

A photograph of a car engine compartment, viewed from above. A worker in a red shirt and a tan cap is working on the engine, wearing white gloves. Another worker in a blue shirt is visible in the upper left. The scene is dimly lit, with some components of the engine highlighted. The background shows a perforated metal wall.

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Program Assists Autoparts Industry — Page 10

Focus on Metals and Minerals — Page 1

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The Honourable Herb Gray
Minister of Industry, Trade and Commerce
and
Regional Economic Expansion
The Honourable Charles Lapointe
Minister of State for Small Business and Tourism

Managing Editor, Periodicals:
Anna Hibberd

Editor:
Don Wight

Contributing editors:
Bob McDonell
Shirley Plowman
John Hughson

Designer:
Stephen Shewchuk

Correspondence to:
Canada Commerce (98)
Department of Industry, Trade and
Commerce
Ottawa, Ontario K1A 0H5

Telephone:
(613) 995-7489 (information)
(613) 593-6028 (additional copies)

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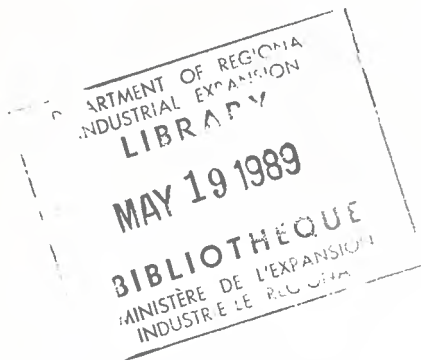


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Contents

	Page
Focus on Metals and Minerals	1
It Pays to Study the Market	5
Concerns of Small Business Must be Kept in Spotlight	6
Tendering in Algeria	8
Program Helps Put Autoparts Industry in High Gear	10
Science Counsellors at Posts Abroad	12
The Services of the Federal Business Development Bank	16
Economists' Corner	18
On the Quebec Scene	20
Publications Update	22
Multilateral Project Opportunities	24

Editorially speaking.

Following the Prime Minister's announcement on January 12 of the restructuring of several ministries, reorganization is already underway. Until that reorganization is completed and legislation is in place, however, it is very much **business as usual** for the departments concerned: The Canadian business community should therefore continue to contact those agencies and people that it has dealt with in the past. We hope to elaborate on that theme next month. Meanwhile.

The various industry sector branches of IT&C offer special assistance to Canadian manufacturing, processing and service industries: in this issue the Metals and Minerals Group is in the spotlight. Covering a much broader area is the article on the Federal Business Development Bank which is designed to assist virtually any type of business enterprise in Canada. Widening our horizons even further, Donald McCulla takes a look at Canada on the world economic scoreboard, readers are introduced to Canada's science counsellors at posts abroad and we go to Algeria for tips on tendering procedures in that country. Back home, join André Fortier on the Quebec scene.

With the numerous recent announcements concerning federal support programs involving the electronics industry and new communities and industries designated under ILAP (Industrial and Labour Adjustment Program), we have had time to deal only with one area in this issue — our cover story on the automotive parts industry. This circumstance will be remedied in future editions with stories on another beneficiary industry — major appliance and components — and further designated communities in Quebec, New Brunswick and Ontario. Readers may like to be reminded that earlier community designations under ILAP were covered in some detail in the Canada Commerce issues of July/August, 1981 and September, 1981.

A.H.

The various industry sector branches of IT&C offer special assistance to Canadian manufacturing, processing and service industries. They are staffed for the most part by specialists who have worked previously in various aspects of the particular industry area. These people are in constant contact with the business community, giving them direct knowledge of individual company capabilities as well as a broad knowledge of the financial, technological and marketing factors affecting the industry generally. How the department serves one such important area is described in the following article:

Focus on Metals and Minerals

**by Iona Skuce, Commerce Officer, Metals and Minerals Group
Resource Industries Branch, IT&C**



In recent months a great deal of work carried out by this group has been directed towards departmental involvement in the upcoming "World Symposium on Asbestos" which is being sponsored by the Government of Canada, the Province of Quebec and the Commission of the European Communities. To be held in Montreal May 25-27, the theme will be "Asbestos, Health and Society." The objective is to clarify the health issues regarding asbestos that are the subject of controversy in many parts of the world.

While the Symposium represents rather a high profile activity in which the Metals and Minerals Group is involved, its less visible on-going, day-by-day work plays a vital role in bringing into focus the industrial and trade activities of governments which can affect the industry.

A leadership and liaison role is also provided in relation to several international institutions concerned with the metals and minerals industry. These include the International Iron and Steel Institute; the International Lead and Zinc Study Group; the International Tin Council; the Economic Commission for Europe Coal Committee; the Economic Commission for Europe Steel Committee; the UNCTAD Tungsten, Iron Ore and Copper Groups; the OECD Steel Committee; as well as various other international groups and associations.

The Metals and Minerals Group maintains contact with a wide variety of national associations concerned with development of the metals and minerals industries. The Group often provides specialists as speakers for meetings and seminars sponsored by these associations, and co-operates with the associa-

tions in the development of appropriate policies pertaining to their industry. In addition to the Mining Association of Canada, the 25 associations with whom the Branch maintains regular contact include the Canadian Manufacturers Association; the Canadian Export Association; the Canadian Institute of Steel Construction; the Coal Association of Canada; and the Canadian Copper and Brass Development Association.

Bilateral consultations are held with foreign governments on matters of mutual interest affecting the metals and minerals industry. Current initiatives include work with the Canada/European Communities Metals and Minerals Working Group; the Canada/Japan Committee on Further Processing; and the Working Group on Industrial Co-operation with Sweden.

To better assist the industry, IT&C designated several specialized metals and minerals counsellor positions in capitals abroad such as Melbourne, Brussels, London, Washington and Tokyo.

Developments at international conferences and at technical seminars are reported to the Canadian metals and minerals industry through a network of trade commissioners and metals and minerals specialists whose activities are devoted to the growth and development of the industry, both in Canada and abroad. Commercial intelligence is constantly being collected and disseminated to benefit Canadian industry.

A large number of Canadian metals and minerals firms are participating in the departmental "Business Opportunities Sourcing System" (BOSS). Here, individual information is taken from Canada's manufacturing and international trading companies and incorporated into a system that quickly and efficiently identifies Canadian suppliers for international and domestic markets.



Resource Industries Branch assists mining companies in making arrangements to send exploration groups to foreign countries to investigate technical co-operation or mining investment opportunities.

The Branch also brings in groups of potential customers to visit Canadian mines, smelters, refineries and plants. In response to requests from abroad, IT&C has hosted numerous incoming missions of senior officials from foreign countries.

In recent months such missions have included: a visit by the Zimbabwe Minister of Mines to inspect Canadian mining and processing technology and equipment; a delegation from the State of Sao Paulo, Brazil; a visit by the Minister of Industry of Thailand; a delegation led by the Yugoslav Federal Secretary of Foreign Trade; a Coal and Steel

Delegation from Brazil; a delegation led by the Japanese Minister of International Trade and Industry; and a Korean Uranium Mission.

Outgoing missions in recent years involving the metal and minerals industry included: a Metals and Minerals Mission to the People's Republic of China; a Non-ferrous Technical Mission to Japan; a Copper Transformation Technology Mission to Europe; a Technical Mission to the USSR of Senior Canadian Steel Industry Officials; a Canadian Structural Steel Fact-Finding Mission to Latin America; Coal Missions to Japan and Europe; Iron Foundry and Forging and Casting Missions to Europe and Japan.

Copies of reports on some of these missions are available on request from the Resource Industries Branch.

Specialists in the Metals and Minerals Group act as the focal point for mining,

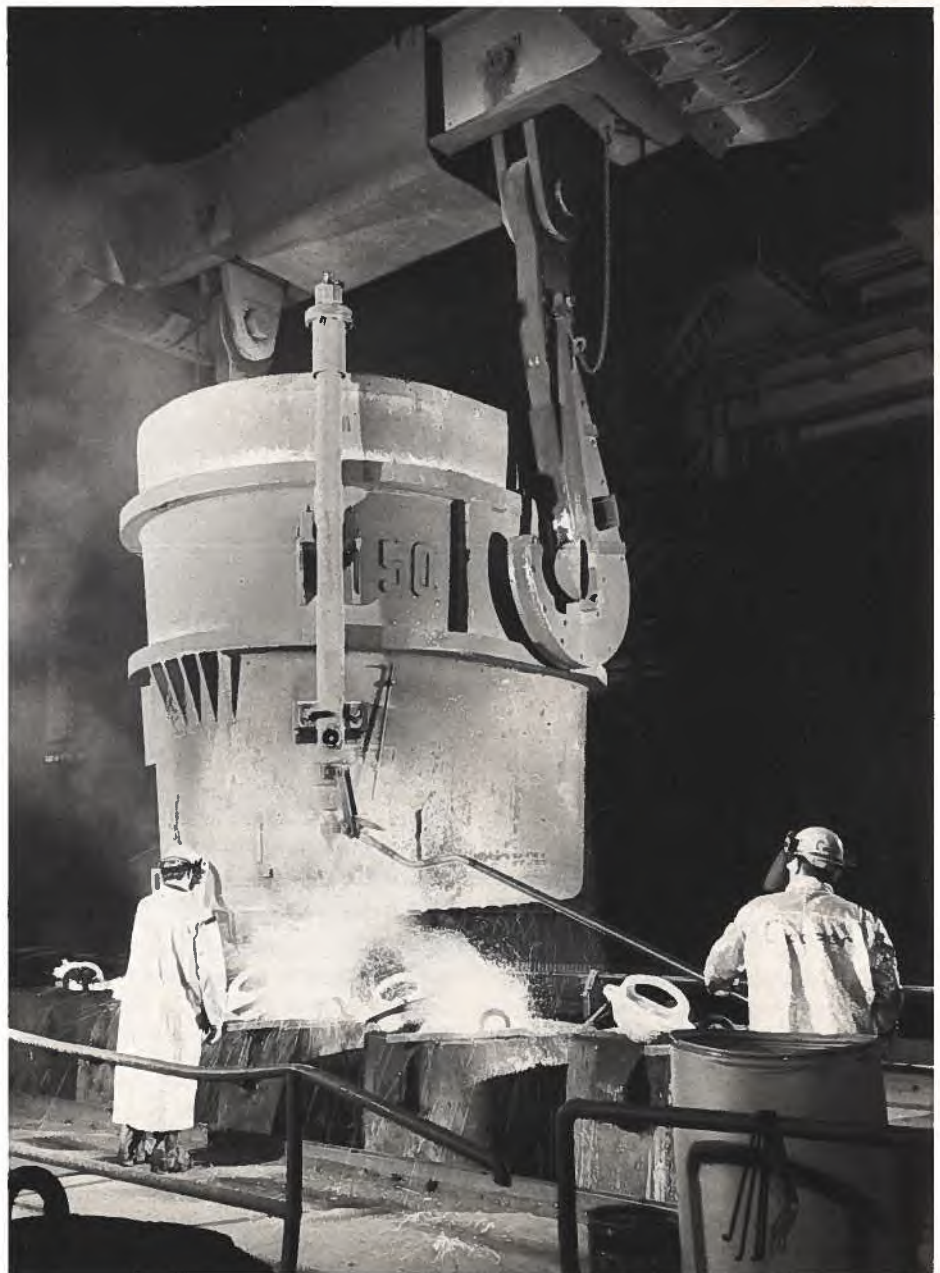
Information, exactly as provided by the company, which is up-dated every three months, is transferred onto microfiche and distributed to each of Canada's international trade offices, IT&C regional offices, Business Information Centres and to the provincial departments of trade and industry across Canada.

Trade and tariff specialists from the International Bureaux, which are organized along geographic lines, assist the metals and minerals industry by seeking better access to world markets for Canadian metals and minerals.

These specialists are available to advise firms in the industry on tariffs, taxes, special licensing, or other types of import controls or restrictions in various world markets for metals and mineral products — particularly in relation to legislation such as the "Import and Export Controls Act" and bilateral or multilateral trade agreements including the GATT.

Through its Trade Fair Program the department identifies trade shows or fairs around the world where a Canadian presence would help promote particular Canadian industries, including the metals and minerals industry. The Resource Industries Branch assists in arranging for appropriate displays of a promotional nature to publicize the Canadian metals and minerals industry in foreign countries. **Information concerning trade fairs and shows scheduled for 1982 of possible interest to the metals and minerals industry is available on request from the Resource Industries Branch.**

Besides alerting the metal and minerals industry to specific trade opportunities around the world, and assisting firms to make appropriate contacts with foreign government officials and local businessmen abroad, the



metal and mineral companies to contact appropriate officials in government on any industrial or trade matter of mutual concern. The Group is actively involved in questions pertaining to the Law of the Sea and offshore mineral rights. Specialists in the department are assisting industry in problems related to metric conversion. Departmental officials are constantly on the alert to ensure that standards and specifications are developed in such a way as to ensure maximum Canadian content in large projects undertaken in Canada and abroad.

Although IT&C's Enterprise Development Program (EDP) is designed primarily to provide assistance to small or medium-size businesses, on several occasions it has helped larger corporations by encouraging them to undertake new research and development programs.



The EDP also provides for loan guarantees and for product design and development, management studies and new marketing ventures.

