		✓
	• Defence of Canada's patent regime			✓
	• Preparation of 12 detailed sectoral analysis and discussion papers		✓	
	• International partnering encouraged at the WIPO			✓
Export capability and preparedness	• <i>ExportSource</i>		✓	
	• Trade Commissioner Service Outreach Program		✓	
	• Team Canada Inc toll-free Export Information Service		✓	
	• Statistical profile of Canadian exporters		✓	
	• First Nations Team Leader Consortia Initiative		✓	
	• Canada-USA Businesswomen's Trade Summit		✓	
International market development	• Canadian Tourism Commission		✓	
	• International Business Opportunities Centre		✓	
	• Information on foreign markets and intelligence on business opportunities		✓	
	• Sector-specific marketing module promoting Canadian products, services and expertise via the Internet		✓	
	• Organization of Canadian participation in major international trade shows		✓	
	• SourceCan		✓	
	• Surveys of client satisfaction levels with major trade events		✓	
	• Participation in the 8th Francophone Summit of Heads of State and Government		✓	
• 3 ^e Forum des gens d'affaires francophones		✓		



Section 6: Other Information

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Maritime Centre,
Suite 1605
Halifax NS B3J 3K5
Tel.: (902) 426-3458
Fax: (902) 426-2624

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

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

QUEBEC REGION

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

ONTARIO REGION

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

NORTHERN ONTARIO REGION

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

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

FedNor
1st Floor
33 Court Street South
Thunder Bay ON P7B 2W6
Tel.: (807) 766-1800
Toll-free: 1-877-333-6673
Fax: (807) 346-8474

PRAIRIES AND NORTHERN REGION

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

Industry Canada*
Government of Canada
Building
Iqaluit NT X0A 0H0
*Telephones to be installed fall 2000

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

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

Industry Canada
Suite 725
9700 Jasper Avenue
Edmonton AB T5J 4C3
Tel.: (403) 495-4782
Fax: (403) 495-4507

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

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

PACIFIC REGION (BRITISH COLUMBIA AND YUKON)

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

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



6.3 Acts Under the Responsibility of the Minister of Industry

DEPARTMENTAL LEGISLATION

Department of Industry Act, S.C. 1995, c. 1

TELECOM LEGISLATION

Radiocommunication Act, R.S. 1985, c. R-2

Telecommunications Act, S.C. 1993, c. 38

Teleglobe Canada Reorganization and Divestiture Act, S.C. 1987, c. 12 (specified functions)

Telesat Canada Reorganization and Divestiture Act, S.C. 1991, c. 52 (policy role)

MARKETPLACE AND TRADE REGULATION

Agreement on Internal Trade Implementation Act, S.C. 1996, c. 17

Bankruptcy and Insolvency Act, R.S. 1985, c. B-3

Boards of Trade Act, R.S. 1985, c. B-6

Canada Business Corporations Act, R.S. 1985, c. C-44

Canada Cooperatives Act, S.C. 1998, c. 1

Canada Corporations Act, R.S. 1970, c. C-32

Companies' Creditors Arrangement Act, R.S. 1985, c. C-36

Competition Act, R.S. 1985, c. C-34

Government Corporations Operation Act, R.S. 1985, c. G-4

Investment Canada Act, R.S. 1985, c. 28 (1st supp.)

Lobbyists Registration Act, R.S. 1985, c. 44 (4th supp.)

Canada Small Business Financing Act, S.C. 1998, c. 36

Winding-Up and Restructuring Act, R.S. 1985, c. W-11 (Part I only)

CANADIAN INTELLECTUAL PROPERTY OFFICE (CIPO) LEGISLATION

Copyright Act, R.S. 1985, c. C-42

Patent Act, R.S. 1985, c. P-4

Trade-marks Act, R.S. 1985, c. T-13

Industrial Design Act, R.S. 1985, c. I-9

Integrated Circuit Topography Act, S.C. 1990, c. 37

Public Servants Inventions Act, R.S. 1985, c. P-32

CONSUMER LEGISLATION

Bills of Exchange Act, R.S. 1985, c. B-4 (Part V: Consumer Bills and Notes)

