

CANADA COMMERCE

November 1982



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The Census — Page 10

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Interfirm Comparisons — Page 1

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Editorially speaking . . .

Let's be positive! Productivity improvement *is* positive and comparisons between companies in the same industrial fields (interfirm comparisons) are important tools toward that improvement.

The Canadian world of business is beginning to take a long, hard look at itself in the light of the continuing deep recession. One thing it is discovering, both through its own studies and through independent views, is that its productivity suffers considerably in comparison with that of its most prominent competitors. It is being said in increasingly urgent tones that unless something is done to improve the situation soon, Canadian competitiveness will be seriously, if not permanently, damaged.

Productivity improvement is, obviously, only one step in helping solve our complex economic problems. However, the seriousness of the situation is well recognized as can be seen in the growing importance business places on interfirm comparisons and the interest entrepreneurs at all levels are taking in the department's Interfirm Comparisons Program. The article on page 1 of this issue shows how a variety of companies are making positive use of the results of interfirm comparisons to upgrade their own operations.

J.C.H.

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only to interested Canadian manufac-
turers and business persons.

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With the economy still in the grip of worldwide recession, it is not surprising that Canada's productivity picture, in virtually all phases of the economy is of growing concern. Interfirm comparisons are one method of studying the problem. In the following article, specially prepared for Canada Commerce, the author explains. . .

Why Business Likes Interfirm Comparisons

by P.G. Rivest
Interfirm Comparisons, IT&C/REE

"We consider the Interfirm Comparison of Plastic Film Manufacturers which has been recently completed to be extremely valuable. If all the firms included do their homework, we, as a group, could improve the industry as a whole."

"We are in receipt of the Interfirm Comparison Study prepared for the Sheet Steel Building and Product Manufacturers of Canada. As a participating company, we have taken a very serious interest in this study. It is extremely valuable in assisting us to determine those areas of comparative weakness of our manufacturing and management process and it gives us a clear direction of areas needing improvement."

The above comments were made by the chief executive officers of companies which took part in interfirm comparisons conducted in the Plastic Film and Sheet Steel Building and Product Manufacturing industries. Such illustrations of the positive reactions expressed by hundreds of firms who have voluntarily participated in the Interfirm Comparison Program of the Department of Industry, Trade and Commerce and Regional Economic Expansion over the past several years clearly indicate that business firms do benefit from the diagnostic type of approach to measure and assess the performance of individual firms.

From the point of view of governmental effort to support industry, it is rewarding to hear remarks such as the following received from the general manager of an Alberta furniture manu-

facturer and from the president of a Nova Scotia mechanical contractor who have both been involved in comparisons conducted in their respective industry sectors:

"This is the most helpful and informative program the government has developed for this industry."

"There have been so many ways in which the private sector has criticized federal programs and involvement. This is one program that was of immense value to the participants in the comparison. To ourselves, it was most gratifying to know that despite the acute economic conditions, our company was headed in the right direction. The word excellent describes the way in which the comparison was conducted."

One of the most appealing features of interfirm comparisons is that they produce concrete results which can be of immediate use to the management of the firms involved.

The individual company reports prepared at the end of each project tell each participating firm what its relative performance is and which specific aspects of their operations need to be improved; they also suggest means to correct deficiencies or to take further advantage of existing strengths. The reports include tables of ratios showing, in an anonymous way, the results achieved by each participating company in some 30 key areas of business operation. Each report also contains a condensed, yet comprehensive, analysis of the performance of the particular firm under review.

Management is told which precise activities have been covered by the comparison, how companies have been classified for comparative purposes and how the ratios have been calculated. The reports also include a definition of the adjustments that have been made to the original data in order to achieve full comparability between firms. On this

basis management can, and actually does, take action following the receipt of comparison results.

Thus, the executive vice-president of a Quebec carpet manufacturing firm wrote that following participation in a first comparison, his company took the following action:

- Consolidation of two mills into one;
- Hiring of a consulting firm to improve productivity per man-hour;
- Reduction of stock keeping units.

The president of an Ontario manufacturer of upholstered furniture reported that as a result of the comparison conducted in its sector, his firm decided:

- To undertake a more detailed analysis of cost of materials, particularly fabric;
- To examine marketing strategy based on higher returns achieved by some other companies.

On the basis of its firm's performance in an interfirm comparison, the management of a New Brunswick manufacturer of casegood furniture determined the precise plan of action summarized below:

- Reduce inventory levels to within 10 per cent of the median for finished goods. This will be done by more closely scheduling of shipments using rate of sale and the order file by requested delivery;
- Put a higher priority on implementation of job description, job classification and wage classification. These, combined with a job costing system, will enable the company to have a participation plan in place by the next winter.

Business managers like to get timely information. Interfirm comparisons always look at the operations of the companies' latest full fiscal year. All participants receive their results within three to four months of the starting date of a project. They are actually pressed to facilitate the collection of data in order to hasten the delivery of the results.

If an evaluation of company performance is to lead to corrective action, it is essential that it be based on highly reliable data.

All information collected for interfirm comparison purposes is obtained directly from the senior officers of the participating companies by means of visits to each firm. Companies are not asked to supply information by mail and they do not have to complete any burdensome and impersonal questionnaire. The data are checked against audited statements and a reconciliation statement is supplied with each report to show clearly that the adjusted figures

used for comparison purposes agree with each company's own financial statements.

The personal interview conducted at the site of each firm makes it possible to question the exact content of every figure collected and to proceed with the appropriate adjustments. The interview also offers the opportunity to identify any particular aspect of the operations of a company which could affect the performance ratios and thus create a bias in the comparison. Unrelated business activities are eliminated from the comparison altogether, whenever feasible, or they are taken into account in the interpretation of the end results.

The bench-mark measures used to judge the relative performance of each firm are neither theoretical nor subjective. They are the results achieved by the other companies participating in the same comparison and they, therefore, give a faithful picture of the situation prevailing in the industry at a given point of time. The performance of each company taking part in a comparison is measured against that of its competitors, its operating ratios being compared to those of the median or best performer in the group of competing firms. Companies are not told that they should raise their output per employee to a pre-determined hypothetical level; they are shown on the basis of scientifically assembled data that a number of firms operating in the same sector of business activity do manage to achieve higher results in a similar economic environment.

Interfirm comparisons compare "apples with apples". The sectors of comparison are defined carefully by taking into consideration factors such as the nature and mix of the products made, the manufacturing process, the type of raw materials utilized, the distribution channels, the markets served, the structural organization of firms, etc.

The farm implement interfirm comparison was restricted to the non-integrated small and medium size manufacturers of limited lines of farm equipment utilized for large scale farming in the Prairie Provinces. Each of the five comparisons conducted in the plastics processing industry looked at a specific sector of the industry, e.g. blow moulding, plastic film extrusion, etc. Because the groups thus defined could still comprise companies with somewhat different operations, the participating firms are classified into smaller subgroupings for comparison purposes. The 65 participants in the footwear comparison were divided into five different subgroupings on the basis of the more specific type of shoes or boots made and of the markets served. Iron and steel foundries were the subjects of two separate interfirm com-



Richard A. Johnson (right), senior policy analyst, Technology and Innovation, United States Department of Commerce, in Canada late last month to study Canada's Interfirm Comparison Program, joined P.G. Rivest and P.W. Morse of the Canadian Department of Industry, Trade and Commerce and Regional Economic Expansion, as well as Raymond Major and Gerald Ford, consultants to the Canadian department, in discussing the results of the latest interfirm survey. Mr. Johnson is studying the program for possible use of the Canadian methodology in the proposed development of a similar system in the U.S.

parisons. For greater comparability, the 31 iron foundries were further subdivided between production and job foundries and also according to the tonnage charged.

In order to enhance further the value of the results, the final analysis takes into consideration the specific characteristics of each firm, which have been carefully identified and systematically recorded through the data collection process. Such characteristics may relate to the extent of processing of the materials purchased, to the nature of the transactions made with affiliated firms, to the acquisition of fixed assets at non market values, or to the use of different practices in the distribution or marketing of finished goods.

Business executives would not voluntarily take part in a program which requires disclosure of carefully guarded information if the strictest confidentiality rules were not applied in the handling of this information. Interfirm Comparisons do just that as clearly demonstrated in the handling of the files relating to more than 1,500 participants in the some 60 industry sectors covered to date by the program.

All data collected in the course of a project are used exclusively for interfirm comparison purposes and the company results are made available to the participating firms only. Companies are not identified except by a code on the table of ratios and the results of each firm are reviewed in separate, individual, reports which are seen exclusively by the management of the firm concerned.

Not the least important, interfirm comparisons are directly attacking the ills that currently plague the Canadian economy, as their primary objective is to help improve the productivity of individual businesses and of the industry sectors reviewed.

It is increasingly recognized that productivity growth is the only sure road to economic recovery and continued prosperity for companies and their employees alike. It is not surprising that productivity measurement is one aspect of the program which draws greatest attention from company management.

There is a growing desire to learn more about productivity performance and about productivity measurement techniques. Participants in the program gain not only from the comparative analysis with competing firms, but also from the knowledge accumulated through a succession of comparisons conducted in Canada over the years and derived from international experience through participation in activities of the European Association of National Productivity Centres.

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The new Small Business Investment Grant Program, announced in the June budget and the subject of the following Canada Commerce article, has started operation. Chartered banks and other authorized financial institutions began delivering grants under the program in the middle of October.

The Small Business Investment Grant

In last June's budget, a new initiative was announced to assist small businesses reduce their interest rate costs. It is called the Small Business Investment Grant Program (SBIG).

The program provides an interest grant of up to four per cent a year for two years, paid by the federal government to lending institutions for eligible small businesses who must borrow.

The two-year program is designed to reduce borrowing costs for the acquisition of certain new depreciable assets or for the financing of research and development. Loans for the purchase of land, automobiles, other passenger vehicles and leasing assets do not qualify.

This means that small businesses eligible for the program will be able to reduce by four per cent their interest costs on certain investments made between June 29, 1982, and March 31, 1983.

Who qualifies for a SBIG?

Corporations that are eligible for the low corporate tax rate for small business, partnerships whose members are all individuals, and proprietorships (like farmers and fishermen) carrying on active businesses in Canada. Grants cannot be made to businesses engaged in a profession.

In order to qualify for a Small Business Investment Grant, a loan application must:

- Be for an amount not less than \$10,000 and not greater than \$500,000;

- Be for use in an active business as defined in the Income Tax Act;
- Be accompanied by a special form signed by both the borrower and the lender and filed with the Department of Industry, Trade and Commerce and Regional Economic Expansion.



More than one grant can be obtained as long as the loans, in aggregate, do not exceed \$500,000.

"Small businessmen, fishermen and farmers who purchase goods subject to depreciation or who finance research and development projects will receive, as an incentive, grants totalling \$200 million this year and \$200 million next year," says the Hon. William Rompkey, the new Minister of State for Small Businesses and Tourism.

"If we add this up, we see that \$400 million in grants, at an interest rate four per cent lower than current rates, means that small businesses, fishermen and farmers in Canada will have access to loans totalling \$5 billion a year.

"I am sure that entrepreneurs — Canadian businessmen and women — will take advantage of this program to help them gain access to capital at reduced rates for investment purposes," Mr. Rompkey states.

