

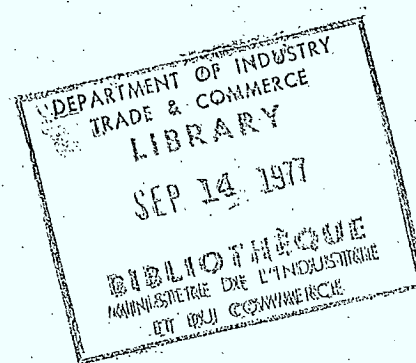
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THE DEPARTMENT AT WORK



Industry, Trade
and Commerce

Industrie
et Commerce



THE DEPARTMENT AT WORK

Canada

Department of Industry, Trade
and Commerce - July 1975.

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INTRODUCTION

When the Department of Industry and the Department of Trade and Commerce merged in 1969, the new organization was given a broad objective -- Canadian economic development and support.

The Parliamentary Act establishing the new Department said, in part: "The duties, powers and functions of the Minister of Industry, Trade and Commerce extend to and include... manufacturing and processing industries in Canada, tourism, and trade and commerce generally."

This has meant the Department has become involved primarily in five areas: industrial development, market development, international trade policies, tourism development and grains and oil seeds marketing. It requires the services of more than 2,500 people working in offices across Canada and in 88 posts and 63 other countries. Its budgets total approximately \$342 million.

This booklet is a general outline of what the Department does and how it does it. Like any big organization, the Department is always changing, although its basic philosophy remains more or less constant. That is why this booklet contains no names or phone numbers. It will be obsolete fast enough without complicating matters!

Part 1 - What Does the Department Do?

Refer again to the Department's mandate: "The duties, powers and functions ... extend to and include ... manufacturing and processing industries ... tourism, and trade and commerce generally."

It was decided early on that the Department should base its operations on a "game plan" consisting of three Programs (not to be confused with the various assistance programs administered by the Department which will be described further on.) The details of execution undergo continual change and improvement but the three Programs remain constant factors. Any project undertaken by any of the Department's organizations should relate to the aims of these Programs, known as the Trade/Industrial Program, the Tourism Program and the Grains and Oil Seeds Program.

They do not appear under those titles in the Departmental Telephone Directory, for example, and it might be possible to work in the Department for some time without hearing them mentioned. But they are very real and it is essential to understand them in order to understand what the Department is about.

TRADE/INDUSTRIAL PROGRAM

It has the largest of the Department's budgets -- about \$220 million for the current fiscal year. The Program is based on two premises: (a) Corporations and businesses are entitled to expect a certain level of service from their Government, i.e.

i) Government will listen to the problems of the private sector and right inequities; ii) Government will organize and provide services essential to conducting business, such as tariff and transportation information and official trade representation in other countries.

(b) Government will provide incentives to Canadian producers of goods and services, not only to help the private sector but also to enable the Department to maintain contacts with it.

These incentives generally take the form of promotion, financial assistance and policy negotiation.

The Minister and Deputy Minister are responsible, both to Parliament and in a day-to-day sense, for the management of the Trade/Industrial Program but this responsibility has been delegated to two Activities under the Program: Industry Development and International Trade.

The Industry Development and International Trade Activities are headed by Senior Assistant Deputy Ministers,

The Industry Development Activity

In a key speech to the annual meeting of the Canadian Manufacturers Association in June 1973, the Honourable Alastair Gillespie, Minister of Industry, Trade and Commerce, outlined the objectives of industrial development as perceived by the Department.

They are: (1) to develop an efficient manufacturing and secondary processing industry to meet competition at home and abroad; (2) to achieve maximum employment in Canadian industry and to maintain it; (3) to increase national income and reduce economic disparities; (4) to increase domestic natural resources processing; (5) to provide for greater domestic control of the Canadian economy and ensure its future development by Canadians; (6) to continue improving the quality of life in Canada by creating satisfying jobs for Canadians and reducing harmful effects of industrial activity on the natural and social environment.

To achieve these objectives, the Industrial Development Activity aims to provide a forum for the private sector to present its problems and, when possible, to find solutions; to develop industrial policies beneficial to all Canadians; to provide financial assistance to stimulate growth or help the private sector overcome setbacks; to develop strategies for specific industries based on their problems and opportunities.

The International Trade Development Activity

This has one objective -- to increase markets for goods and services produced in Canada. Again, this is an Activity providing a forum for the private sector. It also promotes increased sales of Canadian goods and services by providing information on export opportunities and giving sales assistance. In addition, it negotiates trade arrangements to give Canadian producers access to world markets; develops trade strategies; provides financial assistance and maintains Canadian trade representation abroad.

TOURISM PROGRAM

This Program has been allotted about \$22 million of the Department's money for the current year. Its objective is the sustained and orderly growth of tourism and the travel industry in Canada.

Like the Trade/Industrial Program, the Tourism Program attempts to meet private sector expectations regarding Government services and recognizes the need to stimulate industry growth. A priority of the Program is provision of intelligence and co-ordination of the tourism development activities of the Federal and Provincial Governments as well as the private sector.

Ultimate responsibility for the Tourism Program rests with the Minister and Deputy Minister but its day-to-day operations are managed by the Assistant Deputy Minister - Tourism. Three Activities have been laid down for this Program as well: Marketing, Industry Development and Policy Planning and Industry Relations. They are managed by Branch General Directors.

The Marketing Activity

The Marketing branch promotes travel to Canada from other countries, promotes travel within Canada by Canadians and co-ordinates its activities with those of the provinces.

The Industry Development Activity

The Industry Development branch fosters growth and improvement in the travel industry.

The Policy Planning and Industry Relations Activity

The Policy Planning and Industry Relations branch is the centre of forward strategic planning and policy formulation at C.G.O.T. It works to ensure that the supply and demand sides of tourism grow in a balanced way.

GRAINS AND OILSEEDS PROGRAM

Its objective is to maintain an orderly marketing system for Canadian grains and oilseeds and to expand markets for these products. Its current budget is about \$100 million.

Market intelligence and other services are provided. Financial incentives for product improvements and to assist in marketing these products are offered. The Program is also concerned with policy negotiations.

Management of this Program is completely different from that of the other two Programs of the Department. It comes under the Minister responsible for the Canadian Wheat Board but the Deputy Minister of the Department of Industry, Trade and Commerce is responsible for administering payments made under the Program and for its marketing operations.

