

Greater Saskatoon Chamber of Commerce

Business View

JUNE 2007

Celebrating 100 Years of Business Building Saskatoon!

**SABEX 2007 Business of the Year
Lafond Insurance & Financial Ltd.**



In this issue:

- *Celebrate Success!* Award Winners
- Outstanding Young Business Award
- Canadian Chamber Update

PRESIDENT'S VIEW

In April's "View", I stated that Saskatoon CAN win. Interestingly enough, several debates have since arisen that challenge this belief. One is Saskatchewan's involvement in the Trade, Investment and Labour Mobility Agreement (TILMA). The second is whether Saskatoon will be able to continue to call itself a location of choice as local costs continue to rise (aka marketing the Saskatoon Advantage).



TILMA is a bilateral trade agreement signed by British Columbia and Alberta in May 2006. The stated mandate of the agreement is to create a seamless economy between the two provinces that is open, predictable and efficient. To date, the Chamber has been very assertive in our belief that Saskatchewan becoming a signatory to TILMA would be positive to our economy. There are certainly opponents to this view. Over the past 5 years, BC and Alberta have signed 24 memorandums of understanding covering things from government policies to medical services to financial issues. You need to consider where Saskatchewan is in all this. Canada is getting smaller every day; our province needs to consider whether we want to be leaders or followers when economies converge.

There is no doubt there will be some winners and some losers under TILMA. Competition is good for the economy and Saskatoon businesses can win even if local trade barriers topple. However, Saskatoon will only win if Saskatoon wants to win. So, if you are a business selling to government under preferential "buy-local" policies, I suggest you get out and sharpen your pencil if TILMA comes to town. Saskatoon businesses will have to be better than ever to continue to attract opportunities (even local ones) and, during times of rising labour and material costs, this will be disconcerting to some.

I suggest that you educate yourself as thoroughly as possible on this topic. There are several proponent and detractor positions for you to consider. Do your research; decide what is best for you, for your business and for our community. Support your views with rational perspectives. Please avoid the rhetoric – there is a ton of it out there on this topic and it wastes valuable paper (and bits and bytes on the web). I say go green, avoid the garbage and stay with the facts. If you need assistance, please contact the Chamber office and we can direct you to websites and documents that outline both sides of the argument. TILMA may not be the perfect answer but it certainly is a reasonable answer.

Saskatoon is experiencing record real estate prices. This is a boon to those of us who live here, but how can we retain the Saskatoon advantage of lower real estate prices in a skyrocketing real estate market? Our costs of construction are climbing at enormous rates and our labour costs are closing in on those found in Alberta and other larger urban centres. Is there an advantage to coming to Saskatoon anymore? If so, for how long?

There has always been a Saskatoon Advantage and it is here to stay. But this advantage will remain front of mind only for as long as we remember it exists and what it is really founded upon. Saskatoon's real advantage is that the Saskatchewan work ethic is second to none in Canada and around the world. Our work force is flexible, adaptable, motivated and ready to face the challenges of rising productivity requirements to remain competitive. We offer a vibrant community that still provides an awesome lifestyle, outstanding sports teams (Go Blades! Go Huskies!), and a caring, community-minded environment. The real advantage that we have had all along is that your neighbour and mine are the backbone of an economy that knows that if we put our minds to something, we will succeed. Be ready though as there will be some speed bumps along the way. So as costs continue to escalate and uncertainty appears to reign, the advantage of being in Saskatoon does not have to waiver. We will just need to get a little better at what we do, be more creative and work harder to retain our talented employees.

Blair Knippel, President

EDUCATE YOURSELF!

