



CANADA - UNITED KINGDOM Chamber of Commerce 1921—2006 85th Year

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Prime Minister Rt Hon Tony Blair MP to address the Chamber

Dear Members

I am delighted to confirm that the Prime Minister the Right Honourable Tony Blair MP will address the Chamber on Monday 16 October at a lunch in London to celebrate the Chamber's 85th year. More details will be circulated in due course.

I would like to welcome the new Canadian High Commissioner to

the United Kingdom H.E. Jim Wright and the new Minister (Commercial / Economic) Judith Saint George.

I would also like to welcome new Charter Member, Canary Wharf Group, and all our new members to the Chamber listed on Page 20.

**Victor Phillip Dahdaleh
President**

Director's Comment

Many of you attended the dinner on 14 July with Canadian Prime Minister the Right Honourable Stephen Harper, the Prime Minister's first address to a business audience outside Canada. We have circulated a Special Edition Newsletter with Prime Minister Harper's speech reproduced in its entirety. Excerpts can be found within this newsletter (Pages 10-11).

We look forward to working with new High Commissioner H.E. Jim Wright and Minister Ms. Judith Saint George and wish them every success in their new posts.

Finally, thanks to all our Newsletter sponsors and the many contributors this edition.

**Nigel Bacon
Executive Director**

Holding an event in the UK –VAT issues

Source: TaxZone Canada

When planning an event in the UK, whether your organization is based there or not, the UK Government will apply the Place of Supply of Services Rule (Order 1992 [SI

1992/3121], Article 15, § b), which relates specifically to supplies made in connection with Exhibitions, Conferences and Meetings. This order states that the supplies are made where performed. On

NEW ERA FOR ZOOM AS BANK OF SCOTLAND TAKES STAKE IN LOW-COST AIRLINE

Zoom Airlines, which operates low-cost scheduled flights between the UK and Canada, has announced that Bank of Scotland Growth Equity has acquired a 7.5% stake in the airline as part of a £5.7m investment package.

As a result of the investment, Zoom - which is owned by travel entrepreneurs Hugh and John Boyle - plans to expand its operations to other worldwide destinations.

This investment will provide additional funds for the start up of a UK-based airline for the Ottawa-based carrier, as well as assisting with a rolling fuel hedging package.

Zoom Director, John Boyle, said: "For such a prestigious organisation as Bank Of Scotland to take an equity stake in our airline is a tremendous vote of confidence in the success of Zoom which, for the past 3



Photo: Rt Hon. Tony Blair, the British Prime Minister, due to address the Chamber 16 October



Photo: Canadian Prime Minister Rt Hon. Stephen Harper, on 14 July with Mr Victor Dahdaleh, President Canada-UK Chamber of Commerce

this basis, if you charge admission fees to the attendees / exhibitors, you have no other alternative than to register for the UK VAT regime and abide by the rules and regulations. *Cont. Page 7*

years, has pioneered the low fares concept on a transatlantic basis between 6 European airports and 7 Canadian destinations. *Cont. Page 3*

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Zoom
AIRLINES

The Global Economy 2006 and Beyond

Source: David R Miller, Head of International Advisory Group, London



'The bottom line is that economic growth is good, corporate earnings continue to move higher and no recession is forecast.'

RBC International Advisory Group

Just a few months ago world equity markets passed the late '99/early '00 peak. The low point of March '03, although still a painful memory for those involved in markets at the time is starting to fade. What has driven this recovery? The world economy has proved to be remarkably resilient. Average economic growth has exceeded 4% - comfortably ahead of trend growth over the longer term of nearer 3%. Emerging economies have done particularly well with Russia, various parts of Latin America, OPEC related countries and India deserving particular mention. The bottom line is that economic growth is good, corporate earnings continue to move higher and no recession is forecast.

What is particularly interesting is that this growth has occurred despite the steady rise of US interest rates from 1% to 5¼% and the substantial increase in the price of oil. Either could have been expected to derail growth but this hasn't happened. We could spend time rationalising why not, but

probably the most influential factor has been supportive monetary policy which has provided ample liquidity throughout this period.

Taking a tour of the world and starting with the US. It is by no means certain that interest rates will peak in '06 whilst economic growth remains satisfactory. Japan is now experiencing modest inflation (a good thing) and accommodative monetary policy is likely in order to be absolutely certain in that the recovery that we have seen in the last few years is sustained. Nobody wants a return to the lost decade of the '90s. Europe, including Germany for the first time in a number of years, is on an improving trend and there is plenty of scope for M&A activity.

One always has to be aware of risk and at present uncertainty is at a relatively high level. Country specific risk, as usual, is caused by governments making mistakes. The Chinese are trying to organize an orderly slowdown in the economy and this may be difficult. In Europe interest rates may be pushed up before the recovery is properly in place. Japan may make the

same mistake, but much less likely. Event risk such as an oil price spike linked to a deterioration in the global security situation and dollar instability could cause problems. However, perhaps the biggest risk is the impact of the end of easy money which has been in place since '98. Over the next 12 months we could see a coordinated tightening of monetary policy around the world for the first time in 15 years particularly if recent concerns about higher inflation persist.

On balance the positives are happening (economic growth, good corporate results and plenty of takeovers), whilst the risks are only possibilities. This suggests that equity markets should be well supported for the balance of '06 and into early '07. After a strong start to the year there has been a setback as investors have locked profits and become more risk averse, but this presents a buying opportunity for those with steady nerves.

www.rbc.com

David.miller@rbc.com

Global Equity Performance over the last 12 months. MSCI World Index (\$)



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Canada: Staying in the Black

Source: Andrew Pyle, Head of Capital Market Research, Scotia Capital Economics

Canada's economic momentum slowed over the course of the second quarter and indicators suggest that activity remained on the cooler side during what was another hot summer.

Back-to-back declines in employment during June and July, and a two-month drop in retail sales at the end of the quarter reinforce the view that overall GDP growth will remain slow in the current quarter as well.

Catalysts for this slowdown have been well documented in recent weeks and include the weaker performance of the U.S. economy, higher interest rates and the appreciation of the Canadian dollar.

In fact, both economies appear to be gearing down

in synchronized fashion, which has also been reflected in the decisions taken by the Bank of Canada and Federal Reserve to suspend their tightening programs this past summer. From a fiscal perspective, however, Canada's cooler climate does not appear to have had any detrimental impact.

The federal government's budget surplus for the fiscal year ending March 31st is estimated to come in at close to C\$8 bn, while the combined provincial budget surplus is pegged at C\$13 bn – a new record. As business and household income growth slows, tax revenue growth will also be impacted, resulting in smaller budget surpluses for the current fiscal year.

That said, Canada is in a much more favourable position than its G7 peer

group in terms of the fiscal room to help counter the effects of a more significant deterioration in North American economic conditions in the coming quarters.



[Photo: Andrew Pyle, Scotia Capital]

Scotia Capital represents the global corporate and investment banking and capital markets businesses of the Scotiabank Group, with operations in 50 countries, including a successful presence in the European market since the 1920s.

Contact:

www.scotiacapital.com



'Canada's economic momentum slowed over the course of the second quarter and indicators suggest that activity remained on the cooler side during what was another hot summer.'

Scotia Capital

CANARY WHARF GROUP PLC –NEW CHARTER MEMBER

Canary Wharf Group Plc (CWG) has recently become a Charter member of the Chamber.

The prime business function of CWG is the building and leasing of Grade A office and retail space at its 97 acre estate in East London. The Canary Wharf estate is a modern, high specification estate with

flexibility in its design. Over the last 12 years CWG has constructed more office space in London than any other property group totalling over 14m sq ft of commercial space. The development now comprises 33 office buildings and over 200 shops, bars and restaurants within 4 retail malls. It also has 2 conference and

banqueting centres, 2 Docklands Light Railways stations, a Jubilee Line station, car parks and approximately 20 acres of landscaped open spaces.