Recently, there has been an increase in requests for assistance from firms in the metals and minerals industry under the Program for Export Market Development (PEMD).

Both programs offer considerable indirect assistance to the primary metals industry by providing aid to the customers of the primary producers. For example, the metal fabricating and the fabricated structural steel industries have received assistance — with positive results — under IT&C programs.

In this context, as part of its trade promotional activities, IT&C has been assisting STELCO INC. to market its revolutionary coil box technology. Not long ago, STELCO INC. developed and patented this technology.



The coil is located between the roughing and finishing stands of a hot strip mill. In a new strip mill, this permits a significant reduction in the mill length, reducing capital cost requirements. In both new and existing strip mills, power requirements are reduced and product quality greatly improved.

The department has assisted STELCO INC. to market the coil box through distribution of technical literature by our trade commissioners to potential customers throughout the world, and by technical discussions of departmental officials with foreign steel producers.

Six coil boxes will be in operation in several countries by mid-1982.

Other IT&C incentive programs of assistance to the metals and minerals industry are the Defence Industry Productivity Program (DIPP); the "Industry Energy Research and Development Program (IERD); and the Machinery Program (MACH).



The Machinery Program is designed to assist both producers and users of machinery in Canada. It provides for users of machinery to obtain remission of duty on imported capital equipment which is not available from Canadian production.

The Defence Industry Productivity Program (DIPP) provides financial assistance to industrial firms involved in the production of defence or defence-related products for export. Any Canadian business industry may apply for participation in the defence export program.

Under this program, assistance is available for three major types of projects: the research and development of products for export purposes; acquisition of modern machine tools and other advanced manufacturing equipment to meet exacting military standards; and pre-production expenses involved in establishing manufacturing sources in Canada for defence or defence-related export markets.

The eligible costs of selected projects are equally shared by the department and the firm concerned and, in some instances, by the governments of other NATO countries. The form and amount of assistance depends on the needs of the company and the potential of the project.

The Industry Energy Research and Development Program (IERD) encourages the development of new and improved processes and equipment to reduce energy consumption in industry. All Canadian companies, consulting firms, trade and research associations, formal and informal groups of companies and individuals are eligible for assistance.

Industry, Trade and Commerce contributes up to 50 per cent of the estimated eligible costs of approved projects. The sharing ratio depends on the degree of technical risk and/or the degree to which the technology developed can be used by other corporations. The quality of the project proposed and the applicant company's capabilities are major criteria when applications are considered.

Any firm interested in requesting assistance for a particular project should check in advance with an IT&C Regional Office or Business Centre or with Resource Industries Branch Program specialists, concerning eligibility.

Considerable assistance is provided to the business community by the Canadian Government Trade Commissioner Service which helps businessmen find market opportunities for metal and mineral products.

As part of its commercial intelligence role, the Resource Industries Branch cooperates with the trade commissioners abroad by relaying trade inquiries, in acquiring tender documents and assist-

ing firms to follow-up on potential trade opportunities.

The Trade Commissioner Service maintains 92 trade posts in 67 countries around the world.

In addition to providing a link between buyer and seller, the trade commissioners act as export market consultants in all phases of marketing, including the identification of export opportunities; the assessment of market competition; introductions to foreign businessmen and government officials; screening and recommending agents; guidance on terms of payment and assistance with tariff or access problems. Trade commissioners supply up-to-date information on export market opportunities, and assist in promotional projects.

Any Canadian business interested in developing a market abroad can request



TCS assistance, and can contact any post direct by telex. It is to the advantage of individual firms to copy the Resource Industries Branch on any correspondence that may relate to this Branch.

Across Canada the department maintains 11 Regional Offices to assist businessmen and industrialists in different regions by providing information on the full range of IT&C programs and supporting the administration of the programs locally. The offices give information and advice on export market possibilities, and offer general assistance for the expansion of trade. The offices also keep informed on local problems and opportunities, and work closely with provincial and local governments.

In each region, IT&C Business Information Centres provide a source of information on all federal and provincial government programs and services

available to Canadian business and industry. Every centre is staffed with trained personnel who can either provide immediate answers to enquiries or arrange to have an appropriate official provide the required information.

There are 10 Business Information Centres in Canada, with one in each province. A toll-free information "hot-line" connects the business community with the nearest centre. That toll-free number is Zenith 0-3200.

In-house activities of the Resource Industries Branch, which are of assistance to the metals and minerals industry, include the development of specific market and industrial capability reviews through joint consultations with business, labour and the academic community.

In some cases there are regular consultative procedures established through committees such as the Steel Industry Advisory Group (SIAG). Through such mechanisms, the department provides advice on issues related to the metals and minerals industry.

As a natural consequence of these activities, the Metals and Minerals Group prepares various reports on a variety of topics. For example, these reports are available on request: "The Outlook for Iron Ore Trade in the 1980s"; "Metal Pipe & Tube from Canada"; "Fabricated Structural Steel and Steel Buildings from Canada"; "Canadian Ferrous Casting and Forging"; "Canadian Non-ferrous Forging Industry Brass and Bronze Foundries and Ingot Makers"; "Canada's Coin Industry; Canadian Galvanizing"; "Iron and Steel from Canada"; "A Glossary of the Technology Terminology of the Copper Industry in Canada"; "Sellers Directory of the Canadian Metals Industry"; and the "Manual and Directory of the Canadian Non-ferrous Metals Forging Industry".

The "Canadian Ferrous Forging Industry Report on the 1980 National Survey" will be available shortly.

In addition, a new "Survey of World Demand for Thermal Coal" helps define world import requirements in selected countries over the next decade. The coal survey was conducted in cooperation with the provincial governments of Nova Scotia, Alberta and British Columbia, plus Energy, Mines and Resources and the Department of Regional Economic Expansion. Three teams visited nine countries in Europe, Latin America and the Far East to obtain market intelligence and demand forecasts.

Listed opposite are the individual officers of the Metals and Minerals Group — always ready and willing to be of further service to Canadian industry!

Department of Industry, Trade and Commerce

Resource Industries Branch Metals and Minerals Group

7th Floor East
235 Queen St.
Ottawa, Ontario
K1A 0H3

Director — Metals & Minerals

Gary Nash
Tel. (613) 992-5672
Secretary — Mrs. Patricia Edwards
Tel: (613) 992-7674

Non-ferrous Metals Division

Tel: (613) 992-0088
Chief — Stan Rochester
Secretary — Mrs. Joanne Sarazin
Rolly Bodie
Bill Bessant
R.J. Hurley
Stan Petrasch

Iron & Steel Division

Tel: (613) 992-0025
Chief — Bill Black
Secretary — Mrs. Marilyn Valentine
Mike McMullen
Jim Pope
Bob Porter
Miss Iona Skuce

Industrial Minerals Division

Tel: (613) 992-1581
Chief — Pat Slinn
Secretary — Miss Marion Lapierre
Alex Ignatow
Ray Mulvihill
Bob Wilson

Metal Fabricating Division

Tel: (613) 996-0763
Chief — Des Peplinski
Secretary — Mrs. Betty Pinaud
Roy Ellis
Dave Halliburton
Phil Jeffreys
Gary Kemp
George Ninacs

Industry and Market Analysis Division

Tel: (613) 996-0717
Chief — Dwayne Wright
Secretary — Ms. Barbara Ives
Richard Berger
Hervé Duff
Scott Houston
M. Gerry Johnson
E. Van Steenburgh

In a market area as large and diverse as the United States, it pays to pinpoint sectors in which Canadian companies stand a good chance of exporting. The USA Market Development Bureau has conducted such surveys — here on wood products and woodworking equipment. In these and other areas, the Bureau reports that. . .

It Pays to Study the Market

A concentrated approach to United States markets is showing signs of paying off for Canadian manufacturers of wood products and woodworking equipment.

In a series of seminars, called in various centres across Canada in the past few months, IT&C's USA Market Development Bureau briefed the two groups on the results of their studies on product markets in the United States.

These market studies are part of a series commissioned by the Bureau to focus attention on specific industry sector markets in the U.S. which show particular promise for Canadian exporters. Other studies have focussed on: Furniture for the New York City Metropolitan Market (See: Canadian Furniture Industry Report, Canada Commerce, September, 1981); Replacement Cattle; Forestry Equipment; Onboard Commercial Fishing Equipment; and Health Care Products.

Following the seminars on wood products and woodworking equipment, these results were noted:

- six Canadian woodworking equipment manufacturers are seriously studying the possibilities of forming a sales consortium under the Program for Export Market Development (PEMD 'F') to sell their equipment to the California market;
- a group of British Columbia lumber and millwork companies followed up the leads provided at the Vancouver seminar and report excellent results of their scouting trips taken within a week of the event;
- eastern Canadian door and window component manufacturers participated in an IT&C-sponsored mission to four southeastern U.S. cities; and
- the British Columbia government has requested that a second seminar be held at Williams Lake. Scheduled for mid-February, the seminar has already attracted some 50 small- and medium-size wood product manufacturers.

As might be expected in a market as large and diverse as the United States, these strategies — to be effective —



must deal with a specific region, in this case, the California market for woodworking equipment and wood products as well as the southeastern market served by the consulate general in Atlanta.

In general, as a result of the recession in home building, it was found the U.S. lumber market was depressed. Yet these two regions were considered worthy of consideration by Canadian companies — those willing to invest time and money in the promotion of such manufactured wood products as kitchen cabinets, turnings, furniture components and trims.

All the reports stressed the need to invest time and money in the development of specific markets. Too often in the past, it seems, Canadian suppliers had regarded the U.S. market simply as an outlet for excess Canadian production. Little thought was given to developing the market over the longer term.

A southeastern market survey, conducted by MacFarlane and Company of Atlanta, estimated that market opportunities for mouldings, jams and specialty items had a potential value of some \$40 million. On the basis of these find-

ings, a Canadian mission consisting of four millwork manufacturers visited Birmingham, Alabama; Atlanta, Georgia; Greenville, South Carolina; and Charlotte, North Carolina.

Mission participants met with nine U.S. sash and door jobbers/distributors; millwork wholesalers and manufacturers' agents.

The U.S. firms have a collective sales volume of \$US545 million. The Canadian participants averaged two meetings per day on site with these U.S. firms. As a result of this exposure, each of the firms expects to realize sales and distribution arrangements during 1982.

In the words of H.W. Guy, Consul and Senior Trade Commissioner in Atlanta: "We are convinced that this type of 'outgoing mission' is an effective and useful vehicle. The potential uncovered confirms our program in suggesting additional types of missions utilizing both resource industries and other line branches."

The California market surveys for both manufactured wood products and woodworking equipment were prepared by Peter Louch & Associates of Los Angeles.

Both studies concentrated on the Los Angeles, San Francisco and San Diego area. They found that good potential markets existed and — through the examination of tariff regulations and shipping methods — the consultants felt that Canadian companies could export profitably to these study areas.

These potentially profitable markets included: doors and standard millwork; kitchen cabinets; bathroom vanities; the furniture industry; the home centre market; wholesale lumber; and picture framing.

In woodworking equipment, the consultants identified in particular the furniture and cabinet trade as excellent markets for Canadian exporters: It is estimated there are a potential 4,500 firms that will be upgrading their equipment to meet consumer demand from an expected upsurge in the 25 to 40 age group during the 1980s.

As a general rule, the consultants advised Canadian manufacturers to work through distributors — to take advantage of their expertise in the market and to keep abreast of trends which, in the next few years, will see greatly increased competition from both U.S. and offshore manufacturers.

And, as an added incentive, it should be noted that the International Trade sections of the departments of External Affairs and Industry, Trade and Commerce are working with industry to develop ongoing market strategies for follow-up sales development in these identified product and regional markets.

The Eighth International Symposium on Small Business — held for the first time in Canada, in Ottawa last autumn — attracted 650 delegates from 65 countries. While many topics were discussed, some of which are related here, and others were deemed worthy of further follow-up, one notion was definitely confirmed.

Concerns of Small Business Must be Kept in Spotlight

To maintain the momentum generated by the Symposium, the Small Business Secretariat of Industry, Trade and Commerce — the central federal government agency for small businesses — has embarked on an ambitious program.

The program is designed to keep the concerns of small business in the public eye. It is also meant to act as a catalyst between the small business sector and government.

Program initiatives include, among others: the continuation of efforts to reduce the paperburden; the improvement in communication between the small business community, the government and the general public; and the development of better methods to service the small business sector.

A major objective of the Secretariat is the passage — by the federal government — of an omnibus bill that will repeal obsolete statutes and eliminate unenforceable, contradictory and redundant regulations. As well, it is hoped the government will propose amendments to reduce and rationalize federal records retention requirements.

Meanwhile, for some 300 Canadians — from associations, universities, financial institutions and federal and provincial governments — the Eighth International Symposium on Small Business gave delegates from 65 countries the opportunity to compare notes and to appreciate Canada's objectives in hosting the week-long event.

These objectives were:

- In Canada and abroad, to help create an awareness — particularly among business leaders, academics, bureaucrats, the financial community and others — of the problems and concerns of small businesses;
- To foster greater exchange between Canadian and foreign small and medium enterprise communities;
- To highlight — domestically and internationally — the Canadian commitment to programs and policies which benefit small businesses; and



Women about to embark on their own small business seek advice at IT&C's Regional Office in Winnipeg.