To learn more about TILMA and its effects, please visit the following websites:

<http://www.tilma.ca/>

<http://www.eboardoftrade.com> (Greater Saskatoon Chamber of Commerce submission to the Legislative Assembly of Saskatchewan, Standing Committee on the Economy)

<http://www.gr.gov.sk.ca/TILMA/TILMA%20-%20CBoC%27s%20Report%20for%20SK%20-%20Dec%20%2706.pdf>
(Conference Board of Canada Impact Assessment of TILMA)

<http://www.cwf.ca/V2/files/DialoguesWinter2007.pdf>

<http://www.fraserinstitute.ca/admin/books/chapterfiles/JulAug06ffTILMA.pdf#>

<http://www.gr.gov.sk.ca/internaltrade.htm>

Business View

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Views expressed in **BUSINESS VIEW** are those of contributors and are not necessarily endorsed by, or are policy of, the Greater Saskatoon Chamber of Commerce.

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Cover Story: SABEX Business of the Year Lafond Insurance & Financial Ltd.

Lester Lafond founded Lafond Insurance and Financial Services Ltd. in 2003. The company is the only First Nations owned and operated insurance company in Saskatchewan. Lester started with the staff of 1 with no clientele, and has grown to the staff of 4 with a customer base of 331 plus.

Lafond Insurance & Financial Services Ltd. provides general property insurance to the City of Saskatoon and throughout Saskatchewan, focusing to include both First Nations individuals and Metis people.

The success of the company has largely been contributed to the direct one on one professional service, and Lester's community involvement over the course of 30 years in the business community.

A member of Muskeg Lake Cree Nation # 102, Lester has been a significant contributor to the success of several First Nations ventures in Saskatchewan. He has also been involved in the Saskatoon business community and was the first, First Nation to be the president of the Chamber of Commerce in a major Canadian City. Lester is currently a member of the Board of the Saskatoon Regional Economic Development Authority, the Entrepreneurial Foundation of Saskatchewan Inc, and the Saskatchewan Chamber of Commerce.

Saskatoon Shines!

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■ Saskatoon: (306) 244-3717
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www.Quorex.ca

2007 Air Passenger Traffic

The Saskatoon Airport Authority is delighted to see 2007's total passenger traffic continuing to climb, setting even higher records.

<u>Month</u>	<u>2007</u>	<u>2006</u>	<u>Increase</u>
January	89,188	83,621	6.65%
February	88,785	80,018	10.95%
March	81,205	76,742	5.81%
Total 1 st Quarter	259,178	240,381	7.81%
April	80,375	71,885	11.81%

Source: Saskatoon Airport Authority Newsletter "Air Strip", Spring 07

Local Businesses get Boost for Green Technology Commercialization

The Government of Saskatchewan recently announced its Green Initiatives Fund. The Fund has three streams, including the Green Technology Commercialization Grant, intended to promote the development and overcome barriers to commercialization of new and existing green technology in SMEs. Visit: <http://saskatchewan.ca> for full details.

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You can be secure



What's hiding in your basement?

Lurking in your basement...in your closet under a layer of dust...hiding on a shelf in your office. You know you should get rid of it all, but you just don't feel right about throwing it in the garbage. What if the neighbours saw?

No longer do your old laptops, desktop computers, printers and television sets have to sit in a mournful pile in the basement – they can be recycled. Thankfully, there is now a better place for used electronic equipment through the Saskatchewan Waste Electronics Equipment Program (SWEEP).

It was the electronics industry itself that led the way, launching SWEEP in February 2007. Under the program, consumers, businesses and organizations can take designated used electronic items to any of SARCAN's 71 depots in Saskatchewan – free of charge. SARCAN in turn recycles the items in an environmentally friendly manner.

"I think a lot of people just don't know what to do with old computers, printers or TV sets that are no longer useable or saleable. If you can't find another use, SWEEP provides an environmentally responsible way to deal with waste electronics," said Dave Betts, the Executive Director of SWEEP.

While electronic equipment is a small component of the solid waste stream, the material does pile up. Since the SWEEP program began, over 250 tonnes (more than 500,000 pounds) of waste electronics have been diverted from landfills across Saskatchewan. In the process, nearly 30,000 individual pieces of equipment have been collected.

