



ESTIMATES

Industry Canada

**2001-2002
Estimates**

Part III – Report on Plans and Priorities

Canada

The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament. The Estimates, which are tabled in the House of Commons by the President of the Treasury Board, consist of three parts:

Part I – The Government Expenditure Plan provides an overview of federal spending and summarizes both the relationship of the key elements of the Main Estimates to the Expenditure Plan (as set out in the Budget).

Part II – The Main Estimates directly support the *Appropriation Act*. The Main Estimates identify the spending authorities (votes) and amounts to be included in subsequent appropriation bills. Parliament will be asked to approve these votes to enable the government to proceed with its spending plans. Parts I and II of the Estimates are tabled concurrently on or before 1 March.

Part III – Departmental Expenditure Plans which is divided into two components:

- (1) **Reports on Plans and Priorities (RPPs)** are individual expenditure plans for each department and agency (excluding Crown corporations). These reports provide increased levels of detail on a business line basis and contain information on objectives, initiatives and planned results, including links to related resource requirements over a three-year period. The RPPs also provide details on human resource requirements, major capital projects, grants and contributions, and net program costs. They are tabled in Parliament by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*. These documents are to be tabled on or before 31 March and referred to committees, which then report back to the House of Commons pursuant to Standing Order 81(4).
- (2) **Departmental Performance Reports (DPRs)** are individual department and agency accounts of accomplishments achieved against planned performance expectations as set out in respective RPPs. These Performance Reports, which cover the most recently completed fiscal year, are tabled in Parliament in the fall by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of public funds.

As part of its ongoing efforts to streamline reporting requirements, the Treasury Board of Canada Secretariat has requested that Industry Canada and thirteen other departments explore alternative reporting structures to this year's *Report on Plans and Priorities*. It has, therefore, exempted the department from the usual guidelines for the preparation of this report.

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Industry
Canada

Industrie
Canada

2001-02 Estimates



Report on Plans and Priorities

Minister of Industry

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Section 1: Minister's Portfolio Message

Our vision of Canada is a country that is strong and dynamic, a leader in the global, knowledge-based economy — a country where all Canadians have the opportunity to benefit from economic and social prosperity.

That is why the government is investing in knowledge and innovation — fundamental contributors to our quality of life. Through strategic investments in skills development, knowledge creation and new technologies, the government is committed to expanding Canada's knowledge base and innovation and research capacity, and accelerating Canada's leadership in the new economy.

The government's strategy of investing in knowledge and innovation is already helping to create new businesses, products, processes and jobs. The 15 organizations within the Industry Portfolio contribute to economic growth, which leads to a higher quality of life and social well-being for all Canadians.

With over 40 percent of the federal government's science and technology funding and many of the key micro-economic levers at its disposal, the Industry Portfolio is instrumental in promoting innovation through science and technology; helping small and medium-sized enterprises grow; encouraging trade and investment; and promoting economic growth in Canadian communities.

I am pleased to present the Report on Plans and Priorities for Industry Canada, which describes for Canadians the expected achievements over the next three years. These plans illustrate how Industry Canada will contribute to the government's objectives, as outlined in the Speech from the Throne, to make Canada one of the most innovative countries in the world, position Canada as one of the most attractive places in which to invest and improve Canada's status as the most connected nation in the world. Industry Canada will also work to promote

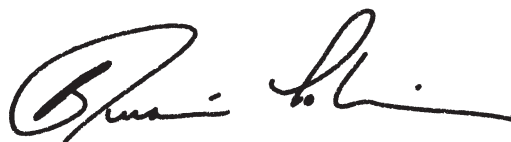
The Industry Portfolio is...

- Atlantic Canada Opportunities Agency
- Business Development Bank of Canada*
- Canada Economic Development for Quebec Regions
- Canadian Space Agency
- Canadian Tourism Commission*
- Competition Tribunal
- Copyright Board Canada
- Enterprise Cape Breton Corporation*
- Industry Canada
- National Research Council Canada
- Natural Sciences and Engineering Research Council of Canada
- Social Sciences and Humanities Research Council of Canada
- Standards Council of Canada*
- Statistics Canada
- Western Economic Diversification Canada

*Not required to submit Reports on Plans and Priorities.

trade and to ensure that marketplace frameworks are world-class. This report illustrates how Industry Canada will achieve these objectives and make a difference for Canadians.

Through organizations like Industry Canada, we will work together to build on the strengths and opportunities that exist throughout Canada.



Brian Tobin
Minister of Industry

Section 2: Industry Canada – Making a Difference

A. What's New

As described in the Speech from the Throne, the government's objectives are to make Canada one of the most innovative countries in the world, position Canada as one of the most attractive places in which to invest, improve Canada's status as the most connected nation in the world and develop the full potential of Canadian citizens. Industry Canada and the Industry Portfolio are expected to play a leading role in achieving these objectives.

The Prime Minister's reply reinforced these objectives, describing the connection between economic and social policy:

We need literate, skilled, educated, healthy people to be a world-leading economy. But this in turn requires a truly inclusive society. We cannot separate social and economic priorities. Just as a strong economy allows us to pursue our social values, an inclusive society is a prerequisite to a strong economy.

This suggests that, while there is a great deal of support for additional investments in the micro-economic agenda, we are also being challenged to demonstrate how these investments will benefit individual Canadians.

The government will develop a comprehensive strategy to improve Canada's economic performance and Canadians' quality of life through increased innovation by business, government, the research community and individual Canadians.

The strategy will propose key investments in research and development (R&D), infrastructure and the people required to make Canada one of the most innovative economies in the world. It will also propose policy measures to improve the business climate for innovation, and to enable Canada to attract and retain the cadre of skilled workers and entrepreneurs so critical to our success as a nation.

This concentrated approach will support the creative efforts of the innovation community to improve our innovation performance and maintain Canada as a smart nation in the global, knowledge-based economy.

Key Initiatives

The Speech from the Throne indicated that the government is committed to *making Canada one of the most innovative countries in the world*. It highlighted the government's intent to work in partnership with provincial/territorial governments, businesses, educational institutions and individual Canadians to help Canada become, by 2010, one of the top five countries in terms of the performance of R&D, by

- at least doubling federal expenditures on R&D;
- strengthening the research capacity of Canadian universities and government laboratories and institutions;
- accelerating Canada's ability to commercialize research discoveries;
- pursuing a global strategy for Canadian science and technology (S&T);
- strategically targeting new investments in research (e.g. in life sciences); and



- increasing support for the development of new technologies to assist Canadians with disabilities.

In his response, the Prime Minister indicated that the government will increase its investments in the granting councils and Genome Canada, and ensure that universities have the resources necessary to fully benefit from federally sponsored research.

The Speech from the Throne recognized that economic success depends on human talent. The government will therefore provide Canadians with *more opportunities and resources for learning*, by

- helping young Canadians gain employment and apply their business and creative skills;
- working with Aboriginal people to strengthen their entrepreneurial and business expertise;
- creating Registered Individual Learning Accounts to help Canadians finance their learning needs;
- improving the loans that are available to part-time students, so more workers can learn while they earn; and
- working with the provinces and territories to attract skilled immigrants.

The goal is for at least 1 million people to take advantage of increased learning opportunities over the next five years. The Prime Minister's response also added a new target: "to have the most skilled and the most talented labour market force anywhere." In this context, the Prime Minister noted that "our most important investments are the investments we make in people."

In terms of *making Canada the most connected nation in the world*, the Speech from the Throne indicated that the government will

- continue to support the Community Access Program and SchoolNet;
- enhance SchoolNet to create more on-line learning content;
- work toward putting its services on-line by 2004 to better connect with Canadians;
- modernize federal privacy law to safeguard the personal information of Canadians and provide better copyright protection for new ideas and knowledge;
- respond to the advice of a National Broadband Task Force on how to make broadband access widely available to citizens, businesses, educational institutions and all communities in Canada by 2004;
- continue to support the development of digital content for the Internet in both official languages; and
- contribute to closing the global digital divide.

In its effort to make Canada one of the most attractive places in the world in which to invest and do business, the government will *promote trade and investment and ensure that marketplace framework laws are world-class*. The Speech from the Throne noted that, as of January 1, 2001, the government had implemented the largest-ever tax cut package for individuals, entrepreneurs and corporations. In addition, the government will

- work with the new U.S. administration to maintain secure and efficient access for both countries to each other's markets;
- continue to modernize the shared border;

- ensure that Canadian laws and regulations, including intellectual property and competition laws, remain among the most modern and progressive in the world;
- launch an investment branding strategy;
- continue Team Canada trade missions; and
- launch Investment Team Canada missions to the United States and Europe.

The following announcements flow from the fall 2000 budget update:

- a \$500-million grant for the Canada Foundation for Innovation (CFI);
- an allocation to the Social Sciences and Humanities Research Council of Canada (SSHRC) of \$100 million over five years to support research for the knowledge economy; and
- tax relief measures to encourage jobs and growth.

B. Industry Canada's Business: Growing a Dynamic Economy

Industry Canada's Mandate

Industry Canada's mandate is to help make Canadians more productive and competitive in the knowledge-based economy, thus improving the standard of living and quality of life in Canada. The Department's policies, programs and services help grow a dynamic and innovative economy that

- provides more and better-paying jobs for Canadians;
- supports stronger business growth through continued improvements in productivity and innovation performance; and
- gives consumers, businesses and investors confidence that the marketplace is fair, efficient and competitive.

The Department fulfils this mandate by developing effective micro-economic policies and through programs and services directly aimed at Canadian businesses and consumers across the country. Industry Canada works in partnership with industry, universities, colleges, non-governmental organizations (NGOs), other members of the Industry Portfolio, other government departments, and provincial and territorial governments.

The Challenge of Building a Dynamic Economy

Recent Performance

Over the past few years, Canada has been successfully addressing critical structural issues that once limited our competitiveness with the rest of the world. Canada now has a budgetary surplus, low inflation and interest rates, decreases in debt relative to gross domestic product (GDP), more exports that are knowledge-based, and an economy that is one of the most open in the world.

Through to December 2000, Canada had experienced 21 consecutive quarters of economic growth, the longest uninterrupted string of advances since the mid 1960s. During the 1995–99 period, real investment in machinery and equipment increased by 14.3 percent per year. Investment in information and communications technology (ICT) — the driver of the new economy in the United States — grew even faster at an annual rate of 26.4 percent. Most recent figures suggest that economic expansion continues at a steady and more sustainable pace of growth. Even so, there are a number of economic realities that pose significant challenges for Canada over the medium term.



Sharing a Common North American Economic Space

The dominant competitive reality for Canada is the openness of its economy to the world and, in particular, to the pervasive influence of the largest and most dynamic knowledge economy in the world — the United States. Canada also shares a common North American economic space with our other North American Free Trade Agreement (NAFTA) partner, Mexico, which is an increasingly strong competitor in the rich American marketplace.

In order for Canada to achieve economic success in both the North American and global marketplaces, we must improve our productivity performance and invest in knowledge creation (including skills for the knowledge economy). In these areas, Canada cannot afford to be as good as our main competitors, including the United States — we must be better.

Productivity Performance Remains Key

Productivity growth is a fundamental driver of standard of living and quality of life. Higher productivity and the resulting higher income afford Canada the scope to provide services that sustain our productive potential, achieve sustainable development objectives and support social programs that enhance our quality of life.

For the past several decades, Canada's productivity performance relative to other Organisation for Economic Co-operation and Development (OECD) countries has been lagging. Within a North American context, Canada has operated at productivity levels between 15 and 20 percent below those of the United States. This productivity performance has been a key factor behind the differences in incomes that exist between the two countries.

The steps that have been taken since 1994 to inject greater dynamism into our economy are paying off. The latest productivity figures for Canada are encouraging, showing the pace of productivity growth in Canada is rising. A recent Conference Board of Canada study finds that the recent surge in information technology investment in Canada has made a significant contribution to both labour productivity and output growth over the past decade. However, Canadians cannot afford to be complacent. Challenges remain. More needs to be done to ensure that Canada's productivity performance continues to improve.

Investing in the Knowledge-Based Economy

Improving productivity growth in Canada's knowledge economy, both today and tomorrow, requires a persistent effort from Canadian businesses, governments, communities and individuals.

In recent years, significant progress has been made in promoting the knowledge creation and innovation in Canada that are essential to a successful knowledge economy. However, Canada still needs to do more. For example, as pointed out in the OECD 2000 Economic Survey of Canada, Canada devotes a relatively small share of GDP to R&D spending (about 1.6 percent of GDP compared with an OECD average of 2.2 percent). Therefore, the government is committed to helping Canada rank among the top five countries in terms of R&D performance by 2010, by at least doubling federal expenditures on R&D.



In the global knowledge economy, it is people and their skills and imagination that provide the basis for an innovative and productive economy. Canada faces a number of different challenges in meeting the demand for highly qualified persons. Over the next few decades, Canada is expected to experience a reduced rate of growth in the youth cohort, an ageing work force, and large-scale retirement. In addition, the competition for highly qualified people is becoming international in character.

To meet these challenges, Canadians must take advantage of opportunities for lifelong learning and the acquisition of new skills, particularly with respect to digital literacy, ongoing training and skills enhancement in the workplace and through the new educational channels opened up by on-line learning. Businesses too have a key role in providing quality workplace training and development opportunities for Canadians. Canada must create the opportunities here at home to make Canada the best place for people to live and work in the 21st century.

Information and communications technologies (ICTs) continue to transform our economy and society. Just as electricity radically transformed our economy and society in the early 20th century, ICTs are transforming the basis of our current society from physical assets to knowledge, networks and services. Connectedness is a key determinant of competitiveness, and to succeed in the knowledge economy, it is essential that all Canadians are able to benefit from the power of these technologies and new applications such as on-line learning, telehealth, e-commerce and on-line government. To that end, Canada is continuing to build a solid base for becoming the most connected country in the world.

“With regard to broadband Internet services, the benefits are such that Canada should settle for nothing less than a national ‘reach’ comparable with our telephone and electricity infrastructures.”

— The Conference Board of Canada,
*Canada Wins Silver in the
Race for Connectedness*
January 2001.

A More Entrepreneurial Business Climate

Canada must also have the most up-to-date and innovative marketplace laws and services in order to enhance the economy’s productivity capacity and address the digital environment. Fair, efficient and modern marketplace framework laws and regulations also facilitate competitiveness and entrepreneurship. Because Canadian business needs to compete on an international level, effort is needed to ensure that legislation and regulation do not disadvantage business, consumers and investors, but rather contribute to a healthy Canadian economy.

While many of the elements to foster a healthy Canadian economy are already in place, there is a need to improve business opportunities in Canada for creating wealth through the knowledge economy, and to encourage renewed dynamism in Canada’s business sector. An entrepreneurial business climate is essential for Canada to become the location of choice for businesses and investors. Openness to trade and investment provides markets for our exports and sources of investment in our capital base, both of which are key to improving productivity. This openness also facilitates the transfer of technology and knowledge workers, key elements of a knowledge-based economy.



Where Industry Canada Adds Value

With its partners and stakeholders, Industry Canada is increasing its efforts to help Canadians build a more dynamic economy and improve the climate for higher productivity, economic growth and job creation in Canada, through its focus on five strategic objectives.

Innovation: Improving Canada's innovation performance

The importance of innovation to the current and future economy cannot be overestimated. It is a crucial ingredient that enables Canadians to become more productive. The creative spark of innovation results in new tools and techniques that more effectively transform our inputs into more and better outputs. As simple as it sounds, the improvements to productivity must begin with the capability to innovate on existing methods or to create entirely new ones.

This is why one of Industry Canada's main objectives is to improve Canada's innovation performance through the increased recognition of innovation, the expansion of our knowledge base, a higher level of commercialization and adoption of innovative products and services, and increased development and application of eco-efficient practices and technologies. With a heightened sense of innovation and its greater application in the economy, the benefits of productivity, primarily a higher standard of living and quality of life, will result for Canadians.

Connectedness: Making Canada the most connected country in the world

Making sure that Canadians can access opportunities offered by the knowledge economy is an essential factor in sustaining productivity growth and quality of life for all Canadians. It is transforming all aspects of our lives — how we communicate, learn, work and play. Connectedness can bring Canadians together, facilitate lifelong learning, enhance health care in remote areas, raise industrial productivity, and increase speed and access to domestic and global markets. Its effects will be felt in all industrial sectors, traditional as well as new, in all communities, regardless of location, and by all Canadians, whatever their stage of life. Canada must build on our strengths and capitalize on the enormous potential of a knowledge-based economy and society.

"Canada is well positioned to be a leader in the Internet economy, given its sophisticated infrastructure, its highly connected population and its early Internet policy initiatives."

— *The Canadian E-Business Opportunities Roundtable*
January 2000.

Industry Canada contributes to this effort by making sure that Canadians have affordable access to the Information Highway through the Connecting Canadians initiative. Its ongoing goal is to make Canada the most connected country in the world. As part of this ambitious project, a related goal is to make Canada a location of choice for the development of e-commerce products and services, which will attract investment and stimulate innovation throughout the economy.

Marketplace: Building a fair, efficient and competitive marketplace

To contribute to productivity growth and overall economic well-being, Industry Canada is committed to ensuring that Canada's marketplace framework instruments, and associated services and products, are geared to making Canada a leader in the global, knowledge-based economy. A fair, efficient and competitive marketplace is essential to attracting investment, enhancing trade and encouraging innovation. It provides the stability required to conduct business, while maintaining consumer confidence in the products, services and transactions of the marketplace.

Industry Canada is responsible for the marketplace frameworks that directly affect Canada's ability to be in the forefront of the knowledge-based economy, including intellectual property, competition law and consumer protection frameworks, among others.

Investment: Improving Canada's position as a preferred location for domestic and foreign investment

Attracting and retaining international investment is critical to Canada's economic performance. Canada's inward stock of foreign direct investment (FDI) reached \$240 billion in 1999, an increase of 165 percent compared with its level in 1985. However, our share of the inward stock of FDI in the NAFTA region declined from 24 percent in 1985 to 12 percent in 1999. This trend reflects intense competition in the pursuit of FDI worldwide.

In the new economy, international investors are making their investment decisions based increasingly on factors such as the availability of skilled labour, sound infrastructure facilities and an innovative, dynamic economy. Canada already ranks well in terms of many of these factors, but more needs to be done. In particular, we need to acknowledge that Canada must do better than our main competitor for international investment, the United States. Industry Canada is therefore working to improve Canada's relative attractiveness to foreign investors, and branding Canada as the preferred location for domestic and foreign investment in the 21st century.

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

Exploiting our global trade opportunities is key to reaping the rewards of our productive effort. Canada is the most open of the G-7 countries, and we rely on trade for jobs and growth more than any other industrialized country does. However, there are still major challenges to overcome. We must take full advantage of international business prospects, while minimizing risk in a rapidly changing global economy. Opportunities to address these challenges exist in the growing global markets for knowledge-intensive products and services. Industry Canada is working to foster an orientation to these global markets, and to encourage more companies to make their products and services export-ready.





Industry Canada and Sustainable Development

In 1997, Industry Canada published its first-ever sustainable development strategy, which served as a vehicle for learning and discovering how to effectively advance environmental, economic and social objectives — the triple bottom line of sustainable development. Lessons were learned and these have served as a solid basis for developing the architecture of the Department's second strategy, which emphasizes a commitment to pragmatic leadership and effective partnerships.

Industry Canada's Sustainable Development Strategy Objectives 2000-03

Productivity Through Eco-Efficiency

Enhance the capacity of Canadians, industries and firms to develop and use eco-efficient practices, tools, technologies and products that contribute to increased productivity and environmental performance.

Environmental Technologies

Facilitate the development and diffusion of environmental and enabling technologies that produce long-term economic and environmental benefits.

Integrating Sustainable Development into Decision Making

Improve the integration of sustainable development objectives into decision making, including the development and delivery of departmental policies, plans and operations.

Industry Canada's Sustainable Development Strategy for 2000-03 reflects the Department's overall responsibilities to create a more competitive, knowledge-based economy that provides growth in employ-

ment and income. It also reflects the view that productivity, innovation, jobs and income growth enable us to sustain our productive potential; address social, economic and environmental issues; and support programs that enhance our quality of life.

C. Industry Canada: Outreach to Stakeholders, Clients and Citizens

Building a dynamic and innovative economy, and ultimately, making a difference in the standard of living and quality of life of Canadians, is a shared enterprise. Governments must work in partnership with business, learning institutions, other governments, and individual Canadians in developing responsive policies, programs and services.

Industry Canada places a priority on consultations and outreach activities, including federal-provincial/territorial dialogue and collaboration. The Department creates opportunities to meet, consult and converse with key clients and stakeholders on shared priorities. This process of outreach and dialogue supports the exchange of timely and relevant information on a variety of economic challenges and opportunities which, in turn, leads to a refinement of the Department's activities.

The Department recognizes the emergence of citizen engagement initiatives as a pillar of the public sector decision-making process. A number of national consultations on key micro-economic policy issues will provide a basis for the Department and its partners to engage in a dialogue focussed on the attainment of shared objectives. Sustained dialogue with Canadians in all parts of the country is an important element of Canada's success as a knowledge economy.