Consumer Packaging and Labelling Act, R.S. 1985, c. C-38

Electricity and Gas Inspection Act, R.S. 1985, c. E-4

Precious Metals Marking Act, R.S. 1985, c. P-19

Textile Labelling Act, R.S. 1985, c. T-10

Timber Marking Act, R.S. 1985, c. T-11

Weights and Measures Act, R.S. 1985, c. W-6

REGISTRAR GENERAL FUNCTIONS

Public Documents Act, R.S. 1985, c. P-28

Public Officers Act, R.S. 1985, c. P-31

Seals Act, R.S. 1985, c. S-6

Trade Unions Act, R.S. 1985, c. T-14

PORTFOLIO AND AGENCY LEGISLATION

Business Development Bank of Canada Act, S.C. 1995, c. 28

Canada Foundation for Innovation: Part I and XI of the *Budget Implementation Act, 1997*, S.C. 1997, c. 26

Canadian Space Agency Act, S.C. 1990, c. 13

Copyright Board: sections 66 ff. of the *Copyright Act*, R.S. 1985, c. C-42

Competition Tribunal Act, R.S. 1985, c. 19 (2nd supp.)

National Research Council Act, R.S. 1985, c. N-15

Natural Sciences and Engineering Research Council Act, R.S. 1985, c. N-21



Social Sciences and Humanities Research Council Act, R.S. 1985, c. S-12
Standards Council of Canada Act, R.S. 1985, c. S-16
Statistics Act, R.S. 1985, c. S-19

LARGELY INACTIVE OR MINIMAL INVOLVEMENT

Atlantic Fisheries Restructuring Act, R.S. 1985, c. A-14 (in respect of certain companies)
Agricultural and Rural Development Act, R.S. 1985, c. A-3
Bell Canada Act, S.C. 1987, c. 19 (private act)
British Columbia Telephone Company Act, S.C. 1916, c. 66 (private act)
Corporations and Labour Unions Returns Act, R.S. 1985, c. C-43
Employment Support Act, S.C. 1970-71-72, c. 56
Industrial and Regional Development Act, R.S. 1985, c. I-8
Pension Fund Societies Act, R.S. 1985, c. P-8 (ss. 4, 6 and 7)
Regional Development Incentives Act, R.S.C. 1970, c. R-3
Small Business Investment Grants Act, S.C. 1980-81-82-83, c. 147
Special Areas Act, R.S. 1985, c. S-14 (Ontario and Quebec)

REGIONAL AGENCY LEGISLATION

Atlantic Canada Opportunities Agency

The Minister of Industry is also currently the Minister for the Atlantic Canada Opportunities Agency and is responsible for the following:

Atlantic Canada Opportunities Agency Act, Part I of the *Government Organization Act*, *Atlantic Canada, 1987*, R.S. 1985, c. 41 (4th supp.)
Enterprise Cape Breton Corporation Act, Part II of the *Government Organization Act*, *Atlantic Canada, 1987*, R.S. 1985, c. 41 (4th supp.)
Canada Small Business Financing Act, S.C. 1998, c. 36 (Atlantic provinces)

Western Economic Diversification Canada

The Minister of Industry is also currently the Minister of Western Economic Diversification Canada and is responsible for the following:

Western Economic Diversification Act, R.S. 1985, c. 11 (4th supp.)
Canada Small Business Financing Act, S.C. 1998, c. 36 (Western provinces)

Canada Economic Development for Quebec Regions

The Minister of Industry is also currently the Minister responsible for Canada Economic Development for Quebec Regions and is responsible for the following:

Part II of the *Department of Industry Act*, S.C. 1995, c. 1 (Regional Economic Development in Quebec)
Canada Small Business Financing Act, S.C. 1998, c. 36 (Quebec)

6.4 International Trade Centres

Newfoundland

International Trade Centre
Industry Canada
10th Floor
John Cabot Building
10 Barter's Hill
P.O. Box 8950
St. John's NF A1B 3R9
Tel.: (709) 772-4782
Fax: (709) 772-5093

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

Prince Edward Island

International Trade Centre
Industry Canada
2nd Floor
100 Sydney Street
P.O. Box 40
Charlottetown PE C1A 7K2
Tel.: (902) 566-7382
Fax: (902) 566-7098

Contact: Charlotte Murray
Senior Trade
Commissioner and
Director General, Policy
and Portfolio Secretariat
Tel.: (902) 566-7382
murray.charlotte@ic.gc.ca

Nova Scotia

International Trade Centre
Industry Canada
5th Floor
Suite 502
World Trade and
Convention Centre
Mail: P.O. Box 940,
Station M
1801 Hollis Street
Halifax NS B3J 2V9
Tel.: (902) 426-7540
Fax: (902) 426-5218

