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# CANADA COMMERCE

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**Focus on Exports — Page 11**

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Publié aussi en français

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Minister of Industry, Trade and Commerce

**The Honourable Charles Lapointe**  
Minister of State  
for Small Business and Tourism

**The Honourable Edward C. Lumley**  
Minister of State  
for Trade

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**Editorially speaking. . . .**

While all things may be far from equal in the economic condition of the world, perhaps Canadians should permit themselves to look at the positive things that are happening. In the Canadian external trade picture for example, there has been a flurry of reports in the business pages: "Hundred Million Dollar Sale to Mexico" (Bombardier's subway equipment); "GM Sells 92 Railway Locomotives to Egypt"; "Korean Airlines Purchases Canadian Flight Simulator"; "Romania Inches toward Second Candu."

This particular issue of Canada Commerce may not turn readers into a group of Pollyannas, but consider the success of the Canadian Trade Centre in Japan (page 6); the Montreal machine company's sales to Africa, Australia, New Zealand, Mexico, Guiana, Trinidad and Jamaica (page 22); our Economists' Corner (never a place to look for incautious optimism) which concludes that the Canadian manufacturing sector as a whole "has become increasingly competitive since 1976."

Incidentally, since the article on the Canadian Trade Centre in Tokyo was written, it was visited by Minister of State for Trade Ed Lumley, who was able to announce there that Japanese imports of Canadian manufactured goods were up 61.2 per cent in 1980 compared with 1979, according to Japanese statistics.

On the home front the Special Industry and Labour Adjustment Program (page 14) is taking positive steps to help communities hit by industry dislocation. Within IT&C a major reorganisation will bring initiatives into play to support efforts to increase Canada's export trade in the coming years (page 11).

Positively promising!

A.H.

**The Canada Commerce series of articles on Canada/Eastern European trade, begun in the April 1981 issue, deals particularly with the implications of the new five-year plans of these countries. The series has been prepared by Industry, Trade and Commerce representatives at the post concerned in co-operation with the department's Eastern Europe Division. This month we look at —**

## **Romania — A Different Market**



**Canada's participation in Romania's multi-billion dollar nuclear program — a major target of the country's 1981-85 development plans — will have great promotional value in introducing other Canadian products to this rapidly expanding market. In addition to CANDU reactor components, it would seem that agricultural technology and livestock, iron ore and coal offer the best bets for Canadian exporters.**

**P**resent day Romania is a relatively new nation but it bears linguistic, cultural and architectural traces of a complex history going back to the sixth century B.C. when it was colonized by the Greeks. Since then, the area was invaded and often occupied by the Romans, Goths, Huns, Lombards, Slavs, Bulgars, Mongols and Turks. The Turkish occupation lasted from the 15th century

until the 19th century. By the Treaty of Paris of 1856 the two principal sections of Romania, Moldavia and Wallachia were made autonomous under the protection of France and England, and in 1877 Romania became an independent kingdom. In the 20th century the monarchy was brought to an end and the Popular Republic of Romania was founded on December 30, 1944. In 1965 it was renamed the Socialist Republic of Romania.

Since then, the country has experienced a major transformation. Before World War II, Romania was one of the least industrially developed countries of Eastern Europe. Its economic structure was predominantly agrarian with approximately three-quarters of the population living in rural areas, most working on the farm. By 1981 an intense effort to industrialize the economy had taken place, resulting in a shift of the population to the cities. Now 50 per cent live in urban areas. The petrochemical and machine building sectors have been the prime beneficiaries of this forced industrialized

drive. Billions have been invested, resulting in a world leading industrial growth rate of 10 per cent per annum over the last five years for this country of 22 million.

The final five year economic plan document has been delayed and is not expected until late summer or early autumn. However based on press articles, Presidential speeches and the draft plan, there are definite clues as to what direction the economy will take in the near future.

Consolidation and increased efficiency are the key words. Many capital projects started in the past five years have not been completed and will therefore be priority projects over the coming period. Most of the major economic indicators are targetted at growth levels below the high rates in the previous plan. This relative conservatism in planning reflects the world economic situation as well as the inevitable domestic economic problems following years of strong growth.

There will be selected and cautious investment concentrated in the resource



industries, energy and agriculture. Romania must increase the utilization of domestic supplies of industrial raw materials. Romania's energy program is scheduled for self-sufficiency by 1990, a difficult goal given the steady decline in proven domestic oil reserves and the country's recent position as a net oil importer. Agriculture is perhaps the most important investment sector for the coming five-year plan. Recognizing the difficulties with agricultural production, Romanian President Ceausescu has called for renewed efforts to increase crop yields, expand the acreage under cultivation, add to the livestock inventory, and improve the efficiency of farm management. The general standard of rural life is to be improved through a new incomes policy that will lift wages in the agricultural sector and, hopefully, increase productivity.

#### Canadian Trade Prospects

As a general guide to Canadian businessmen interested in exploring the market it can be said that goods and services

related to the priority economic sectors will stand as "best bets." Until the Five Year Plan is published, one cannot predict specific investment projects. One exception is the nuclear power program centred at Cernavoda and based on the CANDU system. This energy project is a clear priority, labelled the "project of the century" by senior Romanian decision-makers.

Current planning calls for four individual 600 Megawatt stations, the first to be completed by the end of 1987. Each station is estimated to cost in excess of \$1.0 billion. Canadian participation (AECL, engineering companies and nuclear equipment suppliers) will be concentrated in the nuclear steam supply system of each station. The participation is actively assisted by a U.S. \$1.0 billion loan arranged by EDC and a consortium of Canadian banks. Effective May 11, 1979, this loan was, at the time, the largest single project loan to a foreign country ever made by Canada in support of a Canadian export interest. Success in the supply of equipment and services to

the Cernavoda project will have substantial direct benefit to Canada, and given the demonstration value of a project this size and quality, it could have an indirect promotional impact on the sales of Canadian products in other sectors.

Since increased domestic production of raw materials is an anticipated priority of the next Plan, firms active in geological exploration and/or with equipment/technology for enhanced recovery from mineral deposits could realize sales in Romania. While Romania is expanding its steel production at Galati and with a new facility under construction at Calarasi, it still must import a large quantity of the two prime ingredients — iron ore and coking coal. Canadian companies have a competitive opportunity to supply substantial quantities of both.

If Romania is going to include foreign



supply in its attempts to launch a second "Agricultural Revolution" Canadian exporters stand in a good position to secure future orders. Romania has shown an active interest in Canadian seeds and livestock. Equipment that will improve weather forecasting techniques and crop management should find a market here. In October 1980, a Memorandum of Understanding in Agriculture was signed in Ottawa by the Minister of Agriculture, The Honourable Eugene Whelan and Mr. Alexandru Margaritescu, Romanian Minister, Secretary of State for International Cooperation. This new agreement, to exchange technical information on a variety of agricultural subjects, should provide opportunities for increased agricultural exports to Romania.

#### Canada-Romania Trade

The following table outlines our bilateral trade with Romania. We rank 29th in terms of Romania's source of imports. During 1980, Canadian exports were CDN \$21.4 million and imports were CDN \$37.8 million.

**CANADA — ROMANIA TRADE**  
(CDN \$ millions)

	1974	1975	1976	1977	1978	1979	1980
<b>Total Exports</b>	4.9	62.1	38.6	12.3	38.1	32.2	21.4
<b>Main Exports</b>				<b>1977</b>	<b>1978</b>	<b>1979</b>	<b>1980</b>
Barley				—	12.6	9.2	—
Textile Fibres				—	1.3	—	—
Iron Ore and Concentrates				—	—	1.3	—
Copper (ores, concentrates, scrap)				—	—	—	11.7
Coal				2.2	9.8	—	—
Asbestos				5.1	7.2	6.2	1.5
Sulphur				—	—	—	0.9
Wood Pulp				2.0	1.9	—	1.4
Railway Rolling Stock				—	—	—	1.0
Industrial Machinery				1.0	1.9	10.0	1.0
Telecommunications & Related Equipment				0.1	0.5	0.7	0.8
Office Machines and Equipment				—	—	1.0	—
<b>Total Imports</b>	25.8	19.2	24.2	22.1	30.0	39.5	37.8
<b>Main Imports</b>				<b>1977</b>	<b>1978</b>	<b>1979</b>	<b>1980</b>
Food, Feed, Beverages, Tobacco				1.4	2.1	1.3	0.8
Textiles				2.8	3.3	4.2	1.8
Chemicals, Rubber, Plastic				0.2	0.4	0.8	0.3
Steel Products				—	6.8	2.0	1.7
Bearings				0.8	0.3	1.2	1.1
Machine Tools (Metalworking)				—	0.1	0.3	0.1
Tractors and Parts				0.9	1.8	3.0	1.6
Motor Vehicles, Trucks & Parts				—	1.0	1.9	0.5
Furniture and Fixtures				2.2	1.8	3.2	4.4
Clothing				5.6	4.5	11.3	10.4
Footwear				4.4	5.1	6.6	5.4
House Furnishings				0.8	1.1	0.3	0.4
Kitchen Utensils, Tableware				0.5	0.6	0.5	1.3
Other Personal & Household Goods				0.1	0.2	0.2	0.1



If we were guided only by the present and immediate past, trade prospects would not be considered exciting. The immediate future however, appears anything but dull. Based on the strength of the CANDU project our trade figures will change dramatically. By 1985 our annual bilateral exchange will increase almost 10-fold, primarily on the strength of this project. Then there are the prospects for deliveries of coking coal and iron ore which could increase our exports by as much again.

Romania wants to increase her exports to Canada as well. Current policies of linking Romanian imports to exports have resulted in some apprehension about

doing business with Romania. Traders in this country have a reputation of being shrewd bargainers and in this respect, may, in the beginning of negotiations, lay down terms which may scare off foreign businessmen. Many Western firms (especially West German) have been able to sit down and negotiate with representatives of foreign trade organizations and come away with mutually satisfying and profitable deals. Romanians understand that firms from capitalist countries must make a profit otherwise they will not come back to do business. They know too that in a bad business deal for either side, no one wins. They will however bargain very hard so as not to leave a nickel on the table. For purposes of countertrade, exports from the Machine Building Industry currently receive the greatest stress from FTO negotiators.

**Conclusions**

Outside of the resource industry sectors, energy and agriculture, the immediate future in Romania does not hold much market potential for Canadian exporters of manufactured goods. It must be remembered however that Romania has embarked on an irrevocable policy of industrialization. The next five years will be a period of consolidation, but the ensuing years will see renewed expansion. Now is the time to become familiar with the Romanian market. It is not so much a difficult market as it is a different market, which takes time to get to know and understand. Any businessmen travelling in Europe who have a desire to learn more about Romania are encouraged to drop into Bucharest. With a telephone call or a telex to the Commercial Division of the Canadian Embassy, we will be able to set up a meeting with the Foreign Trade Organization dealing in whatever goods or services are of interest. You never know, you just might come away with an inquiry.

**For further information on trading with Romania please contact the following:**

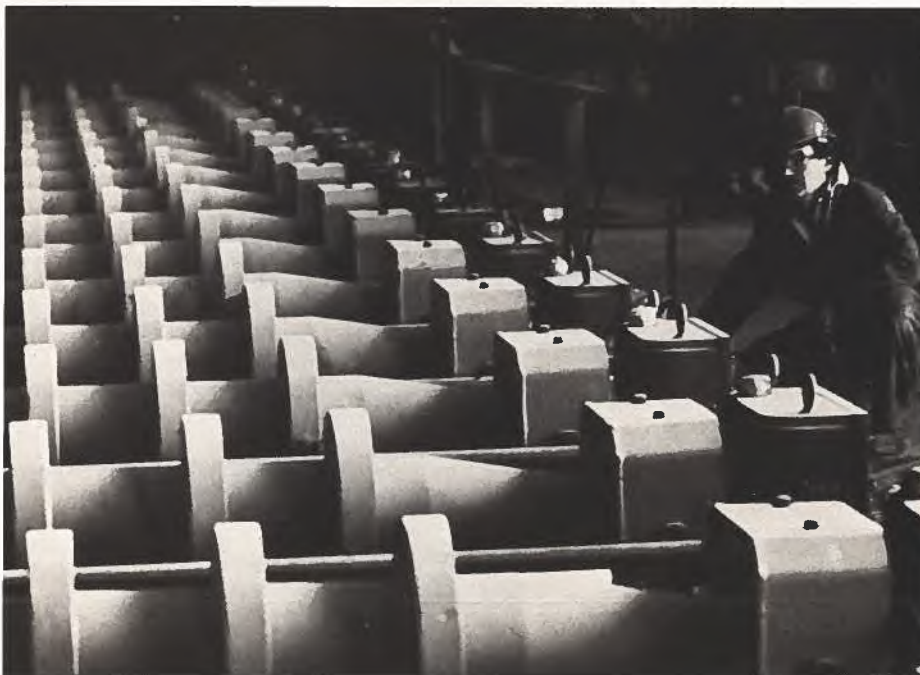
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**Bureau of European Affairs**  
**Industry, Trade and Commerce**  
 235 Queen Street  
 Ottawa, Ontario  
 K1A 0H5  
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**First Secretary (Commercial)**  
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 36 Nicolae Iorga Str.  
 C.P. 22-117  
 Oficiul Postal No. 22 71118  
 Bucharest, Romania  
 Phone: 50-63-30/50-59-56

## Market Opportunities in Cuba

One of the problems of doing business with Cuba, our fourth largest market in Latin America, is the difficulty in obtaining information about market opportunities in a centrally-controlled economy. Canada Commerce is pleased therefore, to publish the following points, from a speech given by Raul Taladrid, Director of the Non-Socialist Countries Division of the Cuban State Committee for Economic Collaboration (CECE) at a roundtable discussion in Montreal, March 30, 1981 organized by the Canadian Association for Latin America (CALA).