CWG can offer prime office space from a few thousand square feet up to bespoke buildings of 100,000 sq ft.

www.canarywharfoffices.com

CANARY WHARF
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Canary Wharf Group plc WIN Best Online Property Marketing Campaign www.canarywharfoffices.com at the Estates Gazette Annual Property Awards.

NEW ERA FOR ZOOM AS BANK OF SCOTLAND TAKES STAKE

[Cont. from Front Page]

The investment by the Bank of Scotland will assist in setting up Zoom UK which will enable us to expand our operations from the UK to non Canadian destinations. This is a red letter day for the airline which bodes well for our future prospects".

David Wilson, Director of

Bank of Scotland Growth Equity, who negotiated the deal said: "We view Zoom as a successful and innovative carrier with a considerable reputation for quality as well as value for money. It is an exceptional growth opportunity and we are delighted to have made an investment in the company and to assist in its long term profitable

expansion".

Hugh and John Boyle made their mark in the travel business by starting Direct Holidays which they built up before selling to Airtours 8 years ago in a multi-million pound deal.

Zoom flights can be booked at www.flyzoom.com

T: +44 (0)870 240 0055



Disclaimer:

Views and opinions expressed in this newsletter are those of the contributors only and do not reflect the official views of the Chamber.



Ontario Premier named World Personality of the Year

Source: Cheryl Donais, Ontario International Marketing Centre, London

Foreign Direct Investment magazine of the Financial Times in London, recently announced the selection of Ontario Premier Dalton McGuinty as 'World Personality of the Year' for his efforts to promote Research and Innovation in Ontario.

FDI magazine was impressed with Premier McGuinty's string of successful initiatives for boosting research & innovation and attracting foreign investment, not to mention his outgoing, upbeat and infectious enthusiasm.

As Minister of Research and Innovation, he is investing C\$1.7 bn over 5 years to recruit top research talent and move innovative ideas from the lab to the global marketplace.

Examples of his initiatives include:

(1) providing financial assistance for entrepreneurs & small businesses (C\$24m);

(2) funding for reducing the time between innovation & commercialization (C\$27m) and programming to increase the links between universities and applied research

(3) Strengthening research linkages between academia and industry by creating Ontario Centres of Excellence (OCE) which include the following sectors: Energy, Communication & Information Technology, Earth & Space Technology, Materials & Manufacturing and Photonics Research

(4) Funding for the commercialization of Ontario Fuel Cells Investing C\$50.5m in the new MaRS discovery

district, a 700,000 sq foot facility housing science and technology research labs alongside technology companies and investment capital firms

(5) Demonstrating a commitment to safe, clean & reliable energy by increasing the current supply to almost 11,000 megawatts of new electricity.

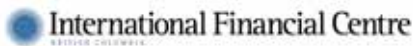
Additionally Premier McGuinty supported the opening of 7 Ontario International Marketing Centres (OIMC) worldwide, including London, to encourage trade and foreign investment into Ontario.

For more info on Premier McGuinty's foreign investment plan or Ontario's research and innovation capabilities, contact:

[goldie.schermann](mailto:goldie.schermann@international.gc.ca)

[@international.gc.ca](mailto:goldie.schermann@international.gc.ca)

'Ontario Premier Dalton McGuinty [selected] World 'Personality of the Year' for his efforts to promote Research and Innovation in Ontario...' OIMC, London



New Tax Legislation Opens BC as a Lower Tax Location

In a bold move intended to open the door in British Columbia to international financial business, in '04, the Government legislated International Financial Activity Act (IFAA), widening the qualifying criteria for companies wishing to establish in BC.

No longer limited to financial institutions, corporations can now qualify for tax relief under the Act by establishing a factoring operation in BC.

Consider a fictional multinational company, with HQ in France. If the company exports worldwide, that company can establish a factoring office in BC, tasked with purchasing the parent's receivables without recourse. After remitting 80% of sales to the parent, they will then be responsible for collecting the

receivables from the overseas buyers.

Not only does the multinational reduce expenses by operating in a lower tax location, the company benefits from other aspects of operating in BC, such as a multicultural workforce - about 18% of employees are visible minorities. In addition, labour generally costs less: an Administrative Support worker in Seattle costs 14.5% more than in BC (2006 KMPG Competitive Alternative). A software engineer costs 18.5% more in Seattle than Vancouver. (WSJ Career Journal.com)

Another reason to locate in BC is people like living there. That makes it easier to attract and retain talented people.

A study by New Media found the top reason for

locating in BC was the desirable lifestyle. Executives in 152 companies ranked lifestyle as extremely important, compared to the large talent pool, which was ranked as extremely important by 107 companies. (New Media, 2003).

Not surprisingly, the Mercer Group's '06 Quality of Life Survey ranks Vancouver 3rd worldwide -first in N. America. (Mercer HR Consulting, 2006) And Mercer's 2006 Cost of Living Survey shows Vancouver ranks 56th worldwide.

A record number of 21 companies have registered an international financial business since the IFAA became law in late '04. This represents one of the largest increases in membership since inception of the IFC in the late '80's.

Contact: Alice Harder:

aharder@ifcbc.com

www.ifcbc.com



The first of the British Columbia IFC European Roadshow Seminars will be held:

Venue: McDonald House, High Commission

Date: Monday, 2 Oct

Registration from 09:30

Price: FREE to members.

Contact the Chamber for more details.

British Invasion of Quebec

Source: Roxanne Degarie, Assistant, Invest Québec, London



During the past 4 years, UK companies have poured over \$1bn into the Québec economy, including \$402m in '04 alone. This ranked Québec as the No.1 choice for British companies investing in Canada.

Dany LaRochelle, a Business Development Officer with Investissement Québec says "Companies realize that Québec is a nice place to do business and that they can benefit from all the advantages of being part of the NAFTA. Québec is a world leader in several key high tech areas, including aerospace, life sciences and IT."

Land Availability Makes Expansion Easier

David Cripps, President of **SP Systems**, is a perfect example of the kind of modern internationally-minded business leaders who are, more and more, taking up residence in Québec. Cripps recently moved his family to the Eastern Townships region as he oversees the company's acquisition of **ATC Chemicals'** composite materials operations. The deal included a \$13m investment doubling the company's plant in Magog to 9,200 m² and boosting staff from 80 to over 200.

"The building process was a dream, especially when compared with what it would've been like had we tried a similar expansion back home. The UK is such a small place; land is scarce and its use is highly regulated. Québec's wide open spaces make it much easier for companies to grow" says Cripps. He also cited Québec's strong

construction industry as a key factor in facilitating his plant expansion. "Land is much more widely available than in Europe, so many Quebecers build their own homes. That means there's a much more ready pool of construction workers and tradesmen available."

Other Bonuses

Physical space wasn't the only advantage of locating overseas. "We got a lot of support, especially from the Magog industrial commission, which helped us team up with local contacts," says Cripps.

Another big advantage for manufacturers like SP Systems is Québec's favourable tax position. Combined federal and provincial tax rates for manufacturing corporations is just 31.02%, lower than its major competitors such as Ontario, BC and key US states like New York and California.

Despite Québec's success in increasing its share of British investment dollars, Dany LaRochelle has no desire to rest on his laurels. Britain is Québec's 2nd largest international export market for Québec goods, many of which are in high value-added sectors such as engines and equipment. This opens the door to the creation of additional synergies in other areas.

