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INDUSTRY CANADA: **Making a Difference** *Our Priorities for 1998-1999*



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**INDUSTRY CANADA:
MAKING A DIFFERENCE**
Our Priorities for 1998-1999

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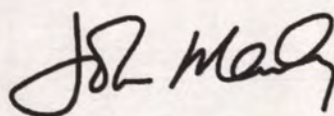
Minister's Message

Canada is well positioned to be a leader in the new knowledge-based economy. Our government is working with the private sector to address the challenges in making the transition to this economy. By focussing on the challenges of a competitive, 21st century economy, we can turn Canada's potential into reality and create jobs and wealth for our citizens. The Industry Portfolio, bringing together 13 departments and agencies with complementary goals and objectives, plays an important role in helping Canadians achieve this vision.

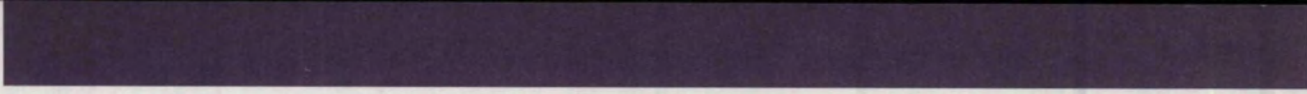
This document provides an overview of how Industry Canada, a member of the Portfolio, is working with Canadian businesses and consumers to make Canada a leader in the global knowledge-based economy. It demonstrates how Industry Canada's five strategic objectives, which are targeted at trade, investment, innovation, connectedness and the marketplace, will help the private

sector create more jobs and growth. It also illustrates how Industry Canada works closely with a number of partners to create synergies that maximize benefits for Canadians. Industry Portfolio members, other federal government departments, provincial and municipal governments, non-government organizations (NGOs), Canadian industry, research institutes, universities and industry associations are key Industry Canada partners.

This document sets out the performance commitments that Industry Canada is making to its clients. It establishes these commitments for each of the five strategic objectives, and indicates what it is that Industry Canada and its partners plan to achieve. This focus is driven by the government's commitment to report more clearly to Canadians on results. In essence, it tells the story of how Industry Canada is ***Making a Difference***.



John Manley
Minister of Industry



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Industry Canada: Making a Difference

The Knowledge-based Economy

The global knowledge-based economy, led by rapid advancements in information and communications technologies and driven by globalization, is becoming the key to economic success for individuals, businesses in all sectors of the economy, communities, regions and countries. The new technologies create economic, cultural, social and educational opportunities in which people can put ideas to work in innovative ways for increasing productivity and growing jobs and wealth.

Knowledge is now recognized as being as important as physical capital, financial capital and natural resources as a source of economic growth. Investments in knowledge contribute directly to competitiveness and growth in all sectors of the economy. Knowledge is the fundamental factor in improving the efficiency of production and distribution processes, improving the quality and quantity of products, and increasing the selection of products and services available to consumers and producers. In essence, knowledge increases competitiveness and promotes sustainable development. The sectors and industries that succeed will be those that develop new ideas, employ new processes, manufacture new products and deliver new services. Output is expanding fastest in knowledge-intensive firms, which are also creating the most jobs.

Canada is well positioned to be a leader in this new global, knowledge-based economy. We have one of the most open economies in the world. On the eve of the 21st century, our deficit is under control, our interest rates are at historic lows and our inflation rate is among the lowest in the industrialized world. We have the people, the institutions and the research excellence for building upon this economic foundation to achieve international competitiveness.

The Main Challenges

Like all industrial countries, Canada faces five key, interconnected challenges (see box below). The goal for Canada is to turn our competitiveness potential in these areas into reality. Industry Canada's strategic focus is to address these challenges by working with partners, in order to bring Canada to its full potential in the global knowledge economy.

Five Key Competitiveness Challenges

Productivity Growth

→ The key to long-term competitiveness and real wage growth

Innovation Gap

→ The need to support leading-edge research and development and technology adoption/dissemination as quickly as key competitors

Human Resources Gap

→ The need for skills to match tomorrow's needs and the need to make lifelong learning a reality

Trade Gap

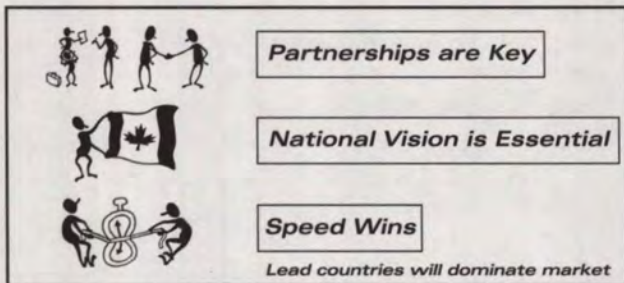
→ The need for more firms to trade in more sectors and in more markets

Global Investment Gap

→ The need to attract and retain more global, knowledge-based, multinational enterprises

Focussing on the "Micro-fundamentals"

Canada's approach to the global knowledge-based economy must recognize that we are in a global race where countries need strategies now for the 21st century knowledge-based economy.



Industry Canada's mandate is to help make Canada more competitive in the knowledge-based economy. Its role is to complement the government's strategy to build and maintain strong macro-economic fundamentals with a micro-economic strategy for building competitive advantage through innovation, trade and investment, human capital and productivity enhancement. We want to foster a growing, competitive, knowledge-based Canadian economy that:

- provides more and better-paying jobs for Canadians
- supports stronger, sustainable business growth and innovation
- gives consumers, businesses and investors confidence that the marketplace is fair and efficient.

Canada's economic turnaround in recent years is due to the dramatic improvement in our macro-economic environment as well as the increasing strength of micro-economic factors that support knowledge-based growth. Important steps have been taken to promote innovation, investment and trade development, and to modernize and make Canada's marketplace laws and services more effective.