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

New Brunswick

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

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

Quebec

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

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

Ontario

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

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

Manitoba

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

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

Saskatchewan

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

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

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

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

Alberta

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

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

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

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

British Columbia and Yukon

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

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

Northern Region

(Serviced from the
Edmonton office)

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

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

6.5 Canada Business Service Centres

BRITISH COLUMBIA

Canada/British Columbia Business
Service Centre
601 West Cordova Street
Vancouver BC V6B 1G1

ALBERTA

The Business Link Business Service Centre
Suite 100, 10237-104 Street NW
Edmonton AB T5J 1B1

SASKATCHEWAN

Canada/Saskatchewan Business
Service Centre
122-3rd Avenue North
Saskatoon SK S7K 2H6

MANITOBA

Canada/Manitoba Business Service Centre
250-240 Graham Avenue
P.O. Box 2609
Winnipeg MB R3C 4B3

ONTARIO

Canada-Ontario Business Service Centre
Toronto ON M5C 2W7

QUEBEC

Info entrepreneurs
5 Place Ville Marie
Suite 12500, Plaza Level
Montréal QC H3B 4Y2

NOVA SCOTIA

Canada/Nova Scotia Business
Service Centre
1575 Brunswick Street
Halifax NS B3J 2G1

NEW BRUNSWICK

Canada/New Brunswick Business
Service Centre
570 Queen Street
Fredericton NB E3B 6Z6

PRINCE EDWARD ISLAND

Canada/Prince Edward Island Business
Service Centre
75 Fitzroy Street
P.O. Box 40
Charlottetown PE C1A 7K2

NEWFOUNDLAND

Canada/Newfoundland and Labrador
Business Service Centre
90 O'Leary Avenue
P.O. Box 8687
St. John's NF A1B 3T1

NORTHWEST TERRITORIES

Canada/Northwest Territories Business
Service Centre
P.O. Box 1320
8th Floor, Scotia Centre
Yellowknife NT X1A 2L9

YUKON TERRITORY

Canada/Yukon Business Service Centre
201-208 Main Street
Whitehorse YT Y1A 2A9

NUNAVUT

Canada-Nunavut Business Service Centre
1088 Noble House
Entrance E
Iqaluit NT X0A 0H0

Telephone: 1-888-576-4444

Info-fax: 1-888-449-5444

Web site: <http://www.cbsc.org>

How Industry Canada Contributes to *Results for Canadians*

Results for Canadians provides a management framework for the Government of Canada. It has defined a medium-term agenda for management change that focusses on six major initiatives. Industry Canada's contribution to these initiatives in 1999–2000 is highlighted below.

Citizen-Centred Service Delivery

Industry Canada has been identified as one of the key partners with the Treasury Board Secretariat (TBS) in the implementation of the government-wide service strategy. The Department is pursuing initiatives that are consistent with TBS's recommendations for service improvement and is involved in the following initiatives.

Service Canada

- This initiative was designed to demonstrate and test a variety of approaches in providing Canadians with one-stop access to federal information and services. An MOU signed between Industry Canada and TBS in November 1999 confirmed the selection and funding of five Industry Canada projects as part of the Service Canada pilot phase: Toronto Enterprise Centre, County of Oxford Integrated Network (Ontario), Service New Brunswick, Consumer Information Gateway, and Voice-to-Voice Web Support. Industry Canada is also co-leading, with other departments and agencies, on three other pilots: Lumby Integrated Community Resource Sites, Aboriginal Map of Canada and the Quebec Community Network.

- The pilots build on existing Community Access Program (CAP) and CBSC infrastructure and on Industry Canada's experience in developing information products in partnership.

Service Improvement

- Services committees were established to ensure that departmental services are delivered effectively and in a cost-efficient manner, and to provide advice on policy and performance issues arising in connection with service delivery initiatives.
- A framework was also created by the services committees to develop a profile of key service improvement processes in the Department. Twenty-six of the 27 business units delivering external services were assessed against nine essential organizational processes. Results indicated that the formalized feedback process with staff, the electronic service delivery, the articulated service standards, and the measurement process for the standards were well deployed.
- Results from the above assessment will be used as a basis for the development of an action plan to respond to the TBS Service Improvement Initiative, which commits all departments to achieving a 10 percent increase in client satisfaction with key service delivery activities by 2005. The Operations Sector of Industry Canada has been identified to lead the initiative for Industry Canada, along with five other departments. In 2000–01, attention will focus on the establishment of baseline client satisfaction levels and the development of service improvement plans as per TBS guidelines.