"We are pleased to see that people are taking advantage of the opportunity to recycle their waste electronics responsibly. Half a million pounds of electronic equipment is a significant amount to divert from the landfill, but this is also an important resource recovery initiative," said Betts. *"A lot of resources go into the manufacture of these products. Through SWEEP, we can recover and recycle these resources, while at the same time protecting the environment."*

Electronic equipment contains materials like precious metals, plastics, and glass that can be recovered and recycled. SWEEP expects that more than 1,000 tonnes (2.2 million pounds) of electronic waste will be diverted from landfills and responsibly recycled each year.

"We know that there are literally thousands of tonnes of electronic equipment just waiting to be recycled, and we hope that people remember the SWEEP program when they do their spring cleaning this year," Betts said.

SARCAN Depots will also accept existing stockpiles of electronic waste, but large waste generators should contact SARCAN directly to make an appointment and for shipping instructions.

Computer-related products that can be taken to SARCAN depots include desktop and notebook computers, monitors and desktop printers. "Multi-function" or "all-in-one" devices (i.e. print/fax/scan) are accepted, as well. The program also includes televisions or any video display device with an imbedded television tuner, including



Food for Thought

by C.M. (Red) Williams

In the Crystal Ball

The merger / takeover process underway in the grain elevating sector may just make interesting reading for some, but for the folks in the grains industry in particular it could possibly determine how the future will unfold for them. Looking into the crystal ball probably won't help, but let's take a peek.

The Agricore United / SaskPool, or all three, mergers makes a lot of sense if we assume that the CWB single-desk monopoly is going to be pulled, sooner rather than later. We need a made-in-Canada large grains handling system to compete. But of course, to compete internationally this consortium would need to very quickly develop or acquire an international marketing arm. That is where the CWB should be planning to land before all its human capital and corporate memory dissipates.

But that scenario only replaces what exists currently under a different brand. What is needed to make this new arrangement work more effectively is it to move aggressively into the international field. Not just selling Canada's grain commodities globally, but growing, processing and marketing grains from and to the world. For example, if Kazakhstan can produce wheat cheaper than we can, than have a major stake in that country. Some associated with SaskPool may respond: been there-done that, with ill fated efforts in the likes of Poland, Central America and China.

We can sit here and mumble about being the "bread-basket" and having superior quality and assuming higher productivity will solve our income problems. But my crystal ball is clouding over so I hope industry leaders are thinking bold, audacious thoughts.

CRT, flat panel (plasma or LCD), or rear projection technologies.

The non-profit program is funded through environmental handling fees paid by consumers on the purchase of new electronic equipment.

A detailed list the recyclable material, environmental handling fees and more information on the SWEEP program can be found at www.sweepit.ca.

PrimeWest Keeps Saskatchewan Wealth at Home

Saskatchewan's economy is on the rise and investors are looking to capitalize on the growth potential right here at home. PrimeWest Mortgage Investment Corporation provides investment capital for non-conventional mortgages and offers their investors a chance to seize an opportunity to keep – and grow – their wealth at home.

Recently Saskatoon was named by UK-based Foreign Direct Investment magazine (published by the Financial Times) as one of the top 10 small cities in North America, and was the only Western Canadian city in that category. Saskatoon also ranked number one on their list of small cities with the greatest economic potential.

“There hasn't been this kind of optimism in Saskatchewan for a long time,” says Gordon S. Wyant, Chairman of PrimeWest's Board of Directors. *“The benefit of a PrimeWest investment is two-fold: we're offering investors an opportunity to get in on the ground floor in an untapped and lucrative market – and the money stays right here to help Saskatchewan families build Saskatchewan communities.”*

Just a year and a half after launching the company, PrimeWest has over 100 shareholders and has attracted investment from across Saskatchewan, Alberta and British Columbia.