Canada's Business and Consumer Site

Industry Canada On-Line		Services and Regulations
Aboriginal Business Canada http://strategis.gc.ca/abc	Guide to Canadian Industries http://strategis.gc.ca/gci	Canadian Intellectual Property Office http://cipo.gc.ca
Canadian Business Map http://commercecan.ic.gc.ca	Investment http://investincanada.gc.ca	Competition Bureau http://competition.ic.gc.ca
Canadian Company Capabilities http://strategis.gc.ca/cdncc	Research, Technology and Innovation http://strategis.gc.ca/innovation	Corporations Directorate http://strategis.gc.ca/corporations
Canadian Industry Statistics http://strategis.gc.ca/cis	Sources of Financing http://strategis.gc.ca/sources	Lobbyists Registration System http://strategis.gc.ca/lobbyist
Consumer Information http://strategis.gc.ca/consumer	Steps to Competitiveness http://strategis.gc.ca/steps	Measurement Canada http://strategis.gc.ca/meascan
Contact! http://strategis.gc.ca/contact	Steps to Growth Capital http://strategis.gc.ca/growth	Office of the Ethics Counsellor http://strategis.gc.ca/ethics
Electronic Commerce in Canada http://strategis.gc.ca/e-com	Technology Partnerships Canada http://tpc.ic.gc.ca	Office of the Superintendent of Bankruptcy Canada http://osb-bsf.ic.gc.ca
e-START.ca Strategis for Students http://strategis.gc.ca/e-start.ca	Technology Roadmaps http://strategis.gc.ca/trm	Radio Spectrum Management and Telecommunications http://strategis.gc.ca/spectrum
FedNor http://strategis.gc.ca/fednor	Trade Data Online http://strategis.gc.ca/tdo	



The Department has become a leader in providing client-focussed services and leading-edge information products. BusinessGateway.ca (<http://businessgateway.ca>) is a partnership initiative to provide streamlined access to all federal information, forms, programs and services for Canadian business. The network of Canada Business Service Centres (CBSCs), a partnership of federal departments and the provinces and territories, provides an integrated access point for information on business programs, services and regulations. Leading-edge Internet services such as *Strategis* (<http://strategis.gc.ca>), *ExportSource* (<http://exportsource.gc.ca>), and the CBSC site (<http://www.cbsc.org>) provide businesses and individuals with strategic information services 24 hours a day, seven days a week. Industry Canada's Canadian Consumer Information Gateway (<http://www.consumerinformation.ca>), a Government On-Line initiative led by Industry Canada's Office of Consumer Affairs, gives fast and easy access to all the consumer information provided by the Government of Canada and its partners.

Employees working in Industry Canada's five main regional offices and local service points, located in 50 communities, help to deliver all of the Department's products and services, and provide an important regional dimension to address the unique issues and concerns of the Department's diversified client base.

D. Management Initiatives

Like all other federal departments and agencies, Industry Canada is developing and implementing new policies and procedures that respond to government-wide and departmental initiatives. The following are examples of some of the initiatives under way (*see also Section 3C*).

- Industry Canada, through the Office of the Ethics Counsellor, promotes a high standard of public service by ensuring that all public office holders in the federal government are in compliance with the Conflict of Interest and Post-Employment Code for Public Office Holders. The Office of the Ethics Counsellor is also responsible for the parliamentary review of the *Lobbyists Registration Act* and for the preparation of a report to the House of Commons. The Standing Committee on Industry will be reviewing the administration and operation of the *Lobbyists Registration Act*, following which the Minister will put his recommendations for amendments to the Act before a Cabinet committee.
- As part of Industry Canada's support of section 41 of the *Official Languages Act*, and as a result of an internal review, a comprehensive long-term departmental strategy is being developed in 2001–02 to increase participation in Industry Canada's programs and services by Canada's official language minority communities. Connectedness will be a major element of the strategy, which will be linked to the priorities established by the communities. Further, for the first time, French on the Internet will be integrated in a five-year action plan as a key instrument to support the communities in accessing information for decision making and new technologies.

- Industry Canada is developing a communications and marketing policy that seeks to enhance the ability to measure and coordinate varied communications and marketing activities across the Department. The expected result is a strengthened capacity to communicate with Canadians about the Department's priorities, and to demonstrate Industry Canada's contribution to the Government of Canada's broad agenda for Canadians.
- Accessing the Department of Justice Canada's expertise, Industry Canada Legal Services provides a full range of legal services in the areas of competition, commercial bankruptcy and insolvency, corporations and corporate governance, telecommunications, intellectual property, and Crown law. This includes assisting in investigations and conducting civil and criminal litigation. Further, the Information and Privacy Rights Administration of Industry Canada ensures the delivery of high-quality and timely responses to formal access to information and privacy requests. A dedicated Access to Information and Privacy Web site provides the public with interactive, on-line services (<http://www.ic.gc.ca/atip>).



E. Planned Spending and Full Time Equivalentents

Departmental Planned Spending				
(millions of dollars)	Forecast Spending 2000–2001*	Planned Spending 2001–2002	Planned Spending 2002–2003	Planned Spending 2003–2004
Budgetary Main Estimates (gross)	1,255.5	1,318.2	1,340.7	1,074.2
Non-Budgetary Main Estimates (gross)	0.8	0.8	0.8	0.8
Less:				
Responsible revenue	87.4	112.5	118.5	123.8
Total Main Estimates	1,168.9	1,206.5	1,223.0	951.2
Adjustments	106.2	60.5	103.8	80.8
Net Planned Spending	1,275.1	1,267.0	1,326.8	1,032.0
Less:				
Non-responsible revenue	1,759.2	266.0	265.9	265.8
Plus:				
Cost of services received without charge	60.0	58.5	58.3	58.4
Net Cost of Program	(424.1)	1,059.5	1,119.2	824.6
Full Time Equivalentents	5,179	5,620	5,622	5,623

* Reflects the best forecast of total net planned spending to the end of the fiscal year.

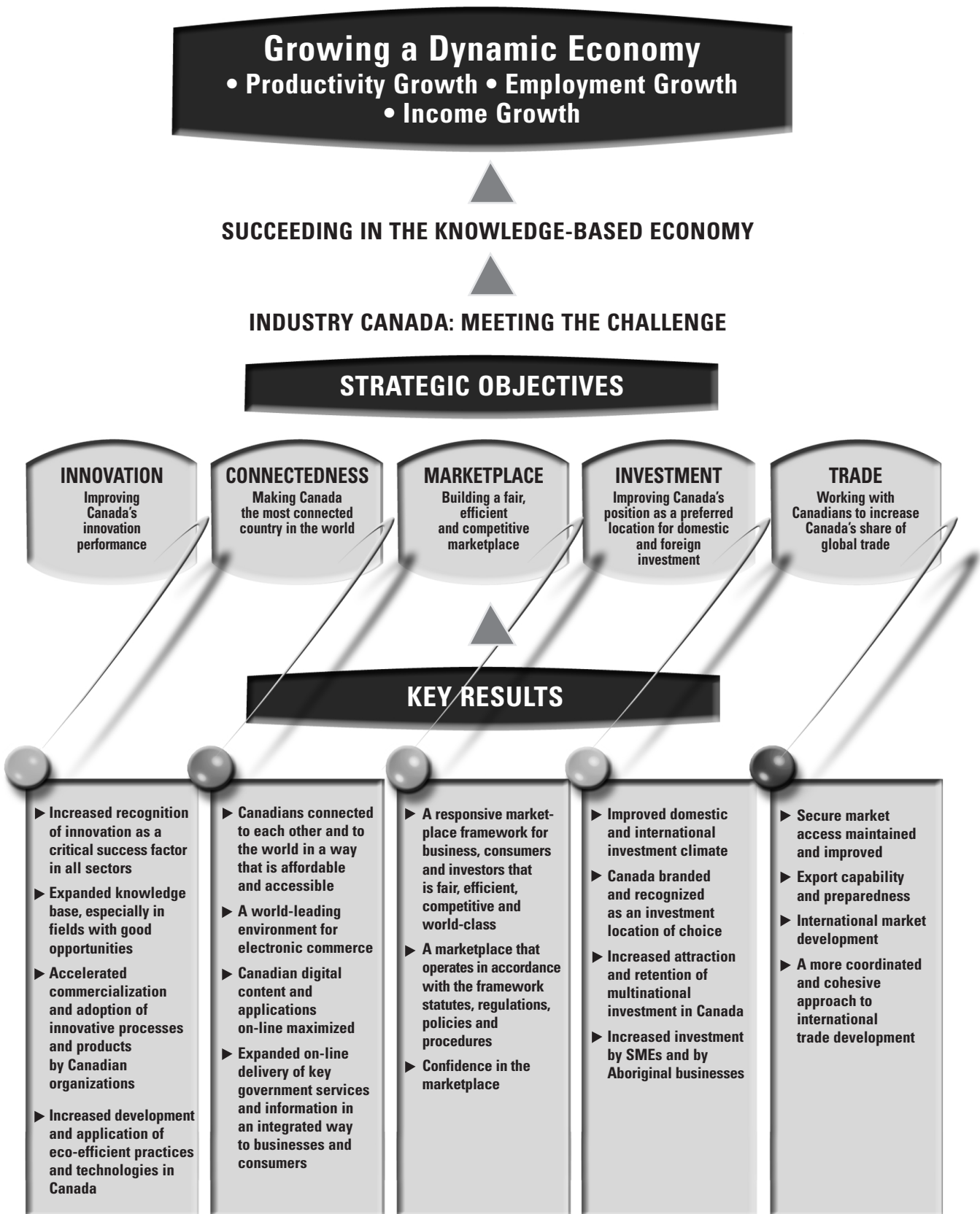
Net Planned Spending by Business Line				
(millions of dollars)	Forecast Spending 2000–2001*	Planned Spending 2001–2002	Planned Spending 2002–2003	Planned Spending 2003–2004
Micro-Economic Policy	45.7	47.2	43.4	43.1
Marketplace Rules and Services	118.8	108.9	105.4	102.6
Industry Sector Development	921.9	1,008.6	1,078.8	787.2
Tourism**	80.3	0.0	0.0	0.0
Corporate and Management Services	108.4	102.2	99.2	99.2
Net Planned Spending	1,275.1	1,267.0	1,326.8	1,032.0

* Represents the best available estimate of spending to year-end.

** Tourism transferred out pursuant to the *Canadian Tourism Commission Act*.

Section 3: Industry Canada – Adding Value

A. Summary of Priorities and Expected Results





B. Industry Canada's Plan for Adding Value

INNOVATION: Improving Canada's innovation performance

The Importance of Innovation

Innovation is a crucial ingredient of productivity growth. The creative spark of innovation results in new tools and techniques that more effectively transform our inputs into more and better outputs. As simple as it sounds, improvements to productivity must begin with the capability of innovating on existing methods and creating entirely new ones. With a heightened sense of innovation and its greater application in the economy, Canadians will reap the benefits of productivity — a higher standard of living and quality of life.

Innovation is the key to productivity growth in all sectors of our economy and society, from resource to service industries, from traditional manufacturing to high technology, and from government departments to hospitals, educational institutions and social service agencies. Increased productivity in turn leads to a more dynamic economy with a higher standard of living that supports our quality of life. To achieve these goals, we must create opportunities for innovation and excellence that challenge Canadians and attract the best from around the world.

Canada's innovation performance hinges on our ability to learn new skills, adapt to new conditions, create new ideas, make new discoveries and seize new opportunities. By successfully addressing these challenges, Canada will build an improved capacity to provide meaningful employment, create a level playing field and promote sustainable development.

The Innovation Challenge

Studies by the OECD suggest that an “innovation gap” separates Canada from our competitors. Spending on R&D in the business sector, as a percentage of GDP, is higher in most G-7 countries than in Canada, despite our generous tax incentive program. Canada has a smaller proportion of high-technology manufacturing compared with other G-7 countries. Canadian firms, especially small and medium-sized enterprises (SMEs), are slower than their U.S. counterparts in adopting leading-edge methods and processes. These conditions hamper our relative productivity performance and international competitiveness.

The innovation gap has been reduced in recent years. Among G-7 countries, Canada has the fastest growth rate in terms of workers devoted to R&D and external patent applications. Expenditures in R&D have increased at an impressive pace — second among the G-7. Since 1981, growth in Canada's innovation capacity has grown faster than that of the United States. But Canada has started from a lower base than most G-7 countries, particularly the United States. In many respects, a gap still remains.

Industry Canada's Response

The keys to tomorrow's productivity gains are founded in choices made today. In order to reduce the innovation gap, one of Industry Canada's five strategic objectives focusses entirely on strengthening the elements that foster innovation. The Department has worked to promote the adoption of an "innovation culture," revitalize the knowledge infrastructure, commercialize research results, and promote sustainable development. Making investments in these areas will bring higher returns to our quality of life, both in the near future and for the next 20 years or more.

Industry Canada's five strategic objectives work together to improve Canada's innovation performance. A fair, efficient and competitive marketplace framework establishes a business environment that fosters the incentives for innovation. The Connecting Canadians initiative improves and disseminates to all Canadians the technology and access to the information and services that are at the heart of our communication infrastructure. Trade creates new markets for specialized innovations and brings new ideas and technologies into Canada. With respect to investment, innovation works two ways: an innovative economy attracts investment; and foreign investment brings skills, new management techniques and ideas, in addition to financial resources, to Canada.

Biotechnology

Industry Canada coordinates the Canadian Biotechnology Strategy (CBS) on behalf of six other key departments, the National Research Council Canada (NRC) and the granting councils involved in biotechnology (<http://strategis.gc.ca/cbs>). An expert-based Canadian Biotechnology Advisory Committee, which advises the CBS ministers, is currently involved in public consultations on genetically modified food and the patenting of higher life forms (<http://strategis.gc.ca/SSG/bh00255e.html>).

In cooperation with other departments, Industry Canada is developing specific initiatives to implement the strategy entitled *Pathways to Growth: Opportunities for Biotechnology* (<http://strategis.gc.ca/SSG/bo01604e.html>). The Department has identified the following areas that require attention: funding for public and private R&D, technology transfer and commercialization; financing and access to capital, particularly for SMEs; skills development and human resources within government, as well as the private sector; regulation and intellectual property; and foreign investment and trade. The Department has also developed the Biotechnology Gateway, a Web site for business and consumer inquiries (<http://strategis.gc.ca/SSG/bo01376e.html>).

KEY COMMITMENTS AND PLANNED RESULTS

Increased recognition of innovation as a critical success factor in all sectors

Industry Canada will promote the adoption of an innovation culture throughout Canadian society. For Canadian productivity to improve in the long term, Canadian organizations in all parts of the economy — education, business, consumers, not-for-profit organizations and government — must understand how innovation practices can best improve performance and must act upon this understanding.

Challenges/Gaps to be Addressed in the Planning Period	Activities
<p>Many Canadian organizations do not recognize that, in the knowledge-based economy, the development of innovative products and processes is key to success in the global marketplace.</p>	<ul style="list-style-type: none"> • Undertake research and analysis of the key determinants of innovation and productivity, including social and environmental aspects. • In conjunction with Human Resources Development Canada (HRDC), upgrade the sector content of Employers Online (http://employers.gc.ca), the one-stop source of human resource information for SME employers. • With Industry Portfolio partners, identify technologies required to meet future market demands through Technology Roadmaps (<i>see box below</i>). • Report on the results of the 1999 Innovation Survey of Manufacturers and publish a book on innovation in collaboration with Statistics Canada. • Launch and expand the Innovation in Canada sub-portal. • Launch and promote BusinessGateway.ca (http://businessgateway.ca), a Web site designed for Canadian businesses to provide easy access to government information, programs and services. • Organize a major conference on intellectual property rights and innovation. • Lead and facilitate a dialogue on innovation and S&T with the provinces and territories.

▶ **Technology Roadmaps: Key to Raising Company Competitiveness**

Industry Canada acts as a catalyst and facilitator, through increased collaboration, shared knowledge, and new partnerships, in identifying the technologies required to meet future market demands.

- Eight Roadmaps have been completed (Aircraft, Aluminum, Electric Power, Forestry, Geomatics, Lumber and Value-Added Products, Metalcasting, and Wood-Based Panel Products).
- Four Roadmaps are being developed (Biopharmaceuticals, Intelligent Buildings, Medical Imaging, and Photonics).
- Four Roadmaps are under discussion (Biomass and Biofuels, Fuel Sources for Fuel Cells, Ocean Technologies, and Nanotechnology).

Expanded knowledge base, especially in fields with good opportunities

More than two thirds of Canada’s technological inputs come from foreign sources and, despite a high level of expenditure on public education, OECD data show that Canada has relatively few researchers in the labour force. In order to improve this situation, Industry Canada will continue to invest in Canada’s knowledge infrastructure to develop and support generators of knowledge.

Challenges/Gaps to be Addressed in the Planning Period	Activities
<p>Canada ranks relatively low among industrialized nations in the amount of research performed, particularly by the private sector, where the performance of research is concentrated among relatively few firms.</p>	<ul style="list-style-type: none"> • Support the government strategy to move Canada from 15th to 5th in the OECD in terms of spending on R&D, by developing plans and initiatives targeted to the three main R&D performing sectors (industry, government and universities). • Investigate issues related to skills and shortages with emphasis on highly qualified personnel within the labour market. • Construct a new photonics research facility to integrate the research efforts of the Communications Research Centre Canada (CRC), universities and the private sector. • Interface with S&T stakeholders through support for the Advisory Council on Science and Technology and the Council of Science and Technology Advisors among others. • Support, through Technology Partnerships Canada (TPC) (<i>see box below</i>), key technologies in areas with high growth opportunities, namely environmental and enabling technologies, and aerospace and defence.

Technology Partnerships Canada

Technology Partnerships Canada (TPC), a special operating agency of Industry Canada, is a technology investment fund investing strategically in research, development and innovation in order to encourage private sector investment, and maintain and grow the technology base and technological capabilities of Canadian industry. In partnership with the private sector, TPC invests in high-risk industrial research and pre-competitive development projects. Over the next three fiscal years, TPC expects to approve more than 60 new projects, representing a TPC investment exceeding \$600 million, and leveraging some \$2.5 billion of innovation spending.

<http://tpc.ic.gc.ca>

Accelerated commercialization and adoption of innovative processes and products by Canadian organizations

New ideas and processes generate the highest return when they have been put into early practical application. Accelerating the commercialization and adoption of innovative processes and products is a twofold process. First, government must ensure that its own laboratories adopt best practices with respect to commercialization and make the rapid movement of innovation to market one of their priorities. Second, government must ensure that the necessary frameworks to facilitate commercialization are in place, including strategic initiatives, international agreements, competitive tax regimes and accessible financing.

Challenges/Gaps to be Addressed in the Planning Period	Activities
<p>In general, compared with our international competitors, Canada exhibits slower rates of commercialization of research findings and adoption of new processes and technologies.</p>	<ul style="list-style-type: none"> • Develop and implement a strategy to accelerate the rate of research-based innovation originating from Canadian universities and colleges. • Design Pathways to Growth industrial strategies. • Provide SMEs and start-up companies with access to laboratories and specialized equipment through CRC's Innovation Centre. • Exploit the commercialization of 3-D television technology, which enables substantial reduction of bandwidth, for high-quality stereoscopic video sequences.

Increased development and application of eco-efficient practices and technologies in Canada

This year, Industry Canada adds a new key commitment that highlights eco-efficient practices and environmental technologies — two fundamental elements of sustainable development. These elements link the desired goals of productivity and innovation with environmental performance to achieve measurable commercial, environmental and social benefits (*see also Section 4A*).

Improving innovation performance requires substantive and sustained efforts by all sectors of our economy. Fuelling innovation can also complement our long-term sustainable development objectives. If we are to improve both our income and our overall quality of life in the long run, we must follow a balanced approach.

Challenges/Gaps to be Addressed in the Planning Period	Activities
<p>Canadian organizations generally lag behind international competitors in terms of awareness, R&D performed, and adoption of eco-efficient practices and environmental technologies.</p>	<ul style="list-style-type: none"> • Increase the recognition of eco-efficiency as a management tool and the development of environmental technologies in enhancing productivity and innovation. • Increase the knowledge and integration of sustainable development and eco-efficient practices in Canadian business, governments and SMEs. • Encourage the development and diffusion of clean production and enabling technologies for Canadian producers and consumers. • Raise awareness of potential opportunities, costs and benefits associated with reducing greenhouse gas emissions.

CONNECTEDNESS: Making Canada the most connected country in the world

The Importance of Connectedness

Connectedness is at the foundation of the knowledge economy and society. Ensuring that all Canadians are connected by networks to the knowledge, information and opportunities necessary for economic success and social prosperity is at the core of the Connectedness Agenda. Canadian citizens and businesses are living and competing in a global economy where success depends on the development, acquisition, use and, most importantly, sharing of knowledge through networks.

Connected citizens are better able to access the knowledge they need to develop their skills, stay abreast of new technological developments, and acquire new ideas that lead to new and more effective ways of contributing to the economy and society.

Networked businesses are well positioned to take advantage of local and global opportunities and innovations that lead to increased productivity and prosperity. Through this competitive, knowledge-based advantage, countries can offer unique products and services for trade and become attractive locations for investment.

The Connectedness Challenge

Connectedness has been a government priority since 1995, to “make the information and knowledge infrastructure accessible to all Canadians, thereby making Canada the most connected nation in the world.” However, other nations have recognized the value of connectedness, and are moving very aggressively to take the lead in the global economy. The speed and efficiency with which Canadians gain access to, and take advantage of, the Information Highway is of the utmost importance if we are to maintain and accelerate a strong Canadian presence in the global economy.

The National Broadband Task Force

“Canada has always faced the challenge of connecting all the citizens in its vast territory. We must ensure that all Canadian communities, no matter where they are, can reap the benefits of broadband Internet services. Access to high-speed broadband will provide the foundation for improved services such as distance learning and telehealth, and will foster both regional and local economic development.”

— Brian Tobin
Minister of Industry
January 11, 2001.



FIGURE 1
Summary of Connectedness Index Results for 2000*

	OVERALL		AVAILABILITY		PRICE		REACH		USE	
No. of Indicators	33		10		7		9		7	
Weightings	100%		20%		5%		25%		50%	
Country	RANK	INDEX	RANK	INDEX	RANK	INDEX	RANK	INDEX	RANK	INDEX
United States	1	130	1	204	2	106	2	106.8	1	114
Canada	2	126	2	186	3	105	3	106.6	2	113
Sweden	3	121	3	181	6	99	1	109	3	105
Finland	4	117	5	174	1	107	4	104	4	102
United Kingdom	5	115	4	180	10	89	7	97	5	100
Australia	6	113	6	168	4	103	6	98	6	99
Germany	7	108	7	161	7	98	9	94	7	95
Japan	8	104	9	144	9	95	5	100	8	92
France	9	104	8	156	5	100	10	92	10	89
Italy	10	99	10	130	8	98	8	94	9	90

*Rankings are based on selected indicators, subject to the availability of credible, comparable international data. These rankings are estimates based on source data that are between six and 18 months old.