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dany.larochelle@investquebec.com
www.investquebec.com

'UK companies have poured over \$1 bn into the Quebec economy [2002-06] ...Quebec [is] the No.1 choice for British companies investing in Canada'

Invest Québec

B.C. MAJOR PROJECT LIST SURPASSES \$100 BN MARK

Source: Rolf Fyne, Director, Business Development Europe, BC Min of Economic Development

BC's economy continues to fuel record levels of construction, according to Economic Development Minister Colin Hansen.

"The number of large-scale construction projects planned or underway... continues to reach new record highs, with the value of these projects now reaching the \$100bn milestone for the first time ever," said Hansen. "With more than twice as many construction projects today, compared to just 3 years ago, **the [The Major Projects Inventory June '06] report shows investors' continuing high level of confidence in BC's economy.**"

According to the Inventory a record 769 major capital projects, worth nearly \$101.9bn, were planned or under construction in BC April-June '06. This is an increase of approx. 23% year-on-year in the number of projects reported.

"The inventory is a useful planning tool for industry, giving us a snapshot of upcoming construction projects and allowing us to help predict future labour needs to make these projects a reality," said Keith Sashaw, President of the Vancouver Regional Construction Association. "The increase in the number of projects is indicative of the province's economic growth

and will help to attract workers with long-term job opportunities."

20 major projects started construction in BC during Q2 '06, valued at approx. \$1.8bn with 71 new major projects added to the Inventory totalling more than \$5.4bn in potential new capital investment.

The Inventory includes all major projects that are proposed, planned and underway with a capital cost of at least \$20m within the Lower Mainland and \$15m elsewhere in BC. The Inventory is at:

www.gov.bc.ca/ecdev





Need a job? Alberta has lots... the future looks very bright

Source: Neil Aikman, Alberta-UK Office, London

In July '06, Alberta's unemployment rate was 3.6%, up slightly from 3.5% in June, and identical to the rate recorded a year earlier. This was the lowest provincial unemployment rate in Canada - well below the national average of 6.4%. But they don't really speak in terms of unemployment any more, now everything is focused on the growing job vacancies.

All of Alberta's regions have unemployment rates far below the national average. Among Canada's largest cities, Calgary and Edmonton ranked 2nd and 3rd (just behind Victoria) with jobless rates of 3.7% and 3.8%, respectively.

According to Statistics Canada "since the start of the year, the rate of employment growth in Alberta (+3.9%) was 3 times higher than the national average". Over the past 12 months, Alberta created 82,100 jobs with full-time employment driving the vast majority of this growth. The largest employment gains were in the construction, mining and oil and gas extraction, healthcare and social assistance and public administration sectors.

"To address this seemingly insatiable need, the Alberta UK office is participating in a number

of initiatives this Autumn to put the message out that Alberta needs skilled people," says Murray Sigler, MD of the Alberta UK office. "However, we would also like to encourage some of the thousands of Canadians living here in the UK to consider moving to Alberta in the near future. It's a great place to live, and the future looks very bright. There will be a job waiting for them." Initiatives include participation in the York and Sandown Emigrate shows and hosting Consulting Engineers of Alberta and the Calgary Police Service recruitment missions.

For further info contact: Neil.Aikman@international.gc.ca

'...they don't really speak in terms of [Alberta] unemployment any more, now everything is focused on the growing job vacancies.'
Alberta-UK Office, London

Members Business Update

Alcan Cable, unveiled its new MODEX™ brand of modular wiring systems 5 Sept, designed for the commercial construction market to allow for quick and easy on-site installation.

Bombardier has won a contract for the provision of 152 Electrostar electric multiple unit cars plus an associated Train Services Agreement from Transport for London (TfL) with

contract value of approx. £223m.

BMO Financial Group reported 30% Net Income growth and record Net Income (\$710m) in Q3 '06.

Canadian payrolls – Controlling costs with Voice Clocks

Source: A. William Smyth, President OnPayroll.ca Corp

There are now many ways to monitor and control costs when handling International Payrolls through effective use of tools available on the Internet. Time and Attendance systems have come a long way from the old punch card systems.

Web based solutions are now widely available, more cost effective, and can include a variety of collection systems including swipe clocks, biometric readers utilizing hands or fingers, retina recognition, web clocks and voice clocks. Most systems allow a combination of many of these solutions. Cost effectiveness can occur in many ways.

Even with punch cards, significant errors can occur

resulting in unreported over paying of employees – employees traditionally only report errors when they are underpaid. Specific rules can be added to the time keeping systems to ensure further accuracy and compliance with localized labour, and the net results can be downloaded into a payroll system to produce the payroll.

Through the Internet, you can track what is happening effectively anywhere in the world where you are operating a web based solution, allowing you to stay on top of labour costs on a daily or hourly basis. Another plus is data can be maintained and retained in an electronic format for as long as required by local legislation at minimal costs, and can be readily retrieved.

Of all the tools mentioned above, the voice clock provides the user with a significant amount of flexibility. A voice clock is a system that enables an employee to "clock in" utilizing a telephone. You in effect have a virtual attendant working for you to track and record your employee attendance – again from anywhere in the world. Caller ID verification assists in controlling and auditing punch activity, and the voice clock system allows for expanded opportunities in the payroll market. Some of the more obvious opportunities include construction, landscaping, home and hospice care, security, janitorial, sales, mobile and professional services. www.onpayroll.ca



Holding an event in the UK –VAT issues

Source: Martin Pinsonnault, TaxZone Canada VAT File Management

[Cont. from Page 1]

VAT in the UK

Your organization will be charged VAT on most expenses (Input VAT) incurred during the setting up of an event. E.g. if the expenses total approx. £536,170, you will be charged a VAT amount of £93,829 (Output VAT).

In most cases, you will need to register to the UK VAT regime and charge VAT to your attendees and exhibitors. If you charge £600 for each attendee package, 17.5% VAT will be assessed on this amount.

Attendee package: £600.00

VAT (17.5%): £105.00

Total: £705.00

1,000 attendees registered to the event = £105,000 (Total VAT collected)

Since you collect this amount on behalf of HM Revenue & Customs, you are required to remit the VAT to the government. However, before you do so, you can deduct all the VAT paid to your suppliers.

Collected: £105,000

Paid: £93,829

To remit to HMRC: £11,171

So you get to hold on to the £93,829, which now represents the VAT amount you have recovered.

Expert Advice

Convention Centres: can

provide basic assistance but their expertise tends to be limited to their own product.

VAT Reclaim Agents: can provide you with their experience in recovering VAT paid out but not necessarily on VAT registration issues.

Tax Lawyers: provide accurate information with respect to current and future tax registration requirements, and tax recovery rules and regulations.

VAT File Managers: are professionals who manage your VAT affairs from beginning to end. They combine the knowledge and expertise of VAT Reclaim Agents and Tax Lawyers, ensuring compliance with current local rules and regulations. They guarantee that VAT recovery is maximized by applying the correct scheme relevant to your event. Where necessary, they can deal with VAT registration, invoicing requirements, exchange rates, and VAT inspections; they can also give you information on the correct format to use when you report the VAT and periodic returns, when you need to pay VAT, and they can provide on-site assistance for your larger groups.

Getting Started

Start by establishing the parameters of your event in order for a VAT File Manager to clearly determine your chances of recovery, and whether or not your organization requires to register for the local VAT

regime.

Such parameters could consist in providing the following information:

-Who are the participants?

Corporations, association members? Are they from a specific trade (medical, insurance, banking)? Profit or non-profit organization? Are they students or from a university?

-Number of attendees: % of nationals versus % of non-residents?

-Number of exhibitors: % of nationals versus % of non-residents?

-Number of sponsors: will they be charged or sponsor in exchange for...?