“We raised \$1,077,300 in new equity in March 2007,” says Al Zack, President and CEO. *“The nonconventional mortgage industry offers investors consistently above average returns because they are a stable investment with low volatility. We invest primarily in Saskatchewan, that's something we're proud of. There is huge potential here. We're looking forward to reporting our success to our investors at our annual general meeting this summer.”*

The alternative or non-conventional mortgage market, estimated at 5% of the overall mortgage market nationally, provides home financing to buyers who do not qualify for a CMHC-insured mortgage through a bank, credit union, or other financial institution. According to the Canadian Bankers' Association, the default rate on Canadian non-conventional mortgages is very low, currently 0.6% over ten years.

Based in Saskatoon, Saskatchewan, PrimeWest was launched in October 2005 and is the only mortgage investment corporation in the province funded by a public offering. After 18 months in business the company has raised over \$3.4 million in equity and placed over \$8 million and expects to have over \$6 million in equity by the end of the year.

fDi magazine's city-ranking results were published in their April/May issue and are available on their website at www.fdimagazine.com.

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Email: sales@citrusproductions.ca
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Contact: Trent Pehudoff

Corman Air Park Corporation

RR 5 Ste 502 Box 19, Saskatoon SK S7K 3J8
Phone: 931-3141 Fax: 242-3560
Email: cormanairpark@gmail.com
Website: www.cormanairpark.ca
Category: Non-Profit Organizations AND Education / Training
Contact: Vern Rees

Dentistry on Queen

603 3rd Ave N, Saskatoon, SK S7K 2J8
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Email: dentistryonqueen@hotmail.net
Website: www.luvyoursmile.com
Category: Health Care - Services / Supplies
Contact: Wes Antosh

Ellen's Whole Body Health Ltd.

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Email: wholebodyhealth@sasktel.net
Website: www.ellenswholebodyhealth.com
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Contact: Ellen Forsyth

Friedt, Sheldon

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Email: gigglefactory@sasktel.net
Website: www.gigglefactory.ca
Category: Retail
Contact: Tammie McCumber

Guardian Commercial Real Estate Services Ltd.

300-135 21st St E, Saskatoon, SK S7K 0B4
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McDonald Heavy Duty Mechanical Ltd.

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Contact: J. Kelly McDonald

Minarik Enterprises

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Contact: Mark Minarik

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Contact: Al Zack

Saskatoon Minor Hockey Association

5-816 1st Ave N, Saskatoon, SK S7K 1Y3
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Website: www.smha.sk.ca
Category: Leisure / Recreation AND Non-Profit
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Contact: Kelly Boes

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Contact: Kim Groff

Outstanding Young Business Award

At a recent annual meeting of the Midwest Section of the American Society of Animal Science, Dr. Murray Petit, Research Scientist – External Research Services at the Prairie Swine Centre, was recognized for his achievement in the growth and evolution of the Centre's unique "contract" research program. The program provides confidential, professional research services to agribusinesses in Canada, the United States and Europe. In recognition of his contribution to agribusiness, the Society cited Murray's entrepreneurial approach to bringing the services of research to the broader agribusiness community.

With programs and products that provide detailed research results for clients in the feed, pharmaceutical, genetics and equipment businesses, Dr. Pettitt was recognized for his ability to meet the needs of a diverse client base. *"Our customers rely on us firstly for accuracy of study results and interpretation, secondly, for the speed at which we initiate our studies and provide results and lastly for tailoring our services based on individual customer needs"* notes Dr. Pettitt regarding the important aspects of his program.

Dr. John Patience, President of Prairie Swine Centre acknowledges the importance of offering commercial services in an area where academic rigour is required by the client and frequently for the regulatory authorities approving commercially available products. *"This program has very few peers anywhere in the animal products world. Although very few of these studies will be published in a scientific journal, experiments must be conducted to at least the same standards. As a mark of success in this regard, a number of Dr. Pettitt's regulatory studies have been used for application to regulatory agencies in Ottawa, Washington and Brussels."*

Canadian pork producers benefit two ways from this very successful program: firstly through the successful business contributing financially to the operation of the Prairie Swine Centre, and secondly by having new products, services and equipment tested right here in Canada under typical commercial production conditions. This helps to shorten the timeline that Canadian pork producers will have access to new information and products.