Source: The Conference Board of Canada, 2001.

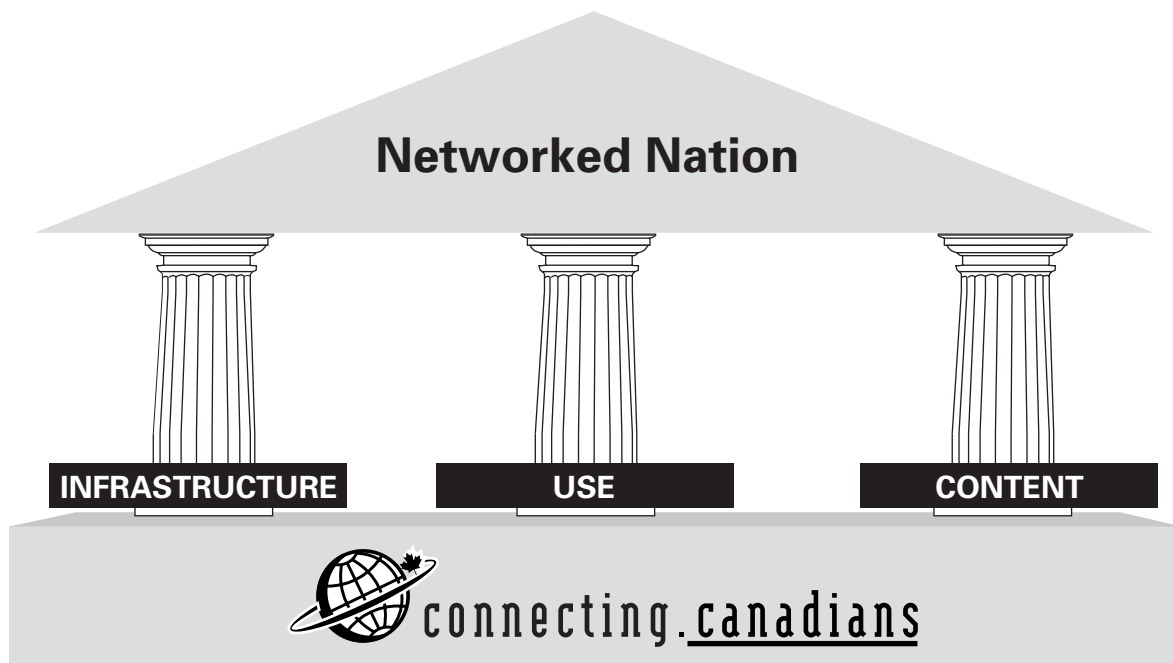
Canada is currently among the leaders in connectedness compared with other advanced nations. Canada is number one in the G-7 in home computer, cable and telephone penetration. Canada was the first to connect all of its schools and libraries to the Internet, and we have built the fastest all-optical broadband Internet test bed in the world. According to the Conference Board of Canada's recent connectedness index (*see Figure 1*), Canada is ranked second after the United States, which is the same result as in last year's inaugural index. The United States leads in availability and use of information and communications technologies (ICTs), followed by Canada. Finland has the most favourable pricing among the 10 countries studied, and Sweden shows the highest reach of ICTs (<http://www.conferenceboard.ca>).

Industry Canada's Response

Industry Canada has made tremendous progress toward its goal of making Canada the most connected country in the world by focussing on activities, programs and policies related to the six pillars of the Connecting Canadians initiative: Canada On-line, Smart Communities, Canadian Governments On-line, Connecting Canada to the World, Canadian Content On-line, and Electronic Commerce. Activities related to these pillars are still relevant and continue to bring us closer to our connecteness goals. However, the Connectedness Agenda must evolve in order to maintain and accelerate our strong presence in the global economy.

There are three main areas of focus as we move beyond connectedness — infrastructure, use and content. Efforts must be undertaken in each of these areas to ensure our foundation and early lead are not wasted. We must strengthen our infrastructure through high-speed broadband, mobile Internet and other technologies, and continue our efforts on framework policies. Efforts are also needed to bridge the digital divide, whether caused by geographical, financial or technological obstacles, and ensure that all Canadians have the opportunity to participate in the knowledge-based society. Due to the rapid pace of technological change, we must further develop, sustain and increase our skilled labour pool; help Canadian businesses harness the potential of e-commerce, the Internet and other technologies; and increase the development of Canadian content and applications.

The three main elements, infrastructure, use and content, are intrinsically linked and must be pursued simultaneously, if we are to realize the benefits of the knowledge economy.



KEY COMMITMENTS AND PLANNED RESULTS

Infrastructure

Canadians connected to each other and to the world in a way that is affordable and accessible

The basic foundation of connectedness is in place in Canada, but in order to realize the socio-economic benefits of the Internet revolution, all Canadians must be able to access an affordable, world-class infrastructure. For this reason, one of the Department's key priorities will be to work with its partners toward strengthening the infrastructure, through increased speed and bandwidth to enable full interactivity and the types of applications that will provide socio-economic benefits, such as telehealth and telelearning.



Challenges/Gaps to be Addressed in the Planning Period	Activities
<p>Not all Canadians have universal and affordable access to telecommunications services, the Internet, or new advanced systems and services. This contributes to a loss of economic and social opportunities and to a digital divide.</p> <p>Many rural and remote regions lack advanced infrastructure and may find the financial and technological hurdles difficult to overcome without the federal government's help.</p> <p>Insufficient levels of digital literacy also prevent Canadians from benefiting fully from the knowledge economy.</p>	<ul style="list-style-type: none"> • Provide computers to schools and libraries (http://www.schoolnet.ca/cfs-ope) and facilitate their connection to the Internet (http://www.schoolnet.ca). • Provide affordable access to the Internet in urban and rural communities across Canada (http://cap.ic.gc.ca). • Assist the voluntary sector to expand its technological capacity (http://www.connect.gc.ca/en/230-e.htm). • Provide information technology training to Canadian business and seniors through the Student Connection Program (http://scp-ebb.com). • Through the National Broadband Task Force, assess how to provide high-speed Internet connections (http://broadband.gc.ca). • Promote the development of new services by releasing new radio frequency spectrum. • Perform scientific research in the areas of communications theory, radiowave propagation, and electromagnetics to support spectrum management. • Negotiate cross-border agreements with the United States for multipoint communications systems, wireless communication services and public safety services. • Support the Canadian Network for the Advancement of Research, Industry and Education (CANARIE) (http://www.canarie.ca). • Represent Canadian interests on global governance issues related to the Internet (http://www.icann.com). • Exert international leadership on the G8 Digital Opportunity Taskforce (dot force) and in other forums to help bridge the digital divide. • Participate in interconnecting 20 sites with dark fibre to implement or try out various technologies for broadband communications. • Through the Wireless and Internetworking Systems Experimentation Laboratory (WISELab), test new wireless concepts, prototypes and products. • Through the Federal Economic Development Initiative in Northern Ontario (FedNor), support projects to improve telecommunications infrastructure throughout Northern Ontario (http://strategis.gc.ca/SSG/fn00365e.html). • Act as scientific authority on behalf of the Canadian Space Agency for the Telesat contribution agreement for the development and procurement of a Ka-band advanced multimedia payload for Anik F2. • Support the LearnCanada Project in the development of a broadband interactive virtual learning community for Canadian K–12 educators. • Help establish world-class Smart Communities across the country (http://smartcommunities.ic.gc.ca). • Through the NetCorps Canada International program, provide young Canadians with the opportunity to participate in ICT internships in developing countries (http://www.connect.gc.ca/en/710-e.htm).

Use

A world-leading environment for electronic commerce

Canada's goal is to be the most connected country in the world and to provide a world-leading environment for e-commerce and for the use of ICTs. This will require the proper environment and a level of support necessary for investment in e-commerce and ICTs, and for their rapid diffusion throughout the economy, in order to maximize their contribution to industrial competitiveness and productivity.

► **SourceCAN**

SourceCAN is an Internet-based procurement network that is helping Canadian companies and governments to realize the full benefits of e-commerce.

- Business-to-government (B2G) and business-to-business (B2B) e-commerce.
- Evergreen data base of information on Canadian companies.
- Single registration point serving multiple government data bases.
- Automated matching of buyers worldwide with Canadian suppliers.
- Single point of entry for government and private sector electronic procurement.
- Alliances with electronic marketplace enablers at the local, national and global levels.

<http://www.sourcecan.com>





Challenges/Gaps to be Addressed in the Planning Period	Activities
<p>There is an ongoing need for leading-edge policies and processes that respond in a timely manner to challenges created by the evolution of the Internet and the knowledge economy.</p> <p>Businesses and consumers still lack confidence in the security and privacy of e-commerce transactions.</p> <p>Harmonization between countries in terms of legislation, policies and practices that promote the security and privacy of information must still be addressed.</p> <p>There is still a lack of awareness of the advantages of e-commerce among businesses, and consumers are slow to adopt e-commerce processes as a means of carrying out transactions.</p> <p>There are too few Canadian suppliers of Internet-based e-commerce solutions, applications and services to satisfy the needs of the marketplace.</p>	<ul style="list-style-type: none"> • Develop policies for the authentication and certification of e-commerce transactions. • Ensure that effective Canadian laws and policies exist for promoting domestic and international public safety goals. • Encourage the application of industry-wide interoperable standards. • Harmonize privacy protection legislation with the provinces/territories to ensure a consistent level of protection for personal information. • Seek mutual recognition of Canadian and foreign privacy regimes to ensure continued market access for Canadian and foreign companies. • Promote and implement an Internet safety strategy in Canada and abroad. • Provide e-commerce training and e-business blueprints to Canadian businesses through the Student Connection Program (http://scp-ebb.com). • Provide resources, toolkits, diagnostics, analysis and research, and market and export intelligence and training to encourage the adoption of e-business on a sector-by-sector basis. • Encourage Canadian firms to become competitive suppliers of e-commerce solutions, applications and services. • Provide youth with internship opportunities that will increase the adoption and use of e-business by SMEs. • Develop information products. • Benchmark the growth of e-commerce and analyse its effects on the Canadian economy. • Develop and distribute, in cooperation with provincial and territorial ministries responsible for consumer affairs, and the Canadian Association of Internet Providers, a consumer advice product on safe shopping on the Internet.

Content

Canadian digital content and applications on-line maximized

Content drives demand. Internet users will get their information, services and products where it is easily accessible and reliable. The Internet is an ideal place to tell Canadians and the world about our country, our people and culture, our abilities and achievements, our history and hopes. It is imperative that we have an abundance of Canadian content in all areas of the economy and society, including cultural, commercial, scientific, educational and government.

Challenges/Gaps to be Addressed in the Planning Period	Activities
<p>There is a need for greater quantity and quality of multimedia applications, collections, information, and services relating to Canada and Canadians. Specific challenges include the need for more community-based content, more French-language content and more on-line learning opportunities.</p> <p>The production of on-line content in Canada does not currently meet the domestic need for information products and services. This places Canada's Internet industries at serious risk of falling behind foreign competition.</p> <p>Untapped opportunities exist for developing more multimedia skills and experiences in all parts of Canada and in all communities.</p>	<ul style="list-style-type: none"> • Employ youth to produce new digital collections through the Canada's Digital Collections Program (http://collections.ic.gc.ca). • Support the Department of Canadian Heritage initiative on the Canadian Digital Cultural Content Strategy. • Co-chair the Interdepartmental New Media Working Group with the Department of Canadian Heritage. • Develop technical policies to facilitate the timely introduction and effective implementation of digital television and digital radio. • Support CANARIE in stimulating new emerging sectors such as advanced content/media applications. • Enhance existing on-line service through <i>Strategis</i> multimedia broadband capabilities. • Raise Francophone communities' awareness of the significant volume of French language content on <i>Strategis</i> to spur Internet usage and local content. • Pilot test three sectors to identify the sites jointly developed with outside partners that have the greatest potential to increase French language content on the Internet. • Demonstrate the capability of digital audio broadcasting for data reception by mobile users for Canadian hardware, software and data base companies that will partner in the development of multimedia broadcasting systems.

Expanded on-line delivery of key government services and information in an integrated way to businesses and consumers

In the February 2001 Speech from the Throne, the government committed to work toward putting its services on-line by 2004 to better connect citizens.

Government On-Line is a government-wide initiative that will improve client services, enhance government efficiency, and stimulate the supply and use of e-commerce in the Canadian economy. A critical mass of key on-line government services will encourage more businesses and citizens to get connected and use the Internet. Firms that supply e-commerce products and services to government will be better positioned to sell them domestically and abroad.

Industry Canada will continue to work closely with partners to expand the on-line delivery of government services and information, in an integrated way, to Canadian businesses and consumers.

Challenges/Gaps to be Addressed in the Planning Period	Activities
<p>All key government information and services are not yet available on-line.</p> <p>Current on-line services and information need to be more accessible and user-friendly.</p> <p>There is a need for greater coordination and linkage of services and information between various levels of government (federal, provincial/territorial and municipal).</p>	<ul style="list-style-type: none"> • Continue to expand on-line offerings for Industry Canada's key services. • Lead in the development and management of portals for businesses and consumers — BusinessGateway.ca (http://businessgateway.ca), Innovation in Canada (http://www.ic.gc.ca/scdt/innovation/interface2.nsf/engdoc/0.html), Business Start-Up Assistant (http://sade.rcsec.org), Sources of Financing (http://strategis.gc.ca/sources), <i>ExportSource</i> (http://exportsource.gc.ca), and Canadian Consumer Information Gateway (http://www.consumerinformation.ca). • Support the World Wide Web Consortium's Web Accessibility Initiative. • Identify and promote the use of information management standards. • Develop a comprehensive approach to the delivery of grants and contributions programs on-line.

MARKETPLACE: Building a fair, efficient and competitive marketplace

The Importance of the Marketplace

A fair, efficient and competitive marketplace is the cornerstone of a healthy and dynamic economy. By setting the rules of the marketplace, promoting vigorous competition and providing accurate, timely and state-of-the-art information to business and consumers, Canada benefits in terms of increased innovation, investment, consumer spending, job growth and productivity.

A sound, competitive corporate governance structure is a fundamental requirement for healthy investment, innovation, trade and economic growth in a knowledge-based economy. For example, an effective intellectual property framework encourages innovation and growth. Ensuring a modern and globally competitive intellectual property regime is essential in creating a business climate that is conducive to innovation and R&D in Canada.

Modern, leading-edge corporate law helps reduce costs for Canadian businesses and provides a solid yet flexible structure for corporate decision making and the protection of interested parties.

In addition, harmonization in certain sectors — for example, in the use of the spectrum and in the international standardization of measuring instruments — is seen as a fundamental element in providing the infrastructure necessary for business to successfully compete globally, as it enables the use of equipment and services in other countries.

Furthermore, spectrum and telecommunications management helps facilitate the development and use of world-class communications infrastructure, technologies and services for the purpose of balancing Canada's competitiveness, economic growth and the quality of life of all Canadians.


The Marketplace Challenge

With globalization, economic borders are becoming increasingly transparent. Nations around the world are becoming more competitive, and are investing and trading in markets once difficult to access and penetrate. Through the Internet, Canadians are becoming global consumers, more informed and demanding. Businesses, seeking strategic and competitive advantages, are looking beyond national borders to realize their full potential.

▶ Marketplace Service Organizations

- Canadian Intellectual Property Office
- Competition Bureau
- Corporate Governance
- Corporations Directorate
- Measurement Canada
- Office of Consumer Affairs
- Office of the Superintendent of Bankruptcy Canada
- Spectrum, Information Technologies and Telecommunications





The challenges for Industry Canada in promoting trade, investment, innovation and connect- edness include making sure that our national marketplace is fair, efficient and competitive. Whether Canadians conduct business at home or abroad, on the Internet, face-to-face or through other media, Canada’s infrastructure must inspire confidence, both for Canadians and for foreign nationals.

Industry Canada’s Response

Marketplace service organizations (MSOs) are seizing the opportunities provided by increasing globalization, technological advances, and informed and demanding consumers and business. They are proactively modernizing the rules of the marketplace, the services provided to clients, and the tools used to detect, prevent and deter fraudulent, unfair and deceptive behaviour.

Together and with their partners, Industry Canada’s MSOs have taken a strategic approach to assessing the marketplace. They continuously review the laws, regulations, policies, practices and services for which they are responsible, to ensure that the marketplace operates fairly, efficiently, competitively and in a world-class manner — today and in the future. With the com- mitment of partners and stakeholders, work to address identified areas for change will continue in order to provide Canadians with a marketplace that inspires confidence, and one in which business can benefit from the potential of technology, innovation and competition. It will also provide the knowledge and tools required for consumers to make informed decisions.

Because Canadian business needs to compete on an international level, efforts are being made to ensure that legislation and regulation do not disadvantage business, consumers and investors. Frameworks, services and products are reviewed and benchmarked on a systematic basis to ensure that they remain state-of-the-art and contribute to a healthy Canadian economy.

KEY COMMITMENTS AND PLANNED RESULTS

A responsive marketplace framework for business, consumers and investors that is fair, efficient, competitive and world-class

In order for the marketplace to be responsive, and to attract investment and responsible consumer spending, marketplace frameworks must ensure competitive prices, product choice, accurate and timely information, and the provision of information to market participants.

They must also minimize the regulatory burden, inspire confidence and create incentives to innovate. These frameworks must be considered world-class from consumer, business and investor perspectives, and seen as responsive to the changing economic environment.

Challenges/Gaps to be Addressed in the Planning Period	Activities
<p>There is a need to renew frameworks in response to, and in anticipation of, evolving technology and business arrangements, regulatory reform, increasing globalization and changing social conditions.</p> <ul style="list-style-type: none"> • Legislation and regulations dealing with the administration of intellectual property rights need to be modernized. • The <i>Canada Business Corporations Act</i> and the <i>Canada Cooperatives Act</i> need to be amended to ensure that they provide an effective governance structure for Canadian corporations and cooperatives. • Canada's patent term (for certain pre-1989 patents) is inconsistent with trade-related aspects of intellectual property rights. • The <i>Patent Act</i> must be assessed in light of biotechnology. • The copyright policy framework must be reviewed to ensure that it provides appropriate and balanced protection levels in the network environment. • Ensure that Canadian competition laws and regulations remain among the most modern and progressive in the world. • The standards for textile care labelling must be harmonized. • Voluntary codes are required to protect and promote the consumer interest and supplement the legal framework. • Framework legislation must adapt quickly to accommodate emerging technology and changing business practices related to measurement, and to enhance Canadians' ability to compete internationally. • The lack of harmonization with other countries for the use of spectrum bands for certain services impedes the flexibility and efficiency of certain marketplace products and services. • Both the <i>Bankruptcy and Insolvency Act</i> and the <i>Companies' Creditors Arrangement Act</i> require a parliamentary review of their administration and operation in 2002. 	<ul style="list-style-type: none"> • Consult with clients and stakeholders on Canada's intellectual property framework, policies and procedural issues and promote harmonization of international intellectual property systems, with a view to introducing omnibus intellectual property improvements in 2003–04. • Re-introduce legislation to reform the <i>Canada Business Corporations Act</i> and <i>Canada Cooperatives Act</i>. • Table amendments to the <i>Patent Act</i> to implement an October 12, 2000, ruling of the World Trade Organization (WTO), which found that Canada's term of protection for certain pre-1989 patents was inconsistent with Canada's trade obligations, and to provide a patent term of 20 years from the date of filing for all patents. • Develop an intellectual property framework for biotechnology innovation and support the Canadian Biotechnology Advisory Committee in its examination of the economic, legal and policy aspects of the patenting of the higher life forms. • Consult Canadians on the issues related to on-line uses of copyright materials, potentially leading to the amendment of the <i>Copyright Act</i>. • Consult stakeholders on amending the <i>Competition Act</i>. • Review regulations under the labelling statutes to be harmonized under NAFTA in order to provide user-friendly, harmonized, and cost-effective, standards-based regulations. • Evaluate the financial industry's compliance with the Consumer Debit Card Voluntary Code (to be completed in fall 2001) and determine how the code should be updated (http://strategis.gc.ca/SSG/ca01581e.html). • Establish technical requirements that emulate international measurement standards (http://mc.ic.gc.ca). • Conduct international negotiations to harmonize the use of spectrum for certain services (i.e. third-generation cellular). • Undertake consultation on the <i>Bankruptcy and Insolvency Act</i> and the <i>Companies' Creditors Arrangement Act</i>.





A marketplace that operates in accordance with the framework statutes, regulations, policies and procedures

Deregulation, the expansion of sectors and the increasing complexity of transactions in the marketplace require the continual review of practices, knowledge, services and interventions. Setting the rules of the marketplace is not enough. Through partnerships and consultation, the Department ensures compliance with marketplace rules through a broad continuum of activities, including education to increase awareness; active support for voluntary compliance, the promotion of behavioural change and the adoption of responsible practices; and direct enforcement to stop and prevent anti-competitive, fraudulent, unfair and deceptive behaviour.