- To emphasize the roles of federal and provincial departments responsible for small business interests.

These goals, or more correctly, their chances of attainment, were greatly enhanced by holding special Small Business Week events in towns and cities from coast to coast in Canada. (See: "Small Business Week — Big Event Across Canada" in *Canada Commerce*, December 1981).

The Symposium itself adopted "Interaction" as its general theme, focusing on the evolving relationships between small business and the important economic and social elements of the national and international frameworks within which they must operate.

To elaborate, the distinguished speakers and panelists addressed eight major subjects: Small Business and Associations; Venture Capital; Employees; Financial Institutions; Large Enterprises; Educators; Government; and Advisors.

Throughout the numerous sessions it became apparent there was a common thread of problems facing small businesses worldwide — high interest rates;

lack of qualified personnel; lack of venture capital; inappropriate taxation policies; the complexities caused by the technological explosion; and rapid changes in markets.

While the problems from country to country varied in degree, it was generally agreed the similarity of problems — and in many cases, the solutions — were identical, whether they be encountered in industrially emerging or less-developed countries.

For this reason alone, such meetings as the Eighth Symposium were deemed necessary and fruitful — if small businesses hoped to continue and flourish.

While those directly involved in small business enterprises — the owners, operators, managers — were conspicuous by their absence, their interests were well represented by various of their associations.

Among them were: The Canadian Federation of Independent Business; the International Federation of Small and Medium Industry (headquartered in Rome); and the San Mateo, California-based National Federation of Independent Business.

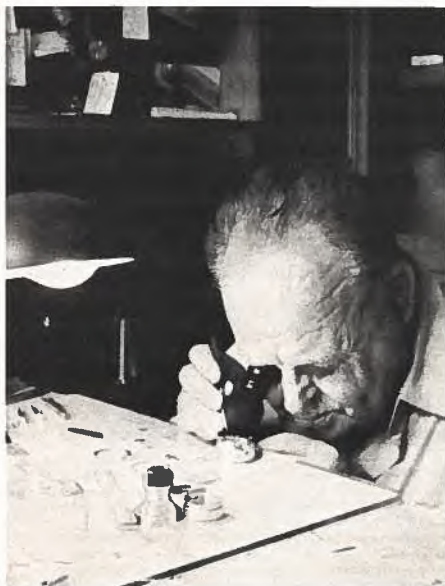


All outlined the difficulties their organizations faced, namely: the need to deal properly and responsibly with the problems their members encounter in a perpetually and rapidly-changing business environment.

For John F. Bulloch, President of the 60,000-member Canadian Federation of Independent Business, one answer is to use the new communications technology of videotex which could provide and maintain up-to-date contact with membership.

The technology, which small businesses must adopt to stay competitive, will enable associations to keep in touch, instantaneously, with their members — whether across the street or across the world!

Bulloch's views on the radical changes which will result from the use of micro-electronics in communications were strongly endorsed by futurist author Alvin Toffler in "Future Shock" and in his latest endeavour, "The Third Wave".



Toffler, the keynote speaker at the Symposium's closing plenary session, says the days of the large unwieldy multi-national corporations are numbered. The multi-nationals are to be replaced by small, innovative and relevant businesses geared to make optimum use of new technologies to supply increasingly sophisticated markets.

For Toffler, and others at the Symposium, the long-range outlook for small, enterprising businesses never looked better.

For the problem-plagued manager/owner of today, the Symposium provided a fresh and bold look at **possible** solutions — solutions the Canadian business community will be studying in the months ahead.



Small Business Profile

(Reprinted from Small Business World)

Ninety-seven per cent of the businesses in Canada had sales of less than \$2 million in 1978, yet these firms accounted for approximately 22 per cent of total sales by Canadian businesses that year.

These and other preliminary data are from a **statistical profile of the small business community**. The profile, based on 1978 business tax returns, is a project of the Small Business Secretariat and Statistics Canada. **It will be published early in 1982 and made available from the Secretariat.**

The preliminary data distinguish businesses by sales and income and compare incorporated and unincorporated firms.

Also available is a profile of the self-employed sector of the Canadian business community. It shows that 976,366 persons were unincorporated and self-employed in the business, professional, commission, farming, fishing and rental sectors in 1978.

Almost half (48 per cent) of these persons owned their own business. The next largest group (26 per cent) was farmers.

More than half the business proprietors were between 25 and 44 years of age.

There were 6.5 per cent under 24 and 4.2 per cent over 65. Of the farmers, 48 per cent were in the 45 to 65 age bracket in 1978.

The data also showed that 75 per cent of farmers had net incomes from farming of less than \$9,154. When principal and supplementary incomes were combined, 75 per cent of both farmers and business owners had net incomes of less than \$14,000 in 1978.

The profile also reveals that 79 per cent of self-employed persons were male. They accounted for 89 per cent of the sector's income. However, further work on women owner/managers has revealed that, for the most recent year (1979), the number of women owner/managers expressed as a percentage of men owner/managers reached 31 per cent.

Ed. note: An expanded study on the role of women in the workforce has also been prepared for the Small Business Secretariat by Queen's University. The study is structured to yield knowledge on the characteristics of women entrepreneurs and the difficulties they experience which are unique in comparison with those of other small business.

Some conclusions of this study will be reported in an upcoming issue of Canada Commerce.

Rapidly becoming our largest market in Africa, Algeria is a country in which Canadian companies could participate more fully. To facilitate Canadians doing business in Algeria, our Post has prepared the following report on. . .

Tendering in Algeria

While Algeria is not an easy market to break into, there are areas that are of particular interest to Canadians.

These include: wheat, barley, meats, eggs and potatoes; industrial chemical products; pharmaceutical products; all wood products and certain building materials; industrial equipment, especially for processing hydrocarbons; equipment for transportation, especially railway, and communications; design and construction services; urban planning and water treatment.

Since virtually all Algerian purchases are by tender, knowing how this system works is vital in doing business in Algeria. The most important things to keep in mind when tendering are timeliness, packaging of tender documents and attention to including specific details required in all bids to Algerian buyers.

In Algeria, the state, through organizations which are state controlled, holds the monopoly for foreign trade. All imports are made by state organizations according to a statutory procedure in the "Code des Marchés Publics". Specific interpretations of how the procedure operates are in circulars from various ministries.

The basic principal of the "Code des Marchés Publics" is that the state, local administrations, public offices and socialist enterprises may only enter into supply contracts after having received competitive bids. Directly negotiated contracts are permitted in certain cases, but they are the exception. Depending on the nature of the product, the tenders are public or restricted.

Most international contracts are awarded following a public tender. This is particularly true of contracts for equipment and services. Tenders for primary raw materials, agricultural products and construction are frequently limited to known suppliers. To be considered, bids must strictly conform to the regulations which are included in all tender documents. In addition, the corporate information summarised in paragraph 12 below is required with all bids. Bids must, of course, be in French.

In all types of tender, (with the exception of some internationally quoted com-



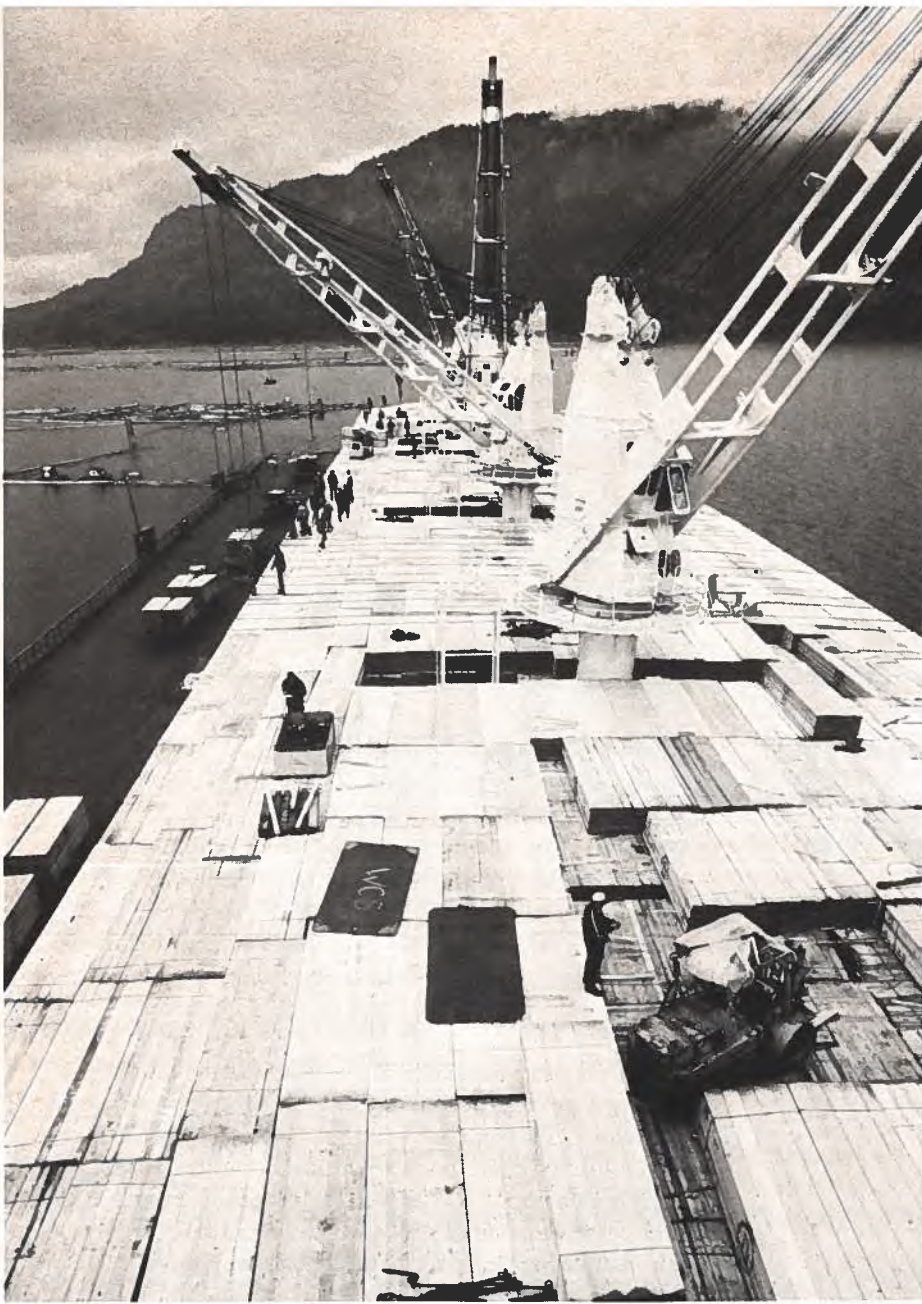
modities), there is a requirement that bids be in double-sealed envelopes. The outer envelope is addressed to the buyer and indicates the number of the tender. The inner envelope indicates that it contains the tender. If either envelope bears any mark which might identify the company bidding, the tender is rejected without being opened. Companies bidding should take great care in insuring that nothing which can identify the company appears on either envelope. Tenders have been rejected because of publicity in the postage franking machine. Registered letters are also rejected because the company sending the letters is identified in the registered mail receipt.

Public tenders are advertised in the national newspaper "El-Moudjahid" and sometimes in the international press. The Commercial Division of the Canadian Embassy in Algiers reviews the announced tenders each day and notifies Ottawa of those tenders of particular interest. The Embassy will send notices direct to Canadian firms which have advised a particular interest, otherwise, the Industry Sector Branch notifies potentially interested companies. Time is always of the essence since most Algerian tenders have a deadline of 30 days and extensions are usually impossible to obtain. Since our European and Japanese competition cope with this problem Canadian firms wishing to do business in Algeria must meet these deadlines.

The tender documents are available against payment of \$30 to \$60 Canadian. The Embassy will therefore only try to withdraw tender documents on specific request from a Canadian firm.

Again, time is of prime importance and requests for documents should be made by priority telex.

Mail usually takes 10 to 12 days to Canada so companies should begin to prepare their tenders before the documents are received. The best way to send the tender to Algeria is by air mail. This usually takes 10-12 days but is the fastest procedure. There is no courier service to Algeria any more and air freight package can be seriously delayed getting through customs procedures. In cases where the contract is vital, companies should consider sending a representative with the tender. A number of companies do this.



eral; second, to make the Algerian organization aware of the company's capacities. It helps during the technical evaluation if members of the evaluation committee have an awareness of the company's product. Firms making visits can sometimes obtain the specifications which will be in the tender which makes it easier to prepare a bid when the tender is announced.

The use of agents or other forms of intermediary are specifically prohibited by Algerian law. Thus, short of establishing a liaison office, a Canadian company must rely on its own resources to pursue business in this country. This means frequent visits and attention to international tender calls.

The following documents are required to be submitted with bids on Algerian tenders:

For supply of equipment:

- the statutes of the enterprise: For Canadian companies, this would be the letters patent or the article of association;
- a list of the principal shareholders: The Ministry of Commerce has indicated that widely held companies should list shareholders with over 20 per cent;
- tax status in Canada: An auditor's statement that tax liabilities have been met should be sufficient;
- tax status in Algeria: Most companies supplying equipment will not have any liability for Algerian taxes; however, companies with offices in Algeria will be able to provide a *quittus fiscal*;
- a list of the principal managers of the enterprise;
- the financial statements for the last two years;
- the declaration that the company has not had recourse to intermediaries.