## The Cuban Economic Plan 1981-85



### Investment Projects:

This five-year plan includes some 160 industrial projects in which it is possible for companies from market economy countries to participate. These projects are primarily for new production lines and modernization or expansion of existing plant capacity; only to a lesser extent do they involve completely new plants. Of this total, about 50 are in the food and sugar industries; some 40 are in the area of infrastructure and the pharmaceutical industry, approximately 15 each in the metal fabricating and mining industry and the construction industry, about 30 in the chemical and engineering industries, and a few individual projects in the electric power industry. Canadian firms are already active participants in some of these projects and, as our technical needs are more closely identified, no doubt many other companies of your country will be invited to bid on business with Cuban firms. Of these 160 projects, the following are of most immediate interest:

### ECIMETAL (Name of state trading agency)

- Expansion of a plant producing welding electrodes.
- Expansion of facilities at the Santiago de Cuba plant in order to increase production of screws, nuts and washers.
- Completion of nickel plant at Punta Gorda.
- Additional nickel refining facility at Nicaro.
- Equipment for transporting nickel (Lux-Norte).
- Expansion and renovation of nickel plant at Moa (fifth lixiviation mill).
- Expansion and renovation of nickel plant at Moa (water treatment silo).
- Completion of plant producing metal fittings for the construction industry.
- Expansion of the barbed wire plant at Nuevitas.
- Nickel oxide salts (sic).
- Exploration and drilling for oil in the sea.

### IMEXIN:

- Leather treatment plant.
- Modernization of mattress factory.
- Homogenized tobacco plant.
- A line of wax-treated packaging materials.
- Modernization of aluminum foil plant (Leovigildo Sierra).
- Electric railway (Hershey).
- Plant for rebuilding television picture tubes.
- Modernization of plant producing cellophane in Matanzas.
- Plant producing carpules (sic — tents).
- Completion and modernization of a furniture factory.
- Completion of shipyard at Casablanca (first stage).
- Completion of port facilities (two cranes).
- Equipment for production of borosilicate tubes and ampuls.
- Modernization of lithopleg (sic) plant (producing glazed paper and cardboard).
- Flat-cut printing equipment (sic).

### ECIMACT:

- Plant producing sheet glass.
- Expansion of paper plant (Pulpa Cuba).
- Expansion of paper plant (Damuji).
- Ammonia collection facility.
- Expansion of four tire factories.
- Furfural plant.
- Completion of oil refinery at Cienfuegos.
- Renovation and expansion of bottle factory (Orlando Cuellar).
- Two production lines for eaves troughs.

### IMEXPAL:

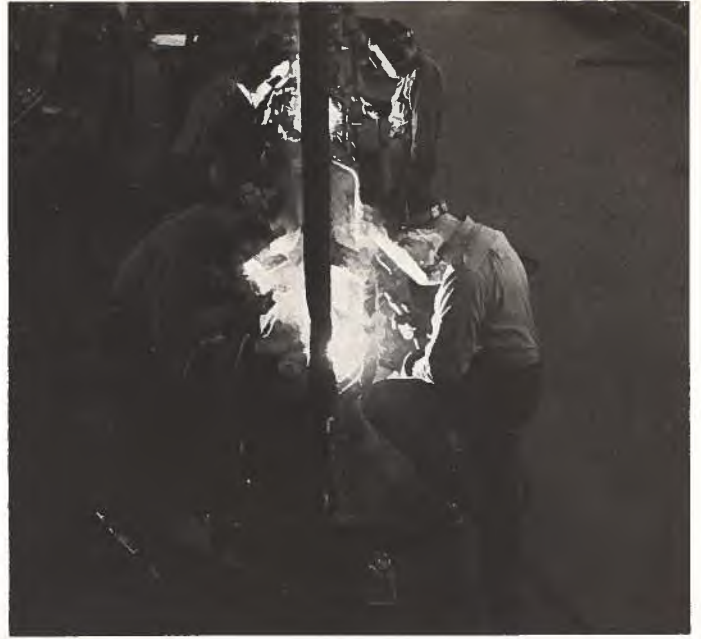
- Modernization of a cigarette factory (M. Saavedra).
- Sawmill equipment (Pinar del Rio).
- Sawmill equipment (Mayari).
- Yeast plant.
- Batteries for feed silos.
- Completion and modernization of five breweries.
- Completion of brewery at Camaguey.
- Completion of match factory at Guantanamo.
- Completion of five poultry plants.
- Completion of ten new sugar refineries.

### TOURISM:

- Development of facilities using risk capital.

### ENERGOIMPORT:

- 110 KV substations (Cerro and Victoria de Giron).
- Provision of equipment for modernization of substations in the 1981-1985 program.
- Matanzas-Santa Cruz del Norte oil pipeline.



**No doubt many other companies of your country will be invited to bid on business with Cuban firms.**

**Projects in the Cuban sugar industry:**

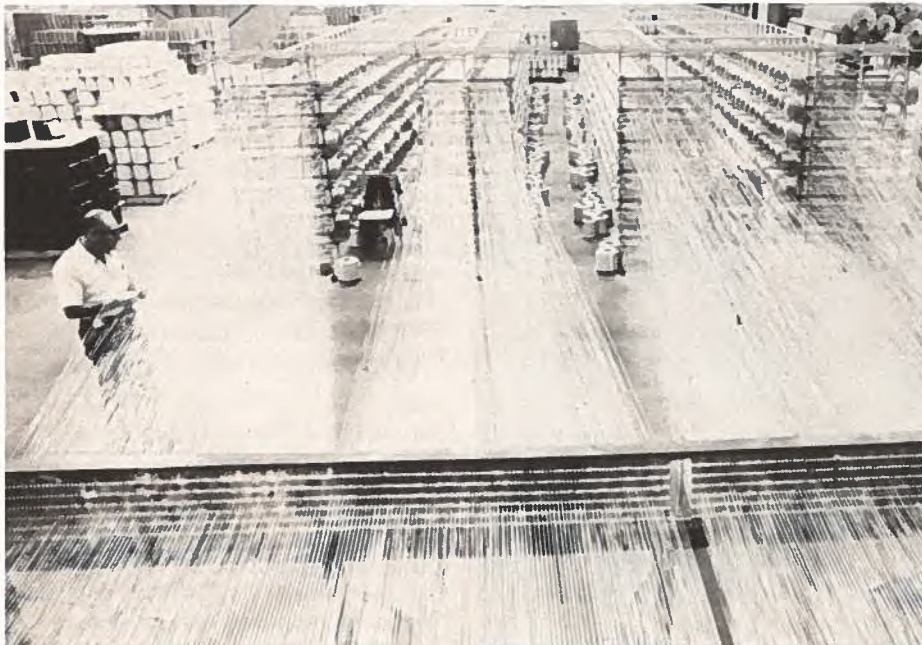
- Evaluation and development of equipment for the sugar industry, for example: centrifuges; heat exchangers for use in laboratory analyses and tests.
- Evaluation and development of chemical products and materials, for example: plastic tubing and coating material; anti-corrosive materials for use in laboratory analyses and tests.
- Evaluation and development of new technologies, for example: steam generators; complete utilization of steam in sugar industry.

- Evaluation of products in the sucro-chemistry field: binding and anti-corrosive elements (for protection against corrosion, pitting and impact); coatings for machine-made panels and paper; linings for evaporation equipment and boilers.

**Projects in the basic industries in Cuba:**

- Marketing of 3,000 tonnes of liquid chlorine and 2,000 tonnes of hydrochloric acid (HCL) per year. Ideally, the distributor would provide containers and packaging materials for these products.
- A compensatory agreement by which a Canadian firm would supply the Empresa de Vidrio de La Lisa (La Lisa Glass Company) with raw materials to be used in the manufacture of fluorescent and incandescent lightbulbs.

- A compensatory agreement by which a Canadian firm would provide the Empresa de Vidrio de La Lisa with the technology and equipment necessary to install an "electro-boosting" glass-making line capable of producing 6.5 million glasses and 1.5 million cups per year, using the company's now idle oven.
- A compensatory agreement by which a Canadian firm would supply the Empresa Electroquimica de Sagua (Sagua Electrochemical Company) with "electro-boosting" equipment and technology for use with the company's sodium silicate oven. The goal is to increase current production levels by 50 per cent and to use the new production for export.
- A compensatory agreement by which a Canadian firm would participate in a project to ensure maximum utilization of three DESMA (West German) machines in the production of one-piece soles for Adidas-type rubber-and-textile shoes. These machines have four positions each and use the rubber injection system, so that the project would include provision of rubber injection molds. Exports would have to total at least 1 million pairs per year.
- An agreement to supply raw materials and technology for the manufacture of 12 million litres of paint per year, for sale to third countries. This project calls for the creation of investment funds to be used in the gradual modernization of the paint industry in Cuba.



**For further information, please contact the Canadian Embassy in Havana or the Bureau of Latin America and Caribbean Affairs, Department of Industry, Trade and Commerce, Ottawa, Tel: (613) 992-0384.**

## Does Your Company Know About It?

# The Canada Trade Centre in Japan

**The first ever Canada Trade Centre opened in January 1979 at the new World Import Mart in Tokyo, Japan. Its purpose is to provide an exhibition centre for Canadian companies to take advantage of the potentially lucrative and exciting Japanese market for quality Canadian industrial and consumer goods.**

The 11-storey World Import Mart, in which the Canada Trade Centre is located, is in the Ikebukuro section in Tokyo, a rapidly expanding downtown area northwest of Tokyo's traditional centre. The World Import Mart is part of a greater complex known as "Sunshine City" which also includes a 60-storey office tower, the 1,200-room first-class Sunshine Prince Hotel, a 12-floor Culture Centre building (housing a bus terminal, additional display areas, museums, sports facilities, etc.), and numerous import-oriented specialty retail shops. The project, which cost more than \$1 billion, was constructed by the Japan Urban Development Company Limited, a company jointly owned by more than 100 leading Japanese corporations. The World Import Mart has the active support of both Japanese government and industry.

The Canada Trade Centre is being used by the Commercial Section of the Canadian Embassy in Tokyo to stage a continuing series of vertical trade fairs. Each show features 10 to 15 Canadian

companies in one specialized field and lasts three to five days. In addition, when the Canada Trade Centre is not being used for a government-sponsored trade show, the Commercial Section of the Embassy is prepared to offer to individual Canadian firms, or group of firms, the use of the facilities to exhibit their products. Past shows have covered such diverse areas as furs, jewellery, auto parts, ocean equipment, building products, computer equipment, fish products, floor coverings, outdoor/leisure wear, sports equipment, electronics, music, franchising, pulp and paper equipment and high technology equipment.

The Canada Trade Centre facility comprises 300 m<sup>2</sup> (3,230 sq. ft.), of which about 260 m<sup>2</sup> (2,800 sq. ft.) can be used for exhibits. The balance is taken up with storage, kitchen facilities and offices. The display system has been designed so that the layout configuration may be changed according to the number of companies participating, or according to the types of products to be displayed.

Shows at the Canada Trade Centre aim at attracting trade visitors rather than the general public. To achieve this, the Canadian Embassy's Commercial Section conducts a highly concentrated promotional campaign in order to attract some 200 to 500 potential buyers to the site during a five-day show. It should be emphasized that those buyers who come do not represent casual traffic, but are serious potential trade partners who could help Canadian companies to penetrate the Japanese market.

Special effort is being made, through close co-operation with regional offices and provincial governments, to ensure that potential exporters to Japan are well briefed on the Japanese ways of doing business, on their relative chances of success and on their acceptance that it takes determination, an open mind, sensitivity to the cultural surroundings and lots of patience to make inroads into the Japanese market. Special films on that subject as well as relevant reading material will be available at all regional offices and provincial governments towards the end of this summer.

The Canada Trade Centre might be the vehicle to either launch or spur sales of your products in Japan. If your company is interested in participating in any of the shows listed below, or if you wish to suggest other sectors where a suitable contingent of Canadian firms would be interested in displaying products in Japan, **please contact your nearest Regional Office of the Department of Industry, Trade and Commerce in Canada or Gerald Milot, Japan and South Pacific Division, Bureau of Pacific, Asian, African and Middle Eastern Affairs, Department of Industry, Trade and Commerce, 235 Queen Street, Ottawa, K1A 0H5 (Tel: (613) 995-7752).**

For further information concerning the Canada Trade Centre, including costs and details of participation, **please contact the Canada Trade Centre Project Manager, Ken Tyrell, Promotional Projects Branch** at the above Departmental Ottawa address (Tel: (613) 995-6221).

## UPCOMING SHOWS AT THE CANADIAN TRADE CENTRE

### September 8-11

Electronics Instrumentation

### September 29-October 2

Telecommunication and Equipment Show

### October 14-16

Carpets and Floor Coverings (follow-up show in Osaka October 21-23)

### November 4-6

Building Products

### November 11-14

Ocean Industries

### November 17-19

Health Care Products

### December 1-3

Fish Products

## 1982

### January

Sports Equipment/Sportswear

### Spring

Craft Canada

### Fall

Electronics Components

High Technology and Defence Equipment

Computer Peripheral and

Communications



The following article was prompted by a memorandum from one of IT&C's line branch officers who said in part: "We frequently send copies of unclassified telexes from the posts concerning market opportunities to Canadian manufacturers. This practice is increasing in direct proportion to the growth of market data received from the posts. It is used as an economy measure on our part so that the information does not have to be rephrased and retyped for transmission to industrial beneficiaries. On several occasions I have had calls from recipients in industry for clarification of such things as where the telex came from, who else received copies, etc. The information needed was all on the telex but in a form not readily apparent to the uninitiated. I therefore suggest that a timely article for publication in Canada Commerce would be Understanding Government Telexes.

## Tangling with Telex or. . . The Wonderful Wizard of Otz

by Shirley Plowman

Confused about telex messages? Believe me, you're not alone. All of us have been from time to time, even those who originally send them and receive the copies for our files.

A few years ago a Canadian manufacturer insisted on seeing a Mr. Otz at the Ankara Post because he had a folder full of telex messages from him.