Challenges/Gaps to be Addressed in the Planning Period	Activities
<p>New forms of marketplace conduct, the result of changes in technology, business innovations and legal developments, necessitate innovative adjustments to the operation of the marketplace framework.</p> <ul style="list-style-type: none"> • There is a need to address increasing demand for intellectual property services, harmonization issues and rapid technological change. • There is a need for more timely and effective responses on transnational mergers and a need to deal effectively with anti-competitive behaviour in emerging industries and forums (e.g. the electronic marketplace). • The growth in demand for services and an expansion of the sectors in which measurement occurs have resulted in less than optimal protection against economic loss due to inaccurate measurement. • With the emergence of the electronic marketplace, clients are demanding faster on-line services related to incorporation. • As the marketplace experiences rapid changes in terms of its players, modes of operation and regulation, it is difficult for consumers to know how and where to seek redress from merchants and to whom to turn for information regarding government programs and services. • The analysis of trustee performance reveals that non-compliance is greatest in the administration of trust bank accounts, the documentation of efforts to realize assets and the timely distribution of dividends to creditors. • There is an ongoing need for leading-edge and effective means of ensuring that the telecommunications marketplace is operating in accordance with the rules, regulations and conditions of spectrum licences. • There is a need to examine market-based instruments that stimulate dynamic, private sector involvement in both the supply and demand sides of environmental investments. 	<ul style="list-style-type: none"> • Implement patent and trade-mark inventory reduction plans, and integrate the re-engineering of key business processes and enhanced electronic service delivery. • Develop knowledge of emerging industries and competition issues, and develop tools, policies and procedures to address anti-competitive behaviour, and to encourage awareness and the adoption of responsible marketplace behaviour (http://strategis.gc.ca/SSG/ct01768e.html). • With stakeholders, identify the level of intervention necessary to ensure the accurate measurement of goods and services in the electricity and downstream petroleum sectors, investigate occurrences of suspected inaccurate measurement, and increase by 15 percent the private sector's participation in the delivery of government services (http://mc.ic.gc.ca). • Remain responsive to business needs by enhancing electronic service delivery and increasing access to federal incorporation services. • Promote the development and use of market-based techniques that will assist businesses in meeting the redress needs of consumers (http://strategis.gc.ca/SSG/ca00864e.html). • Reduce the incidence of trustee non-compliance. • Develop and use leading-edge processes and technologies for the verification of spectrum user compliance to encourage the increased self-regulation and compliance of spectrum users. • On a sectoral basis, assess the impact on industrial competitiveness of domestic emissions trading and other environmental regulatory policies. • Align Canadian spectrum and satellite resources within the North American market and beyond, to achieve greater economies of scale and efficiency in offering wireless services and products. • Develop public policies and open new spectrum to support the licensing of a range of new wireless services for Canadians. • Promote the use of standards and conformity assessment processes to federal and provincial/territorial regulatory departments and agencies. • Lead the federal government's contribution to the implementation of the Canadian Standards Strategy produced by the Standards Council of Canada.



Confidence in the marketplace

Confidence in the marketplace is essential to attracting investment, fostering innovation and providing a climate in which consumers are well informed. With the speed of technological change, business, innovators and consumers must have access to state-of-the-art, user-friendly tools and information in order to thrive in the knowledge-based economy. Citizens need ready access to intellectual property information, federal incorporation and redress mechanisms for Canada to continue to be a leader in the global economy.

Canadian Consumer Information Gateway

The Office of Consumer Affairs, in partnership with more than 35 federal departments and agencies, has developed the Canadian Consumer Information Gateway, a one-stop Internet portal for information regarding federal programs and services of relevance to consumers. The Gateway facilitates searches for information on consumer issues, programs and services, and requires no background knowledge of which agency or program is relevant. The objective for the coming year is to extend the Gateway to encompass the programs and services of the provinces/territories as well as those of consumer NGOs.



Challenges/Gaps to be Addressed in the Planning Period	Activities
<p>There is a need for transparent, fair, user-friendly and accessible information, services, treatment and recourse mechanisms in response to, and in anticipation of, diverse and demanding marketplace participants and increasing marketplace complexity.</p> <ul style="list-style-type: none"> • There is a need to encourage invention, innovation and creativity in Canada through increased accessibility to, and awareness and exploitation of, intellectual property information products and services. • There is a public perception that the <i>Competition Act</i> is not strong enough in relation to pricing practices, particularly in sectors such as airlines, gasoline and groceries. There is also a lack of understanding of the enforcement policy regarding the Abuse of Dominant Position (section 79) provisions. • There is a lack of understanding about the benefits of federal incorporation, especially among SMEs. • A decreased presence in the marketplace due to growth in the trade sectors in which measurement occurs and increased demand for services have reduced confidence in the accuracy of trade measurement. • Consumers need more information concerning whether or not food products are made with genetically modified ingredients. • Consumers are reluctant to engage in on-line purchasing (e-commerce) due to concerns about the reliability and integrity of on-line merchants, the adequacy of protection of personal information, security, redress and delivery. • In recent client consultation, creditors raised concerns that the perceived level of debtor compliance and trustee diligence in realizing assets were eroding their confidence in the bankruptcy and insolvency system. • There is a need to assist users to control their Internet environment in dealing with lawful content that may be offensive. Consumer awareness of existing initiatives is also an issue. 	<ul style="list-style-type: none"> • Re-orient existing Canadian Intellectual Property Office (CIPO) regional services in collaboration with key stakeholders to have a stronger focus on the education and training of partner groups on intellectual property information products and services, and to promote the use of on-line resources. • Expand the quantity and quality of intellectual property products and services provided for on-line client access. • Revise the pricing provision enforcement guidelines to reflect current economic thinking and reduce the “chilling effect” on business regarding low pricing. • Develop guidelines related to the August 23, 2000, regulations respecting Anti-Competitive Acts by Airline Carriers (http://strategis.gc.ca/SSG/ct01756e.html). • Make on-line incorporation services and related information as relevant and user-friendly as possible to provide business with the benefits of federal incorporation. • Increase business and consumer awareness of their rights and responsibilities with respect to the accurate measurement of goods and services. • Provide advice to the Canadian General Standards Board standards committee and participate in developing a voluntary labelling standard for foods, which will indicate whether or not they were obtained from genetic modification (http://w3.pwgsc.gc.ca/cgsb/032_025/index_e.html). • In partnership with business groups and consumer organizations, develop a code of good e-commerce practice for on-line merchants, based on the multi-stakeholder Principles of Consumer Protection for Electronic Commerce (http://strategis.gc.ca/SSG/ca01180e.html). • Develop a new debtor compliance strategy and ensure trustees close estates in a timely manner and more fully document their efforts to identify, assess and realize assets. • Develop strategies that enable users to increase their control of the Internet environment. • Promote effective self-regulation and fair business practices in the Internet service provider industry. • Introduce revised spectrum licence conditions to provide enhanced transferability and an extended licence term.



INVESTMENT: Improving Canada's position as a preferred location for domestic and foreign investment

The Importance of Investment

Investment and capital formation are essential for stimulating Canada's economic growth, innovation and sustainable development. Moreover, with our open economy and limited pool of domestic savings, Canada is relatively more dependent than most other developed economies on foreign direct investment (FDI) to spur business development and related job creation. Besides offering the potential for immediate jobs, FDI can also increase Canadian productivity, by transferring new technologies, upgrading management and marketing skills, promoting sustainable development, and broadening market access. According to an Industry Canada estimate, one in 10 jobs in Canada depends directly on FDI, and each \$1-billion increase in FDI results in 45,000 new jobs and an increase of \$4.5 billion in GDP over a five-year period.

The importance of investment by the Canadian small business sector has also been crucial to the economy, particularly in terms of job creation. Statistics Canada studies indicate that in recent years, small businesses created between 70 and 80 percent of all net new jobs in Canada.

The Investment Challenge

Canada's economic fundamentals and relative cost advantages provide a first-rate business environment. Factors such as our overall government budget surplus; low inflation and interest rates; geographical location and NAFTA (which provide easy access to the world's most prosperous nation); and ready supply of skilled workers make Canada a good investment choice. However, in the 1990s, FDI in Canada accounted for only 13 percent of all business capital formation. Although the cumulative stock of inward FDI increased by 83 percent from 1990 to 1999, reaching \$240 billion, Canada's share of inward FDI stock to the NAFTA region has declined from about 24 percent in 1985 to 12 percent in 1999. The use of undue risk assessment by foreign investors, as well as real and perceived regulatory impediments deter investment by multinational firms (multinationals) and re-investment by firms in Canada. The inadequate investment by Canadian SMEs, including Aboriginal firms, presents a further challenge.

Investment by Canadian firms to strengthen existing operations is also an important contributor to productivity improvement and economic growth. One reason for Canada's relatively weak productivity performance has been our low investment rate as a proportion of our GDP, especially in machinery and equipment (M&E), relative to other countries. According to an Industry Canada estimate based on Statistics Canada and OECD data, Canada's M&E investment as a share of GDP was 20 percent below the OECD average over the 1980-97 period.

Industry Canada's Response

Responsibility for addressing Canada's investment challenge is shared by both the public and the private sectors. Therefore, the roles of the various levels of government are important. Industry Canada's response to the investment challenge is guided by the 1996 federal investment strategy, which provided a broad framework for all federal investment promotion activities (including domestic retention of FDI). This strategy was extended with the creation of Investment Partnerships Canada (IPC) as a focal point of federal investment-related activities. IPC is a joint Industry Canada–Department of Foreign Affairs and International Trade (DFAIT) initiative to develop and coordinate various investment campaigns targeted at multinationals in priority sectors and key global markets. IPC also promotes and brands Canada as a key investment location of choice, and helps address policy and regulatory issues that have an impact on investment.

The fundamental factors that attract investment are the attributes of a productive and dynamic economy: a good marketplace framework, high levels of innovation, access to a highly skilled work force, sectors with high growth potential and a healthy relationship with our trading partners. In these respects, the Department's other strategic objectives are crucial, though indirect, components of an investment strategy.

The government-wide efforts are paying off. According to A.T. Kearney, a Chicago-based management consulting firm that publishes a well-known FDI confidence index, Canada ranked 12th and 13th as a preferred destination for FDI in 1999 and 2000, up from 17th in 1998.

Investment Priority Sectors

Industry Canada's investment priority sectors are

- information and communications technologies;
- life sciences (biotechnology, medical devices and pharmaceuticals);
- aerospace and defence;
- automotive industries; and
- chemicals/petrochemicals.

Agriculture and Agri-Food Canada (AAFC) and Natural Resources Canada (NRCan) are key sectoral partners.

KEY COMMITMENTS AND PLANNED RESULTS

Improved domestic and international investment climate

Canada's efforts to retain and increase its share of FDI are constrained by intense global competition for strategic global investment. Growing competition among the affiliates of multinationals for product and research mandates is a key factor. In addition, a wide range of generous incentives offered to investors by governments in competing countries, most notably by a number of states and municipalities in the United States, adds to the stiff competition for FDI dollars. Thus, a key challenge is to capture more FDI flows, particularly those directed at the NAFTA region, within an environment characterized by globalization, increasing mobility of capital and technology, changing economic conditions, and financial markets.

Challenges/Gaps to be Addressed in the Planning Period	Activities
<p>There is a need to address real and perceived regulatory impediments to foreign and domestic investment (e.g. concerning the environment, marketplace, immigration, taxation and intellectual property) without compromising the integrity of the regulations' intent.</p> <p>There is a need for better knowledge and understanding of the key impediments to investment.</p> <p>Stronger and more strategic partnerships are needed in dealing with the investment climate.</p>	<ul style="list-style-type: none"> • Monitor and identify investment impediments through feedback from ministerial missions, Deputy Ministers' Investment Champion campaigns and other corporate calls, and maintain an evergreen list of impediments. • Defend Canada's interests in disputes with trading partners to maintain a balanced policy framework. • Research and analyse investment climate issues in consultation with partner organizations. • Advocate ways to effect the resolution of impediments in areas such as harmonized regulations, seamless border entry processes and better access to a skilled work force through the revitalized Temporary Foreign Workers Program. • Consult with Canadian stakeholders and facilitate the negotiation of bilateral (e.g. Foreign Investment Protection Agreements — FIPAs) and regional (e.g. Free Trade Agreement of the Americas — FTAA) international investment agreements. • Negotiate international investment agreements that secure market access and protect investment abroad. • Develop a framework for sectoral application to identify differences between Canadian regulatory practice and those of our NAFTA partners and to assess its impact on decisions to invest in Canada. • Implement, in partnership with clients and other governmental and NGO stakeholders, the OECD Guidelines on Multinational Enterprises. • Review Foreign Investment under the <i>Investment Canada Act</i>. • Examine the drivers of investment spending and initial public offerings activity by domestic and foreign firms in Canada. • Study the impact of capital investment on productivity and economic growth in Canada. • Determine the impact of the Kyoto Protocol on output, employment, trade and costs at the macro-, regional and industry levels. • Promote strategic investment partnerships by working with the Federation of Canadian Municipalities and other stakeholders to increase the use of Public-Private Partnerships in the Infrastructure Canada Program.





Brand Canada Campaign

The Brand Canada Campaign is a federal interdepartmental initiative led by Investment Partnerships Canada (IPC) that aims to increase Canada's share of FDI by updating Canada's image abroad as a key investment location. The campaign has begun with two geographically and sectorally focussed pilots in the Dallas and Boston areas. The pilots are expected to terminate in spring 2002. The methodology developed and tested during the two pilots will serve as the springboard for additional branding campaigns in other countries and markets.

Canada branded and recognized as an investment location of choice

Industry Canada, and IPC in particular, is tasked with building investor awareness and confidence in Canada as an investment location of choice, in order to pave the way for firms' decisions to invest and create jobs in Canada. This is being done by updating and improving Canada's "brand image" with the international investment community as a key investment location. One of the government's key initiatives is the Brand Canada Campaign (*see box above*). This year's Speech from the Throne committed the government to raise awareness of the advantages of investing in Canada and to foster a strong global brand for Canadian excellence.

Challenges/Gaps to be Addressed in the Planning Period	Activities
<p>Canada is not "top of mind" for many investors; there is a lack of business awareness and consideration of Canada as an investment destination.</p> <p>There is a lack of appropriate comparative information on Canadian investment opportunities provided by partners and others.</p> <p>Core messages are not consistently promoted by partners and others.</p>	<ul style="list-style-type: none"> • Develop a brand image to position Canada strategically in the minds of potential investors. • Update and implement marketing and communications strategies. • Implement a Brand Canada pilot project in Dallas and Boston, key findings of which will form the basis of a comprehensive national Brand Canada program. • Enhance and maintain investment information products and Internet-based marketing and communications tools, such as the Invest in Canada Web site (http://investincanada.gc.ca). • Produce an annual economic scorecard for Canada, benchmarking Canada against the United States and other G-7 economies. • Disseminate information to target firms concerning the strengths of Canadian institutional research.



Increased attraction and retention of multinational investment in Canada

This key commitment depends heavily on the investment decisions made by individual foreign and domestic firms. To reach key investment prospects, the capacity to gather strategic business intelligence in a systematic and coordinated way for serious potential investors must be addressed. There is also a need for stronger partnerships and better coordination of investment efforts among interested parties, including the public sector, NGOs and the private sector. The Department's industry sector branches and IPC coordinate targeted campaigns to attract, retain and expand investment by multinationals in Canada. In cooperation with embassies abroad, one-stop servicing of investment needs is provided to selected multinationals and other potential investors overseas. Through an initiative such as the Deputy Ministers' Investment Champion campaigns, opportunities and investment prospects are defined, and Canada is promoted to targeted multinationals as a place to invest. Investment opportunities in priority sectors and targeted markets are focussed in Asia (Japan, Taiwan, Singapore, Republic of Korea and Hong Kong), Europe (the United Kingdom, Ireland, France, the Netherlands, Germany, Austria and Sweden) and various regions of the United States. A priority in the Speech from the Throne calls for the launch of Investment Team Canada missions to the United States and Europe.



Challenges/Gaps to be Addressed in the Planning Period	Activities
<p>There is a need for greater investment into Canada by leading foreign firms in key sectors.</p> <p>There is a need for re-investment by multinational firms operating in Canada.</p> <p>There is a need to develop a systematic and well-coordinated capacity to gather strategic and coherent business intelligence for serious prospective investors.</p> <p>There is a need for stronger partnerships and better coordination of investment efforts among interested parties, including the public sector (at the federal, provincial/territorial and municipal levels), NGOs (e.g. universities, research institutions) and the private sector.</p>	<ul style="list-style-type: none"> • Develop a strategic framework to review existing investment priorities, sectors and markets, and allocations of efforts and resources. • Develop, maintain and communicate evergreen investment strategies and lists of targeted multinationals. • Organize and coordinate investment promotion campaigns led by federal deputy ministers and other senior officials targeting markets, sectors and firms with high investment potential. • Organize and coordinate programs/initiatives for incoming foreign investment missions. • Address investment inquiries from potential investors in Canada and overseas, in consultation with partner organizations, and provide analytical support on investment for Canadian embassies and missions abroad. • Provide sectoral and corporate intelligence, deliver sectoral strategies, and manage major sector-specific projects in high-growth opportunity sectors. • Conduct studies on the impact of FDI on the Canadian economy, including an examination of the effects of globalization on corporate functions in Canada, as well as its implications. • Develop a performance measurement mechanism to monitor investment development activities of the Department, IPC and federal partners. • Provide ongoing training on company relationship management and business intelligence to ensure delivery of high-quality services to government and private sector investment clients.

Increased investment by SMEs and by Aboriginal businesses

A key element of the 1996 federal investment strategy is to assist a larger number of Canadian SMEs in forming international investment partnerships that allow for growth domestically and in an increasing number of markets. Industry Canada's ability to provide timely information, policies and services to clients, such as multinationals, international investors, Canadian SMEs and targeted groups, including Aboriginal people and rural communities, is equally important to the success of the investment strategy.

At the domestic level, when borrowing investment funds, small businesses usually assume a higher rate of interest than their larger counterparts, as interest rates are indicators of perceived risk. Surveys by the Canadian Federation of Independent Business show that this interest rate differential has widened in the past decade, thereby acting as a deterrent to investment by SMEs. The challenge is to encourage investment in Canada by Canadians by improving access to investment capital.





Challenges/Gaps to be Addressed in the Planning Period	Activities
<p>There is a need to develop capacity at the community level to stimulate investment by SMEs and target groups, particularly in Northern and rural Ontario and among Aboriginal people.</p> <p>Business capacity is insufficient (e.g. in terms of marketing and promotion).</p> <p>Access to capital (for SMEs and Aboriginal businesses) is inadequate.</p> <p>There is limited availability of venture capital.</p>	<ul style="list-style-type: none">• Connect entrepreneurs and small businesses through a series of Small Business Conferences and Info-Fairs to help them to start and grow their businesses (http://strategis.gc.ca/sc_mangb/fairs/engdoc/homepage.html and http://strategis.gc.ca/sc_mangb/smeguide).• Identify partnership-ready Canadian SMEs and provide information on international opportunities and contacts.• Complete the first stage of the overhaul of Canadian statistics on small business finance, and present Parliament with the results of the first comprehensive surveys of suppliers and users of financial products. Conduct special studies to deal with the experience of small businesses seeking financing and the behaviour of “angel” investors in small business.• Complete the regulations required for an April 2002 launch of the capital leasing extension of the <i>Canada Small Business Financing Act</i>.• Increase access to capital and leveraging of private sector investment by businesses in Northern Ontario and rural Southern Ontario, especially those owned by women, youths, Francophones and Aboriginal clients, through FedNor and Community Futures Development Corporations.• Leverage increased capital for investment in Aboriginal business development under the Access to Capital element of the Aboriginal Business Development Initiative.• Provide loan insurance on some 16,000 loans made by financial institutions under the <i>Canada Small Business Financing Act</i>, generating in the order of \$1.8 billion in investment, and guarantee up to \$500 million a year in capital leases for small businesses.• Continue support for the 24 Aboriginal Business Service Network access sites in Ontario, the Northwest Territories, Nunavut and the Yukon Territory where Industry Canada has the lead responsibility for implementation.• Support the government’s commitment to the Canadian Rural Partnership, ensuring outreach to rural clients, stakeholders and associations.• Develop a comprehensive, Canadian Web site that will assist micro-credit (generally commercial loans of less than \$25,000) organizations in promoting their services to small businesses.• Support the Business Development Bank of Canada’s mandate review to Parliament (by July 2001).

TRADE: Working with Canadians to increase Canada's share of global trade

The Importance of Trade

No other major economy is as trade-oriented as Canada. More than 43 percent of Canada's GDP depends on international trade, a proportion greater than that of any other G-7 nation. One out of three jobs is dependent on trade.

As Canada's exports have grown, the proportion of exports to the United States has also grown and now accounts for some 85 percent of Canadian exports. Not only is it important to solidify our position in the United States, it is also essential to improve our position in offshore markets, as well as to diversify our product mix in general. In addition to helping to generate jobs, Canada's export growth is playing a major role in fostering knowledge-intensive, high-wage jobs — the jobs of the future.

The Trade Challenge

The Government of Canada's International Business Development strategy aims to assist Canadian business to capture international opportunities while minimizing risk in a rapidly changing global economy. The overarching objective is high employment, high wages and a higher standard of living for Canadians. To this end, the Government of Canada has set the following four goals for its international business development programs and services:

- to become the world's best trading nation by enhancing our international competitiveness;
- to make Canada the location of choice for investment in North America;
- to create jobs and economic growth in Canada; and
- to exercise leadership in global trade liberalization to ensure a rules-based, fair trading framework.

Team Canada Inc Partners

- Agriculture and Agri-Food Canada
- Atlantic Canada Opportunities Agency
- Business Development Bank of Canada
- Canada Customs and Revenue Agency
- Canada Economic Development for Quebec Regions
- Canada Mortgage and Housing Corporation
- Canadian Commercial Corporation
- Canadian International Development Agency
- Department of Canadian Heritage
- Department of Foreign Affairs and International Trade
- Environment Canada
- Export Development Corporation
- Fisheries and Oceans Canada
- Human Resources Development Canada
- Indian and Northern Affairs Canada
- Industry Canada
- National Farm Products Council
- National Research Council Canada
- Natural Resources Canada
- Public Works and Government Services Canada
- Statistics Canada
- Transport Canada
- Western Economic Diversification Canada



Team Canada Inc is Canada’s trade promotion partnership and now includes 23 federal departments and agencies. Industry Canada is one of the founding members of Team Canada Inc. In partnership with the provinces and territories, Team Canada Inc provides single-window access to government services and programs focussed on international business development.

Industry Canada’s Response

Industry Canada is uniquely positioned to work with Canadians to increase Canada’s share of global trade. In its trade role, Industry Canada can build on the role it plays in helping Canadian companies to be more productive and competitive in the knowledge-based economy through increasing innovation and attracting more investment. Competitive sectors of the new economy are then ready to compete for markets at home and abroad.