Service Standards

Client service standards are not the beginning of a process, nor are they isolated actions related to carrying out program activity. Client service standards are a visible sign that an organization has the basic infrastructure in place and is ready to make a commitment to its clients about the timeliness and quality of its services. Service standards for our marketplace services have been established and are easily accessible to Canadians for the following:

- Office of the Superintendent of Bankruptcy Canada
- Canadian Intellectual Property Office
- Corporations Directorate
- Competition Bureau
- Measurement Canada
- Spectrum Management
- Canadian Tourism Commission.

These service standards can be found at <http://strategis.gc.ca>

Government of Canada On-Line Industry Canada has made this initiative a key commitment within the “Connectedness” strategic objective (*refer to page 15 for further information*). A listing of some of the programs, services and business tools available through *Strategis* (<http://strategis.gc.ca>) is included on page 21. Furthermore, Appendix B includes a list of all Industry Canada Web sites referred to in this publication.

Modern Comptrollership

Modern comptrollership represents a significant and long-term effort to develop standards and practices to integrate financial and non-financial performance information, properly assess and manage risks, ensure appropriate control systems, improve procurement and asset management policies and reflect ethics and values beyond the legal requirement.

The Department continues to support initiatives aimed at improving its comptrollership capacity. To date, the approach has been to identify areas for immediate improvement in, and alignment to, modern comptrollership. Examples of these initiatives include the following:

- developing a detailed implementation plan to ensure the Department’s readiness, by April 1, 2001, for the Financial Information Strategy;
- drafting an MOU documenting the corporate governance structure of the Department’s six special operating agencies;
- developing performance indicators and further refining the Department’s performance framework;
- initiating the review of contracting policy and procedures to ensure an optimum control framework;
- introducing and improving financial management-related training for managers, administrative staff and functional specialists; and
- establishing new consultative forums to keep clients informed and involved.



Improved Reporting to Parliament

Improved Reporting to Parliament aims to provide parliamentarians and Canadians with high-quality information about the Government of Canada's plans and achievements. Not only is it intended to improve the expenditure management documents supplied to Parliament, such as the Reports on Plans and Priorities and the Departmental Performance Reports, it is also intended to sharpen the focus on results and on performance information. Further, it allows Canadians an opportunity to better understand, as well as shape, public policy.

Industry Canada has responded to the Improved Reporting to Parliament initiative by adopting a results-based management approach to ensure that clients, stakeholders, beneficiaries, parliamentarians and the general public understand how the Department is making a difference for Canadians. This approach also ensures that management decision making is based more extensively on performance information that distinguishes between program strengths and weaknesses, and provides guidance on what does and does not work. This in turn supports a culture of learning and continual improvement.

A corporate-level performance framework has been developed to demonstrate how the Department's programs and activities contribute to the strategic objectives of the Department and ultimately to the broader government agenda. Performance indicators have been identified to track progress toward the expected results. The performance framework responds to the following three questions:


- WHY the Department wants to achieve the targeted results (long-term impacts or outcomes);

- WHAT change Industry Canada wants to achieve in marketplace behaviour (direct impacts or outcomes); and
- HOW the Department will achieve its objectives (activities and outputs).

Industry Canada recognizes that its performance reporting can be improved by placing more emphasis on the results of its activities. Departmental effort is now being directed at developing a corporate performance measurement strategy that will identify the operational requirements for gathering and reporting performance information for both internal and external use. This will be followed by an implementation phase to produce timely and meaningful information for management purposes. It is expected that, over the coming years, corporate-level performance management efforts, including efforts to modernize comptrollership, will position the Department to better fulfil its management and external reporting responsibilities.


Program Integrity

Program Integrity is an ongoing appraisal of the state of departmental and agency operations led by TBS. From an overall government perspective, Program Integrity aims to ensure the integrity of programs that are critical to the health, safety and well-being of Canadians and to ensure a balanced distribution of resources between existing programs and potential new initiatives, so that the overall program mix achieves the right results for Canadians. Industry Canada will continue to assess its programs and priorities in close consultation with TBS, with a view to ensuring that the Department's programs and services remain relevant for Canadians.




