

Today we are home to such innovative firms and internationally recognized giants as Nortel Networks and JDS Uniphase in communications, Bombardier in transportation, and BioChem Pharma Shire in pharmaceuticals.

These and other companies in the information technology, life sciences, aerospace, advanced manufacturing and resource technology sectors have laid the foundation for our current success in the knowledge economy, a success that reflects a Canadian vision still unlimited by borders or distance.

# The Canadian Way

## Excellence—the other success factor in Canada's innovation system

But collaboration alone isn't enough: excellence is essential. The private sector's need to meet the demanding requirements of a competitive market economy has meant that only the best companies survive in the long term. Canada's government-supported programs promote excellence through the competitive processes they use to evaluate collaborative research proposals. This kind of rigour has built excellence into all levels of the Canadian innovation system: into individual research and into partnerships among industry, government and universities.

The drive for excellence has also encouraged the development of strong formal and informal networks and collaborative programs that capitalize on each other's strengths. Examples include our model Networks of Centres of Excellence (NCE) program, and our risk-sharing mechanisms, such as partnerships with federal laboratories and R&D support programs.

## Increased growth in regional development of S&T

S&T collaborations are also expanding rapidly in Canada's provinces and cities. The early impetus came from the information technology, life sciences, telecommunications and aerospace sectors. Now, expanding clusters of research and industry facilities are becoming concentrated around particular cities across Canada. Typical examples are the burgeoning information and communication technology clusters that have developed around the

telecommunications industries, government labs and universities in Canada's national capital, Ottawa (also called Silicon Valley North), and other major cities such as Vancouver, British Columbia; Calgary, Alberta; Toronto, Ontario; and Montréal, Québec (see centrefold map on Canada's R&D clusters, pages 12 and 13).

## International collaborations welcome

As members of the national and international science community, Canadian researchers have always communicated and worked with their colleagues in Canada and other parts of the world. Now, however, these collaborations are growing in scope and scale.

And as Canada's S&T profile has begun to attract notice globally, the international business community is coming to see Canada as "one of the best places to do R&D." Harbingers of this move to increased international participation in Canada's S&T partnership system are the substantial knowledge-intensive R&D investments made throughout Canada from multinationals, such as IBM, Ford, Motorola, GM, Hewlett-Packard, Ericsson, Alcatel, Pratt & Whitney, Merck Frosst, Nabisco, GE and DaimlerChrysler, among others. Currently, more than 40% of the top 100 corporate R&D performers in Canada are foreign multinationals.

## An invitation from Canada

In response to increasing interest from the S&T communities of other nations, Canada's federal government has produced this booklet to summarize information about the opportunities for S&T collaboration with Canada that are open to industry, government and university research leaders in other countries.

So for an overview of The Canadian Way of achieving S&T excellence, read on.