KEY COMMITMENTS AND PLANNED RESULTS

Secure market access maintained and improved

As companies strive to become competitive globally, they seek a predictable and open trading environment. The Government of Canada is committed to ensuring efficient market access and modernizing shared borders. With DFAIT, Industry Canada has an important role to play, in working multilaterally and bilaterally with our international partners to eliminate barriers where they exist, to strive toward mutually recognized standards, and to defend Canadian interests abroad. Domestically, Industry Canada works closely with provincial and territorial governments to facilitate the removal of barriers to internal trade.

Challenges/Gaps to be Addressed in the Planning Period	Activities
<p>Canadian companies face barriers to trade in foreign markets.</p> <p>Domestic market restrictions hamper a firm’s ability to reach the critical mass to succeed internationally, and place Canadian companies at a competitive disadvantage in their own market.</p> <p>There are various gaps in the harmonization of standards, policies and regulations.</p> <p>The Agreement on Internal Trade does not cover a number of barriers and sectors, including energy.</p>	<ul style="list-style-type: none"> • Promote and defend Canada’s trade interests multilaterally, bilaterally and within regional trade agreements (e.g. WTO, Costa Rica and Central America). • Resolve disputes with trading partners while maintaining desired Canadian policy objectives (http://strategis.gc.ca/SSG/bi18509e.html). • Support sustainable development by negotiating and monitoring the implementation of international environmental agreements. • Foster a greater understanding of the relationship among trade, social and environmental issues. • Develop an integrated approach for the next WTO services negotiations to ensure that telecommunications and e-commerce service providers’ requirements are met (http://services2000.ic.gc.ca). • Negotiate sector-specific Mutual Recognition Agreements and Memorandums of Understanding to open doors for Canadian companies. • Incorporate an energy chapter as part of the Agreement on Internal Trade and identify mechanisms to make progress toward eliminating barriers not presently addressed by the agreement.



Export capability and preparedness

Successful exporters are important contributors to a dynamic economy. Studies show that exporting firms are more profitable, and employees in exporting firms enjoy higher salaries than those in non-exporting firms. In spite of this, only a limited number of firms in Canada are exporting. The 50 largest exporters account for almost 50 percent of Canada’s exports. There is an opportunity to increase the number of exporters and to improve the export performance of these firms.

Canadian exporters face numerous challenges. Studies have shown that almost 50 percent of firms that become active in international markets have done so within two years of their founding. Not only are they new to the business world, they are new to the export world and are often lean in human and financial resources. Given our proximity to the United States and the similarities in language and culture, many first-time exporters often look to the U.S. market for their export business opportunity, although others choose more distant markets. New exporters have many basic questions about the mechanisms of exporting and getting goods across borders. As well, many new exporters quickly move beyond the U.S. market to markets offshore and, in some product areas, look overseas for first-time export opportunities.

Challenges/Gaps to be Addressed in the Planning Period	Activities
<p>Potential exporters may not be aware of the benefits of exporting and/or may not have knowledge of exporting practices and mechanisms.</p> <p>Smaller companies, particularly in the new, knowledge-intensive industries, have difficulty in securing support when they attempt to expand into international markets.</p>	<ul style="list-style-type: none"> • Increase our understanding of the economic challenges and opportunities facing Canada with North America’s three-country economic space. • Develop new products and services that address the needs of new exporters. • Support the continued operation of Team Canada Inc’s <i>ExportSource</i> (http://exportsource.gc.ca) and the toll-free Export Information Service (1-888-811-1119) operated by the network of Canada Business Service Centres. • Coordinate initiatives and services to under-represented exporters through the Aboriginal International Business Development Committee.

International Trade Centres

With its 10 International Trade Centres (ITCs) and two ITC satellite offices located across Canada, Industry Canada is ideally situated to work closely with Canadian exporters, especially SMEs, to help them become better prepared to export and to improve their capacity to develop a sustained export presence. The ITCs have excellent networks in the regions and will continue to work with the Regional Trade Networks that include provincial, regional and local governments, Chambers of Commerce, non-governmental agencies and private sector associations to respond to the specific needs of business in each region (*see also Section 6.7*).

International market development

As experienced Canadian exporters seek to increase and diversify their markets, they need information and intelligence on foreign markets in order to make informed business decisions and be able to react swiftly to opportunities. In addition, Canadian businesses are now well established in the new economy — in industries such as telecommunications and new media, biotechnology, advanced manufacturing, and new environmental technologies. In view of the growing worldwide demand for these high-value-added products, there is a need to market our strengths and to brand Canada as a leader in high technology.

Trade Team Canada Sectors

Trade Team Canada Sectors provide services to Canadian companies, including trade missions, trade fairs to showcase Canadian capabilities, the provision of contacts for Canadian companies abroad, and the provision of information and intelligence about target markets and business opportunities.

These national trade teams bring industry and government together to plan and deliver trade activities in the following key sectors:

- aerospace and defence
- automotive
- bio-industries
- electric power equipment and services
- environmental industries
- health industries
- information and communications technologies
- plastics
- service industries and capital projects
- wood and other building products.

<http://ttcs.ic.gc.ca>



Challenges/Gaps to be Addressed in the Planning Period	Activities
<p>More Canadian companies need to recognize and act swiftly upon foreign market opportunities. They need:</p> <ul style="list-style-type: none"> • information and intelligence on foreign markets and export opportunities that can help them make informed business decisions, access new markets, and secure greater export sales; • appropriate contacts and networks that facilitate access to foreign markets; and • an understanding of innovative approaches that can be used to develop international business. 	<ul style="list-style-type: none"> • Provide on-line market information intelligence and other trade services, such as Virtual Trade Shows and the International Activities Data Base (http://strategis.gc.ca). • Fully launch SourceCAN, an on-line data base of Canadian company capabilities that enables automated bid matching (http://www.sourcecan.com). • Through the Sustainable Cities Initiative, partner with the private sector and NGOs to develop integrated solutions to the complex problems caused by rapid urban growth in emerging and developing economies. • Brand Canada and expose Canadian companies to foreign clients by organizing a Canadian presence at key global trade shows. • Promote joint ventures, partnerships, and alliances between Canadian and foreign firms. • Pursue the proposal to establish a Canadian Development Finance Institution to provide funding for early-stage project development in emerging economies. • Promote Canadian capabilities through the technical, regulatory and managerial training of foreign decision makers. • Identify, match and strategically disseminate foreign business leads to Canadian companies through Team Canada Inc's export leads sourcing centre, the International Business Opportunities Centre (IBOC). IBOC provides personalized sourcing and matching services, as well as electronic sourcing services, such as E-Leads® (http://www.iboc.gc.ca).

A more coordinated and cohesive approach to international trade development

The Department works with an extensive network of Team Canada Inc members to bring programs and services to the Canadian exporting community in an integrated manner.

Challenges/Gaps to be Addressed in the Planning Period	Activities
<p>There is a need for more integrated Industry Canada trade development programs, for greater coordination and integration with the Department's partners through Team Canada Inc, and for better communication and marketing of Team Canada Inc partner services.</p>	<ul style="list-style-type: none"> • Support Team Canada Inc. • Support the Regional Trade Networks by providing new tools, training and products.

C. How Industry Canada Contributes to *Results for Canadians*

Results for Canadians provides a management framework for the Government of Canada. It has defined a medium-term agenda for management change that focusses on six major initiatives. Industry Canada will contribute to the change agenda as highlighted below.

Citizen-Centred Service Delivery

To achieve the agenda set out by *Results for Canadians*, departments are to focus on client satisfaction (through the Service Improvement Initiative), improved citizen access (through Service Canada), and the modernization of service delivery (through Government On-Line). The second phase of the Service Improvement Initiative requires each lead department

- to set annual targets for the improvement of client satisfaction;
- to have service improvement plans based on client priorities;
- to take action on key clients' priorities;
- to report on performance against service standards; and
- to report client satisfaction against baseline data.

In the coming year, the Department's focus related to the Service Improvement Initiative will be on the areas that provide direct services to the Canadian public. Service standards that have been set over the past few years will be revisited and will continue to be tracked on a regular basis. Following a series of independent assessments against national quality award criteria, service improvement plans will be finalized and implementation will continue over the next three years. Finally, client satisfaction baseline data will be set and tracked for the following key services:

- the Office of the Superintendent of Bankruptcy Canada's Insolvency Name Search
- the Canadian Intellectual Property Office Web site
- FedNor's contribution program
- Aboriginal Business Canada's contribution program
- the Corporations Directorate On-line Incorporation Service
- the *ExportSource* Internet portal (<http://exportsource.gc.ca>) available to companies actively exporting or hoping to export
- Spectrum's land fixed/land mobile licensing
- International Trade Centres outreach events.

Annual targets will be established for each of these services, and client satisfaction levels will be tracked against these targets on an annual basis. Service Improvement Initiative efforts will also begin to be expanded into other areas of the Department.

Network of Canada Business Service Centres

The network of Canada Business Service Centres (CBSCs) provides established SMEs and new entrepreneurs with a client-centred business information and referral service. The CBSCs are managed by Atlantic Canada Opportunities Agency, Western Economic Diversification Canada, Canada Economic Development for Quebec Regions and Industry Canada (for Ontario, the Yukon Territory, the Northwest Territories and Nunavut).

To coordinate CBSC activities into the broader change agenda of *Results for Canadians*, the centres are working with Service Canada to create seamless links between the in-person and telephone service delivery networks.

The CBSCs also contribute significantly to the BusinessGateway.ca Web site (<http://businessgateway.ca>), which was developed as part of Government On-Line. Specifically, the CBSCs are involved in Business Start-up Assistant, Programs A-Z (comprehensive business programs and services data base) and Business Tools such as the Interactive Business Planner. The annual report for 1999-2000 (http://www.cbsc.org/annual_report) provides a comprehensive look at the achievements and performance of the CBSCs.

Government of Canada On-Line

How will government improve the management of its programs to better serve Canadians?

One of the key objectives of the Government On-Line initiative is to promote integrated service delivery to Canadians, organized by client needs and across departmental boundaries. Industry Canada has led the development of a number of partnership sites for businesses and consumers: BusinessGateway.ca (<http://businessgateway.ca>), Innovation in Canada (<http://www.ic.gc.ca/scdt/innovation/interface2.nsf/engdoc/0.html>), Sources of Financing (<http://strategis.gc.ca/sources>), *ExportSource* (<http://exportsource.gc.ca>), Business Start-Up Assistant (<http://sade.rcsec.org>) and the Canadian Consumer Information Gateway (<http://www.consumerinformation.ca>). Also, *Strategis* has undergone a major redesign with the objective of providing clients with access to comprehensive information and service. All of these sites have been designed and will evolve based on client priorities and requirements derived from comprehensive client feedback.



Rollout of departmental transaction services

While the Speech from the Throne set a target of 2004 for Government On-Line, Industry Canada has set itself an accelerated target of 2003 for electronic service delivery, in light of the importance of Government On-Line to the take-up of e-commerce in all parts of the economy. Twenty-two key Industry Canada services have been identified that are targeted to businesses, consumers, local communities and students.

Last year, Industry Canada met the requirement for Tier One, information and forms on-line, across the entire Department. The next stage is to get transactions on-line, and currently three services have fully implemented the Tier Two requirement: filings under Investment Canada, the Ethics Counsellor's Lobbyists Registration System and the Newly Upgraded Automatic Name Search (NUANS).

Other key services are on-line with additional components to be completed by 2003: the business portal and sub-portals, CBSC Web site and products, Bankruptcy Search, Federal Incorporations, trade-marks, patents, copyrights and industrial designs registration (Canadian Intellectual Property Office), Radio Frequency Spectrum Management, Invest in Canada, CA numbers and advisory opinions (Competition Bureau), and other organizations such as Information Highway Applications Branch, and the Office of Consumer Affairs. These key services will be featured on *Strategis*.

Modern Comptrollership

Industry Canada has joined 14 other departments as a comptrollership pilot department. The Department will be conducting a baseline assessment of its modern management practices. The results will drive a plan for action to address gaps or improve capacity in specific areas. Furthermore, the implementation of the Financial Information Strategy will provide a solid foundation on which to move forward on the Department's modern management agenda. During the next year, Industry Canada will be assessing how best to benefit from this enhanced information to improve decision making within the Department. This includes how best to prepare its managers in the financial management area to fully benefit from this newly available integrated information and what type of reports will best serve management needs to measure results.

Improved Reporting to Parliament

Improved reporting to Parliament aims to provide parliamentarians and Canadians with high-quality information about the Government of Canada's plans and achievements. Not only is it intended to improve the expenditure management documents supplied to Parliament, such as the Reports on Plans and Priorities and the Departmental Performance Reports, it is also intended to sharpen the focus on results and on performance information. Further, it allows Canadians an opportunity to better understand, as well as shape, public policy.



With the aim of improving its reporting to Parliament, Industry Canada has adopted a results-based management approach to ensure that clients, stakeholders, beneficiaries, parliamentarians and the general public understand how the Department is making a difference for Canadians. This approach also ensures that management decision-making is based more extensively on performance information that distinguishes between program strengths and weaknesses, and provides guidance on what does and does not work. This in turn supports a culture of learning and continual improvement.

This report is based on a corporate-level performance framework that demonstrates how the Department's programs and activities contribute to the strategic objectives of the Department, and ultimately to the broader government agenda. In developing the performance framework, it was recognized that Industry Canada can exert only an indirect influence over certain elements of the economy and that many other factors determine innovation levels, trade and investment flows, the degree of connectedness in Canada, and general marketplace behaviours. The Department exerts more direct influence over the constituencies with which it deals and can encourage certain determinants of marketplace behaviour. That is why the key commitments and planned results of each of the strategic objectives (*see Section 3B*) focus on the challenges and the problems or "gaps" that the Department will address during the planning period. Through the achievement of the corresponding activities, the Department's planned result is to close those gaps and thus realize its key commitments.

Industry Canada recognizes that its performance planning and reporting can be improved by placing more emphasis on the results of its activities. Departmental effort is now being directed at developing a corporate performance measurement strategy that will identify the operational requirements for gathering and reporting performance information for both internal and external use. This will be followed by an implementation phase to produce timely and meaningful information for management purposes. It is expected that, over the coming years, corporate-level performance management efforts, including efforts to modernize comptrollership, will position the Department to better fulfil its management and external reporting responsibilities.

Program Integrity

Program integrity is an ongoing appraisal of the state of departmental and agency operations led by Treasury Board of Canada, Secretariat (TBS). From an overall government perspective, program integrity aims to ensure the integrity of programs that are critical to the health, safety and well-being of Canadians and to ensure a balanced distribution of resources between existing programs and potential new initiatives, so that the overall program mix achieves the right results for Canadians. Industry Canada will continue to assess its programs and priorities in close consultation with TBS, with a view to ensuring that the Department's programs and services remain relevant for Canadians.





Developing an Exemplary Workplace

Industry Canada will support program areas through an integrated recruitment, retention and representation strategy responsive to their needs and reflective of the diverse population they serve.

Recruitment

- University recruitment marketing strategies now include increased participation at Campus Career Fairs, especially at Francophone universities and universities with large populations of Aboriginal people and visible minorities, and the promotion of opportunities in various recognized publications.
- Bridging programs for co-op students are enriched to promote long-term employment.
- Increased delegated authority for recruitment without competition and recruitment of non-Canadians for certain groups is being sought from the Public Service Commission of Canada.

Retention

Industry Canada's success in delivering the programs and services that support its five strategic objectives depends on the talents, skills and motivation of its employees.

- A Leadership Development Program for EX minus 1 and 2 levels is ongoing.
- Best practices in workplace well-being, particularly work-life balance, are being implemented.
- The offer of stimulating work, a positive environment, career and skills development opportunities and, leading-edge technology will continue to be at the core of our retention strategy.

Representation

Industry Canada strives to build a work force that is representative of the population it serves.

- University campus associations for Aboriginal people and for persons with disabilities and Employment Equity Job Fairs have been targeted; active involvement in the Aboriginal Recruitment Project will be sustained.
- Active participation in the Aboriginal Career Development Initiative Pilot will facilitate interdepartmental assignments to provide training and career development opportunities for Aboriginal employees in the Department.
- The sensitization of managers to the important representation issues currently at play and to the critical importance of a representative work force in the delivery of its mandate will continue.



Section 4: Joint Initiatives

A. Horizontal Initiatives

Significant Regulatory Proposals

Regulation	Expected Result
<i>Canada Small Business Financing Act</i> (CSBFA) — Capital Leasing Pilot Project Regulations.	Planned for pre-publication in the <i>Canada Gazette</i> , Part I in July 2001. The proposed regulations would extend the CSBFA to capital leasing, which would give small businesses a significant new alternative in having their financing needs guaranteed under the CSBFA.
Radiocommunication Regulations — Non-Broadcast Radio Licensing Fee Reform — A new licence fee structure for non-broadcast spectrum must be put in place because new technology has dictated the need for a change.	There will be a new licence fee structure for non-broadcast spectrum that is simple, flexible and fair for all applicants.

Sustainable Development Strategy

Industry Canada's sustainable development strategy for 2000–03 is guided by a commitment to promote sustainable development as part of its mandate to create the foundation for a more productive, competitive, knowledge-based economy. This vision calls for the Department to play a leadership role and form partnerships to promote sustainable development through three sustainable development objectives, nine related intended results, and the delivery of 29 specified actions.

The new strategy builds on the first strategy, but it is different in both structure and content. Whereas the first strategy was anchored on a theme of learning and discovery, the new strategy reflects a theme of leadership and partnership and is more proactive and focussed. It also places more emphasis on strengthening management practices.

The following three sustainable development objectives set the strategy's direction:

- productivity through eco-efficiency;
- environmental technologies; and
- integrating sustainable development into decision making.

Implementation

The strategy presents 29 specific action plan items and corresponding performance indicators to implement the sustainable development objectives and targets as presented in the tables on the following pages. The action plan items found under the first and second objectives related to eco-efficiency and environmental technologies are oriented toward the Department's external obligations to clients and stakeholders (including industry outreach and partnerships). Action items in the third objective, concerning the integration of sustainable development into decision making, are largely concerned with the internal operations of the Department.

The effective implementation of the strategy will be reinforced by the third sustainable development objective and its corresponding action plan items. These action plan items cover the full spectrum of the “plan, do, check and improve” phases of the Department's management system. For example, they are aimed at continuing to deepen and broaden the awareness of employees, strengthen the involvement of senior management, refine the monitoring and reporting system, and integrate sustainable development into the corporate planning and evaluation phases. All of these will help to ensure that the strategy is successfully implemented.

In terms of the linkages between Industry Canada's corporate strategic objectives and the new strategy, the innovation strategic objective is supported by the majority of the strategy's action items. These action items also generally support the other four departmental strategic objectives (connectedness, marketplace, investment and trade) as well as the corporate and management services support function. The Department will continue to work toward further integrating sustainable development-related activities under each of the four strategic objectives.

The action plan items and their related work task commitments are presented under the three-year time line, consistent with the strategy's mandate. This approach is considered to be efficient and pragmatic from an implementation perspective, as learned from the experience of implementing the Department's first strategy. In order to take advantage of certain opportunities and respond effectively to constraints, both schedules and resources need to be flexible.

The Department will develop, and have available upon request, a detailed implementation plan that identifies responsibility centres, resources and time lines for each of the actions. There will also be a progress report on the action items that will be presented biannually to both management and the public. The progress reports will present performance results in the context of the deliverables and indicators described in the tables below. This will provide accountability and transparency with respect to the delivery of the action plan commitments.

The sustainable development Web site contains more information on the expected deliverables, as well as the timing, of the individual action items (<http://strategis.gc.ca/sd>).