► Highlights and Results of the People Management Plan for 1999-2000

- Successes related to the Department's commitment to becoming an employer of choice were posted on the People Management Plan section of the Human Resources Branch Web site.
- The results of the 1999 Public Service Employee Survey were analysed and follow-up meetings were held with all employees at the work unit level to discuss the results, and the branch- and sector-level plans.
- A second stream of the Social Science Bridging Program saw 13 participants complete their university training and begin their work assignments.
- Program improvements were made to the University Recruitment and Development Program and the Department's most successful campaign brought 37 new recruits (ES, ENG, CO) to Industry Canada.
- New course offerings on e-commerce, a leading-edge, interactive on-line Government Electronic Service Delivery pilot and the development of an interactive self-assessment competency tool for senior professionals created stronger links between the Corporate Training Program and the Department's mandate and key priorities.
- The Michelle Comeau Scholarship and the Official Languages Award were launched. More than 2,000 Long Service Awards for 15 and 25 years were presented to recipients.
- A speaker series on leadership and management trends and issues, generally aimed at senior professionals (middle managers and others), was judged successful.
- An Executive Leadership Development Program was piloted with 20 senior professionals in the Competition Bureau and Industry Sector.
- The Department launched Arrive and Thrive, an orientation Web site for new employees, together with a companion manager's guide. The site provides employees with an overview of the Department's organization and the responsibilities of its various sectors and branches.



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



Developing an Exemplary Workplace

Industry Canada's success in delivering on its five strategic objectives depends on the talents, skills and motivation of its employees. The Department is working hard to foster a work culture and environment based on the values and principles at the core of the Public Service, and attuned to the profile and characteristics of effective, knowledge-based organizations.

An important element is Industry Canada's People Management Plan; its goals are renewal, retention, representation and

recruitment. This year saw a wrap-up of the first plan and a renewal for years 2000-03 in order to respond to the challenges of the day, including the findings of the 1999 Public Service Employee Survey. A progress report and the renewed People Management Plan were submitted to the Clerk of the Privy Council. Some 23 projects on various topics related to learning and career development, well-being in the workplace, recruitment, and a representative work force were launched during the year, with a commitment to report results when completed.

Appendix B

Web Sites Mentioned in the Departmental Performance Report



Web Sites

Aboriginal Business Map	http://aboriginalmap.ic.gc.ca
Biotechnology Regulatory Assistance Virtual Office	http://bravo.ic.gc.ca
<i>Building Excellence in Science and Technology (BEST) Report</i>	http://csta-cest.gc.ca/csta/website/publications_e.html
Canada Business Service Centres	http://cbsc.org
Canadian Business Environmental Performance Office	http://virtualoffice.ic.gc.ca/BEPO
Canadian Consumer Information Gateway	http://consumerinformation.ca
Canadian Institute for Advanced Research	http://www.ciar.ca
Canadian Service Industries and International Trade Negotiations	http://services2000.ic.gc.ca
Canadian Tourism Exchange	http://www.canadatourism.com
CANARIE	http://www.canarie.ca
Community Access Program	http://cap.ic.gc.ca
Competition Bureau	http://competition.ic.gc.ca
Computers for Schools	http://www.schoolnet.ca/cfs-ope
Connecting Canadians	http://www.connect.gc.ca
Consumer Connection	http://consumerconnection.ic.gc.ca
Electric Power: A Canadian Specialty	http://www.dfait-maeci.gc.ca/trade/ner/menu-e.html
Employers Online	http://employers.gc.ca
Expert Panel on Skills	http://acst-ccst.gc.ca/acst/skills/home_e.html
Expert Panel on the Commercialization of University Research	http://acst-ccst.gc.ca/acst/comm/home_e.html
<i>ExportSource</i>	http://exportsource.gc.ca
<i>Industry Canada Performance Report for the period ending March 31, 1999</i>	http://www.tbs-sct.gc.ca/rma/dpr/98-99/IC98dpre.pdf
International Investment	http://intinvest.ic.gc.ca
Invest in Canada	http://www.investincanada.ic.gc.ca
NetCorps Canada International	http://www.netcorps-cyberjeunes.org
Office of the Superintendent of Bankruptcy Canada	http://osb-bsf.ic.gc.ca
PhoneBusters	http://www.phonebusters.com
PRECARN	http://www.precarn.ca