What are these micro-economic fundamentals? Industry Canada, with its partners and stakeholders, is working to improve the micro-economic climate for growth and job creation in Canada by focussing on five key strategic objectives:

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

Industry Canada: Adding Value to the Government's Jobs and Growth Agenda

Jobs and Growth Agenda

- Economic Growth
- Employment Growth
- Income Growth

STRATEGIC OBJECTIVES



WORKING WITH INDUSTRY CANADA'S CLIENTS AND PARTNERS Our Performance Goals by Business Line

MICRO-ECONOMIC POLICY	INDUSTRY SECTOR DEVELOPMENT	MARKETPLACE RULES AND SERVICES
<ul style="list-style-type: none"> • Conduct and support leading-edge research and analysis on strategic micro-economic issues as a basis for current and future policy decisions • Develop modern and effective marketplace framework laws and policies • Participate in the development and implementation of investment and trade policies • Design policy and regulatory frameworks for the Information Highway that support competition • Implement the federal Science and Technology Strategy and other science and technology initiatives 	<ul style="list-style-type: none"> • Increase the number of exporting firms and diversify markets • Attract new foreign direct investment and retain existing investment • Encourage and influence technological innovation • Develop and deliver sectoral policies and strategies to support the competitiveness of industry • Connect Canadians to the Information Highway • Create leading-edge information products for <i>Strategis</i> • Improve SME access to capital and information • Improve economic development for targeted groups/regions • Market Canada as a desirable tourist destination 	<ul style="list-style-type: none"> • Deliver information and services that enable businesses and consumers to contribute to, and benefit from, an efficient marketplace and respond to changing conditions • Develop standards and regulations that encourage a fair, efficient and competitive marketplace • Administer and enforce marketplace laws and regulations to maintain business and consumer confidence • Promote international acceptance of Canadian marketplace standards to help Canadian businesses compete internationally

CORPORATE AND MANAGEMENT SERVICES

- Manage and control departmental funds
- Increase efficiency by developing new ways of interacting with clients
- Streamline management practices and improve risk management, performance measurement and accountability
- Renew and revitalize the work force to provide the best possible service to Canadians
- Communicate to Canadians what Industry Canada does
- Promote the highest standard of public service

Where Industry Canada "Adds Value"

This section illustrates how we are adding value: it sets out our performance goals for each of the five strategic objectives (as illustrated on previous page); states the results that we expect to achieve; and shows how we will accomplish those results through our various programs and activities. Industry Canada delivers these programs and activities through partnerships with other federal departments, provincial and municipal governments, NGOs, Canadian industry, research institutes, universities and industry associations.

Trade

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

One in three Canadian jobs depends on trade. It is estimated that every \$1 billion increase in Canada's exports generates about 6,000 to 8,000 new jobs. Canada's prosperity and its ability to create jobs are directly linked to how well Canada capitalizes on international opportunities.

Canada is the most trade-oriented of all G-7 countries. International business development initiatives contribute directly to increasing our share of global trade. Team Canada Inc, led by the Department of Foreign Affairs and International Trade (DFAIT), Industry Canada, and Agriculture and Agri-Food Canada (AAFC), is promoting collaboration and expansion of Canadian business opportunities abroad. Team Canada Inc is the new network of international business development service providers to the export community. Team Canada Inc will work hand-in-hand with the private sector through an advisory board and will link domestic and global Team Canada initiatives.

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

Industry Canada has set four performance goals aimed at realizing this strategic objective:

1. participate in the development and implementation of trade policies
2. increase the number of exporting firms and diversify markets through Team Canada Inc
3. develop and deliver sectoral policies and strategies to support the competitiveness of industry
4. market Canada as a desirable tourist destination and provide timely and accurate information to the tourism industry.

① *Participate in the development and implementation of trade policies . . .*

. . . with these results

- increased number of Canadian exporters
- increased market access for Canadian exporters
- mobility of persons, goods and services within Canada.

. . . through these activities

- improve and strengthen the international business development (IBD) strategy
- participate in World Trade Organization (WTO) activities and move ahead with implementation of trade agreements such as the North American Free Trade Agreement (NAFTA) and trade agreements with Israel and Chile
- work with the provinces to implement outstanding commitments to the Internal Trade Agreement (ITA).

② *Increase the number of exporting firms and diversify markets through Team Canada Inc . . .*

. . . with these results

- increased number of new exporters and markets, improved product mix, and improved market share
- increased awareness of international trade opportunities
- improved access to export-related counselling
- enhanced awareness by foreign governments and businesses of Canadian trade concerns and capabilities
- seamless delivery of government export-related information resources
- improved access to information 24 hours a day, seven days a week.

. . . through these activities

- promote collaboration and expansion of Canadian business opportunities abroad through Team Canada Inc, in partnership with DFAIT and AAFC (see page 29 for information on how to reach Team Canada Inc)
- renew the National Sector Teams (NSTs) with a greater focus on objectives
- support trade development activities to advance sectoral objectives
- identify and match Canadian sources of supply with foreign trade opportunities through the International Business Opportunities Centres (IBOCs)
- improve service to business clients at the local level by linking federal and provincial government departments and agencies and the private sector through regional trade networks (RTNs)
- provide information to both export-ready and new-to-export Canadian businesses through *ExportSource*, a partnership initiative with DFAIT and AAFC
- provide export counselling services to export-ready SMEs and play a lead role in the RTN partnerships through the International Trade Centres (ITCs — see page 27 for information on how to reach them).

③ *Develop and deliver sectoral policies and strategies to support the competitiveness of industry . . .*

. . . with these results

- increased growth and competitiveness of Canadian industry
- improved awareness and understanding of sustainable development
- improved understanding of climate change-related business opportunities at home and abroad
- accelerated “climate friendly” technology, R&D and capital stock turnover.

. . . through these activities

- provide timely, in-depth sectoral competitiveness analyses through the Sector Competitiveness Frameworks (SCF)
- lead an automotive competitiveness review along with the Department of Finance and DFAIT to ensure that the business climate continues to support the competitiveness of the Canadian automotive industry
- coordinate the federal initiative to renew the National Biotechnology Strategy (NBS)
- implement Industry Canada’s sustainable development strategy and action plan
- contribute to the government’s efforts to meet new commitments under the Kyoto Climate Change Protocol through partnerships with the private sector and horizontally with Environment Canada, Natural Resources Canada, DFAIT and Finance.

④ *Market Canada as a desirable tourist destination and provide timely and accurate information to the tourism industry . . .*

. . . with these results

- increased market share for Canada of the overseas long-haul market
- expansion in established markets and development of new markets

- fully partnered marketing programs for all overseas markets
- outbound travel maintained at current levels
- increased U.S. leisure and business travel revenues
- increased number of first-time U.S. leisure visitors
- increased quality of tourism products
- strategy for mega-destination development
- broadened product mix.