Intended Results, Deliverables and Performance Indicators

<p>SUSTAINABLE DEVELOPMENT OBJECTIVE: Enhance the capacity of Canadians, industries and firms to develop and use eco-efficient practices, tools, technologies and products that contribute to increased productivity and environmental performance.</p>		
<p>TARGET: Work in partnership with industry and others to demonstrate the contribution of eco-efficiency to enhancing productivity and environmental performance through capacity building in R&D and skills, applying the tools in the marketplace, and measuring success initiatives. By 2003, successfully complete eight identified action plan deliverables.</p>		
Intended Results	Deliverables: Action Plan Items to Achieve Results	Performance Indicators
Capacity building in R&D and skills	<ul style="list-style-type: none"> Supporting the establishment of Research Chairs Supporting the establishment of Networks of Centres of Excellence (NCEs) 	<ul style="list-style-type: none"> Number of research areas assessed and supported Number of NCEs assessed and supported
Applying the tools in the marketplace	<ul style="list-style-type: none"> Assisting SMEs to use eco-efficient practices, tools and technologies, and promoting the adoption of environmental standards Developing and encouraging the use of voluntary non-regulatory initiatives Assessing the extent to which environmental labelling assists consumers Identifying opportunities for the Internet and associated information and communications technologies (ICTs) to contribute to eco-efficiency 	<ul style="list-style-type: none"> Number of workshops, tools developed and pilot projects Number of voluntary agreements developed with industry sectors Number of progress reports Number of Internet assessments made or information products developed
Measuring success	<ul style="list-style-type: none"> Furthering the development of eco-efficiency and sustainable development indicators and examining the environmental reporting practices of Canadian industry Encouraging industry's social responsibility through an assessment of best practices and improving guidelines and indicators 	<ul style="list-style-type: none"> Number of indicators developed and extent of surveys conducted Number of reports on best practices or guidelines



<p>SUSTAINABLE DEVELOPMENT OBJECTIVE: Facilitate the development and diffusion of environmental and enabling technologies that produce long-term economic and environmental benefits.</p>		
<p>TARGET: Work in partnership with industry, other federal and provincial government departments and other key partners to facilitate the development and/or diffusion of environmental and enabling technologies that produce long-term economic and environmental benefits for Canada. By 2003, successfully complete 12 identified action plan deliverables.</p>		
Intended Results	Deliverables: Action Plan Items to Achieve Results	Performance Indicators
<p>Promoting technology innovation</p>	<ul style="list-style-type: none"> Investing in innovative environmental and enabling technologies through Technology Partnerships Canada (TPC) Supporting the establishment and operation of the Sustainable Development Technology Fund (SDTF) Supporting the R&D of innovative intelligent systems solutions through Pre-competitive Applied Research Network (PRECARN) III Working with the Canada Foundation for Innovation (CFI) to support a research infrastructure 	<ul style="list-style-type: none"> Number of sustainable development projects supported by TPC, dollar amount invested by TPC, and amount of innovation spending leveraged Number of sustainable development projects supported per annum by SDTF, PRECARN and CFI
<p>Working together through strategic partnerships</p>	<ul style="list-style-type: none"> Developing and implementing the Pathways to Growth for Environmental Technologies Sector Strategy Promoting and monitoring progress of Genome Canada Inc. Supporting and undertaking Technology Roadmaps (TRMs) in key strategic areas Expanding International Business Development through the identification and marketing of Canada's environmental technologies Supporting international urban pilot projects through the Sustainable Cities Initiative 	<ul style="list-style-type: none"> Level of participation of other government departments, provinces and industry in the development and implementation of the Pathways to Growth Strategy for Environmental Technologies Level of participation of Industry Canada in Genome Canada Inc. activities Number of technologies identified, and number of industry commitments to technology development and commercialization-related actions arising from a TRM Extent of improved market access to domestic and global market opportunities for Canadian environmental companies
<p>Encouraging new approaches</p>	<ul style="list-style-type: none"> Supporting the development and implementation of the National Implementation Strategy on Climate Change Encouraging and supporting the continued development of the fuel cell industry Promoting industrial sustainability through biotechnology 	<ul style="list-style-type: none"> Participation of industry stakeholders in National Climate Change process, and completion of detailed analysis of options for addressing climate change and their economic implications Development and adoption of fuel cells in both industry and government Canadian Biotechnology Strategy partnering, funding levels supporting initiatives, consultations with public and annual reports

<p>SUSTAINABLE DEVELOPMENT OBJECTIVE: Improve the integration of sustainable development considerations into departmental decision making, including the development and delivery of departmental policies, plans and operations.</p>		
<p>TARGET: Improve the integration of sustainable development considerations into Industry Canada's decision making in the planning, implementation and evaluation phases of the Department's management system. By 2003, successfully complete nine identified action plan deliverables to improve decision making.</p>		
Intended Results	Deliverables: Action Plan Items to Achieve Results	Performance Indicators
Improving planning practices	<ul style="list-style-type: none"> • Expanding sustainable development considerations in corporate planning • Enhancing environmental assessment approaches and use • Supporting sustainable development outside the Department • Conducting sustainable development policy research 	<ul style="list-style-type: none"> • Extent of guidelines and information made available to staff and management • Number of project and strategic environmental assessments conducted • Level of participation by Industry Canada in supporting sustainable development in outside fora and files • Number of policy research studies conducted on sustainable development
Enhancing implementation and operationalization of sustainable development	<ul style="list-style-type: none"> • Increasing senior management involvement • Expanding monitoring and reporting of sustainable development actions • Improving sustainable development training and awareness • Enhancing greening operations 	<ul style="list-style-type: none"> • Level of assessment of sustainable development impacts and opportunities on proposals brought to senior management • Level of senior management support • Number of reports on progress to departmental staff and stakeholders per annum • Number of participants in courses, workshops and lectures • Performance data on procurement, automotive fleet operations, non-hazardous materials, solid waste • Complete Environmental Management System gap analysis of Department's management system and strategic action plan
Strengthening consideration of sustainable development in evaluation	<ul style="list-style-type: none"> • Advancing evaluation methods and processes 	<ul style="list-style-type: none"> • Number of evaluation frameworks on departmental initiatives that integrate sustainable development • Development of practical evaluation frameworks for evaluating sustainable development strategy • Completion of a mid-term evaluation on the Department's second sustainable development strategy



B. Collective Initiatives

The following table presents some of the key collective initiatives in which Industry Canada plays a significant or leadership role.

Collective initiatives are programs, strategies or activities that are undertaken and achieved through public policies, and that involve more than one jurisdiction, department or partner working toward shared objectives to achieve a specific mandate.

COLLECTIVE INITIATIVE	KEY COMMITMENT	PARTNER(S)	PLANNED RESULTS
Access to Capital (a component of the Aboriginal Business Development Initiative)	Strengthen the institutional capacity of Aboriginal developmental lending institutions and foster increased availability of capital for developmental lending.	<ul style="list-style-type: none"> • Industry Canada • Canada Economic Development for Quebec Regions (CED) • Atlantic Canada Opportunities Agency (ACOA) • Indian and Northern Affairs Canada (INAC) • Western Economic Diversification Canada (WD) 	<p>An estimated 36 Aboriginal financial institutions will gain access to the programming available.</p> <p>It is estimated that Aboriginal financial institutions will establish more than \$18 million in credit lines that will be used to make direct loans to Aboriginal business.</p> <p>The capacity of Aboriginal financial institutions will be increased.</p> <p>http://strategis.gc.ca/abc (Aboriginal Business Canada)</p> <p>http://nacca.net/aboutus.htm (Access to Capital)</p>
Canshare	Improve cooperation and coordination among law enforcement agencies across Canada by combining information from complaints related to consumer protection or market fairness.	<ul style="list-style-type: none"> • Industry Canada • Ontario Provincial Police (Project PhoneBusters) • Provincial and territorial governments 	The enforcement of provincial/territorial and federal legislation will be facilitated.

COLLECTIVE INITIATIVE	KEY COMMITMENT	PARTNER(S)	PLANNED RESULTS
Connecting Canadians Interdepartmental Committee	Determine a course of action that secures the future well-being of our citizens, through a horizontal agenda.	<ul style="list-style-type: none"> • Industry Canada • AAFC • ACOA • Canada Customs and Revenue Agency • Canadian Coast Guard • CED • Canadian International Development Agency (CIDA) • Citizenship and Immigration Canada • Department of Canadian Heritage • Department of Finance Canada • Department of Justice Canada • DFAIT • Environment Canada • Health Canada • HRDC • INAC • NRCan • Public Works and Government Services Canada (PWGSC) • Solicitor General Canada • Statistics Canada • Treasury Board of Canada • WD 	<p>All citizens will benefit from the new networked economy.</p> <p>A competitive labour force that increases and retains our best and brightest will be established.</p> <p>Businesses will be helped to adopt and adapt to the new digital business platform.</p> <p>Citizens and businesses will be able to realize the benefits of nationwide broadband maps networks.</p>
Deceptive Telemarketing Prevention Forum	Apprise and educate consumers in the area of deceptive telemarketing practices through the implementation of a public education strategy.	Various members from government, not-for-profit organizations and the private sector, including Bell Canada, Canada Post, the RCMP, and Industry Canada as Forum Chair.	<p>There will be a change in the behaviour of consumers with the goal of reducing their risk of becoming victims of deceptive telemarketing practices.</p> <p>Assistance will be provided to forum members for the implementation and delivery of the strategy.</p>





COLLECTIVE INITIATIVE	KEY COMMITMENT	PARTNER(S)	PLANNED RESULTS
G8 dot force	Identify measures that will help bridge the digital divide between countries by participating in high-level discussions organized by the G8.	<ul style="list-style-type: none"> • Industry Canada • DFAIT • CIDA • International Development Research Centre • Private companies • Civil society representatives 	<p>Policy recommendations will be developed.</p> <p>An action plan will be developed for G8 countries and international organizations such as the United Nations, World Bank and OECD.</p>
Interdepartmental Working Group on Oil Price Trends and Implications	Provide a mechanism for the exchange of information and analysis among departments regarding the effects of price increases and the options available to the Government of Canada to mitigate adverse effects.	<ul style="list-style-type: none"> • Industry Canada • Transport Canada • NRCan (chair) • AAFC • Department of Finance Canada • HRDC • DFAIT • Privy Council Office 	<p>Policy coordination will be provided.</p> <p>A federal government-wide communications strategy to provide for fact-based, citizen-focussed communications will be developed.</p>
Interdepartmental New Media Working Group	Coordinate policy in government initiatives that support the creation, promotion and distribution of Canadian digital content.	<ul style="list-style-type: none"> • Industry Canada (co-chair) • Department of Canadian Heritage (co-chair) • HRDC • ACOA • CED • Natural Sciences and Engineering Research Council of Canada (NSERC) • NRC 	<p>Policy coordination will be provided.</p>

COLLECTIVE INITIATIVE	KEY COMMITMENT	PARTNER(S)	PLANNED RESULTS
International Marketing Supervision Network	Develop strategies to prevent and redress deceptive marketing practices with an international component.	Delegates from Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Hungary, Ireland, Japan, the Netherlands, New Zealand, Norway, Portugal, Spain, Sweden, Switzerland, the United Kingdom, and the United States established the network in 1992, with participation from representatives of the OECD and the European Union. The Czech Republic, Greece, Italy, Korea, Luxemburg, Malta, Mexico, Poland, and Slovakia have since joined the network.	Practical action will be facilitated to tackle consumer problems connected with cross-border transactions of goods and services.
Internet Safety Strategy	Raise awareness of the pitfalls of children using the Internet, and strengthen consumer confidence in the Internet.	<ul style="list-style-type: none"> • Industry Canada • Department of Canadian Heritage • HRDC • Department of Justice Canada • Canada Customs and Revenue Agency • Criminal Intelligence Service Canada • RCMP • Health Canada 	<p>Reports about inappropriate Internet content will be prepared.</p> <p>International collaboration will be promoted in developing non-regulatory methods to address inappropriate Internet content.</p> <p>http://www.connect.gc.ca/cyberwise</p>
Lawful Access	Ensure that Canadian companies remain competitive in international markets by conducting research and analysis, and consulting with them on approaches to lawful access to communications.	<ul style="list-style-type: none"> • Industry Canada • Department of Justice Canada • Solicitor General Canada 	See http://e-com.ic.gc.ca/english/crypto/631d15.html



COLLECTIVE INITIATIVE	KEY COMMITMENT	PARTNER(S)	PLANNED RESULTS
National Broadband Task Force	Advise the Government of Canada on how best to make high-speed broadband Internet services available to all Canadian communities by 2004.	<ul style="list-style-type: none"> • Industry Canada • HRDC • Department of Canadian Heritage • Government On-Line • Health Canada • INAC • Rural secretariat • CANARIE • CRC • Industry stakeholders (digital content producers, rural communities, Aboriginal groups, and users in the education, library and health communities) • Private sector 	<p>Recommendations will be made on the Government of Canada's level of involvement.</p> <p>Recommendations will be made on how this could be implemented.</p> <p>http://broadband.gc.ca</p>
Partners Against Consumer Telefraud	Provide information and promote awareness of deceptive telemarketing practices, with senior citizens as the primary target audience.	<ul style="list-style-type: none"> • Industry Canada • Senior Citizen's Secretariat • Better Business Bureau of Canada • Nova Scotia Department of Business and Consumer Services • RCMP 	Consumer awareness will be increased regarding deceptive telemarketing activities.
Project Emptor	Target cross-border deceptive telemarketing and deceptive mail operations, through a collaborative enforcement initiative of Canadian and U.S. law enforcement agencies.	<ul style="list-style-type: none"> • Industry Canada • RCMP • British Columbia Auditor General • U.S. Federal Trade Commission • U.S. Federal Bureau of Investigation 	Effective strategies will be devised and implemented to deal with cross-border deceptive telemarketing and deceptive mail operations.

COLLECTIVE INITIATIVE	KEY COMMITMENT	PARTNER(S)	PLANNED RESULTS
SchoolNet GrassRoots Program	<p>Facilitate the integration of information and communications technologies (ICTs) into K–12 learning and teaching.</p> <p>Contribute to the development of the skills and spirit of innovation of Canada’s youth by stimulating the use of the Internet and ICTs in a classroom learning environment.</p>	Federal, provincial and territorial governments, universities and colleges, education associations, not-for-profit organizations and the private sector.	<p>Twenty thousand on-line classroom projects involving Canada’s 5 million K–12 students will be supported.</p> <p>The acquisition of academic, employability and computer skills will be fostered.</p> <p>Unique and relevant Canadian content on the Internet will be built.</p> <p>ICTs will be integrated into learning.</p> <p>Increased usage and training opportunities will be facilitated.</p>
SkillNet.ca	Offer recruitment services to job-seekers and employers in areas and industries poorly served by commercial on-line career services.	<ul style="list-style-type: none"> • Industry Canada • Canadian Association of Career Educators and Employers • Canadian Aviation Maintenance Council • Canadian Nurses Association • Canadian Tourism Human Resources Council • Cultural Human Resources Council • Centre for Education and Training (Peel School Board) • Volunteer Canada 	See http://www.skillnet.ca





COLLECTIVE INITIATIVE	KEY COMMITMENT	PARTNER(S)	PLANNED RESULTS
Team Canada Inc	Create jobs and prosperity by assisting Canadian firms to take full advantage of international business opportunities and by facilitating the flow of investment and technology.	<ul style="list-style-type: none">• Industry Canada• AAFC• ACOA• Business Development Bank of Canada• Canada Customs and Revenue Agency• CED• Department of Canadian Heritage• Canada Mortgage and Housing Corporation• Canadian Commercial Corporation• Fisheries and Oceans Canada• CIDA• DFAIT• Environment Canada• Export Development Corporation• HRDC• INAC• National Farm Products Council• NRC• NRCan• PWGSC• Statistics Canada• Transport Canada• WD	See http:// exportsource.gc.ca
Toronto Strategic Partnership	Establish a framework for cooperation and coordination with respect to the enforcement of deceptive marketing practices laws.	<ul style="list-style-type: none">• Industry Canada• Ontario Ministry of Consumer and Commercial Relations• Toronto Police Service• Federal Trade Commission (Bureau of Consumer Protection)• U.S. Postal Inspection Service	Law enforcement activities will be coordinated to identify fraudulent, deceptive and misleading marketing practices. Information sharing among the parties will be facilitated.

COLLECTIVE INITIATIVE	KEY COMMITMENT	PARTNER(S)	PLANNED RESULTS
Youth Employment Strategy (YES)	Help young Canadians gain access to career information, learning opportunities and work experience.	<ul style="list-style-type: none"> • Industry Canada • Department of Canadian Heritage • HRDC • Environment Canada • NRCan • AAFC • Student Connection Program (http://scp-ebb.com) • SchoolNet Youth Employment Initiative (http://www.schoolnet.ca/yEI) • Computers for Schools Technical Work Experience Program (http://www.schoolnet.ca/cfs-ope) • Community Access Youth Employment Project (http://cap.ic.gc.ca) • Information Highway, Science and Entrepreneurship Camps (http://www.schoolnet.ca/ise) • Canada's Digital Collections (http://collections.ic.gc.ca) • NetCorps Canada International (http://www.netcorps-cyberjeunes.org) 	<p>Young people will be provided with information and opportunities to help them get the skills, knowledge and work experience they need for a successful career.</p> <p>A number of existing Government of Canada programs and services for youth will be brought together.</p> <p>New youth programs and services will be created through partnerships with business, labour, industry, non-profit organizations, communities and other levels of government.</p> <p>http://www.youth.gc.ca/YES</p>

Section 5: Financial Information

5.1 Summary of Transfer Payments by Business Line

(thousands of dollars)	Forecast Spending 2000–2001	Planned Spending 2001–2002	Planned Spending 2002–2003	Planned Spending 2003–2004
Grants				
Micro-Economic Policy	1,000.0	1,000.0	1,000.0	1,000.0
Marketplace Rules and Services	45.0	45.0	45.0	45.0
Total Grants	1,045.0	1,045.0	1,045.0	1,045.0
Contributions				
Micro-Economic Policy	12,698.0	13,348.0	10,848.0	10,848.0
Marketplace Rules and Services	1,000.0	1,690.0	1,690.0	1,690.0
Industry Sector Development	668,289.0	757,295.0	817,571.0	552,302.0
Total Contributions	681,987.0	772,333.0	830,109.0	564,840.0
Total Grants and Contributions	683,032.0	773,378.0	831,154.0	565,885.0

5.2 Details on Transfer Payment Programs

	Planned Spending 2001–2002
Micro-Economic Policy	
Grant to the Canada–Israel Industrial Research Development Foundation	1,000,000
Contribution to the International Telecommunications Union, Geneva, Switzerland	6,808,000
Contributions under the Canada Community Investment Program	2,400,000
Contributions under the Small Business Infrastructure Pilot Program	100,000
Contribution to the Canadian Institute for Advanced Research	3,490,000
Contribution to the Internal Trade Secretariat	550,000
Marketplace Rules and Services	
Grant to the Radio Advisory Board of Canada	45,000
Contributions to various organizations working in the consumer interest	1,690,000
Industry Sector Development	
Contribution to the Canadian Network for the Advancement of Research, Industry and Education (CANARIE)	22,778,000
Contributions under the Community Futures Program	20,060,000
(S) Insurance payments under the Enterprise Development Program and guarantees under the Industrial and Regional Development Program (IRDP)	10,000,000
Contributions under the Aboriginal Business Canada Program	34,291,000
Contributions under the Northern Ontario Development Fund	47,800,000
(S) Liabilities under the <i>Small Business Loans Act</i>	49,000,000
(S) Liabilities under the <i>Canada Small Business Financing Act</i>	11,000,000
Contributions under the Technology Partnerships Canada Program	356,813,000
Contributions under the Canada/Quebec Agreement on Industrial Development	1,805,000
Contributions under the SchoolNet/Community Access Program	47,003,000
Contributions under the Information Highway, Science and Entrepreneurship Camps Program	345,000
Contributions under the Smart Communities Program	22,400,000
Contribution to the Industrial Research and Development Institute	1,000,000
Contributions under the Infrastructure Canada Program	133,000,000

N.B. The objectives of Industry Canada's active grants and contributions programs can be found in Section 6.3, page 74.

5.3 Source of Respendable and Non-Respendable Revenue				
(millions of dollars)	Forecast Revenue 2000–2001	Planned Revenue 2001–2002	Planned Revenue 2002–2003	Planned Revenue 2003–2004
Respendable Revenue				
Bankruptcy and Insolvency Supervision	16.0	20.0	20.0	20.0
Intellectual Property Protection and Dissemination Revolving Fund	55.7	76.9	82.8	88.1
Competition Law and Policy	6.0	6.0	6.0	6.0
Communications Research	9.7	9.7	9.7	9.7
Sub-Total Respendable Revenue	87.4	112.5	118.5	123.8
Non-Respendable Revenue				
Bankruptcy and Insolvency Supervision	0.4	0.4	0.4	0.4
Corporations Regulation	12.5	13.1	13.7	14.4
Measurement Regulation	4.4	2.0	2.0	2.0
Consumer Labelling and Advertising Regulation	0.1	0.1	0.1	0.1
Spectrum Management*	1,688.2	206.3	206.3	206.3
Refund of Previous Year's Expenditures	4.9	—	—	—
Return on Investment	13.1	12.1	11.5	10.8
Development	1.4	1.0	0.9	0.8
<i>Small Business Loans Act / Canada Small Business Financing Act Service Fees</i>	34.2	31.0	31.0	31.0
Sub-Total Non-Respendable Revenue	1,759.2	266.0	265.9	265.8
Total Respendable and Non-Respendable Revenue	1,846.6	378.5	384.4	389.6

* Includes \$1,481.9 million from the auction of additional PCS Spectrum in the 2 GHz frequency range.