The applicable interest rate for the loan is negotiable by the borrower and the lender. The four percentage point grant will be reduced when the grant and any other assistance would reduce the interest rate to less than 12 per cent.

Under SBIG, loans can be obtained from financial institutions, including banks, trust companies, insurance companies, credit unions, caisses populaires, the Federal Business Development Bank, the Farm Credit Corporation, Government of Canada or Canadian provincial or territorial lending agencies, as well as investment companies as defined under the Investment Companies Act.

It should be stressed that the SBIG program does not replace the Small Business Bonds Program announced in the November 1981 budget. Small businesses, fishermen and farmers in financial difficulty remain eligible for the bond program for refinancing purposes.

Anyone interested in either a SBIG or a Bond, should contact a bank or other lending institutions.

For more information about SBIG eligibility criteria, contact the nearest Revenue Canada District Taxation Office. General information on the program may be obtained from the Business Information Centres in the regional offices of the Department of Industry, Trade and Commerce and Regional Economic Expansion or from the Programs Branch of the department in Ottawa.

Time and again it is proved that, with a little friendly help, a group of dedicated people with an idea, a product — and the will — are able to build a successful business. This has been the case of the Fisher River Sewing Factory Ltd. Started a year ago, the project has already gained considerable success and brought change to the lives of the small Indian reserve community in Manitoba. It is . . .

Fisher River — Sewing to Success

by Kerry S. Cohen
Winnipeg Regional Office
Department of Industry, Trade and Commerce
and Regional Economic Expansion

One Indian band in Northern Manitoba has taken an innovative approach to solving the problems of high unemployment, alcoholism and diminishing self-esteem. The Fisher River Indians, with the assistance of the federal government, set up a sewing factory employing native women, and a year after opening its doors the factory is growing and supplying various types of institutional garments across Manitoba.

The Fisher River Indian Band is located at Koostatak, Manitoba, approximately a three-hour drive

north of Winnipeg, and its 800 citizens already run several successful businesses. The Band does commercial fishing in Fisher Bay and along the northern tip of Lake Winnipeg and then processes the fish in its own processing plant. In addition, the Band sawmill manufactures up to 2 million FBM of lumber a year.

Still, a situation of chronic unemployment existed among the Band's women on the Reserve and the Band Council, led by Chief Wesley Hart, began to look for new industry to bring to the reservation.

The concept of a sewing factory first occurred to Chief Hart in 1980. With the assistance of Gene Barbee and Associates Ltd., a Winnipeg-based consulting firm, a feasibility study was presented to the Local Employment Assistance Program review board (LEAP) of the Department of Employment and Immigration which quickly recognized the merits of the project.

Training Program

LEAP agreed to fund the training segment of the project, and a training supervisor was brought in from Winnipeg. To train the Band women presented a most challenging task for many of them had never seen industrial sewing machinery, nor had they been exposed to punch-clock hours accompanied by factory efficiency.

The women are first given manual dexterity and manipulation tests to determine suitability for sewing work, and are then placed on a training program before sewing on production garments.

A portion of the funds to construct a building was provided by the Department of Indian and Northern Affairs, and the men in the Koostatak Community (under the direction of the chief and council) built a modern, bright, airy, factory which began operations in February 1981. In addition, the dimension lumber for the factory was manufactured by the Band at its sawmill.

The original concept was to perform contract or "overflow" work from Winnipeg manufacturers and contracts were obtained to sew linings for jackets and parkas. However, with high interest rates and the tightening of the general economy, contract work became less and less available. Chief Hart and the Band Council reached a fundamental decision that the Fisher River Sewing Factory Ltd. should manufacture its own range of merchandise and produce institutional wear. Thus the project was freed from the difficulties which have plagued other bands that have relied on contract work.

Chief Wesley Hart of the Fisher River Band, and his Council stand in front of lumber from the band's lumber mill which provided supplies to build the Fisher River sewing factory.



The factory's present lines include patient gowns and pyjamas, bed sheets and blankets, operating room garments and other needs of hospitals, prisons, etc. — products which have a good potential for sales.

Stiff Competition

Fisher River Sewing Factory Ltd. is encountering stiff competition from eastern Canada and foreign manufacturers, but a growing number of Winnipeg institutions are learning of this Manitoba company and its high quality merchandise at competitive prices.

The plant's first order came from a federal facility for veterans, Deer Lodge Hospital, which ordered 1,800 pyjamas. After 400 washings, these pyjamas are still in use and the hospital's purchasing department says that the pyjamas are of excellent quality. The hospital authorities add that they will definitely place orders with Fisher River in the future.



Cutting patterns in the Fisher River sewing factory.

Tom Kovnats (an expert on Native projects) of Gene Barbee and Associates Ltd. is doing the marketing for the factory, and he is proud of the factory's quality output. He points to the fact that after thousands of garments sold, not a single unit has been returned for faulty workmanship or any other reason. As well, prices are well in line with competition and excellent relationships are being built with several institutions. Kovnats foresees major expansions for the factory, perhaps doubling the number of native women employed there.

The Manitoba Department of Economic Development and Tourism provides encouragement and assist-

The Fisher River factory first order of 1,800 pyjamas for a veterans hospital has proved an outstanding success and has led to both renewed and new orders for the company's high quality products.

ance to the factory's marketing efforts. In mid-August, the provincial government sponsored a bus tour to the reserve for 40 people including buyers from major hospitals and prisons. Those who attended were treated to a tour of the reserve as well as a fresh-caught fish lunch at the Band's modern Community Centre. Substantial sales have already resulted from this initiative.

The factory is also developing managerial and supervisory capabilities among the local staff. While management is now handled by outside expertise, it is hoped that eventually native residents of the Fisher River Reserve will run the entire show, from production floor to marketing. Chief Hart and the council recognize that this is "down the road" but their philosophy takes in this type of future planning. Outside expertise is engaged until such time that their own people can assume these responsibilities.

Other plans for the factory include expansion of the market territory. Chief Hart and Tom Kovnats will soon be applying for support from



A factory in operation — successfully — at Fisher River.

the federal government Program for Export Market Development (PEMD) to explore the potential for sales in Minneapolis and other midwestern U.S. markets. The federal regional office in Winnipeg will assist the factory to gain through exports.

Social Fabric Changed

The successes of the sewing facility are carried well beyond the factory doors — the social fabric of the Band is being changed. Native women on the reserve are now gainfully employed and contributing to their family income, and the importance of the work ethic is being established both with the employees and their children. Even with the increase in the number of working mothers, the attendance at the Fisher River School has actually improved. Many are attributing this to the greater sense of self-respect achieved when a family goes off social assistance and supports itself.

With very little unemployment (less than 4 per cent) and an absence of violence and alcoholism, the chief and council were prompted to disband the two-man police force that patrolled the reservation. Those men are now employed in other projects.

Chief Hart recently cut the ribbon to signify the opening of the school extension which accommodates the Home Economics and Industrial Arts section of the Fisher River School. Students who work at the sewing factory are given academic credits on their home economics courses.

It should be pointed that the chief and council are encouraged by the progress of their sewing factory and (with the benefit of their consultants) have long-range broad horizons. They plan to up-grade the housing facilities on their reserve. They have had preliminary discussions regarding the sophisticated production of methanol from wood and the purification of water for re-sale.

The Fisher River Sewing Factory project can be considered an unqualified success. Native women who had no employment, who had no employment prospects or who had been receiving welfare contributions, are now employed, receiving regular paychecks, and the citizens of the Fisher River Indian Reservation walk with dignity as productive members of the community.

"The Economy at the Crossroads" was the theme of this year's annual meeting of the Canadian Chamber of Commerce, held in Ottawa this fall. Canada Commerce staff member Bob McDonell attended the meeting and gives the following account.

Chamber of Commerce Hears of "Better Days Ahead"



Members on the panel "Monetary Policy and Interest Rates" are, left to right: Gerald Bouey, Governor of the Bank of Canada; Marie-Josée Drouin, Executive Director of the Hudson Institute of Canada; J.A. McCambly, President of the Canadian Federation of Labour; and Dr. John Woods, President of the University of Lethbridge. Moderator of the panel was Denton Clark, past-chairman of the board of the Canadian Chamber of Commerce.

In spite of the gloomy statistics about the Canadian economy, the keynote speakers and panel discussions at the 1982 annual meeting of the Canadian Chamber of Commerce (CCC) showed cautious optimism that the economy had bottomed out and is starting a slow upward climb to better days ahead.

For the more than 300 delegates, representing the Chamber's 140,000 members from coast-to-coast, the most encouraging sign in the turnaround was the spirit of co-operation developing between government, business and labour.

"We are not and should not act like a political party," stated outgoing Chamber chairman, James N. Doyle, summing up his hard-hitting address to the delegates. "However,

Doyle: "We must . . . persuade government, business and labour that they have a community of interest."

I am convinced that we must become more political in the sense of taking stronger public positions — but we must use our skills and resources responsibly, not in an adversarial way but rather in an attempt to persuade through the force of informed public opinion.

"We must do all we can to persuade government, business and labour that they have a community of interest and it is imperative that they work together responsibly to improve the national condition."

The annual meeting attracted the cream of Canada's business leaders as speakers and panel members, backing the Chamber's claim to be the voice of business in Canada through its network of local Chambers of Commerce and blue chip corporate members. Speakers and panels each addressed a variation of the "Economy at the Crossroads" theme.

Some 50 resolutions were presented on the second day of the conference by local Chambers of Commerce and Boards of Trade affiliated with the CCC and by the Chamber's National Committee. Resolutions were passed on the direction of the economy; investor consumer confidence; essential services; protectionism versus free trade; pensions; and a host of others from acid rain to unemployment insurance. They will form the official policy of the Chamber over the next 12 months.

Throughout the policy sessions, it was apparent that delegates had studied the resolutions in depth and were prepared to debate and defend positions on the floor. Only rarely did the debates, amendments and defence of the resolutions break from the prevailing emphasis on national good and take on regional biases.

Top business leaders, such as R.C. Frazee, chairman and chief executive officer of the Royal Bank of Canada, addressed the delegates throughout the conference.

However, by far the greatest interest was generated for the delegates by the panel on Monetary Policy and Interest Rates. The panel also caught the attention of the overflow of journalists out to witness what they expected to be an epic confrontation between the Governor of the Bank of Canada, Gerald Bouey, and the business community.

What transpired, however, was a repetition of what the delegates had been hearing throughout the conference — that high interest rates and stagflation were the results of years in which more was taken out of the economy than was being put into it, by Canadians and, indeed, by most people in the developed world.

The message was that the Bank of Canada had only one weapon to control the economy — control of the money supply.



A major function of the annual conference was the election of officers for the coming year and the final elections reflected the national scope of the Canadian Chamber of Commerce.

Elected were: George T. Urquhart of Moncton, New Brunswick, chairman; W. Robert Wyman of Vancouver, 1st vice-chairman; Robert G. Brawn of Calgary, 2nd vice-chairman; and Donald R. Huggett, of Montreal, honorary treasurer.

While corporate membership in the Chamber increased by some 80 per cent over the past year, for the first time in its history it has faced a revenue decline, according to Sam Hughes, president. This, in turn, has led to the second deficit in a row.