Prairie Swine Centre Inc., located near Saskatoon, is a non-profit research corporation affiliated with the University of Saskatchewan, and is recognized globally for its contributions to practical, applied science in pork production in the disciplines of nutrition, engineering and applied animal behaviour.

Source: Prairie Swine Centre
Media Release, May 17, 2007

To refer your leads or for membership information,
please contact: Derek Crang @ 664-0702



SABEX Hall of Fame

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SABEX Business of the Year

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Awards Gala on
Monday, August 6th
at 6:30 pm**



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Award of Innovation
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Dr. John Gordon
 (co-inventor: Lang Li, PhD)



Team of University of Saskatchewan Students Helping At-Risk Youth to Create a Brighter Future for Themselves

Advancing Canadian Entrepreneurship (ACE) is proud to be celebrating their 20th anniversary of teaching and igniting young Canadians to create brighter futures for themselves and their communities. Over the past 20 years ACE has grown at a rapid pace across the country - with over 2000 student leaders involved and over \$700,000 reinvested into Canadian communities.

As part of this momentous celebration, ACE is releasing 20 amazing stories focused on the student teams and student entrepreneurs involved with ACE, who are impacting their community while still attending university or college.

The team at the University of Saskatchewan has created an exciting venture called YEP! (The Youth Entrepreneurship Project). This program focuses on teaching the basics of running a small business and financial literacy skills to at-risk 14-19 year olds that have dropped out of school and have been in serious trouble with the law.

Initially students practice entrepreneurship by learning to run their own clothing design company; determining target market, product description, price, production levels, distribution methods and promotional techniques. During this exercise, students are mentored by a young entrepreneur who provides insight into entrepreneurship as a viable career option.

YEP! also teaches financial literacy topics such as opening a bank

account and credit card management while answering the questions participants have about dealing with financial institutions. This activity gives students a stronger understanding of how to balance their finances, fund a post-secondary education and successfully enter the workforce.

Ainsley Robertson, student leader of the University of Saskatchewan team is excited about the outcome of this project. *"At the completion of this project, the students have been exposed to career options they may not have considered previously and have the skills necessary to enter the workforce, decreasing the unemployment rate in Saskatchewan, and increasing economic opportunities in our community."* This project is just one of many that the U of S team will be presenting as part of the ACE competitions taking place regionally and nationally this year.

As part of the 20th anniversary, ACE is holding three Regional Expositions (Calgary - March 1-2, Halifax - March 8-9, Ottawa - March 15-16) and one National Exposition (Toronto - May 7-9) where student teams and student entrepreneurs will gather to showcase their projects and businesses, and be judged by top Canadian executives. These four events will attract more than 1500 students, faculty, alumni, top executives and leading entrepreneurs.

To read more 20th year stories, please visit www.ace20.ca for detailed information on all ACE Expositions.

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Benefit Facts

The Four Generations in Your Workplace: Are they Getting Along?

Lancaster and Stillman's research shows that many organizational problems believed to be caused by a degradation in employee loyalty and work ethic are actually generational in nature. The quarrel between "That's the way we've always done it" and "But we can change it so we should change it" boils down to differences between the following four distinct generations:

1. Traditionalists (birth years pre-1946)
2. Baby Boomers (birth years 1946-1964)
3. Generation Xers (birth years 1965-1981)
4. Millennials (birth years 1982-2000)

What that could once be described as a talent surplus is now becoming a talent deficit. As you too compete for qualified employees, it's critical that you learn about and embrace the generations' various strengths - and help them work together, better.

Not all Great Minds Think (or Act) Alike

If you're not already feeling the pinch of the current labour shortage, you probably shouldn't get too comfortable. Consider the following:

- By the year 2010, 30 million currently-employed workers will be over the age of 55.
- The skilled worker gap is estimated to be 5.3 million by 2010; 14 million by 2020.
- Utilities, government and manufacturing (industries that expanded massively during the 1960s boom) will be among the hardest hit.