5.4 Net Cost of Program for the Estimates Year

(millions of dollars)	Industry Canada
Net Planned Spending	1,267.0
Plus:	
<i>Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	35.0
Contributions covering employees' share of insurance premiums and expenditures paid by Treasury Board Secretariat	18.4
Workers' compensation coverage provided by Human Resources Development Canada	0.7
Salary and associated expenditures of legal services provided by Justice Canada	4.3
Sub-Total	58.5
Total Cost of Program	1,325.5
Less: Non-Respendable Revenue	266.0
2001–2002 Net Cost of Program	1,059.5

5.5 Revolving Fund Financial Statements

Canadian Intellectual Property Office (CIPO) Revolving Fund Statement of Operations

(millions of dollars)	Forecast 2000–2001	Planned 2001–2002	Planned 2002–2003	Planned 2003–2004
Revenue	72.8	79.4	86.4	93.6
Expenses				
Operating:				
Salaries and employee benefits	38.5	42.0	44.3	45.8
Depreciation	14.9	15.5	14.3	14.0
Repairs and maintenance	0.4	0.4	0.4	0.4
Administrative and support services	17.1	17.2	17.3	17.4
Utilities, materials and supplies	1.9	2.0	2.1	2.1
Marketing	0.0	0.0	0.0	0.0
Interest	0.0	0.0	0.0	0.0
Total Expenses	72.8	77.1	78.4	79.7
Sub-Total Surplus (Deficit)	0.0	2.3	8.0	13.9
Deferred Capital Assistance	6.4	0.0	0.0	0.0
Surplus (Deficit)	6.4	2.3	8.0	13.9



5.6 Revolving Fund Financial Statements (cont'd)				
Statement of Changes in Financial Position				
(millions of dollars)	Forecast 2000-2001	Planned 2001-2002	Planned 2002-2003	Planned 2003-2004
Surplus (Deficit)	6.4	2.3	8.0	13.9
Add non-cash items:				
Depreciation/amortization	14.9	15.6	14.3	14.0
Deferred Capital Assistance	(6.4)	—	—	—
Investing Activities:				
Acquisition of depreciable assets	(4.0)	(4.6)	(4.3)	(4.8)
Changes in short- and long-term assets/liabilities	(0.1)	(4.6)	(5.7)	(8.0)
Cash Surplus (Requirement)	10.8	8.7	12.3	15.1

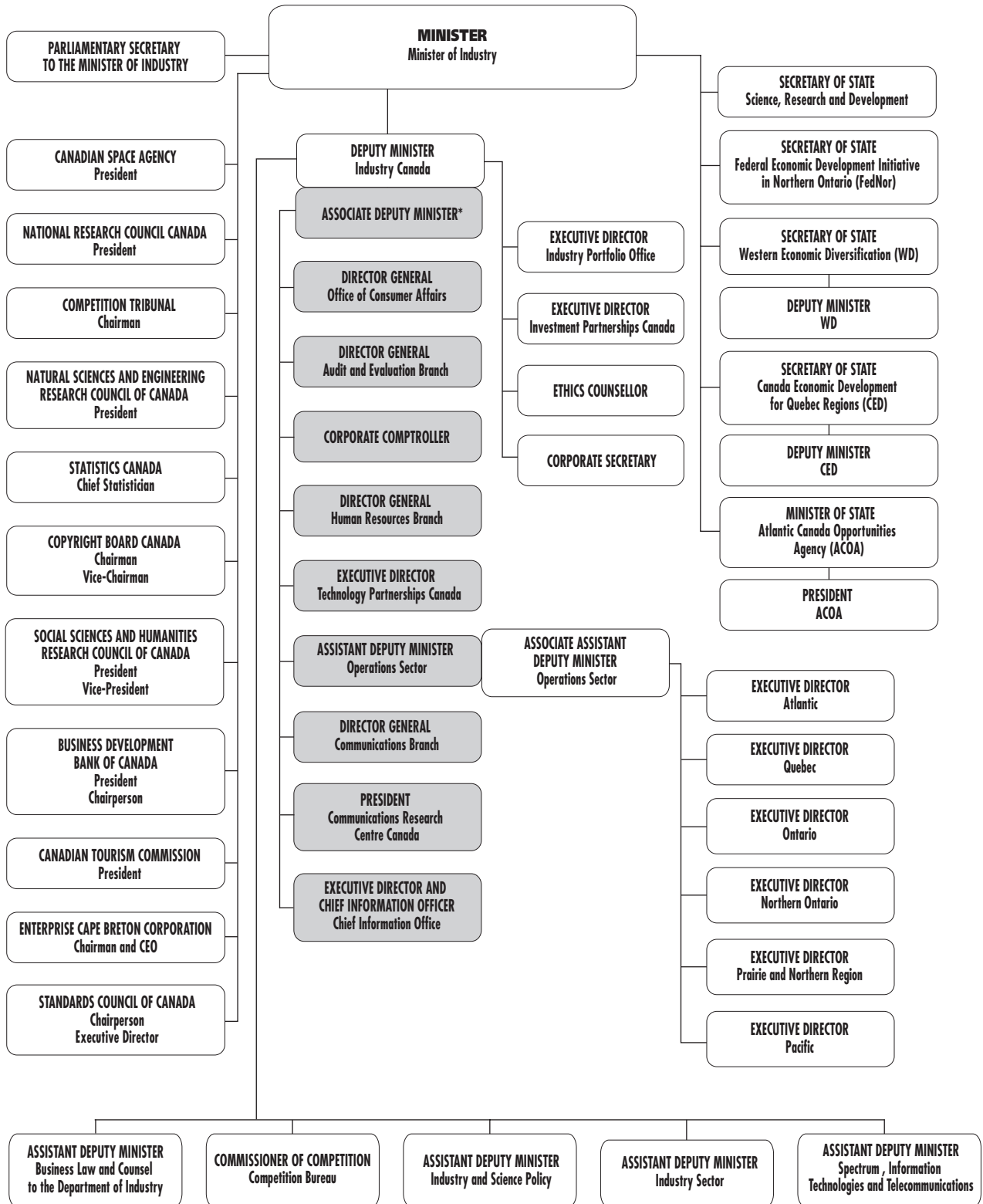
5.7 Revolving Fund Financial Statements (cont'd)				
Projected Use of Authority				
(millions of dollars)	Forecast 2000-2001	Planned 2001-2002	Planned 2002-2003	Planned 2003-2004
Authority*	15.0	15.0	15.0	15.0
Drawdown:				
Balance as of April 1	25.4	36.2	44.9	57.2
Projected surplus (drawdown)	10.8	8.7	12.3	15.1
	36.2	44.9	57.2	72.3
Projected Balance at March 31	51.2	59.9	72.2	87.3

* \$15 million is the maximum amount that may be drawn down from the Consolidated Revenue Fund (CRF) at any time.

5.8 Loans, Investments and Advances				
(millions of dollars)	Forecast Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
Industry Sector Development				
Payment pursuant to subsection 14(2) of the <i>Department of Industry Act</i>	—	0.3	0.3	0.3
Loans pursuant to paragraph 14(1)(a) of the <i>Department of Industry Act</i>	—	0.5	0.5	0.5
Total	—	0.8	0.8	0.8

Section 6: Supplementary Information

6.1 Industry Portfolio Organizational Structure



*Shaded boxes indicate that the Associate Deputy Minister has been designated with responsibility for day-to-day management.

6.2 Industrial and Regional Development Program

Section 14 of the *Industrial and Regional Development Act* states that an annual report to Parliament on the administration of the Industrial and Regional Development Program (IRDP) should be tabled by the first day of the month of June following the close of each fiscal year. Since there are no new commitments to report for the IRDP, Industry Canada is fulfilling its reporting requirements for fiscal year 2000–01, under the provisions of the Report on Plans and Priorities, rather than in a separate annual report.

The IRDP terminated on June 30, 1988. Since that time, no further applications for assistance under the program have been accepted. All financial commitments by Industry Canada under the IRDP have now been fully expended.

The *Industrial and Regional Development Act* remains in effect to allow for the ongoing repayments in future years of the financial assistance previously provided under the program.

6.3 Objectives of Industry Canada's Active Grants and Contributions Programs

The following are programs under which new contributions may be approved, either directly by the Department or through indirect delivery.

Aboriginal Business Development Program

The objectives of this program are the following:

- to increase the number of viable businesses in Canada that are owned and controlled by Aboriginal Canadians, and improve access to business opportunities, increase self-reliance and provide a supportive business environment for Aboriginal Canadians in all areas of Canada;
- to establish, expand and diversify self-sustaining Aboriginal-owned and -controlled capital corporations that provide developmental capital in Canada and that are functionally complementary to the mainstream financial sector;
- to improve access to capital for Aboriginal businesses in Canada that have difficulty obtaining conventional commercial financing;
- to enhance the capacity of Aboriginal financial and business development organizations to provide financial services, business information and developmental support services; and
- to provide Aboriginal Canadians with greater responsibility for economic development initiatives in keeping with the spirit of *Gathering Strength: Canada's Aboriginal Action Plan*.



Aboriginal Business Loan Insurance Program

The objective of this program is to increase commercial enterprise activity by Aboriginal Canadians, as a major step toward enhancing their economic self-reliance, by providing financial and advisory assistance at various stages and for several aspects of enterprise development.

Canada Small Business Financing Program

The objective of the Canada Small Business Financing Program is to encourage participating lending institutions to increase the availability of loans for the establishment, expansion, modernization and improvement of small business enterprises.

FedNor

The overall objective of the FedNor program is to promote economic development in Northern Ontario leading to a strengthening of the national economy and contributing to the successful development of business and job opportunities. The program is expected to generate the following specific results:

- the improvement of access to capital for small business (e.g. increased incidence of lending to small, rural, Aboriginal, Francophone or innovative businesses, high-risk projects and other initiatives);
- the improvement of access to information for small business (e.g. enhanced knowledge and use of the Internet, new technologies, and Industry Canada's services, and an accessible and cost-effective telecommunications infrastructure);
- the improvement of access to markets for small business (e.g. enhanced business competitiveness; enhanced knowledge and use of trade skills); and

- the promotion of sustainable self-reliant communities, including the strengthening of Aboriginal communities and their economies (e.g. greater degree of community-based decision making and delivery, and more active community economic development).

<http://strategis.gc.ca/fednor>

Information Highway Programs

Community Access Program

The objective of this program is to provide all Canadians with affordable access to the Internet, as a means of ensuring that Canadians benefit from the global, knowledge-based economy and the opportunity to use its technologies, and specifically to establish universal public access sites in urban and rural communities across Canada.

<http://cap.ic.gc.ca>

Computers for Schools

The objective of this program is to help schools and libraries take full advantage of the information age by collecting, refurbishing and distributing still valuable surplus computers donated by governments, the private sector, and individuals to schools and libraries across Canada.

<http://www.schoolnet.ca/cfs-ope>

SchoolNet

The objective of this program is to facilitate the connectivity of all schools, including First Nations schools, and libraries to the Internet. By stimulating using Internet in a learning environment, SchoolNet ensures that the tremendous potential of information and communications technologies (ICTs) is harnessed for the benefit of all Canadian learners, enabling them to compete effectively in the new global, knowledge-based economy.

<http://www.schoolnet.ca>



NetCorps Canada International

The objective of this program is to provide Canadian youth with international work experience in information technology, while contributing to the efforts of developing countries to increase their capacity in terms of information technology.

<http://www.netcorps-cyberjeunes.org>

Smart Communities Program

The objectives of this program are the following:

- to assist communities in developing and implementing sustainable Smart Communities strategies;
- to create opportunities for learning through the sharing among communities of Smart activities, experiences and lessons learned; and
- to provide new business opportunities, domestically and internationally, for Canadian companies developing and delivering ICT applications and services.

<http://smartcommunities.ic.gc.ca>

Voluntary Sector Network Support Program (VolNet)

The objective of this program is to expand the technological capacity of the voluntary sector by offering connectivity to voluntary organizations, assisting them to acquire computers and providing them with training.

<http://www.volnet.org>

Ontario Community Futures Program

The objective of this program is to support community economic development by assisting Northern and rural Ontario communities to develop and diversify their economies. Through the support of a network of Community Futures Development Corporations, the program's specific expected results are the following:

- the development and implementation of strategic community economic development plans with other partners in order to strengthen and diversify the local economy;
- the provision of a range of services to small business, including technical advice, counselling, information and referrals; and
- the provision of small business financing of up to \$125,000 on commercial terms through locally governed investment funds that offer loans, loan guarantees or equity investments for business start-up, expansion or stabilization, where available financing from other sources is insufficient.

Student Connection Program

As an Industry Canada/Youth Employment Strategy initiative, the Student Connection Program strives to meet the following objectives:

- to promote awareness and to assist Canadian SMEs with their information technology needs, specifically via training in the areas of the Internet and e-commerce;
- to provide valuable and relevant work experience to Canadian youth that ideally will ease their transition from school to work; and

- to continue to maintain a strong national presence by establishing collaborative networks that include government, private sector businesses, educational institutions and other stakeholders.
<http://scp-ebb.com>

Support Payments to Consumer Groups and Other Voluntary Organizations Working in the Consumer Interest

The objective of this program is to strengthen the consumer's role in the marketplace, through the promotion of timely and sound consumer research and analysis, as well as to strengthen the financial self-sufficiency of consumer groups and voluntary organizations.

Research Project Contributions

The specific objective of this program component is to strengthen the consumer's role in the marketplace by improving the quality and impact of consumer and voluntary organizations' research and policy development work on consumer issues.

The expected results are the following:

- through sound research and analysis, consumer organizations will have a greater capacity to represent the interests of consumers in public and private decision-making processes;
- project results and final reports will be consulted by peers, stakeholders and other government departments; and
- project results and final reports will contribute to the decision-making process.

Development Contributions

The specific objective of this program component is to strengthen organizations' capacity to diversify revenue sources and increase their level of self-sufficiency.

The expected results are that organizations will have a greater variety of revenue sources and a greater level of financial self-sufficiency.

Technology Partnerships Canada

The objectives of the TPC program are the following:

- to increase economic growth and create jobs and wealth;
- to support sustainable development;
- to maintain and build the industrial technology and skill base essential to a knowledge-based economy;
- to encourage the development of SMEs in all regions of Canada;
- to encourage private sector investment;
- to manage the contributions so that all repayments are recycled into TPC, allowing for future growth;
- to manage the sharing ratios on TPC contributions, with a target of an average TPC sharing ratio of no more than 33 percent (with typical projects sharing ratios between 25 percent and 30 percent); and
- to take an investment approach through sharing in returns as well as in risks.
<http://tpc.gc.ca>



The programs below are generally described as “indirect program delivery,” whereby a grant or contribution is made to an organization to enable it to provide financial assistance in order to promote economic development within a specific sector, according to preset performance criteria.

CANARIE — Phase III

Within the context of the federal government’s infrastructure policy in Building a More Innovative Economy, the Connectedness Agenda, the E-Commerce Strategy, and the National Learning Network strategy, the overall objectives of this program are to enhance the productivity and competitiveness of Canadian industry, especially innovative Canadian ICT companies, with an emphasis on priority (public and private) sectors of the economy (such as e-business, learning, telehealth and intelligent systems) to catalyse the development and diffusion of technologies, advanced applications and services that underpin or use advanced Internet infrastructure, such as CA*net 3, and that are based on open-systems standards. The program’s specific objectives are the following:

- to facilitate the development, testing and demonstration of advanced networking applications and related technologies and services;
- to support the development by Canadian industry of software, infrastructure and other products, solutions and services relating to advanced networks and advanced applications;

- to support the diffusion and deployment of advanced networks and advanced applications, including the results of sub-projects undertaken through the Advanced Applications Development Program (AADP);
- to promote awareness of advanced networks and related applications, technologies and services, including the results of projects undertaken through the AADP;
- to promote improved access to and use of advanced networks; and
- to encourage collaboration with and among industry, universities and colleges, schools and school boards, libraries, government research centres and agencies, provincial governments, aligned federal initiatives, and other stakeholders.

Within the next three years CANARIE’s expected results include the following:

- Under the E-Commerce program, during 2001–04, CANARIE Inc. will place up to \$28 million in cost-shared R&D projects and related activities.
- In the E-Learning and Training Program, CANARIE will follow up on the first cost-shared funding competition (announced in July 1999, with 10 \$1-million awards presented in May 2000) with additional competitions to find and launch another more than \$10 million worth of innovative, advanced education applications projects across the country.
- On a network technological level, the CA*net 3 national optical backbone will be completed by July 2002.
<http://canarie.ca>

Canadian Institute for Advanced Research

The objectives of this program are to encourage research excellence in Canada by supporting the work of the Canadian Institute for Advanced Research (CIAR) and fostering its development. The program is expected to generate the following specific results:

- the building of strength in areas that are of long-term scientific, economic and social importance to Canada and that are based on an interdisciplinary approach;
- the encouragement of greater private sector and provincial government investment in basic and applied R&D activities in Canada;
- the provision of help to prevent brain drain by fostering and working to retain qualified personnel in Canada; and
- the encouragement of closer links between the research activities of universities and governments.

<http://www.ciar.ca>

Genome Canada

Budget 2000 provided a \$160-million grant to Genome Canada, and provincial governments are expected at least to match this federal contribution. The objective of this initiative is to enable Canada to become a world leader in selected areas of genomic research by bringing together consortia to deliver genomics research, technology platforms and major genomics projects.

The elements include the following:

- the creation of Genome Canada, a not-for-profit corporation that will deliver a Canada-wide partnership-based genomics strategy and enterprise;

- the establishment of five regional Genomics Centres during fiscal year 2001–02 in British Columbia, the Prairies, Ontario, Quebec and Atlantic Canada with large-scale R&D technology platforms and major project initiatives;
- the conducting of major research projects in the sectors of health, agriculture, environment, forestry and fisheries;
- the recruitment and development of the next generation of genomics scientists in Canada; and
- the addressing of public concerns and increasing of public awareness about genomics research.

<http://www.genomecanada.ca>

PRECARN

The objectives of this program are the following:

- to build an industrial capability in intelligent systems in Canada;
- to provide leadership for collaborative research in intelligent systems by bringing together the complementary capabilities and resources of user-customers, suppliers, technology developers and researchers in a national, industry-driven consortium; and
- to create a competitive advantage for Canadian industry, and social and economic benefits for Canadians, through innovation in intelligent systems.

<http://www.precarn.ca>



6.4 Acts

Acts Under the Responsibility of the Minister of Industry

DEPARTMENTAL LEGISLATION

Department of Industry Act, S.C. 1995, c. 1

TELECOM LEGISLATION

Radiocommunication Act, R.S. 1985, c. R-2
Telecommunications Act, S.C. 1993, c. 38
Teleglobe Canada Reorganization and Divestiture Act, S.C. 1987, c. 12 (specified functions)
Telesat Canada Reorganization and Divestiture Act, S.C. 1991, c. 52 (policy role)

MARKETPLACE AND TRADE REGULATION

Agreement on Internal Trade Implementation Act, S.C. 1996, c. 17
Bankruptcy and Insolvency Act, R.S. 1985, c. B-3
Boards of Trade Act, R.S. 1985, c. B-6
Canada Business Corporations Act, R.S. 1985, c. C-44
Canada Cooperatives Act, S.C. 1998, c. 1
Canada Corporations Act, R.S. 1970, c. C-32
Companies' Creditors Arrangement Act, R.S. 1985, c. C-36
Competition Act, R.S. 1985, c. C-34
Government Corporations Operation Act, R.S. 1985, c. G-4
Investment Canada Act, R.S. 1985, c. 28 (1st supp.)
Lobbyists Registration Act, R.S. 1985, c. 44 (4th supp.)
Canada Small Business Financing Act, S.C. 1998, c. 36
Winding-Up and Restructuring Act, R.S. 1985, c. W-11 (Part I only)

CANADIAN INTELLECTUAL PROPERTY OFFICE (CIPO) LEGISLATION

Copyright Act, R.S. 1985, c. C-42
Patent Act, R.S. 1985, c. P-4
Trade-marks Act, R.S. 1985, c. T-13
Industrial Design Act, R.S. 1985, c. I-9

Integrated Circuit Topography Act, S.C. 1990, c. 37
Public Servants Inventions Act, R.S. 1985, c. P-32

CONSUMER LEGISLATION

Bills of Exchange Act, R.S. 1985, c. B-4 (Part V: Consumer Bills and Notes)
Consumer Packaging and Labelling Act, R.S. 1985, c. C-38
Electricity and Gas Inspection Act, R.S. 1985, c. E-4
Precious Metals Marking Act, R.S. 1985, c. P-19
Textile Labelling Act, R.S. 1985, c. T-10
Timber Marking Act, R.S. 1985, c. T-11
Weights and Measures Act, R.S. 1985, c. W-6

REGISTRAR GENERAL FUNCTIONS

Public Documents Act, R.S. 1985, c. P-28
Public Officers Act, R.S. 1985, c. P-31
Seals Act, R.S. 1985, c. S-6
Trade Unions Act, R.S. 1985, c. T-14

PORTFOLIO AND AGENCY LEGISLATION

Business Development Bank of Canada Act, S.C. 1995, c. 28
Canada Foundation for Innovation: Part I and XI of the *Budget Implementation Act, 1997*, S.C. 1997, c. 26
Canadian Space Agency Act, S.C. 1990, c. 13
Civil International Space Station Agreement Implementation Act, S.C. 1999, c. 35
Copyright Board: sections 66 ff. of the *Copyright Act*, R.S. 1985, c. C-42
Competition Tribunal Act, R.S. 1985, c. 19 (2nd supp.)
National Research Council Act, R.S. 1985, c. N-15
Natural Sciences and Engineering Research Council Act, R.S. 1985, c. N-21



Social Sciences and Humanities Research Council Act, R.S. 1985, c. S-12
Standards Council of Canada Act, R.S. 1985, c. S-16
Statistics Act, R.S. 1985, c. S-19

LARGELY INACTIVE OR MINIMAL INVOLVEMENT

Atlantic Fisheries Restructuring Act, R.S. 1985, c. A-14 (in respect of certain companies)
Agricultural and Rural Development Act, R.S. 1985, c. A-3
Bell Canada Act, S.C. 1987, c. 19 (private act)
British Columbia Telephone Company Act, S.C. 1916, c. 66 (private act)
Corporations and Labour Unions Returns Act, R.S. 1985, c. C-43
Employment Support Act, S.C. 1970-71-72, c. 56
Industrial and Regional Development Act, R.S. 1985, c. I-8
Pension Fund Societies Act, R.S. 1985, c. P-8 (ss. 4, 6 and 7)
Regional Development Incentives Act, R.S.C. 1970, c. R-3
Small Business Investment Grants Act, S.C. 1980-81-82-83, c. 147
Special Areas Act, R.S. 1985, c. S-14 (Ontario and Quebec)

REGIONAL AGENCY LEGISLATION

Atlantic Canada Opportunities Agency

The Minister of Industry is also currently the Minister for the Atlantic Canada Opportunities Agency and is responsible for the following:

Atlantic Canada Opportunities Agency Act, Part I of the *Government Organization Act*, *Atlantic Canada*, 1987, R.S. 1985, c. 41 (4th supp.)
Enterprise Cape Breton Corporation Act, Part II of the *Government Organization Act*, *Atlantic Canada*, 1987, R.S. 1985, c. 41 (4th supp.)
Canada Small Business Financing Act, S.C. 1998, c. 36 (Atlantic provinces)

Western Economic Diversification

The Minister of Industry is also currently the Minister of Western Economic Diversification Canada and is responsible for the following:

Western Economic Diversification Act, R.S. 1985, c. 11 (4th supp.)
Canada Small Business Financing Act, S.C. 1998, c. 36 (Western provinces)

Canada Economic Development for Quebec Regions

The Minister of Industry is also currently the Minister responsible for Canada Economic Development for Quebec Regions and is responsible for the following:

Part II of the *Department of Industry Act*, S.C. 1995, c. 1 (Regional Economic Development in Quebec)
Canada Small Business Financing Act, S.C. 1998, c. 36 (Quebec)

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Commissioner of Competition
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Technologies and
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binder.michael@ic.gc.ca



6.6 Industry Canada's Regional Offices

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235 Queen Street
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Fax: (613) 954-1894

ATLANTIC REGION

Industry Canada
10th Floor
John Cabot Building
10 Barter's Hill
P.O. Box 8950
St. John's NF A1B 3R9
Tel.: (709) 772-4866
Fax: (709) 772-5093

Industry Canada
2nd Floor
100 Sydney Street
P.O. Box 40
Charlottetown PE C1A 7K2
Tel.: (902) 566-7382
Fax: (902) 566-7450