However, both Mr. Hughes and other executive members felt that the Chamber, through its new executive offices in Ottawa and with increased monetary support from the Canadian business world, is in a better position to influence public opinion and, particularly, government policy than at any time in its history.



**GEORGE T. URQUHART
CHAIRMAN OF THE BOARD**

Mr. Urquhart is chairman of the board and director of Enheat Inc.; director of Credit Suisse (Canada) Ltd. and of Dover Mills Ltd.; and a member of the Moncton Advisory Committee of the Central Trust Company. He is also chairman of the Atlantic Provinces Economic Council and chairman of the Central Maritime Industrial Development Commission Inc. He became a director of the Canadian Chamber of Commerce in 1978 and has since served as director, member of the Executive Committee, 2nd vice-chairman and 1st vice-chairman. As 1st vice-chairman, he was co-chairman of the group in charge of restructuring the Chamber's committee system.



**W. ROBERT WYMAN
1ST VICE-CHAIRMAN OF THE BOARD**

Mr. Wyman is chairman of the board of Pemberton Securities Ltd.; director of Pacific Management Limited, Pemberton Investment Co. Ltd., Ryan Investments Ltd. and Yorkshire Trust Co. He is a director of the Conference Board of Canada, a governor of the Employers' Council and a past-chairman of the Investment Dealers Association of Canada. Mr. Wyman is a past-chairman of the Vancouver Board of Trade and was a director and 2nd vice-chairman of the Canadian Chamber of Commerce.



**ROBERT G. BRAWN
2ND VICE-CHAIRMAN OF THE BOARD**

Mr. Brawn is chairman of the board of Turbo Resources Limited; chairman of the board and chief executive officer of Bankeno Mines Limited and Merland Explorations Limited; and a director of a number of companies, mostly in the oil, gas and mining fields. He is 1st vice-president of the Calgary Chamber of Commerce, immediate past-president of the Independent Petroleum Association of Canada, and has been a director of the Canadian Chamber of Commerce for the past two years.



**DONALD R. HUGGETT
HONORARY TREASURER**

Expert on Canadian taxation matters, Mr. Huggett is National Taxation Partner of the firm of Coopers & Lybrand and is author of the publication "Canadian Tax News". He has delivered numerous papers on taxation and appeared before the Parliamentary Task Force on Federal-Provincial Fiscal Arrangements for the 1980s. Mr. Huggett is a past-president of the Montreal Board of Trade, was a member of the Executive Council of the Canadian Chamber of Commerce and is a member of the Chamber's Executive Committee.

Government Assistance Helps Canadian Firm Develop Offshore Markets

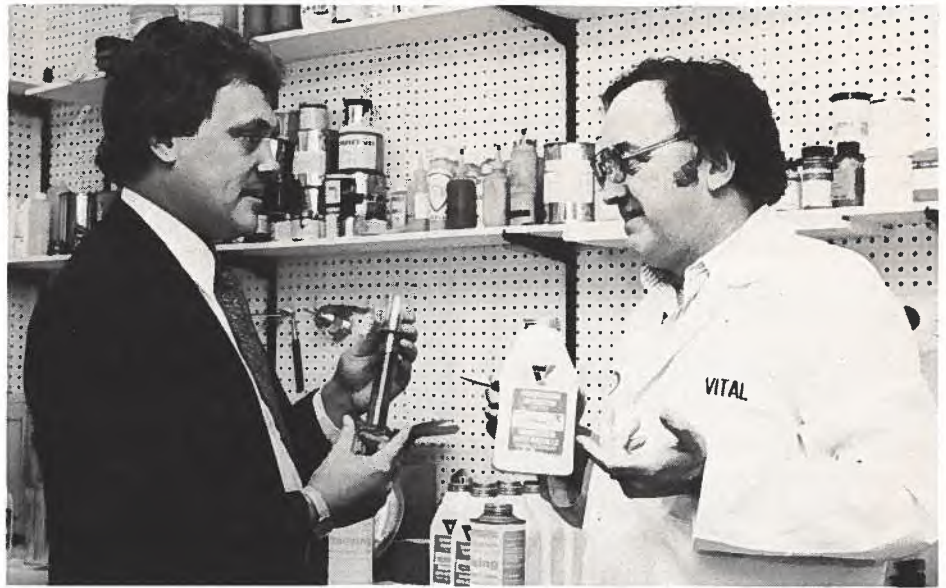
"We're Canadians; we have a lot to offer; we're equally competent if not more so than most of the businessmen out there trying to do business on an export basis."

This philosophy, combined with substantial support from the federal government has helped The Vital Systems Group to double sales, expand facilities and job opportunities in Canada, and establish a network of operations abroad within two years of entering the export market.

The original company, Vital Rustproofing, was founded in 1969 by three partners, one of whom was 20-year-old entrepreneur Steven T. Parker. Now a youthful 33, Mr. Parker is chairman of the board and the catalyst behind Vital's dynamic growth.

First to introduce total auto-body protection to the Canadian market, Vital expanded its rustproofing into Vitalizing, a complete interior/exterior treatment that was to set a standard for the industry. This was followed by a revolutionary in-house packaging system for franchisees and dealers, backed by on-site training and rigid quality control and field checks of technicians and applicators. Vitalizing has become one of the few options that increases the value of a car as it experiences the normal depreciation of time.

With a franchise and in-house dealer network functioning successfully, the firm moved into mufflers and radiators. Mechanical replacement was added to the original cosmetic concept.



Anticipating a downturn in new car sales and longer life of cars-in-use, Vital next developed a rustproofing formula for used cars.

Two years ago Vital decided to enter the export market. With the aid of the then Department of Industry, Trade and Commerce (IT&C), the firm set out to prove to the world that Canadian expertise is second to none.

Determined to increase its level of professionalism offshore, the company set up an international division headed by Kummy Shaikh, an expert in international trade. His first Vital trip was preceded by months of painstaking research and fact-finding sessions with officials of IT&C.

The careful groundwork laid in Canada was rewarded by a rare first-trip-order from Saudi Arabia, a country described as "a hard market to sell on an initial visit. The Saudis are shrewd businessmen. They want to know who they're doing business with. You have to build up a lot of trust before they will commit themselves."

The initial Saudi order ran into six digits. Re-orders have been consistent.

Saudi Arabia is just one of the markets in which Vital is now involved. Full-scale operations are now ongoing in the Caribbean, Hong Kong and Egypt. Negotiations with Nigeria have been underway for two years, and Vital executives are currently in Lagos finalizing contract details. Another major mission is underway to Central and South America, and Mexico.

The rapid growth in offshore sales has resulted in parallel growth at home. With the aid of federal grants, Vital has set up its own manufacturing plant and research and development laboratory. In the past, many of the ingredients used in rust-inhibitors and industrial coatings originated in the United States. Vital has instituted a made-in-Canada policy that will reverse the flow.

This new R & D division is another industry first for Vital. The lab produces custom formulae for climatic conditions that range from the high humidity of tropical coastal regions to the arid sands of Saudi. The lab and manufacturing plant are direct spin-offs of Vital's export activities. The profits made internationally return to Canada.

"Our activity abroad helps create more jobs here," states Mr. Parker. "We're pumping extra dollars back into the Canadian marketplace, which means everyone benefits."

According to Steven Parker, "The company has identified 47 target markets throughout the world that are compatible with our product line. Over the next seven to 10 years, we intend to be involved in every one of them."

The Vital Systems Group has moved rapidly from a domestic supplier to an exporter of Canadian expertise — Vital's most valuable stock-in-trade.

"We are a complete automotive aftermarket service," Steven Parker explained, "but we offer much more than rustproofing and Vitalizing and mufflers and radiators. We provide a number of services as well. Things like extended warranty, finance, insurance. In addition, we provide sales training and marketing expertise."

"We are really a sales-and-marketing company. In this business, nothing happens until a sale is made. For this reason, much of our thrust is in the sales area. We help our customers not only to do the job, but to build a solid client base that will guarantee a long-term return on their investment."

This grassroots approach to sales is demonstrated in Canada by sales seminars for car dealers aimed at increasing automobile sales.

In answer to why the firm spends time and money promoting a product it doesn't sell, Mr. Parker confessed, "Our motive is partly selfish. If cars don't sell, Vitalizing doesn't sell. But there's more to it than that. It's no secret the auto industry is in trouble. Auto dealers need help, but who can they turn to?"

"We talk to so many dealers around the world that we have a much broader perspective than most. We know there's a need.

We're attempting to fill it."

Filling needs has always been a Vital priority, one that takes dedicated people and concerned commitment.

Mr. Parker warns, "Whether it's here or abroad, it's not enough to try to sell your product by remote control. Our price is higher than anyone else in the market, but it hasn't affected our sales. What we're really selling is not our materials or products. We're selling service. First you sell the product. Then you service it. You keep on going back and back, and even if you don't make anything out of it the first year you consider it an investment."

"In the last nine months, we've sent six people to Saudi. Our Technical Director is there now, doing follow-up training and quality control checks. We've made a personal commitment to the market, and we'll continue to service it as thoroughly as we do our Canadian accounts."

"You can't do it by letter or telephone. You've got to go in person, demonstrate that you're really committed to the market. Your level of commitment is really the most important factor."

More concerned with the broad picture than with day-to-day detail, Steven Parker found the ideal counterpart four years ago in Steve Kwiatkowski, an organization man who holds a Bachelor of Commerce degree from the University of Toronto.

Aged 27 and 33 respectively, Kwiatkowski and Parker make up one of the youngest, most aggressive teams in the industry. They are bright, performance-oriented, and ready to take on the world.

"We're prepared to get out there and hustle. One thing we've discovered — Canadians are well-respected. We're trusted. We're also regarded as shrewd businessmen. We've been told we're shrewder than Americans. We drive a tougher bargain, but we tell it straight."

Based on their experience, Vital feels that any Canadian company with a quality product to sell will have little trouble breaking into the export market. The federal government provides invaluable assistance grants and funds, trade missions, and programs such as PEMD (the Program for Export Market Development).

In addition, Steven Parker has found "the embassies in the various countries where we do business are extremely helpful. The contacts they supplied were excellent. In Saudi we are dealing with the largest auto dealership in the world. In Nigeria we're talking with one of the most influential business leaders in the country."

"IT&C and our overseas embassies have bent over backwards to help. With the type of support that's available, it doesn't make sense not to take advantage of it."

During the past two years Vital executives have travelled thousands of miles in search of new business opportunities. They have learned to do business with state-trading nations, private enterprise conglomerates, and international watchdogs such as the General Superintendents of Geneva.

"What it comes down to is that you have to take a flyer. You have to get out there and compete. But you have to be the best in your industry, because you'll be up against the Germans, the Japanese, the Europeans and the Americans."

"If you're good at what you do and you're well-prepared, you'll make it. You've got the government to help you, so you're half-way there to begin with. If you can make it in Canada, you can make it anywhere in the world."

**Contact: Stephen T. Parker
Chairman of the Board
Vital Automotive Systems
Toronto, Ont.
(416) 495-1105**

When Supply and Services Minister Jean-Jacques Blais released new 1981 Census population and housing figures this July he noted that these and other data were released five months ahead of the corresponding schedule 10 years ago. He attributed this success in part to an unprecedented degree of public support received during the data collection period. You, as a businessperson, counted yourself in with the Census on that June day in 1981. Now that the resultant data are collected, tabulated and published in a variety of forms, are you getting the information out of the Census that could help you in your business, whatever it may be? Consider Census data as. . . .