Compounding matters further is the fact that the loss of older, more experienced workers, is creating a severe brain drain that some worry will be difficult to repair.

Fortunately, the solution can be seen both through and on the other side of your own generational lens. As Lynne Lancaster and David Stillman explain in their book, "When Generations Collide", for the first time in history, there are four distinct generations working together in the workplace - a recipe for disaster for some but a recipe for profitability and a happy work environment for others. Why the difference?

Companies that aim to fall in the latter category must loosen their grip on generational stereotypes and take advantage of generational strengths. Each generation has its own values, experience, styles and attitudes, all of which must be made to work with the values, experiences, styles and attitudes of each of the other generations. Given that 65% of research respondents say that generation gaps make it hard to get things done, it's clear that something needs to change. Fortunately, Lancaster and Stillman have done their homework on the subject.

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Improved Immigration Services for Saskatoon Employers

As part of the Government's plan to increase the province's workforce, an immigration office will be established in Saskatoon at 90-23rd Street East.

Effective Friday, June 15, 2007, a regional immigration presence in Saskatoon will provide:

- Assistance to employers who are interested in hiring immigrants; and,
- Information on department funding and supports for service providers to improve integration services for newcomers in Saskatoon.

"Developing, attracting and retaining our labour force are priorities for Saskatchewan," Minister responsible for Immigration Pat Atkinson said. *"By offering immigration services in Saskatoon we can ensure that the Saskatoon business community has direct access to all the available tools for addressing their labour market needs. This is a significant step in providing improved access for employers and community stakeholders to immigration and settlement programs across the province."*

By co-locating the immigration office with the Saskatoon Can-Sask office, these new services will complement the centre's existing work to match employers and job seekers through tools such as www.saskjobs.ca.

Over 170 Saskatoon employers used the Saskatchewan Immigration Nominee Program to address their labour market challenges in 2006-07; the University of Saskatchewan is one such employer. Last year, 24 of the 511 nominees destined for Saskatoon had job offers at the University of Saskatchewan.

"The Saskatchewan Immigrant Nominee Program is an important tool to both attract and retain talented faculty and staff at the University of Saskatchewan", U of S Provost and Vice-President Academic Michael Atkinson said. *"Through the Program's assistance, U of S employees are provided with a speedy means of entry into Canada, a service which is greatly appreciated."*

**More information regarding this program is available
online at: www.immigrationsask.gov.sk.ca**

*Source: Government of Saskatchewan
News Release, May 4, 2007*

Saskatoon  **Shines!**

Canadian Chamber Update ...



Canadian Chamber Continues Fight on Counterfeiting and Piracy

Counterfeiting and copyright piracy has a major impact in Canada and globally. While this intellectual property (IP) crime seems to be more accepted by the general public and government stakeholders than many other criminal offences, this illegal activity is a drain on the economy and poses a serious health and safety risk to consumers, through such items as counterfeited medicine, electrical equipment and brake pads, to name a few.

The Canadian Chamber of Commerce has been very active on the fight against counterfeited and pirated goods. We have worked very closely with the Canadian Anti-Counterfeiting Network to develop A Road Map for Change, a comprehensive document that details the extent of the problem of counterfeiting and piracy in Canada and presents tangible solutions for the government. The Canadian Chamber fully endorses this paper and it is posted on our Web site for your review at http://www.chamber.ca/cmslib/general/Roadmap_for_Change070507.pdf.

In addition, two Parliamentary Committees have recently wrapped up hearings on counterfeiting and piracy and will be issuing reports in the near future that will urge the government to begin to take action. The Canadian Chamber appeared before the Public Safety and National Security Committee and the Industry, Science and Technology Committee on this issue. The Canadian Chamber is also writing to the key federal ministers with an involvement in the file with an aim to spur the government to take action and begin to make the necessary legislative changes.