SchoolNet	http://www.schoolnet.ca
SchoolNet Multimedia Learnware and Public Access Applications Program	http://www.schoolnet.ca/funds
<i>Science Advice for Government Effectiveness (SAGE) Report</i>	http://csta-cest.gc.ca/csta/website/publications_e.html
SkillNet	http://skillnet.ca
Smart Communities	http://smartcommunities.ic.gc.ca
SourceCan	http://SourceCan.com
Spectrum Management and Telecommunications	http://spectrum.ic.gc.ca
Student Connection Program	http://scp-ebb.com
Technology Partnerships Canada	http://tpc.ic.gc.ca
Trade Team Canada Aerospace and Defence	http://napoleon.ic.gc.ca/aerospace/nst.nsf/vHTML/welcome-e
Trade Team Canada Electric Power Equipment and Services	http://napoleon.ic.gc.ca/electrical/ttcelect.nsf/vHTML/welcome-e
Trade Team Canada Sectors	http://ttcs.ic.gc.ca
Voluntary Sector Network Support Program (VolNet)	http://www.volnet.org

 Web Sites

<i>Strategis</i>	http://strategis.gc.ca
Aboriginal Business Canada	http://strategis.gc.ca/abc
Adoption of Connectedness Standards	http://strategis.gc.ca/pics/cq/survey2.pdf
Business Information by Sector	http://strategis.gc.ca/bis
Business Intelligence Express	http://strategis.gc.ca/bix
Canadian Biotechnology Strategy Online	http://strategis.gc.ca/cbs
Canadian Business Map	http://commercecan.ic.gc.ca
Canadian Company Capabilities	http://strategis.gc.ca/cdncc
Canadian Industry Statistics	http://strategis.gc.ca/cis
Canadian Intellectual Property Office	http://cipo.gc.ca
Community Futures Program	http://strategis.gc.ca/SSG/md13938e.html
Community Recovery	http://strategis.gc.ca/SSG/fn00367e.html
Consumer Connection	http://strategis.gc.ca/consumer
Consumer News	http://strategis.gc.ca/SSG/ca01170e.html
Consumer Protection for Electronic Commerce	http://strategis.gc.ca/SSG/ca01180e.html

Contact!	http://strategis.gc.ca/contact
Corporations Directorate	http://strategis.gc.ca/corporations
Credit Card Costs Calculators	http://strategis.gc.ca/crcalc
E-Commerce Promotion	http://strategis.gc.ca/ecomevent
Electronic Commerce in Canada	http://strategis.gc.ca/e-com
Electronic Commerce Technology Suppliers	http://strategis.gc.ca/SSG/it05171e.html
e-START.ca — <i>Strategis</i> for Students	http://strategis.gc.ca/e-start.ca
FedNor	http://strategis.gc.ca/fednor
Financial Service Charges Annual Report	http://strategis.gc.ca/FCALC
Financial Service Charges Calculator	http://strategis.gc.ca/FCALC
Fraud Quiz	http://strategis.gc.ca/SSG/ca01169e.html
Guides to Canadian Industries	http://strategis.gc.ca/gci
Information and Communication Technology Applications (FedNor)	http://strategis.gc.ca/SSG/fn00369e.html
Innovation Capacity Building (FedNor)	http://strategis.gc.ca/SSG/fn00368e.html
Lobbyists Remote Registration System	http://strategis.gc.ca/lobbyist
Measurement Canada	http://strategis.gc.ca/meascan
Net Gain	http://strategis.gc.ca/netgain
Northern Ontario Economic Development Fund	http://strategis.gc.ca/SSG/fn00239e.html
Not-for-Profit Fund	http://strategis.gc.ca/SSG/fn00232e.html
Office of the Ethics Counsellor	http://strategis.gc.ca/ethics
Participating in the Standards System: A Handbook for Consumer Representatives	http://strategis.gc.ca/SSG/ca01580e.html
Pre-Commercial Fund (FedNor)	http://strategis.gc.ca/SSG/fn00233e.html
Productivity Research Web Site	http://strategis.gc.ca/productivity
Publicly Available Sites on Canada's "Brain Drain"	http://strategis.gc.ca/sc_ecnmy/mera/engdoc/07.html
Radio Spectrum Management and Telecommunications	http://strategis.gc.ca/spectrum
Research, Technology and Innovation	http://strategis.gc.ca/innovation
<i>Retailing on the Internet: A Guide</i>	http://strategis.gc.ca/shopping
Solutions for Advanced Manufacturing	http://strategis.gc.ca/sam
Sources of Financing	http://strategis.gc.ca/sources
Spectrum Management and Telecommunications	http://strategis.gc.ca/spectrum
STEP	http://strategis.gc.ca/STEPguide
Steps to Competitiveness	http://strategis.gc.ca/steps
Steps to Growth Capital	http://strategis.gc.ca/growth