The Marketing Activity

This is intended to complement and extend marketing efforts by the private sector. It is involved in determining production guidelines and establishing initial payments for Wheat Board grains. It assists the private sector in a number of ways, including provision of market intelligence and financial help.

The Grain Payment Activity

This is designed to maintain an orderly marketing system

by administering statutory payments. These are made to the Wheat Board to cover costs of carrying wheat inventories in excess of specified limits, to pay interest charged on cash advances to Western Canadian producers for farm-stored grain; to reimburse the Board when producers default on repayment of cash advances.

CONCLUSION -- PART 1

It is possible to describe the Programs and their Activities in much more detail than in the foregoing paragraphs (e.g. Sub-Activities are laid down under the Activities of the Trade/Industrial and Tourism Programs). But this general description of Departmental goals and the plan for achieving them should pave the way for a look at the physical structure of the Department -- that is, the organization that carries out the plan.

Part II - How Does The Department Work?

MINISTER

The Deputy Minister reports directly to the Minister and so do a number of Boards and Advisory Committees. Several of these are backed up by permanent Secretariats which are part of the Department but not shown on the organization chart. The Minister, of course, reports to Parliament. The following report to the Minister:

Foreign Investment Review Agency

The Agency administers the Foreign Investment Review Act under which Governor in Council decisions are taken, on the recommendation of the Minister of Industry, Trade and Commerce, to allow or disallow acquisitions of Canadian Business Enterprises by foreigners, on the basis of whether or not they are of significant benefit to Canada.

The staff of the Agency numbers approximately 100 under the direction of a Commissioner reporting to the Minister. There are three branches - Compliance, Assessment and Research and Analysis.

The Compliance Branch exercises the legal, surveillance, investigative, enforcement and general administrative functions of the Agency.

The Assessment Branch provides advice and assistance in assessing significant benefit to Canada or the likelihood of significant benefit to Canada leading to decisions to allow or disallow by Governor in Council.

The Research and Analysis Branch carries out research and analysis necessary to assist in the effective administration of the Foreign Investment Review Act and on the significance of foreign investment in the economy.

Export Development Corporation

No permanent Secretariat is assigned to the Corporation but the Deputy Minister is Chairman of its Board of Directors and the Senior Assistant Deputy Minister - International Trade is a Director.

General Adjustment Assistance Board

The Board administers the General Adjustment Assistance Program and has a permanent Secretariat in the Program Office - Industry.

Metric Commission

The Commission studies the implications of converting Canada to the metric system and is preparing a program for conversion as well as providing information on the system.

Standards Council of Canada

The Council is responsible for promoting and co-ordinating standardization efforts in Canada and for Canadian participation in international standardization organizations. It has no Secretariat in the Department but the General Director - Office of Science and Technology sits on the Council.

Textile and Clothing Board

The Board conducts inquiries regarding imports alleged to be harming Canadian producers of textiles and clothing.

Minister's Advisory Council

The Council meets at least quarterly and brings the Minister in direct contact with business leaders for discussions of the Department's policies and activities. It is backed up by a small Secretariat that, for administrative purposes, reports to the Deputy Minister.

The Machinery and Equipment Advisory Board

The Board is responsible for the administration of submissions for duty remission under tariff items 42700-1 or 41100-1. The Board's Secretary is a Director in the Machinery Branch and its Secretariat is provided by Machinery Branch personnel.

The National Design Council

The National Design Council is a policy making and program formulation body, which makes recommendations to the Minister for implementation. The Council is backed by a Secretariat provided by the Department.

The Pharmaceutical Industry Development Advisory Committee

The Committee advises the Minister on applications and other matters related to the Pharmaceutical Industry Development Assistance Program. Its Secretariat is provided by the Chemicals Branch.

DEPUTY MINISTER

Six main groups report to the Deputy Minister: the Industry Development Group, headed by a Senior Assistant Deputy Minister who is aided by two Assistant Deputy Ministers; the International Trade Development Group, also headed by a Senior Assistant Deputy Minister aided by two Assistant Deputy Ministers; the Tourism Group, headed by an Assistant Deputy Minister; the Human Resource Planning Group, headed by an Assistant Deputy Minister. The Office of Information and Public Relations and Legal Services also report directly to the Deputy Minister.

A seventh body, the Grains Group, which reports to the Minister responsible for the Canadian Wheat Board, reports to the Deputy Minister for administrative purposes only.

In addition the Deputy Minister is assisted by the Planning Research and Evaluation Group headed by an Assistant Deputy Minister, responsible for the strategic planning secretariat which undertakes evaluation studies, macro-economic analysis and long range studies and various aspects of program planning.

The Deputy Minister chairs two committees: the Management Policy Review Committee and the Management Administration Committee.

Management Policy Review Committee

The Committee reviews work priorities and schedules for all major policies; discusses all major policy documents and reviews positions to be taken by the Department at international, inter-Department or Federal-Provincial meetings, or meetings with national groups; approves program reviews of the Department (see

Program Review Sub-Committee); reviews all program evaluations and documents.

Membership of the Committee includes both Senior Assistant Deputy Ministers, the Assistant Deputy Ministers and the Special Advisor to the Deputy Minister.

Management Administration Committee

The Committee reviews and approves policies and procedures regarding personnel, financial and material management, security and related matters. Its membership is the same as that of the Management Policy Review Committee with the addition of the General Director - Personnel.

Office of Information and Public Relations

This Branch which reports directly to the Deputy Minister, provides the specialized promotional services, public relations techniques, and marketing and audio-visual aids required by the Department. It undertakes the Department's publicity projects and encourages a better-informed and more aggressive attitude on the part of the Canadian business community.

The Information Services Branch promotes understanding of the Department's objectives and policies; encourages maximum use of Department facilities and services; provides information on economic and commercial trends by publishing the monthly magazine Canada Commerce; issues press releases and organizes special events.

The Branch also assists in stimulating demand for Canadian goods and services in other countries by publishing the tabloid Canada Courier which is distributed world-wide. It provides library services essential to Department research and operations.

Legal Services

This group which reports directly to the Deputy Minister, is responsible for providing legal advice and assistance to the department.

SENIOR ASSISTANT DEPUTY MINISTER - INDUSTRY

The Senior Assistant Deputy Minister - Industry is responsible for the management of the Department's Industry Development Activity under the Trade/Industrial Program. The Assistant Deputy Minister - Industry Development, who manages seven Industry Sector Branches, and the Assistant Deputy Minister - Industrial Policies, who manages four policy-oriented Branches, report to the Senior Assistant Deputy Minister - Industry.

