

DREE the new approach

CONTENTS



SECTION I

L. Canada.
The Department of Regional Economic Expansion

SECTION II

General Development Agreements
and Subsidiary Agreements

SECTION III

Regional Development Incentives Act

SECTION IV

Organization

SECTION V

Personnel

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SECTION I

THE DEPARTMENT OF REGIONAL ECONOMIC EXPANSION

THE DEPARTMENT OF REGIONAL ECONOMIC EXPANSION

In 1969, several federal agencies responsible for regional development, along with a variety of programs aimed at resolving specific problems of limited areas, were consolidated into a newly formed Department of Regional Economic Expansion. The main function of this department was to implement long term, large scale, integrated and coordinated programs dealing with regional economic and social development, designed to reduce the disparity in employment opportunities between provinces and regions.

A. Previous Programs and Agencies

The new Department of Regional Economic Expansion was created out of the following:

- (i) The Agricultural and Rural Development Act (ARDA)
- (ii) The Fund for Rural Economic Development Act (FRED)
- (iii) The Canada Land Inventory (CLI)
- (iv) The Newfoundland Resettlement Program
- (v) The Prairie Farm Rehabilitation Act (PFRA)
- (vi) The Maritime Marshland Rehabilitation Act (MMRA)
- (vii) The Area Development Incentives Act (ADIA)
- (viii) The Atlantic Development Board (ADB)
- (ix) The Atlantic Provinces Power Development Act (APPDA)
- (x) The NewStart Program

These transfers from other departments or agencies incorporated both legislation which permitted continuing program development (e.g. ARDA, PFRA), and legislation being phased out on commitments pending (e.g. FRED, ADIA, ADB).

Other bodies reporting to the department were:

The Cape Breton Development Corporation

The Atlantic Development Council (a partial replacement for the ADB)

The Canadian Council on Rural Development

Some of the programs or agencies have been phased out, transferred or modified. In April 1972, the Department of Environment absorbed the Canada Land Inventory, and in September 1974, the Maritime Provinces accepted responsibility for the MMRA.

All NewStart corporations except New Brunswick have been phased out. Only a few small financial, legal and administrative matters remain from ADB and ADIA commitments. All assistance under the APPDA ended in 1970. The Newfoundland Resettlement Program was revised and is now of lesser importance in that province.

All FRED agreements signed prior to the repeal of the legislation in 1969 remain in force. Most have been modified and improved. Revision of the P.E.I. FRED plan is currently under way.

This leaves ARDA, PFRA and FRED as the main operational programs that were inherited by DREE in 1969 and still ongoing in 1974.

B. New Authorities, 1969 - 1973

When DREE was formed, provision was made for ministerial powers to provide for new efforts in regional development.

From 1969-1973 much of the new departmental emphasis was on economic development in the urban areas of the slow growth regions.

The department obtained authority to assist provincial and municipal governments in improving community infrastructure in special areas and in

implementing related social adjustment measures in those affected areas. Authority was also obtained to assist private enterprise wishing to locate, expand and modernize manufacturing and processing facilities in designated areas. These authorities came under the Department of Regional Economic Expansion Act, and the Regional Development Incentives Act respectively.

The Department of Regional Economic Expansion Act has the following duties, powers and functions:

Section 5. (a)

"all matters over which the Parliament of Canada has jurisdiction not by law assigned to any other department, branch or agency of the Government of Canada, relating to economic expansion and social adjustment in areas requiring special measures to improve opportunities for productive employment and access to those opportunities;" and

Section 5. (b)

"such other matters over which the Parliament of Canada has jurisdiction relating to economic expansion and social adjustment as are by law assigned to the Minister."

More specifically, the Minister is assigned matters dealing with Special Areas and the Atlantic Development Council.

The Special Areas are defined by the Act as areas which:

". . . require by reason of the exceptional inadequacy of opportunities for productive employment of the people of that area or of the region of which that area is a part, special measures to facilitate economic expansion and social adjustment. 1968-1969, c.23, s.23."

Areas are designated after consultation with the particular provincial governments concerned and must be approved by the Governor in Council.

The Minister, under the Special Areas provisions, is responsible for planning, implementation of plans, and provision of incentives to industry. He must cooperate with the provinces and other federal agencies "for the economic expansion and social adjustment of Special Areas." Altogether, twenty-three Special Areas have been designated.

In the Special Areas, about \$430 million dollars have been committed on a 50-50 grant and loan basis, virtually all of it in Quebec and the Maritimes, to provide for infrastructure and social adjustment programs. There were 23 Special Areas: three in Saskatchewan (Meadow Lake, Saskatoon, Regina) were designated until June 30, 1974; one in Ontario (Renfrew-Pembroke) was designated till December 31, 1974. The remaining 19 Special Areas are designated to March 31, 1975. Beyond 1975, assistance presently under Special Areas will come under the new General Development Agreements.

Financial incentives can be offered to industrialists establishing in Special Areas, subject to an agreement between them and the Minister with the approval of the Governor in Council. These can consist of any or all of the following:

- (i) a grant or loan to cover part of the capital costs of the undertaking;
- (ii) a guarantee of a loan;
- (iii) a grant to cover part of the costs incurred, during the first three years of initial production, of a commercial undertaking.

In practice, DREE has made industrial incentives through the Special Areas provision consistent with assistance under RDIA.

The Act also provides for the establishment of the Atlantic Development Council to partially replace the Atlantic Development Board, to advise the

Minister on matters of economic expansion and social development in the Atlantic Region.

The intent of the Regional Development Incentives Act is to attract investment into relatively slow growth areas and thus create improved opportunities for productive employment. The Regional Development Incentives Act has three basic elements: program administration for industrial development; the provision of incentive grants and loan guarantees to manufacturing and processing industries to establish, expand and modernize in the designated regions; and offering loan guarantees to some commercial projects.

As of May 31, 1974, \$188 million has been paid out in grants, out of \$443 million committed. The expected new jobs to be created directly as a result of the program are estimated as 108,274.

In addition to the RDIA, the department established three corporations aimed at encouraging industrial development in the selected areas of the Atlantic Provinces.

1. Multiplex

Established in New Brunswick in February 1971 to complement the existing federal incentives program, its objective is to develop a metal-working complex of many closely linked firms in the Saint John area. Eight DREE grants have been given and six more firms are negotiating for grants at present. An evaluation of Multiplex is presently being completed.

2. Newfoundland and Labrador Development Corporation

This corporation, now fully operational, was formed with a \$20 million fund from the federal government and \$2 million from the Province of Newfoundland. Its function is to complement RDIA and to provide

small business with industrial intelligence, financial, management and marketing assistance.

3. Metropolitan Area Growth Investments Ltd. (MAGI)

This corporation, which has only recently commenced operations, was formed in 1972 to stimulate economic growth in Dartmouth Special Area. The corporation has authorized share capital of \$20 million.

C. Other Programs

In addition to the Special Areas and RDIA programs, the department has a number of programs falling under the category of Rural Development and Social Adjustment. Among these programs, largely designed to improve socio-economic conditions in rural areas, are:

1. Agricultural and Rural Development Act (ARDA)

Started in 1961 to help meet rural problems of unemployment and social disadvantage, ARDA programs are operating in all Canadian provinces except Prince Edward Island. Farm consolidation, land use improvement projects, and diversification, are typical programs. Cost-sharing is 50-50, federal-provincial, except when the programs apply to Indian lands; these are 100 per cent federally funded. Current ARDA programs have a termination date of March 31, 1975. Before that date, decisions must be made to continue the program or replace it under the GDA framework.

2. Special ARDA

Operating in Manitoba, Saskatchewan and British Columbia, the purpose was to improve the economic circumstances of Indian people in rural areas by providing financial and other assistance to create job opportunities. Cost-sharing is 50-50 federal-provincial.

3. Fund for Rural Economic Development (FRED)

There are five comprehensive development agreements under FRED:

- a. The aim of the Prince Edward Island program is to exploit fully the province's land based resources, particularly agriculture, fisheries and tourism.
- b. The aim of the Mactaquac, New Brunswick, program is to develop recreational facilities and forestry by attracting private capital and by assisting in vocational and technical training; and to develop a service and resource centre on the north bank of the Saint John River.
- c. The aim of the North East New Brunswick program is to create new productive jobs in industries such as forestry, fisheries, mining and tourism.
- d. The aim of the Lower St. Lawrence and Gaspé program in Quebec is to modernize the basic industry sectors in the area (agriculture, forestry, fisheries, tourism and recreation); to develop human and social resources; and to aid in urbanization, transportation and research.
- e. The aim of the Interlake program in Manitoba is to improve educational facilities and to provide adjustment programs for agriculture and fisheries.

Cost-sharing in FRED programs is flexible, averaging 75-25 federal-provincial. All FRED agreements include programs funded and administered by other federal departments, especially Manpower and Immigration, and CMHC.