Sustainable Development	http://strategis.gc.ca/sd
Technology Commercialization Toolbox	http://strategis.gc.ca/toolbox
Technology Roadmaps	http://strategis.gc.ca/trm
Telecommunications Infrastructure (FedNor)	http://strategis.gc.ca/SSG/fn00365e.html
Trade Data Online	http://strategis.gc.ca/tdo
Tourism Fund	http://strategis.gc.ca/SSG/fn00234e.html
Winning Retail	http://strategis.gc.ca/winning
Youth Internship Initiative (FedNor)	http://strategis.gc.ca/SSG/fn00191e.html

▶ Business Information by Sector

- The Business Information by Sector component of *Strategis* provided access to more than 10,000 documents dealing with business and market information.
<http://strategis.gc.ca/bis>
- Business Intelligence Express assists in rating intellectual property levels in the minerals and metals industry.
<http://strategis.gc.ca/bix>
- The Canadian Business Environmental Performance Office contains a variety of external links for more than 30 industries under the Performance Quiz area.
<http://virtualoffice.ic.gc.ca/BEPO/>
- An Aerospace and Defense Branch interactive extranet site promotes exchange among Trade Team Canada members.
<http://napoleon.ic.gc.ca/aerospace/nst.nsf/vHTML/welcome-e>
- Winning Retail is a diagnostic tool designed to help SMEs in the retail business, employing industry benchmark data averages.
<http://strategis.gc.ca/winning>
- *Retailing on the Internet: A Guide* provides industry averages on Internet retailing.
<http://strategis.gc.ca/shopping>
- Some 235 Guides to Canadian Industry provide an industry structure benchmarking tool and a sector-level performance benchmarking tool.
<http://strategis.gc.ca/gci>
- Solutions for Advanced Manufacturing is a Web site that designs technology solutions to manufacturing problems.
<http://strategis.gc.ca/sam>
- Electrical Trade Virtual Network facilitates the on-line exchange of ideas and issues.
<http://napoleon.ic.gc.ca/electrical/ttselect.nsf/vHTML/welcome-e>
- Canadian Company Capabilities profiles Canadian companies, and is used to find Canadian supply sources, investment partners, agents and joint venture projects.
<http://strategis.gc.ca/cdncc>






References in the Departmental Performance Report
to Government-Wide Priorities
(as articulated in the 1999 Speech from the Throne)



Government-Wide Priorities	Reference Pages
 A strong and united Canada	<p>Section 2.4, Connectedness, Canadians connected to each other and to the world in a way that is affordable and accessible:</p> <ul style="list-style-type: none"> • Providing Canadians with Access (box), p. 20. • Smart Communities, p. 18. <p>Section 2.4, Connectedness, Canadian digital content and applications on-line maximized:</p> <ul style="list-style-type: none"> • French language business-to-business on-line tutorial, p. 23. • Francommunautés virtuelles, p. 23.
 Children and youth	<p>Section 2.4, Connectedness, Canadians connected to each other and to the world in a way that is affordable and accessible:</p> <ul style="list-style-type: none"> • Providing Canadians with Access (box), p. 20. • Connecting Canada to the World, NetCorps Canada International internships, p. 19. <p>Section 2.4, Connectedness, Canadian digital content and applications on-line maximized:</p> <ul style="list-style-type: none"> • Digital Collections program, job experience for Canadian youth, p. 23. <p>Section 3.1:</p> <ul style="list-style-type: none"> • FedNor, Youth Internships, p. 45. • Information Highway Programs, Computers for Schools, p. 47. • Information Highway Programs, Information, Science and Entrepreneurship Camps, p. 47. • Information Highway Programs, SchoolNet, p. 48.
 A dynamic economy	<p>Growing a dynamic economy is Industry Canada's overarching goal. All five strategic objectives and underlying key results commitments contribute to this government-wide priority. Please see the following:</p> <ul style="list-style-type: none"> • Section 2.1, Societal Context, p. 3. • Section 2.2, Industry Canada Priorities Chart, p. 9. • Section 2.4, Performance Accomplishments, p. 10.





