
improve our joint prospects in the U.S. and Canadian markets, believe we could also work together in penetrating the Mexican market, etc". Canadian consulting engineers should be aware that American firms may expect Canadian market assistance as a quid pro quo to any mutual U.S. market success. As well, any expertise held by the Canadian firm in selling to the Canadian government may well be of interest to a prospective U.S. partner. Canadian engineering firms should also be fairly aggressive in their dealings, ensuring that U.S. market benefits are maximized and that they have appropriate portions of the potential benefits without assuming disproportionate shares of the potential liability.

12.2.2 Utilities

Like most of the opportunities and sources identified in this study, the utilities must be approached on a case-by-case basis. Results will vary depending on individual circumstances. One utility that we contacted, for example, is located in the same U.S. building as a Canadian industry department office. This source was coincidentally very familiar with the Canadian government's marketing officer and would be receptive to approaches from Canadian firms. This anecdote indicates that Canadian firms must spread their network broadly and pursue the various people-related opportunities that will inevitably arise.

There are two particularly important characteristics of the U.S. utility community. First, this sector has substantial private ownership and is generally less bound to local pressures and purchasing commitments. Second, this segment is being directly affected by recent amendments to the Clean Air Act. The fossil fuel burning side of this sector must make substantial investments in stack technology and in process efficiency in order to comply with sulphuric emission requirements. Canadian firms with utility experience and with knowledge of local regulations (again probably acquired through a local alliance) might wish to pursue utility-related opportunities further.

12.2.3 Universities

Universities play an active role in the U.S. environmental scene and many institutions interact regularly with industry and government. One interviewee, for instance, relayed the unconfirmed estimate that "one Southern U.S. university receives \$US 90 million annually in Defense dollars for environmental and related work". Research, development and training are obvious prime areas of university expertise. It should be noted as well that universities themselves represent environmental markets. For instance, Duke University is resident to a Superfund-related medical waste site.