4. Prairie Farm Rehabilitation Act (PFRA)

Administered by PFRA, with headquarters in Regina, this has been part of DREE since 1969. Its purpose was to rehabilitate those areas in the Prairie Provinces which were non-productive due to drought and soil drifting, through promotion of correct farming practices, tree culture, water supply and land utilization.

In 1972-1973, PFRA assumed responsibility for infrastructure assistance programs to agricultural service centres in the Prairie Provinces, particularly in the provision of water supply and waste disposal facilities. The funding of this is 50-50 grant and loan.

5. Other Programs and Activities

- The Newfoundland Resettlement Program
- The Maritime Resource Management Service (with the Council of Maritime Premiers)
- The Land Registration and Information Service (with the Council of Maritime Premiers)
- New Brunswick NewStart
- New Brunswick and Newfoundland Mineral Development Agreements
- The Atlantic Region Labour Education Centre and the Atlantic Province Management Institute (through the Atlantic Development Council).

D. Original Organization

The original components of the department were planning, programming, implementation, and incentives, under four Assistant Deputy Ministers. After reorganization, the planning and programming functions were amalgamated under one Assistant Deputy Minister (Planning). The implementation function was reallocated regionally: East, Central and West, each

under an Assistant Deputy Minister (Operations) based in Ottawa. Incentives remained under an Assistant Deputy Minister (Incentives). A director headed a departmental office in each provincial capital.

The Planning Division worked with the provinces to develop economic and social strategies and programs.

The three Assistant Deputy Ministers (Operations) had the general responsibility for the implementation of the programs according to the terms worked out in the agreements. The field director, who participated where applicable in the overall planning as part of the joint planning committee, was responsible for implementation of the agreement within the province under his jurisdiction.

The Incentives Division was responsible for the administration of the incentives program including industrial intelligence, overall promotion, processing and approval of applications, and inspection for payout purposes. This program was administered from Ottawa, with the exception of those incentives applications from the region within southwestern Quebec. These were handled from the Montreal office.

In 1972 a division under the Assistant Deputy Minister (Coordination and Liaison) was added. Its function was to provide interdepartmental coordination, and liaison with other federal departments; and to take initial responsibility for the policy review.

More than 80 per cent of a total DREE complement of 980 was located in Ottawa, where most significant decisions were made. This does not include the permanent PFRA staff of approximately 800 which operate entirely in the west, and for which no major changes were planned during the departmental review.

The Policy Review 1972-1973

1. The Rationale

The original documentation establishing the department made it clear that the future scope and directions of regional development policy would to a degree be determined by events. Experience and analysis could indicate the need for much broader policies, perhaps for bold new programs in some directions and retreats from established programs in others.

By 1972 it became clear that a policy review was needed both to review existing policies and programs and to formulate necessary new ones. The reasons for the policy review were many.

a. During 1973 it became necessary to make new decisions about the future geographic application of the Special Areas Program. Many Special Area agreements were due to expire by December 31, 1973. There was a commitment to begin an intensive process of consultations with the provincial governments before any major changes were approved by Cabinet.

b. The progress achieved in the department's first three years of operation was generally satisfactory. However, in late 1971 and early 1972, unemployment was a major cause of concern in most areas, and because the department's main thrust had been towards Quebec and the Atlantic Provinces it was accused of largely ignoring the real problems of disparity existing in the other provinces.

c. A clearer definition of departmental objectives and associated strategies was needed. It appeared as though there was considerable overlapping with provincial programs. In the absence of a measuring stick for the general success or failure to attain the department's objectives, the wide variety of programs presented difficulties in both integration and communication.

d. Organizational problems inherent in the existing departmental structure were apparent. There were eleven division heads reporting to the Deputy Minister. This created some difficulties in an organization which must maintain important relationships with ten provincial governments and other federal agencies and departments. The whole thrust of the program was regional in nature, yet the organization did not permit the Deputy Minister to hold any of his senior officers responsible for all or even most of the department's activities in a particular region. Instead, the coordination between the Incentives Division, the Planning Division and the three Operations Divisions was largely dependent on informal channels of communication. Most planning and incentive decisions were made in the departmental headquarters in Ottawa, leaving only implementation to be partially the responsibility of the department's provincial offices.

e. The department was in danger of becoming cumbersome, inflexible and bureaucratic. Its numerous seemingly unrelated programs were being administered by a loosely coordinated and centralized establishment. Issues arose around such things as Special Areas boundaries and RDIA regions, and criticisms about the arbitrary and inflexible response mechanisms of DREE were made.

2. The Review Process

Initiated in April 1972, a team was formed consisting of selected departmental personnel, a few new employees and consultants, with a new ADM (Coordination and Liaison) as head. The policy review consisted of a number of phases:

a. Initial Analysis

- a review of the existing policies and programs in the light of the federal government's original goals;

- an analysis of the relevant federal policies and programs on industrial, monetary and fiscal matters as these affected regional distribution of wealth and economic activity;
- an analysis of government policies, programs and machinery at the provincial level, as these related to regional development;
- a review of the incentives program and consideration of how it could be improved by both levels of government in its aim to alleviate regional disparities.
- a review of departmental objectives, policies and programs in each province with a view to developing options for future action.

b. Advanced Analysis

- preliminary formulation of departmental objectives, policy instruments and mechanisms, including particularly General Development Agreements and related Subsidiary Agreements;
- analysis of the socio-economic circumstances of all provinces (except P.E.I.);
- analysis of major developmental opportunities in each region and province;
- a detailed analysis of RDIA and the initial formulation of program changes; and
- organizational review and development of alternative organizational forms.

c. Consultation Phase

- discussion with and participation by other federal departments in b. above;
- approval by Cabinet of b. above;
- consultation with the provinces on proposed new departmental objectives, policy instruments, organization and RDIA; and
- detailed analysis with the provinces and other government departments of proposed major developmental opportunities.

d. Formulation Phase

- drafting with the provinces a set of possible General Development Agreements and formulating major developmental opportunities to be considered as likely Subsidiary Agreements;
- developing the new regulations for the RDIA program;
- detailed consultation with the other federal departments, followed by Cabinet approval of the new GDAs and RDIA regulations; and
- establishing the new organization and selecting the senior personnel.

The Policy Review was completed towards the end of 1973.

3. Main Conclusions and Recommendations

The Policy Review produced a wide range of conclusions and recommendations. The more significant ones conclude this Section.

The examination of the existing departmental programs revealed that although helpful in dealing with certain factors affecting economic development in slow growth areas, the programs did not significantly alter the trend toward increased concentration of economic activity in Canada's industrial heartland.

The existing programs were often too inflexible or limited in departmental scope and tended to be oriented too much toward the problems of an area rather than to its potentials.

In searching for plausible alternatives, the review group focused on a number of important factors:

- many policies and programs at all levels of government affect economic development;
- these policies and programs need to be coordinated;
- to provide maximum impact, there is a need to isolate development opportunities in slow growth regions.

The alternative proposed was that all levels of government cooperate to identify strategic development initiatives. This coordinated approach would give additional assurance that all private sector elements be encouraged to act in a concerted way within the community and with federal and provincial governments.

Analysis of provincial social and economic circumstances highlighted the uniqueness of each, and indicated that each had its own special developmental opportunities. Flexibility would be of paramount importance in accommodating these realities. Also it was clear that the new approach would have to recognize that the provincial governments have substantial responsibility for shaping the nature and quality of economic and social

development within each province. Consequently, a continuing process of regional and provincial analysis should be included.

The new approach should include a continuing process of regional and provincial analysis as a basis for a mutually supportive relationship between regional development policy and other federal policies. Such a relationship requires a continuing mechanism for interdepartmental consultation and cooperation. Such a process should help to ensure that the direction of regional development policy is kept under review and adjusted as appropriate. In addition, it would provide a mechanism to ensure that regional and provincial implications are considered when new or modified policies are being formulated. Clearly the questions can be extraordinarily complex and in the absence of a systematic review process, effective solutions are difficult to find.

Existing DREE programs would continue for an interim period but the "developmental opportunities" concept would increasingly become the central element of regional development policy. Under this concept, the Department of Regional Economic Expansion would concentrate much of its resources, in cooperation with provincial governments, and in close consultation with interested federal departments and agencies, on the identification and development of opportunities of strategic importance to the regional and provincial economies.

The concept would be used in every province but would be limited in application to opportunities affecting geographic areas where economic activity was lagging. The relevant areas would change with changing circumstances but, at the present time, would include all of the Atlantic Provinces, Quebec, Manitoba and Saskatchewan, the northern and some eastern parts of Ontario, parts of Alberta outside Edmonton and Calgary, and parts of British Columbia outside the lower mainland and Victoria.