Marketing Radar

**by Anna Hibberd
Canada Commerce**

Just recently, moving from one area of the city to another, but staying loyal to the same grocery chain, I noticed a distinct difference in product mix and sizes on the shelves: single servings of this and smaller packages of that were much in evidence. If this store was on the retailing ball, I had made a demographic as well as a location change. Probably this particular store had benefited from large-scale market research studies conducted by the parent chain and was well acquainted with the vital statistics of this area of town — age, status, income of the population.

Private sampling studies are conducted all the time by market research agencies but demographic data collected by the Census are universally available to Canadians through the services of Statistics Canada. And did you know that, for a nominal fee, this same organization will run a custom tabulation for you which might give a small independent retailer the variable factors in locating on one street corner or the other?

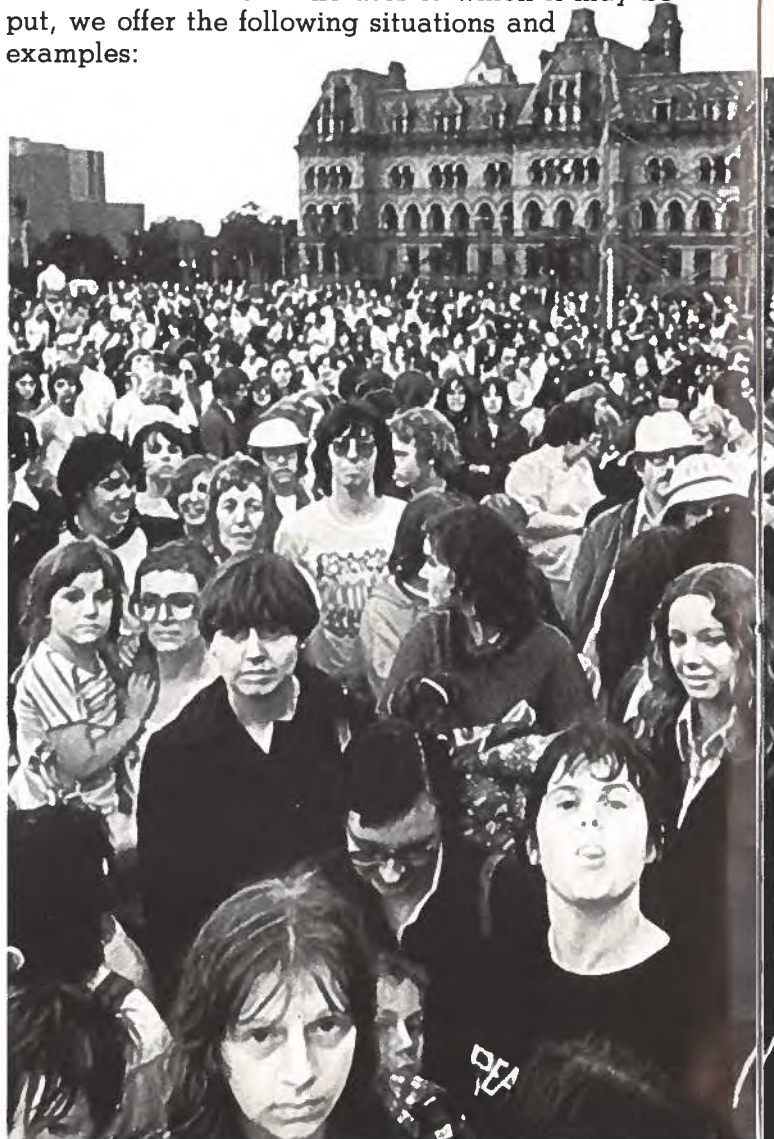
Ethnicity would obviously loom large if one were considering the location of a delicatessen, for example, but there may be other factors which should be taken into account. Custom tabulation provides detailed cross-classifications of census data which are not available in publications.

To desert groceries for the moment, let's take other examples of those who might use this special service. Urban planners dealing with the issue of inner-city renewal might ask for a special tabulation on housing and household data for the city core. This custom-tailored information is provided at cost in a variety of ways including computer printout, magnetic tapes and microform. Boards of education requiring census data for a geographic area such as a school zone, not specifically dealt with in the Census, can use the geocoding service and get the information tailor-made to fit their needs.

Whether it be tailor-made or generally available, who does use Census data? According to Edward T. Pryor, 1981 Census Manager: "Retailers, financial institutions, news media, developers, manufacturers and consultants — decision makers in all sectors of the business community ask for and use census data every day."

These businesses use it to forecast consumer demand and market potential; to select sites for retail stores, manufacturing plants and service industries; to measure market penetration; to locate a qualified labour force; to direct advertising and sales campaigns.

To demonstrate the depth and variety of information available and the uses to which it may be put, we offer the following situations and examples:



Retailers

The proportion of women in the labour force is rising, average family size is decreasing. Family incomes are increasing. Will market for luxury consumer goods expand?

Being up-to-date on developing trends in Canada families is essential to successful retailing.

- The owner of a baby-goods boutique on the West Coast used census data to identify areas with a concentration of child-bearing families. This helped her to choose the best location for her shop.
- A restaurant chain in Ontario used census data to measure market size and potential in developing a new restaurant concept.
- A retail building supply chain in British Columbia used census data to evaluate potential sites for new stores. It was interested in information on age, sex, income, occupation and dwelling ownership as indicators of populations with sufficient disposable income to invest in do-it-yourself home improvements.

Financial Institutions

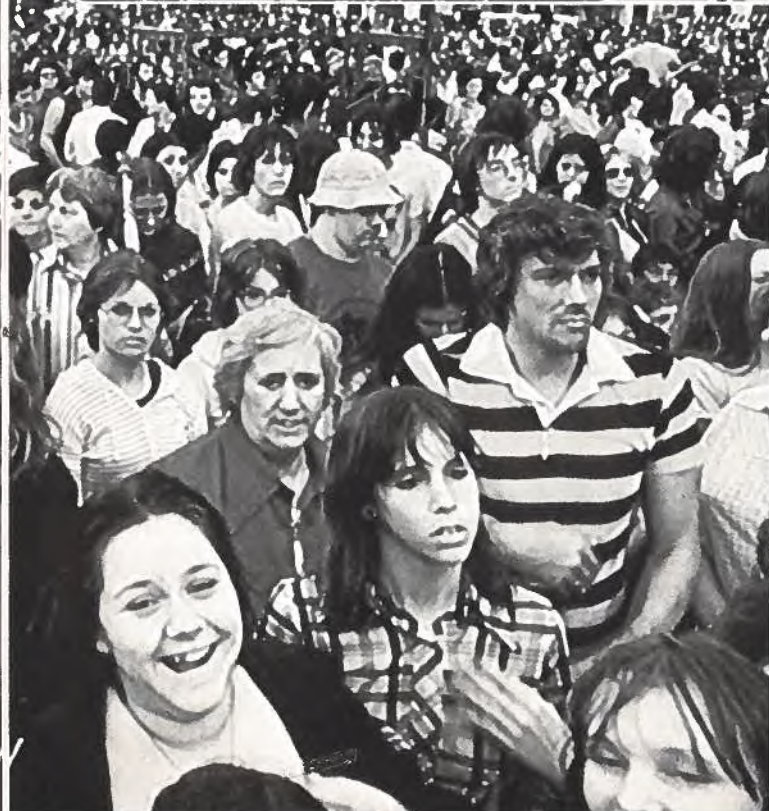
Canada's population is aging. As more and more people enter retirement, the assumptions underlying our pension plans will be rethought. Will retirement savings plans survive the retirement crunch? Will an older population demand more individualized financial services? Information from the 1981 Census is essential to effective planning for the future.

- A major trust company used population and household counts when deciding where to locate new branches.
- A credit union evaluated markets, monitored social trends and planned the marketing of financial services with the help of census data.

News Media

Audiences are changing. Today, more Canadians have attended university than ever before. The number of white-collar workers has risen steadily in the last 40 years. Would a morning newspaper better serve a white-collar market than an evening edition? The 1981 Census can help you find the answers.

- A local television station in Vancouver used census data on age, ethnicity, education and mother tongue when choosing its programming schedule.
- A New Brunswick radio station wanted to increase the power output of its FM station. Population counts from the census were used to demonstrate the need for a requested increase in power.
- The circulation department of a large metropolitan newspaper used census data to determine district and zone boundaries for home-delivery operations.



Developers

Canadians are on the move. The suburbs around our major cities are growing as people migrate from rural areas and central city core areas. New opportunities have spurred a westward migration that has resulted in a rate of population growth in Alberta that is four times the national average. What kind of people are moving? Are they younger or older? Married or single? Answers to questions like these will help builders decide on what type of homes to construct.

- A national real estate company used census data to draw a profile of a city in British Columbia. The study was used to determine the feasibility and impact of introducing a major industrial development into the area.
- A national shopping centre developer used census data to analyse the population within 10 miles of his sites. On the basis of this information he decided what type of stores to lease space to within his shopping centres.

Manufacturers and Distributors

What do smaller family size and higher family incomes mean for producers of recreational products and services? Is the current resurgence in the performing arts, particularly dance and the theatre, a sign of the future?

- A sporting goods manufacturer in Ontario used census data to forecast consumer demand by age for summer sporting goods.
- A major film distributor used census data to choose the best theatre outlets in which to release a highly promoted motion picture.

Management and Business Consultants

Canadian society has changed more, and more rapidly, in the last decade than ever before. Traditional markets vanish to be replaced by new markets which seem to appear overnight. Businessmen, anxious to know what is coming next, are turning in record numbers to consultants for advice. Census data shape the recommendations and guidance which consultants provide.

- A business consultant helped a large retailer close the gap between his sales and his advertising budget by using census data to conduct a day-after telephone survey which gauged the effectiveness of his advertisements.
- A research consultant for a developer used census data by household and income levels to forecast demand for a select type of condominium housing in a large western city.

In what forms are census data available?

Apart from the custom tabulations service which we spoke about near the beginning of this article, census data are available in a broad range of products and services. Requests for a single fact are often answered by telephone from one of nine regional reference centres across the country. These centres also serve as the main point of access for people with more complex data requirements. Then there are:

CENSUS PUBLICATIONS: Traditionally, printed publications have been the source most commonly consulted for census data. For the 1981 Census, over 230 separate titles are in three main series:

NATIONAL, PROVINCIAL and PROFILE. Together, these publications provide statistical summaries on over 150 variables for regions as large as the entire country and as small as areas with only 5,000 residents.

A fourth "**DESCRIPTIVE**" series, first introduced in 1976, will be broadened considerably for 1981 Census data. Offering in-depth analyses of census information and organized around specific topics of general interest such as family structure, Canada's elderly or native peoples, these publications will include tables and graphs illustrating the accompanying text. Clients with more specialized technical interests will find a wide range of non-catalogued printed materials including research memoranda and working papers which supplement the catalogued titles.