... through these activities

- raise awareness and stimulate consumer and trade interest in Canadian products/destinations through partnered programs overseas
- put Canada on meetings and incentive travellers' buyers lists and encourage outbound Canadians to vacation at home
- assist industry in product development that meets global demand and addresses challenges facing the industry that impact on product development.

Investment

Improving the conditions for investment by both foreign and domestic sources contributes strongly to economic growth. Investment in R&D is required to create the new products and processes that will increase productivity and make Canada more competitive internationally. Foreign direct investment brings not only immediate jobs and growth, but also access to global technology pools and management expertise.

Industry Canada is working with other federal departments, provinces and the private sector to make Canada a location of choice for global investment. Foreign direct investment provides a powerful stimulus to economic growth and job creation. It is estimated that a \$1 billion increase in foreign direct investment creates about 45,000 new jobs and increases real gross domestic product (GDP) by about \$4.5 billion over a five-year period.

Investment: Improving conditions for investment in the Canadian economy

Industry Canada has set four performance goals aimed at realizing this strategic objective:

1. participate in the development and implementation of investment policies
2. attract new foreign direct investment and retain existing investment
3. improve SME access to capital and information
4. improve economic development for targeted groups/regions.

① *Participate in the development and implementation of investment policies . . .*

... with these results

- increased investment in Canada
- protection for Canadian investment abroad
- mobility of investments within Canada.

... through these activities

- improve and strengthen the IBD strategy to improve our share of global investment
- negotiate a binding multilateral investment treaty among Organisation for Economic Co-operation and Development (OECD) member countries
- work with the provinces to improve the investment climate within Canada by implementing outstanding ITA commitments.

② *Attract new foreign direct investment and retain existing investment . . .*

... with these results

- focussed, targeted investment promotion

- improved availability of information for investment decision making
- increased awareness of Canada's investment climate and assets
- increased number of international strategic alliances for Canadian SMEs in all regions of Canada
- increased incremental investment by international investors.

. . . through these activities

- market Canada's advantages as an investment site
- assist SME growth through international investment partnerships
- target and customize servicing of specific multinational enterprises in priority sectors
- forge new partnerships across all levels of government and the private sector
- participate in Investment Partnerships Canada (IPC), a joint Industry Canada-DFAIT initiative, to increase awareness of Canada as an investment location of choice and to secure strategic investments in Canada's high-growth sectors.

③ *Improve SME access to capital and information . . .*

. . . with these results

- more job creation
- greater awareness of and access to sources of risk capital by growth-oriented businesses
- integrated government business information services
- improved awareness by SMEs and start-up enterprises of government services, programs and selected regulations
- enhanced service.

. . . through these activities

- administer the *Small Business Loans Act* (SBLA), which will provide loan insurance to some 30,000 small businesses, representing business investments of \$2 billion across Canada
- improve access to information on programs, services and regulations for businesses and contribute to the formation and growth of small businesses, through participation in Canada Business Service Centres (see page 30 for Internet addresses)
- assist communities to work with growth-oriented businesses to access existing local, regional and national sources of risk capital, through the Canada Community Investment Plan (CCIP).

④ *Improve economic development for targeted groups/regions . . .*

. . . with these results

- increased access to capital, new technology and information
- increased number of exporters and export markets
- improved telecommunications services to remote and rural communities
- improved awareness of business applications to the Information Highway
- enhanced community partnerships and community-based economic development and diversification.

. . . through these activities

- manage the Canada-Ontario Infrastructure Works (COIW) program
- support community-based economic development in rural Ontario through 52 Community Futures Development Corporations (CFDCs)
- improve economic development in Northern Ontario through the Federal Economic Development Initiative for Northern Ontario (FedNor)
- promote the growth of Aboriginal businesses in Canada.

Innovation

In the transition to a knowledge-based economy, Canada must innovate. People and innovation are the keys to jobs and growth. Innovation creates jobs and wealth for all sectors of the economy. Future success will be based on products and services that are knowledge-intensive, not resource-intensive.

On all fronts, progress has been made in recent years. However, analyses by the OECD suggest that Canada has an "innovation gap" relative to our competitors. Canada's failure to capitalize on innovation has contributed to relatively slow productivity growth.

Industry Canada is supporting innovation through a number of key initiatives. Technology Partnerships Canada (TPC), for example, promotes the development and commercialization of innovative technologies by investing in technology development and leveraging private sector innovation spending. Technology Roadmaps are being developed to identify and develop new, critical technologies required by specific sectors to meet future market demands in the knowledge-based economy. Industry Canada also conducts world-class research at its Communications Research Centre (CRC) which prioritizes its efforts around those areas of critical importance to securing the competitive position of Canada's high-tech sector.

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

Industry Canada has set two performance goals aimed at realizing this strategic objective:

1. implement the Federal Science and Technology Strategy and other science and technology (S&T) initiatives
2. encourage and influence technological innovation.

① *Implement the Federal Science and Technology Strategy and other science and technology (S&T) initiatives . . .*

. . . with these results

- increased emphasis on and more strategic management of S&T issues across the federal government
- increased international technology collaboration between Canadian and foreign partners.

. . . through these activities

- lead the preparation of the government-wide annual report to Parliament on federal S&T
- support the work of the Prime Minister's Advisory Council on S&T (ACST), implement relevant Cabinet decisions from its first set of recommendations and develop a second set of recommendations to the Cabinet Committee on Economic Union
- implement international S&T arrangements that provide opportunities for firms to partner in international R&D consortia
- launch a business diagnostics and bench-marking tools directory on *Strategis*.

② *Encourage and influence technological innovation . . .*

. . . with these results

- generation of quality jobs and economic growth
- development and commercialization of new and innovative products and processes
- identification of market needs and new technologies to be developed
- influence on government policy development
- increased productivity
- leveraging of private sector R&D spending and related downstream investment

- increased awareness of the importance of S&T to Canada.