Application of the concept would call for the negotiation with each province of a General Development Agreement (GDA). This would be an

enabling agreement based on the general powers provided by Section 5 of the Department of Regional Economic Expansion Act. The Agreement, requiring Cabinet approval, would not itself specify either opportunities to be pursued or the means of development. It would provide the framework within which Subsidiary Agreements could be periodically made concerning the broad programs and actions required to exploit the opportunities. Commitments made under existing DREE programs would be met but, in time, with some exceptions, all program activity of the department could probably fall under Subsidiary Agreements signed pursuant to the GDA. The major exceptions at the time were seen to be PFRA programs, RDIA industrial incentives and activities related to more than one province.

The review concluded that the RDIA should be continued, as follows:

- that the program should be applied to all four Atlantic Provinces, all of Quebec (except for the Montreal-Hull area), northern Ontario (north of the French River), and all of Saskatchewan and Manitoba;
- that in British Columbia, Alberta and the undesignated portions of Ontario and Quebec, incentives to industry could be made available as part of the support program in relation to developmental opportunities identified under the GDA; and
- that significant changes be made in the regulatory and decision-making process for the program.

Finally, the policy review concluded that the best way for DREE to plan, formulate, implement and administer the development efforts, would require a substantial decentralization of its activities and decision-making to regional and provincial offices.

SECTION II

GENERAL DEVELOPMENT AGREEMENTS
AND SUBSIDIARY AGREEMENTS

GENERAL DEVELOPMENT AGREEMENTS
AND SUBSIDIARY AGREEMENTS

The present approach to regional development is both multi-disciplinary and "multi-dimensional"; that is to say it calls for the identification and pursuit of major developmental opportunities by means of a coordinated application of public policies and programs, both federal and provincial, in cooperation with elements of the private sector where appropriate. This approach consists of three elements:

- encourage the formulation and implementation of federal and provincial policies which will provide general support for the development of slow-growth regions;
- identify obstacles to economic development in slow-growth regions and modify or provide the necessary programs to reduce or remove these obstacles; and
- identify specific opportunities for development in slow-growth regions and assist in the realization of these opportunities.

The framework for implementing this strategy is established by a General Development Agreement (GDA), and its Subsidiary Agreements, between the federal government and each province.

A. General Development Agreements

The GDAs provide a formal means to encourage coordinated federal and provincial action aimed at the realization of the potential of each region and province for economic and social development. These agreements

provide a statement of objectives to be pursued, and describe the extent of activity to be coordinated, the types of support to be provided, and the mechanism by which joint decisions can be taken. The agreements are enabling and flexible so that specific actions by both levels of government can be tailored to the specific needs of each area and its people, and to the opportunities as they are identified. The specific programs carried out under the agreements will therefore vary from time to time and from place to place.

The General Development Agreements in themselves do not provide for specific commitments of resources for the implementation of programs or projects, but set up the formal framework within which such commitments are to be made under Subsidiary Agreements over a 10-year period. As such, each GDA includes objectives, a broad strategy to reach them on the basis of an analysis of the province's socio-economic circumstances, authority to enter into Subsidiary Agreements, and an outline of the guidelines and criteria for the implementation of the strategy through the Subsidiary Agreements.

Although there are variations in the objectives from one province to another, they include general objectives along the lines of improving the opportunities for productive employment, and access to those opportunities, in those areas which require special measures to facilitate economic expansion and social adjustment. Depending on the particular economic circumstances of a province, the emphasis in the objectives is on the standards of living, especially in relation to the national average; or alternatively on a more equitable distribution of socio-economic development among geographic, industrial or social sectors within the province.

In their general terms, the GDA strategies are basically the same for all provinces: Canada and the province will seek to achieve a coordinated application of relevant federal and provincial policies and programs

through continuing:

- analysis and review of the economic and social circumstances of the province, and the province's relationship to the regional and national economy, as these may be relevant to achieving the stated objectives;
- identification of development opportunities and assistance in their realization through coordinated application of relevant federal and provincial policies and programs, including the provision of specialized measures required for such realization.

A broad strategy to apply this general approach to specific conditions in the province is provided in the Schedule A appended to each GDA. Schedule A contains a brief analysis of the province's socio-economic circumstances, on which is based a more elaborate statement of development objectives for the province; it also presents a general outline of priority initiatives for federal-provincial action.

The GDAs provide for Subsidiary Agreements to be entered into for the ~~X~~ implementation of development initiatives agreed upon by the federal and provincial governments. These parts of the agreements also state the criteria that should be taken under consideration in the formulation of Subsidiary Agreements in respect to the impact and cost of the initiatives: direct job creation, spin-off effects, implications for quality of life and environment, effect on immediate and future expenditures, and so forth.

The development strategy and activities outlined in the GDAs can be implemented through three types of Subsidiary Agreements:

- (1) Those which coordinate existing federal and provincial ~~X~~

programs in support of a particular development opportunity. For example, if the objective is to increase meat processing in southern Manitoba, a Subsidiary Agreement could incorporate assistance from established programs of the federal Departments of Agriculture, Industry, Trade and Commerce, and Regional Economic Expansion, and of the Province of Manitoba. The coordinated application of these existing programs could, without any new authority and funds, achieve the objective;

(ii) x those which provide specific support not available through other government programs. For example, in order to realize increased forestry development in northern New Brunswick, it may be necessary to provide a large industrial incentive or finance a special site for industrial facilities in addition to normal programs for forest management, manpower training and forest access roads. A Subsidiary Agreement could provide the special assistance only, or incorporate both the normal programs and the special assistance;

(iii) x those which establish continuing programs to fill gaps in the existing range of government development programs. For example, there may be a need for continuing long-term programs for such developmental requirements as planning, resource management or general infrastructure. The GDAs authorize DREE to enter into Subsidiary Agreements with the provinces for such long-term support programs.

The GDAs also call for annual meetings of relevant federal and provincial departments and of the federal and provincial ministers. The ministerial meetings are to be held around August or September of each year in time for the preparation of the estimates for the following fiscal year. GDAs have now been signed with all provinces except Prince Edward Island which already has a 15-year comprehensive development plan covering 1969 to 1984.

B. Subsidiary Agreements

To date, more than a dozen Subsidiary Agreements have been formulated and signed; others are in the advanced stage of analysis and formulation. Most of these Subsidiary Agreements are of the second category noted above, although some or parts of some are of the first and third type.

As these Subsidiary Agreements appear, they demonstrate the multi-dimensional and flexible nature of DREE's new approach (New Brunswick Forestry: Manitoba Northlands: Saskatchewan Steel). Yet at the same time, there is still considerable reliance on selected infrastructure support (Cornwall, Gros Morne, Newfoundland and New Brunswick Highways) and very basic resource and rural development (Newfoundland Forestry, Saskatchewan Mineral Development).

The cost-sharing for the Subsidiary Agreements varies from province to province and, within a province, from Sub-Agreement to Sub-Agreement. The department is authorized to share in the cost of a Sub-Agreement with a province up to 90 per cent for Newfoundland, 80 per cent for Nova Scotia and New Brunswick, 60 per cent for Quebec, Manitoba and Saskatchewan and 50 per cent for Ontario, Alberta and British Columbia. These are the upper limits; if a case can be made for lower contributions, this is then negotiated (e.g. Saskatchewan Mineral Development). The Sub-Agreements can vary in duration; to date most are about two to three years in duration. A few, such as the Manitoba Northlands, are interim agreements to allow for adequate planning prior to the formulation of longer-term agreements.

C. Signed Subsidiary Agreements and Other Initiatives Under Consideration (As of September 1974)

NEWFOUNDLAND

1. Forestry On April 26, 1974, a subsidiary agreement was signed with the Province. The objective is to enable Canada and the Province to take advantage of opportunities for expanding and diversifying Newfoundland's forest industries and thereby increasing income and employment opportunities in Newfoundland. The agreement terminates March 31, 1978.

 Total Cost: \$34,397,000
 Federal Share: \$30,062,000

2. Highways On May 28, 1974, a subsidiary agreement was signed with the Province. The objective is to enable Canada and the Province to make highway investments required to improve the economic and socio-economic development of Newfoundland. The agreement terminates March 31, 1975.

 Total Cost: \$11,164,000
 Federal Share: \$10,048,000

3. Gros Morne On May 28, 1974 a subsidiary agreement was signed with
 Park Area the Province. The objective is to enable Canada and the Province to take advantage of opportunities for increasing employment and earned income of residents along the Great Northern Peninsula of Newfoundland, associated with the development of the Gros Morne Park, The Agreement terminates March 31, 1978.

Total Cost: \$15,139,000

Federal Share: \$13,625,000

4. Special Fish
Plant Water
System

On October 15, 1974, a subsidiary agreement was signed with the Province. The objective is to enable Canada and the Province to help ensure quality maintenance of fish products and to improve fish plant processing capacity. The latter is of special significance since it determines both actual and potential employment opportunities while the former objective has an important bearing on market acceptance of fish products and on prices received in world markets.