Also reporting directly to the Senior Assistant Deputy Minister is: the Program Office - Industry, responsible for many of the industry development financial assistance programs; and ten Regional Offices representing the Department across the country. There is also a Senior Policy Advisor for the aircraft and shipbuilding industries.

Program Office - Industry

This Office administers: Program for the Advancement of Industrial Technology (PAIT), Industrial Research and Development Incentives (IRDIA), Defence Industry Productivity Program (DIP), Industrial Design Assistance Program (IDAP), Program for the Enhancement of Productivity (PEP), General Adjustment Assistance Programs (GAAP), Automotive Adjustment Assistance Program (AAA).

The Office fills an administrative-advisory role to the approval committee or Board established for each program. In the particular instance of the IRDIA Program, the office authorizes the payments as prescribed in the legislation.

Small Business Co-ordinator (CASE PROGRAM)

The Counselling Assistance to Small Enterprises (CASE) provides an opportunity for the owners and managers of small businesses engaged in manufacturing or tourism to benefit, at nominal cost, from a service provided by retired business executives selected for their management experience. Under special circumstances, government contributions can also be made toward the cost of engaging consulting firms.

Through the CASE service, the managements of small companies can discuss their particular problems with experienced businessmen, explore new ideas to help their business grow and examine new methods of improving productivity. A CASE counsellor will visit the client's place of business, discuss the company's problems and opportunities and recommend action to be taken. He will also help to implement these recommendations.

Regional Offices Branch

Regional Offices are located in Vancouver, Edmonton, Regina, Winnipeg, Toronto, Montreal, Quebec, Fredericton, Halifax and St. John's. In the past, their main function has been representing the Department across Canada. But with the re-organization of the Department in 1973-74, they are taking on more responsibility. With decentralization of Department operations they will provide better service in all regions and will improve the Department's liaison with the Provincial Governments. Emphasis will be placed on assisting small business.

ASSISTANT DEPUTY MINISTER - INDUSTRY

The Assistant Deputy Minister - Industry Development is responsible for management of the seven Industry Sector Branches of the Department, giving direction to industrial and trade development opportunities for the various industry sectors, promotional and advisory services for manufacturers and exporters, and the Department's Assistance Programs.

Industry Sector Branches

Each of these Branches operates under a General Director. They are: Agriculture, Fisheries and Food Products Branch, Chemicals Branch, Electrical and Electronics Branch, Machinery Branch, Resource Industries and Construction Branch, Textile and Consumer Products Branch and Transportation Industries Branch.

The Industry Sector Branches perform five distinct but inter-dependent functions: (1) Study and analysis -- each develops and maintains a thorough knowledge of financial, technological and marketing factors affecting its industry sectors; (2) Program formulation -- this is aimed at initiating change, in new programs or policies, which will establish more favourable conditions for orderly industrial growth; (3) Assistance program recommendations and administration -- many programs involve some form of financial assistance and the Branches make recommendations which take the form of assessments

of market potential of products as well as the financial, technical and managerial competence of the firms being considered;

(4) Trade development -- opportunities for foreign sales are identified through intelligence gathered by such organizations as the Trade Commissioner Service and by internal Branch studies as well as industrial policies organizations of the Department;

(5) Service work -- the Branches provide liaison between industry and Government, giving advice and other assistance relating to technology, marketing, financing, research and development, and management.

Agriculture, Fisheries and Food Products Branch

Agriculture products - All crops (except grains and oilseeds), fresh fruits and vegetables, forage seeds and crops, tobacco, honey, maple products, seed potatoes, etc.

Grocery products - Processed food products usually with an extended shelf life, confectionary items, bakery products, tea, coffee, sugar, spices, beverages.

Livestock, meat and dairy - Live animals, breeding stock, poultry eggs, dairy products, processed meat and poultry products, furs, hides, skins.

Fisheries and food products - Fisheries products processed, fisheries goods including oils, meals and concentrates.

Chemicals Branch

Industrial chemicals - Petroleum products and by-products, organic chemicals, fertilizers and inorganic chemicals.

Plastics and rubber - Fabricated products of plastics and rubber industries, film (except tires handled by Automotive Parts Section, Transportation Industries).

Chemical specialities - Pharmaceuticals, fine chemicals, toiletries, cosmetics, household chemicals.

Electrical and Electronics Branch

Electrical power systems equipment (generation, transmission, distribution) wire, cable.

Electrical devices, apparatus, components, motors, etc.

Communications equipment, telephone equipment, instrumentation equipment, including medical, educational and testing, detection equipment, navigation equipment, radio - T.V. broadcasting and receiving equipment, etc.

Computer equipment - hardware, software, office machinery.

Consumer electrical and electronic equipment - household appliances, small appliances, electronic household appliances.

Electronic components - relays, switches, solid state devices, etc.

Machinery Branch

Mining, forestry, materials handling, and agricultural equipment - Drilling, processing, treating, production equipment, conveyors, etc., all agricultural equipment.

Power, fluids handling and environmental equipment - Boilers, pressure vessels, power turbines, oil and gas well equipment, refining equipment, ventilating, and dust collection equipment.

Environmental control, including sewage and water treatment.

Service industries machinery - Commercial air conditioning, refrigeration, heating, plumbing equipment, vending machines, laundry and drycleaning equipment, power driven tools, hardware and scales.

Secondary industries machinery - Metal working machines, tools, dies, processing machinery for textiles, food, beverage, leather, rubber, etc., packaging and labelling machinery, etc.

Resource Industries and Construction Branch

Primary wood products - Lumber, veneer, panel products.

Wood components and structures - Wood components for industry, processed wood components and materials for construction.

Pulp and paper - Pulp, processed papers.

Iron and steel - Ores, iron, steel, foundry products, forging, fabricated articles of iron and steel, construction and architectural materials, scrap.

Non-ferrous metals, Concentrates, ores, alloys, scrap, construction and architectural materials, semi-fabricated and fabricated products, precious metals.

Industrial minerals - Minerals, semi-fabricated and fabricated mineral products, coal, cement and concrete, asbestos, glass, etc.

Construction - construction systems, technology, construction materials and products, prefabricated structures.

Textiles and Consumer Products Branch

Clothing - Men's, Women's, children's, infants' clothing, tents, bags, dressed fur skins.