Companies bidding on projects or on service contracts must supply the following additional information:

- the names of the project managers;
- a list of the equipment the firm has at its disposal;
- a list of the equipment which will be brought into Algeria;
- recommendations from Algerian companies which have used the bidding company's services;
- attestations from a chamber of commerce or a professional association in Canada certifying the firm's qualifications;
- a bid bond of 1 per cent for contracts over 5 million dinars.

**Commercial Division,
Canadian Embassy,
P.O. Box 225, Alger-Gare,
Algiers, ALGERIA.**

Tel: 60.66.11/60.61.90

Telex nbr: 52.036 CANAD ALGER



Algerian organizations rarely buy at the tendered price. In most cases, a selection is made from a number of bids based on quality and price and these organizations are called in for negotiations. No information is available from the Algerian authorities on who or how many firms tender nor on who finally wins a tender although this latter information is sometimes available in the trade press.

Companies should be aware that bidding on a tender alone is not likely to result in business. Companies should visit the state organizations to introduce their products, first to get an idea of exactly what the product is to be used for as specifications are often very gen-

Two announcements made on the same day in late January dealt with federal government support programs. In Moncton the news was that \$15 million has been made available to the major appliance industry. In Ottawa the word was that \$25 million has been assigned to Canada's automotive parts industry. Funds for both sectors are available through the Industry Specific Restructuring Program (ISRP), part of the Industrial and Labour Adjustment Program (ILAP) announced last March. Here Commerce's Bob McDonnell questions ILAP's senior officer, Bob Fletcher, on the workings of ISRP and its application to autoparts.

Program Helps Put Autoparts Industry in High Gear



Commerce: What is the purpose of the Industry Specific Restructuring Program of ILAP as applied to the autoparts industry?

Fletcher: As Commerce readers are no doubt aware, the North American auto industry has suffered severe dislocations as a result of the worldwide energy crisis. To meet the demand for energy efficient automobiles, the auto industry has rushed its plans to develop the so called "world cars" . . . cars that will meet not only North American but worldwide market demands. This situation has meant that Canadian autoparts manufacturers are faced with an excellent opportunity to participate in a greatly expanded market or being forced into closure because they cannot compete with firms that capitalize on the economies of scale the new circumstances warrant.

The main aim of the Industry Specific Restructuring Program is to encourage firms, mainly the smaller and medium-sized ones, to undertake viable projects in the designated sectors, in this case — autoparts — in response to their serious dislocation problems.

Commerce: How does this compare with the Community-Based Industry Adjustment Program?

Fletcher: Unlike the Community-Based Industry Adjustment Program — which provides assistance to firms wishing to locate or restructure only in designated communities and which offers a labour adjustment package to workers in the designated communities — the ISRP provides restructuring assistance to firms in the designated industry sector, wherever they are located. The criteria, terms and conditions governing ISRP are, however, the same as those applied under the community-based program.

The ISRP will be administered by the new Industry and Community Development Panel of the Enterprise Development Board, a panel that has been constituted for the duration of the ILAP. It will decide the merits of project proposals and the terms and conditions of the assistance to be provided.

Commerce: Would you elaborate on the types of challenge the autoparts industry is facing over the next few years.

Fletcher: The automotive parts sector is undergoing major structural change, mirroring conditions in the motor vehicle manufacturing industry. The automotive parts industry is one of the few industrial sectors in Canada experiencing large-scale restructuring and which is not already subject to some form of industry-specific assistance.

The growing tendency for vehicle manufacturers to source a greater proportion of their products from independent parts companies from all over the world presents Canadian manufacturers of original automotive parts with both major opportunities and major problems. At the same time, companies located in all parts of Canada producing automotive parts for the aftermarket must restructure their operations to supply components for the growing number of imported and new generation vehicles now in service.

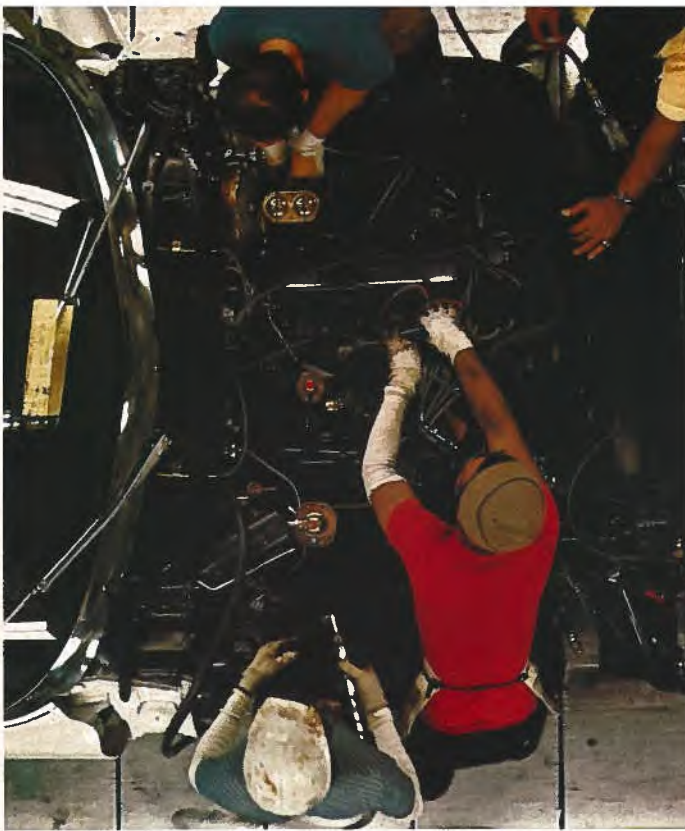
Producers of outdated components, both original and after-market equipment, are faced with either major conversion or demise.

Those producers already in the new product areas are faced with the need for major expansion to meet the new demand.

The Canadian automotive parts industry is internationally competitive and export oriented, accounting for more than nine per cent of value added in Canadian manufacturing. This industry has only a few years to respond to these pressures and is having difficulty financing the required investments.

Commerce: What is the present status of the autoparts industry?

Fletcher: This sector is already experiencing a sizeable trade deficit with the United States (\$4.25 billion in 1980) and is likely to decline in the absence of government action to help it capture opportunities in the product and technological areas of the future.



Commerce: What is the time frame of the new program?
Fletcher: The autoparts industry is designated for a two-year period.

Commerce: Who is eligible for these grants?
Fletcher: Assistance is available to firms producing or processing automotive parts which undertake projects to establish, expand or restructure operations.

The program focus is on: Firms encountering difficulties as a result of a product or market decline or as a result of inefficient or uncompetitive production methods, and which propose to restructure operations through the introduction of new or improved products; entry into new or different markets; or modernization or improvement of productive facilities; and — Firms which wish to expand existing operations to take advantage of new or expanding market opportunities.

Commerce: What criteria are applied to the eligible firms?
Fletcher: There are five conditions which must be met. First, the selected firm and project must be viable. Two, the project would not be undertaken without program assistance. Three, the project offers significant net economic benefit to Canada. Four, the project will not create competitive overcapacity in the sector. Five, contractual commitments in respect of the project have not been entered into prior to approval by the Industry and Community Development Panel.

Commerce: In what form is assistance available?
Fletcher: There are a number of activities which the new program will cover but perhaps on such an important

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

Application for Assistance
Application forms and further information on the program are available from:

R.E. Fletcher
ILAP 78-1
Industry, Trade and Commerce
 235 Queen Street
 Ottawa, Ontario K1A 0H5
 Tel: (613) 996-8438

or
S. Skorupinski
Chief, Automotive Parts Division
Transportation Industries Branch (53)
Industry, Trade and Commerce
 235 Queen Street
 Ottawa, Ontario K1A 0H5
 Tel: (613) 995-3304

Contact any of IT&C's Regional Offices throughout Canada. Addresses are listed on the inside back cover of this issue.

From time to time, individual companies have found the services of science counsellors at our various Posts to be extremely helpful. The counsellors have proved to be in the know on scientific and technological developments in specific industrial sectors. For those who are apparently missing a good thing, the following article should throw a little light on the functions and activities of Canada's science counsellors abroad.

Science Counsellors at Posts Abroad

Science counsellors are scientific and technological representatives of the Government of Canada at selected posts abroad. Their objective is to ensure that Canada derives maximum benefit from collaboration with other countries or international bodies in fields of scientific and technological endeavour.

The science counsellor network represents an important aspect of Canada's scientific and technological international relations. Six posts — London, Paris, Washington, Bonn, Brussels and Tokyo — were selected as locations for full-time science counsellors because they are situated in technologically advanced countries with whom Canada has a multifaceted relationship — including an active trade connection.

A number of other posts report on science and technology matters in the host country and facilitate international exchanges. For example, there is the ongoing exchanges in the field of metallurgy with the Soviet Union and missions such as the Petroleum Geology and Geochemistry Mission to China.

Science counsellors are not new to the Canadian foreign affairs scene; two positions were established in Washington and London during World War II. By 1968, Canada, under the auspices of the National Research Council, maintained four science counsellors at embassies abroad. Since that time, science counsellors have been selected from federal government science-based departments and agencies. They are generally seconded to the Department of External Affairs from their department or agency for a term of three to four years.

A large number of science counsellors have come from the ranks of Energy, Mines and Resources, the Department of Communications and the Ministry of State for Science and Technology. The educational background among counsellors varies, although several

hold graduate degrees in geology, geophysics and physics.

In the past, the counsellors served primarily those needs identified by science-based departments, agencies and the federal government. Increasingly, the scope of their activities has expanded to include support for both the industrial research and development sector in Canada and the provincial governments' science-based departments and agencies.

While the activities of science counsellors are quite varied, three broad categories can be identified:

- **The advisory function**, which includes the responsibility for keeping the post informed on matters of science and technology relevant to Canada's foreign policy. It requires study and analysis of the science policies and programs of the host country, including the appraisal of priorities, trends and assessments of existing bilateral science and technology agreements between Canada and the host country.

- **The liaison function**, which includes advising and assisting Canadian scientists and delegations visiting the host country. It facilitates the flow of scientific and technological information between Canada and the host country. It also paves the way for technological exchanges and formal scientific exchanges of personnel and identifies and promotes areas of collaborative science and technology.

- **The reporting function**, in which the science counsellor reports on significant research and development policies of major importance to Canada; for example, research in new energy sources. The host government's policies on industrial research and development and technological advances are also the subject of science counsellor reports.

Some detail on each post illustrates the variety of tasks within the broad scope of the three functions.

The science counsellor network represents an important aspect of Canada's scientific and technological international relations.



Bonn

Dr. William F. Cockburn, formerly Policy Advisor (International Division), Ministry of State for Science and Technology, became a science counsellor in August 1979. Much of his activities are under the bilateral FRG-

Canada Science and Technology Agreement. This enfolds co-operative research projects in controlled ecosystems, exchanges of personnel between Canadian and FRG government laboratories and the study of hydrocarbon and chlorinated hydrocarbon transfer.



Brussels

Since August 1980, Dr. Jocelyn M. Ghent, formerly Director of the Planning Secretariat in the Department of Communications, has been responsible for scientific and technological matters in Belgium, the

EEC and (in conjunction with the Paris-based science counsellor) the European Space Agency. Canadian scientific relations with Belgium are pursued under a bilateral science and technology agreement signed in 1971. Canada's science and technology relations with the EEC have their focus on environmental issues. A metals and minerals group of consultants meets regularly in accordance with the Framework Agreement for Commercial and Economic Co-operation between Canada and the European Communities signed in 1976.



Tokyo

Mr. J. MacDowall, formerly science counsellor in Washington, has been a science counsellor at the Canadian Embassy in Tokyo since August 1979, where he continues to foster government-to-government links in

science and technology. Canada and Japan have held four consultative meetings on these subjects — the most recent took place in Tokyo in June 1980. Activities resulting from these meetings include exchanges of scholars, projects in ocean development, agriculture, transportation, space and communications, environment and energy. Exchanges of information on coal liquefaction are currently underway.



London

Dr. L. Morley, former Director General of the Canada Centre for Remote Sensing, has been in London since August 1980. Owing to the large size of the post and the long-standing relations between Canada

and Great Britain, the London position involves a number of special features. The high volume of traffic involving scientific visitors from Canada makes increasing demands on the science counsellor in a liaison capacity.

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He also reports on scientific policy matters, which include reports on mechanisms and policies for improving technology transfers in Britain and the customer-contractor principle introduced as a funding tool for Britain's science-based departments and agencies.

A substantial amount of the science counsellor's time is devoted to Commonwealth matters, including those connected with the Commonwealth Science Council, Agricultural Bureaux and the Geological Liaison Office.

A large number of Canadian visitors, officials and researchers on exchange programs require the services of the science counsellor each year.



Paris

Dr. L. Berlinguet, former Vice-President of the International Development Research Centre was appointed science counsellor for Paris in September 1980. A large number of Canadian visitors,

officials and researchers on exchange programs require the services of the science counsellor each year. He manages the programs identified by the Mixed France-Canada Commission that held its most recent meeting in Paris in June 1980. One example is a joint research project on the interaction of gas pipelines with the cold. Reports are also made on France's budget for science and technology and industrial technology developments of significance.