Total Cost: \$ 6,130,000

Federal Share: \$ 5,517,000

5. Fisheries Marine
Service Centre
Program

On October 15, 1974, a subsidiary agreement was signed with the Province. The objective is to enable Canada and the Province to permit the more extensive and effective use of multi-purpose boat technology.

Total Cost: \$12,000,000

Federal Share: \$10,800,000

PRINCE EDWARD ISLAND

Most DREE activities on P.E.I. are concentrated under the 15-year Comprehensive Development Plan provided by a federal/provincial agreement signed March 7, 1969. Agriculture, fisheries and tourism are the major resources to be developed under the Plan and the development of a land management program is under way. The Plan also provides for construction and improvement of resources and collector highways to support the priority sectors mentioned above.

NOVA SCOTIA

A number of development opportunities are being investigated under an interim planning agreement with Nova Scotia. Included are: an examination of a railway system on both sides of the Strait of Canso to aid the development of a heavy industrial area; a harbour planning study to ensure optimum use of the deep water natural resource; economic opportunity examinations in Pictou County; and provision for resource staffing to support and assist joint Task Forces, Executive and Cabinet Committees on Development.

NEW BRUNSWICK

1. Highways On June 24, 1974, a subsidiary agreement was signed with the Province. The objective of the agreement is to enable Canada and the Province to make highway investments required to improve the transportation network and to stimulate and support economic and socio-economic development. The agreement terminates March 31, 1975.

Total Cost: \$13,335,000

Federal Share: \$10,000,000

A Forestry Sub-Agreement is to be implemented, province-wide, aimed at increasing the production of high quality timber and expanding the processing industry. Several other initiatives are also well advanced. They include: a program to encourage private investment in the mining industry through increased emphasis on exploration and planning; a program designed to increase production and expand employment in a variety of selected agricultural commodities; Kent County Pilot Project to assist area residents in developing and implementing projects designed to further the economic and socio-economic development of the county; and agreements for Wheeler Boulevard and the Saint John Throughway in order to proceed with further work on the construction of these major urban arterial roads.

QUEBEC

1. Financing of Sidbec Expansion

On March 15, 1974, a Subsidiary Agreement was signed with the Province. The objective is to permit Sidbec to proceed with its 1974-1978 expansion plans which will permit it to meet the needs of the markets in Quebec and in Canada generally. The termination date of the agreement is March 31, 1978.

Total Cost:	\$185,270,000
Federal Share:	\$ 30,000,000

2. Montreal-Sorel "Steel Route" (A-30)

On September 13, 1974, a Subsidiary Agreement was signed with the Province. The objective is to assist in the construction of an important section of the A-30 route between Sorel and Montreal to facilitate the movement

of industrial products within the region. The agreement will be in force for five years. Canada will contribute \$26,265,000 and Quebec will provide \$17,710,000. In addition Quebec will provide funds up to \$4,000,000 for expropriation where necessary. The Provincial Department of Transport will be the responsible agency.

Other sectors of initiative will be in tourism, infrastructure in the Sherbrooke area, other municipal infrastructure related to industrial projects and industrial development.

ONTARIO

1. Cornwall Area On February 26, 1974, a subsidiary agreement was signed with the Province. The objective of the agreement is to enable Canada and the Province to launch measures designed to bring about a long-term expansion in the stable employment and income opportunities available in the Cornwall area through improvements in the local physical, socio-economic, and cultural environment with particular emphasis on infrastructure assistance. The agreement terminates March 31, 1977.

Total Cost: \$14,169,000 *

Total Share: \$ 7,100,000 *

(* a contingency allowance of 15% is in addition)

2. Northwestern Ontario On May 23, 1974, a subsidiary agreement was signed with the Province. The objective is to enable Canada and the Province to co-operate in increasing the number and range of viable employment and income opportunities in Northwestern Ontario through selective improvements to the region's infrastructure and the investigation of possible development opportunities. The agreement terminates March 31, 1977.

Total Cost: \$36,995,000 *

Federal Share: \$18,497,000 *

(* a contingency allowance of 15% is in addition)

An Interim Agreement has been reached with the Province aimed at reinforcing the social and economic elements of the Ontario Northlands. A number of meetings have been held with the Province and other federal departments; completion of the draft Agreement is imminent.

Several other initiatives are in the conceptual stage. They involve forest-based industries, tourism, single industry communities and infrastructure development for Sudbury.

MANITOBA

1. Northlands On June 5, 1974, a subsidiary agreement was signed with the Province. This is an interim agreement designed to allow for the undertaking of certain programs and projects which can become integral parts of a long-term strategy. The objective is to improve incomes, living standards, community

facilities and transportation networks in Northern Manitoba. The termination date of the agreement is March 31, 1975.

Total Cost: \$21,459,000

Federal Share: \$12,875,400

(DREE Share: \$10,775,400)

(MOT Share: \$ 2,100,000)

Other initiatives in an advanced stage involve farm machinery manufacturing and service; vegetable oil production, processing and marketing; and livestock production, processing and marketing.

SASKATCHEWAN

1. Mineral Exploration and Development - On June 21, 1974, a subsidiary agreement was signed with the Province. The objective of the agreement is to accelerate and broaden a program of mineral exploration and development in the northern part of Saskatchewan. Programs to be carried out will evaluate mineral occurrences and investigate various prospects. The agreement terminates March 31, 1978.

Total Cost: \$4,350,000

Federal Share: \$2,175,000

(DREE Share: \$1,087,500)

(EMR Share: \$1,087,500)

2. Steel and Metal-Related Industries On July 4, 1974, a subsidiary agreement was signed with the Province, with EM&R, IT&C, and DREE signing on the federal side. The main elements of the subsidiary agreement include the exploration for iron ore, the establishment of ore reduction facilities and steel making and fabricating facilities, as well as financial and technical assistance as it relates to infrastructure, and a study program. The agreement terminates July 3, 1979.

Total Cost:	\$182,000,000
Federal Share (DREE only)	
Grants:	\$ 35,000,000
Loan Guarantee:	\$ 25,000,000

Other initiatives under consideration and in an advanced stage concern: Qu'Appelle Valley Development, rapeseed and edible oils, livestock production and processing, farm machinery manufacturing and service, forest industries development, urban and communities affairs, tourism, rural industrial development. A number of other initiatives are in the conceptual stage.

ALBERTA

No Subsidiary Agreements have been signed to date but a Subsidiary Agreement has been drafted for agricultural development and is being discussed with the Province, along with other development initiatives in rural and urban development, industrial development and primary resource processing.

BRITISH COLUMBIA

No Sub-Agreements have been signed with British Columbia but two major initiatives are in an advanced stage of consideration. They involve:

northwest forest development, which will examine opportunities for development of the forest industry and the improvement of rail transport facilities in the northwest of the province; and; mineral development studies in the northwest of the province.

A number of other initiatives are in the conceptual stage. They relate to the Northeast Region, the Kootenay Region, the Fruit Industry, the Agricultural Industry, Industrial and Commercial Development and North-lands Development.

SECTION III

REGIONAL DEVELOPMENT INCENTIVES ACT

THE REGIONAL DEVELOPMENT INCENTIVES ACT

A. Current Program Content and Administration

In 1972, a major policy review of all departmental programs, including regional development incentives, was undertaken. By the end of that calendar year the incentives offered, which amounted to \$325 million, were expected to give rise to an investment of \$1.6 billion and result in the creation of 82,000 jobs. However, while there was good reason to conclude that RDIA was in concept a sound instrument to stimulate regional development, in practice it was recognized that certain changes to the administrative policies and procedures, as well as the decentralization of the operations, could do much to improve the overall effectiveness of the program. With this in mind, the following changes were introduced this spring; they have been part of the revised programs since April 1, 1974: X

- (i) New regions designated for assistance under the legislation include the entire provinces of Newfoundland, Prince Edward Island, Nova Scotia, New Brunswick, Manitoba and Saskatchewan, the Province of Quebec excluding the Montreal-Hull corridor, and most of the northern part of the Province of Ontario; in addition, incentives may be given through the "Subsidiary Agreement" mechanism to resource-based industries in rural areas in the Provinces of Alberta and British Columbia;
- (ii) Incentive applications will now be scrutinized in the department's regional and provincial offices, which will also make decisions on small and medium projects (i.e. which involve capital investment of less than \$1.5 million or 100 jobs). Decisions on projects over that limit will be made by the X Minister on the recommendation of the Regional Development Incentives Board;

- (iii) Incentives for smaller cases are calculated on a standard formula basis (e.g. an automatic formula) minimizing the information required from applicants, speeding up the decision-making process, and allowing the incentive officers to allocate more of their analytical time to the more significant medium and large cases and risky small ones;
- (iv) Smaller projects are now eligible for assistance (i.e. minimum capital investment required has been reduced to \$25,000);
- (v) Minimum capital investment required for manufacturing, processing and commercial projects receiving loan guarantees has been reduced to \$100,000;
- (vi) Fees for loan guarantees have been reduced to one per cent per year calculated on the declining monthly balance of the guaranteed loan;
- (vii) Research facilities have been added to the list of establishments eligible for loan guarantees;
- (viii) Industrial incentive formulae have been revised as follows:

