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The list of Canadian companies active as direct investors in the United States is broad and includes a number of resource, service, telecommunications, real estate, food and beverage, and retail companies. Through contacting the appropriate Consulate, firms can obtain an updated listing of Canadian companies with investments in the region of interest. For example, contacting the Consulate in Los Angeles reveals that the Canadian firms listed in Table 28 all have some type of presence in the California, Arizona and Nevada region.

Canadian engineering firms, particularly those with a relationship with these companies, may wish to investigate possible related U.S. market opportunities. Again, such opportunities are enhanced if the engineer has provided innovative solutions and top quality service to the client in previous dealings.

### **10.3 Other Private Firms**

In implementing an environmental project, there are generally as many as eight separate steps that must be covered.

- the situation must be diagnosed, analysed, and a decision made;
- conceptual plans must be devised;
- financing matters must be arranged;
- design and engineering procedures must be conducted;
- procurement must be completed;
- construction and installation must be completed;
- training manuals and courses must be prepared and presented to those affected;
- the implemented project must be operated and maintained.

The above activities are handled by a range of industries, including engineering, real estate, architectural, financial, management, construction, legal, and environmental companies. In a sense, each of these activities provides opportunities for environmental engineering firms and those industries conducting each activity may also represent a source of information and/or partnership for Canadian engineers.

Many individuals and documents have argued that these Canadian communities (particularly engineering, architectural and construction) do not work in a sufficiently coordinated manner and that improvements should be made in this regard. While we have not attempted to address this matter in any detail, we do feel that Canadian engineering firms should be exploring a range of professional contacts, as part of their overall market penetration strategy.