... through these activities

- develop Technology Roadmap initiatives
- promote strategic innovation, commercialize R&D, leverage investment and create jobs through TPC
- develop targeted growth strategies to build knowledge-intensive sectors such as aerospace, biopharmaceuticals, biotechnology in agriculture, fisheries and forestry, environmental technologies, and information and telecommunications technologies including new media learning solutions and telehealth
- develop sector innovation strategies such as the Next Generation Manufacturing Strategy in collaboration with the Alliance of Manufacturers and Exporters of Canada to identify technology priorities and projects that will strengthen Canadian knowledge-based manufacturing, contribute to improving productivity and reduce the innovation gap
- participate in the U.S. Partnership for a New Generation of Vehicles and lever this participation into a higher rate of Canadian-based, automotive-related technology development

- continue to contribute through the CRC to technical issues concerning the management of the radio frequency spectrum, the deployment of wireless communications and broadcast services, and new technologies and know-how for exploitation by individual Canadians and by Canadian industry
- stimulate internationally competitive, leading-edge research in areas critical to Canadian economic and social development through the Networks of Centres of Excellence (NCE) program.

Connecting Canadians

Making Canada the most connected country in the world will promote a more innovative and competitive economy. Canadians will be better positioned to capitalize on existing and new economic and market opportunities in the knowledge-based economy. It will enhance Canada's ability to attract investment from home and abroad. In practical terms, it means we want to make a leading-edge knowledge infrastructure readily accessible to all Canadians. The main responsibility for building the Information Highway resides with the private sector. The government will help create the environment through the six pillars of its connectedness agenda (see below).



Connectedness: Making Canada the most connected nation in the world

Industry Canada has set performance goals against the six pillars of the connectedness agenda:

Canada Online:

1. provide access to a world-leading Information Highway infrastructure and to the learning network

Smart Communities:

2. encourage communities to become leading-edge users of information technologies through a coast-to-coast network of Smart Communities

Canadian Content Online:

3. make Canada a world leading-edge supplier of digital learning materials and multimedia content

Electronic Commerce:

4. create a legal and regulatory framework that will make Canada a global centre of excellence for electronic commerce

Canadian Governments Online:

5. connect citizens and government

Connected Canada to the World:

6. promote a connected Canada to the world.

- accelerated development of new educational products and services by the private sector and domestic firms
- broadband connectivity extended from the school into the equivalent of every classroom, in partnership with provincial and private sector partners
- classroom learning projects and on-line learning products and services that help students to acquire new skills, and teachers and courseware producers to develop new media materials
- 250,000 used or refurbished computers provided for use in classrooms across the country to enable every young Canadian to experience the full benefit of information technologies for learning by the year 2000
- building of the next generation Internet (CA*Net 3), the world's first all-optical, broadband network, through funding to the Canadian Network for the Advancement of Research, Industry and Education (CANARIE)
- 10,000 voluntary organizations from across Canada linked to the Internet and to each other
- introduction of new telecommunications services
- greater choice in telecommunications suppliers
- allocation of spectrum and orbit resources to permit operation of new services, while protecting existing investments.

① *Provide access to a world-leading Information Highway infrastructure and to the learning network . . .*

. . . with these results

- all 10,000 Community Access Program (CAP) sites made self-sustaining within four years to provide for lifelong learning opportunities and to encourage electronic commerce
- the CAP bandwidth and technological infrastructure upgraded to provide greater transmission integrity, more powerful learning tools and content, and rapid exchange of goods and services
- a Francophone Intranet implemented to serve Francophone communities throughout Canada, especially outside Quebec

. . . through these activities

- connect 5,000 rural and remote communities and 5,000 urban areas to the Information Highway by the year 2000 through CAP
- connect all 16,500 Canadian schools and 3,400 libraries to the Internet by the end of the 1998-99 fiscal year, facilitated by Canada's SchoolNet
- connect all 450 First Nations schools under federal jurisdiction to the Internet by providing them with DirecPC equipment and a computer, together with free satellite channels and financial assistance toward their telecommunications costs
- give Canadians 15 to 30 years of age entrepreneurial and technology-based job experience through programs such as SchoolNet Digital Collections

- demonstrate to Canada's business managers, through the Student Connection Program (SCP), how using the Internet will make their SMEs more competitive
- promote the concept of transferring surplus but still valuable computers from governments, business and individuals to schools and libraries across Canada, through the Computers for Schools program
- help young Canadians graduating from colleges and universities find work through on-line job matching with employers through the National Graduate Register (NGR) and Campus Worklink
- provide support to the Canadian assistive devices industry in order to increase domestic and international awareness of Canadian capabilities
- sponsor the building of the advanced Internet infrastructure that underlies all parts of the connectedness agenda through support of the CANARIE program
- pursue the government's domestic policy agenda of competition and convergence in the delivery of all communications services
- encourage the private sector, through Industry Canada's policy and regulatory reform, to develop a world-leading Information Highway infrastructure and networking applications for lifelong learning, telehealth, electronic commerce and multimedia
- link 10,000 voluntary and charitable organizations across Canada to the Internet and to each other by the end of fiscal year 2000, via VOLNET, a joint initiative with private and public sector interests.

② *Encourage communities to become leading-edge users of information technologies through a coast-to-coast network of Smart Communities . . .*

. . . with these results

- enhancement of community economic, social and cultural development

- empowerment of community residents and institutions so that better health care delivery, better education and training, and better business growth can be achieved.

. . . through this activity

- create a panel of nationally recognized experts from associated Smart fields (e.g. telecommunications, health care, education, natural resources, on-line government services, small business and municipal government) to address key questions relating to Smart Communities and provide advice on how Canadian communities can take full advantage of information technologies; the panel will report to the Minister of Industry in the fall of 1998.

③ *Make Canada a world leading-edge supplier of digital learning materials and multimedia content . . .*

. . . with these results

- increased availability of content in both official languages
- contribution to jobs and wealth creation, particularly for young people.

. . . through these activities

- produce multimedia collections of significant Canadian content through contract employment of young Canadians via the SchoolNet Digital Collections program (<http://www.schoolnet.ca/collections>)
- fund the production of Aboriginal content web sites by Aboriginal contractors and youth through a pilot Aboriginal Digital Collections program (<http://www.schoolnet.ca/adc>), a partnership between SchoolNet Digital Collections and Aboriginal Business Canada
- promote the creation of Canadian Aboriginal content through the Spirit of Aboriginal Enterprise initiative to give Aboriginal youth digitization and web site design experience.