Of course, Mr. Otz was "the man who never was," a little more invisible than Mr. A.M.B. Fortier, who is really the highly visible Ambassador D.I. Fortier.

Such is the marvellous mystery of the telex system with its FM, ITCOTT, INFO, REF, OTZ (once used for Ottawa). . . . .

So, to help strip away some of the confusion caused by the coded messages, this writer trekked up to the Comcentre on the third floor of IT&C to interview those in the know and get a mini-course in understanding telex talk.

Starting with the word Telex, tel as is "far," ex as in "exchange," your message is sent on a low speed electro-mechanical machine connected to the public telecommunications network for transmitting or receiving printed characters or words. A telex message is in effect a telegram received or transmitted via the telex machine.

First thing learned was that no one (with the exception of an operator) has ever received a telex or a copy of one either. In McLuhan terms, the



medium is definitely **not** the message.

"Somewhere along the way," says André Lirette, "the telex message became confused with the telex machine. Quite a few people ask us to send off a telex; it's like asking someone to send off a typewriter, instead of a letter."

But that's the least of the problem. It's to sort out what appears to be gobbledygook on the message itself. If the message should begin: FM ITCOTT, don't assume it was sent by a person called F.M. Itcott. FM is, of course, short for "from", ITCOTT, Industry, Trade and Commerce, Ottawa. So FM ITCOTT RIC 1312 02 Jun 81 tells the receiver that the message numbered 1312 originated in

the Resource Industries Branch, Industry, Trade and Commerce on June 2, 1981.

Should you, however, receive a telex message from SPORE, and you are expecting one from Singapore, you are safe in assuming that SPORE is the abbreviated version of the name of the island city that appears in that golden oldie "On a Little Street In S -----e."

Not to worry. Most of the jargon is a kind of in-house code that identifies the message being transmitted from one telex operator to another and should not give you a moment's perplexing pause. Your main message starts after BT — beginning of text. And the last line at the end of the message usually spells out who sent it and from where.

"The messages we send directly to companies from the Comcentre are perfectly clear," avers Lirette. "The only problem that arises is when a message arrives from the post to an IT&C line branch and an exact copy is relayed to a company. The origin of the message could be confusing if ITCOTT doesn't delete the internal codes that are not applicable to the company."

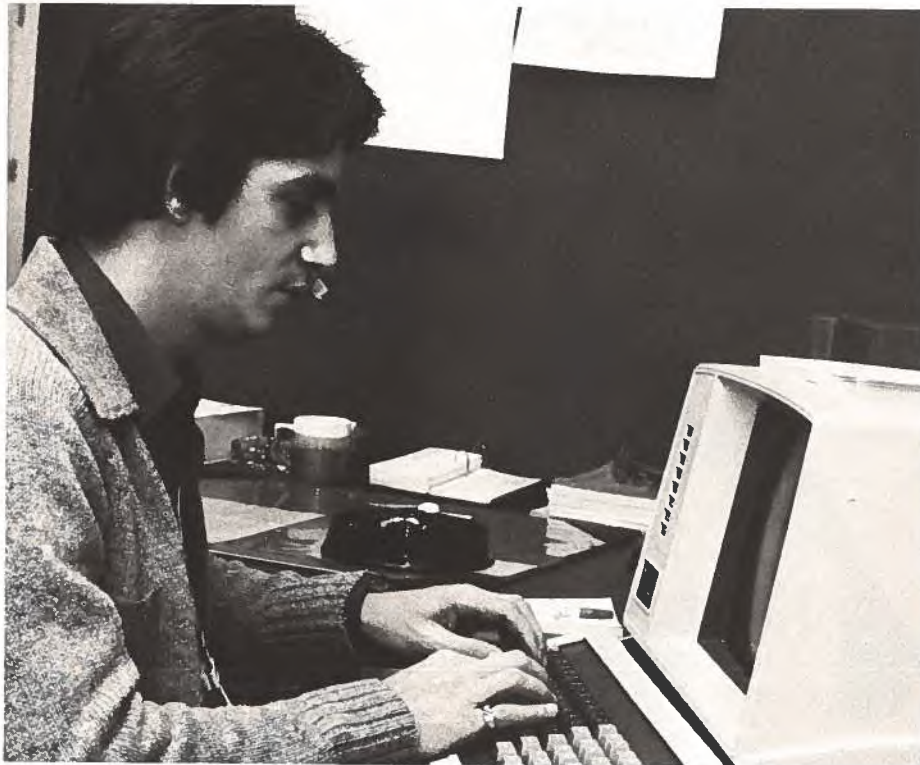
If you are simply curious or thoroughly confused, pick up the phone and ask the person who sent the message to you — providing his name is not in code.

Don't be surprised, though, if he doesn't have all the answers. Only your telex operator knows for sure.

# More Employers Using MOPS!

## New Look Employment Service

by Jim Steen,  
Employment and Immigration Canada



Operator processing a job order in The National Job Bank.

**J**ust as computers are affecting the working habits of thousands of Canadians, they are beginning to have an impact in placing workers in jobs.

Unobtrusively but surely, the Canada Employment and Immigration Commission (CEIC), which operates the country's largest national employment service, is introducing computer systems to improve traditional job placement methods.

Early results show that the move, which resulted in the elimination of much of the paperwork burden of the past, is proving beneficial to employers and job-seekers. Canada Employment Centres (CECs) hooked

into the computer systems are able to place workers faster than ever before and with more accuracy.

"We hoped we were on the right track when we began to capitalize on computer technology," said G.S. Conger, A/Executive Director of CEIC's Employment and Insurance Branch.

"It was reassuring that employment experts from other countries kept complimenting us on our innovations. But it wasn't until we looked at job orders in Metro Vancouver after the MOPS system had been operating for awhile that we knew we had made the right decisions. The fact that job orders placed by employers were up

by more than 150 per cent told us that the business community had endorsed the changes we had made."

MOPS, an acronym for Metropolitan Order Processing System, is now in operation in Metro Vancouver, Toronto, Hamilton and the Ottawa-Hull area. It is being phased in in Montreal and it should be ready for full-scale operation there soon. Eventually it will be available in all major labour market areas in the country.

MOPS allows any CEC in its area to receive a job order and enter it into the computer system. The computer distributes the order immediately to each of the CECs where it is automatically printed for posting in Job Information Centres, which are displayed prominently in all CECs.

CEC staff then uses the computer terminal to refer job-seekers to jobs for which they seem qualified. Because the computer keeps track of referrals and placements, there is little chance that anyone will be sent on a wild goose chase. Nor will employers be bothered with having to turn away applicants from jobs already filled.

Through the MOPS system job information is now distributed more rapidly to all points of service and the system ensures that posted jobs are truly vacant, Mr. Conger said. "Thanks to the computer our employment counsellors can provide more precise information while, at the same time, take much less time in giving service.

"I'm convinced we're serving both our employer and employee clients better. Employers get job orders filled faster and the system is more responsive to their needs. And MOPS expands employment opportunities for employee clients to the maximum. Through MOPS, the computer becomes the counsellor's servant. He or she becomes more involved in human relations, more of an occupational advisor. It becomes a more responsible job for a more knowledgeable individual. Freed up by the computer, the counsellor will be able to make a better match between job and candidate, be able to deal with fewer people in greater depth, serve more people in a better way."

Speed is the key to the success of the MOPS system. Gaston Plourde, Manager of the CEC in Hull, Quebec, said: "The sooner we can refer a person to an employer the better chance we have to make a placement. With our new system, it's possible to be saying 'bonjour' to our first referral an hour after we get the job order."

The word is getting out to workers that they have a better chance of being referred to a job if they register in a CEC which is tied into the MOPS system. The ratio of placements to job vacancies is more than 80 per cent in cities which have had MOPS for some time. This is mainly due to the faster service possible in handling employers' job orders.

Employers have been known to withdraw job orders if it seems that prompt action is not being taken in referring workers to them, Mr. Conger observed ruefully.

MOPS is the precursor of the CEIC's entry into the computer age. Duplicating most of what it does on a national basis is its younger "cousin," The National Job Bank.

Only in operation since last November, the bank has handled more than 33,000 job orders.

"The Job Bank is ideal for employers who cannot find the workers they need locally. Minutes after they get in touch with their nearest CEC, their job order can be seen by qualified workers anywhere in the country," Mr. Conger said.

That is because access to the Job Bank is readily available through more than 450 CECs across the country. It is uniquely Canadian and makes optimum use of the latest in computer technology and the telephone. Through a network of direct telephone lines, CEC counsellors from coast to coast can plug into up-to-the minute job information stored in a central data bank.

Weekly listings of jobs in the data bank are placed in the CECs' Job Information Centres. Visitors can browse through the listings, reading them at their leisure. If they spot a job that interests them they simply tell a counsellor, who will phone the control centre for further details.

The control centre operator calls up the job on a terminal video screen and relays data such as salary, hours of work, education required and experience to the calling counsellor.

Armed with this information the job-seeker can discuss the job in more depth with a counsellor. During this time, the bank operator usually stays on the line to answer any further inquiries. If the job hunter and the job "seem made for each other", the counsellor is put in direct contact with the CEC that originally placed the job order, and the two counsellors can arrange for an interview with the employer.

More than 5,000 jobs are in the bank at any given time. They represent every trade and profession and include full-time permanent jobs, temporary jobs and summer work for students. To protect the local labour force, all jobs in the bank must be vacancies that cannot be filled locally, and all must meet local criteria on wages and working conditions.

Other government agencies and the private sector have already seen the potential the bank offers and are beginning to tie into it.

- The Department of National Defence is using the bank to recruit armed forces personnel and for referral of its retiring employees.

- The Mining Association of Canada is using it as an important component to its "Mine Line", a toll-free telephone answering service to persons interested in mining careers.

To help launch the "Mine Line", the Mining Association began a three-month recruiting advertising campaign in the Peterborough, Thunder Bay, St. Catharines, Oshawa and Winnipeg areas on May 4. It coincided with a national campaign focussing on the impact of mining on Canada, which has the theme, "Call the Mine Line".

In addition to general information on mining, callers will be able to get leads on mining jobs supplied by the bank and those who are genuinely interested in pursuing them will be referred to their local CEC.

And what do CEC staff who use computers in their jobs feel about them? There was some concern that

computers might threaten job security; a careful orientation program has dissipated such fears.

Fran Mailhot, a counsellor with a downtown Ottawa CEC, said that computers are good aids to counselling and placement but they will never replace the human element.

"Finding jobs for workers and workers for jobs is what we are all about — the computers are just the tools that help us do our job better."

For an assessment of how well CECs are performing, one should look to other countries. Many foreign employment experts feel that the Canadian service right now is second to none, and that in three years it will be clearly the best in the world.

Some recent figures bear this out. Of 1.4 million job orders referred to them, CECs were able to make 900,000 placements. Fifty per cent of job orders had applicants in the same day they were received, and 70 per cent within two days.

"Businessmen and women often say that a government job doesn't have a bottom line," said Mr. Conger.

"Naturally I cannot speak for other federal agencies, but I can say that we at CEIC have a bottom line — it's the number of job orders we get from employers. That's our business and we intend to make it as sound as possible."

Mr. Conger acknowledges that perfection is unattainable, but improvement is always possible.

"We are just on the threshold of using computer technology to improve our service. In the future I can see such things as storefront CECs in shopping centres, linked by computer to the parent CEC. Self-service CECs in post offices and giant computer-driven TV screens in shopping centres, displaying job vacancies, are other possibilities."

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## The Man in the Job. . . .

. . . . . is **Berry Connell Steers**. And it would be difficult to find anyone whose background better fitted the post of **ADM, Trade Commissioner Service and International Marketing**. A formal biographical note would probably include the following facts: **A native of London, Ontario, Mr. Steers, after several initial years in business, has spent the major part of his working career in the foreign service since receiving his B.A. (Honours) in Economics and Political Science, University of Western Ontario. His postings have included Singapore, Athens, Tel Aviv, New York, Rio de Janeiro, Brasilia, where he served as Ambassador, and again in New York as Consul General. He is married to the former Merta Moline-Valez, a fellow graduate of Western, and has three children, Connell, Sere and Gregory.**

While the facts describe a person who has lived and worked across the world, it takes the informality of a conversation to reveal the influence these experiences have had on the man — to see how they enriched the qualities he has been able to bring to his job.

"I suppose we've been typical of most foreign service officer families. We've been fortunate to be on the scene when some of the more interesting modern historical events took place. For instance we were in Singapore just when the country was emerging from colonial rule — a time of transition in which Canada, by chance, was able to play an unexpected role. It's a story that perhaps not too many Canadians know.

"We were lucky that a variety of influences helped us to establish a good working relationship with the man who counted most and still does, Lee Kwan Yew, the first Prime Minister of independent Singapore. Not many months after his election the new Prime Minister approached us for help in setting up a consolidated government for the city and for the island to produce a single structure system which would be more productive than the separate administrations during the Colonial period. And so we consulted with Ottawa who offered three very able Canadians — a town planner, a government accountant and a senior administrator from the public service.

"Those three worked — and worked well — for many months before they were able to recommend to Mr. Lee a structure of government they believed would prove effective. That structure, a government organization with its design and origin in Canadian experience, is still running today, 20 years later.

"I am delighted to say that our trade links also with Singapore have been good and growing — with more growth foreseen ahead."

The Steers family moved on to Greece and a very different situation. The country was in the process of rebuilding following the heavy toll of the civil war. The economic reconstruction of the period under Prime Minister Karamanlis, who later became first president of the

new republic, gave Canadians wide opportunities for sales of technology and goods.

From Athens to Tel Aviv — there to set up the trade post. And again a fascinating place to be in a colourful time just following the Suez war when political figures of the stature of Ben Gurion and Golda Meir held sway.