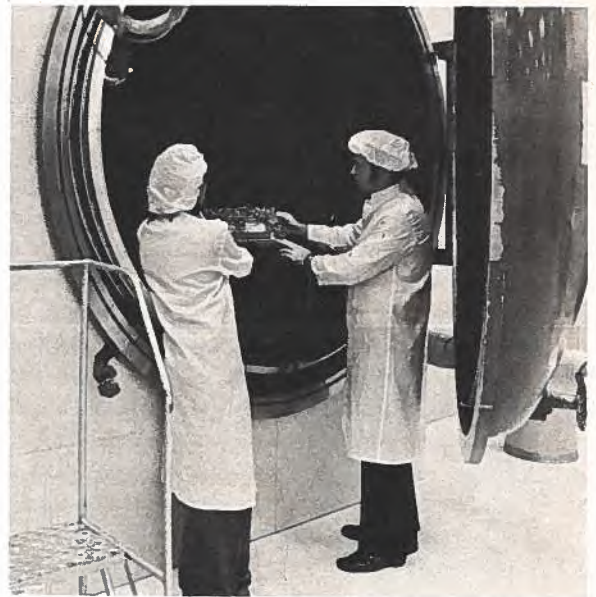


Washington

Dr. J. Harrison, former Policy Advisor (Energy), Ministry of State for Science and Technology, has been a science counsellor since the summer of 1979. He focusses primarily on United States policies, initiatives and programs having a significant impact on Canadian interests. These include new and continuing programs in energy, transportation and space.

Energy initiatives of concern to Canada include nuclear research related to safety and waste disposal and coal-derived synthetic fuels; transportation research emphasizing basic research in support of cleaner, more energy-efficient automobiles; and space priorities centering on remote sensing co-operation on search and rescue and weather satellites.

Energy initiatives of concern to Canada include nuclear research related to safety and waste disposal and coal-derived synthetic fuels; transportation research emphasizing basic research in support of cleaner, more energy-efficient automobiles; and space priorities centering on remote sensing co-operation on search and rescue and weather satellites.



It should be apparent that science counsellor activities range across a broad field of science, technology and diplomatic endeavour. Science is international and the science counsellor network is one mechanism Canada employs to ensure that Canada's domestic and international interests derive maximum benefit from collaboration with other countries.

New Line of Credit Benefits Canadian Exporters to New Zealand

The Export Development Corporation (EDC) has signed a \$10 million (U.S.) line of credit with the Development Finance Corporation (DFC) of New Zealand to support the sale of Canadian goods and services by various Canadian exporters to New Zealand.

The line of credit is intended to assist Canadian exporters competing for sales in New Zealand by providing local buyers with a simple and easily accessible credit facility.

EDC expects that the main beneficiaries of this facility will be small- and medium-size Canadian manufacturing companies. Contracts for sales from Canada will be considered on a case-by-case basis. The type of proj-

ects expected to be considered include those primarily related to the forestry, petrochemical and electrical equipment sectors.

New Zealand's Development Finance Corporation is a wholly-owned government corporation. It offers a variety of financial services to New Zealand enterprises, including medium and long-term financing and equity participation.

Companies wishing to explore possibilities of sales under this line of credit should communicate with Mr. G.T. Keys, Commercial Counsellor, Canadian High Commission, P.O. Box 12-049, Wellington, New Zealand. Telex: NZ 3577 (DOMCAN).

ADB to Stage Seminars

The African Development Bank (Procurement Mission) in conjunction with Industry, Trade and Commerce will conduct a series of seminars in Canada during March, 1982.

Designed to attract decision makers in Canadian companies interested in export opportunities through the Bank, the seminars will cover such major fields as: agriculture, communications, energy, transportation and rural electrification.

In these areas, the potential market for Canadian firms is between \$10,000,000 and \$20,000,000 annually.

Seminars will be held at:

Vancouver: Monday, March 22; **Toronto:** Wednesday, March 24; and **Montreal:** Friday, March 26.

The African Development Bank (ADB) is an international development financial institution with participants from 50 African states. The Bank has its headquarters in Abidjan, Ivory Coast and is charged with the responsibility of underwriting projects and programmes which contribute to the economic and social development of its member countries.

Canada's participation with the Bank is through the African Development Fund to which it has subscribed \$115 million — second only to Japan among non-African nations (as of February 1, 1981).

For further information and registration, contact:

Your IT&C Regional Office

(listed on inside back cover)

or

Jacques Desjardins

Project Manager

(613) 995-8188

Mrs. M.A. Anthony

(613) 996-8661

So You Want to Export!

Soon to be available is a new series of IT&C booklets designed to assist Canadian firms enter export markets.

Written in an informal, easy-to-understand style, the "So You Want to Export" booklets cover various aspects of export and are under three general headings: Making a Market Survey; Tips for Your Trip; and Your Reference Sources.

Designed to give small and medium-size companies a better understanding of what is needed to establish their international presence, the booklets discuss a variety of subjects.

These include: the necessary steps in making the decision to export; the target areas for the particular product; the do's and don'ts of visiting potential markets; a listing of the various government programs that assist the exporter; and a glossary of terms used in export trade.

When printed, copies will be available at your nearest IT&C Regional Office — listed on the inside back cover of this issue.

Now in its 38th year, the Federal Business Development Bank (FBDB) is designed to assist virtually any type of business enterprise in Canada. With a brief history and a general overview, the following article reports on. . .

The Services of the Federal Business Development Bank

The Federal Business Development Bank traces its origins to 1944 when the Government of Canada, recognizing that a gap existed in the availability of term financing, established the Industrial Development Bank.

The IDB originally was set up to provide financing to manufacturing firms. It was considered this would facilitate the transition from wartime to peacetime activity, thereby easing the impact of employment.

Over the years, the Bank's mandate was broadened to include virtually any type of business enterprise in Canada. In 1975 the FBDB Act was passed, setting up a new Crown corporation to succeed the IDB, taking over its term lending activities and placing an increased emphasis on provision of equity financing and on management services — made up of counseling, training and information services — for small and medium-size firms.

Though no single sector of the economy today is dominant in the Bank's loan activities — what might be called its "traditional" activity — the manufacturing sector has continued to receive significant support from the Bank.

In the fiscal year ended March 31, 1981, for example, 1,572 loans totalling \$121,086,000 were made to manufacturing firms. This represented one-quarter of the total value (\$484,039,000) of loans authorized by the Bank during the year.

In the area of equity financing, this percentage is even higher. More than three-quarters of the Bank's investments — 47 out of 59, representing \$10,756,000 of the total \$13,617,000 invested — went to manufacturing operations in fiscal 1981.

The complete range of FBDB's services is offered through a network of 103 branches and sub-branches located both in major cities and in towns and smaller centres across Canada.

The Bank further extends its services through regularly-scheduled visits — advertised in advance — to provide on-the-spot assistance to businesses in smaller communities.

Financial assistance from FBDB may be in the form of term loans, loan guarantees, equity financing or by any combination of these methods. This assistance is provided to almost every type and size of new or existing business in Canada which has been unable to obtain funding from traditional sources on reasonable terms and conditions.

FBDB considers any application when the amount and character of investment in the business by the owners reflects their continuing commitment to it and the prospects of the business appear to be reasonably satisfactory.



FBDB loans are used to acquire fixed assets such as land, buildings, machinery, equipment, vehicles and aircraft; to replenish working capital when this has been depleted through capital expenditures or other reasons, or to increase working capital for needs such as financing increased sales; to refinance existing loans where the existing terms and conditions are too stringent for a business to meet; to assist in financing the purchase of an existing business (change of ownership); to assist in the development of land for residential lots or to assist in financing many other business proposals.

The Bank's interest rates are in line with those generally offered in the lending business. Fixed and floating rates are available and repayment terms are flexible.

Security is also flexible, generally consisting of a mortgage on the business' fixed assets, and/or a floating charge on the business' other assets.

The complete range of FBDB's services is offered through a network of 103 branches and sub-branches located both in major cities and in towns and smaller centres across Canada.

Interim Financing

FBDB provides interim (or bridge) financing to building contractors or developers to enable them to proceed with a project, pending disbursement of funds from a term lender. Interim financing is also available for funds pending disbursement of a grant from the Department of Regional Economic Expansion (DREE) or other federal or provincial government agencies, relating to a program for which FBDB has received an application.

Loan guarantees are provided by FBDB to a chartered bank or other financial institution to enable a business to obtain a full operating line of credit or to increase its operating line of credit, where it would not be available without such an FBDB guarantee.



Term loans, however, do not suit the financial requirements of every business and when this is the case, FBDB will consider equity financing.

This type of financing is used for various purposes such as start-up of a new company, product development, increased production capacity or acquisition of another company.

Equity financing enables a company to maintain its financial equilibrium in a period of growth, or to complete high risk projects more quickly.

The financial services of FBDB are complemented by its management services activities which can be grouped into three main areas: counselling, training and information services.

FBDB's counselling program, known as CASE (Counselling Assistance to Small Enterprises), utilizes the experience of some 2,000 retired business people to help firms improve their methods of doing business.

For a modest fee, CASE counsellors provide advice in all areas of business management, including accounting, marketing, production and personnel.

It is not necessary to be a loan customer of FBDB to obtain this service. In fact, most CASE clients are not borrowers. Any type of business enterprise, having fewer than 75 employees, is eligible for CASE counselling.

To help owners and managers of Canadian businesses improve their management skills, FBDB conducts management training seminars in cities and towns across the country.

These one-day seminars cover subjects of interest to business owners. Topics include marketing, financial analysis, taxation and personnel administration. Seminar leaders are FBDB employees, specially trained in leading group discussions.

FBDB also develops or co-operates with industry groups or associations in developing joint seminars to meet the specialized needs of these groups.

Individual training on a number of subjects is provided at all FBDB branches through an audio-visual program known as a Management Clinic. This is a self-teaching method which combines a videotape program and a workbook to be completed by the participant.

FBDB also prepares 30-hour courses on various business topics and makes them available to provincial and territorial educational authorities for use in adult education programs at community colleges and CEGEPs across Canada.

These courses are designed for owners and managers who may have good technical ability but lack management skills (bookkeeping, finance, management, marketing and supervision) required to run their businesses.

FBDB's business information service at each of its branches provides up-to-date information about government assistance programs for business and refers enquiries to the appropriate agency or department.

A series of booklets under the general heading "Minding Your Own Business", is published covering topics relating to the management of businesses in Canada.

FBDB also issues a quarterly bulletin "Small Business News" to keep business operators informed of trends and developments in this sector of the business community.

Each branch maintains a reference library containing a variety of publications about business management.

For further information about any of these FBDB services, contact the nearest FBDB office.

To help owners and managers of Canadian businesses improve their management skills, FBDB conducts management training seminars in cities and towns across the country.

Economists' Corner

Canada on the World Economic Scoreboard

Relative to a decade earlier the world's major economies demonstrated poor economic performances in the 1970s. In this article a number of indicators of economic performance are presented and Canada's relative position highlighted.

Each of the seven major economies demonstrated a mixed economic performance over the past decade as a whole. No single country represents the best or the worst performance for every indicator in Table 1, either for the decade as a whole or for 1980.

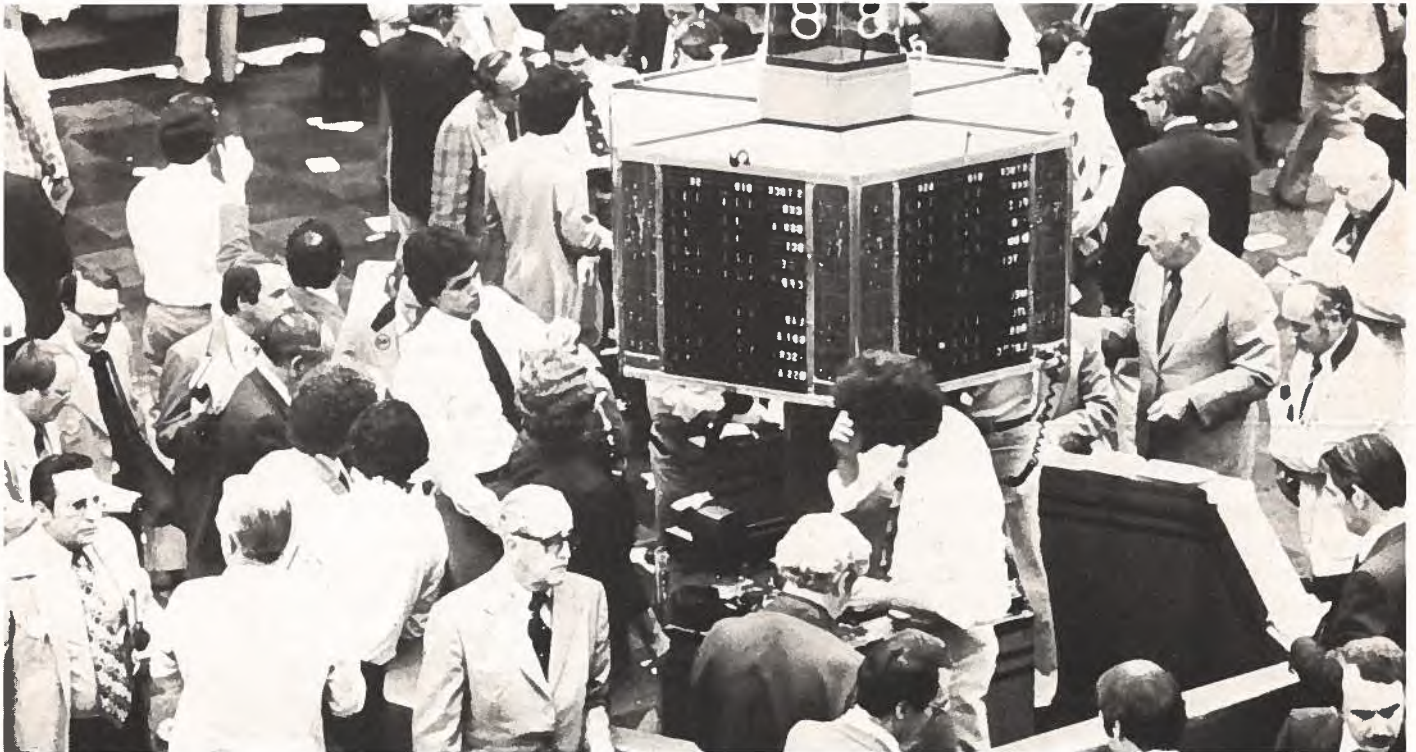
Canada's main areas of strength included employment, investment, unit labour costs and import penetration. Canada's record of job creation was consistently superior to all of the major economies, with the United States being the only other economy to enjoy a strong performance.