-What type of event is it?

Conference, conference & trade show, exhibition, seminar (with training / learning), product launch, incentive trip?

VAT compliance rules and regulations will vary according to the type of event.

The Bottom Line

Each case has to be analysed on its own, in order to assess VAT recovery possibilities or VAT compliance requirements. In general we are looking at good news, since your organization, your attendees and exhibitors will be able to recover most of the VAT paid out.

www.taxzone-canada.com

was **BP**, with 2nd through 4th positions: **Suncor Energy; Nexen; Petro-Canada and Shell**, respectively.

The study uses 4 categories to determine leaders: environment, community and society, human rights and health and safety.

'In most cases you will need to register to the UK VAT regime and charge VAT to you [event] attendees and exhibitors'

TaxZone Canada



Members Business Update *cont.*

National Bank has announced the appointment of Ricardo Pascoe and Luc Paiement as Co-Presidents and Chief executive officers of National Bank Financial Group (NCFG).

RIM and Dobson Cellular Systems) announced 1 Sept the availability of the EDGE-

enabled BlackBerry® 7130g™ to mobile professionals in the United States

In a recent report issued by **Jantzi Research**, a Toronto-based socially responsible investing firm, the top-ranked company in its social and environmental performance

Where should you sue? An international perspective on witness evidence

Source: Andrew Bartlett, Simmons & Simmons

When considering a jurisdictional strategy to litigation, it is all too easy to overlook the differences between the rules of evidence in different countries.

Contrary to what one might think, the differences cannot simply be drawn along the lines of common and civil law jurisdictions. For example, considerable weight is given to oral evidence in Canada and England, whereas in Portugal, parties cannot give oral evidence as they are not considered to be sufficiently impartial. Where a company is reliant on the oral evidence of a director, it is

therefore at a severe disadvantage.

In other jurisdictions, such as Germany, there is no absolute bar on parties giving oral evidence, but the courts remain sceptical and their evidence is generally given less weight than the evidence of 3rd parties.

While common law jurisdictions such as Canada and England tend to allow a party to contact witnesses in advance to find out whether they can further the party's case, in many civil law jurisdictions direct contact with a witness could render the witnesses' evidence inadmissible, and professional conduct rules

for lawyers often forbid contact with witnesses.

Contact:

andrew.bartlett@simmons-simmons.com

To learn more on the rules governing witness evidence in various countries in Europe, N. America and Asia and how these rules may affect litigation strategy, go to: www.elexica.com/insider/directlink/FMDWitnessEvidence

This article is taken from elexica www.elexica.com, the award-winning, free online legal resource created by leading international law firm Simmons & Simmons www.simmons-simmons.com. elexica offers registered users an extensive range of thousands of items of high quality legal information.

'When considering a jurisdictional strategy to litigation it is... easy to overlook the differences between the rules of evidence in different countries'

Simmons & Simmons

For details of the Chamber's Welsh Chapter contact:
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Dan Clayton-Jones on:
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www.canada-uk.org

EVENT NOTIFICATION

Building the Future: Canada an Emerging Energy Superpower

A select group of energy and financial executives will gather for the 3rd Annual Energy Roundtable Conference in Calgary, Alberta on Tues, 26 Sept '06.

The Energy Roundtable has been created in association with leading companies to facilitate private-sector investment and growth in Canadian energy markets. The '06 theme "Building the Future: Canada, an Emerging Energy Superpower" will focus on the major drivers of investment in energy infrastructure in Western Canada.

W. Canada is home to some of the world's largest energy resources -over \$100bn is committed to projects in Alberta alone. From unconventional opportunities in the oil sands to continental developments in natural gas pipelines and power transmission systems, the '06 Energy Roundtable will cover the issues that will be of importance to business decision makers for years to come.

High-level speakers will discuss new frontier producers and markets, important shifts in corporate strategies and market design, M&A and project finance opportunities and the role of emerging technologies in utilizing the vast energy resources in W. Canada. Participation in the Energy Roundtable is limited, with sessions structured to facilitate open dialogue. Register on-line at www.energyroundtable.org

T: +1 416 727 3185 or E:info@energyroundtable.org

MEMBER CHANGE OF NAME ANNOUNCEMENT

On 24 July 2006, Belden CDT announced its new company name 'Belden' and introduced a new corporate identity.

The new email address for Belden contacts should now be typed as follows:
Firstname.Lastname@Belden.com

The new Belden website can be found at:

www.Belden.com

From this site you can gain access to information on Belden and Belden IBDN. If you have any questions regarding the new corporate identity, please contact Harminder Ramanay

T: +44 (0) 1344 661211

Harminder.Ramanay@Belden.com



Getting IT right

Source: Graham Kennedy, Founding Partner, Gelst LLP

Barely a week goes by without an exposé in the press about a major IT failure in UK Government at huge expense to the taxpayer.

While it's true that in most circumstances the blame should not lie entirely with the IT Department, typically more could be done to avoid the problem in the first place.

IT problems usually boil down to the same root causes: lack of effective IT management; lack of understanding about how IT contributes to corporate objectives; or both.

So how do you quickly do something about it?

Some of our Top Tips:

- Involve people from
- Get everyone in the IT Department to be polite and helpful. It's amazing what a difference this mindset makes.
- Ask the IT Department to expose how much it costs to provide each service. You'll be surprised at some of the answers – and the impact the answers have on the services that are delivered.
- Make sure that

outside the IT Department in IT management. Without this, the IT Department will delight in implementing solutions for which problems are still to be found.

everyone in the organization (and not just those outside the IT Department) can articulate how IT is contributing to the organisation's objectives. Without this, the IT Department will be viewed as an expensive group of people who are only interested in technology.

Finally, promote a 'can do' culture across the organization to build on the strengths of IT and address its weaknesses. Sounds obvious? Well, when was the last time the user community changed something to help IT do its job better....?

For more ideas visit:

www.Gelst.com

'Ask the IT Department to expose how much it costs to provide each service. You'll be surprised at some of the answers – and the impact the answers have on the services that are delivered.'

Gelst LLP

MR. JAMES R. WRIGHT, NEW HIGH COMMISSIONER TO THE UK FOR CANADA

Mr. Wright assumed his responsibilities as Canadian High Commissioner to the UK on 27 August 2006. Born in Montreal, Mr. Wright attended McGill University (BA, 1972; MA, 1973) before joining the Department of Foreign Affairs in 1976.

With the Canadian Foreign Service, he has served in Moscow (1978-1980), Washington (1983-1987) and London (1992-1996) where he was Minister, Political and Public Affairs, at the Canadian High Commission. In Ottawa, he has worked in the Office of the Prime Minister and as Director of Personnel.

From 1996-2000, Mr. Wright was Director General for the Central, East and South Europe Bureau. From 2000-2004, he was the Assistant Deputy Minister for the Global and Security Policy Branch. In January 2005, following a reorganization of Foreign Affairs Canada, he assumed the position of Assistant Deputy Minister for the International Security Branch. Mr. Wright also served as the Political Director.

He speaks English, French and Russian.



Zoom announce Summer 2007 schedule

Zoom's extensive summer 2007 schedule of low-cost full scheduled flights makes it far easier to travel to Canada with attractive prices and flexibility of durations on offer.

Throughout summer 2007, Zoom will service 14 weekly flights to Toronto, 11 weekly flights to Vancouver, 5 weekly flights to Calgary, 4 weekly to Montreal, 2 weekly flights to Ottawa and Halifax, and a

weekly flight to Edmonton and Winnipeg.

Fares start from £99 one-way plus taxes and operate from 6 European hubs, Gatwick, Glasgow, Manchester, Belfast, Cardiff and Paris to 8 Canadian destinations including Toronto, Vancouver, Calgary, Halifax, Ottawa, Edmonton, Winnipeg and Montreal.