Textiles - Woven or knitted fabrics, yarns, fibres.

Leather and footwear - Leather, footwear, leather products such as handbags, etc.

Furniture - furniture, mattresses, electric lamps and shades, musical instruments, coffins.

Cultural industries products - printed matter, paper, stationery, pens, pencils, sound recordings, motion picture films, etc.

Leisure products and crafts - Jewellery, giftware, handicrafts, sporting goods, toys, etc.

Transportation Industries Branch

Motor vehicles - Automobiles, trucks.

Automotive parts

Recreational and special vehicles - Snowmobiles, off highway vehicles, hovercraft, etc.

Ships and ships equipment - including pleasure boats, commercial and military vessels, etc.

Rail and propulsion - subway systems, railroad cars, railroad engines, propulsion systems.

ASSISTANT DEPUTY MINISTER - INDUSTRIAL POLICIES

The Assistant Deputy Minister - Industrial Policies is responsible to the Senior Assistant Deputy Minister - Industry for the general management and co-ordination of four branches that deal primarily with policy matters.

Office of Science and Technology

The Office formulates and evaluates the Department's funded programs designed to stimulate scientific and technological innovation. It evaluates applications for assistance; encourages transfer of technology to industry through establishment of industrial research institutes and associations as well as advanced technology centres.

The Office sends missions to other countries and administers the commissions and agreements resulting from these. It also undertakes techno-economic planning and evaluation, and technological forecasting.

Office of Industrial Policy

This is divided into two Directorates -- Policy and Program Development, and Policy Analysis. The Policy and Program Development Directorate analyzes and makes recommendations concerning requests for changes in Canadian tariffs. It also participates in the formulation of policies related to specific industry sectors; coordinates the formulation of new or modified financial assistance programs for small businesses; develops the

Department's position on financial program proposals of other Departments; analyzes and develops Department's position on issues such as transportation and taxation policies, labour legislation, consumer laws, environmental control measures and other similar matters. It also studies Canadian financial institutions.

The Policy Analysis Directorate does economic analyses of manufacturing and resource industries and import analyses for other Government Departments as well as the private sector.

Office of Design

This Office develops programs, based on recommendations of the National Design Council and its own studies, which promote improved Canadian industrial design. It operates the Industrial Design Assistance Program; makes studies of design requirements of specific markets; helps to develop design talent in Canada through a scholarship program and other assistance; advises the Department on the best ways to promote good design practices.

Productivity Analysis Branch

This Branch examines the productivity of industries in Canada and other countries. It makes performance comparisons and develops ways of monitoring and evaluating Canadian firms. It also studies the industrial management situation in Canada as well as the impact of technological change on Canadian industry.

ASSISTANT DEPUTY MINISTER - TOURISM

The Assistant Deputy Minister, Tourism, gives executive direction to the activities of the Canadian Government Office of Tourism. Through the Deputy Minister, he advises the Minister of Industry, Trade and Commerce on policy and operational matters relating to tourism in Canada. He also represents federal government interest in domestic and international tourism organizations.

Marketing

The Marketing branch promotes travel to Canada from other countries, promotes travel within Canada by Canadians and co-ordinates its activities with those of the provinces, the territories and the private sector. In a complex marketing program, the branch analyzes and identifies the market, and sophisticated electronic and print advertising campaigns and a publicity program involving written material, displays, photographs and films to create the demand. The branch maintains a number of development and promotional offices in the United States and several foreign countries. It also has travel trade programs to promote tours to and within Canada and to stimulate growth in the convention and corporate meeting business.

Industry Development

The Industry Development branch fosters growth and improvement in the travel industry. Its first priority is to

define the industry and to maximize the contributions to tourism of the key industry sectors. It analyzes the industry's capacity and potential to receive visitors, identifies strength and weaknesses, and sets in motion the necessary improvements. Among other activities, the branch researches and publishes manuals to assist individual tourism operators to improve the productivity of their enterprises. By both professional and financial assistance it helps the provinces and territories in the formulation of tourism development plans and is instrumental in resolving financing for critically needed facilities.

Policy Planning and Industry Relations

The Policy Planning and Industry Relations branch is the centre of forward strategic planning and policy formulation at C.G.O.T. It works to ensure that the supply and demand sides of tourism grow in a balanced way. It examines priorities, identifies needs and makes recommendations on the allocation of resources. The branch is responsible for liaison with other federal government agencies, the provinces and municipalities and with private sector tourism-related organizations internationally and domestically. The branch also gathers and disseminates information on tourism to the travel industry, the media and the public, and provides administrative and staff support for the other branches.

ASSISTANT DEPUTY MINISTER - PLANNING, RESEARCH AND EVALUATION

The Assistant Deputy Minister - Planning, Research and Evaluation provides the Department with long-range planning, strategic planning, macro-economic analysis, capital investment analysis, program analysis, and program/project evaluation analysis. In addition there is a capital expenditures group, which meets twice yearly to undertake surveys to determine the capital investment intentions of Canadian companies.

Program Evaluation Group

The objectives of this Group are to improve the capacity of the Department to evaluate existing and proposed programs for the Department. This type of evaluation procedures is relatively new and it will be part of the objective of the Group to bring to bear some of the techniques that have been developed over the past decade. Evaluations will be in three general areas: program evaluation - Analysis using modern econometric techniques; case studies on cost-benefit analysis; the development of data and characteristics specific to particular industries.

Macro Economic Analysis

The main objectives of this Group are to focus on short-term economic conditions, primarily for the Canadian economy, but including monitoring of international balance of payments and monetary conditions.

Strategic Planning Secretariat

The purpose of this group is to provide a mechanism through which general government objectives, the results of long range studies, and the work of other PRE Divisions are related to the industrial, commercial and other policy proposals developed in other Branches of the Department.

International Trade Analysis Group

This group is responsible for the cohesion of the Departments present and proposed systems of collecting, organizing and disseminating international trade information.

In addition the group is involved in the development of economic models which will help to assess decisions affecting both trade and industrial policies.

Financial Services Branch

The Comptroller's Directorate of the Financial Services Branch provides support services for Department program planning, accounting, costing and budget control systems as well as the preparation of financial control reports, budgets and estimates.

General accounting services also include pre-audit of all Department expenditures. The Financial Analysis Directorate advises on the financial implications of proposed program activities involving loans and grants. The Directorate also reviews the financial aspects of individual applications for Department assistance and determines amounts of grants under the Industrial Research and Development Incentives Act.