REGIONAL DEVELOPMENT INCENTIVES ACT

Provisions

- Manufacturing and Processing facilities
(service industry qualifies only for loan guarantees)

- Standard Formula Grants
 - New facility 25% a.c.c. plus
New product expansion 15% Wages and Salaries
(30% for Atlantic Provinces)

 - Modernization 20% a.c.c.
Volume expansion

- Large projects Discretionary
\$1,500,000 a.c.c. or
100 jobs and over

- Grant Ceilings
 - 50% of total capital employed
 - 25% of a.c.c. plus \$5,000 per job
 - \$30,000 per job

- Minimum capital investment in project
 - \$25,000 a.c.c. for grants
 - \$100,000 t.c.c. for loan guarantees

When the region comprising southwestern Quebec and southeastern Ontario was designated in December 1970, the incentive formula applicable to that region was made available to the Atlantic region as an additional incentive, thereby bringing the maximum incentive available in that region to 35 per cent of approved capital cost plus \$7,000 per direct job. With the termination of the designation of special designated regions in December 1973, this additional incentive ceased to be available to the Atlantic region. However, the Atlantic region continues to receive a preferential treatment under the incentives program. In the 1974 provisions, this is represented by the new formula of 25 per cent of approved capital cost plus 30 per cent of averaged approved wages and salaries for years two and three, as compared with 25 per cent of approved capital cost plus 15 per cent of approved wages and salaries which is the formula available in other designated regions.

B. Status of Current Organization and Decision-Making

X Under the new departmental organization, each regional Assistant Deputy Minister is principally responsible for the incentives program in his region. The provincial offices evaluate all incentive applications and have authority to offer incentives for smaller projects (up to \$500,000 in approved capital cost). The regional offices review the large scale and more significant medium-sized projects. The regional ADMs have authority to approve medium-sized cases (up to \$1,500,000 in approved capital cost or 100 jobs).

2) The Incentives Branch in Ottawa, in addition to providing planning and staff support, assists with the evaluation of large scale projects and reviews the policy implications of cases submitted to the Regional Development Incentives Board. The Minister, on the advice of the Board, makes final decisions with respect to incentives for highly sensitive and large scale projects.

The Regional Development Incentives Board, provided for in the legislation, was restructured as to membership and given responsibility to consider and advise the Minister of Regional Economic Expansion on whether or not a

large incentive should be offered, and if so what amount and under what conditions. All applications involving approved capital costs above \$1.5 million are to be considered by the board before decision by the Minister. In addition to its role as advisor on large incentive applications, the board also advises the Minister respecting guidelines for decisions on smaller cases and particularly on sensitive issues, as well as considering loan guarantee proposals. For appropriate cases, consultations will be held with other departments, such as Agriculture and Environment. Membership on the board consists of the Deputy, the ADM/Planning and Coordination, an ADM from Finance, Industry, Trade & Commerce, Manpower & Immigration, Environment, and if appropriate, an ADM from such departments as Agriculture and Energy, Mines and Resources.

Since its inception, activity under the program has continued to grow so that by May 31, 1974, there had been 9,368 grant applications received and 2,677 incentive grants offered and accepted. These offers are worth in excess of \$443 million and are expected to stimulate an investment of \$2.2 billion resulting in the creation of 108,000 new direct jobs. Normally 80 per cent of the authorizing incentive is paid when a project starts production while the balance is disbursed up to 42 months after that date. So far, 1,838 payments have been made, amounting to approximately \$188 million. The figures on loan guarantees have indicated guarantees of almost \$34 million in loans. However, these loan guarantee figures are somewhat misleading in that the loan guarantee section has been instrumental in bringing together clients and financial intermediaries which subsequently were able to proceed without guarantee assistance.

SECTION IV
ORGANIZATION

SECTION V

PERSONNEL

ORGANIZATION

The department is now in the final stages of a reorganization and decentralization initiated late in the summer of 1973, which was designed to respond more effectively to the demands likely to be generated by new policy initiatives.

The objectives of decentralization are:

- a stronger regional and provincial "presence";
- a better integration of functions;
- a capacity to administer existing programs with increased effectiveness, particularly the regional development incentives program as it relates to relatively small projects;
- an improved capacity to relate effectively both to other federal departments and agencies and to provincial governments;
- an improved capacity to maintain up-to-date analyses of regional economic and social circumstances, regional economic opportunities and related provincial government activities; and
- a capacity to engage with provincial governments in a continuing development process.

At the same time as the regional and provincial offices are being strengthened, the Ottawa organization is being substantially reduced. Its role will eventually be one of coordination and support.

A. Headquarters

In Ottawa there are three groups reporting to the Deputy Minister and which supply support to the field offices.

1. Planning and Coordination

This activity is divided into four branches:

- Analysis and Liaison is responsible for social and economic analysis on an international, national or interregional basis; for monitoring new initiatives proposed by various regions as a guard against overlaps or inconsistencies; for maintaining liaison on such new initiatives both within the department and with other departments; and for liaison with other federal departments to promote consistency and harmony between their policies and DREE's.
- Program Review and Evaluation monitors the effectiveness of departmental programs and makes proposals for change where necessary.
- Incentives Administration prepares operational guidelines for application across the country and also reviews major incentives cases before their presentation to the Regional Development Incentives Board, and eventually to the Minister, for decision.
- Public Information is responsible for developing and implementing a comprehensive educational and public information program which is fully integrated into the policy-making process of the department; for providing specialized services and support to field and headquarters; and for ensuring coordination of the national, regional and provincial public information components of the department.

2. Administration

This activity consists of five branches:

- Personnel Services supports the personnel activities of the regional offices and carries out those personnel responsibilities which must be undertaken nationally.
- Financial Services is responsible, nationally, for accounting and audit work and for the department's budgetary planning. While much of this activity will be based on input from the field, the nature of the government system requires that it be department-wide.
- Administrative and Technical Services provides administrative services to Ottawa units, as well as guidelines and support to the field. A Technical Service group will provide advice to all parts of the department on technical problems associated with program development and implementation.
- Legal Services provides advice to the Deputy Minister, or any Assistant Deputy Minister, on legal issues associated with departmental activities.
- Management Information and Computer Services is responsible for the development and operation of the department's management reporting systems. It is important that this role be carried out nationally to ensure consistency of operation throughout a highly decentralized system. Each provincial and regional office will, however, be able to plug directly into the systems through its own computer terminal.

3. Departmental Secretariat

The Secretariat, in cooperation with the various Assistant Deputy Ministers, is responsible for such matters as Parliamentary Returns and the preparation of correspondence for signature by the Minister or

or Deputy Minister. As the Deputy's own office, it will also be expected to alert him to potential problem areas throughout the department.

4. Advisory Bodies

There are also three advisory bodies which report to the Minister. Only one of these, the Regional Development Incentives Board, has an operational role. The Board, which consists of senior public servants from this and other federal departments, reviews all major incentives projects and advises the Minister on their approval or rejection.

The other two bodies - the Atlantic Development Council (ADC) and the Canadian Council on Rural Development (CCRD) - are made up of members appointed from the public at large rather than from within the federal system. The ADC, with headquarters in St. John's, advises on policy matters affecting the development of the Atlantic Provinces; the CCRD, with headquarters in Ottawa, advises on issues associated with rural problems and development.

B. Regional Offices

It was decided on the basis of the policy review that the department could operate most effectively if Assistant Deputy Ministers were established in the field and provided with the staff resources necessary to oversee the planning, implementation and administration of all departmental activities in their region. Four regional offices have therefore been established at Moncton, Montreal, Toronto and Saskatoon, and are now in full operation.

The basic structure of these regional offices has already been illustrated, but it should be noted that Toronto and Montreal, because each relates to a single province, have somewhat different requirements which are reflected in variations in organizational details.

The main elements of the Regional Offices are:

1. Regional Development

This Branch identifies major development opportunities throughout the region and works with the provinces, other federal departments and private industry in realizing them.

2. Regional Analysis

This Branch maintains an overview of regional economic circumstances and supports the analytical activities of the Regional Development Branch and of the provincial offices.

3. Incentives Administration

This Branch processes major incentives cases originating in the various provinces. Final decisions on middle-sized cases will be taken at the regional level; very large cases involving capital costs of more than \$1.5 million, or more than 100 jobs, will be referred to Ottawa for approval by the Minister.

4. Program Coordination and Technical Services

This activity will incorporate units responsible for:

- a. the coordination of departmental activities among the various provinces of the region;
- b. the undertaking of regional public information programs and supporting provincial information efforts; and
- c. the provision of technical advice in support of program implementation or developmental activities.