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Summer '07 flights are available at:

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Excerpts from Prime Minister Stephen Harper's Chamber address 14 July 2006

'The fundamentals of our economy are strong. The cost of doing business in Canada is now among the lowest in the industrialized world.'

Prime Minister
Stephen Harper



[From top] Victor Dahdaleh greets the Prime Minister; the Prime Minister addressing the dinner guests; the PM with Acting High Commissioner Guy Saint-Jacques departing the dinner

To read the address in full please visit:

www.canada-uk.org

'Ladies and Gentlemen, this is actually my first speech to a business audience outside Canada since becoming Prime Minister.

And it is only fitting that it's to your distinguished organization... [b]ecause the Canada-UK Chamber has been promoting commerce between our nations for almost 90 years. And...the business relationship between our countries dates back to the very founding of Canada...

...[M]uch of what Canada is today we can trace to our origins as a colony of the British Empire. Now I know it's unfashionable to refer to colonialism in anything other than negative terms. And certainly, no part of the world is unscarred by the excesses of empires. But **in the Canadian context, the actions of the British Empire were largely benign and occasionally brilliant.**

The magnanimous provisions of the Quebec Act of 1774 ensured the survival of the French language and culture in Canada - to the everlasting benefit of our country. And the treaties negotiated with the Aboriginal inhabitants of our country, while far from perfect, were some of the fairest and most generous of the period.

This genius for governance shown by the mother country at the time no doubt explains in part why Canada's path to independence was so long, patient and peaceful. And it explains why your Queen is still our Queen...

...Ladies and gentlemen, during last winter's election campaign, I made it crystal-clear where my party stood on

national defence, foreign policy and the fight against terror. **We promised to rebuild Canada's long-neglected armed forces.**

To reassert Canadian sovereignty over our arctic territories. And to reclaim the modest leadership role we once held on the world stage. And this is exactly what we have been doing since Canadians gave us their trust on January 23rd...

...As you know all too well, the terrorism threat is not just external. Canadians were shocked and saddened by the London subway attacks that coincided with last year's G8 meetings. We also take this threat very seriously. And we're acting on it. First, by increasing the financial and human resources needed to enhance domestic security. Our inaugural budget dedicated an additional three quarters of a billion pounds (close to \$1.5bn) to improving emergency preparedness and the security of our borders and transportation systems. **We're plugging the holes, filling the gaps and working hard to stay one step ahead of the agents of hate and terror...**

...Ladies and gentlemen, our government will do all we can to make our society secure and ensure that terrorism finds no comfort in Canada. And we'll do it by preserving and strengthening the values we inherited from you,

- Freedom, democracy, human rights, the rule of law
- The values that built Canada, the values that unite all Canadians, and the values that will keep both our countries strong and secure.

Canada-UK trade

At the very foundation of a strong, secure country is, of course, a strong, stable economy. And thanks to our balanced budget,

- Our tax cuts,
- Debt reduction,
- The high demand for our natural resources,
- Our competitive economy,
- Our clean, safe cities
- And our highly skilled workforce,

Canada is an extraordinary country in which to do business.

Canada's new national government, as demonstrated in our first budget, is committed to balanced budgets,

- Low interest rates,
- Debt reduction,
- Lower taxes,
- A stronger economic union
- And an open, competitive economy.

We're building on a solid foundation. The fundamentals of our economy are strong. The cost of doing business in Canada is now among the lowest in the industrialized world. Our natural resources are in high demand. Our cities are clean and safe - and our environmental and criminal justice policies aim to make them safer and cleaner. Our people are hard-working, highly skilled and global in their outlook.

In short, Canada is a great place to do business. But I hardly need to tell you that. British investment in Canada has doubled since 1999, from £7bn to £14bn (\$15bn to \$30bn)...

Excerpts from Prime Minister Stephen Harper's address to the Chamber *cont.*

...One of the primary targets for British investors has been our booming energy sector. They have recognized **Canada's emergence as a global energy powerhouse – the emerging “energy superpower” our government intends to build.** It's no exaggeration. We are currently the 5th largest energy producer in the world. We rank 3rd and 7th in global gas and oil production respectively. We generate more hydro-electric power than any other country on earth. And we are the world's largest supplier of uranium. But that's just the beginning.

Our government is making new investments in renewable energy sources such as biofuels. And an ocean of oil-soaked sand lies under the muskeg of northern Alberta – my home province. **The oil sands** are the second largest oil deposit in the world, bigger than Iraq, Iran or Russia; exceeded only by Saudi Arabia. Digging the bitumen out of the ground, squeezing out the oil and converting it into synthetic crude is a monumental challenge. It requires vast amounts of capital, Brobdignagian technology, and an army of skilled workers. In short, it is **an enterprise of epic proportions, akin to the building of the pyramids or China's Great Wall. Only bigger.**

By 2015, Canadian oil production is forecast to reach almost 4m barrels a day. Two thirds of it will come from the oil sands. Even now, Canada is the only non-Opec country with growing oil deliverability. And let's be clear. **We are a stable, reliable producer in**

a volatile, unpredictable world. We believe in the free exchange of energy products based on competitive market principles, not self-serving monopolistic political strategies. That's why policymakers in Washington – not to mention investors in Houston and New York – now talk about Canada and continental energy security in the same breath. That's why Canada surpassed the Saudis four years ago as the largest supplier of petroleum products to the United States. And that's why industry analysts are recommending Canada as “possessing the most attractive combination of circumstances for energy investment of any place in the world...”

British companies are already significant players in the Canadian energy sector. BP has been there for 50 years. It's already one of our leading producers of natural gas and it has a major stake in Canada's next huge gas development – The Mackenzie River Delta in the Northwest Territories. BG Group has also accumulated a large exploration stake in the Mackenzie River Valley. There are trillions of cubic feet of gas in the region, and we are hopeful that the huge pipeline needed to deliver it to southern markets will finally go ahead. **British firms invested nearly £3bn (over \$6bn) in our energy and metals sectors last year.** And I think we'll see even more British investment as word of Canada's stature as the West's most important energy storehouse gets out.

Canada-UK trade today

Of course, the energy sector is not the only source of British investment. There are already about 650 UK-based companies and subsidiaries operating in Canada. You employ more than 70,000 people in 20 different industries. British exports to Canada was close to five billion pounds (\$10 billion) last year. And even if you're not doing business in Canada, chances are you're vacationing there. We welcomed over nearly a million visitors from the U.K. last year. And we look forward to seeing you all at the 2010 Winter Olympics in Vancouver and Whistler, British Columbia.

Canada is not as big a player in Britain as we'd like to be, but we're getting there...

...we're not just hewers of wood and drawers of water anymore. Although we're still pretty good at those things too. The great granite plate known as the Canadian Shield is a vast storehouse of precious metals. We have long been a major producer of nickel, gold, copper, potash, coal and cement. But it may be news to you that Canada is now the world's 3rd largest producer of diamonds.

...the world is beating a path to our door.

And we want Britain to be as much a part of our future as she has been of our past.

I have no doubt that the “bonds of comradeship” Mr. Churchill talked about in the early 20th century will remain just as strong throughout the 21st.'

'Canada's emerg[ing] as a global energy powerhouse... We are a stable, reliable producer in a volatile... world''

Prime Minister Stephen Harper



[From top] The Prime Minister with Mr. Peter Kallos (left) from Petro-Canada, Chamber Board member & event co-sponsor; guests in the Ballroom; with Charter member & event sponsor Mr. Martin Walton (left) from TD Bank; with new Chamber members Gowling LaFleur Henderson and their guests.