"With Canadian forces helping to keep the peace on the Suez Canal and Lester Pearson's contribution to the solution of the Suez Crisis, of course Canadian influence and prestige were high. Canadian trade developed steadily, helped by the Canada/Israel Chamber of Commerce which we established with the great leadership drive of Stephen Barber in Montreal, who brought distinguished Canadian strength to the organization. Two fine Canadians I came to know in the period were Sam Steinberg and Alan Bronfman.

"Those of us who worked on Canadian exports during my five most enjoyable and exhilarating years in Tel Aviv, always felt we had brought good returns to Canada for the Department's investment in that new trade post."

But Barry Steers' interests during any posting were not confined to the political, economic and trading areas. He shared with the rest of his family a strong interest in the history, culture and language of the countries in which they lived. In their spare time they explored the countryside, visited archeological sites, collected artifacts and became totally involved in the life, past and present, of whichever area they were in. Greece, Israel and Jordan, of course, presented rich tapestries.

"It was rewarding to live where many of the early thrusts of man into political ideas and into the arts took place. It helps us to understand a little more easily some of the patterns of behaviour today."

As Consul and Trade Commissioner in New York in the late 60s, and a decade later as Consul General there, Barry Steers plunged into the American business world with the same zest that he applied to enjoying the pleasures of the cultural scene.

"Sooner or later everyone in our business becomes involved in the relationship that we as Canadians have with the United States — its breadth and depth, and the curious, not quite foreign, aspect of our international feelings.

"I've had two posting stints in New York — in several respects the most exciting of posts for a Canadian. Our exports to that great urban complex, comprising elements of three states, exceed our sales to Britain and France combined. And since most of our provinces do some of their financing there, we soon were doing detailed supportive work for almost every one of the provincial governments. Nowhere outside this country is the resident Canadian business community as important to their country as it is in New York. Working with them was one of the great privileges of my two assignments there. In addition, that city has become the world capital of fine arts and a principal if not undisputed leader in most other art forms. As Consul General, few things were more enjoyable than promotional work on behalf of the Canadian arts. Success for Canadians in New York means suc-

cess elsewhere including Canada. Altogether it was a great place to be — from both career and personal standpoints”.

Mr. Steers followed his first posting to New York with some three years back in Ottawa with IT&C. He was then, in 1971, appointed Ambassador to Brazil where he spent the next five years, first in Rio de Janeiro and then, when the Embassy was moved, in Brasilia.

“Although the new capital of Brasilia had been building for some 10 to 15 years, the movement of the whole of the Brazilian government and the diplomatic corps into this brand new city at the same time — all that influx of people — gave it something of a frontier town flavour. Because of this, one was able to get very close to the government ministers and this had an impact on forming a Canadian relationship with Brazil that might not otherwise have occurred.

“Canadian investments in Brazil at that time were enormous. Our trade reached right across the industrial spectrum and amounted to some \$400 million a year. Beef was the most important individual item but the most exciting was the involvement of Canadian technology in Brazil.”

Would Mr. Steers care to say which of his postings he had enjoyed most?

“It’s very hard to pick one and say we liked it more than the others. But this I can say . . . there were none, absolutely none, that we **disliked**. Looking back, though, we loved the period that we spent in Brazil — we all did.”

Barry Steers still does his fair share of travelling in his present role. In fact the foregoing conversation and the interview that follows were spread over some weeks as he came back and forth to his Ottawa headquarters from trips to Austria and the Middle East with the Prime Minister, to Mexico and Latin America with Minister Lumley, and made various forays into the U.S. on speaking engagements.

Does he find Ottawa itself rather tame in comparison with all the exotic capitals in which he had lived and worked, with all their challenges?

“Well, I would hardly call my present pace relaxing! As for challenges, there are enough of those to keep me continually on my toes. Gosh! I have a meeting at four o’clock. Let’s talk about that later. . . . .”

## Focus on Exports

**The complex workings of a department encompassing such a broad area as Industry, Trade and Commerce are not easily explained. The task becomes more feasible however if it is broken down into areas of responsibility of the various Assistant Deputy Ministers. In previous issues of Canada Commerce we have examined the Economic Policy and Analysis sector (June/July, 1980) and the area of the ADM Finance (October, 1980). In this, the third in the series, Bob McDonell of Commerce interviews Barry Steers, IT&C’s Assistant Deputy Minister, Trade Commissioner Service and International Marketing. This is an opportune time since a major re-organization within the Department has involved the international trade program. . . . .**

**Commerce: With the increased emphasis being placed on exports by the government and private business, the demand on the services of your sector must be increasing rapidly.**

**Steers:** Yes they certainly are. In fact this in large measure is the reason we recently completed some restructuring within the Department. While this has resulted in a regrouping of officers and branches within our sector and the International Trade Relations sector, the basic function of each remains the same. The Trade Commissioner Service and International Marketing provides advice and assistance to Canadian business wishing to export and the International Trade Relations sector under Mr. Latimer (A.D.M.) continues to monitor and negotiate Canada’s trade arrangements with other countries, in other words, creates the conditions to expedite trade.

Of course, there will continue to be the closest cooperation between our two sectors involved in the international trade program.

What we are attempting to do is provide the Canadian business community involved in export marketing with the **one stop shopping** concept for government services so strongly recommended in the **Hatch Report (the Export Trade Review Committee chaired by Roger Hatch)**.

**Commerce: How was this restructuring accomplished?**

**Steers:** Basically, we have organized four new geographical bureaux, largely from staff of the former International Bureau, the Office of Overseas Projects and the Trade Fairs and Missions Branch.

In operation, this means that a Canadian businessman or woman, who, for instance, is interested in exporting to Africa will find all the IT&C services normally available through the one Bureau, in this case the Bureau of Pacific, Asian, African and Middle Eastern Affairs.

Thus, whether they are interested in participating in a trade fair or mission, obtaining information and assistance on a large multilateral project, assessment of market potential or a combination of any of these, the one Bureau would be able to supply the required assistance. This has the added advantage of providing the trade commissioners in each of the four geographical areas with a single entity to deal with at Head Office in their market development operations.

The other three are the Bureau of Latin American and Caribbean Affairs, Bureau of European Affairs and the U.S. Market Development Bureau. Of course, this last bureau has been in existence for some time and served as a model for the establishment of the other three.

**Commerce: I understand that the other three branches for which you are responsible remain largely the same.**

**Steers:** While this is basically correct, I should point out that each is giving increased emphasis to the promotion of export trade. For example, the Defence Programs Branch is now placing more emphasis on all sectors of high technology, not just that involved in defence trade. . . a natural progression considering the number of civilian applications that have grown from original defence research and development.

The second branch which is being given a higher priority is the Trade Commissioner Service and Canadian Regional Offices. Strengthening of the Regional Offices has made them the initial contacts with the department for the business community. For many of our programs, the entire decision is made at the regional level. . . . in fact, it applies to most of the programs up to an authorized limit. . . In addition, the regional officers, in particular the directors-general, will be more directly involved with the provinces, in efforts to co-ordinate our overseas sales efforts more closely. For some of these efforts, particularly in the federal-provincial policy area, the regional directors-general will report directly to the Deputy Minister, through the newly established Federal-Provincial Office. In other matters, they continue to report through the TCS and Regional Office Branch.

**Commerce: Of course, the main thrust of the department's and in fact the government's export trade promotion program is through the Trade Commissioner Service. How is this being supported?**

**Steers:** As you are probably aware by now, the Canadian government has made a total commitment to export trade and has followed up on this commitment by appointing a Minister of State for Trade. This is particularly important since more and more foreign trade is being conducted by government and international agencies and banks. We are fortunate that our present Min-



**Canadian governments have an excellent pool of expertise which is theirs (Canadian industry) for the asking.**

ister of State for Trade, a former businessman, is ready to travel anywhere in the world to promote Canadian exports.

His willingness to travel helps our trade commissioners immensely.

**Commerce: How will the proposed merger of senior foreign officers affect export promotion?**

**Steers:** I must point out that consolidation is now government policy and the intent is to implement it at the senior or head of post and possibly the deputy head of post levels by developing an interdepartmental pool of senior officers.

The rationale behind the move is to make better use of existing resources and to co-ordinate Canada's various foreign service concerns.

While there are a number of important policy decisions to be made in the implementation of this executive pool, we can envision that such pooling will result in the appointment of an increasing number of trade-oriented ambassadors and heads of posts where there is significant trade and economic interest to Canada. Indeed, it is foreseen that over time most of these posts will be staffed by officers with considerable training in trade and economic matters. This is all the more likely, given the government's commitment to the growth of export trade.



**Commerce: What other initiatives are planned to increase Canada's export trade in the coming months and years.**

**Steers:** Over the past several months, the International Marketing Policy Group has undertaken a comprehensive review of world markets on a country-by-country basis and of Canadian capabilities on an industry-by-industry basis. This exercise, which has included input from the provincial governments and industry, is designed to focus our export efforts on those countries and those products that are most likely to bring the greatest return to Canada.

The exercise is two-pronged: first, to make an industry aware of its export market potential; and second, to concentrate government promotion — both federal and provincial — on these specific countries and programs, while at the same time providing all the regular services supplied in the past.

**Commerce: Can we expect the results of this review to be announced shortly or are we looking at a long-term study?**

**Steers:** This is an on-going study and still subject to much discussion. In a rapidly changing world, what presents itself as an excellent market today might be less appealing tomorrow.

The main thrust of the exercise is to keep our officers and our industries abreast of all opportunities and to mount effective market strategies as they are identified.

For example, in recent months, Mexico has been identified as an excellent market for Canadian expertise in transportation and resource development projects as well as foodstuffs. To capitalize on this we have used ministerial visits, trade fair participation and industrial missions to capture a share of that market. The recent hundred million dollar sale of subway trains by Bombardier, and the sale of 100,000 tons of winter wheat with options on a further 300,000 tons during 1981 and '82 are two examples of success in this market.

By concentrating our efforts in both these cases, we were able to meet the very stiff foreign competition other major trading countries had mounted.

**Commerce: Is there any advice you would give businesses to assist them in their own search for markets?**

**Steers:** Well I do feel that Canadian governments have an excellent pool of expertise which is theirs (Canadian industry) for the asking.

There is no doubt that most major exporters are now using these services to full advantage. It is our aim to provide an even higher level of service in the future.

For those companies wishing to enter the export market for the first time or to enter new markets, I would suggest that they contact their closest IT&C regional office to outline their present product line and manufacturing or service expertise. This will bring into play the entire range of services of the department.

It is only by co-operation between Canadian business and government that we can meet the challenge of the '80s. Much of our success will depend on our export performance.

# Special Industry and Labour Adjustment Program

Earlier this year the Canadian government announced its \$350 million Special Industry and Labour Adjustment Program designed to alleviate the hardships caused by permanent large-scale industry dislocation. This will be done by providing a series of community based measures for industrial restructuring and manpower adjustment.

Of particular concern to IT&C is the Community Based Industrial Adjustment Program (CIAP). The major thrust of this program is to encourage firms to undertake viable capital projects in designated Canadian communities — Windsor, Ontario, Port Cartier/Sept Iles, Quebec; Sydney, Nova Scotia and Tracy/Sorel, Quebec, in response to the serious industrial dislocations experienced there. (Other communities will be designated as conditions warrant).

The extent of the layoffs in these communities, relative to the total labour force of each area indicates that these adjust-

ment situations are among the most difficult in Canada today. Yet their basic industrial infrastructures and the skills of their available labour forces are such that they should be well able to take advantage of the new program's opportunities to overcome their problems.

At the present time, federally-sponsored community adjustment committees are established in the four areas. Membership of these committees is made up of local business and labour representatives as well as municipal and provincial government officials along with officials of the relevant federal departments.



**Decisions on assistance are made by a special Industry and Community Development Panel of the Enterprise Development Board.**



Each community now has a special office, with personnel drawn from the regional offices of Industry, Trade and Commerce and from Employment and Immigration Canada. These offices act as secretariats to the committees and advise the committees on developments, prospects and proposals on the basis of the expertise of the sponsoring departments.

#### The local committees:

- provide a focus and catalyst for self help efforts;
- act as an interface between the community and government;
- act as a clearing house to ensure that full consideration is given to all existing federal, provincial and municipal programs.

#### These programs include:

- Federal assistance for research and development, adjustment, financing, labour upgrading, regional development.
- Provincial industrial development assistance, provincial development corporations, labour programs and legislation, and infrastructure and educational initiatives.
- Municipal industrial parks, designation of land for industrial purposes, establishment of municipal services and road, water and sewer improvements.





### Eligible Applicants

Assistance is available to manufacturing and processing firms undertaking projects to establish, expand or restructure operations in designated communities. The program focus is on:

- Firms in designated communities encountering difficulties as a result of a product or market decline or as a result of inefficient or uncompetitive production methods, and which propose to restructure operations through the introduction of new or improved products; entry into new or different markets; or modernization or improvement of productive facilities;
- Firms in designated communities which wish to expand existing operations to take advantage of new or expanding market opportunities;
- Firms from outside designated communities which wish to enter the community through the acquisition of or merger with a firm in the community or the establishment of operations in the community which will result in a significant increase in manufacturing or processing activity in the community.

From time to time the Minister of Industry, Trade and Commerce may designate commercial firms other than those engaged in manufacturing or processing for assistance under this program.

### Eligibility Criteria

- The selected firm and project must be viable.
- The project would not be undertaken in the designated community without program assistance.
- The project offers significant net economic benefit to the designated community.
- The project will not create competitive overcapacity in the sector or industry.
- Contractual commitments in respect of the project have not been entered into prior to applications of assistance.