Industry Canada
Suite 1605
1505 Barrington Street
Maritime Centre
Halifax NS B3J 3K5
Tel.: (902) 426-3458
Fax: (902) 426-2624

Mailing Address:
P.O. Box 940, Station M
Halifax NS B3J 2V9

Industry Canada
4th Floor, Unit 103
1045 Main Street
Moncton NB E1C 1H1
Tel.: (506) 851-6517
Fax: (506) 851-6502

QUEBEC REGION

Industry Canada
7th Floor
5 Place Ville-Marie
Montréal QC H3B 2G2
Tel.: (514) 496-1797
Fax: (514) 283-2247

ONTARIO REGION

Industry Canada
4th Floor
151 Yonge Street
Toronto ON M5C 2W7
Tel.: (416) 973-5000
Fax: (416) 973-8714

NORTHERN ONTARIO REGION

FedNor
Suite 307
19 Lisgar Street
Sudbury ON P3E 3L4
Tel.: (705) 671-0711
Toll-free: 1-877-333-6673
Fax: (705) 671-0717

FedNor
Suite 600
Roberta Bondar Place
70 Foster Drive
Sault Ste. Marie ON P6A 6V4
Tel.: (705) 941-2014
Toll-free: 1-877-333-6673
Fax: (705) 941-2085

FedNor
244 Lincoln Street
Thunder Bay ON P7B 5L2
Tel.: (807) 766-1800
Toll-free: 1-877-333-6673
Fax: (807) 346-8474

PRAIRIE AND NORTHERN REGION

Industry Canada
4th Floor
400 St. Mary Avenue
Winnipeg MB R3C 4K5
Tel.: (204) 983-5851
Fax: (204) 983-3182

Industry Canada*
Qumugjuk Building
Iqaluit NT X0A 0H0
*Telephones to be installed winter 2001

Industry Canada

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123 Second Avenue South
Saskatoon SK S7K 7E6
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Fax: (306) 975-6727

Industry Canada
Suite 1020
2002 Victoria Avenue
Regina SK S4P 0R7
Tel.: (306) 780-5010
Fax: (306) 780-6506

Industry Canada
Suite 725
9700 Jasper Avenue
Edmonton AB T5J 4C3
Tel.: (403) 495-4782
Fax: (403) 495-4507

Industry Canada
Suite 400
639-5th Avenue SW
Calgary AB T2P 0M9
Tel.: (403) 292-4575
Fax: (403) 292-4295

Industry Canada
Suite 1006
4920-52nd Street
Yellowknife NT X1A 3T1
Tel.: (867) 920-6604
Fax: (867) 920-6601

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Industry Canada
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300 West Georgia Street
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Tel.: (604) 666-5000
Fax: (604) 666-8330

Industry Canada
Suite 205
300 Main Street
Whitehorse YT Y1A 2B5
Tel.: (867) 667-5102
Fax: (867) 393-6711



6.7 International Trade Centres

NEWFOUNDLAND

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Charlottetown PE C1A 7K2

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NOVA SCOTIA

Halifax

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Industry Canada
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World Trade and
Convention Centre
1800 Argyle Street
Halifax NS B3J 2V9
Tel.: (902) 426-7540
Fax: (902) 426-5218

Mail: P.O. Box 940
Station M
Halifax NS B3J 2V9

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5 Place Ville-Marie
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BRITISH COLUMBIA AND YUKON TERRITORY

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6.8 Canada Business Service Centres

Telephone: 1-888-576-4444
Info-FAX: 1-888-449-5444
Web site: <http://www.cbsc.org>

BRITISH COLUMBIA

Canada/British Columbia Business
Service Centre
601 West Cordova Street
Vancouver BC V6B 1G1
<http://www.sb.gov.bc.ca>

ALBERTA

The Business Link
Business Service Centre
Suite 100
10237-104 Street NW
Edmonton AB T5J 1B1
<http://www.cbsc.org/alberta>

SASKATCHEWAN

Canada/Saskatchewan Business
Service Centre
122-3rd Avenue North
Saskatoon SK S7K 2H6
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MANITOBA

Canada/Manitoba Business Service Centre
250-240 Graham Avenue
P.O. Box 2609
Winnipeg MB R3C 4B3
<http://www.cbsc.org/manitoba>

ONTARIO

Canada-Ontario Business Service Centre
Toronto ON M5C 2W7
<http://www.cbsc.org/ontario>

QUEBEC

Info entrepreneurs
Suite 12500, Plaza Level
5 Place Ville-Marie
Montréal QC H3B 4Y2
<http://www.infoentrepreneurs.org>

NOVA SCOTIA

Canada/Nova Scotia Business
Service Centre
1575 Brunswick Street
Halifax NS B3J 2G1
<http://www.cbsc.org/ns>

NEW BRUNSWICK

Canada/New Brunswick Business
Service Centre
570 Queen Street
Fredericton NB E3B 6Z6
<http://www.cbsc.org/nb>

PRINCE EDWARD ISLAND

Canada/Prince Edward Island Business
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75 Fitzroy Street
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Charlottetown PE C1A 7K2
<http://www.cbsc.org/pe>

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St. John's NF A1B 3T1
<http://www.cbsc.org/nf>

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Canada/Northwest Territories Business
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8th Floor
Scotia Centre
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Yellowknife NT X1A 2L9
<http://www.cbsc.org/nwt>

YUKON

Canada/Yukon Business Service Centre
201-208 Main Street
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Appendix A

Industry Canada Crosswalk: Strategic Objectives to Business Lines*

Innovation: Improving Canada's innovation performance

Key Results	Challenges/Gaps to be Addressed in the Planning Period	MP	ISD	MRS
Increased recognition of innovation as a critical success factor in all sectors	Many Canadian organizations do not recognize that, in the knowledge-based economy, the development of innovative products and processes is key to success in the global marketplace.	✓	✓	
Expanded knowledge base, especially in fields with good opportunities	Canada ranks relatively low among industrialized nations in the amount of research performed, particularly by the private sector, where the performance of research is concentrated among relatively few firms.	✓	✓	
Accelerated commercialization and adoption of innovative processes and products by Canadian organizations	In general, compared with our international competitors, Canada exhibits slower rates of commercialization of research findings and adoption of new processes and technologies.	✓	✓	
Increased development and application of eco-efficient practices and technologies in Canada	Canadian organizations generally lag behind international competitors in terms of awareness, R&D performed, and adoption of eco-efficient practices and environmental technologies.	✓	✓	✓

*Refer to the last page of this appendix for details regarding the business line objectives.

MP = Micro-Economic Policy **ISD** = Industry Sector Development **MRS** = Marketplace Rules and Services

Connectedness: Making Canada the most connected country in the world

Key Results	Challenges/Gaps to be Addressed in the Planning Period	MP	ISD	MRS
Canadians connected to each other and to the world in a way that is affordable and accessible	Not all Canadians have universal and affordable access to telecommunications services, the Internet, or new advanced systems and services. This contributes to a loss of economic and social opportunities and to a digital divide.	✓	✓	✓
	Many rural and remote regions lack advanced infrastructure and may find the financial and technological hurdles difficult to overcome without the federal government's help.		✓	
	Insufficient levels of digital literacy also prevent Canadians from benefiting fully from the new networked economy.		✓	
A world-leading environment for electronic commerce	There is an ongoing need for leading-edge policies and processes that respond in a timely manner to challenges created by the evolution of the Internet and the new networked economy.	✓		✓
	Businesses and consumers still lack confidence in the security and privacy of e-commerce transactions.		✓	✓
	Harmonization between countries in terms of legislation, policies and practices that promote the security and privacy of information must still be addressed.		✓	✓
	There is still a lack of awareness of the advantages of e-commerce among businesses, and consumers are slow to adopt e-commerce processes as a means of carrying out transactions.	✓	✓	✓
	There are too few Canadian suppliers of Internet-based e-commerce solutions, applications and services to satisfy the needs of the marketplace.		✓	
Canadian digital content and applications on-line maximized	There is a need for greater quantity and quality of multimedia applications, collections, information, and services relating to Canada and Canadians. Specific challenges include the need for more community-based content, more French-language content and more on-line learning opportunities.	✓	✓	
	The production of on-line content in Canada does not currently meet the domestic need for information products and services. This places Canada's Internet industries at serious risk of falling behind foreign competition.		✓	
	Untapped opportunities exist for developing more multimedia skills and experiences in all parts of Canada and in all communities.		✓	

MP = Micro-Economic Policy ISD = Industry Sector Development MRS = Marketplace Rules and Services

Key Results	Challenges/Gaps to be Addressed in the Planning Period	MP	ISD	MRS
Expanded on-line delivery of key government services and information in an integrated way to businesses and consumers	All key government information and services are not yet available on-line.		✓	✓
	Current on-line services and information need to be more accessible and user-friendly.		✓	✓
	There is a need for greater coordination and linkage of services and information between various levels of government (federal, provincial/territorial and municipal).			✓

MP = Micro-Economic Policy **ISD** = Industry Sector Development **MRS** = Marketplace Rules and Services



Marketplace: Building a fair, efficient and competitive marketplace

Key Results	Challenges/Gaps to be Addressed in the Planning Period	MP	ISD	MRS
A responsive marketplace framework for business, consumers and investors that is fair, efficient, competitive and world-class	There is a need to renew frameworks in response to, and in anticipation of, evolving technology and business arrangements, regulatory reform, increasing globalization and changing social conditions.	✓	✓	✓
A marketplace that operates in accordance with the framework statutes, regulations, policies and procedures	New forms of marketplace conduct, the result of changes in technology, business innovations and legal developments, necessitate innovative adjustments to the operation of the marketplace framework.	✓		✓
Confidence in the marketplace	There is a need for transparent, fair, user-friendly and accessible information, services, treatment and recourse mechanisms in response to, and in anticipation of, diverse and demanding marketplace participants and increasing marketplace complexity.			✓



Investment: Improving Canada's position as a preferred location for domestic and foreign investment

Key Results	Challenges/Gaps to be Addressed in the Planning Period	MP	ISD	MRS
Improved domestic and international investment climate	There is a need to address real and perceived regulatory impediments to foreign and domestic investment (e.g., concerning the environment, marketplace, immigration, taxation and intellectual property) without compromising the integrity of the regulations' intent.	✓	✓	
	There is a need for better knowledge and understanding of the key impediments to investment.	✓	✓	
	Stronger and more strategic partnerships are needed in dealing with the investment climate.		✓	
Canada branded and recognized as an investment location of choice	Canada is not "top of mind" for many investors; there is a lack of business awareness and consideration of Canada as an investment destination.		✓	
	There is a lack of appropriate comparative information on Canadian investment opportunities provided by partners and others.		✓	
	Core messages are not consistently promoted by partners and others.		✓	
Increased attraction and retention of multinational investment in Canada	There is a need for greater investment into Canada by leading foreign firms in key sectors.		✓	
	There is a need for re-investment by multinational firms operating in Canada.		✓	
	There is a need to develop a systematic and well-coordinated capacity to gather strategic and coherent business intelligence for serious prospective investors.		✓	
	There is a need for stronger partnerships and better coordination of investment efforts among interested parties, including the public sector (at the federal, provincial/territorial and municipal levels), NGOs (e.g. universities, research institutions) and the private sector.		✓	

MP = Micro-Economic Policy **ISD** = Industry Sector Development **MRS** = Marketplace Rules and Services



Investment: Improving Canada's position as a preferred location for domestic and foreign investment

Key Results	Challenges/Gaps to be Addressed in the Planning Period	MP	ISD	MRS
Increased investment by SMEs and by Aboriginal businesses	There is a need to develop capacity at the community level to stimulate investment by SMEs and target groups, particularly in Northern and rural Ontario and among Aboriginal people.		✓	
	Business capacity is insufficient (e.g. in terms of marketing and promotion).		✓	
	Access to capital (for SMEs and Aboriginal businesses) is inadequate.		✓	
	There is limited availability of venture capital.		✓	



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

Key Results	Challenges/Gaps to be Addressed in the Planning Period	MP	ISD	MRS
Secure market access maintained and improved	Canadian companies face barriers to trade in foreign markets.	✓	✓	✓
	Domestic market restrictions hamper a firm's ability to reach the critical mass to succeed internationally, and place Canadian companies at a competitive disadvantage in their own market.	✓	✓	✓
	There are various gaps in the harmonization of standards, policies and regulations.	✓	✓	✓
	The Agreement on Internal Trade does not cover a number of barriers and sectors, including energy.	✓	✓	✓
Export capability and preparedness	Potential exporters may not be aware of the benefits of exporting and/or may not have knowledge of exporting practices and mechanisms.		✓	
	Smaller companies, particularly in the new, knowledge-intensive industries, have difficulty in securing support when they attempt to expand into international markets.		✓	
International market development	<p>More Canadian companies need to recognize and act swiftly upon foreign market opportunities. They need:</p> <ul style="list-style-type: none"> • information and intelligence on foreign markets and export opportunities that can help them make informed business decisions, access new markets, and secure greater export sales; • appropriate contacts and networks that facilitate access to foreign markets; and • an understanding of innovative approaches that can be used to develop international business. 		✓	
A more coordinated and cohesive approach to international trade development	There is a need for more integrated Industry Canada trade development programs, for greater coordination and integration with the Department's partners through Team Canada Inc, and for better communication and marketing of Team Canada Inc partner services.		✓	

MP = Micro-Economic Policy **ISD** = Industry Sector Development **MRS** = Marketplace Rules and Services



The objectives of the three principal business lines shown in the Crosswalk are as follows:

Micro-Economic Policy

To address the major structural economic development issues in the Canadian economy in a manner that will help increase productivity and competitiveness, thereby enhancing growth and job creation.

Industry Sector Development

To help business compete, through strategic approaches to trade, investment, technology, human resource development and sustainable development, and to provide focussed support for Aboriginal businesses, Northern Ontario, small businesses and the Information Highway.

Marketplace Rules and Services

To promote a fair, efficient and competitive marketplace for business and consumers in Canada, and to promote Canadian marketplace standards globally.



Appendix B

Management Representation

Report on Plans and Priorities 2001–2002

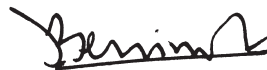
I submit, for tabling in Parliament, the 2001–2002 Report on Plans and Priorities (RPP) for Industry Canada.

To the best of my knowledge, the information

- accurately portrays the Department's mandate, priorities, strategies and planned results;
- is consistent with the disclosure principles contained in the *Guidelines for the Preparation of the 2001–2002 Report on Plans and Priorities*;
- is comprehensive and accurate;
- is based on sound underlying departmental information and management systems.

I am satisfied as to the quality assurance processes and procedures used for the RPP's production.

The Planning and Reporting Accountability Structure (PRAS) on which this document is based has been approved by Treasury Board ministers and is the basis for accountability for the results achieved with the resources and authorities provided.



Jennifer Benimadhu
Corporate Comptroller

Date Feb 19, 2001



Appendix C

Web Sites Mentioned in the Report on Plans and Priorities

Aboriginal Business Canada	http://strategis.gc.ca/abc
Access to Information and Privacy Office	http://www.ic.gc.ca/atip
Biotechnology Gateway	http://strategis.gc.ca/SSG/bo01376e.html
Building Trust in the Digital Economy	http://e-com.ic.gc.ca/english/crypto/631d15.html
Business Start-Up Assistant	http://sade.rcsec.org/scdt/startup/interface2.nsf/engdoc/0.html
BusinessGateway.ca	http://businessgateway.ca
Canada Business Service Centre — Alberta	http://www.cbsec.org/alberta
Canada Business Service Centre — British Columbia	http://www.sb.gov.bc.ca
Canada Business Service Centre — Manitoba	http://www.cbsec.org/manitoba
Canada Business Service Centre — New Brunswick	http://www.cbsec.org/nb
Canada Business Service Centre — Newfoundland	http://www.cbsec.org/nf
Canada Business Service Centre — Northwest Territories	http://www.cbsec.org/nwt
Canada Business Service Centre — Nova Scotia	http://www.cbsec.org/ns
Canada Business Service Centre — Nunavut	http://www.cbsec.org/nunavut
Canada Business Service Centre — Ontario	http://www.cbsec.org/ontario
Canada Business Service Centre — Prince Edward Island	http://www.cbsec.org/pe
Canada Business Service Centre — Quebec	http://www.infoentrepreneurs.org
Canada Business Service Centre — Saskatchewan	http://www.cbsec.org/sask
Canada Business Service Centre — Yukon	http://www.cbsec.org/yukon
Canada Business Service Centres	http://www.cbsec.org
Canada Business Service Centres Annual Report 1999–2000	http://www.cbsec.org/annual_report
Canada On-Line — VolNet	http://www.connect.gc.ca/230-e.htm
Canada's Digital Collections	http://collections.ic.gc.ca
Canadian Biotechnology Advisory Committee	http://strategis.gc.ca/SSG/bh00255e.html
Canadian Biotechnology Strategy	http://strategis.gc.ca/cbs
Canadian Business Map	http://commercecan.ic.gc.ca
Canadian Code of Practice for Consumer Canada International Debit Card Services	http://strategis.gc.ca/SSG/ca01581e.html
Canadian Company Capabilities	http://strategis.gc.ca/cdncc
Canadian Consumer Information Gateway	http://www.consumerinformation.ca
Canadian Industry Statistics	http://strategis.gc.ca/cis
Canadian Institute for Advanced Research	http://www.ciar.ca
Canadian Intellectual Property Office	http://cipo.gc.ca
Canadian Service Industries and International Trade Negotiations	http://services2000.ic.gc.ca
CANARIE Inc.	http://www.canarie.ca



Community Access Program	http://cap.ic.gc.ca
Competition Bureau	http://competition.ic.gc.ca
Computers for Schools	http://www.schoolnet.ca/cfs-ope
Computers for Schools Technical Work Experience Program	http://www.schoolnet.ca/cfs-ope
Conference Board of Canada	http://www.conferenceboard.ca
Conformity Continuum Information Bulletin	http://strategis.gc.ca/SSG/ct01768e.html
Connecting Canada to the World — Netcorps	http://www.connect.gc.ca/en/710-e.htm
Connecting Canadians	http://www.connect.gc.ca
Consumer Information	http://strategis.gc.ca/consumer
Contact!	http://strategis.gc.ca/contact
Corporations Directorate	http://strategis.gc.ca/corporations
Customers First	http://strategis.gc.ca/SSG/ca00864e.html
Electronic Commerce in Canada	http://strategis.gc.ca/e-com
Employers Online	http://employers.gc.ca
Enforcement Guidelines on the Abuse of Dominance Provisions	http://strategis.gc.ca/SSG/ct01756e.html
e-Start.ca — <i>Strategis</i> for Students	http://strategis.gc.ca/e-start.ca
<i>ExportSource</i>	http://exportsource.gc.ca
FedNor	http://strategis.gc.ca/fednor
FedNor — New Programs	http://strategis.gc.ca/SSG/fn00365e.html
Genome Canada	http://www.genomecanada.ca
Guide to Canadian Industries	http://strategis.gc.ca/gci
Industry Canada Contact List	http://www.ic.gc.ca/contactlist
Industry Canada's Regional Offices	http://www.ic.gc.ca/regional
Industry Canada's Sustainable Development Web site	http://strategis.gc.ca/sd
Information Highway, Science and Entrepreneurship Camps	http://www.schoolnet.ca/ise
Innovation in Canada	http://www.ic.gc.ca/scdt/innovation/interface2.nsf/engdoc/0.html
International Business Opportunities Centre	http://www.iboc.gc.ca
International Trade and Investment Policy	http://strategis.gc.ca/SSG/bi18509e.html
Internet Corporation for Assigned Numbers and Names	http://www.icann.com
Internet Safety Strategy	http://www.connect.gc.ca/cyberwise
Invest in Canada	http://investincanada.gc.ca
Lobbyists Registration System	http://strategis.gc.ca/lobbyist
Measurement Canada	http://mc.ic.gc.ca
National Aboriginal Capital Corporation Association	http://nacca.net/aboutus.htm
National Broadband Task Force	http://broadband.gc.ca

NetCorps Canada International	http://www.netcorps-cyberjeunes.org
Office of the Ethics Counsellor	http://strategis.gc.ca/ethics
Office of the Superintendent of Bankruptcy Canada	http://osb-bsf.ic.gc.ca
Pathways to Growth: Opportunities in Biotechnology	http://strategis.gc.ca/SSG/bo01604e.html
PRECARN	http://www.precarn.ca
Principles of Consumer Protection for Electronic Commerce	http://strategis.gc.ca/SSG/ca01180e.html
Radio Spectrum Management and Telecommunications	http://strategis.gc.ca/spectrum
Research, Technology and Innovation	http://strategis.gc.ca/innovation
SchoolNet	http://www.schoolnet.ca
SchoolNet Youth Employment Initiative	http://www.schoolnet.ca/yei
SkillNet.ca	http://www.skillnet.ca
Small Business Info-Fairs	http://strategis.gc.ca/sc_mangb/fairs/engdoc/homepage.html
Smart Communities	http://smartcommunities.ic.gc.ca
SourceCAN	http://www.sourcecan.com
Sources of Financing	http://strategis.gc.ca/sources
Standards for the Voluntary Labelling of Foods Obtained or Not Obtained Through Genetic Modification	http://w3.pwgsc.gc.ca/cgsb/032_025/index_e.html
Steps to Competitiveness	http://strategis.gc.ca/steps
Steps to Growth Capital	http://strategis.gc.ca/growth
<i>Strategis</i>	http://strategis.gc.ca
Student Connection Program	http://scp-ebb.com
Technology Partnerships Canada	http://tpc.ic.gc.ca
Technology Roadmaps	http://strategis.gc.ca/trm
Trade Data Online	http://strategis.gc.ca/tdo
Trade Team Canada Sectors	http://ttcs.ic.gc.ca
VolNet	http://connect.gc.ca/en/230-e.htm
VolNet	http://www.volnet.org
Your Guide to Government of Canada Services and Support for Small Businesses	http://strategis.gc.ca/sc_mangb/smeguide
Youth Employment Strategy	http://www.youth.gc.ca/YES

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