New Brunswick based Virtual-Agent Services Hosts UK-based Admiral Group plc

Source: Laetitia McDougall, Investment Team, Canadian High Commission, London

When Admiral Group Plc (www.admiralgroup.co.uk), a leading company in the UK private car insurance market, needed a contact centre partner that could provide high quality and efficient customer service, they found their solution with Virtual-Agent Services (VAS) in New Brunswick.

VAS pioneered and perfected the award-winning Distributed Workforce Concept allowing the company to network a series of fully functional transaction centres within New Brunswick using an advanced technical infrastructure provided by the regional phone company, Aliant, Inc. This allows VAS unlimited network capacity and the ability to reach a supply of

high quality labour while maintaining economies of scale in having one large centre.

VAS brings work to skilled people in rural communities without requiring them to travel long distances, creating an opportunity for area residents, assuring VAS' clients that they are receiving superior service from a dedicated, enthusiastic workforce. In an industry with av. attrition rates of 60%+, VAS posts agent turnover rates of less than 15%, has become a contact centre industry leader fully supported by local and provincial government and a New Brunswick commercial success story.

UK based Admiral Group utilizes VAS for service related calls. For Admiral

the benefits of choosing a New Brunswick based provider not only included a highly educated and dedicated workforce, but also a time zone differential allowing for critical coverage during key time periods of evenings / weekends; the ability to relate to the customer's needs, communicating the best solution for them; and the skills to handle unscripted and varying situations while converting calls into satisfied customers.

For more on VAS visit www.vagent.com

T: +1(888) 827-7253

Contact the Investment Team at the Canadian High Commission, London

T: +44 (0)20 7 258 6653

'Virtual-Agent Services... perfected the award-winning Distributed Workforce Concept allowing the company to network a series of fully functional transaction centres within New Brunswick...'
Canadian High Commission

Québec City: Canada's north pole of optoelectronics

Source: Martin Bouchard, Quebec Government Office, London

The July / August '06 issue of British magazine Optics & Laser Europe, describes Québec City as a hotbed of photonics activity and Canada's north pole of optoelectronics. Profiled are The National Optics Institute (Institut national d'optique or INO), based in Québec City, and 3 up-and-coming Québec players: Opto Security, Obzerv Technologies and Telops.

According to the magazine Québec City has established itself as a thoroughly modern "pole" of optics and photonics thanks to 3 key research centres and Laval University. The article focuses on INO which consists of 3 divisions: photonics, fibre and lasers; applied optical systems; micro device and application. Founded in '85 and based in Sainte-Foy, INO specializes in knowledge transfer from

photonics research and development projects into industry and the marketplace. The research centre helps companies identify their customers' needs by developing prototypes and small-scale production, such as techniques for airport X-ray scanners and laser hair-removal systems.

Based in INO's incubator building, Opto Security has developed an optics-based technology known as Opto Screener, that both enhances images from security scanning systems, such as airport X-ray machines, and detects the presence of firearms and their components from their shapes. Since '05 Opto Security has recruited 20 additional employees and its profits have gone up by C\$5.1m.

Based in the centre of

Québec City, Obzerv Technologies develops and manufactures high performance active imaging night-vision systems, optimized for short, medium and long range surveillance applications. The company was founded in March '02 and, in Sept '03, secured C\$4m profits from its innovative night-vision systems.

Also established in Québec City, Telops carries out research and development activities, testing and developing optical sensors and laser diodes. Its clients are often large organizations in the military and aerospace sectors.

For more visit:

<http://optics.org/optics/Articles>

www.obzerv.com/FR/index

<http://ino.zc.bmgmultimedia.com>

www.ams-technologies.com



HITEC 2006 and future trends in hotel technology

Source: Mike Preston, Founder & CEO, Prisma Consulting Ltd

Minneapolis, USA, was the recent venue for HITEC 2006, the annual technology conference and exhibition for the hotel industry. The event attracts visitors from around the world, both hoteliers and IT professionals. It is therefore an ideal time to reflect on what is new in the industry and what are the technology trends.

There were a number of exhibitors from both Canada and the UK. Canadian companies represented included Squirrel Systems, Tier One and Northwind. From the UK Premier Software were highly visible, as were Easy Revenue Management and Tiger Communications.

Whilst the conventional systems including **PMS, POS, CRM, sales & catering** were in abundance, it was the hotel of the future 'Room 2010'

that attracted much attention.

One trend was the spread of video technology with the option to watch TV or a movie whilst pounding the treadmill, displayed onto the bathroom mirror and on the shower wall (*Waterproof TV*), with a non-misting facility. And I thought most people take a shower in a hotel to avoid breakfast TV!

Other innovative technology included biometric door access (*IBM*), a mattress-less bed (with a patented body suspension system) from *Ammique* and an automatic massaging chair (*Brookstone*), with synchronised music and massage. In the bathroom, technology has evolved to now include an automatic lifting toilet seat cover and a paperless toilet.

In summary, apart from Room 2010, technology trends generally point towards more systems integration, more use of mobiles and IP telephony, more web-based applications and the evolution of industry standards so that suppliers and hotels can work more effectively together. A more detailed version of this article appears at:

www.prisma.com/newsPress



[Photo: Mike Preston, Founder & CEO, Prisma Consulting Ltd]

'...the hotel of the future 'Room 2010' attracted much attention [at HITEC 2006, the annual technology conference and exhibition for the hotel industry].'

Mike Preston,
Founder & CEO
Prisma

LASER-SCAN & GALDOS IN TECHNOLOGY PARTNERSHIP

Source: George Edwards, Trade Commissioner, Canadian High Commission, London

UK-based Laser-Scan and Galdos (HQ in British Columbia) announced 18 July '06 a technology partnership focused on the certification of quality spatial data.

Demand for integrated spatial data to support interoperability along with increasing regulatory pressures requires a new approach in systems and a new standard of data quality. It requires re-use of data, much collected prior to the advent of GPS, and web delivery mechanisms.

Laser-Scan and Galdos are responding to this challenge by introducing novel and groundbreaking technologies in web service delivery.

The partnership recognizes

that quality cannot be achieved and maintained without a structured approach, and therefore supply chain principles are adopted.

This partnership will allow Galdos and Laser-Scan customers to benefit from integrated technologies. The companies will work together to establish a standard for spatial data quality certification and publishing as a driving force behind the GeoWeb.

Mike Sanderson, CEO Laser-Scan commented: "This partnership provides the ideal opportunity to advance the concept of spatial data quality certification and to demonstrate the benefits of a service-oriented architecture for the

customer."

Shaukat Jiwa, President, Galdos Systems Inc., added:

"The integration of Radius Studio™ with Galdos Cartaline™ and INdicio™ will significantly enhance the product offerings of both companies, and provide new and powerful capabilities for our customers."

For more info contact:

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[@laser-scan.com](http://www.laser-scan.com)

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'Canadians leaving North America are frequently overwhelmed by the massive differences in the European market, not least the sheer number of players in most sectors, making it a more complex environment to compete in.'

CANE and Axon

Gordon Turner, and Andrew Butcher will be guest speakers on **28 September** at the Chamber's next Networking Night:

Venue: McDonald House, High Commission, London

Date: Thursday, 28 Sept

Registration from 18.00

Price: £20+VAT for members.

More details will follow from the Chamber.

Profile and Reputation: Critical Issues when Investing in the UK & EU

Source: Gordon Turner, President, CANE & Partner, Roiter Zucker Solicitors

You have an excellent idea, it works in North America, and you've decided to invest in the UK / EU; the market has been researched and you are confident that you will achieve your financial targets...but is your business venture really safe?

