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existing clients and other channels. In our view, each contact represents one step closer to a potential U.S. contract. Governments, associations, municipalities, management consultants, multi-national companies, competitors, construction firms, architects, previous clients, defence contractors, and real estate developers are among those Canadian contacts who may have U.S. contacts or clients who could benefit from Canadian environmental engineering consulting expertise. Each Canadian firm must exploit and expand its own network.

11) There is a growing appreciation in some circles for the linkage that exists between legislative enforcement, environmental investment and increased economic competitiveness. While such a linkage may be true in the long-term, our U.S. industry conversations suggest that environmental dollars are still spent somewhat grudgingly. Short-term earnings and shareholder pressures are widespread in the United States. As such, Canadian engineers should be able to package their approach to U.S. clients in terms of payback period, economic spin-offs, long-term benefits, and other such terms. Canadian engineering firms who can present a strong cost/benefit rationale for their proposal will enjoy long-term success. Sources cited examples such as lowered sewer surcharges, enhanced feedstock recovery, increased process water recycling, reduced heat loss, and so on.

12) Trade missions and shows are an important part of successful export market penetration. In this regard, it is vital that Canadian firms be fully prepared for such activities, with relevant company and product information in hand. One-on-one appointments (at the trade shows) with potential partners are also vital to success, as is constant on-the-feet contact with other interested parties.

13) In this report, we have emphasized the importance of Canadian industry drawing upon its network of contacts and support. We view the Association of Consulting Engineers of Canada, ISTC and EAITC as playing valuable roles in this market penetration effort. Such a role encompasses, among other activities, the promotion and distribution of this report, the acquisition of the key reference documents identified, the organization of and participation in relevant missions and trade shows, and the facilitation of relations with U.S. counterparts. The latter point might include aiding in negotiating mutual accreditation agreements such as that which exists between New Brunswick and Maine.