The Financial Audit Directorate conducts two types of internal audit. It ensures, through Department-wide test audits, that financial policies, regulations, directives and procedures are uniformly implemented, and it conducts test audits of administrative expenditures and internal controls throughout the Department.

Professional and Administrative Services Branch

This Branch provides professional, technical and administrative support for the Department. Services available include preparing and distributing manuals and directives; records management; internal and external communications services by mail, messenger or telecommunications; procuring goods and services; material and property management; travel and removal; computer services.

Management consulting services are available for systems design, work measurement and simplification, forms management and project scheduling, and information retrieval systems.

ASSISTANT DEPUTY MINISTER - HUMAN RESOURCE PLANNING

The Assistant Deputy Minister - Human Resource Planning and Communications is primarily concerned with the human resource development aspects of departmental employees. The General Director - Personnel Branch - who reports directly to the Assistant Deputy Minister - Human Resource Planning, is responsible for the personnel management and administration functions.

Personnel Branch

The Personnel Branch headed by a General Director, is responsible for formulating personnel policy and for providing a personnel service to management and all employees of the department. This includes recruitment, training and development, recommendations concerning classification and pay structures, and advice to Treasury Board on collective bargaining for occupational groups employed within the Department. In addition, the branch provides pay, superannuation, and employee welfare services and counselling assistance.

SENIOR ASSISTANT DEPUTY MINISTER - INTERNATIONAL TRADE

The Senior Assistant Deputy Minister -- International Trade is responsible for management of the Department's International Trade Activity. The Assistant Deputy Minister - Export Development, the Assistant Deputy Minister - International Trade Relations, the General Directors - Trade Commissioner Service and the International Bureaux report directly to the Senior Assistant Deputy Minister.

This person is assisted by a planning and evaluation staff and several economists working on international trade analysis. The Senior ADM co-ordinates the promotional and advisory services available to Governments, business and trade associations to improve Canada's international trade performance. The Senior ADM also takes responsibility for developing and administering funded assistance programs to stimulate Canadian sales abroad. In addition, this official manages organizations providing information on foreign economic and technological conditions.

Trade Commissioner Service

The Trade Commissioner Service promotes Canada's export trade and protects our commercial interests abroad. Reporting to the Senior Assistant Deputy Minister - International Trade, it acts as an export market consultant; secures market and credit

intelligence; brings foreign buyers in contact with Canadian sellers; recommends agents and supplies informations about export opportunities, terms of payment, tariffs, and import and exchange controls. It also maintains direct contact with Canadian companies as well as officials of Governments of other countries.

The Trade Commissioner Service has 82 offices in 59 countries.

International Bureaux

There are three of these reporting also to the Senior Assistant Deputy Minister - International Trade: The European Bureau, The Pacific, Asia and Africa Bureau and the Western Hemisphere Bureau. They are the central contact points in Canada's trade and economic relations with other countries.

The Bureaux carry out policy studies; recommend and initiate negotiations for bilateral and multilateral trade agreements. They advise Government Departments and agencies, as well as the business community, on foreign trade relations. They develop and co-ordinate Region and country "thrusts" to stimulate increased Canadian trade.

ASSISTANT DEPUTY MINISTER - EXPORT DEVELOPMENT

The Assistant Deputy Minister - Export Development manages five organizations which provide advice and other assistance for international marketing. They include the Office of International Special Projects, the International Financing Branch, the Grains Marketing Office, the Office of Transportation Advisor and the Office of Export Programs and Services.

Office of International Special Projects

This includes the Defence Programs Branch and the International Special Projects Branch. The Defence Programs Branch, among other things, promotes export markets for Canadian defence products and services. The Branch also manages the U.S. - Canada Development and Production Sharing agreements and programs.

The International Special Projects Branch identifies and pursues international capital projects which overlap the interests of more than one Industry Sector Branch. It develops new ways of selling internationally such Canadian services as consulting engineering and financing. It also co-ordinates development of Canadian export opportunities resulting from development bank loans and aid programs, particularly those of the Canadian International Development Agency.

International Financing Branch

This Branch is the Department's link with the Export Development Corporation and the Canadian International Development

Agency, as well as international aid agencies and development banks. It examines the policies of Canadian aid agencies to ensure compatibility with long-term Canadian trade objectives; ensures that Canadian business has access to international trade financing institutions; monitors projects sponsored and financed by international agencies or development banks to ensure maximum Canadian participation.

Grains Marketing Office

This Office administers incentives and statutory payments for the Grains Program. It is divided into Market Operations -- which promotes grain sales and administers wheat credit sales and statutory payments -- and a Market Development organization responsible for the grains and oilseeds marketing incentives which are designed to stimulate sales by assuming a portion of risk in projects to develop improved processing techniques or better grains and oilseeds.

Office of the Transportation Policy Advisor

This Office advises the Department and the private sector on transportation, including freight rates, services, routing, packaging, containerization and so on. It also advises the Department on transportation policies as well as representing the Department on international bodies shaping transportation policies and systems. It also provides advice on telecommunications matters.

Office of Export Programs and Services

The office of Export Programs and Services which was recently formed by combining the Fairs and Missions Branch and the Program Office of PEMD, is now responsible for planning and administering the Department's two major trade promotional programs, namely:

- a) The Trade Promotional Projects Program (PPP), in which the Department plans and implements the projects; and
- b) The Program for Export Market Development (PEMD), in which the initiative rests with Canadian companies operating either individually or collectively.

These programs are intended to support the Department of Industry, Trade and Commerce's export development responsibilities and to meet the diverse marketing needs of Canadian industry. The new organization has been established to provide a fully integrated service to Canadian companies in their marketing endeavours and to ensure effective harmonization of industry-initiated (PEMD) and departmentally-initiated (PPP) promotional incentives.

ASSISTANT DEPUTY MINISTER - INTERNATIONAL TRADE RELATIONS

The Assistant Deputy Minister - International Trade Relations manages three Branches involved in negotiating Canadian trade arrangements, developing Department positions in negotiations and maintaining a close watch on implementation of negotiated arrangements.

Office of General Relations

This Office is responsible for trade policy planning and advises on the impact of Canadian or foreign measures on our trading interests. It is also responsible for relations with international organizations such as GATT, OECD and UNCTAD. It formulates policy and negotiates international agreements on commodities such as wheat, sugar, coffee and cocoa. It also maintains a watch on Federal responsibilities in trade and commerce.