Smaller businesses, especially those setting up overseas, can be exploited; the manager will often really be a technician, more inclined towards design and function than strategy and may well be completely surprised by unanticipated developments such as attempted theft of information, solicitation of business and key staff and misuse of data or more probably, someone has failed to perform on a transaction as expected.

Generally speaking, when inward investors seek legal advice, it is to patch up one of these types of situations, when it is often too late, but the key is to create an image for yourself, which demands both confidence and respect. Companies, which get this right, tend to have better transactions and are less likely to be let down.

In fact, the question of perceptions is often more important than the legal defence because in a litigation your opponent will be sizing you up...'are they going to see this through?'...'am I up against a serious player?...' These are the very same questions contractors will be asking themselves when you first approach them.

According to Andrew Butcher, Head of the Corporate Reputation Practice at Axon Communications, the UK office of Canada's leading PR company, 'Profile and reputation are critical for

businesses that are new to the UK: Canadians leaving North America are frequently overwhelmed by the massive differences in the European market, not least the sheer number of players in most sectors, making it a more complex environment to compete in.'

And so guidance on the nuances of a market made up of many distinct nations, each with their own language and cultural differences is vital. As well as penetrating the typically "busy" UK market more quickly, a good reputation will support a more sustainable trading position, critical for when times are more difficult or perhaps when you face the added scrutiny of a litigation.

There are simple ways to enhance your profile as a powerful trader:

1. Appoint an agent

to interpose in the negotiation stage -this will inject local savvy and knowledge into the bargain. Give the agent clear instructions and an express mandate with defined parameters.

2. Building a reputation

Building a reputation depends on investment in a number of dimensions.

First and foremost your products and services, customer service and behaviour among all stakeholders must meet the standards expected by your market. Only then can you focus on the communications and marketing elements that support brand building and reputation.

In these it is vital to plan your activity based on a real understanding of who is interested in your

business, how they can influence its performance and the issues that concern them. It is no longer just about making a noise to raise awareness

3. Take Legal Advice

Once you have worked out what your real business needs are, brief your lawyers to make your staff make it happen. Many businesses make the mistake of accepting basic contracts carte blanche, whereas they are in fact the basis upon which your strategic vision can be enforced.

4. Insert key clauses in agreements with staff

such as positive duties to report problems, post termination restrictions and carefully defined confidentiality clauses.

These have to be reasonable to be enforceable in the Courts and protections beyond 6 months, post termination, will get a rough ride in the UK Courts.

Longer restrictions, for example up to 24 months can be justified where there is a corporate takeover and the UK director sells as the owner. The Courts will accept a greater need to control him, both as the 'face' of the company and also because as an owner, he will be expected to agree to restrictions freely and with full knowledge of the implications. Nothing undermines a company's prowess more than a key executive walking off with significant business unchecked.

All of the above are no use, at the perception stage, unless the 'deal' is firmly embedded in the minds of those you do business with.

[Cont. Page 15]

Producing an Invigorating Learning Environment

Source: Allen Croxall, Learning Through The Arts

The Royal Conservatory, Canada's leading arts/education organization is proud to have developed Learning Through the Arts (LTTA), an innovation that is delivering intellectual, emotional and physical benefits to children and teachers in 350 schools across Canada and in 12 countries around the world.

Learning Through the Arts (LTTA) is a programme that effectively marries the talents of local community artists to the teaching skills and insights of school teachers to produce an invigorating learning environment in which students, often with a multitude of learning styles and from varied social backgrounds, progressively become engaged, challenged, inspired, confident and successful.

The LTTA program places emphasis on sequential professional development for both teachers and artist educators for continuous improvement in program design and meeting curricular outcomes.

In innovative ways the arts are successfully infused into the daily curriculum of

primary and secondary students to enhance their ability in learning concepts required in disciplines such as maths, history, science, literacy and geography.

LTTA is designed around long-term artist-teacher partnerships. Together, they customize strategies and activities which address the needs of their unique learning / teaching environment.

In the spring of '06 we started working in 5 Birmingham schools, 2 primary schools and 3 secondary schools. The Staff members in the schools selected 2 classes in their school to take part in this first year. The teachers in these classes met with the first artist before the classroom sessions so that they could work as a team. They looked specifically at the needs of the students and the ways these students responded to different approaches.

Once plans were in place the artist worked out lesson plans for three visits to be made over the period of three weeks. The teacher used the strategies in between the visits to reinforce the concepts being worked on. Teachers

were very involved in the lessons and students were focused and involved in the learning process.

This autumn we will be providing additional professional development for the teachers and artists and 2 more artists will work in the classroom during the course of the '06/'07 school year.

The arts, by their very nature, teach people to handle complexity and ambiguity and to see the interconnectedness of things. The work of researchers around the world about higher brain functions shows that the brain achieves more effective recall when new knowledge has multiple linkages and includes emotional resonance.

Arts activities enhance receptivity to alternate scenarios, which are the basis of integrative thinking. The arts have a special capacity to enhance our ability to perceive patterns, to generate metaphors and to fuse thought and feeling.

We need to bring the arts back to all aspects of life, and a proven highly effective way to do this is to infuse the arts across school curricula, whether primary, secondary or tertiary.



LEARNING
THROUGH THE
ARTS

'We need to bring the arts back to all aspects of life, and a proven highly effective way to do this is to infuse the arts across school curricula, whether primary, secondary or tertiary.'

**Allen Croxall,
Learning Through
The Arts**

Critical Issues when Investing in the UK & EU *Cont.*

'Cont. from previous page]

Take time to reinforce, remind and educate your colleagues about their obligations to your organisation. That way, you will probably never have to take court action.

But it's not just about defence...all good companies ensure that junior leaders have a genuine sense of buy in to the company objectives. You need to make sure that actual management duties,

and reputation requirements, are set out in contracts with bonus schemes, and stocks and options linked to the ongoing fortunes of the company. This is one of the best methods of ensuring that your key staff and agents promote your company's reputation in the UK.

As an inward investor people will make immediate judgements about you, for better or worse. It makes

sound financial sense to get this right as soon as you can.

Gordon Turner is President of C A N E and Head of Employment Law at Roiter Zucker Solicitors.

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Transat A.T. Inc. from Québec acquires Canadian Affair

Source: Martin Bouchard, Quebec Government Office



Transat A.T. Inc. from Québec

Transat A.T. Inc., holiday travel leader in Canada and one of the largest integrated tourism companies in the world, has completed the acquisition for £20.4m (\$42.8m), of all the shares of British tour operator The Airline Seat Company (TASC), which operates under the brand Canadian Affair.

The transaction corresponds perfectly to the strategic plan adopted by Transat A.T. Inc. in '05. It states the intention of the firm from Montréal to expand its scope as an outgoing tour operator in Europe, building on its

already significant position, notably in France.

About Transat A.T. Inc.

The firm is already very active in Europe. In conjunction with sister companies Nolitours and Transat Holidays, wholly owned Transat subsidiary Air Transat is offering direct flights between several Canadian cities and 30 European destinations in 10 countries, more than any other Canadian carrier.

The United Kingdom alone represents 200,000 return seats. Air Transat flies to London, Birmingham, Edinburgh, Exeter, Glasgow, Manchester, Newcastle and Belfast, as well as to Shannon and

Dublin in the Republic of Ireland.

About TASC

Established in 1995, TASC is one of the largest British tour operators specializing on United Kingdom-Canada routes, with annual sales of £75m (C\$155m).

Its head office is in London and it has offices in Glasgow and Vancouver. The company has more than 60 employees. It serves seven Canadian destinations.