Employment in Germany declined over the period as a whole and that of the United Kingdom declined in 1980. Canadian investment (gross

tently the poorest. Canada's performance was relatively poor in 1980, as several countries, in particular Japan, had strong performances.

That Canada's performance slipped somewhat in 1980 is not surprising, given the fact that it followed the U.S. and the U.K. into recession earlier in the year than did the other major economies. In fact, what is surprising is that Canada's employment and investment performances in 1980 were as strong as the data indicate.

Although not really a measure of performance, it is noteworthy that Canada's increase in import penetration (import share of the Canadian market) was second to only that of the U.K.



fixed capital formation) grew more quickly than that of the other major economies and that of the U.K. more slowly. In 1980, Canada relinquished its first place ranking to Italy but the U.K. continued to have the poorest performance.

When unit labour costs are measured in U.S. dollars, Canada's performance over the period was second only to that of the U.S., while the U.K.'s performance was consis-

The Canadian annual rate of increase of real gross domestic product per capita over the period was about average, with Japan and Germany having stronger performances. The poorest performance for the period as a whole was recorded by the U.K. and for 1980 by the U.S. Canada's inflation record (consumer prices) was also about average for the period, as Germany and the U.S. had superior performances.

In 1980, Germany maintained its preeminent performance, but the U.S. slipped and Japan had the second best record.

Canada's performance was very poor in two of the indicators provided in the table. For the period as a whole, only one country had a poorer productivity performance and a higher average rate of unemployment. In 1980 no major economy demonstrated poorer performances in terms of these indicators. While there are many reasons for Canada's poor manufacturing productivity performance (and many presently under study), as well as for the not independent unemployment rate, there is no question that the nation's high generation of employment and early move into recession were sig-

nificant determinants.

It was noted earlier that no nation represented the best or the worst in terms of all the indicators; however, it would appear that Japan and Germany had the strongest performance, the U.K. the weakest, and Canada's about average.

This ranking is confirmed by a recent publication of the New York Stock Exchange titled "U.S. Economic Performance in a Global Perspective".

This publication presents an economic performance index derived from a method of combining three indicators: the real economic growth rate, the unemployment rate and the inflation rate. The study, which covered the period 1974-1980 and eight countries, provided the results

shown in Table 2. This ranking substantiates the loose ranking derived from the eight indicators discussed earlier: Canada's economic performance was about average.

Being about average is seen by many as not being good enough; particularly given the strong resource base with which Canada is endowed. The decade of the 1970s was, however, a period of constant adjustment and of great economic imbalance and, given this, being average must be seen as commendable.

Donald J. McCulla
Economic Intelligence
Directorate
Office of Policy Analysis
 Tel: (613) 996-5871

Table 1
The Performance of the Major Economies

	Canada	France	Germany	Italy	Japan	United Kingdom	United States
(compound annual rates of change)							
Real G.D.P. per capita							
1970-1980	2.8	3.1	2.7	2.5	3.6	1.7	2.0
1980	-1.0	1.2	1.4	3.7	3.4	-1.4	-3.2
Investment							
1970-1980	4.7	2.8	2.0	1.2	4.0	0.3	2.9
1980	3.8	2.5	3.8	10.0	0.1	-2.0	-7.2
Employment							
1970-1980	3.1	0.4	-0.4	0.8	0.9	0.0	2.2
1980	2.9	0.5	1.2	1.5	1.1	-1.6	0.4
Unit Labour Costs (\$US) in Manufacturing							
1970-1980	9.0	12.5	13.4	10.9	11.3	14.6	5.9
1980	12.4	13.2	9.7	10.4	-0.8	34.5	11.1
Productivity in Manufacturing							
1970-1980	2.4	4.9	4.8	4.7	7.3	2.3	2.5
1980	-1.9	3.2	-0.7	2.8	6.2	-1.3	-0.4
Import Penetration							
1970-1980	2.9	4.1	3.4	4.8	4.4	1.9	7.4
1980	3.2	8.7	8.6	1.5	18.7	-7.7	8.9
Consumer Prices							
1970-1980	8.0	9.7	5.1	14.0	9.0	13.7	7.8
1980	10.2	13.6	5.5	21.2	8.0	18.0	13.4
(average annual rates)							
Unemployment							
1970-1980	6.8	4.4	2.8	7.0	1.9	4.4	6.7
1980	7.5	6.3	3.3	7.4	2.0	6.3	7.0

Table 2
Ranking by the Economic Performance Index, 1974-80

1. Japan
2. West Germany
3. France
4. Canada
5. Sweden
6. United States
7. Italy
8. United Kingdom

New York Stock Exchange, 1981.



Marc de Saint-Hilaire, standing, has a briefing session with Paul Th berge, Regional Director General for the Province of Qu bec.

Travelling through the province of Quebec, Canada Commerce's contributing editor has come across individual companies that have been remarkably successful in both domestic and export markets. This month, he reports a different kind of success story. . . .

On the Quebec Scene with Andr  Fortier

Essential stop-over points in my travels throughout Quebec in the past months have been IT&C regional offices in Montreal and Quebec City.

In Montreal, director Bruno Goulet coordinates the activities of about 40 employees at the department's downtown office on Cathcart Street. It has occurred to me here on each of my numerous visits that the youth of the team is matched only by its dynamism.

In Quebec City, Gilles Morin directs the work of a team of equal calibre.

The presence of both these offices has clearly become increasingly important to the province's business community, offering as they do, easy access to advice and guidance from their staffs and an accelerated rate of aid through departmental programs.

The Enterprise Development Program (EDP) is a case in point. As a result of contacts with the officers of the two

regional offices, numerous visits in the industrial sector and in-depth case studies, the aid provided through this program has enabled many companies either to develop completely new products (which, in a number of cases, enjoy national or international success), or to perfect existing products by means of new industrial design.

This co-operation has enabled small- and medium-size Quebec businesses to put their signature on such revolutionary products as a universally acclaimed musical computer; an electronic taximeter (which has now been installed in taxis on several continents); a wood dryer which has begun to conquer the large forest industry market in the southern United States; a small electric and electronic modular service column introduced simultaneously a few weeks ago in Montreal, Toronto, Calgary, Chicago, Los Angeles and Dallas; a sonar

system for CL-215s; a revolutionary industrial vacuum cleaner; and a system of mosaic elements for control and block diagram panels. The list is endless.

To come back to the figures, Quebec companies this year received \$73 million in assistance, compared with \$37 million in 1979-1980. For innovative work, firms in the electricity and electronics, machinery and secondary industries sectors received the lion's share of departmental support, receiving respectively 32, 24 and 23 per cent of all grants.

As noted by Montreal office director, Bruno Goulet, it is mainly the small companies that apply for EDP support for innovation projects. Larger companies generally conduct productivity studies in order to rationalize their activities.

In all, more than 50 per cent of the \$73 million was allocated in the form of direct assistance for the expansion of manufacturing companies, the majority of which are medium-size companies (from \$1 to \$10 million in sales).

The Montreal and Quebec offices have demonstrated their awareness of companies' needs for export market penetration and, over the past 18 months, Quebec companies have received \$75 million in aid through the PEMD (Program for Export Market Development).

With the help of such dynamic people as Jacques Castonguay and Gilles Morin in Quebec City, and Charles Pouliot and Marc de Saint-Hilaire in Montreal,



to name only a few, I have been able to meet with the heads of companies that have worked wonders in foreign markets with the aid of PEMD.

Other companies that come to mind include E.B.S. Marine of Jonquière, which is exporting its new collapsible aluminum canoe to the United States, Europe and Latin America; Wilson Machine of Montreal, which exports heavy machinery to almost every continent in the world; Dionite of Lévis, whose suitcases, briefcases and travel bags can be seen every day in major international airports; Jouets Claude Bouchard of Montreal, whose quality products are well-known in Europe; Amisco of L'Islet, whose furniture is invading the American market; Gentec of Quebec City, which sells its electronic products even in the U.S.S.R., China and Japan; and dozens of other firms in all sectors.

In 1980-81 and in the first six months of fiscal 1981-82, the Quebec City and Montreal offices approved a total of 586 applications for PEMD assistance. As Gilles Morin has said: "This means that about two requests were approved

by Quebec City and Montreal each working day of the year. This clearly represents a great effort to promote our products abroad."

The department's increasingly active presence in Quebec may be seen in other ways as well. In the last fiscal year, the Defence Industry Productivity Program (DIPP) allocated \$53 million to Quebec, double the 1979-1980 figure.

Loans to small companies reached \$120 million in 1980-1981, an increase of no less than 37 per cent over 1979-1980. Other new programs, such as the Canadian Industrial Renewal Program for the Restructuring of the Textile and Clothing Industries, and the program designed for the microprocessing and microelectronics industry in general, will also greatly benefit Quebec industry.

No description of Quebec regional office activities would be complete without mention being made of the Business Centre. This centre, which reports to the Montreal regional office, receives more than 25,000 telephone calls a year from businessmen inquiring about the department's programs and services.

The recent appointment of Paul

Théberge as Director General of the Quebec region is another example of IT&C's active involvement in the province.

Mr. Théberge is returning from a posting in New York and will occupy the position he left when he took up that appointment.

His experience and many contacts with the Quebec business community will undoubtedly support the tremendous momentum that IT&C is building in that province.

Addresses and phone numbers:

In Quebec City:
Suite 620, 2 Place Québec
 Québec, Québec
 G1R 2B5
 Tel: (418) 694-4726

In Montreal:
P.O. Box 1270
Station "B"
Suite 512
685 Cathcart Street
 Montreal, Québec H3B 3K9
 Tel: (514) 283-6254



New and Up-Dated Publications

MARKETS FOR CANADIAN EXPORTERS:

During December 1981 three new brochures were added to the series which contain pertinent information for Canadians whose business requires a knowledge of the trade, economy and customs of the area covered.

They are:

1. United States — Eastern Midwest, 31 pages
2. Chicago and the Midwest, 29 pages
3. United States — Michigan and Indiana, 33 pages

All brochures in the series are bilingual. Contact: Martha Hancock, Public Information Directorate Tel: (613) 593-6028

MARKET STUDIES OF UNITED STATES THE POTENTIAL FOR MARKETING CANADIAN DAIRY REPLACEMENT HEIFERS IN A NINE- STATE AREA OF THE SOUTHEASTERN UNITED STATES APRIL 1981

A review of dairying in the rapidly growing Sun Belt region and projections of the dairy situation in the area for the period 1982-1986, followed by recommendations for action by Canadian suppliers of replacement heifers. Federal health regulations governing the interstate and international movement of livestock and poultry and the State health requirements governing admission of cattle in the southern United States are included.

English 60 pages; French 78 pages.

Contact: United States Market Development Bureau Tel: (613) 593-5467

MARKET STUDIES OF THE UNITED STATES SOUTHEASTERN WOOD PRODUCTS OPPORTUNITY STUDY APRIL 1981

An assessment of the market potential for Canadian standard millwork, furniture parts and components, kitchen cabinets and doors turnings, and dimension lumber; prepared by MacFarlane & Company, incorporated from interviews with 92 significant product users, trade associations, merchandisers, manufacturers, jobbers, and dealers. Complete lists of Southeastern millwork jobbers and hardwood wholesale dealers are included and some recommendations made for appropriate strategies for penetrating these markets. English 77 pages; French 83 pages.

Contact: Bruce Gourlay, Manufactured Wood Products Division Tel: (613) 995-7134

SMALL BUSINESS WORLD

A bilingual newsletter published quarterly by the Small Business Secretariat, Department of Industry, Trade and Commerce, containing short items of interest to the small business community on government policies, programs and events in Canada and abroad.