### Forms of Assistance

- Non-repayable contributions of up to 75 per cent of consulting costs associated with the development of viable projects for firms in respect of the establishment, expansion or restructuring of operations.
- Non-repayable contributions of up to 75 per cent of consulting costs (including legal and financial advisory costs) associated with merger and acquisition projects which would contribute to the viability of operations of firms.
- Non-repayable contributions of up to 75 per cent of consulting costs associated with a comprehensive analysis of the operations of firms to develop satisfactory plans to restructure operations or to assist in the implementation of satisfactory plans for restructuring or adjustment.
- Repayable interest-free contributions in such amount only as is necessary to cause the project to be undertaken, but in any event, in an amount not exceeding 50 per cent of the eligible capital costs of projects (including the acquisition, construction, expansion, modification or conversion of machinery, equipment or buildings), and an amount not exceeding 50 per cent of eligible pre-production expenses associated with such projects.
- The eligible capital costs of a project and the eligible pre-production expenses must aggregate at least \$100,000.
- The determination of the amount of the repayable contribution to be made to a firm will take into consideration the amount or amounts of other federal or provincial assistance given or to be given to the firm in respect of the same project.
- The costs of the acquisition of land are not eligible under the program.

### Approval of Support

Decisions on assistance are made by a special Industry and Community Development Panel of the Enterprise Development Board.

While the readership of Canada Commerce will be primarily interested in the Community-Based Industrial Assistance

Program, there are enhanced programs for improved Critical Trade Skills training that will also be of benefit to firms deciding to participate in the program. This includes reimbursement of 100 per cent of trainee wages to a maximum of \$250 weekly (for the first year) to firms that train people under the CTST program. This compares to a current rate of 50 per cent in the first year.

Other provisions of the labour package such as early retirement subsidies, increased mobility allowances and the provision of temporary, productive employment are of more interest to the affected workers in the communities.

To assure that this program reaches its objective in the shortest possible time, a sunset clause stipulates that each designation is in place for an automatic period of one year, with provision for a maximum of two six-month extensions.

To assist firms make decisions on their possible participation in the program, Canada Commerce profiles two of the designated communities, Windsor and Sydney (see "The Retreading of Windsor" page 16, and "The Restocking of Sydney" page 18). Next month the Quebec communities of Port Cartier/Sept Iles and Tracy/Sorel will be profiled.

**For further information contact one or all of the following offices for details on the community and the program itself:**

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#### TRACY/SOREL

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# The Retreading of Windsor

by Ray Koski, IT&C Regional Officer

In 1977, Windsor, Ontario, Canada's southernmost city situated directly south of Detroit, Michigan, was cited by Fortune magazine as one of North America's most fortunate and fastest growing cities. From the promise of 1977, Windsor is now wallowing in a deep recession with unemployment in the region approaching 20 per cent (24,000 including approximately 14,000 auto workers).

What happened, or is still happening, to this small intimate city so much in the shadow of downtown Detroit that most Windsorites can reach Cobo Hall and the Renaissance Centre in the heart of Detroit easier than most Detroiters?

In 1977 Windsor's population of 250,000 (county of Essex, 300,000) were almost all dedicated to serving the automotive, more specifically the automobile, industry — big automobiles, mostly manufactured by Chrysler.

Chrysler's financial woes, the recent recession, and most likely the recent OPEC oil price increases compounded by the rapid adjustment in the market to smaller, more fuel efficient (and increasingly imported)

automobiles left Windsor in the vanguard of change. The modernization of Windsor's production facilities through the increased use of automation to compete with imports only served to exacerbate the problem. It would be an error to suggest that the businessmen and politicians of Windsor did not recognize the overdependence of their economy on one product sector. They had. Plans were underway to broaden the economic base of the region; companies had

made concerted efforts to diversify; it was only the suddenness of the change that surprised and caught everyone.

## What is the city's outlook?

From the understandable consternation that results from such a rapid series of setbacks, there is once again an underlying feeling of confidence that the city's basic strengths will result in Windsor reasserting its growth pattern on a wider and more stable basis than its previous dependence on the automotive industry. The automobile will remain the major industry for the foreseeable future. Both General Motors and Ford have opened, or are in the final stages of implementing, large expansions. However, these expansions are capital-intensive, highly automated plants which will not absorb much more than half the unemployed auto workers even at peak periods. Thus, Windsor's economy and businessmen have been forced to seek new markets for their products and services in order to survive and prosper. The feeder industries that formerly supplied crank shafts, connecting rods, etc. to Windsor, Detroit and Dearborn now supply compression castings, tractor treads, diesel engine heads, material handling chains, sucker rods, etc. to the whole of North America and abroad. The plastics manufacturers have discovered the consumer products and electronics industries.



The recently announced Industry and Labour Adjustment Program will help accelerate the trend to diversification of supply to the automotive and other industries.

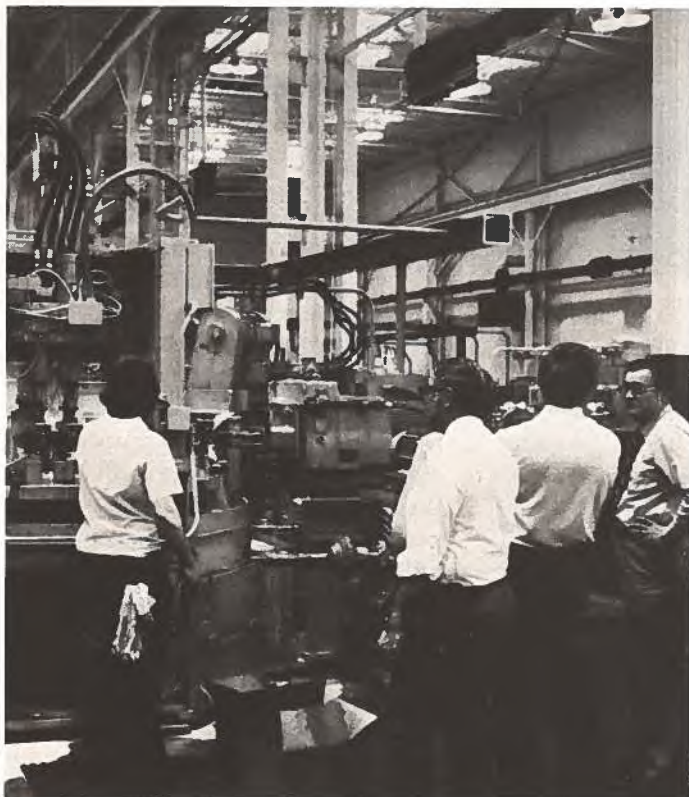
**In the first two months of the Industry and Labour Adjustment Program, inquiries have come from the steel, forging, chemical, agricultural and food processing as well as other sectors of the transportation industry.**

**Why are these companies and entrepreneurs attracted to Windsor?**

First, Windsor is a pleasant place to live. In the shadow of Detroit, it still retains many of the small city traits, friendliness, intimacy, easy access to the country (and vice versa), all of which are insulated by the Detroit River. The city has continued its long-term urban renewal and renaissance plans which has emphasized the city's good traits, particularly in its current problem. The downtown core centered around an open air mall is a pleasing combination of new buildings, renovated architecture of the past, and parks along the river, all free of the urban blight that has befallen many of North America's cities.

Second, there is the large pool of production-oriented labour familiar with high volume production in rigorous environments. Windsor also has an abundant supply of tool designers and makers and metal machining, stamping, casting, heat treating and fabricating plants, sophisticated machine tool and automation transfers. In machine builders, for example, Windsor and region has approximately a sixth of Canada's membership in the Canadian Tooling Manufacturers Association.

Windsor is the centre of the major industrialized parks of North America with such major industrial centres as London, Hamilton, Toronto, Buffalo, Cleveland, Cincinnati, Akron,



Detroit, Pittsburgh, Chicago and Fort Wayne within 250 miles.

Access to the U.S. automotive and defence industries is duty-free and the tariffs to many other industries are now substantially less than 10 per cent. Not only is there now a very competitive advantage in the Canadian dollar vis-a-vis its U.S. counterpart, but also such basic industrial commodities as steel, iron, electric power and natural gas are substantially less expensive.

Windsor also has good educational facilities that can supply industry with its needs. The University of Windsor with 8,000 students has strong engineering, business and law faculties. St. Claire College, in addition to developing technologists and technicians, has developed many apprenticeship programs for the Province of Ontario and local industry. A new training institute, the Industrial Resource Centre, sponsored by local industry and the provincial and federal governments will be opened this fall dedicated to training the skilled workers that, even in today's climate in Windsor, are still in short supply.

In short, Windsor is an industrious, and industrially-oriented city that is quietly confident that its basic strengths will forge a return to the prosperity it so recently enjoyed, only this time from a much more diversified base.

The Industry and Labour Adjustment Program will only accelerate the process. If you are in North America, you would certainly be remiss if you didn't take advantage of the current opportunity in the centre of North America's industrial heartland.

**Write to either of the addresses below for further information:**

**Industry and Labour Adjustment Program**

**Dept. of Industry, Trade and Commerce**

Suite 600, 880 Ouellette Street  
Windsor, Ontario  
N9A 1C7

or

**Windsor-Essex Development Commission**

Place Goyeau  
Windsor, Ontario  
N9A 2W1

# The Restoking of Sydney

By Bill MacNeil, IT&C Regional Office, Halifax

For more than a decade, the collieries and blast furnaces of Sydney, Nova Scotia have been buffeted by a series of setbacks that have decimated Sydney's work force and placed its unemployment rate in the 17 per cent range. . . one of the highest in Canada. Yet, hope is on the rise as the area's two major employers, Sysco and Devco, the provincial and federal crown corporations, have apparently turned the corner to profitability.

Since the story of Sydney is so entwined with that of Sydney Steel Corporation (SYSCO) and the Cape Breton Development Corporation (DEVCO), and its future based on their success, it might be well to review their accomplishments to date.



## DEVCO:

In 1968 following the announcement of the British-based steel corporation (DOSCO) decision to close down the mining operation, the Cape Breton Development Corporation (DEVCO) was established. The Federal Crown Corporation assumed the role of caretaker for the coal mines with a two-fold purpose: to wind down the operation and to encourage smaller industries to relocate and service the local population.

The perception of the Corporation as an undertaker was soon overshadowed by its efforts to develop

the industrial base, as its name implies. Many companies were assisted by DEVCO to set up on the Island of Cape Breton. The reported \$8 million invested in 400 projects over the past two years perhaps adequately reflects this effort. The wide variety of projects include: sawmills; fishplants; oyster farms; coal reclamation projects; development of a sheep industry; manufacturing crafts and electronics. These industries have contributed \$25 million in capital investment, along with 2,700 new jobs. While not all of DEVCO's efforts to establish new industries have

enjoyed good fortune, over the years the Crown Corporation has become more capable of assessing the area's needs, identifying creditable entrants; and in gathering valuable economic, industrial and commercial information to compile a variety of incentive packages.

At a time when energy resources are becoming scarce, and the country attempts to reduce its oil dependency, Cape Breton finds itself in the enviable position of not being able to satisfy the demands for its coal. The new emphasis on developing alternative energy resources has stimulated DEVCO to increase its production of coal in existing mines and develop new workings.

Over the next five years, Prince Mine will be expanded, a new mine will be opened in Glace Bay and the Donkin Mine will begin its recovery of thermal coal. The coal will help the Sydney Steel Plant with its coke needs, assist the provincial power utility to convert its oil-fired electrical generators and hopefully tap world markets for thermal coal. The coal development with a capital investment expected to exceed \$700 million over the next ten years, should increase productivity and job levels to:

Year	Coal Production	Job Creation
1980	2.6 million tons	4,525
1990	6 to 8 million tons	7,358

A further indication to DEVCO's efforts to exploit the coal resources is seen in its involvement with three recently announced projects. These projects involve the participation in joint ventures to drain methane gas from offshore mine workings, and studies to determine world demands for thermal coal and to determine production processes required for a coal liquefaction plant. The aggressiveness of the Crown Corporation's business team, spearheaded by its President, Steve Rankin, has helped to develop a strong spirit of optimism within the coal industry and the business community of Cape Breton.

While it is extremely difficult to make definite statements about the prospects of gas and oil off Sable Island, officials are confident and have carried out recent talks with Mobile and the Province to determine the viability of a petrochemical complex based on possible Sable discoveries. Port Hawkesbury on Cape Breton's west shore is a strong Canada candidate as LNG terminal for Arctic gas tying into the national grid in the proposed Maritime/Quebec pipeline. It is likely that Cape Breton Island, both the Canso Strait and the Sydney area, would benefit, not only from Nova Scotia offshore resources but also to some extent from Hybernia and the Arctic discoveries.

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**It is a truism to say that all of this activity will take place in one of the most beautiful areas in Eastern Canada. Through the promotional materials of the Province of Nova Scotia and the Canadian Government Office of Tourism, it can be easily seen that the area offers a wide variety of recreational opportunities, ranging from hunting and fishing in the highlands to the magnificent sailing on the Bras d'Or Lakes.**

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### **SYSCO:**

In 1967, following the decision by Hawker Siddeley Canada Limited to close down the Sydney Steel operation, the Provincial Crown Agency, SYSCO was established as caretaker. The mill had suffered from decreasing productivity and low profit margins. By 1980, these conditions contributed to a debt load in excess of \$300 million and a substantial reduction of its work force.

### **Under the new management team the plant is experiencing a dramatic turnaround in its economic viability.**

Since its beginning in 1899, the plant's mainstay was its rail making operation. Quality rails supplied the local coal industry, along with a major portion of the country's demands for rails. Other products included slabs, billets, ingots, mine arches and various bar products. In 1980, with the mounting debt load, one of the two blast furnaces was banked. This action cut the already dwindling work force by 700, leaving 2,490 men employed. In response to a new business plan, the federal government announced approval in principle and the allocation of \$100 million for modernization. It is hoped this money will help secure the position of the mill and justify additional funds for technological improvement.

The provincial government has also accepted the business proposals, agreed to an 80-20 cost-sharing arrangement on the \$100 million, and to retire the long-term debt load. Under the new management team of Michael Cochrane, and John J. McCarthy, the plant is experiencing a dramatic turnaround in its economic viability. With its deep harbour facilities, available supply of iron ore and coal, and its skilled work force, the plant has shown a break-even financial picture over the past six months. This is in contrast to

past experience when the plant was losing on an average of \$1 million a week. To ensure that the plant will be ready for modernization, a training program for present and future work force is being developed. However, this short-term financial assistance to the industry is not expected to affect current employment levels in the Sydney Steel Plant. Modernization will include labour saving processes and equipment.