5. Administration and Program Services

This activity is responsible for the day-to-day administration of departmental activities in the region. There will be units to provide legal, financial, personnel, administrative and data services; staff will be responsible for all matters except those which, because of the nature of the government system, must be carried out as a departmental function.

C. Provincial offices

These offices were formerly restricted to an implementation role, which is being retained through the Program Implementation unit. Their responsibilities, however, are considerably broadened through the addition of:

1. Development and Analysis

The Development and Analysis Division works closely with the provincial government in the analysis of economic conditions and in the identification and pursuit of development opportunities in the province. This group will be able to draw on support from regional and Ottawa staff when necessary.

2. Incentives Administration

This Division assumes responsibility, formerly concentrated in Ottawa, for the evaluation of industrial incentives applications originating in the province. The provincial units will be directly responsible for the approval or rejection of all small incentives projects and will evaluate the larger cases. These larger projects, however, must go to either the Regional Office or to Ottawa for final approval.

3. Administration

The Administration Division carries out a variety of day-to-day financial and other administrative tasks formerly performed in Ottawa.

4. Public Information

A Public Information officer is responsible for publicizing the department's activities in the province. National information programs will be coordinated by the Public Information Services Branch in Ottawa.

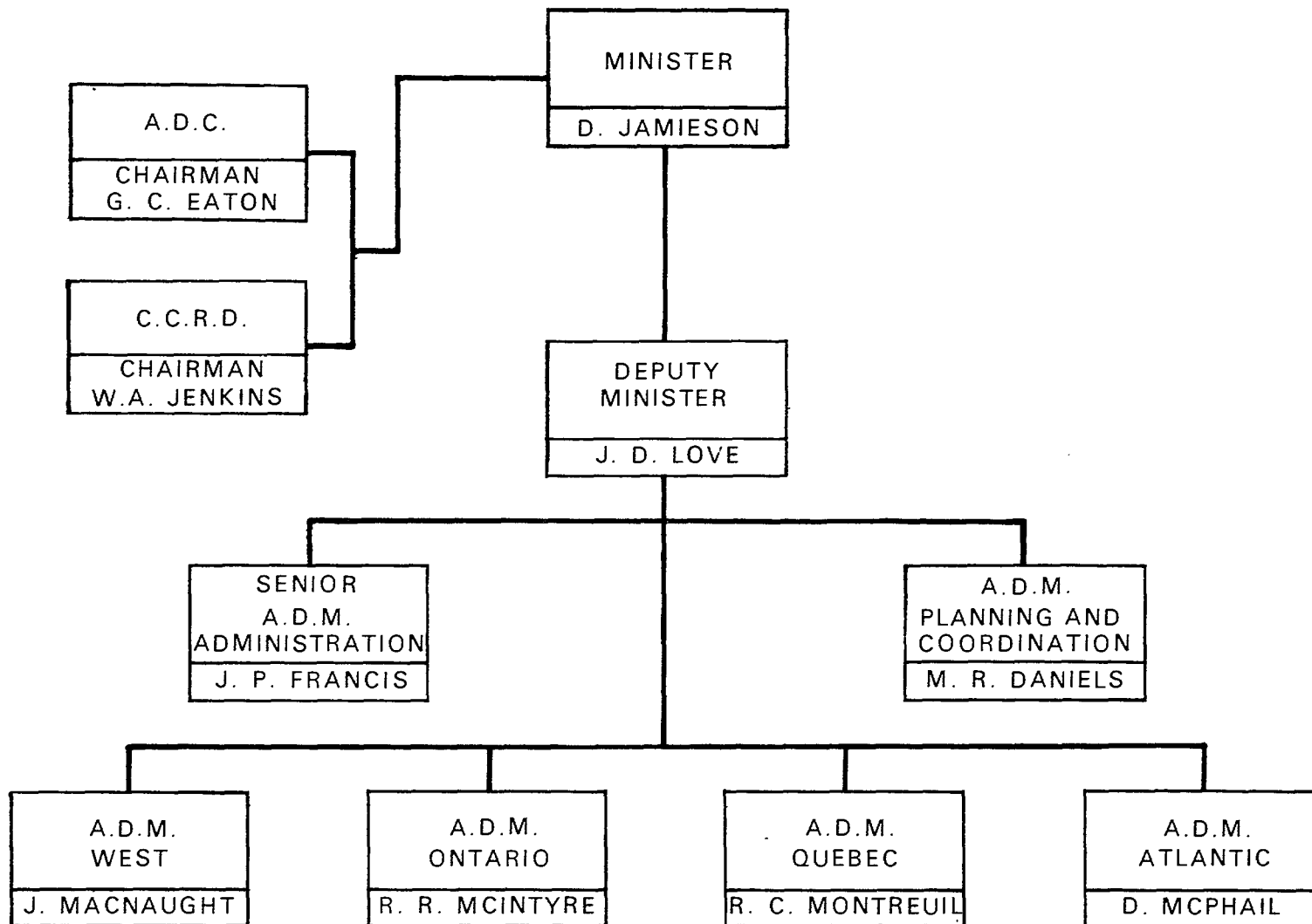
It should be noted that, with the exception of Ontario, all such offices are located in the provincial capitals. Toronto, however, is the site of the regional office and the provincial sub-office is in Thunder Bay.

SECTION V

PERSONNEL

Contents

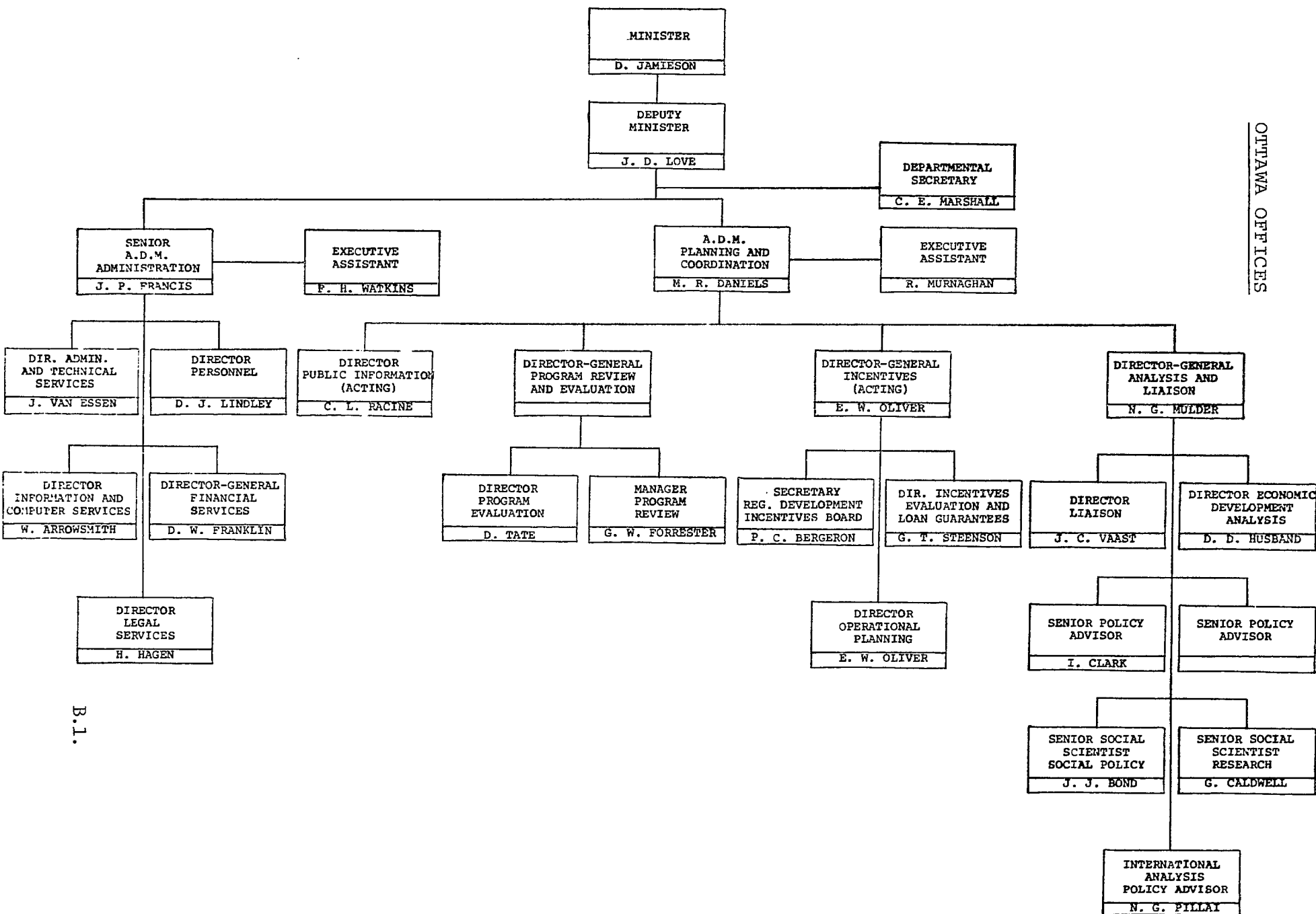
- A : Overall Organization
- B.1: Chart of Ottawa Offices
- B.2: Ottawa Key Personnel List
- C.1: Liaison Division Chart
- C.2: Liaison Division Personnel
- D.1: Atlantic Region Chart
- D.2: Atlantic Region Key Personnel List
- E.1: Quebec Region Chart
- E.2: Quebec Region Key Personnel List
- F.1: Ontario Region Chart
- F.2: Ontario Region Key Personnel List
- G.1: Western Region Chart
- G.2: Western Region Key Personnel List



OVERALL ORGANIZATION

A.