Contact: Martha Hancock, Public Information Directorate Tel: (613) 593-6028

INFORMATION FOR CANADIAN BUSINESSMEN — ROMANIA:

Useful information for businessmen interested in trading with Romania includes a short history of the country; its imports and exports; languages required; currency and exchange rates; official holidays and business hours; health precautions; weights, measures and electrical systems used; local time; religions; and suggestions for doing business in the country. Bilingual, 31 pages

Contact: Tom Marr, Bureau of European Affairs Tel: (613) 593-4884

PROGRAM FOR EXPORT MARKET DEVELOPMENT (PEMD)

SECTION A (application) Bilingual, 11 pages

SECTIONS B, C AND D ONLY (application) Bilingual, 8 pages

FOOD — A brochure detailing the assistance available for undertaking or developing export market plans in the agriculture, fisheries and food sectors. English or French, 6 pages

SECTION A — FOOD (application) Bilingual, 11 pages

SECTIONS B, C AND D — FOOD (application) Bilingual, 8 pages

SECTION F — FOOD (application) Bilingual, 6 pages

Contact: Martha Hancock, Public Information Directorate Tel: (613) 593-6028

MAJOR CAPITAL PROJECTS INVENTORY: ISSUE 1, OCTOBER 1981

A listing by sector and province of projects with an investment value of over one million dollars quoted in constant 1980 dollars excluding Allowance for Cost of Funds Used During Construction (ACFUDC) and are accompanied by a short description, basic information and a list of sponsors. English, 66 pages; French, 66 pages. Contact: Geoff Cosgrove, Tel: (613) 593-5295

CANADIAN INDUSTRY SHOWS AND EXHIBITIONS

An annual listing classified by industry and incorporating a directory of convention and meeting facilities. English, 140 pages. Contact: Martha Hancock, Public Information Directorate Tel: (613) 593-6028

REPORT ON THE CANADIAN PETROLEUM AND NATURAL GAS SEMINAR AND MISSION TO CARACAS, MARACAIBO, PUERTO LA CRUZ, VENEZUELA, February 16-24 1981

A 66-page summary of the visit of Canadian businessmen to the Venezuelan petroleum industry marketplace sponsored by the governments of Alberta and Ontario, and of the promotion of Canadian goods and technology of interest to the industry. Published in English and French. Contact: Mr. R. McGregor Machinery Branch — Tel: (613) 992-0321

JOINT BUSINESS VENTURES IN BRAZIL: A CANADIAN PERSPECTIVE

Covers possible methods of investing in the Brazilian market, including reasons for entering the market, explanation of Brazilian terminology for business organizations, taxation, incentives, and special characteristics of the Brazilian environment. Bilingual, 24 pages. Contact: Ken Roeske, Bureau of Latin America and Caribbean Affairs Tel: (613) 996-5546

CANADA'S EXPORT DEVELOPMENT PLAN FOR AUSTRALIA

Assessments and proposals prepared by the federal and provincial Departments of Industry and Commerce for marketing activities in Australia during the next two or three years highlighting significant sector opportunities. The Executive Summary provides an overview of Canada-Australia trade relations and summarizes sectors strategies in a detailed action plan. A general introduction to the trade environment and a detailed analysis of the priority sectors is provided. English, 142 pages; French, 164 pages. Contact: Norman Lomow, International Marketing Policy Group Tel: (613) 593-7815.

Canadian Fashion Fair 1982

For three days in March (3, 4 & 5), Winnipeg's Convention Centre will again buzz with the exciting business of fashion! That's when 100 Canadian exhibitors will play host to an expected 1,000 prospective foreign buyers.

In only two years the Canadian Outerwear Fashion Fair has grown in size and scope to become a splendid showcase for fall and winter clothes and accessories of Canadian design and manufacture.

The outerwear — leathers, suedes, sheepskin, down-filled fabrics, tweeds, wools, ski and other sportswear — which initially attracted the buyers, has now been joined by co-ordinate outfits for men and women and men's fine clothing such as slacks, suits, shirts and accessories.

While the Canadian Outerwear Fashion Fair is an export-oriented show — most buyers coming from the United States, Europe and Japan — domestic buyers are welcomed on the last day of the Fair.

Organization is handled by the industry itself, with committees looking after the myriad details involved in aspects such as recruitment, hospitality and fashion shows within the Fair.

For further information:

Ivan Berkowitz
HI Marketing, Winnipeg

Tel: (204) 944-7262

or

Manitoba Fashion Institute
Winnipeg

Tel: (203) 942-7314

MARKETS FOR CANADIAN EXPORTERS: HONDURAS

A succinct introduction to the country, its economy and trade, and valuable advice on doing business there. Bilingual. Contact: Martha Hancock, Public Information Directorate Tel: (613) 593-6028

FOR ADDITIONAL INFORMATION CONTACT: Martha Hancock

Department of Industry, Trade and Commerce
Public Information Directorate

Technical Services

235 Queen Street, 2nd Floor West (98)

Ottawa, Ontario

K1A 0H5

International Trade Fairs for Nigeria

The Nigerian Federal Ministry of Commerce is organizing a single, specialized international trade fair scheduled for late November 1982 at the International Trade Fair Complex, Badagry Road, Lagos. Co-ordinator for the fair is Dr. M. Nwakwesi, Director of the International Trade Fair Complex, Trade Fair Post Office, PMB 12514, Lagos, Nigeria.

Major themes include: agriculture and food processing; building materials and construction; wood and paper products; chemicals processing; electrical and electronics; telecommunications; military technology; transportation systems, automotive systems and automotive components; manufacturing; energy and petrochemical industries.

Application forms and regulations will be available in early February and firms should register their interest with the Fair Director and the Canadian High Commission in Lagos as early as possible.

Word has also been received on "The First International Transport and Construction Exhibition for West Africa" scheduled for March 15 to March 24, 1983, at the International Trade Fair Complex in Lagos.

The exhibit is being organized by Industrial and Trade Fairs International Limited, Radcliffe House, Blenheim Court, Solihull, West Midlands B91 2BG, England.

For further information, contact Peter McLachlan, Africa Division, Industry, Trade and Commerce, Ottawa, K1A 0H5. Tel: (613) 995-3351.

Multilateral Project Opportunities

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

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

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

Projects Under Consideration

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

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

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

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

Projects Under Consideration

AFRICA (613) 996-8188

BENIN

Contact: *J. Desjardins*

Zou Province Rural Development III
World Bank (IDA) — 10.0 M. (approx.)

BURUNDI

Contact: *R. Bélanger*

Agriculture Muyinga
World Bank (IDA) — 20.0 M. (approx.)

DFC II (Artisan Centers)

World Bank (IDA) — 8.0 M. (approx.)

Education III

World Bank (IDA) — 20.0 M. (approx.)

Technical Assistance

World Bank (IDA) — 6.0 M. (approx.)

COMOROS

Contact: *R. Bélanger*

DFC I

World Bank (IDA) — 2.0 M. (approx.)

EGYPT

Contact: *R. Bilodeau*

Agricultural Credit

World Bank (IBRD) — To be determined

Irrigation Modernization

World Bank (IBRD) — To be determined

GHANA

Contact: *P. McLachlan*

Export Rehabilitation Credit

World Bank (IDA) — To be determined

GUINEA

Contact: *J. Desjardins*

Highways III

World Bank (IDA) — 15.0 M.

IVORY COAST

Contact: *J. Desjardins*

Loan for structural adjustment

World Bank (IBRD) — 100.0 M.

Loan for technical assistance

World Bank (IBRD) — 18.0 M.

KENYA

Contact: *P. McLachlan*

Agriculture Technical Assistance

World Bank (IDA) — 5.0 M.

Telecommunications II

World Bank (IBRD) — 50.0 M.

MADAGASCAR

Contact: *R. Bélanger*

Cotton

World Bank (IDA) — 10.0 M. (approx.)

DFC II

World Bank (IDA) — 15.0 M. (approx.)

MALAWI

Contact: *R. Bélanger*

Highways V

World Bank (IBRD) — 46.0 M. (approx.)

MALI

Contact: *J. Desjardins*
 Mali Sud II
 World Bank (IDA) — 17.7 M.

Rural Health
 World Bank (IDA) — 15.0 M.

MAURITIUS

Contact: *J. Desjardins*
 Northern Plains Irrigation
 World Bank (IBRD) — To be determined

MOROCCO

Contact: *J. Arsenault*
 Construction of Dchar el Oued multi-purpose dam and power plant
 World Bank (IBRD) — 60.0 M.

Development of small and medium irrigation perimeters
 World Bank (IBRD) — To be determined

Electro-mechanical Industries Project
 World Bank (IBRD) — To be determined

Highway IV
 World Bank (IBRD) — 80.0 M.

Telecommunication Project
 World Bank (IBRD) — To be determined

Third Urban Development
 World Bank (IBRD) — To be determined

NIGERIA

Contact: *P. McLachlan*
 Gari Irrigation
 World Bank (IBRD) — 50.0 M.

Sokoto Health
 World Bank (IBRD) — 60.0 M.

NIGER

Contact: *J. Desjardins*
 Irrigation Rehabilitation Project
 World Bank (IDA) — 28.5 M.

Small Rural Operations
 World Bank (IDA) — 10.0 M.

Water Supply
 World Bank (IDA) — 5.0 M.

SENEGAL

Contact: *J. Desjardins*
 Irrigation IV
 World Bank (IBRD) 25.0 M., (IDA) — 10.0 M.

TANZANIA

Contact: *P. McLachlan*
 Power IV
 World Bank (IDA) — 20.0 M.

TUNISIA

Contact: *J. Arsenault*
 Central Tunisia Irrigation Project
 World Bank (IBRD) — To be determined

Irrigation Network at the Lower Medjerda River
 World Bank (IBRD) — To be determined

Miskar Gas Development
 World Bank (IBRD) — To be determined

Rehabilitation and expansion of foundry
 World Bank (IBRD) — To be determined

Rehabilitation and expansion of sewerage systems
 World Bank (IBRD) — To be determined

Rehabilitation of groundwater irrigation
 World Bank (IBRD) — To be determined

UGANDA

Contact: *P. McLachlan*
 Education III
 World Bank (IDA) — 40.0 M.

Export Crops Promotion
 World Bank (IDA) — 30.0 M.

ZAIRE

Contact: *R. Bélanger*
 Agricultural Technical Assistance
 World Bank (IDA) — 5.0 M. (approx.)

DFC VI
 World Bank (IDA) — 10.0 M. (approx.)

N.E. Zaire Ituri II
 World Bank (IDA) — 10.0 M. (approx.)

ZAMBIA

Contact: *R. Bélanger*
 DFC III
 World Bank (IBRD) — 18.0 M.

Petroleum Exploration
 World Bank (IDA) — 6.2 M. (approx.)

Refinery Engineering
 World Bank (IDA) — 3.0 M. (approx.)

ZIMBABWE

Contact: *R. Bélanger*
 DFC I — To be determined
 World Bank (IBRD) — 30.0 M. (approx.)

Program Loan
 World Bank (IBRD) — 45.0 M. (approx.)

Urban I — To be determined
 World Bank (IBRD-IDA) — 20.0 M. (approx.)

ASIA (613) 992-0356**BANGLADESH**

Contact: *N. Barber*
 Agricultural Credit II
 World Bank (IDA) — 60.0 M. (approx.)

Agricultural Research II
 World Bank (IDA) — 30.0 M. (approx.)

Command Area Development (TA)
 Consultants will be recruited by the Bank
 Asian Dev. Bank (AsDB) — To be determined

Deep Tubewells II
 World Bank (IDA) — 60.0 M. (approx.)

Feeder Road Improvement (TA)
 Consultants will be required
 Asian Dev. Bank (AsDB) — To be determined

Feeder Roads
 World Bank (IDA) — 35.0 M. (approx.)

Ganges-Kobadek Rehabilitation (TA)
Consultants will be recruited by the Bank
Asian Dev. Bank (AsDB) — To be determined

Imports Program XI
World Bank (IDA) — 90.0 M. (approx.)

Second Grain Storage (TA)
Consultants will be required
Asian Dev. Bank (AsDB) — To be determined

BURMA

Contact: *N. Barber*
Rubber Rehabilitation II
World Bank (IDA) — 15.0 M. (approx.)

Tank Irrigation
World Bank (IDA) — To be determined

Wood Industries II
World Bank (IDA) — 50.0 M (approx.)

CHINA

Contact: *N. Mailhot*
Agricultural Education and Research Project
World Bank — To be determined

INDIA

Contact: *M. Vandenhoff*
Andhra Pradesh Extension
World Bank (IDA) — 10.0 M.

Bihar Water Supply
World Bank (IDA) — 50.0 M.

Haldia Water Supply and Sewerage Project
World Bank (IDA) — 40.0 M.

Jammu-Kashmir and Haryana Social Forestry
World Bank (IDA) — 30.0 M.

Madhya Pradesh Urban Development Project
World Bank (IDA) — 25.0 M.

Third Calcutta Urban Development Project
World Bank (IDA) — 50.0 M.

KOREA

Contact: *A. Pacher*
Citizens National Bank (CNB) II
World Bank (IBRD) — 40.0 M.

Extra High Voltage Transmission
No decision made whether consultants required
Asian Dev. Bank (AsDB) — 50.0 M. (approx.)

Jeonju Regional Development
World Bank (IBRD) — 80.0 M.

Rural Roads
World Bank (IBRD) — 100.0 M.