Office of Special Import Policy

This Office negotiates the implementation of import restraints on specific products originating in some other countries. These occur primarily in textiles and clothing but provision has been made to refer questions of serious injury outside this field to the Anti-Dumping Tribunal.

Export-Import Permits Division

This Division administers the Export-Import Permits Act, the United Nations Rhodesia regulations and the Atomic Energy Control Act.

Part III - Assistance Programs

SECTOR-ORIENTED FINANCIAL ASSISTANCE PROGRAM

Automotive Adjustment Assistance Program (AAAP)
Defence Industry Productivity Program (DIP)
Pharmaceutical Industry Development Assistance (PIDA)
Ship Construction Subsidy (SCSR) and Shipbuilding Temporary
Assistance (STAP) Programs
Agriculture and Food Products Market Development Assistance
Program

ADJUSTMENT ASSISTANCE FINANCIAL ASSISTANCE PROGRAMS

General Adjustment Assistance Program (GAAP)

PRODUCTION CYCLE FINANCIAL ASSISTANCE PROGRAMS

Industrial Research and Development Incentives Act (IRDIA)
Program for the Advancement of Industrial Technology (PAIT)
Program to Enhance Productivity (PEP)
Industrial Design Assistance Program (IDAP)
Program for Export Market Development (PEMD)

MANAGEMENT FINANCIAL ASSISTANCE PROGRAMS

Management Advancement Program (MAP)

OTHER FINANCIAL ASSISTANCE PROGRAMS

Canadian Food Industry Scholarship Fund

Grants for Research on Technological Innovation

Grants to Finance Scientific and Technical Conferences
and Seminars

Grants, Scholarships, Bursaries to Promote Industrial
Design

Productivity and Development Centres - Clothing and
Textile Industries

Fashion/Canada

Grants, Scholarships, Bursaries and Awards to Promote
Fashion Design

Books/Canada

Industrial Research Associations

Industrial Research Institutes

Centres of Advanced Technology

Sulphur Development Institute of Canada (SUDIC)

SPECIAL ASSISTANCE PROGRAMS

Beam

Machinery Tariff Program

Promotional Projects Program

Many special-purpose assistance programs have been developed over the years for the Department's Trade/Industrial Program. The financial assistance programs include those which provide direct assistance in the form of loans, loan guarantees, or cash payments directly to firms or trade associations.

The management of each of the financial assistance program is the responsibility of a particular Program Office. Generally, applications for financial assistance are investigated by the Industry Sector Branches.

Applications recommended for approval are presented to a committee or board established for each Program. The committee approves or rejects such proposals and contractual agreements are then drawn up covering the approved projects and take effect upon acceptance of the contract by the company concerned.

The financial assistance programs can be considered in categories: (i) those related to a specified industry sector; (ii) those to provide adjustment assistance; (iii) those related to a phase of the production cycle, i.e.: innovation and research and development, production, marketing; (iv) those related to management with emphasis on small business; (v) other forms of financial assistance that are relatively unpublicized.

SECTOR-ORIENTED FINANCIAL ASSISTANCE PROGRAMS

Automotive Adjustment Assistance Program (AAAP)

This is the responsibility of the Transportation Industries Branch.

Objective: To assist financially Canadian manufacturers of original equipment automotive parts, tooling, specified commercial vehicles and suppliers of material to adjust to the market environment created by the Canada-United States Agreement on Automotive Products.

Description: Companies manufacturing original equipment automotive parts or manufacturing specified commercial vehicles and supplying such to manufacturers are eligible for assistance providing financing through normal commercial channels is not available.

Form of assistance: Government loans at current rates of interest with repayment of principal plus interest over a period of up to 10 years as provided. Historically the Board's participation in loan programs has averaged 68 per cent of the total required financing.

Defence Industry Productivity Program (DIP)

This is the responsibility of the DIP Program Office.

Objective: To develop defence material and otherwise assist defence industry in support of defence production sharing with the United

States and other NATO allies and to gain the benefits of associated civil projects which arise from defence technology.

Description: To develop and sustain the technological capability of Canadian defence industry for the purpose of defence export sales or civil export sales arising from that capability: (a) by supporting selected development programs; (b) by paying one-half of the cost of acquisition of new equipment required for plant modernization; (c) by supporting the establishment of production capacity and qualified sources for production of component parts and materials.

Form of assistance: Generally, the expenses of development of new products are shared among the company, the crown and, in some cases, allied Governments. The capital costs of equipment for plant modernization are supported with a Crown grant (for one-half) and a Crown loan (for one-half). The expenses of pre-production are shared between company and Crown.

Pharmaceutical Industry Development Assistance Program (PIDA)

This is the responsibility of the Chemicals Branch.

Objective: To improve the ability of pharmaceutical companies in Canada to manufacture and market lower priced prescription drugs at competitive prices.

Description: Proposals to reorganize, expand or improve any of the functions of manufacturing, marketing, distribution or research. Companies must provide evidence that funds cannot be obtained on reasonable terms from other sources.

Form of assistance: Term loans of 20 years if made for acquisition of buildings or real or immovable property or 10 years, in any other case. Interest rates not less than rate of interest charged by Government of Canada to Crown Corporations for loans of a similar term or higher than two and one-quarter per cent above that rate.

Ship Construction Subsidy (SCSR) and Shipbuilding Temporary Assistance (STAP) Programs

This is the responsibility of the Transportation Industries Branch.

Objective: To enable Canadian shipbuilders to be competitive with foreign builders, thus obtain a high level of new domestic and export ship construction in Canada and thereby maintain a high level of employment in the Canadian shipyard and ship supplier industries.

Description and Form of Assistance: As of April 1, 1973 both SCSR and STAP provided for payments to shipyards of 17 per cent of the cost of building new ships declared to be eligible for subsidy by the Minister of Industry, Trade and Commerce.

Agricultural and Food Products Market Development Assistance Program

This is the responsibility of the Agriculture, Fisheries and Food Products Branch.

Objective: To assist in the market development of Canadian agricultural and food products, other than grains and oilseeds which are funded by a separate market development program.

Description: Projects which offers good prospects for a sustained increase in agricultural and food products sales, and which will result in higher net incomes for agriculture producers, will be supported.

Form of Assistance: The department will make recoverable and non-recoverable contributions.

ADJUSTMENT ASSISTANCE - FINANCIAL ASSISTANCE PROGRAM

General Adjustment Assistance Program (GAAP)

This is the responsibility of GAAP Program Office.