A.



OTTAWA KEY PERSONNEL

MINISTER'S OFFICE

The Honourable Don Jamieson
House of Commons Room 442N 6-4463
Headquarters Room 1402A 6-4463
161 Laurier Ave. West
Ottawa, Ontario
K1A 0M4

DEPUTY MINISTER'S OFFICE

Deputy Minister - Mr. J. D. Love Room 1406 6-4460
Departmental Secretary - Miss C. E. Marshall Room 1406D 6-5747

SENIOR ASSISTANT DEPUTY MINISTER - ADMINISTRATION

Mr. J.P. Francis Room 1334B 6-4505
Executive Assistant

Mr. F. H. Watkins Room 1334D 5-0703

Director-General - Financial Services Branch

Mr. D. W. Franklin Room 718 6-8092

Director - Personnel Services Branch

Mr. D. J. Lindley Room 500 2-2922

Director - Management Information and Computer Services Branch

Mr. W. Arrowsmith Room 400 6-0638

Director - Administration and Technical Services Branch

Mr. J. Van Essen Room 1321A 5-6932

Director - Legal Services Branch

Mr. H. Hagen Room 823A 2-3343

ASSISTANT DEPUTY MINISTER - PLANNING AND CO-ORDINATION

Mr. M. R. Daniels Room 1200D 5-6173

Executive Assistant

Miss R. Murnaghan Room 1200C 6-3001

Director - Public Information Services Branch (Acting)

Mrs. C. L. Racine Room 309 6-2543

Manager - Production

Mr. K. Downs Room 307 6-2660

Manager - Public Relations

Mr. J. J. Caron Room 312 6-4330

Manager - Planning & Communication Research

Director-General - Program Review and Evaluation Branch

Director - Program Evaluation Division

Mr. D. Tate Room 1008A 2-8113

Manager - Program Review Division

Mr. G. W. Forrester Room 1012A 6-6606

Director-General - Incentives Branch (Acting)

Mr. E. W. Oliver Room 901 5-0881

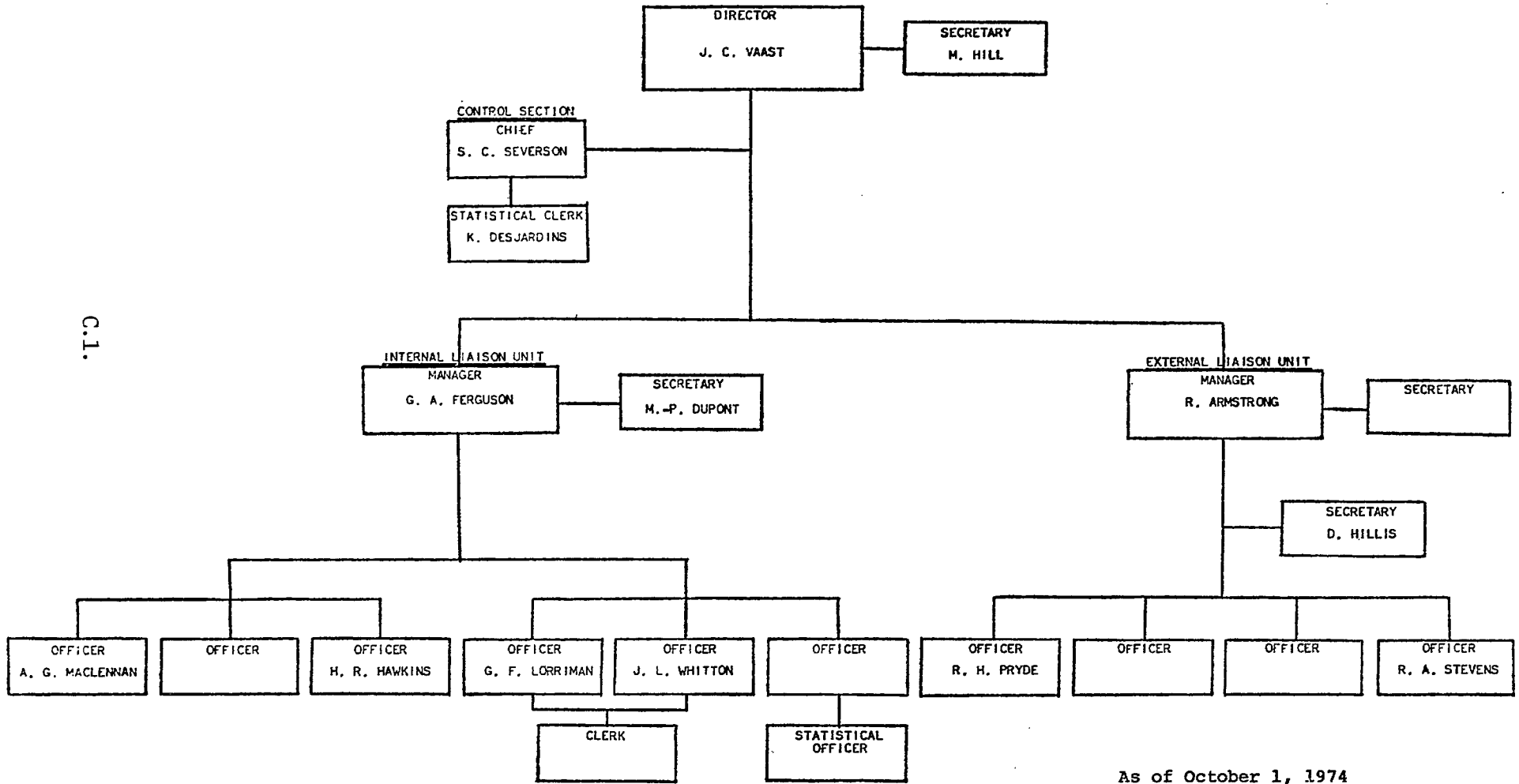
Secretary - Regional Development Incentives Board

Mr. P. C. Bergeron Room 931D 5-0873

Director - Incentives Evaluation & Loan Guarantees Division

Mr. G. T. Steenson Room 913 A 6-7753

LIAISON DIVISION



As of October 1, 1974

C.I.

LIAISON PERSONNEL

	<u>Room</u>	<u>Telephone</u>
<u>Director</u> - Mr. J.C. Vaast	1226	2-7571

LIAISON CONTROL

<u>Manager</u> - Mr. S.C. Severson	1214	2-5993
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INTERNAL LIAISON

The Internal Liaison function is to coordinate DREE activities, disseminate information, and maintain effective channels of communication between and within regionally and provincially located offices and Ottawa headquarters. It also plays a coordination role in industrial development both nationally and internationally.

<u>Manager</u> - Mr. G.A. Ferguson Liaison within DREE Headquarters - Ottawa	1222	2-9124
<u>Officer</u> - Mr. H.R. Hawkins Liaison with Atlantic Region	1220	6-4422
<u>Officer</u> - Liaison with Ontario and Quebec Regions	1218	6-4552
<u>Officer</u> - Mr. A.G. MacLennan Liaison with Western Region	1216	2-5211
<u>Officer</u> - Mr. G.F. Lorriman Liaison with the Trade Commissioner Service and the International Bureaux of the Department of Industry, Trade and Commerce covering the Divisions of - Western and Eastern Europe, Britain, Africa and the Middle East.	1240	6-4075

<u>Officer</u> -	Mr. J.L. Whitton Liaison with the Trade Commissioner Service and the International Bureaux of the Department of Industry, Trade and Commerce covering the Divisions of - U.S.A., Latin America, Caribbean, Pacific and Asia.	1238	6-4186
<u>Officer</u> -	Liaison with Trade Associations and Prospect Generating Agencies.	1242	2-9396

EXTERNAL LIAISON

The External Liaison function is to coordinate DREE policy and programs with those of other government departments, and to establish and maintain effective channels of communication between DREE and other federal government departments in support of DREE's objectives.

The name of each officer listed in this section is followed by the names of the federal departments for which he has primary responsibility.