Privacy Legislation Review

The House of Commons Standing Committee on Access to Information, Privacy and Ethics recently completed its statutory review of the Personal Information Protection and Electronic Documents Act (PIPEDA) and has released a committee report. The report was a positive one from a business standpoint with the Parliamentary Committee listening to the recommendations that the Canadian Chamber presented. To view the report, see: <http://cmte.parl.gc.ca/cmte/CommitteePublication.aspx?SourceId=204322>

THE CANADIAN CHAMBER OF COMMERCE

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The Canadian Chamber is also in the process of working with other business organizations and the Office of the Privacy Commissioner (OPC) on privacy breach notification guidelines that an organization could quickly implement if there is a breach to properly handle the situation. These guidelines should be completed in conjunction with the OPC by the end of June. For more information on this issue, visit: http://www.privcom.gc.ca/index_e.asp

OECD Seeks Industry Input Regarding China's Business Environment

The Organization for Economic Co-operation and Development (OECD) is conducting an unprecedented regulatory review of China, as requested by the Chinese government. It is expected that the OECD's report will be very influential in shaping China's regulatory framework and public services.

In order to complete its chapter on market openness, the OECD is seeking the input of industry through a questionnaire (39 multiple choice questions). Respondents can be assured that responses will be kept anonymous. Completed questionnaires will only be seen by the OECD and no information to identify individual companies will be contained in the OECD's report.

The questionnaire is aimed at foreign and domestic companies operating in China. Ideally, the questionnaires would be filled out by mid-management representatives from subsidiaries in China as well as headquarters in OECD countries. The Canadian Chamber of Commerce strongly encourages members to take the time to complete this survey, as the results will be highly influential in shaping the business environment in China.

Looking to Expand Internationally? Businesses May Be Eligible for CIDA Funding!

The Canadian International Development Agency's International Cooperation Program (CIDA-INC) provides funds to Canadian businesses looking to operate in developing countries. The program provides funding for investment and professional services. For investment, CIDA-INC will provide up to 75% of the costs of a viability study and may provide some funds for start-up costs. For professional services, CIDA-INC will provide up to 75% of the costs for a feasibility study to determine if the proposed project would work in the developing country and may provide some funds for the costs of implementing the various action plans developed in the feasibility study. Information about CIDA-INC can be found at [http://www.acdi-cida.gc.ca/INET/IMAGES.NSF/vLUIImages/INC/\\$file/CIDA-INC.pdf](http://www.acdi-cida.gc.ca/INET/IMAGES.NSF/vLUIImages/INC/$file/CIDA-INC.pdf).

*Source Canadian Chamber of Commerce
news@chamber.ca, May 16, 2007*



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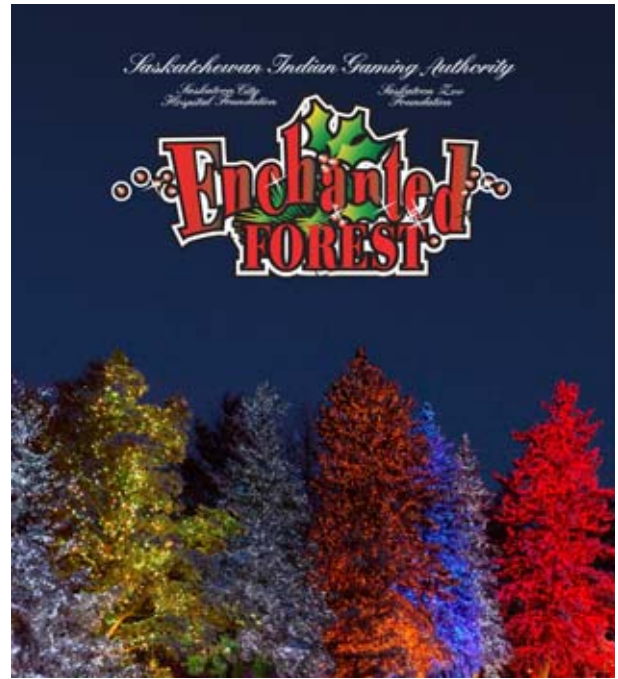
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Maura Davies

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