Most users of publications find the accompanying series of **REFERENCE PRODUCTS** useful tools to aid in interpreting census data and terminology. These reference sources include a catalogue entitled **PRODUCTS AND SERVICES OF THE 1981 CENSUS OF CANADA** listing all publications by subject, a **1981 CENSUS DICTIONARY** defining census terminology and a number of **SUMMARY GUIDES** to locating the tables and graphs in census publications. Another group of reference materials particularly useful to clients who need to pinpoint exactly the area for which they require census data is the **REFERENCE MAP** series. These maps identify the boundaries of all geographic areas for which census data are compiled and are supplemented by detailed descriptions of landmarks for these geographic areas.

MICROFORM: Most census data available in printed form are also available in microform. An additional one million pages of tabulations, including information on small geographic areas, are also available in this form. Clients with limited storage space, particularly libraries, find this format both convenient and cost-effective.

MAGNETIC TAPES: Census data are also available in the form of magnetic tape. **USER SUMMARY TAPES** provide series of pre-tabulated census data organized around the most commonly requested census variables such as Canada's housing stock, household size or income level. A customer can select from over 500 tables and have the data aggregated to the particular geographic areas of interest to him — whether it is an entire province or a market area consisting of several city blocks. A large retailer, for example, might ask for age, income, family size and education data for a target market in a downtown area of a city. By manipulating summary tapes, he can obtain a precise profile of his potential clientele. This information can be invaluable when selecting the best site for a new retail outlet.

PUBLIC USE SAMPLE TAPES are another census product offering data with great flexibility. Containing a one per cent sample of census records, sample tapes have the advantage of allowing the user to cross-classify variables to suit his own particular interests. Social scientists find sample tapes particularly useful. For example, a sociologist interested in studying the educational and labour force characteristics of urban lone parents can retrieve these variables from sample tapes and then combine them with other research data.

CANSIM: Clients with the necessary computer facilities may wish to have direct access to census data through CANSIM — the Canadian Socio-Economic Management System. Through the medium of private sector computer service bureau, CANSIM provides clients with an easy-to-use computerized retrieval system for all census data and for any size geographic area. The principal advantage of this on-line service is that the client is free to manipulate the data instantly to suit his specific needs.

How does one obtain these products and services?

It's easy! For further information about availability or cost, or if you need some help to select the data to fit your own particular needs, just visit, write or call the Statistics Canada Reference Centre nearest you. You can also order publications from any of those regional offices or from: Publication Sales and Services, Statistics Canada, Ottawa, K1A 0T6.

Canada
update II
from the 1981
Census



REGIONAL REFERENCE CENTRES

OTTAWA
Statistics Canada,
User Services Division,
Central Inquiries,
Main Floor,
R.H. Coats Building,
Holland Ave.,
Ottawa, Ontario.
K1A 0T6
(613-992-4734)

ST. JOHN'S
Statistics Canada,
Advisory Services,
3rd Floor, Viking Building,
Crosbie Rd.,
St. John's, Newfoundland.
A1B 3P2
(709-772-4073)

HALIFAX
Statistics Canada,
Advisory Services,
3rd Floor,
1256 Barrington St.,
Halifax, Nova Scotia.
B3J 1Y6
(902-426-5331)

MONTREAL
Statistics Canada,
Advisory Services,
7th Floor,
Alexis Nihon Plaza,
1500 Atwater Ave.,
Montréal, Québec.
H3Z 1Y2
(514-283-5725)

TORONTO
Statistics Canada,
Advisory Services,
10th Floor,
25 St. Clair Ave. East,
Toronto, Ontario.
M4T 1M4
(416-966-6586)

WINNIPEG
Statistics Canada,
Advisory Services,
Room 602,
General Post Office,
266 Graham Ave.,
Winnipeg, Manitoba.
R3C 0K4
(204-949-4020)

REGINA
Statistics Canada,
Advisory Services,
530 Midtown Centre,
Regina, Saskatchewan.
S4P 2B6
(306-359-5405)

EDMONTON
Statistics Canada,
Advisory Services,
Suite 215,
11010 - 101 St.,
Edmonton, Alberta.
T5H 4C5
(403-420-3027)

VANCOUVER
Statistics Canada,
Advisory Services,
Main Floor,
1145 Robson St.,
Vancouver, British Columbia
V6E 3W8
(604-666-3691)

TOLL-FREE ACCESS is provided in all provinces and territories for users who reside outside the local dialing area of any of the regional reference centres:

Newfoundland and
Labrador
Zenith 07037

Nova Scotia, New
Brunswick and Prince
Edward Island
1-800-565-7192

Québec
1-800-361-2831

Ontario
1-800-268-1150

Manitoba
1-800-282-8006

Saskatchewan
1(112)-800-667-3524

Alberta
1-800-222-6400

British Columbia (South
and Central)
112-800-663-1551

Yukon and Northern British
Columbia (area served by
Northwestel Inc.)
Zenith 08913

Northwest Territories
Zenith 22015

"When man first learned the idea of purposeful movement as compared with aimless wandering, a whole new dimension of human civilization was opened. When man learned that ideas as well as bodies could be transported, the distinctly human form of communication was born." So says a recent publicity article on the theme of Canada's latest entry into the realm of world-scale expositions. The exposition, scheduled for 1986, combines these two ideas in its displays of the technologies that move people, goods — and information.

It is

Expo 86 — Man in Motion

Transportation and communications — in all possible facets — and the effect they have had, are having and will have on the world are the subjects of the world-scale exposition — EXPO 86 — to be held in Vancouver, May 2 to October 15, 1986.

It is the first time such an event on this theme has been held outside Europe and has been timed to coincide with Vancouver's centennial and the 100th anniversary of the arrival of the first railroad passenger train to Canada's west coast terminus.

The achievements and aspirations of many nations will be mirrored in EXPO 86. It has been described as an international meeting of minds in which "governments and corporations, scholars and scientists, educators and artists, technicians and inventors can explore the future together."

In the words of the International Bureau of Expositions (BIE), it will be "a bonafide attempt to expand man's knowledge" and will encompass the broadest possible range of research and innovation in moving people, goods and information.

EXPO 86 is an official World Exposition sanctioned by the BIE. As a "special category" event, it will be smaller than such "universal category" expositions as Montréal's EXPO 67. However, according to Economic Research Associates (ERA), some 13 million visitors are expected during the show's five-and-a-half months. (ERA has conducted feasibility studies for previous world fairs as well as for such permanent theme parks as Disneyland.)

Many Nations Participating

As of late July this year, 11 nations had already announced they would take part in EXPO 86, to the delight of EXPO's Commissioner General, Patrick Reid, himself a veteran of several world expositions.

"The ready interest expressed by these nations, located thousands of miles from Vancouver, demonstrates the potential international impact of communications," says Mr. Reid.

Those 11 nations are: Britain, the United States, Saudi Arabia, Kuwait, Peru, Senegal, Kenya, St. Vincent, Dominica, Monserrat and Indonesia — representing Asia, the Middle East, Africa, Europe, the Caribbean, Latin America and North America. In addition, the governments of Ontario and Québec have stated their intention to participate.

A total of more than 25 countries and a like number of international corporate participants are expected.

A world exposition like EXPO 86 is also a forum for cultural exchanges and a site of international conferences and seminars. As such, the Vancouver show is expected to draw at least 300,000 key international professionals in the fields of transportation and communications.

EXPO 86 has been described as ranking "highest in terms of general suitability of site configuration for a world-class exposition."





The site of the 1986 World Exposition, Expo 86, is marked on this aerial photograph of Vancouver.

The Age of Sail

The exposition is located on 55 hectares (135 acres) of waterfront property in the downtown core of Vancouver with nearby deep water berthing for the many vessels coming from around the world.

This deep water access will provide the site of an exposition highlight — the arrival of the Tall Ships in an assembly of sailing vessels



representing the challenge and romance of the ships that move with the wind — a display of one of the more fascinating historical aspects of Man in Motion.

The 1986 World Exposition in Vancouver began as an initiative of the Government of British Columbia in 1978 and, in June 1979, the province, backed by the federal government, made a formal bid to the 35-member-nation International Bureau of Expositions (BIE) in Paris.

In the years since, the site, on Vancouver's False Creek, and the city's presentation have been thoroughly studied and investigated.

The site was described as ranking "highest in terms of general suitability of site configuration for a world-class exposition." The presentation and plans were also highly praised as "the most advanced and well developed in the recent history of the BIE."

Unanimously Endorsed

In November 1980, BIE's executive committee unanimously endorsed the Vancouver exposition and final approval was granted. The federal government has given full support to the project and, in June 1981, extended official diplomatic invitations for international participation.

A total of more than 25 countries and a like number of international corporate participants are expected at EXPO 86.

It also stated there will be a major Canadian pavilion at EXPO 86 called Canada Place and which will be a permanent trading convention centre once the fair closes.

It has been anticipated that EXPO 86 will, over the years, generate some 10,000 person-years of employment, \$360 million in incremental activity and more than \$62 million in direct tax revenues to sponsoring governments.

For further information, contact:

EXPO 86

P.O. Box 1986, Station A
Vancouver, British Columbia
V6C 2X5

Tel: (604) 689-1986 Telex: 04-54264



As part of its extensive services to small businesses throughout Canada, the Federal Business Development Bank continues to make articles available to Canada Commerce readers covering varied aspects of business management and methods

Equity Financing for a Small Business

Every small business, ideally, should be financed with both borrowed and ownership dollars, i.e., with both debt and equity capital. The proportions, of course, vary from one business to the next. But the less debt a small business has, the less the drain on its cash flow, particularly in times like these when interest rates are high.

Equity financing for a small business is usually provided by the owner and his partners or associates, at least in the early stages of its existence. Outsiders, understandably, hesitate to invest in a business which still has to prove itself. If they are interested at all, they usually prefer to lend the business money against reliable security.

Even when a small business has a good performance record, equity financing is often difficult to obtain. One reason is that should the investor subsequently want to sell his shares, there could be difficulties finding a buyer. The shares outstanding of a small business aren't numerous enough, or aren't traded often enough, to have a sustaining market.

So what can the small business owner do? His business is growing. He needs to expand his plant. But he has already borrowed as much as he can safely carry and he has already put as much of his own savings into the business as he can safely afford. Outside equity financing is essential to his growth. Where can he apply?

He might start with the private venture capital companies of which there are now more than 50 of various sizes and interests. Banks and other lending institutions can sometimes provide equity financing through their venture capital subsidiaries.

There is also the Federal Business Development Bank. The FBDB has been providing equity financing for small business for several years, on its own and, increasingly of late, in concert with others. Growth situations aren't the only ones the Bank will consider for this type of financing. It will also consider innovative or development projects with attractive growth potential, changes in ownership such as a management buy-out where the benefits are readily apparent, and situations arising out of estate taxes or other problems of succession.

For FBDB equity financing, the owners or managers of the business must be able to demonstrate strong business ability with an above average commitment to financial success, competitive market advantage, soundly researched and viable business objectives and, of course, attractive growth prospects.

Applications for equity financing should also be accompanied by financial statements and related information including a detailed business plan complete with market projections. The Bank would expect voting and participating rights and representation on the board. It would also expect to be continuously informed of the progress of the business.

While most of the Bank's equity financing has been on its own account, it is prepared to join with other investors or even undertake the formation of an underwriting syndicate. The Bank is breaking new ground with the latter approach. Established underwriters have little time for small business equity financing; the number of shares and the price at which they are offered are usually too small.