Objective: To provide financial and technical support to enable Canadian manufacturers to compete more effectively in domestic and export markets and to adjust more readily to changes in the world trading environment.

Description: The Program provides 90 per cent loan insurance to assist in financing of restructuring projects that will enable manufacturers to rationalize and achieve the above objectives. 50 per cent consulting grants in connection with the restructuring proposals are also given where need is substantiated.

Form of assistance: 90 per cent loan insurance, 50 per cent consulting grants, direct loans (only in special cases on injury due to import competition).

PRODUCTION CYCLE-ORIENTED FINANCIAL ASSISTANCE PROGRAMS

Industrial Research and Development Incentives Act (IRDIA)

This is the responsibility of the IRDIA Program Office.

Objective: To expand scientific research and development in Canada which if successful is likely to benefit Canada.

Description: Any taxable Canadian corporation carrying on business in Canada may apply for a grant. Payment of a grant to a corporation is based on its expenditures in its fiscal year for scientific research and development carried out in Canada.

Form of assistance: Tax free cash grants or credits against federal income tax liabilities equal to: (i) 25 per cent of all capital expenditures for scientific research and development in Canada; (ii) 25 per cent of the increase in current expenditures for scientific research and development in Canada during a fiscal year over the average of such expenditures in the preceding five years.

Program for the Advancement of Industrial Technology (PAIT)

This is the responsibility of the PAIT Program Office.

Objective: To encourage the development of new or improved products and processes for commercial markets.

Description: Selected projects to develop new or improved commercial products or processes incorporating new technology and which offer good prospects for commercial exploitation are supported.

Form of assistance: The department normally contributes 50 per cent of the cost of the project.

Program to Enhance Productivity (PEP)

This is the responsibility of the PEP Program Office.

Objective: To induce improved productivity in manufacturing and processing industries.

Description: Contributions are made to intensive feasibility studies of significant and imaginative potential efficiency improvement projects.

Form of assistance: The department normally contributes 50 per cent of the cost of the feasibility study up to a maximum of \$50,000.

Industrial Design Assistance Program (IDAP)

This is the responsibility of the IDAP Program Office.

Objective: The basic principle of this program is to help industry upgrade its design capability and expands its design innovation activity.

Description: IDAP relates to durable products which are mass-produced by industrial processes, are entities within themselves, and entail human contact. It excludes products more directly associated with engineering, graphic, craft and fashion design.

Form of assistance: The department normally contributes 50 per cent of the cost of the project.

Program for Export Market Development (PEMD)

This is the responsibility of the PEMD Program Office.

Objective: To bring about a sustained increase in the export of Canadian goods.

Description: Program consists of component sections, each providing an incentive to Canadian companies to undertake specific additional market development work delineated in terms of region, product or marketing technique.

Section A - The Incentive for Participation in Capital Projects Abroad:

Includes precontractual work (studies, bid preparation, etc.) relative to capital projects abroad.

Section B - Market Identification and Marketing Adjustment:

To stimulate the identification of additional export markets for Canadian goods; to assist companies adapt their marketing methods to the requirements of new or changed markets (not applicable to the U.S.A.).

Section C - Participation in Trade Fairs Abroad:

To encourage Canadian firms to use the Trade Fair medium to stimulate new export sales (not applicable to Canadian national stands).

Section D - Incoming Foreign Buyers:

To assist companies bringing potential buyers to Canada to examine products and production (not applicable to U.S.A. buyers).
Form of assistance: Contributions, normally 50 per cent of approved expenses, repayable when the project is successful.

MANAGEMENT FINANCIAL ASSISTANCE PROGRAMS

Management Advanced Program (MAP)

A) Development of Management Courses -- This is the responsibility of the Office of the Industrial Policy Advisor.
Objective: To encourage improvement of managerial competence in Canadian industry by helping associations to develop management retraining or upgrading courses of a type or quality not already available.

Description: Support is provided for selected projects by non-profit associations to develop management up-grading courses that are capable of making significant contributions to the improvement of managerial competence in Canadian industry.

Form of assistance: The government normally contributes 75 per cent of the cost of developing course material.

B) Counselling Assistance for Small Enterprises (Case) -- This is the responsibility of Case Program Offices in Montreal and Winnipeg.

Objective: To help upgrade the performance of small businesses in the manufacturing and tourism sectors by providing a management counselling service at an affordable cost.

Description: A small business counselling service is provided, mainly by retired managers. A client who requires expertise not available through the regular roster of Case counsellors may apply for government assistance toward the cost of engaging a consulting firm.

Form of assistance: Each case counsellor receives \$30 a day, of which the client pays \$20 and the Government pays \$10, plus administrative and travel costs. When a consulting firm is used, the Government pays up to 50 per cent of the cost.

OTHER FINANCIAL ASSISTANCE PROGRAMS

Canadian Food Industry Scholarship Fund

This is the responsibility of the Agricultural, Fisheries and Food Products Branch.

Objective: To encourage specialization of students in Food Science and thereby improve both the supply and quality of graduates in the subject field.

Form of assistance: The Department will make a grant to the Scholarship Fund.

Grants for Research on Technological Innovation

This is the responsibility of the Office of Science and Technology.

Objective: To obtain information for policy-making purposes and to encourage an increased interest in Canadian universities on the process of technological innovation as applied to Canada.

Description: Selected projects for academic research having potential for supplying the Department's information needs for policy making purposes, in the area of technological innovation.

Form of assistance: Fifty to 100 per cent funding in grant form

Grants to Finance Scientific and Technical Conferences and Seminars

This is the responsibility of the Office of Science and Technology

Objective: To promote dissemination of scientific and technical information to Canadian industry.

Description: Scientific and technical seminars sponsored by Canadian trade and industry associations, universities, professional societies and other organizations are supported.

Form of assistance: Reimbursement of the amount by which actual costs incurred for the conference or seminar exceed contributions, fees and other revenues received up to maximum amount.

Grants, Scholarships, Bursaries to Promote Industrial Design

This is the responsibility of the Office of Design.

Objective: To make it possible for designers and design students to undertake courses of advanced study that will increase their capability and value to Canadian industry; to assist designers to qualify as teachers of industrial design; to enable selected individuals or organizations to establish specialized courses in design; to carry out research programs that will be beneficial to industry and design education.