Seventh Small and Medium Industry Bank
No consultants required
Asian Dev. Bank (AsDB) — 60.0 M. (approx.)

Small Towns Water Supply Sector
Consultants will be required
Asian Dev. Bank (AsDB) — 3.5 M. (approx.)

NEPAL

Contact: *M. Vandenhoff*
Mulghat Hydropower Development
Consultants will be required
Asian Dev. Bank (AsDB) — To be determined

Science Education
No decision made whether consultants required
Asian Dev. Bank (AsDB) — 10.0 M. (approx.)

Telecommunications IV
World Bank (IDA) — To be determined

Transport III
World Bank (IDA) — To be determined

Power Development Study (TA)
Consultants will be recruited by the Bank
Asian Dev. Bank (AsDB) — To be determined

PAKISTAN

Contact: *N. Barber*
Population
World Bank (IDA) — 30.0 M. (approx.)

Second Tarbela Hydropower
No decision made whether consultants required
Asian Dev. Bank (AsDB) — To be determined

SRI LANKA

Contact: *N. Barber*
A credit line to National Dev. Bank for on-lending to private and public sector projects
World Bank (IDA) — 23.0 M.

Kirindi Oya Irrigation and Settlement
(Supplementary Loan)
No consultants required under Bank Loan
Asian Dev. Bank (AsDB) — To be determined

Livestock Development
No decision made whether consultants required
Asian Dev. Bank (AsDB) — To be determined

SOUTH EAST ASIA (613) 996-8661

INDONESIA

Contact: *J. Brenchley*
Health I
World Bank (IBRD) — 90.0 M.

Irrigation XVIII
World Bank (IBRD) — 80.0 M.

Nucleus Estates Sugar
World Bank (IBRD) — 130.0 M.

Nucleus Estates VII
World Bank (IBRD) — 150.0 M.

Power XII
World Bank (IBRD) — 200.0 M.

Second Sulawesi Power
Consultants will be required
Asian Dev. Bank (AsDB) — 40.0 M. (approx.)

Sixth Port
Consultants will be recruited by the executing agency
Asian Dev. Bank (AsDB) — 50.0 M. (approx.)

Swamp Reclamation II
World Bank (IBRD) — 90.0 M.

LAO PEOPLE'S DEMOCRATIC REPUBLIC

Contact: *P.A. Rolland*
Paper Mill
Consultants will be recruited by the Bank
Asian Dev. Bank (AsDB) — To be determined

MALAYSIA

Contact: *P.A. Roland*
Kedah Agricultural Development
World Bank (IBRD) — 35.0 M.

PHILIPPINES

Contact: *J. MacLeod*
Bislig Coal Development (TA)
Consultants will be recruited by the Bank
Asian Dev. Bank (AsDB) — To be determined

Manila South Harbor (TA)
Consultants recruited by executing agency
Asian Dev. Bank (AsDB) — To be determined

Rural Water Supply
World Bank (IBRD) — 50.0 M.

Third Road Improvement
Consultants will be required
Asian Dev. Bank (AsDB) — 60.0 M. (approx.)

Urban Engineering
World Bank (IBRD) — 8.0 M.

THAILAND

Contact: *T. Greenberg*
Agriculture Credit II
World Bank (IBRD) — 73.0 M.

Eastern Seaboard Engineering
World Bank (IBRD) — 10.0 M.

Power Sector II
World Bank (IBRD) — 130.0 M.

Structural Adjustment Loan
World Bank (IBRD) — 150.0 M.

LATIN AMERICA & CARIBBEAN **(613) 996-5357**

ARGENTINA

Contact: *J.G. Carson*
Hydroelectric Uruguay I
Inter-American Development Bank (IDB) — 75.0 M

Oil and Gas Development II
World Bank (IBRD) — 100.0 M.

Vocational agricultural education
Inter-American Development Bank (IDB) — 60.0 M.

BRAZIL

Contact: *K. Roeske and M.L. Lambert*
Segredo hydroelectric power project
Inter-American Development Bank (IDB) — 100.0 M

Bahia Rural Development II
World Bank (IBRD) — 30.0 M.

Credit for irrigation
Inter-American Development Bank (IDB) — 0.5 M

Forestry Development
World Bank (IBRD) — 70.0 M. (approx.)

Water Supply & Sewerage
World Bank (IBRD) — 200.0 M.

Education V
World Bank (IBRD) — 50.0 M. (approx.)

CHILE

Contact: *J.G. Carson*
Highways Reconstruction II
World Bank (IBRD) — To be determined

Private education
Inter-American Development Bank (IDB) — 18.5 M

COLOMBIA

Contact: *F. Spoke*
Basic Rural Education
World Bank (IBRD) — 15.0 M.

CVC Calima, Distribution/Transmission/Control
World Bank (IBRD) — 62.5 M. (approx.)

Rio Grande Hydropower
World Bank (IBRD) — 50.0 M. (approx.)

Urrea Hydroelectric
World Bank (IBRD) — 300.0 M.

DOMINICAN REPUBLIC

Contact: *J. Snyder*
Agricultural credit
Inter-American Development Bank (IDB) — 40.0 M

Improvement of Technological Institute
Inter-American Development Bank (IDB) — 5.2 M

ECUADOR

Contact: *C. Hartman*
Power Generation
World Bank (IBRD) — 80.0 M.

Small-Scale Enterprise Credit II
World Bank (IBRD) — 30.0 M.

EL SALVADOR

Contact: *F.R. Harris*
Second stage of the reformed agricultural sector loan
Inter-American Development Bank (IDB) — 44.0 M

GUATEMALA

Contact: *F.R. Harris*
Farm credit
Inter-American Development Bank (IDB) — 0.5 M

MEXICO

Contact: *J. Pearce, K. Johnston*
FONEI V
World Bank (IBRD) — 100.0 M. (approx.)

Water Supply and Sewerage
World Bank (IBRD) — 200.0 M.

NICARAGUA

Contact: *F.R. Harris*
Austuria-Larreynaga Hydroelectric
Inter-American Development Bank (IDB) — 86.0 M.

PANAMA

Contact: *F.R. Harris*
Agricultural Credit
World Bank (IBRD) — 15.0 M.

Cerro Colorado Engineering Studies
World Bank (IBRD) — 10.0 M.

Study for the pilot phase of the Cerro Colorado development project
Inter-American Development Bank (IDB) — 25.0 M.

PARAGUAY

Contact: *J.G. Carson*
 Agricultural development
 World Bank (IBRD) — To be determined

Urban Development
 World Bank (IBRD) — To be determined

PERU

Contact: *C. Hartman*
 Agricultural research and extension
 World Bank (IBRD) — 25.0 M.

Alto Mayo Rural Development
 World Bank (IBRD) — 20.0 M. (approx.)

Power VI
 World Bank (IBRD) — 90.0 M.

Support for development of crafts production
 Inter-American Development Bank (IDB) — 1.6 M.

Yuncan Hydro power
 World Bank (IBRD) — To be determined

SURINAM

Contact: *J. Snyder*
 Kabalebo hydroelectric
 Inter-American Development Bank (IDB) — 20.0 M.

URUGUAY

Contact: *J. Carson*
 Power VI (Thermal)
 World Bank (IBRD) — 20.0 M.

EUROPE (613) 593-4884**YUGOSLAVIA**

Contact: *R.E. Evans*
 Bosnia Forestry
 World Bank (IBRD) — To be determined

Industrial Credit VII
 World Bank (IBRD) — To be determined

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

Contact: *B. Budny*
 Upgrading selected low-income areas
 World Bank (IBRD) — To be determined

SYRIAN ARAB REPUBLIC

Contact: *B. Budny*
 Education III
 World Bank (IBRD) — To be determined

TURKEY

Contact: *B. Budny*
 Completion of ongoing irrigation and on-farm works
 World Bank (IBRD) — To be determined

Development of selected lignite field(s)
 World Bank (IBRD) — To be determined

Rehabilitation and strengthening of part of the Trans-Turkey Highway
 World Bank (IBRD) — To be determined

YEMEN ARAB REPUBLIC

Contact: *P. Furesz*
 Agricultural Credit
 World Bank (IDA) — 10.0 M. (approx.)

Regional Electrification Phase II
 World Bank (IDA) — 12.0 M. (approx.)

APPROVED PROJECTS**AFRICA (613) 995-3351****EGYPT**

Contact: *R. Bilodeau*
 Third Telecommunications
 World Bank (IBRD) — 64.0 M.

IVORY COAST

Contact: *J. Desjardins*
 Second Urban Development
 World Bank (IBRD) — 51.0 M.

MAURITANIA

Contact: *J. Desjardins*
 Oil Exploration
 World Bank (IDA) — 3.0 M.

TANZANIA

Contact: *P. McLachlan*
 Telecommunications
 World Bank (IDA) — 27.0 M.

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

Contact: *J. MacLeod*
 Agricultural Support Services
 World Bank (IBRD) — 45.0 M.

LATIN AMERICA & CARIBBEAN**(613) 996-5357****ECUADOR**

Contact: *C. Hartman*
 Power Transmission
 World Bank (IBRD) — 100.0 M.

Esmeraldas Rural Development
 World Bank (IBRD) — 17.0 M.

DOMINICAN REPUBLIC

Contact: *J. Snyder*
 Cocoa & Coffee Development
 World Bank (IBRD) — 24.0 M

MEXICO

Contact: *J. Pearce & K. Johnston*
 Integrated Rural Development (PIDER III)
 World Bank (IBRD) — 175.0 M.

Technical Training
 World Bank (IBRD) — 90.0 M.

Department of Industry, Trade and Commerce

Regional Offices

NEWFOUNDLAND

B.W. (Brian) Holmes
Regional Director General
Newfoundland Region
P.O. Box 64
Atlantic Place
Suite 702
215 Water Street
St. John's, Newfoundland
A1C 6C9
Tel. (709) 737-5511

NOVA SCOTIA

E.A. (Ed) Coolen
Regional Director General
Nova Scotia Region
Suite 1124, Duke Tower
5251 Duke Street, Scotia Square
Halifax, Nova Scotia
B3J 1P3
Tel. (902) 426-7540

PRINCE EDWARD ISLAND

T.A. (Trevor) Charles
Regional Director General
Prince Edward Island Region
P.O. Box 2289
Dominion Building, 97 Queen
Street
Charlottetown, Prince Edward
Island
C1A 8C1
Tel. (902) 892-1211

NEW BRUNSWICK

J.B. (John) McLaren
Regional Director General
New Brunswick Region
Suite 642, 440 King Street
Fredericton, New Brunswick
E3B 5H8
Tel. (506) 452-3190

QUEBEC

P.A. (Paul) Th  berge
Regional Director General
Quebec Region
P.O. Box 1270
Station "B"
Suite 512
685 Cathcart Street
Montreal, Quebec
H3B 3K9
Tel. (514) 283-6254

G.P. (Gilles) Morin
Director
Quebec City Office
Suite 620, 2 Place Qu  bec
Quebec, Quebec
G1R 2B5
Tel. (418) 694-4726

ONTARIO

J.D. (John) Blackwood
Regional Director General
Ontario Region
1 First Canadian Place
Suite 4840
P.O. Box 98
Toronto, Ontario
M5X 1B1
Tel. (416) 369-4951

MANITOBA

G.G. (Gus) Rezek
Regional Director General
Manitoba Region
507 Manulife House
386 Broadway Avenue
Winnipeg, Manitoba
R3C 3R6
Tel. (204) 949-2381

SASKATCHEWAN

J.R. (John) Mihalus
Regional Director General
Saskatchewan Region
Room 980, 2002 Victoria Avenue
Regina, Saskatchewan
S4P 0R7
Tel. (306) 359-5020

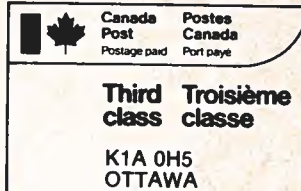
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D.H.M. (Doug) Branion
Regional Director General
Alberta & Northwest Territories
Regions
500 Macdonald Place
9939 Jasper Avenue
Edmonton, Alberta
T5J 2W8
Tel. (403) 420-2944

BRITISH COLUMBIA & YUKON

H.S. (Stew) Hay
Regional Director General
British Columbia & Yukon
Regions
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Ed Coolen — After a long and distinguished career in the Armed Forces, Ed Coolen became Counsellor (Defence Production) with NATO in Brussels from October 1970 to August 1975. From there he went to Dayton, Ohio, to serve a three-year stint as Trade Commissioner (Defence Production) from October 1975 to September 1978. He was appointed Deputy Director for the Halifax Regional Office on October 5, 1978. A Haligonian, Mr. Coolen is happily ensconced in his new career as Regional Director General for Nova Scotia.



John Douglas Blackwood — A graduate of the University of Manitoba and the University of Chicago, John Douglas Blackwood began his career as 2nd Secretary (Commercial) in Karachi. As a young diplomat, his assignments have taken him from Karachi to Washington, Tokyo, Caracas, Detroit, Ottawa, New York and Washington. In September 1974, he was appointed Deputy Consul General (Commercial) in New York, a post he held until his 1977 appointment as Canadian Executive Director (IADB) in Washington. Mr. Blackwood brings to his position of Regional Director General for Ontario a wealth of experience in the diplomatic service.



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