For FBDB equity financing, businesses must demonstrate strong business ability, a commitment to financial success, competitive advantage, viable business objectives, attractive growth prospects.

There is a comparable problem in listing small business shares. The issuing business seldom qualifies, because of size, for membership on a stock exchange. And the number of shares outstanding is limited. Ways are being sought to establish a "junior" market for small business shares but very few are ever traded over the counter.

The small businesses which appear to be most handicapped in this respect are high technology ones, many of which have quickly outgrown their original capital base and are desperately in need of equity financing to consolidate that growth. Others in much the same position are those small businesses which are long in research and other skills but short on tangible assets.

Many small businesses which would qualify for equity financing — and, in practice, are in need of it to grow — are reluctant to apply for it from whatever source. Their owners fear that by raising outside equity they may lose control over the direction of the enterprises they have founded and for which they still cherish particular ambitions.

There is no doubt that danger exists unless the owner retains the controlling block of shares. On the other hand, the infusion of equity capital is frequently the difference between having the natural growth of a small business being brought to a halt and enabling its growth, and subsequent profitability, to continue.

FBDB Regional Offices:

Atlantic Region	1400 Cogswell Tower Scotia Square P.O. Box 1656 Halifax, N.S. B3J 2Z7 (902) 426-7860
Quebec Region	4600 Place Victoria 800 Victoria Square Montréal, Que. H4Z 1C8 (514) 694-7036
Ontario Region	250 University Avenue Toronto, Ont. M5H 3E5 (416) 593-1144
Prairie & Northern Region	161 Portage Avenue Winnipeg, Man. R3B 0Y4 (204) 943-8581
British Columbia Region	900 W. Hastings Street Vancouver, B.C. V6C 1E7 (604) 687-1300

Possible Changes to Australian Customs Tariff Rates

Following release of the Australian Industries Assistance Commission's report on Tariff Simplification, a bill is now before the Australian Parliament which, if adopted, will result in changes to the Australian Tariff and the possible reduction or elimination of a number of preferential margins previously accorded Canadian products. These changes could come into effect as early as January 1, 1983.

Exporters wishing to know whether the proposed changes will have any impact on their product exports to Australia are encouraged to **contact Mr. Ray Buciak, Pacific Division, Trade Relations with Industrialized Countries Office, Department of External Affairs, 235 Queen Street, Ottawa, K1A 0H5 — telephone (613) 996-5381.**

"Global Link" Theme Highlights Communications Year

Highlighting "World Communications Year", Canada's premier electrical and electronics exposition has chosen as its 1983 theme "Canada's Global Link . . . Technology and Communications".

Sponsored by the Canadian Region of the Institute of Electrical and Electronic Engineers (IEEE), the 1983 International Electrical, Electronics Conference and Exposition (IEEC&E) is scheduled for September 26, 27 and 28, 1983, in the Automotive Building, Exhibition Place, Toronto.

"Technology and Communications is an apt choice for World Communications Year," according to Conference Chairman Hugh J. Swain, "especially as Canada is a recognized leader in communications systems and equipment technology and has well-established links with industry and many governments around the world.

"To further emphasize this link, the 1983 conference and exposition has been registered by the United Nations as an official activity of World Communications Year."

Held every two years, the event traditionally attracts buyers and sellers from across Canada and around the world.

More than 100 technical papers, mostly application-oriented, will be presented at the conference seminars which will cover the latest developments in electrical and electronic technology.

Dr. Simon Haykin, Director of Communications Research Laboratory, Faculty of Engineering, McMaster University of Hamilton, Ontario, is in charge of the conference's technical program.



Canada's Recent Performance in International Trade¹

International trade has always played a key role in the Canadian economy. This is particularly true today when the only bright spot on the economic scene since late 1981 has been merchandise trade. Recently, however, there has also been some improvement in interest rates, the external value of the dollar, the rate of inflation and personal expenditures.

The merchandise trade surplus for the first six months of 1982 was running at a *seasonally adjusted annual rate* of \$16.5 billion to just offset an ever-increasing trade deficit in services (text table). The typical small surplus in *net transfers*, the third though minor component, meant that Canada's *current account balance* was running at a seasonally adjusted annual rate of \$1.6 billion. If this trend continues for the second half of 1982, it would be the first current account surplus since those of under \$0.5 billion in 1971 and 1973 and would exceed that of \$1.1 billion in 1970. The 1970 surplus was the first since that of under \$0.2 billion in 1952.

Typically, Canada has a deficit in its current account which has been offset by net inflows of both short- and long-term capital. The levels of these capital flows are dependent upon the general economic climate in Canada, foreign investment and borrowings abroad by Canadians and the attractiveness of Canada as a place for foreigners to invest. The

¹ A more general review covering the sixties and seventies was outlined in *The Foreign Sector in the Canadian Economy, Canada Commerce, February 1981*.

resultant forces of demand and supply affect net monetary movements and in turn the value of the Canadian dollar.

For instance, following the 1974-75 worldwide recession Canada's merchandise trade balance moved from a deficit in 1975 to a surplus position due to the expansion of exports as a result of an improvement in economic activity in the major industrial countries. Concurrently, higher interest rates in Canada in 1975 and 1976 led to large sales of Canadian bonds abroad (a component of long-term capital) in those years which resulted in a considerable strengthening of the Canadian dollar in late 1975 and throughout most of 1976.

Canada's current account balance has improved dramatically from a deficit of \$2.3 billion (seasonally

adjusted) in the third quarter and \$0.2 billion in the fourth quarter of 1981 to a surplus of \$0.2 billion in the first quarter of 1982 and \$0.6 billion in the second quarter. This improvement was the result of the merchandise trade surplus in the fourth quarter of 1981 nearly recovering to the earlier record levels of \$2.6 billion and \$2.9 billion achieved in the third and fourth quarters, respectively, of 1980.

Then in 1982 the merchandise trade surplus soared to \$3.5 billion in the first quarter and to \$4.7 billion in the second quarter. At the same time, the trade deficit in services deteriorated from a quarterly rate of under \$3 billion in 1980 to over \$3 billion in 1981, then worsening to \$3.7 billion in the first quarter of 1982 and to \$4.5 billion in the second quarter. The anticipated current account *surplus* for 1982 should represent approximately 0.5 per cent of gross national product compared with *deficits* in 1980 and 1981 representing 0.4 and 1.6 per cent, respectively, of GNP.

CANADA'S BALANCE OF INTERNATIONAL PAYMENTS

(Millions of Dollars)

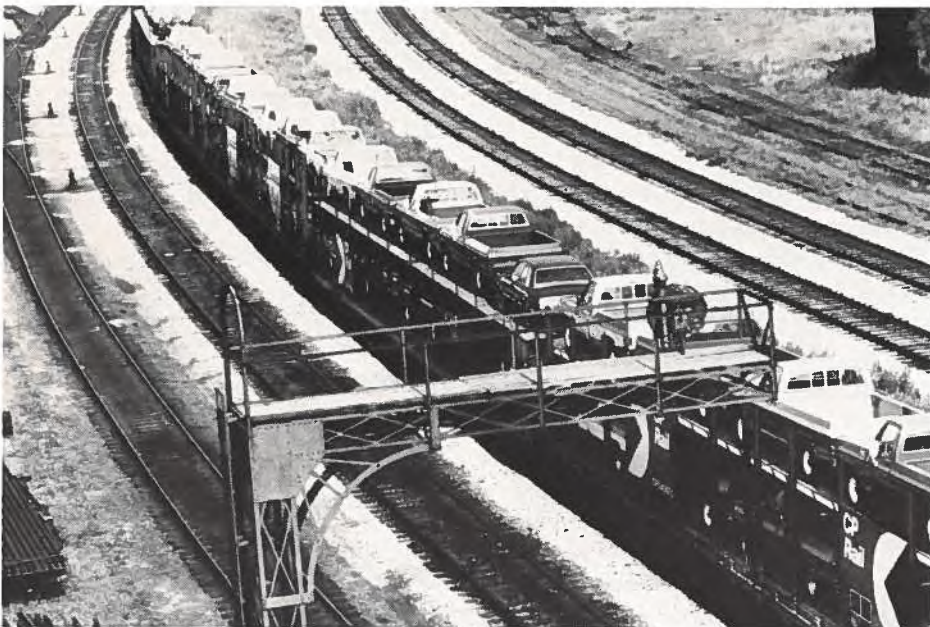
	1970	1975	1980	1981	1982*
Current Account	1,106	-4,757	-1,096	-5,346	1,616
Merchandise Trade	3,052	-451	8,488	7,351	16,486
Service Transactions	-2,099	-4,686	-10,831	-14,258	-16,464
Net Transfers	153	380	1,247	1,561	1,594
Capital Account	811	5,555	177	15,630	1,700
Long-Term	1,007	3,935	907	558	8,400
Short-Term	-196	1,620	-730	15,072	-6,700
Balance on Current and Capital Accounts	1,917	798	-919	10,284	3,300
Net Errors and Omissions	-387	-1,203	-578	-9,068	-4,900
Allocation of Special Drawing Rights	133	—	217	210	—
Net Official Monetary Movements	1,663	-405	-1,280	1,426	-1,600

* Estimates for 1982 are based on data available for the first two quarters with those for the current account seasonally adjusted at annual rates.

Merchandise Account

The anticipated merchandise trade surplus of some \$16 billion in 1982 would represent a tremendous improvement over the record surplus of \$8.5 billion in 1980 and the next highest surplus of \$7.4 billion posted last year. Since the deficits in the 1950s, the merchandise trade balance has typically been in a surplus position. The deficit of \$0.5 billion in 1975 was the first since 1960.

The decline in both Canadian exports and imports since mid-1981 was a result of the weakness in the United States' economy as well as those of Canada's major overseas partners at a time of considerable weakness in the domestic economy.



However, there was only a modest decrease in Canadian exports whereas imports fell sharply. In 1982 exports have been moving upward from a trough at the beginning of the year whereas imports are still on a downward trend, although the decline has slowed considerably in recent months. The improvement in Canadian exports to date was largely in the automotive trade with the United States. The present outlook is that overall exports in 1982 may increase by some 1 per cent to around \$85 million while imports could be down by more than 10 per cent to just under \$70 billion.

The improvement in the merchandise trade balance from a deficit in 1975 to a surplus of \$4.0 billion in 1978 was due to a stronger increase in export volume (about a third) than in import volume (some 12 per cent), although Canada's terms of trade (relation of export prices to import prices) declined, in part, as a result of the depreciation of the Canadian dollar in relation to foreign currencies in 1977 and 1978. This followed a period in the first half of the 1970s when import volume had risen over 50 per cent while real exports increased by only 15 per cent.

In contrast to the 1975-78 period, the strengthening of the trade balance in 1979 and to a new record

surplus in 1980 largely reflected an improvement in Canada's terms of trade, as export volume increased very little and import volume actually declined in 1980 following a moderate expansion in 1979. Thereafter (seasonally adjusted) trade balance weakened in the first three quarters of 1981 as import prices rose faster than export prices although the volume of exports rose somewhat faster than imports.