Form of assistance: Scholarships and grants provide financial assistance for tuition, limited and necessary travel and living expenses, and financial assistance against a proposal containing detailed financial breakdown.

Productivity and Development Centres - Clothing and Textile Industries

This is the responsibility of the Textiles and Consumer Products Branch.

Objective: The three proposed Productivity and Development Centres, which will serve the Clothing Industry, the Textile Industry, and the Footwear Industry in Canada, will assist these industries to derive the full benefits of modern technology and management methods available to industry.

Description: These centres will be integrated operations capable of servicing the diverse needs of these three highly-fragmented industries.

Form of assistance: The range of services available in each centre will be tailored to the needs of the particular industry and will include pure and applied research, human engineering and specialized consulting services.

Fashion/Canada

This is the responsibility of the Textiles and Consumer Products Branch.

Objective: To build a prestige image of creative fashion design in Canada to attract Canadian and foreign buyers; to encourage greater design creativity and upgrade quality.

Form of assistance: Fashion/Canada matches the contributions of industry associations for products promotion projects.

Grants, Scholarships, Bursaries and Awards to Promote Fashion Design

This is the responsibility of the Textiles and Consumer Products Branch.

Objective: To increase the number of well-trained fashion designers and clothing engineers in Canada.

Form of assistance: Scholarships are provided to: students and qualified graduate fashion designers; clothing engineering students.

Books/Canada

This is the responsibility of the Textile and Consumer Products Branch.

Status of project: The activities of the corporation are fully funded by the Department for its first three years. It operates a marketing centre in London, England, and the funds are used to rent a warehouse, buy books and pay staff. Similar facilities will be set up in Paris and New York. The Board of Directors includes representatives of five major trade associations as well as the Department of Industry, Trade and Commerce.

Industrial Research Association

This is the responsibility of the Office of Science and Technology.

Objective: To establish associations of companies sharing a common technology and to conduct, or arrange for the conduct of programs of

research and development on behalf of the association or under contract to individual members; to provide technical services and information to members of the associations; to promote and stimulate activities in universities and other such organizations, in the technical field of interest of the associations; to provide, or to arrange for the provision of courses, seminars, etc., to upgrade technical capabilities of member companies and their employees; to maintain and to transmit to member companies knowledge of technical developments within the area of interest of the association.

Form of assistance: Grants help cover the cost of salaries, accommodation, specialized equipment and certain research and development programs. A grant is not to exceed a maximum of \$175,000 a year over an initial period of operation of three to five years, the maximum period not to exceed seven years. It is expected that the association will become self-supporting through income generated by the conduct of contract research, training and advisory services and membership fees.

Industrial Research Institutes

This is the responsibility of the Office of Science and Technology.

Objective: To provide scientific services for industrial firms unable to maintain research facilities and personnel of their own; to help alleviate the shortage of scientific and technical resources that exists in Canadian industry; to foster a closer relationship

between universities and industry; to improve the universities' understanding of the problems of industry; to help industry become acquainted with the latest pertinent scientific and technical developments.

Form of assistance: Grants cover costs of establishing and administering industrial research institutes. These costs include salaries of small managerial staffs, accommodation, travel and other administrative expenses. Grants are limited to a maximum \$60,000 a year and are normally approved for an initial period of three years. Since the institutes are expected to become self-sustaining within a period of three to seven years, the maximum period of support is seven years.

Centres of Advanced Technology

This is the responsibility of the Office of Science and Technology.

Objective: To provide assistance to industry in basic and applied research; to provide technical development assistance; to provide training in specialized techniques of management, operations and evaluation -- all within specific areas of industrial technology.

Form of assistance: Grants for a start-up period of three to five years cover the cost of establishing and operating highly specialized centres dealing with specific areas of industrial technology.

Sulphur Development Institute of Canada (SUDIC)

This is the responsibility of the Office of Science and Technology.

Objective: The present world over-capacity of sulphur is likely to continue with a major part of the sulphur being produced as a non-wanted impurity in petroleum products. To expedite increased consumption of sulphur as well as to expedite potential uses identified through previous research, the Department has encouraged the formation of an organization to promote commercial development of new applications.

SUDIC will be a small, non-profit organization, controlled by the Sulphur Industry and located in Alberta, with the objectives of co-ordinating and aiding in financing commercial development projects by private industry.

SPECIAL ASSISTANCE PROGRAMS

Beam

This is the responsibility of the Resource Industries and Construction Branch and relates to all aspects and operations of the manufacture, further transformations and assembly of construction products into building components and buildings of all types and classes for domestic and export markets. The chief objective of Beam is to increase productivity and efficiency, thereby realizing economic gains from the industry's domestic and foreign activities.

Key aspects of the program include: (i) Establishment of a comprehensive National Construction Information System to provide the industry with a means for storing, retrieving and disseminating information vital to the effective conduct of its business. (ii) Encouragement of modular dimensional standardization and co-ordination. (iii) Encouragement of accelerated industrialization of the building process through an understanding and application of the systems approach to building. (iv) Development and expansion of export markets for Canadian buildings, building components and expertise. (v) Promotion of nation-wide uniformity of building regulations, more adequate standards and improved means of assessing new products and systems. (vi) Encouragement of building excellence and improved technology through design awards programs, research, development and innovation.

Machinery Tariff Program

This is the responsibility of the Machinery and Equipment Advisory Board.

Objective: To allow users of machinery to acquire capital equipment at the lowest possible cost and, at the same time, enable machinery producers to derive maximum incentive and encouragement from the tariff.

Description: Importers of machinery and equipment, classified under tariff items 42700-1 and 41100-1 and which are not available from production in Canada, may apply for a remission of duties. Remission is granted after an investigation and if the remission is deemed to be in the public interest.

Form of assistance: Remission of import duty on approved items valued in excess of \$500.

Promotional Projects Program

This is the responsibility of the Office of Export Programs and Services.

Objective: The Department's program of trade fairs and missions is designed primarily to promote export of Canadian products and services.

Description: The program consists of a number of sponsored promotions designed to meet particular requirements and includes: trade fairs abroad - vertical and horizontal; missions - incoming and outgoing; in-store promotions; travelling sample shows; incoming trade delegates

and buyers program; export-oriented training program.

Form of assistance: May vary according to the promotion. A typical example is illustrated in trade fair promotions. Assistance includes project management, exhibit design and construction, assistance in shipping products, interpreter services, return economy air fare and a publicity program. Each exhibiting company pays a percentage share of the actual total costs.