④ *Create a legal and regulatory framework that will make Canada a global centre of excellence for electronic commerce . . .*

. . . with these results

- an accelerated shift to electronic commerce
- a federal legislative framework for the protection of personal information by the year 2000
- a balanced cryptography policy.

. . . through these activities

- provide a clear and visionary national strategy for a policy and regulatory framework that will make Canada a location of choice for the conduct of electronic commerce by the year 2000, with the support of other government departments, other levels of government and the private sector
- host a meeting of OECD Ministers in Ottawa from October 7 to 9, 1998, which will include representatives from the private sector and heads of international organizations, and serve as a major milestone in creating the global frameworks required for the continued growth of electronic commerce and for maximizing economic and social benefits from its use.

⑤ *Connect citizens and government . . .*

. . . with these results

- 3 million visits and 20 million documents delivered to clients in 1998-99 through *Strategis*, Industry Canada's web site for business and consumer information
- capability for any Industry Canada client wishing to transact business with us electronically to do so by the end of 1999
- availability of all of Industry Canada's business information on-line within three years.

. . . through these activities

- transform the way we relate to our clients by using leading-edge communications tools such as *Strategis*

- provide significantly expanded access to strategic business information through enhanced partnerships with public and private sector organizations

- extend access for 370 additional partnership arrangements across Canada to the wide range of information on government services, programs and regulations available through the Canada Business Service Centres, a collaborative effort between federal, provincial and private sector organizations providing integrated, user friendly and interactive information services (see page 30 for Internet addresses)

- develop the Aboriginal Business Map, currently in an advanced prototype stage, to seamlessly bring together Aboriginal business and entrepreneurship information from across a wide variety of departments, governments and other sources

- connect businesses to the full range of government export services through ExportSource (<http://exportsource.gc.ca>), a web site developed in partnership with DFAIT and AAFC

- continuously improve the customer support and quality arrangements upon which *Strategis* relies

- maintain leading-edge functionality, look and feel on the site through continuous investment in technology.

⑥ *Promote a connected Canada to the world . . .*

. . . with this result

- an internationally harmonized regulatory and policy framework.

. . . through these activities

- ensure that Canada's international telecommunications activities promote Canada's interests in international organizations such as the International Telecommunications Union (ITU) and the World Radiocommunications Conference (WRC 99)

- clarify with interested domestic stakeholders Canada's position regarding Internet content liability and digital copyright issues, and represent the positions in the international fora.

Marketplace

A fair, efficient and competitive marketplace is the foundation for investment, innovation, trade and economic growth. Both producers and consumers benefit from a marketplace that is fair, efficient and competitive.

Global, knowledge-based firms have considerable latitude in choosing where they do business. Industry Canada is committed to build a marketplace environment that attracts and retains the world's best firms while meeting Canadian consumers' objectives.

The delivery and administration of marketplace frameworks, laws, regulations and policies is an essential and valuable function of Industry Canada.

Marketplace: Building a fair, efficient and competitive marketplace for businesses and consumers

Industry Canada has set six performance goals aimed at realizing this strategic objective:

1. conduct and support leading-edge research and analysis on strategic micro-economic issues as a basis for current and future policy decisions
2. develop modern and effective marketplace framework laws and policies
3. deliver information and services that enable businesses and consumers to contribute to, and benefit from, an efficient marketplace and respond to changing conditions
4. develop standards and regulations that encourage a fair, efficient and competitive marketplace
5. administer and enforce marketplace laws and regulations to maintain business and consumer confidence
6. promote international acceptance of Canadian marketplace standards to help Canadian businesses compete internationally.

- ① *Conduct and support leading-edge research and analysis on strategic micro-economic issues as a basis for current and future policy decisions . . .*

. . . with these results

- a better understanding of the challenges and opportunities for Canadian industries
- strategic, up-to-date information to assist in the policy development process
- meaningful work experiences and skills development opportunities for youth, and financial assistance for education costs.

. . . through these activities

- conduct world-class micro-economic research and analysis on measures that will facilitate the successful transition to the knowledge-based economy; stimulate economic growth; encourage trade diversity; stimulate investment and trade; improve Canada's productivity level; and assist in the competitiveness and success of Canadian firms
- continue to develop as the centre of excellence for strategic micro-economic information
- conduct research and develop new initiatives that enhance technological and entrepreneurial skills of young Canadians, and offer new programs and services that provide youth with meaningful work experiences in a setting likely to lead to longer-term employment.

- ② *Develop modern and effective marketplace framework laws and policies . . .*

. . . with these results

- marketplace framework laws and policies that promote business competitiveness and consumer confidence
- strengthened federal-provincial cooperation on standards policy issues.

... through these activities

- amend the SBLA and regulations to respond to the concerns of SMEs about access to financing
- amend the *Canada Business Corporations Act* (CBCA) to ensure it remains a competitive framework law that encourages investment and sound corporate decision making, and introduce electronic filing
- contribute to the government-wide initiative to improve regulatory policies, practices and procedures, by completing implementation of the Regulatory Process Management Standards within the department by 1999.

③ *Deliver information and services that enable businesses and consumers to contribute to, and benefit from, an efficient marketplace and respond to changing conditions . . .*

... with these results

- improved and expanded information services and products to clients
- reduced cost of transactions
- simplified filing applications and compliance through initiatives such as electronic filing and a reduction in the number of filings through single filing notices
- reduced turnaround time on key processes
- improved stakeholder awareness of services and knowledge of how to access them
- increased public availability of information on intellectual property
- introduction of new communications services
- better information on financial service charges and accuracy of claims
- raised public and industry awareness of competition and consumer protection issues
- full implementation of digital broadcasting services

- better-informed and knowledgeable consumers
- increased awareness of credit issues.