### **The Community Industrial Assistance Program**

Following the announcement of the Community-Based Industrial Adjustment Program (CIAP), Sydney was designated as one of the four areas eligible for assistance. The excessively high unemployment rate of 16.7 per cent, plus the steady deterioration of the industrial base, were major factors in this decision. While intent on assisting with loan arrangements, establishing new businesses, expanding existing ones, and restructuring others, IT&C is focusing on a need to pull together all federal/provincial assistance programs. Since the announcement, the IT&C Regional Office has actively promoted the program and its opportunities in Cape Breton for potential investors. Coupled with weekly visits by program officers, telexes sent abroad emphasizing the program and its opportunities for licensing and joint ventures, this office has directly assisted the Community Adjustment Committee by helping to co-ordinate input from all levels of government and the local community. These efforts have not been in vain; as of this time, three business proposals for the area are being seriously considered. Should these proposals come to fruition, the business base will be strengthened and the employment level will be increased substantially.

### **For further information contact:**

**Dale Blair**  
**Industry, Trade and Commerce**  
 Suite 1124, Duke Tower  
 5251 Duke Street, Scotia Square  
 Halifax, Nova Scotia  
 B3J 1N9  
 Tel: (902) 426-7540

## Canada's International Competitiveness in Manufacturing



In a recent edition of *Economist's Corner* (Canada Commerce, May 1981) data were presented which demonstrated trends in estimated compensation per hour worked of manufacturing production workers in 10 major industrial countries, 1960-1980. These data provided a useful bearing on the relative levels of labour compensation in each of these countries, and hence some information on the level of their cost competitiveness. This article provides further information on Canada's changing competitiveness relative to the six largest industrialized economies for the period 1977-1979. Unfortunately 1979 is the most recent year for which all of the data are available.

The term international competitiveness relates to the changing ability of a nation's producers to compete in either the domestic or foreign markets. The analysis of international competitiveness therefore is the analysis of the combination of price, non-price and underlying cost elements involved in this competition. To date no single measure exists which adequately measures a country's changing international competitiveness; a combination of measures is required.

The prices of a country's goods relative to those of other countries are often seen as the most important indicators of competitiveness. After all, with certain

### Relative to the other major industrialized countries Canada has increased its competitive position since 1976.

exceptions, if prices are out of line, sales will not be made. Thus, it is the price of Canadian goods relative to the prices of the corresponding competing products of other countries that indicate whether Canadian producers are competitive or not. A number of price comparisons can be made, and while each tends to diverge in some way from an ideal measure, each is in some way indicative of Canada's competitive position.

**Table 1** provides the changes in consumer prices and export prices (export unit value) for the seven major industrialized economies over the 1977-1979 period. These data have been adjusted to reflect exchange rates and thus are in the common currency of U.S. dollars. For reference the movements in the seven countries exchange rates are also provided in **Table 1**. (Note that in this table a positive percentage change in the exchange rate implies a depreciation of the currency). The data provide a very clear message in terms of the first two years of the period.

Canada had the lowest increases in both consumer and export prices of all the major industrialized economies. A major factor in this improvement, of course, was the devaluation of the Canadian dollar during this period. Canadian consumer prices continued to grow relatively slowly in 1979, only the Japanese 0.5 percent decline was superior. A major factor in this improvement was the devaluation of the yen during this period. However, Canada's export price performance was relatively poor in 1979, but was still better than that of three other countries. The best performance was that of Japan, again due partially to the devaluation of the yen. Increases in Canadian export prices were largely due to higher prices for crude and fabricated materials which are determined in world markets. Price increases for most of the manufacturing sector, and for end products in particular, were more restrained.

**P**reliminary 1980 data demonstrate that relative to the United States, Canadian consumer and producer prices increased relatively slowly while export prices increased. In general the price measures indicate that relative to the other major industrialized countries Canada has increased its competitive position since 1976.

While price is often seen as the single most important aspect of competitiveness, it has a number of inherent weaknesses. Probably the greatest weakness is that prices are often set in the international market place by forces beyond the control of individual countries and are therefore not a meaningful measure of competitiveness. This weakness is most obvious in the case of resource based industries and is perhaps less important in the case of many manufacturing industries. Given the possibility of industries being price-takers, the need for measures of cost competitiveness is clear. The costs incurred in production include those of labour, capital and material inputs. Internationally comparable data concerning the cost of capital and material inputs are extremely poor; however, acceptable internationally comparable data are available in terms of labour costs, and since labour costs are generally the single largest cost component, they will be used as a proxy for total costs in the present analysis.

**Table 2** presents the changes in manufacturing unit labour costs and its components for the major economies over the three year period. The data have been adjusted to account for changes in the exchange rate.

During the first two years of the period Canada's unit labour costs actually declined. These costs accelerated during 1979 and increased for the year as a whole. Canada's performance for the first two years was unsurpassed and its 1979 performance was only exceeded by Japan's 6.1 per cent decline.

Canada's excellent relative unit labour cost performance was due to relatively low labour compensation increases. In both 1977 and 1978 Canada demonstrated the lowest increases in labour compensation measured in U.S. dollars. In 1979 Canada's 7.0 per cent increase was the second lowest with Japan recording only a 2.1 per cent rise.

A constraint to Canada's labour cost performance, and hence its increasing competitiveness, was its poor performance in output per person hour. In the latter two years of the period Canada's productivity performance (output per person hour) was poor, and in 1979 only the United States recorded a smaller increase.

Preliminary 1980 data demonstrate that relative to the United States the trend continued through that year. Canadian hourly compensation grew more slowly as did productivity, and Canadian unit labour costs increased at a slower pace. In general the labour cost data indicate that Canada has increased its

cost competitiveness relative to all the other major economies with the exception of Japan in 1979.

The competitiveness of the various industries within the Canadian manufacturing sector may have increased or declined; however the data presented demonstrate that relative to prices and labour costs the Canadian manufacturing sector as a whole has become increasingly competitive since 1976.

**D.J. McCulla**  
**Economic Intelligence Branch**  
**Economic Policy and Analysis**  
**Industry, Trade and Commerce**  
 Tel: (613) 996-5871

**Table 1**  
**Changes in Consumer Prices and Export Prices for Selected Countries in U.S. Dollars**  
 (per cent year-over-year)

	Canada	France	Germany	Italy	Japan	United Kingdom	United States
<b>Consumer Prices</b>							
1977	0.1	6.5	8.5	10.4	10.5	12.0	6.5
1978	1.6	18.9	18.8	17.0	32.4	19.1	7.5
1979	6.3	17.4	14.0	16.8	-0.5	25.4	11.3
<b>Export Prices</b>							
1977	-1.9	7.1	9.8	13.8	10.1	14.3	3.8
1978	1.9	14.3	15.2	11.2	22.9	20.5	6.5
1979	17.0	15.8	12.4	20.1	5.4	23.0	17.4
<b>Exchange Rate (National Currency per U.S.\$ yearly average)</b>							
1977	7.9	2.8	-7.8	6.0	-9.5	3.5	—
1978	7.3	-8.2	-13.5	-3.8	-21.6	-9.1	—
1979	2.7	-5.7	-8.8	-2.1	4.1	-9.5	—

Source: I.M.F. International Financial Statistics

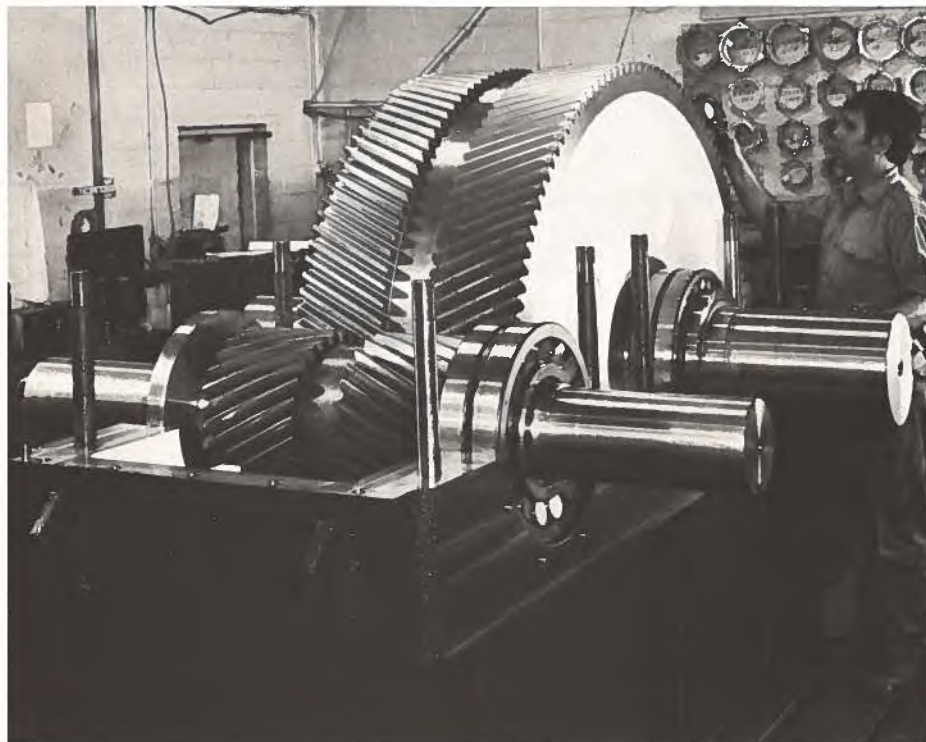
**Table 2**  
**Changes in Manufacturing Unit Labour Costs and Components for the Seven Major Economies in U.S. Dollars**  
 (per cent year-over-year)

	Canada	France	Germany	Italy	Japan	United Kingdom	United States
<b>Hourly Compensation</b>							
1977	4.6	10.8	19.1	12.1	21.8	7.5	8.4
1978	0.2	22.9	25.2	19.1	35.7	27.0	8.1
1979	7.0	20.8	16.8	23.8	2.1	29.2	9.1
<b>Output Per Man-Hour</b>							
1977	5.1	4.5	5.6	1.1	8.8	-4	3.0
1978	3.1	4.9	3.6	3.1	6.8	1.2	0.4
1979	1.2	4.7	5.2	9.3	8.1	1.7	0.8
<b>Unit Labour Costs</b>							
1977	-4	5.9	12.8	10.5	12.1	7.9	5.3
1978	-2.8	17.5	21.1	15.6	27.9	25.5	7.7
1979	5.7	15.1	10.8	13.3	-6.1	27.2	8.2

Source: U.S. Department of Labor

Travelling through the province of Quebec, Canada Commerce contributing editor André Fortier has come across some remarkable success stories concerning companies which have taken the plunge into the export market. Here he describes the strategy of a heavy machinery manufacturer. . . .

## Wilson Machine Limited of Montreal Expands Exports



A little more than two months ago, Wilson Machine Ltd. was one of the star performers of the Quebec Chamber of Commerce Mercuriades Awards.

When one considers the remarkable development of this Lasalle company since 1976, the choice is not surprising.

A solid business, established in the Montreal region since 1913, Wilson Machine took what might be called an historic turn in 1976, when it launched an all out assault on the export market.

As Wilson Vice-president, Mr. Chris Arnold, explains, the company's undeniable success in international markets since that time is the result of an original, well proven export strategy, made all the more effective, of course, by products of the highest quality.

This heavy machinery manufacturer has an extremely interesting strategy for promoting a broad range of products including gears, gearboxes, winches, screw jacks and spare diesel parts, not to mention a speed reducer for which the company was awarded the marketing trophy at the recent Mercuriades Awards. Elements of the company's success

include its ability to replace the spare diesel engine parts produced by its competitors, its use of the Piggy Back, and its sales to American businesses, which in turn sell their products in the Canadian marketplace.

In 1976, Wilson Machine conducted 100 per cent of its business in Quebec. Today this figure is less than 50 per cent, with the rest of the company's sales coming from direct and indirect exports.

The company's first foreign market was the most natural of all, the United States, and Wilson Machine has recently sold its products in the Philippines, Australia, New Zealand, Mexico, Guiana, Trinidad and Jamaica. With the assistance of the Canadian International Development Agency in particular, the company has been able to move into Africa as well, where it has concluded sales in Tunisia, the Sudan, Tanzania and Ghana.

Wilson has already taken advantage of the assistance provided by the Department of Industry, Trade and Commerce through its Export Market Development Program, particularly for its operations in Australia in 1980, and Mr. Arnold says

that the company intends to do so often in the future.

### Scope of Wilson Operations

Wilson Machine Ltd. currently occupies a plant with a floor area of 3700 m<sup>2</sup> (40,000 sq. ft.), to which the company will soon add approximately 930 m<sup>2</sup> (10,000 sq. ft.). The company has a staff of about 100 persons, including office personnel.

Like several other forward-looking companies, Wilson knows the importance of research and development and, as a result, has doubled its engineering team to a complement of 10 in the past two years. The company's interesting hiring policy for engineers is worth mentioning. To overcome the shortages of qualified candidates in this field, Wilson hires young university graduates and retired engineers.

The company is currently investing approximately \$1 million in new machinery and in expanding its plant.

Finally, it is also interesting to note that 80 per cent of the company's suppliers, which furnish all the products the company needs, are located in Quebec.

Wilson Machine Ltd. is indisputably a leader in its field. This success results from its original strategies and marketing, to which it pays particular attention, and from the assistance of various government agencies to which the company does not hesitate to apply, since their purpose is to provide such help.

The company has been assisted by the National Research Council in developing and perfecting new products, by the Department of Regional Economic Expansion, and as we noted above, by the federal Department of Industry, Trade and Commerce through its export development programs. It should be added that Wilson Machine Ltd. also takes advantage of services provided by various provincial departments in Quebec. Mr. Chris Arnold, a former employee of the Department of Industry, Trade and Commerce, is very much in favour of co-operation among the economic agencies of the different provincial governments. This company's market success as a result of this kind of co-operation has played no small role in strengthening this conviction.

