
houses both in Canada and the U.S. cannot be over-emphasized.

The maxim that "the best project is one which you create yourself" is particularly relevant when looking at the U.S. market. With seven of the top ten developers in North America being Canadian, there is ample opportunity for architects to take the initiative in identifying projects, seeking out Canadian financial participation, and putting the development package together. This is probably the most effective way most firms will have to participate in downtown revitalization, waterfront re-development, and high-tech manufacturing projects in the U.S.

Domestic competition is strong. It is being supplemented by foreign firms, many from Europe.

Competition is the major commercial constraint for Canadian architects trying to enter the U.S. market. U.S. domestic competition is very strong and penetration of the U.S. market by architects from other countries, particularly Europeans, is increasing. Foreign interests - European contractors in several cases - have purchased a number of American architectural and engineering firms in recent years. In 1985, foreign firms accounted for \$115.4 million of the design services market - a 20 percent increase over 1984.

But most foreign competition has come from Canada.

Most foreign competition has been from Canada: Canadian firms accounted for 60 percent of foreign penetration in 1985. Although figures are not available, it is likely that the largest portion of Canadian work centered on only a few firms involved in large projects financed by Canadian developers.

Most firms are in Texas and California..but most medium-sized firms are close to Canada.

There are now over 14,000 American architectural firms. The heaviest concentration is in Texas and California (Fig.18) followed by New York, Illinois and Florida. In terms of medium-sized firms - the likeliest competition to Canadian exporters - they are concentrated along the Great Lakes, Massachusetts, Maryland, Georgia, Florida and Colorado (Fig. 19).