... through these activities

- increase client access to electronic services and strategic bankruptcy information, provided by the Office of the Superintendent of Bankruptcy (OSB), further develop the OSB *Strategis* web site, and add electronic commerce capacity to the OSB's Name Search service
- promote the new *Small Business Guide to Federal Incorporation* and other existing guides and policies
- use *Strategis* to provide, for the first time, equitable access for all Canadians, regardless of location, to the extensive holdings of trade-marks and patent information of the Canadian Intellectual Property Office (CIPO)
- build content and further develop interactive components on financial services and consumer scams and frauds in *Consumer Connection* on *Strategis*
- provide comparative information through the *Credit Card Costs Quarterly* report about costs associated with credit card use
- develop an integrated web site that will provide clients of the Competition Bureau with electronic access to the Complaints and Public Enquiry Centre, promote in-house corporate compliance programs and facilitate conformity with the law, update information products designed for SMEs and develop new products that focus on the information needs of consumers.

④ *Develop standards and regulations that encourage a fair, efficient and competitive marketplace . . .*

... with these results

- a simple, fair, flexible licence fee structure for non-broadcast spectrum
- introduction of new communications services
- prevention of interference to the radio spectrum
- improved compliance and system efficiency

- improved administration framework for Canadian corporate law
- regulations that clearly interpret and explain the intent of the law and are easy for clients to comply with
- fairness and certainty in the system due to consistent and predictable application of the law
- better-informed, more self-sufficient and more active individual consumers and consumer organizations.

. . . through these activities

- coordinate federal contributions to the Standards Council of Canada's efforts for improving the services provided by the National Standards System to the private sector in support of federal and provincial micro-economic policies
- conduct research to assess technological advances in the Spectrum Management Program, leading to new applications and services such as local multipoint communications services (LMCS), cellular and personal communications systems and to more efficient use of land mobile technology and wireless technology
- revise selected radiocommunication and broadcasting regulations, technical standards and regulatory procedures necessary for the introduction of new systems and services
- develop regulations and specifications relating to trade measurement, particularly framework standards and requirements for trade measurement that instil confidence in the integrity and accuracy of measurement in Canada, reflect changing technology and new business practices, encourage innovation, do not impose undue cost or unnecessary regulatory burden and reduce technical barriers to trade
- carry out public consultations to determine how best to apply the analytical framework in the *Merger Enforcement Guidelines* to transactions that are proposed to occur among Schedule I banks.

⑤ *Administer and enforce marketplace laws and regulations to maintain business and consumer confidence . . .*

. . . with these results

- defined levels of compliance and responsiveness that are respected
- quality, interference-free spectrum
- rights and interests of shareholders and stakeholders balanced in a manner that benefits the competitiveness of Canadian companies
- improved processing and client satisfaction
- domestic and international confidence in the integrity and accuracy of trade measurement in Canada.

. . . through these activities

- strengthen investor confidence through using ongoing monitoring and enforcement techniques designed to increase transparency and predictability and to balance the rights and interests of shareholders and other stakeholders
- ensure compliance with the *Radiocommunication Act* and *Radiocommunication Regulations* by ticketing violations pertaining to the unauthorized use of the spectrum
- continue to ensure compliance with the *Bankruptcy and Insolvency Act*
- explore the appropriateness of various dispute resolution mechanisms as alternatives to the traditional court system for consumer redress
- administer Canada's intellectual property system (patent and industrial design applications, trade-mark applications, copyrights and integrated circuit topographies registration)
- provide measurement standards calibration and certification, measuring instrument prototype evaluation and approval, measuring instrument inspection and

certification, net quantity verification of measured goods and services, and complaint investigation and dispute resolution

- ensure compliance with and implement new provisions of the *Competition Act*.

⑥ *Promote international acceptance of Canadian marketplace standards to help Canadian businesses compete internationally . . .*

. . . with these results

- sharing of information, expertise and best practices
- reduced technical barriers to trade
- increased global competitiveness and opportunities for growth and export of Canadian businesses
- raised profile and influence of Canada in development of international standards
- strengthened and harmonized intellectual property protection, enforcement and administration around the world
- enhanced consumer protection
- access to radio spectrum secured for Canada
- unrestricted usage of Global Mobile Personal Communications System telephones and terminals worldwide.

. . . through these activities

- participate in an international study on the feasibility of creating an International Insolvency Centre
- participate in international fora concerned with weights and measures, and work toward harmonizing technical requirements with major trading partners
- participate in international fora to ensure that international intellectual property and competition framework law is sound and supports Canadians doing business abroad

- support the Canadian model for an international standard on privacy protection

- work with Canadian industry, consumer organizations, provincial governments and our major trading partners through the OECD to promote consumer protection standards and compliance approaches needed to foster greater confidence in electronic commerce

- participate in international fora dealing with radio spectrum to secure access for Canada and to protect existing uses of spectrum

- lead international negotiations on telecommunications, information technology and compatibility of radio equipment so that Canadian industry has better access to international markets

- promote harmonization of marketplace standards to ensure international mechanisms are developed that do not disadvantage Canadian firms.

Corporate and Management Services

Support is provided to Industry Canada's three principal lines of business through a diverse complement of employees:

- ☐ Audit and Evaluation Branch
- ☐ Communications Branch
- ☐ Comptroller's Branch
- ☐ Ethics Counsellor
- ☐ Executive Services
- ☐ Facilities Management
- ☐ Human Resources Branch
- ☐ Informatics Corporate Support
- ☐ Management Consulting Centre
- ☐ Regional Corporate Services.

Corporate and Management Services: provide support to a number of major departmental initiatives in all sectors, regions and programs of the department.

Provide support to a number of major departmental initiatives in all sectors, regions and programs of the department . . .

. . . with these results

- improved service to departmental clients
- increased accessibility to Industry Canada programs and services
- introduction of new business processes
- modernized comptrollership
- recruitment, retention and development of a knowledge-based work force.

. . . through these activities

- implement the People Management Plan, Industry Canada's basis for human resources management for the years to come
- communicate with Canadians to raise awareness of the connectedness agenda and its benefits
- develop a strategy for client outreach to ensure that clients' needs and views are understood and respected by all Industry Canada employees and that they are reflected in the programs and services offered by the department
- implement a secure electronic commerce technical infrastructure to enhance the delivery of departmental services and to promote its use in Canada
- be Year 2000 compliant so that no critical information technology or system failures are experienced
- examine how new technologies can be used to better facilitate knowledge and information sharing, both with our clients and within the department
- strengthen the culture and capacity for modern comptrollership within the department to ensure that the department's management practices are aligned with best practices in comptrollership
- mitigate financial and operational risk through studies such as the Performance Management Baseline

Study, which assesses the status of departmental efforts to develop and implement performance management practices and which will propose means to strengthen corporate management and reporting.