## Trade Fair Round-Up by Shirley Plowman

### A Clean Sweep of Sales

Jean Nauta, President of Nautavac Corp. Ltd., demonstrates her compact but powerful carpet cleaner for Canadian Ambassador to the Netherlands Georges H. Blouin, IT&C's Lorna Swaat and Canadian Commercial Counselor at the Hague, Richard Roy.



Canadian companies demonstrated their capability in the cleaning game at the prestigious InterClean, the major European trade show for cleaning equipment and related supplies.

Held every second year in Amsterdam for four days, the show ran from May 12 to May 15. This was Canada's first appearance at the show and a profitable one for the 14 participating Canadian manufacturers.

Eight of the companies showcased their floor polishers, vacuum cleaners, water extraction cleaners and pressure washers. Three presented chemicals developed specifically for the commercial floor cleaning and sanitation industry. One textile company demonstrated its line of floor polisher and pot scrubbing pads. Others displayed floor and dust mops, mop wringers, window and floor squeegees.

Canadian innovations included a unique rug cleaner tool that cleans itself, a machine that does eight different jobs and a self-cleaning vacuum filter.

On-site sales totalled \$193,000 with projected sales of \$3.5 million over the next 12 months. The Canadian exhibitors reported more than 330 serious enquiries.

Says Lorne Sweet of IT&C's Machinery Branch: "It's worth noting that these enquiries were worldwide — from Africa, Asia, Australia, the three Americas and Europe. The results were especially promising if you consider that it was IT&C's first participation, and that for seven of the exhibitors, this was their first European trade show."

### Sowing Seeds in February

Although fallow fields and spring crops seemed many blustery weeks away during February, Canadian farm equipment manufacturers were showing their wares in sunny California.

Eleven companies attended the three-day California Farm Equipment Show held at the Tulare County Fairgrounds, February 10 to 12. They displayed a host of innovative machinery and supplies including four-wheel drive tractors, rock picking implements, sprayer monitors, electric monitoring for livestock pens and transportation systems for liquid fertilizers.

Exhibitors were generally enthusiastic with the results of their dealer-manufacturer negotiations. The show was not primarily a selling show. The companies were there mainly to get a toehold in

**the farm equipment export market and to appoint U.S. and foreign representatives and distributors.**

Despite the nature of the show, on-site sales amounted to \$22,700 while projected sales for the usual 12-month period could not be estimated. It was enough that the seeds were sown for a future lucrative Canadian farm equipment industry.

One of the highlights of the opening ceremonies was the presentation of a book of Eskimo drawings to an appreciative show management by Commercial Officer Garold N. Larson, Canadian Consulate General, San Francisco.

Maple leaf pins, matches and shopping bags were dispersed over the three-day period along with Air Canada and CP air brochures. Agricultural equipment directories were also available for serious enquiries.



Ralph Davoy, SD Electronics, Edmonton, sports his Western cowboy hat while turning to greet California governor Jerry Brown as Garold Larson, Canadian Consulate General's Office, San Francisco, looks on.

# Multilateral Project Opportunities

The following list of multilateral project opportunities has been prepared by the Bureau of Pacific, Asian, African and Middle Eastern Affairs (PAM), a merger of the former Office of Overseas Projects, the Bureau of Asian and Pacific Affairs and the Bureau of African and Middle Eastern Affairs. The objective of this list is to inform Canadian companies of the projects being considered or already approved for financing by the international financing institutions such as the World Bank, the Asian Development Bank and the Inter-American Development Bank.

PLEASE NOTE that further information is available on approved projects only and may be obtained from the respective geographical divisions of PAM listed below.

In order to capitalize on these export opportunities, experience has shown that getting in on the ground floor by advance marketing activities or use of local agents has increased the probability of success. Smaller companies may wish to consider participating as sub-suppliers or as part of a consortium bidding on equipment packages.

The Bureau of Pacific, Asian, African and Middle Eastern Affairs is prepared to assist companies in formulating their bids, and to suggest the appropriate contacts for companies interested in obtaining insurance, bonds and performance guarantees which are often required as part of tender specifications.

In addition, our Trade Commissioners abroad are ready to assist you in pursuing business, such as arranging meetings with personnel at the executing agencies. The Department also maintains liaison officers in Washington and Manila, who are prepared to undertake enquiries on your behalf. However, we recommend that you initially contact the appropriate officer listed below.

If any of the approved projects interest you, contact: **The Bureau of Pacific, Asian, African and Middle Eastern Affairs (PAM)**, Department of Industry, Trade and Commerce, 235 Queen Street, 9th Floor East, Ottawa, Ontario K1A 0H5, or call the telephone numbers which are listed.

## Projects Under Consideration

Due to a reorganization in the Department, certain names and telephone numbers are subject to change. Sorry for any inconvenience this may cause.

### AFRICA (613) 996-8188

#### CAMEROON

Contact: *J. Desjardins*

Tree Crops

World Bank (IBRD) — \$30.0 M

#### DJIBOUTI

Contact: *R. Bélanger*

Integrated urban development in the city of Djibouti

World Bank (IDA) — \$5.0 M (approx.)

#### EGYPT, ARAB REP. OF

Contact: *D. Cooper*

Sixth Development Finance Company

World Bank (IBRD) — Amount to be determined

#### ETHIOPIA

Contact: *D. Cooper*

Sugar

World Bank (IDA) — Amount to be determined

Agricultural Minimum Package Project III

World Bank (IDA) — Amount to be determined

#### GHANA

Contact: *P. McLachlan*

Fourth Power Distribution

World Bank (IDA) — \$20.0 M

#### GUINEA

Contact: *J. Desjardins*

Education II

World Bank (IDA) — \$8.0 M

#### KENYA

Contact: *S.A. Reid*

Second Structural Adjustment Credit

World Bank (IBRD) — \$45.0 M — (IDA) — \$50.0 M

Cotton Production

World Bank (IDA) — \$15.0 M

#### LESOTHO

Contact: *S.A. Reid*

Highway IV

World Bank (IDA) — \$10.0 M

#### MADAGASCAR

Contact: *R. Bélanger*

Agricultural Services for rice sub-sector

World Bank (IDA) — \$10.0 M

Petits Perimetres — strengthening of national systems

World Bank (IDA) — \$15.0 M (approx.)

#### MALAWI

Contact: *S.A. Reid*

Technical Assistance Project

World Bank (IBRD) — \$0.8 M

Structural Adjustment Loan II

World Bank (IBRD) — \$30.0 M

National Rural Development Program IV

World Bank (IDA) — \$37.0 M

#### MALI

Contact: *J. Desjardins*

Rural Water Supply in Western Region

World Bank (IDA) — \$12.0 M

#### MAURITANIA

Contact: *J. Desjardins*

Technical Assistance to the Rural Sector

World Bank (IDA) — \$2.0 M

#### NIGER

Contact: *J. Desjardins*

Forestry II

World Bank (IDA) — \$23.0 M

**NIGERIA****Contact:** *P. McLachlan*Borno State Agricultural Development  
World Bank (IBRD) — Amount to be determinedImo State Agriculture Development  
World Bank (IBRD) — Amount to be determined**SUDAN****Contact:** *D. Cooper*Savanah Development Consolidation  
World Bank (IDA) — Amount to be determinedRailways V  
World Bank (IDA) — Amount to be determined**TANZANIA****Contact:** *S.A. Reid*Rural Development V (West Lake)  
World Bank (IDA) — \$10.0 MOil Exploration  
World Bank (IBRD) — \$5.0 M**TOGO****Contact:** *J. Desjardins*Rural Development II  
World Bank (IDA) — \$30.0 M**UPPER VOLTA****Contact:** *J. Desjardins*Establishment of Development Investment Budget  
World Bank (IDA) — \$6.0 M (Technical Assistance)**ZIMBABWE****Contact:** *S.A. Reid*Highways I  
World Bank (IBRD) — \$45.0 MIntensive Rural Development Area Project I  
World Bank (IDA) — \$10.0 M**ASIA (613) 992-0356****BANGLADESH****Contact:** *N. Barber*Agricultural Training II  
World Bank (IDA) — \$20.0 MSupplementary Credit — Highway Maintenance  
World Bank (IDA) — \$4.0 M (approx.)Small-Scale Irrigation Sector  
Asian Development Bank (AsDB) — \$40.0 M  
No decision made whether consultants will be required.Community Forestry  
Asian Development Bank (AsDB) — \$20.0 M  
No decision made whether consultants will be required.Barisal-Patuakhali Irrigation  
Asian Development Bank (AsDB) — Amount to be determined  
(Technical Assistance)  
Consultants will be required.Second Crop Intensification Program  
Asian Development Bank (AsDB) — \$17.0 M (approx.)  
No decision made whether consultants will be required.Thana/Union Health Centers Development  
Asian Development Bank (AsDB) — \$20.0 M (approx.)  
No decision made whether consultants will be required.Southeast Bangladesh Gas Distribution  
Asian Development Bank (AsDB) — Amount to be determined  
No decision made whether consultants will be required.Second Tubewell Development  
Asian Development Bank (AsDB) — Amount to be determined  
(Technical Assistance)  
Consultants will be required.**BURMA****Contact:** *N. Barber*Tubewells I  
World Bank (IDA) — Amount to be determinedDockyard Rehabilitation Program  
Asian Development Bank (AsDB) — \$5.5 M (approx.)  
No decision made whether consultants will be required.Second Pump Irrigation and Area Development  
Asian Development Bank (AsDB) — Amount to be determined  
(Technical Assistance)  
Consultants will be recruited by the Bank.Groundwater Development  
Asian Development Bank (AsDB) — Amount to be determined  
(Technical Assistance)  
Consultants will be required.Second Forestry  
Asian Development Bank (AsDB) — \$20.0 M (approx.)  
No decision made whether consultants will be required.Crop Intensification  
Asian Development Bank (AsDB) — Amount to be determined  
(Technical Assistance)  
Consultants will be required.**CHINA****Contact:** *N. Mailhot*Education I  
World Bank (TBD) — Amount to be determinedFirst Agriculture Project  
World Bank (TBD) — Amount to be determinedPorts  
World Bank (TBD) — Amount to be determined**INDIA****Contact:** *M. Vandenhoff*Tamil Nadu Water Supply And Sewerage Project  
World Bank (IDA) — \$50.0 MProposed Remanufacturing plant for diesel locomotives  
World Bank (IDA) — \$150.0 MICICI XIV — Assistance to Industrial Credit and Investment  
Corporation of India  
World Bank (IBRD) — \$150.0 M**KOREA, REP. OF****Contact:** *A. Pacher*Provincial Water Supply  
Asian Development Bank (AsDB) — \$33.0 M  
No decision made whether consultants will be required.Han River Basin Environmental Master Plan  
Asian Development Bank (AsDB) — \$3.0 M (approx.)  
No decision made whether consultants will be required.Third Incheon Port Development  
Asian Development Bank (AsDB) — \$60.0 M (approx.)  
Consultants will be required.

Energy Conservation Sector  
Asian Development Bank (AsDB) — Amount to be determined  
(Technical Assistance)  
Consultants will be required.

#### **NEPAL**

**Contact:** *N. Barber*

Cash Crops

World Bank (IDA) — Amount to be determined

Command area development

Asian Development Bank (AsDB) — Amount to be determined

No decision made whether consultants will be required.

Pulp and Paper

Asian Development Bank (AsDB) — Amount to be determined

(Technical Assistance)

Consultants will be required.

#### **PAKISTAN**

**Contact:** *N. Barber*

Fertilizer Rehabilitation

World Bank (IDA) — \$30.0 M

Expansion of capacity of Sui Northern Gas Pipeline Ltd.

World Bank (IDA) — \$60.0 M

#### **SRI LANKA, DEM. SOC. REP. OF**

**Contact:** *N. Barber*

Mahaweli Power Transmission

World Bank (IDA) — Amount to be determined

Small- and medium industries II

World Bank (IDA) — Amount to be determined

Health and Population

Asian Development Bank (AsDB) — Amount to be determined

(Technical Assistance)

Consultants will be recruited by the Bank.

Aquaculture

Asian Development Bank (AsDB) — Amount to be determined

(Technical Assistance)

Consultants will be required.

#### **SOUTH-EAST ASIA (613) 996-8661**

#### **INDONESIA**

**Contact:** *J. Brenchley*

Fertilizer Distribution II

World Bank (IBRD) — \$50.0 M

Jabotabek Distribution System

Asian Development Bank (AsDB) — \$40.0 M

No decision made whether consultants will be required.

Polytechnics Institutes

Asian Development Bank (AsDB) — Amount to be determined

(Technical Assistance)

Consultants will be required.

Semarang Water Supply

Asian Development Bank (AsDB) — To be determined

Consultants will be recruited by the Bank.

Production and distribution of essential drugs

Asian Development Bank (AsDB) — \$20.0 M (approx.)

No decision made whether consultants will be required.

Sixth Port

Asian Development Bank (AsDB) — \$30.0 M

No decision made whether consultants will be required.

Aceh and North Sumatra Livestock Development

Asian Development Bank (AsDB) — Amount to be determined

No decision made whether consultants will be required.

Balikpapan Port Development

Asian Development Bank (AsDB) — Amount to be determined

(Technical Assistance)

Consultants will be required.

Domestic Airport

Asian Development Bank (AsDB) — \$55.0 M (approx.)

Consultants will be required.

#### **MALAYSIA**

**Contact:** *P.A. Rolland*

Farmers' Organization Support Services

Asian Development Bank (AsDB) — \$20.0 M (approx.)

No decision made whether consultants will be required.

Saribas Integrated Agricultural Development

Asian Development Bank (AsDB) — Amount to be determined

Consultants will be required.