Government-Wide Priorities	Reference Pages
 Health and quality care	<p>Section 2.4, Innovation, Accelerated commercialization and adoption of innovative processes and products by Canadian organizations:</p> <ul style="list-style-type: none"> • advanced telehealth and education networked applications projects, p. 14. <p>Section 3.1, Canadian Institute for Advanced Research:</p> <ul style="list-style-type: none"> • population health research projects, p. 43.
 The quality of our environment	<p>Section 2.4, Innovation, Industry Canada's Response:</p> <ul style="list-style-type: none"> • eco-efficiency in Canadian business, p. 11. <p>Section 2.4, Innovation, Increased recognition of innovation as a critical success factor in all sectors:</p> <ul style="list-style-type: none"> • eco-efficiency indicators, p. 12. <p>Section 2.4, Innovation, Expanded knowledge base, especially in fields with good opportunities:</p> <ul style="list-style-type: none"> • Networks of Centres of Excellence (box), AquaNet, p. 12. • Technology Partnerships Canada, p. 13. • Sustainable Development (box), p. 13. <p>Section 2.4, Trade, The Importance of Trade:</p> <ul style="list-style-type: none"> • Sustainable Cities Initiative (box), p. 35. <p>Section 3.4, Sustainable Development, p. 50.</p>
 Stronger communities	<p>Section 2.1, Serving Canadians:</p> <ul style="list-style-type: none"> • Canada Business Service Centres, p. 7. <p>Section 2.4, Connectedness, Canadians connected to each other and to the world in a way that is affordable and accessible:</p> <ul style="list-style-type: none"> • Providing Canadians with Access (box), p. 20. • Smart Communities, p 18. <p>Section 2.4, Connectedness, Canadian digital content and applications on-line maximized:</p> <ul style="list-style-type: none"> • Francommunautés virtuelles, p. 23. <p>Section 2.4, Investment, Increased investment by SMEs and by Aboriginal businesses:</p> <ul style="list-style-type: none"> • Community Futures Development Corporations, p. 34. <p>Section 3.1:</p> <ul style="list-style-type: none"> • FedNor, Community Futures Program, p. 45. • FedNor, Community Recovery, p. 46. • Information Highway Programs, Community Access Program, p. 46. • Information Highway Programs, Francommunautés virtuelles, p. 47. • Information Highway Programs, Smart Communities Program, p. 48.



Government-Wide Priorities	Reference Pages
 The relationship with Canada's Aboriginal people	<p>Section 2.1, Serving Canadians:</p> <ul style="list-style-type: none">• Canada Business Service Centres, p. 7. <p>Section 2.4, Connectedness, Canadians connected to each other and to the world in a way that is affordable and accessible:</p> <ul style="list-style-type: none">• Smart Communities, p. 18. <p>Section 2.4, Investment, Increased investment by SMEs and by Aboriginal businesses, pp. 33-34.</p> <p>Section 2.4, Trade, Export capability and preparedness:</p> <ul style="list-style-type: none">• First Nations Team Leader Consortia Initiative, p. 38. <p>Section 3.1:</p> <ul style="list-style-type: none">• Aboriginal Business Development Program, p. 43.• Aboriginal Business Loan Insurance Program, p. 43.• FedNor, Aboriginal Business Development, p. 46.
 Canada's place in the world	<p>Section 2.4, Innovation, Expanded knowledge base, especially in fields with good opportunities:</p> <ul style="list-style-type: none">• Networks of Centres of Excellence (box), Canadian Institute for Photonic Innovations, p. 12. <p>Section 2.4, Connectedness, Canadians connected to each other and to the world in a way that is affordable and accessible:</p> <ul style="list-style-type: none">• Connecting Canada to the World, p. 19. <p>Section 2.4, Marketplace, A marketplace framework for business, consumers and investors that is fair, efficient, competitive and world-class:</p> <ul style="list-style-type: none">• world-class copyright framework, p. 26.• internationally recognized communications protocol, p. 26. <p>Section 2.4, Investment, Canada branded and recognized as an investment location of choice:</p> <ul style="list-style-type: none">• international business and economic conferences to help raise the profile of Canada as a competitive market, p. 32. <p>Section 2.4, Trade, pp. 34 to 41.</p>

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