Industry Canada: Serving the Public

Industry Canada has 4,892 dedicated employees serving its clients in all regions of Canada. We have a regional presence at 56 offices where clients are provided local interface for Industry Canada's programs and services. Industry Canada's headquarters is in the National Capital Region (refer to the organizational chart on page 19, the contact list on page 20 and the list of regional offices on page 23).

Our Business Lines	Our People	Our Finances (\$ millions)
Micro-economic Policy	311	\$52
Industry Sector Development	1532	855
Marketplace Rules and Services	2228	180
Corporate and Management Services	821	98
Total	4892	\$1185

Industry Canada serves a diverse client base, and we believe this is one of our strengths. Our clients include firms in such sectors as telecommunications, aerospace, forestry, manufacturing and a variety of service sector activities, small businesses in all sectors of the economy, Aboriginal entrepreneurs, science and academic communities, consumer organizations and professional groups. Industry Canada clients also include the individuals and communities we serve by connecting urban, rural and remote communities through public access sites across Canada and by connecting schools, libraries, community centres and the voluntary sector to the Information Highway.

Industry Canada reaches out to connect with its clients in new, innovative ways. Our most important innovation is *Strategis* (<http://strategis.ic.gc.ca>), Industry Canada's flagship web site on the Internet. *Strategis* is a powerful, one-stop access point for Canadian businesses and consumers in all provinces and territories. It streamlines access to the department by unifying its full range of information resources, services and interactive tools under a single umbrella.

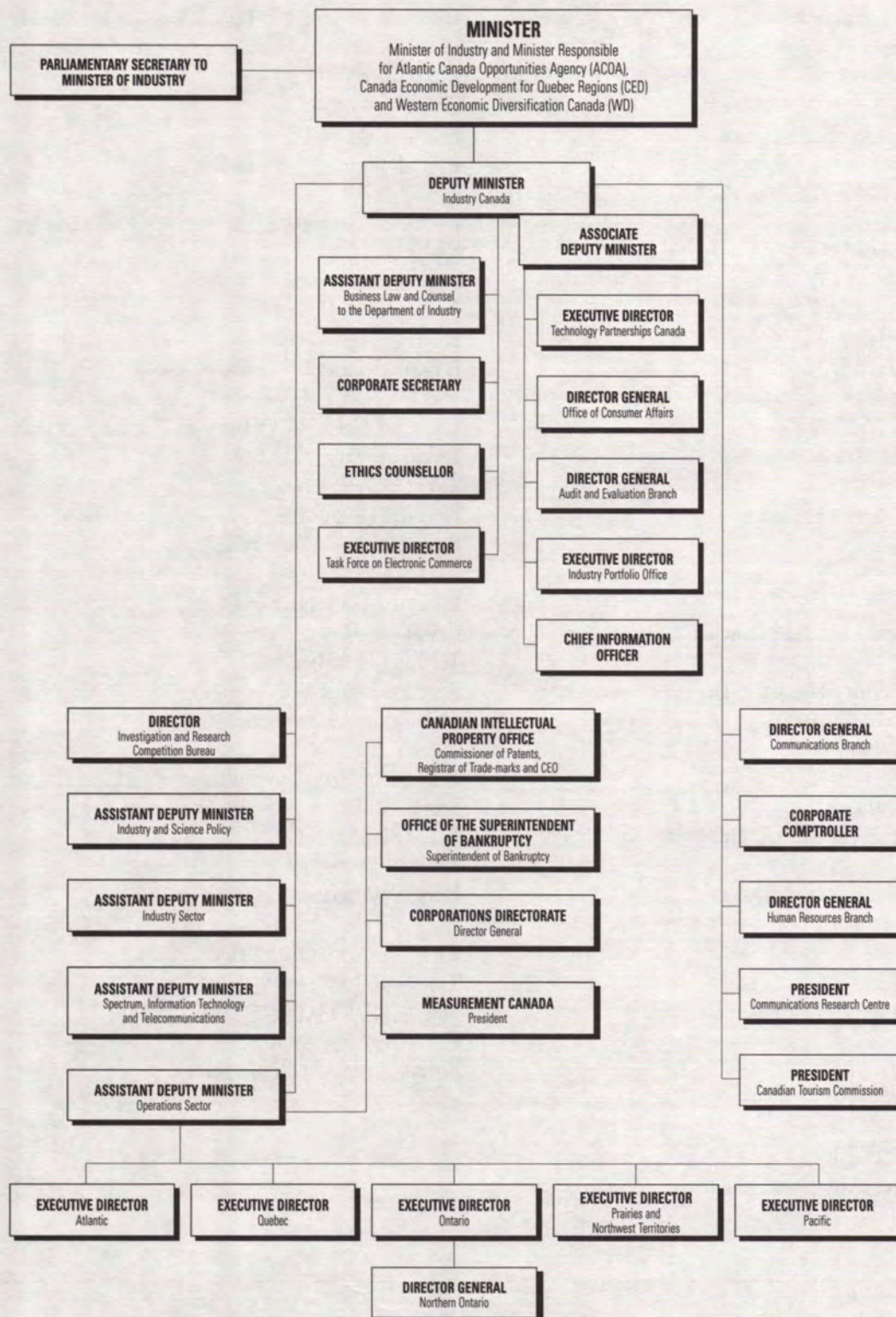
Complementing this tool are other web sites. The Canadian Business Map (<http://strategis.ic.gc.ca/scdt/bizmap>) is a dynamic navigational tool to assist business users to find their way through sites at all government levels. ExportSource (<http://exportsource.gc.ca>) provides a single access point for information from all trade-related government departments and agencies, all of which are linked to the site. Industry Canada's Corporate Information site (<http://info.ic.gc.ca>) includes "The News Room" to keep you up to date on what's happening in the department, and "About Industry Canada" which offers a wide range of information about the department.