<u>Manager</u> -	Mr. Robert Armstrong Finance Treasury Board Privy Council Office	1228	5-6935
<u>Officer</u> -	Mr. R.H. Pryde Industry, Trade & Commerce (I.D.B.) Consumer & Corporate Affairs Science & Technology Foreign Investment Review Agency Canadian Development Corporation	1230	2-8887
<u>Officer</u> -	Mr. R.A. Stevens Energy, Mines & Resources Agriculture Environment Justice Labour	1232	5-6827

Officer - 1234 5-6624
Secretary of State
National Health & Welfare
Indian Affairs & Northern Development
Manpower & Immigration
Urban Affairs
Central Mortgage & Housing Corporation
Public Works

Officer - 1236 2-8592
Transport
(Canadian Transportation Commission)
Communications
External Affairs (C.I.D.A.)
National Defence
Supply & Services

MINIS
D. JAMIESON

DEPUTY
MINISTER
J. D. LOVE

A.D.M.
ATLANTIC
REGION
D. MCPHAIL

EXECUTIVE
ASSISTANT
D. J. SAVOIE

MONCTON

DIRECTOR-GENERAL
NEWFOUNDLAND
R. H. MCGEE

DIRECTOR-GENERAL
P.E.I.
M. D. ROSS

DIRECTOR-GENERAL
NOVA SCOTIA
H. J. HORTIE

DIRECTOR-GENERAL
NEW BRUNSWICK
R. H. MARSHALL

SENIOR
DEVELOPMENT
EXECUTIVE
J. SMART

DIRECTOR
INDUSTRIAL
INCENTIVES
R. P. BROWN

SENIOR
DEVELOPMENT
EXECUTIVE
A. D. D. MCEWEN

DIRECTOR
REGIONAL
ANALYSIS
D. J. MCDONALD

SENIOR
DEVELOPMENT
EXECUTIVE
G. E. CHIASSON

DIRECTOR
ADMINISTRATION
& PROGRAM SERVICES
J. P. LANDRY

DIRECTOR
PROGRAM COORD.
& TECH. SERVICES
N. SHANNON

D.1.

ATLANTIC REGION

ATLANTIC REGION

ASSISTANT DEPUTY MINISTER

Mr. D. McPhail	P.O. Box 1210 Moncton, N.B. E1C 8P9	165-2811
<u>Executive Assistant</u>		
Mr. D.J. Savoie		165-2811
<u>Director - Incentives</u>		
Mr. R.P. Brown		165-9164
<u>Director - Regional Analysis</u>		
Mr. D.J. McDonald		165-2874
<u>Senior Development Executive</u>		
Mr. J. Smart		165-2816
<u>Senior Development Executive</u>		
Mr. A.D.D. McEwen		165-2816
<u>Senior Development Executive</u>		
Mr. G.E. Chiasson		165-2816
<u>Director - Administration & Program Services</u>		
Mr. J.P. Landry		165-2889
<u>Director - Program Coordination & Technical Services</u>		
Mr. N. Shannon		165-2880

Director-General - Newfoundland

Mr. R.H. McGee	P.O. Box 5199 St. John's, NFLD, A1C 5V5	709-722-7200
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Director-General - Prince Edward Island

Mr. M. D. Ross	P.O. Box 1115 Charlottetown, P.E.I. C1A 7M8	902-892-8551
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Director-General - Nova Scotia

Mr. H. J. Hortie	Centennial Bldg. 5th Floor, 1645 Granville St. Halifax, N.S. B3J 1X3	162-3458
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Director-General - New Brunswick

Mr. R. H. Marshall	P.O. Box 578 Fredericton, N. B. E3B 5A6	506-454-9751
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MINISTER
D. JAMIESON

DEPUTY
MINISTER
J. D. LOVE

A.D.M.
QUEBEC
REGION
R. C. MONTREUIL

EXECUTIVE
ASSISTANT
I. LEPINE

DIRECTOR-GENERAL
QUEBEC
F. JOLICOEUR

MONTREAL

SENIOR
DEVELOPMENT
EXECUTIVE
A. MELIKOFF

DIRECTOR
INDUSTRIAL
INCENTIVES
J. MIREAULT

DIRECTOR
ADMINISTRATION
& PROGRAM SERVICES
M. CAILLOUX

SENIOR
DEVELOPMENT
EXECUTIVE
J. Y. PAPINEAU

DIRECTOR
REGIONAL ANALYSIS
(ACTING)
C. HUOT

DIRECTOR
REGIONAL INFO.
SERVICES

E.1.

QUEBEC REGION

MINISTER
D. JAMIESON

DEPUTY
MINISTER
J. D. LOVE

A.D.M.
ONTARIO
REGION
R. R. MCINTYRE

EXECUTIVE
ASSISTANT
M. JARRELL

DIRECTOR-GENERAL
THUNDER BAY
D. GRAHAM

TORONTO

DIRECTOR
INDUSTRIAL
INCENTIVES
R. C. FOSS

DIRECTOR
REGIONAL
ANALYSIS
R. I. LOGAN

DIRECTOR
REGIONAL
DEVELOPMENT
J. P. WILLIAMS

DIRECTOR
REGIONAL INFO.
SERVICES

DIRECTOR
PROGRAM IMPL.
& COORDINATION
D. F. CAVEEN

DIRECTOR
ADMINISTRATION
& PROGRAM SERVICES
R. S. COLEMAN

ONTARIO REGION

F.1.

ONTARIO REGION

ASSISTANT DEPUTY MINISTER

Mr. R.R. McIntyre	1300 Yonge Street, 6th Floor, Toronto, Ontario M4T 1X3	186-6005 186-6317*
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Executive Assistant

Mrs. M. Jarrell		186-6479
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Director - Incentives

Mr. R.C. Foss		186-6006
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Director - Regional Analysis

Mr. R.I. Logan		186-5627
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Director - Regional Development

Mr. J.P. Williams		186-6473
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Director - Information

Director - Program Implementation and Coordination

Mr. D.F. Caveen		186-6339
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Director - Administration and Program Services

Mr. R.S. Coleman		186-6080
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Director-General - Thunder Bay

Mr. D. Graham	P.O. Box 3348, Station "P", Thunder Bay, Ont.	(807)344-1182
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*186-6317 is the general number for
the Toronto Regional Office

MINISTER
D. JAMIESON

DEPUTY
MINISTER
J. D. LOVE

A.D.M.
WESTERN
REGION
J. MACNAUGHT

EXECUTIVE
ASSISTANT
L. M. LIDINGTON

SASKATOON

DIRECTOR-GENERAL
MANITOBA
J. D. COLLINSON

DIRECTOR-GENERAL
SASKATCHEWAN
J. R. LANE

SENIOR
DEVELOPMENT
EXECUTIVE
L. E. PRATT

DIRECTOR
REGIONAL
ANALYSIS
T. F. WISE

DIRECTOR-GENERAL
ALBERTA
R. G. MCCULLOUGH

DIRECTOR-GENERAL
BRITISH COLUMBIA
W. W. MAIR

SENIOR
DEVELOPMENT
EXECUTIVE
K. F. KEELER

DIRECTOR
ADMINISTRATION
& PROGRAM SERVICES
R. J. FORER

DIRECTOR-GENERAL
P.F.R.A.
REGINA
W. B. THOMSON

SENIOR
DEVELOPMENT
EXECUTIVE

DIRECTOR
INCENTIVES
E. L. LITCHFIELD

DIRECTOR
PROGRAM COORD.
& TECH. SERVICES

DIRECTOR
REGIONAL
INFORMATION

G.I.

WESTERN REGION

WESTERN REGION

ASSISTANT DEPUTY MINISTER

Mr. J. MacNaught

Room 506
Financial Building
203-22nd Street
Saskatoon, Sask.
S7K 0E9

(306)242-7681*

Executive Assistant

Mrs. L.M. Lidington

Senior Development Executive

Mr. L.E. Pratt

Senior Development Executive

Mr. K.F. Keeler

Senior Development Executive

Director - Incentives

Mr. E. L. Litchfield

Director - Regional Analysis

Mr. T. F. Wise

Director - Regional Information

Director - Administration and Program Services

Mr. R. J. Forer

* The telephone number is the same for all Saskatoon Staff.

Director - Program Coordination & Technical Services

Director-General - Manitoba

Mr. J.D. Collinson	P.O. Box 981 Winnipeg, Manitoba R3C 2V2	(204) 985-2300
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Director-General - Saskatchewan

Mr. J.R. Lane	Avord Towers 2002 Victoria Ave. Regina, Sask. S4P 2Y8	(306) 525-9161
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Director-General - Alberta

Mr. R.G. McCullough	Financial Bldg. 10621-100th Ave. Edmonton, Alberta T5J 0B3	(403) 425-6790
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Director-General - British Columbia

Mr. W.W. Mair	Room 516 Bank of Commerce Bldg. 1175 Douglas Street Victoria, B.C. V8W 2E1	(604) 388-3181
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Director-General - P.F.R.A.

Mr. W. B. Thomson	401 Motherwell Bldg. 1901 Victoria Street Regina, Sask. S4P 0R6	(306) 522-2684
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