Low Cost Housing

Asian Development Bank (AsDB) — Amount to be determined

(Technical Assistance)

Consultants will be required.

#### **PHILIPPINES**

**Contact:** *J. MacLeod*

Region VII Rural Development

World Bank (IBRD) — \$50.0 M

Geothermal Development

World Bank (IBRD) — \$65.0 M

Skills Training

World Bank (IBRD) — \$30.0 M

Bohol and Cebu Fisheries Development

Asian Development Bank (AsDB) — Amount to be determined

No decision made whether consultants will be required.

Energy Sector

Asian Development Bank (AsDB) — \$50.0 M (approx.)

No decision made whether consultants will be required.

Second Palawan Integrated Area Development

Asian Development Bank (AsDB) — Amount to be determined

(Technical Assistance)

Consultants will be required.

Manila Domestic Container Terminal

Asian Development Bank (AsDB) — \$30.0 M (approx.)

Consultants will be required.

Mineral Resources Development

Asian Development Bank (AsDB) — Amount to be determined

Consultants will be required.

#### **THAILAND**

**Contact:** *T. Greenberg*

Second Power Subsector Loan

World Bank (IBRD) — \$130.0 M

Regional Railway Development Project

World Bank (IBRD) — \$80.0 M

Fifth Power Distribution

Asian Development Bank (AsDB) — \$61.0 M (approx.)

No decision made whether consultants will be required.

Natural Gas Transmission and Distribution

Asian Development Bank (AsDB) — \$53.0 M

No decision made whether consultants will be required.

Natural Gas Transmission and Distribution  
Asian Development Bank (AsDB) — Amount to be determined  
(Technical Assistance)  
Consultants will be recruited by the Bank.

Cattle Production  
Asian Development Bank (AsDB) — Amount to be determined  
(Technical Assistance)  
Consultants will be required.

## **SOUTH PACIFIC/JAPAN (613) 995-7752**

### **FIJI**

**Contact:** *R. Beare*  
Lautoka and Savusavu Ports Development  
Asian Development Bank (AsDB) — Amount to be determined  
(Technical Assistance)  
Consultants will be required.

### **PAPUA NEW GUINEA**

**Contact:** *R. Beare*  
Rural Health Services  
Asian Development Bank (AsDB) — \$10.0 M (approx.)  
No decision made whether consultants will be required.

Second Manus Forestry  
Asian Development Bank (AsDB) — Amount to be determined  
(Technical Assistance)  
Consultants will be recruited by the Bank.

## **WESTERN HEMISPHERE/EUROPE (613) 996-5357**

### **ARGENTINA**

**Contact:** *J.G. Carson*  
Highway  
World Bank (IBRD) — \$80.0 M

Craft Development  
Inter-American Development Bank (IDB) — \$0.4 M

Credit for Vocational Students  
Inter-American Development Bank (IDB) — \$0.5 M

Alicura — Abasto transmission systems  
Inter-American Development Bank (IDB) — \$150.0 M

### **BRAZIL**

**Contact:** *J.G. Carson*  
Electric Transmission Line  
Inter-American Development Bank (IDB) — \$23.0 M

Federal Highway and Feeder Road Program  
Inter-American Development Bank (IDB) — \$60.0 M

Feeder Road Program  
Inter-American Development Bank (IDB) — \$55.0 M

### **CHILE**

**Contact:** *F. Spoke*  
Highway Reconstruction Program  
Inter-American Development Bank (IDB) — \$105.0 M

### **COLOMBIA**

**Contact:** *F. Spoke*  
Urban Transport  
World Bank (IBRD) — \$50.0 M (approx.)

### **COSTA RICA**

**Contact:** *F.R. Harris*  
Petroleum Sector Technical Assistance  
World Bank (IBRD) — \$2.0 M

### **DOMINICAN REPUBLIC**

**Contact:** *F. Spoke*  
Coal Port  
World Bank (IBRD) — \$15.0 M

### **ECUADOR**

**Contact:** *F. Spoke*  
Mico-Pita-Tambo potable water  
Inter-American Development Bank (IDB) — \$10.0 M

### **EL SALVADOR**

**Contact:** *F.R. Harris*  
Program to control coffee rust  
Inter-American Development Bank (IDB) — \$45.6 M

### **GUYANA**

**Contact:** *F. Spoke*  
Oil Exploration Promotion  
World Bank (IBRD/IDA) — Amount to be determined

### **HAITI**

**Contact:** *F. Spoke*  
Power III  
World Bank (IDA) — \$26.0 M

### **HONDURAS**

**Contact:** *F.R. Harris*  
Industrial Credit Program  
Inter-American Development Bank (IDB) — \$12.0 M

### **JAMAICA**

**Contact:** *F. Spoke*  
Technical Assistance in Economic and Financial  
Management  
World Bank (IBRD) — \$5.0 M

### **MEXICO**

**Contact:** *J.A. Pearce*  
Pollution Control  
World Bank (IBRD) — \$100.0 M (approx.)  
Irrigation Rehabilitation Bajo Bravo/Bajo San Juan II  
World Bank (IBRD) — \$100.0 M (approx.)

### **NICARAGUA**

**Contact:** *F.R. Harris*  
Line of credit for industry rehabilitation  
World Bank (IBRD) — \$30.0 M (approx.)  
Line of credit for agriculture rehabilitation  
World Bank (IBRD) — \$20.0 M (approx.)  
Managua upgrading  
World Bank (IBRD) — \$12.0 M (approx.)  
National Municipal Development Investment Program  
World Bank (IBRD) — \$8.0 M (approx.)

### **PERU**

**Contact:** *F. Spoke*  
First Health Project  
World Bank (IBRD) — \$20.0 M (approx.)  
Petroleum II  
World Bank (IBRD) — \$80.0 (approx.)  
Small Scale Industry  
World Bank (IBRD) — \$25.0 M (approx.)  
Stage Four of Rural Potable Water Program  
Inter-American Development Bank (IDB) — \$6.5 M

**PORTUGAL**

Retrofitting of equipment  
World Bank (IBRD) — Amount to be determined

**YUGOSLAVIA**

**Contact:** *R.E. Evans*  
Serbia Regional Development  
World Bank (IBRD) — Amount to be determined

Montenegro Regional Development  
World Bank (IBRD) — Amount to be determined

Kosovo Regional Development  
World Bank (IBRD) — Amount to be determined

Environmental Controls Tuzla  
World Bank (IBRD) — Amount to be determined

Sava Drainage II  
World Bank (IBRD) — Amount to be determined

Highways XII  
World Bank (IBRD) — \$90.0 M (approx.)

## Approved Projects

**AFRICA (613) 996-8188****EGYPT, ARAB REP. OF**

**Contact:** *D. Cooper*  
Fish Farming Development  
World Bank (IDA) — \$14.0 M

**KENYA**

**Contact:** *S.A. Reid*  
Fifth Education  
World Bank (IDA) — \$40.0 M

**MALAWI**

**Contact:** *S.A. Reid*  
Fourth Education  
World Bank (IDA) — \$41.0 M

**MALI**

**Contact:** *J. Desjardins*  
Road Maintenance  
World Bank (IDA) — \$17.0 M

**RWANDA**

**Contact:** *R. Bélanger*  
Lake Kivu Coffee Improvement and Foodcrop  
World Bank (IDA) — \$15.0 M

**SENEGAL**

**Contact:** *J. Desjardins*  
Forestry  
World Bank (IDA) — \$9.3 M

**SOMALIA**

**Contact:** *D. Cooper*  
Fourth Education  
World Bank (IDA) — \$10.2 M

**SUDAN**

**Contact:** *D. Cooper*  
Blue Nile Pump Schemes Rehabilitation  
World Bank (IDA) — \$32.0 M

White Nile Pump Schemes Rehabilitation  
World Bank (IDA) — \$35.0 M

**TUNISIA**

**Contact:** *M. Desgroselliers*  
Fourth Education  
World Bank (IBRD) — \$26.0 M

**UGANDA**

**Contact:** *S.A. Reid*  
Water Supply Engineering  
World Bank (IDA) — \$9.0 M

**ASIA (613) 992-0356****BURMA, SOCIALIST REP. OF THE UNION OF**

**Contact:** *N. Barber*  
Wood Industries I  
World Bank (IDA) — \$32.0 M

Paddy and Rice Storage  
Asian Development Bank (AsDB) — \$16.0 M

**INDIA**

**Contact:** *M. Vandenhoff*  
Madhya Pradesh Medium Irrigation  
World Bank (IDA) — \$140.0 M

Eight Telecommunications  
World Bank (IDA) — \$314.0 M

Karnataka Tank Irrigation  
World Bank (IDA) — \$54.0 M

Hazira Fertilizer  
World Bank (IDA) — \$400.0 M

**PAKISTAN**

**Contact:** *N. Barber*  
Fifth Education (Vocational Training)  
World Bank (IDA) — \$25.0 M

Small Industries  
World Bank (IDA) — \$30.0 M

**SOUTH-EAST ASIA (613) 996-8661****MALAYSIA**

**Contact:** *P.A. Rolland*  
Rompin-Endau Area Development  
World Bank (IBRD) — \$40.0 M

Trans-Perak Area Development  
World Bank (IBRD) — \$50.0 M

**MIDDLE-EAST (613) 593-4362****TURKEY**

**Contact:** *C.A. Valle*  
Second Fruit and Vegetable Project  
World Bank (IBRD) — \$40.0 M

**YEMEN ARAB REPUBLIC**

**Contact:** *P. Furesz*  
Regional Electrification  
World Bank (IDA) — \$12.0 M

## WESTERN HEMISPHERE/EUROPE (613) 996-5357

### BAHAMAS

Contact: *F. Spoke*  
Vocational and Technical Training  
World Bank (IBRD) — \$7.0 M

### BRAZIL

Contact: *J.G. Carson*  
Third Urban Transport  
World Bank (IBRD) — \$90.0 M

### COLOMBIA

Contact: *F. Spoke*  
Playas Hydro Power  
World Bank (IBRD) — \$85.0 M

Rural Roads  
World Bank (IBRD) — \$33.0 M

### HAITI

Contact: *F. Spoke*  
Port Development  
World Bank (IDA) — \$11.0 M

### PANAMA

Contact: *F.R. Harris*  
Energy Planning and Petroleum Exploration Promotion  
World Bank (IBRD) — \$6.5 M

### PERU

Contact: *F. Spoke*  
Aviation Development  
World Bank (IBRD) — \$58.0 M

### YUGOSLAVIA

Contact: *R.E. Evans*  
Morava Regional Development II  
World Bank (IBRD) — \$87.0 M

## Business Opportunities

A few business managers may not yet be aware of a valuable little government publication, "Weekly Bulletin of Business Opportunities", prepared by Supply and Services Canada. The bulletin includes at regular intervals an alphabetical list of Departmental abbreviations; index of commodities and services; a comprehensive list of unclassified contracts awarded to Canadian firms and their value; and various publications on economics, management and commerce.

For further information, contact **Jean LaFlamme, Information Services, Supply and Services, Place du Portage, Phase III, 11 Laurier Street, Hull, Quebec K1A 0S5**  
Tel: (819) 997-7363.

## Fair Notice

Two separate specialized international trade fairs are in the process of being organized for 1982 by the Nigerian Federal Ministry of Commerce.

The first fair will take place in Lagos between April 3 and April 12, 1982, and will focus on agriculture and food processing, building and construction, wood and paper and chemical processing.

The second fair will take place November 20 to November 29 in Lagos and will zero in on electrical and electronic industries, telecommunications, military technology, transportation and automobile components, energy and petrochemical industries.

Those interested should contact **Peter McLachlan, Africa Division, Industry, Trade and Commerce, Ottawa, K1A 0H5**  
Tel: (613) 995-3351.

## Invitation to Peru

The Pacific International Trade Fair will take place in Lima, Peru November 19 to 29, 1981. Canadian companies are invited to apply for space in the Canadian pavilion, but hurry. There is accommodation for only 30. If interested, contact: **Cynthia Hartman at (613) 996-5546, or Paul Schutte (613) 992-8855, Industry, Trade and Commerce, Ottawa.**

## Take Care!

Canadian manufacturers are being warned to be cautious when exporting to persons or companies unknown to them.

IT&C has recently learned that some manufacturers are shipping goods airfreight to Nigeria on the basis of spurious bank cheques drawn on the Standard Bank Nigeria Limited, Ketu Trading Estate Branch, Plot 236, Maggy Comm. Ave., Ikorodu Rd., Ketu, Lagos. The cheques carry a notice on their back guaranteeing reimbursement of the amount shown upon return of the cheque with the original shipping documents.

Exporters are advised that shipments to unknown parties in Nigeria should be effected against confirmed, irrevocable Letters of Credit. If you should elect to ship against other documents you are advised to confirm these with the international banking centre of your bank.

For additional information on selling to Nigeria, contact **Peter McLachlan at the Africa Division, Industry, Trade and Commerce, Ottawa, K1A 0H5** Tel: (613) 995-3351.

## CMA Guide to Exporting

Interested in knowing everything there is to know about exporting?

The Canadian Manufacturers' Association has just produced "Understanding Export," a step-by-step comprehensive guide to selling in foreign markets. Included in the 106 pages of invaluable information are 16 sections taking prospective exporters through the various stages of export sales and showing them how to avoid the pitfalls that lie in wait for the inexperienced.

Seasoned exporters will find the book of immense help in improving their already established export business. Those interested should write to: **Publications, The Canadian Manufacturers' Association, One Yonge Street, M5E 1J9.** Cheques for Understanding Export in the amount of \$22.50 per book, which includes postage, should be made payable to The Canadian Manufacturers' Association.

If undelivered return to:  
"Canada Commerce"  
Dept. Industry, Trade and Commerce  
Ottawa, Canada K1A 0H5

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**Next Month:  
Basics of Exporting to U.S.**

**Industry/Labour Adjustment Program —  
Sorel-Tracy and Port Cartier-Sept Iles**



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