STRATEGIS (<http://strategis.ic.gc.ca>), our interactive and dynamic web site for business and consumer information, is proving to be a market success, with more than 1.3 million visits and 12.2 million documents accessed in 1997-98. *Strategis* is:

- Canada's largest business information web site, with close to 2 million electronic documents
- available 24 hours a day, seven days a week
- a client-oriented service, allowing users to contact knowledgeable help-desk staff over the telephone, fax or e-mail for the assistance they require
- an evolving collection of more than 70 information products (as of January 1998), with thousands of links to other useful sites around the world
- saving users time and money.

Recent additions to *Strategis* include the Canadian Business Map, a powerful pathfinder to federal, provincial and municipal information for businesses.

Industry Canada Organizational Structure



Industry Canada: How to Reach Us

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Industry Canada and the Industry Portfolio: Building Jobs and Growth through Innovation and Partnerships

Thirteen federal departments and agencies make up the Industry Portfolio (see page 26). Together these organizations are uniquely positioned to further the government's goal of building a knowledge-based economy in all regions of Canada and to advance the government's jobs and growth agenda.

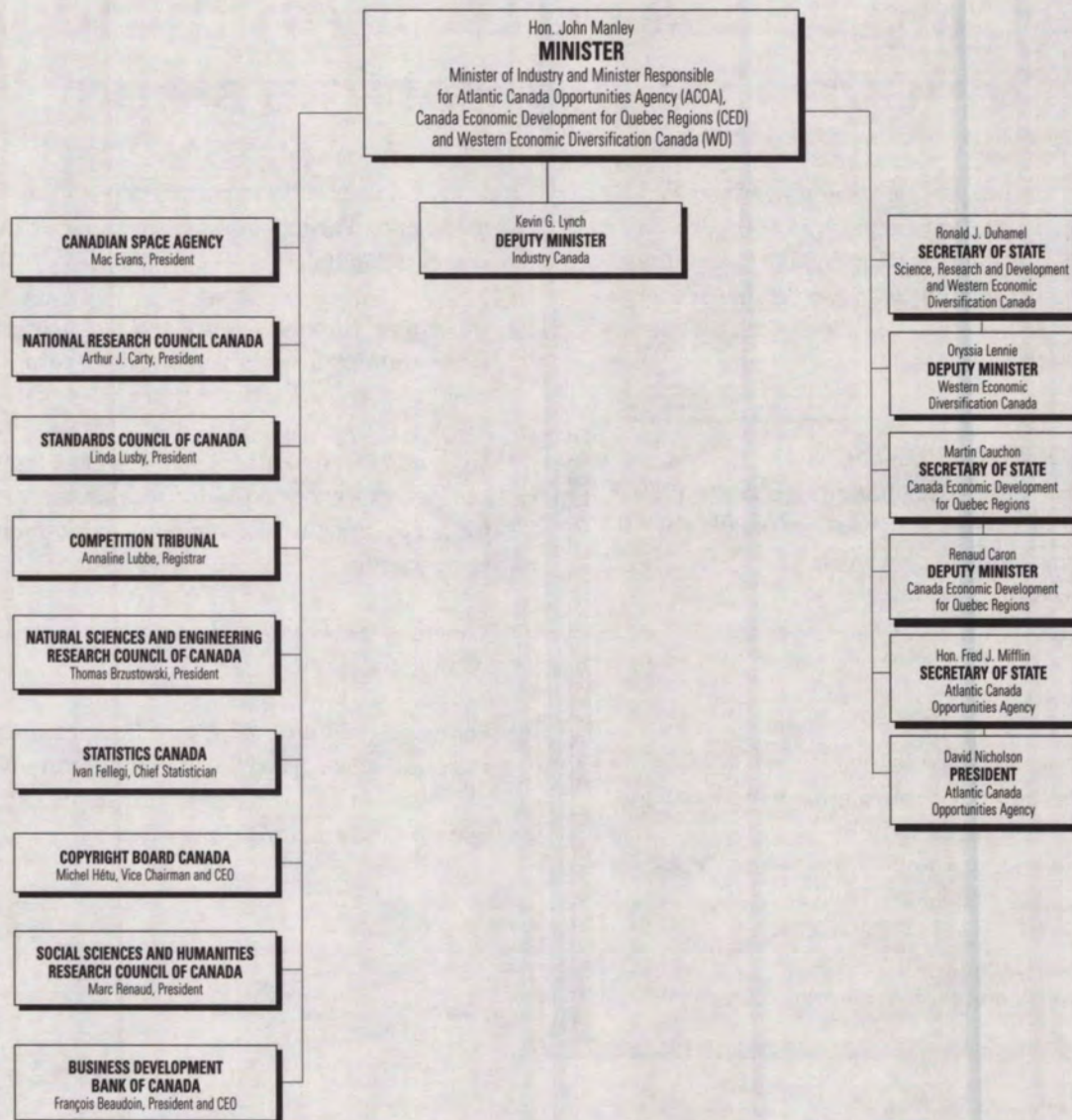
THE INDUSTRY PORTFOLIO

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

Industry Canada works in partnership with the members of the Industry Portfolio to leverage resources and exploit synergies in a number of specific areas:

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

Industry Portfolio Organizational Structure



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Team Canada Inc **1-888-811-1119** **Export Information Service**

The new toll-free Team Canada Inc export information service connects businesses to the full range of government export services and expertise. Whether you are currently exporting or new to the opportunities of global markets, this service will make it easier to find the right program, service or expert to consult. Your

call is answered by a trained information officer ready to provide answers to your questions and transfer your call directly to the many export services available. The service is available Monday to Friday, from 9:00 a.m. to 5:00 p.m. in every time zone in Canada.

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Info entrepreneurs
<http://infoentrepreneurs.org>

Canada-Ontario Business Call Centre
<http://www.cbsc.org/ontario/index.html>

Canada Manitoba Business Service Centre
<http://www.cbsc.org/manitoba/index.html>

Canada-Saskatchewan Business Service Centre
<http://www.cbsc.org/sask/index.html>

The Business Link
<http://www.cbsc.org/alberta/index.html>

Canada/British Columbia Business Service Centre
<http://www.sb.gov.bc.ca/smallbus/sbhome.html>

Canada/Yukon Business Service Centre
<http://www.cbsc.org/yukon/index.html>

Canada/Northwest Territories Business Service Centre
<http://www.cbsc.org/nwt/index.html>