The weakness in economic activity in Canada and in the country's major trading partners in 1981, particularly after mid-year, led to a substantial jump in the merchandise trade surplus in the fourth quarter

and to date in 1982 as the value of commodity exports decreased moderately and imports declined sharply. At the same time, real exports fell by only 7 per cent between the second quarter of 1981 and the first quarter of 1982 while the volume of imports fell by some 15 per cent. However, in the second quarter of 1982 export volume expanded by 7 per cent whereas imports continued to decline but only slightly by now. At the same time, there was a deterioration in Canada's terms of trade as export prices declined by some 2 per cent in both the first and second quarters of 1982 compared with very little decrease in import prices. This decline in export prices was also reflected in lower corporate profits.

Over the years the geographical pattern of Canadian trade changed considerably with the United States accounting for an ever increasing share. However, the annual pattern does vary somewhat as a result of cyclical factors in the economies of Canada's major trading partners. For instance, the United States' share of Canadian exports dropped from highs of around 70 per cent in 1977 and 1978 to a recent low of 63½ per cent in 1980 before rising to over 66 per cent in 1981 and 68 per cent in the first six months of 1982.

This recent pattern was largely due to the United States' economy sliding into recession in 1979 followed by a rapid short-term recovery from mid-1980 to the spring of 1981. This year there are signs that the anticipated improvement in the United States' economy is underway and Canadian exports have risen in tandem.

The increase in exports to the United States in the first half of 1982 was in finished manufactured goods (i.e. inedible end-products), largely in automotive goods. This development appears to be due to relatively lower gas prices and no recent lineups at gas pumps, along with Americans' renewed interest in larger and roomier cars.

As a result, intermediate and large-sized cars are selling quite



well while there is an inventory build-up in small-sized cars. Thus, overall Canadian exports of passenger cars to the United States rose by more than a third in the first six months of 1982 compared with the same period of 1981. While exports of both intermediate and large-sized cars jumped upward by over 50 per cent and station wagons by nearly 75 per cent, small-sized cars fell by 15½ per cent.



During the restructuring of the North American automobile industry several years ago, the change in Canadian plants was to produce more small-sized cars rather than their previous typical output of intermediate-sized cars. In addition, however, they became the sole producers of certain intermediate-sized luxury and full-sized cars.

Canada's merchandise trade surplus changed little in 1979 compared with 1978. Nevertheless, there was a substantial reduction in the trade balance with the United States as the economy in that country slid into recession. In Western Europe and Japan, however, the recession was delayed until early 1981 and Canada's trade balance with overseas countries (i.e. all countries other than the United States) which had been improving since 1977 moved strongly upward to reach a record value of \$7.2 billion in 1980. While Canada's trade surplus with the United States had dropped to \$0.3 billion in 1979 it improved in 1980 to \$1.3 billion. The sharp increase in prices on world markets in 1979 and 1980, especially for wheat, metals and other resource-based commodities along with increased wheat sales was partly responsible for the larger trade surpluses, especially with overseas countries. Additionally, there was the improvement in Canada's international competitive position since 1976, largely as a result of the devaluation of the Canadian dollar in relation to foreign currencies.

In 1981, however, Canada's somewhat reduced trade surplus in relation to the record merchandise trade surplus of \$8.5 billion in 1980 was the result of a substantial drop in the surplus with overseas countries to \$3.8 billion at a time when the

trade surplus with the United States rose to a record level of \$3.5 billion. This was the result of a short-term recovery in the United States' economy from mid-1980 to the spring of 1981 at a time of weakness in the economies of Western Europe. A favourable factor in the trade surplus throughout the seventies and early eighties has been the large surplus in Canadian trade in all forms of energy combined, in contrast to the deficits in most industrialized countries.

The Service Account

As noted earlier, the service account has been in a deficit position for years and continues to worsen. The principal reasons have been the rising deficits in net interest and dividends, particularly after 1973, and the rapid deterioration in the travel account between 1974 and 1978. The negative balance for freight and shipping moved into a surplus position in 1978 and has continued positive to date whereas the deficit in "other services" deteriorated rapidly after 1978, particularly in 1981 and to date this year.

Interest and Dividends

The size of Canada's interest, and to a lesser extent dividend payments, relative to receipts is very large and to a considerable extent explains movements in the service account. The escalation in these payments is related to Canada's net indebtedness, including equity, which had moved steadily upward to nearly \$32 billion by 1973 before soaring upward to nearly \$70 billion by 1979 and onwards to an estimated \$90 billion in 1981. Additionally, there has been the upward movement in interest rates.

The deficit for interest and dividends in the first two quarters of 1982 was running at a seasonally adjusted annual rate of \$8.5 billion compared with \$6.4 billion for the full year 1981. In 1981 Canada's net interest payments totalled \$4.5 billion while net dividend payments stood at \$1.9 billion compared with only \$0.7 billion and \$0.6 billion, respectively, in 1973.

The sizeable holdings of Canadian bonds by non-residents is largely in provincial government issues including agencies (nearly 50 per cent), followed by corporate bonds (nearly 30 per cent), federal government issues (20 per cent), and smaller amounts of municipal bonds (some 5 per cent). While a large proportion of the heavy borrowings in 1975 and 1976 was by corporations and provincial agencies to finance new production capacity, a sizeable amount of provincial borrowings was also to finance large operating deficits created by the 1974-75 recession, as well as such things as the Olympic facilities. A rather heavy volume of provincial borrowing again took place in 1981.

The deficit for dividends also expanded after 1973 as net direct investment in Canada by foreigners, including direct investment and retained earnings, continued to exceed direct investment abroad by Canadians by a sizeable amount.

Visitors from the United States increased by more than three per cent in 1981 while overseas visitors declined by nearly one per cent.

The bulk of Canadian borrowings abroad continues to be in United States capital markets and direct foreign investment in Canada is largely by Americans. Thus \$4.9 billion of the total net deficit of \$6.5 billion in 1981 for interest and dividends involved transactions with the United States.

Travel

Typically, Canada has a deficit in its travel account. There has been a considerable improvement in this deficit in recent years following a period of rapid deterioration from 1975 to 1978. In 1981 the travel deficit of \$1.1 billion was similar to that in 1980 and substantially below the record deficit of \$1.7 billion in 1978. In the first half of



1982, the deficit worsened somewhat and was running at a seasonally adjusted annual rate of \$1.3 billion. Last year Canada had a deficit in its bilateral travel account with the United States of \$0.7 billion — some \$100 million lower — compared with \$0.4 billion — with overseas countries about the same as in 1980. The worsening in the first half of 1982 was solely due to travel between Canada and the United States.

On the basis of the number of travellers, visitors from the United States increased by over 3 per cent in 1981 while overseas visitors declined by nearly 1 per cent — the first decrease in four years in both numbers and value. At the same time, the number of Canadians travelling to the United States went down by over 3 per cent while Canadians travelling to overseas countries fell by nearly 7 per cent. In 1982, however, the number of Americans travelling to Canada in the first six months dropped by 30 per cent whereas overseas visitors were only 7½ per cent lower. Concurrently, there was only a minor decline in Canadians travelling overseas whereas visitors to the United States were down by 2 per cent.

The current worldwide weakness in economic activity has been particularly severe in Canada and to a more limited extent in the United States. This weakness in economic

activity along with higher fuel costs, particularly in Canada, and sharply increased air fares tends to explain most of the reductions in two-way visits between Canada and other countries. For visitors from overseas countries the strengthening of the Canadian dollar in relation to most European currencies was also a factor whereas this strengthening did not offset higher overseas costs for various services to Canadians. Nevertheless, a sizeable number of Canadians still continue to take a winter vacation to the sunbelt of the United States.

Other Service Transactions

Freight and shipping transactions involve sizeable payments and receipts but typically the balance has been rather small. The "other" services category includes three principal components: government transactions, miscellaneous income, and business services and other transactions. The deficit in this account has been rising steadily over the years and in the first half of 1982 was running at a seasonally adjusted annual rate of \$6.2 billion. In 1981 the deficit had deteriorated rapidly to \$6.0 billion compared with \$3.8 billion in 1980.

This worsening in 1981 and the first half of 1982 was due to a substantial increase in the deficit for miscellaneous income, whereas there was little change in the other two components. The increase in the miscellaneous income deficit was largely attributable to the increase in the Canadian chartered banks' net foreign currency liability position with non-residents. These transactions at record high interest rates were related to foreign borrowings by banks and other institutions to finance takeovers and other transactions. The overall balance for net transfers is generally in a small surplus position and includes estate inheritances by residents and non-residents along with migrants' funds.

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The Place to Be Seen

For manufacturers of high technology electronic communications equipment the place to be seen is the exposition held by the Armed Forces Communications and Electronics Association (AFCEA) during its annual convention in Washington. The association is one of the largest and most respected of the defence lobby groups in Washington (there are several Canadian chapters) and its international exposition is the biggest electronics show in the United States.

It's not quick sales that makes this show valuable, but exposure to influential buyers (12,000 this year) in the United States — including key military personnel from the Pentagon — and from Europe.

SSC Provides Business Opportunities Bulletin

As a service to the Canadian business community, Supply and Services Canada (SSC) produces a weekly list of business opportunities for dealing with the federal government, entitled "Bulletin of Business Opportunities".

The publication lists notices of proposed government purchases which include such items as computer terminals and printers, partition screen systems, filing cabinets, etc. Each listing details the requirement, quantity, delivery date and tender closing date.

Under the heading of "Unclassified Contracts", the booklet describes contracts awarded to Canadian firms for a wide range of commodities and services. In other sections are news briefs of value to potential Canadian suppliers; description of pertinent government publications and addresses of government bookstores across Canada where they can be obtained; and developments in Canadian general standards, brought up to date on a monthly basis.

For further information about the "Bulletin of Business Opportunities", contact:

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The Canadian Government mounted a national exhibit at this year's AFCEA show with 10 companies that presented a cross section of Canadian capability in electronic communications, including data processing equipment, communication systems, electronic security devices and infrared surveillance systems.

The Canadian exhibit, the only national one in the show, was very well received and attended. As one of the exhibitors put it, "Most people that I talked to were excited about the Canadian presentation and were complimentary of the unified and co-ordinated way in which Canadians presented themselves. There's no doubt that this kind of event goes a long way in generating interest and enthusiasm amongst Canadian industry customers and prospects."

Documents Needed by Exporters using Letter-Post

Canadian exporters are being reminded that letter-post containing commercial items should be accompanied by a commercial invoice, bill of sale or other firm statement of value in order to facilitate Customs clearance in the country of destination. The Customs Co-operation Council is requesting its members to draw this to the attention of all exporters.

This proposal came from the sixth meeting of the CCC/UPC Contact Committee held in Brussels in March. It was felt that the existing provision for the value of a letter-post item to be indicated on the Customs declaration form Ca/CP3 was not sufficient in the case of commercial shipments.

Promotional Projects Program 1982/83

The following list covers the confirmed and proposed 1982/83 promotional projects for the European, Pacific, Asian, African and Middle Eastern areas as well as the United States, Latin America and the Caribbean. Since some of these events are subject to change, subsequent CANADA COMMERCE editions will carry updated lists so that those planning to attend can adjust their schedules.

EUROPEAN AREA (613) 996-5555

TRADE FAIRS AND INFORMATION BOOTHS

Project No.	Event	Date	Project Manager
82/47528	INTERSTOFF '82 — International Trade Fair for Clothing Textiles Frankfurt, West Germany	Nov. 2-5, 1982	L. Sarda
82/47531	ELECTRONICA '82 — 10th International Trade Fair for Components and Assemblies in Electronics Munich, West Germany	Nov. 9-13, 1982	L. Sarda
82/47533	SIAL '82 — International Food Products Exhibition Paris, France	Nov. 15-20, 1982	H. Schroeter
82/47518	HEIMTEXTIL '83 — International Trade Fairs for Home Textiles Frankfurt, West Germany	Jan. 13-17, 1983	W. Roberts
82/47537	International Spring Fair 1983 Birmingham, England	Feb. 6-10, 1983	J. Harman
82/47535	ISPO '83 (Spring) — 18th International Sports Equipment Exhibition Munich, West Germany	Feb. 24-27, 1983	L.V. Ford
82/47538	Domotecnica '83 — International Fair for Household Appliances, Fitting and Components Cologne, West Germany	Feb. 9-12, 1983	L. Sarda
82/47536	Frankfurt Music Fair Frankfurt, West Germany	Feb. 5-9, 1983	H. Schroeter
82/47557	International Food Exhibition London, England	Feb. 28 - Mar. 4, 1983	W. Roberts
82/47556	Batibouw '83 — International Building and Decorating Show Brussels, Belgium (Information Booth)	Feb. 25 - Mar. 6, 1983	J. Harman
82/47507	Furs and Textiles In-Store Promotion Spain	March 1983	J. Quarrington
82/47540	SIMA '83 — 54th International Exhibition of Farm Machinery Paris, France	Mar. 7-14, 1983	L.V. Ford
82/47541	SIA — International Agricultural Show Paris, France	Mar. 7-14, 1983	L.V. Ford
82/47558	EQUITANA '83 — Horse Show Essen, West Germany (Information Booth)	Mar. 2-7, 1983	J. Harman
82/47560	21st Children's Book Fair Bologna, Italy	Mar. 3-6, 1983	J. Harman

TRADE FAIRS AND INFORMATION BOOTHS

Project No.	Event	Date	Project Manager
82/47545	Leipzig International Spring Fair Leipzig, East Germany (Information Booth)	Mar. 13-19, 1983	J. Quarrington

TRADE MISSIONS

Project No.	Event	Date	Project Manager
82/48517	Coal Mission to Scandinavia	Mar. 1-15, 1983	H. Schroeter

PACIFIC, ASIAN, AFRICAN AND MIDDLE EASTERN AREA (613) 593-6301

TRADE FAIRS AND INFORMATION BOOTHS

Project No.	Event	Date	Project Manager
82/47626	Japan Electronics Show Tokyo, Japan (Information Booth)	Oct. 27 - Nov. 1, 1982	G. Richens
82/47612	Baghdad International Trade Fair Baghdad, Iraq	Nov. 1-15, 1982	G. Debbané
82/47631	Middle East Construction and Municipal Services Show Jeddah (Information Booth)	Nov. 4-10, 1982	
82/47624	Solo Canadian Food and Beverage Products Display (In Consulate) Melbourne, Australia	Nov. 15-18, 1982	G. Richens
82/47617	Ocean Industries Show at CTC Tokyo, Japan	Nov. 1-5, 1982	B. Brusenbauch
82/47632	Saudi Home and Leisure Show Riyadh (Information Booth)	Nov. 14-19, 1982	
82/47623	Health Care Products Solo Show at CTC Tokyo, Japan	Nov. 18-20, 1982	B. Brusenbauch
82/47627	India International Trade Fair (IITF) New Delhi, India (Information Booth)	Nov. 14-27, 1982	B. Brusenbauch
82/47616	Sporting Goods and Sportwear Show at CTC Tokyo, Japan	Jan. 11-13, 1983	B. Brusenbauch
82/47633	Middle East Electricity and Electronics Show Jeddah (Information Booth)	Feb. 5-9, 1983	
82/47629	Middle East Communications Show (MECOM) Bahrain (Information Booth)	Feb. 7-10, 1983	
82/47634	Saudi Food Show Riyadh (Information Booth)	Feb. 13-17, 1983	

TRADE FAIRS AND INFORMATION BOOTHS

Project No.	Event	Date	Project Manager
82/47606	Foodex Japan '83 — The 8th International Food Exhibition Tokyo, Japan	Mar. 14-18, 1983	G. Debbané
82/47605	In-store Restaurant Fish Products Promotion in Japan	Mar. 7-18, 1983	T. Gervais
82/47609	Catalogue Shows — Newsletter and Direct Mailing Campaign New Zealand	March 1983	K.J. Tyrrell
82/47625	Manufactured Wood Products Show at CTC Tokyo, Japan	Mar. 15-17, 1983	B. Brusenbauch
82/47630	Middle East Oil Show Bahrain (Information Booth)	Mar. 7-10, 1983	
82/47604	In-Store Food and Beverage Promotions in Japan	All year	D. Ladouceur
82/47608	Canada Trade Centre Shows Tokyo, Japan	All year	D. Ladouceur

TRADE MISSIONS

Project No.	Event	Date	Project Manager
82/48605	Instrumentation and Process Control Mission to Austech 1, Australia	Oct. 24 - Nov. 5, 1982	B. Brusenbauch
82/48646	Railway Service and Equipment Mission to Saudi Arabia	Nov. 5-11, 1982	D. Ladouceur
82/48612	Oil and Gas Equipment Mission and Seminars to Australia and New Zealand	Nov. 24 - Dec. 3, 1982	G. Richens
82/48619	Computers and Microelectronics Equipment Mission to Australia	Nov. 22 - Dec. 3, 1982	B. Brusenbauch
82/48670	Surface Transportation Mission from Egypt	December 1982	B. Brusenbauch
82/48648	Processed Food Mission to Saudi Arabia and Kuwait	Dec. 4-18, 1982	T. Gervais
82/48644	Defense Products Mission to Saudi Arabia	Dec. 3-10, 1982	D. Ladouceur
82/48673	Industrial Process Control and Instrumentation Mission to Saudi Arabia and the Gulf States	Jan. 3-10, 1983	D. Ladouceur
82/48611	Packaging and Printing Machinery Mission to Australia and New Zealand	Feb. 7-18, 1983	G. Richens
82/48654	Sawmill and Forest Harvesting Equipment Mission to Australia	Feb. 14-25, 1983	G. Richens
82/48508	Buyers Mission from Australia to the Canadian Hardware Show — Toronto	Feb. 20-27, 1983	T. Gervais
82/48614	Jewellery/Silverware Products Mission to Australia and New Zealand	Feb. 1983	T. Gervais
82/48606	Heavy Electrical Equipment Mission to Australia	Mar. 13-26, 1983	
82/48503	Trading House Mission to India, Thailand, Singapore and Australia	Mar. 7-24, 1983	B. Brusenbauch

**UNITED STATES AREA
(613) 593-5467**

TRADE FAIRS AND INFORMATION BOOTHS

Project No.	Event	Date	Project Manager
82/47712	APAA — Auto Parts and Accessories Association Show Chicago, Illinois	Nov. 2-4, 1982	K. Munro
82/47721	Food Products Sales Meeting Cleveland, Ohio	Nov. 4, 1982	M. Samson
82/47718	AFCEA — Armed Forces Communications and Electronics Association Exposition San Francisco, California	Jan. 4-6, 1983	L. Clarke
82/47713	America East '83 — Building Materials Show Boston, Mass.	Jan. 7-9, 1983	M. Samson
82/47714	National Housewares Show Chicago, Illinois	Jan. 16-20, 1983	K. Munro
82/47719	Interpipe '83 — Oil and Gas Pipeline Show Houston, Texas (Information Booth)	Feb. 1-3, 1983	J. Butcher
82/47723	PAS '83 — Pacific Automotive Show Reno, Nevada	Feb. 1-3, 1983	K. Munro
82/47715	Snow Show Las Vegas, Nevada	March 1983	J. Butcher

TRADE MISSIONS

Project No.	Event	Date	Project Manager
82/48712	Electrical Equipment Buyers Mission from the North East and Central U.S.A.	Oct. 31 - Nov. 5, 1982	M. Samson
82/48703	Malting Barley Mission from the United States	November 1982	L. Clarke
82/48707	Lumber Seminar Philadelphia, Penn.	Nov. 1982	L. Clarke
82/48709	Health Care Products Mission to Philadelphia, Penn.	February 1983	J. Butcher

**LATIN AMERICA AND CARIBBEAN AREA
(613) 996-5357**

TRADE FAIRS AND INFORMATION BOOTHS

Project No.	Event	Date	Project Manager
82/47805	EXPOMOTRIX '82, International Exhibition of the Automotive Industries Caracas, Venezuela	Nov. 19-28, 1982	M. Leigh
82/47810	Pan American Public Works Exposition Bogota, Colombia	Nov. 9-12, 1982	E. Kelso
82/47804	Technoforest — International Sawmill and Forest Harvesting Exhibition Lima, Peru	Nov. 19-28, 1982	P. Schutte

TRADE FAIRS AND INFORMATION BOOTHS

Project No.	Event	Date	Project Manager
82/47813	Pan American Congress on Urban Transit and Transport Engineering Popyan, Colombia (Information Booth)	Nov. 9-12, 1982	E. Kelso
82/47811	Aqua Expo '83 — International Water Technology Exposition and Conference Acapulco, Mexico	Mar. 1-4, 1983	M. Leigh
82/47812	Canadian Building Products and Hardware Show Port of Spain, Trinidad	Mar. 6-12, 1983	P. Schutte

TRADE MISSIONS

Project No.	Event	Date	Project Manager
82/48506	Railway Mission to Venezuela, Colombia and Peru	November 1982	E. Kelso
82/48505	Airport Vehicles Mission to Latin America	Nov. 14-27, 1982	M. Leigh
82/48819	Textile Mission to Cuba	Nov. 29 - Dec. 4, 1982	
82/48808	Ocean Industry (Oil & Gas Developments) Mission to Brazil	January 1983	P. Schutte
82/48809	Alternative Energy (Mini-Hydro) Mission and Seminar in Mexico	Feb. 1983	P. Schutte
82/48510	Mission to Canadian Hardware Show from Barbados, Trinidad, Cuba, Mexico, Venezuela and Argentina	February 1983	E. Kelso

SPOTLIGHT ON AFRICA

OVERCAPACITY? SLUMPING DOMESTIC SALES? LET THE CANADIAN TRADE COMMISSIONER SERVICE OPEN NEW DOORS FOR YOU

The Canadian Government is bringing its 11 senior trade representatives from Africa to outline for Canadian business the potential in this market place for Canadian products and services.

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**MONTREAL – DECEMBER 9
TORONTO – DECEMBER 13
HALIFAX – DECEMBER 15
EDMONTON – DECEMBER 16**

Individual interviews may be arranged with the trade representatives. Also on hand will be representatives from the Canadian International Development Agency (CIDA), the Export Development Corporation (EDC), the Department of Industry, Trade and Commerce and Regional Economic Expansion (ITC/DREE) and provinces.

WHAT ARE THE AREAS OF POTENTIAL?

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SPONSORS: The Department of External Affairs (Trade Development) in co-operation with the Canadian Exporters Association, the Canadian Manufacturers Association, the Canadian Chamber of Commerce, the Canadian Association of Fish Exporters.

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