In '04 and '05, TASC was recognized by the Canadian Tourism Commission as the best direct sale tour operator in the United Kingdom.

www.transat.com

Transat A.T. Inc., has completed the acquisition, for £20.4m (\$42.8m), of all the shares of British tour operator... Canadian Affair.'
Quebec Government Office

Montréal: A World-Class Metropolis

Source: Steve Adam, Director Business Development Europe, Montréal International

Montréal International has released its 2006 Attractivity Indicators, a new publication that showcases Greater Montréal's assets, based on the main attractivity factors considered by foreign investors.

The document reinforces Metropolitan Montréal's excellent positioning in terms of innovation and high technology, and establishes that **the region still has the most competitive operating costs in North America**, despite the marked increase in the value of the Canadian dollar.

"As the main high technology centre in Canada, and one of the most important in North America, Greater Montréal offers a highly skilled workforce, internationally renowned universities and research centres, high-tech industries, and a remarkable quality of life at very competitive costs.

These assets are invaluable, and we must promote them the best way possible," declared Marc G. Fortier, the President and CEO of Montréal International.

The Attractivity Indicators specifically allow us to track the development of Greater Montréal's competitive positioning compared with the major urban centres in Canada and the US. Below are the main highlights:

- **Ranked 1st in North America** for the competitiveness of companies' overall operating costs, particularly in the R&D sector where generous tax incentives are offered
- **Ranked 1st in Canada** for the number of university graduates
- **Ranked 1st in Canada** for the number of foreign students enrolled in graduate studies
- **Ranked 1st in Canada** for the amount of funding earmarked for research
- **Ranked 1st in Canada** and 9th in North America for

the number of research centres

- **Ranked 2nd in North America** for the number of university students per capita
- **Ranked 2nd in North America** for quality of life and most competitive cost of living.

The publication also lists Montréal's major advances, notably in the high technology and venture capital sectors:

- **5th best** employment growth in the high technology sector, - 8th in North America for the number of jobs in the aerospace, life sciences and information and communications technology sectors
- **7th best** growth rate in North America for investments in venture capital, and ranked 1st in Canada.

The complete document is available at:

www.montrealinternational.com



The 2006 Brand Canada Campaign update

Source: Maggie Davison, Managing Director UK, Canadian Tourism Commission

The 2006 Brand Canada Campaign, launched at the beginning of this year, has to-date featured ads on London Underground trains, in Bakery Shops, on Radio and TV, in Gyms, on line with Yahoo, a series of advertorials in 'The Knowledge' section of 'The Times', as well as branded ads published in the national press in the early part of the year. Now the Canadian Tourism Commission (CTC) is working on the winter component of their campaign and wanted you to be aware of what is planned.

Watch out for a colour double page spread in the 'Saturday Times' magazine on 2 September, which will focus on highlighting Canada as a winter destination. On 19 September 'The Times' will

run a double page Canada Focus report within the business section of the paper. Editorial coverage will include the build up to the 2010 Winter Olympic Games, Quebec 2008, Canada as an adventure destination and as a Meeting and Incentive destination. In early October the 'Saturday Times' will also highlight exploring off the beaten track Canada, looking at destinations such as the Yukon and Atlantic Canada. There will naturally be an on line component to this particular campaign.

In addition to our partnership with 'The Times' in early September, some 200 London based cafes will be supplied with branded 'Canada, Keep Exploring' coffee sleeves, inviting caffeine junkies to turn their daily fix into a trip

to Toronto. This campaign goes live 11 September and will run for 4 weeks. Watch out too for the winter banner ad that will run in the national press in September, the Canada supplements in association with the Ski Consortia which will appear in the Ski press, a Canada promotion in American Express 'Departures' magazine, and a cinema ad in partnership with Travel Alberta and Fairmont Hotels and Resorts to launch during 'You, Me and Dupre', and which will continue during the new 'Bond' launch in November.

Lastly, the third and final wave of our online Yahoo campaign, which started back in February, commences Monday 28 August until 24 September.

All brand campaign response is directed to

www.canadakeepexploring.co.uk



...in early September, some 200 London based cafes will be supplied with branded 'Canada, Keep Exploring' coffee sleeves...'
Canadian Tourism Commission

Canadian Affair launch their biggest ever summer schedule!

Canadian Affair the UK's largest tour operator to Canada has **doubled** its capacity for summer '07 following the recent acquisition of the UK company by Transat AT Inc.

With **400,000** seats to sell representing over **57** weekly flights from 7 UK airports to 7 Canadian destinations, Canadian Affair will continue to offer the best prices on the market coupled with the very best frequency of flights and the highest standards of in flight service and aircraft fleet. Fly from London Gatwick, Manchester, Birmingham, Exeter, Newcastle, Glasgow or Edinburgh to Toronto, Ottawa, Montreal, Halifax, Calgary, Edmonton and Vancouver.

Every destination is also served with **direct non stop**

services giving more convenience and shorter flying times. For the summer schedule visit: www.canadianaffair.com

Growing the capacity by 100% on '06 enables more frequency to be achieved to the main destinations. In summary London Gatwick will have 14 weekly flights to Toronto, 5 weekly flights to Vancouver and 4 weekly flights to Calgary, Manchester will have 9 weekly flights to Toronto and Glasgow will have 6 weekly flights to Toronto. The flights will be operated by Air Transat on state of the art Airbus A330 and A310 aircraft, Thomas Cook Airlines on the highly acclaimed Boeing 757 with the most economy seat pitch on the Atlantic and the Airbus A330 and My Travel Airways on the Airbus A330. All flights on the Airbus aircraft offer a Premium/Club Transat cabin

to upgrade to for extra comfort and luxury.

Flights are now selling online or at the call centres with prices from just **£99 one way** inc. tax!

Canadian Affair have long been leaders tailor making the very highest quality holidays to Canada at the lowest prices, with a team of experienced staff to build holidays to match individual requirements that include hotel accommodation across Canada, a wide range of train tours, motorhomes, Alaskan cruises, self drive holidays, activity holidays, and so much more. Combining their lowest cost flights with their holiday components guarantees the very best holiday at the best prices and service. For reservations:

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Why not hold your next event at the marquee on the lawns at Herstmonceux Castle?

It's "A Sure Fire Winner" Come and See!

Built during the reign of King Henry VI in the mid 15th century, Herstmonceux Castle combines the history of medieval England with the romance of Renaissance Europe. Tucked away in the beautiful East Sussex countryside, the Castle's facade forms a magnificent backdrop for our hospitality marquee site, on the lawns. This surely is the most perfect setting for your wedding reception, corporate event, product launch or special occasion!

If you need more convincing come along and see **for yourself on Thursday 14 September 2006**. We'll be there to greet you from 11am and prior to lunch you can have ago at clay pigeon shooting or archery (just a couple of our corporate day activities). After lunch there will be a chance to see some of the rooms in the Castle itself, so if you can spare the time to make the visit we'd be delighted to see you...and who knows, you might just want to return for the next event you are planning! Come and see us: Thursday 14 September

This invitation is extended to you and a guest. If you are unable to join us on the 14th but would like to make a visit on a later date please contact:

Bob Perry
Herstmonceux Castle
Hailsham
East Sussex BN27 1RN

T: +44 (0)1323 834479

conf@isc.queensu.ac.uk

Marquee details: www.supereveno.uk



Shampoos, Bathrobes and now Pillow Cases!

Source: Dan Corfield, Marriott Hotel, Grosvenor Square, London

Since the new Marriott Revive Bedding has been introduced at The London Marriott Grosvenor Square the highly experienced Housekeeping team have noticed a rather concerning trend of missing pillow cases and bed linen!

It appears that guests of the 5 star Mayfair hotel are enjoying their nights sleep so much that they want to take it home with them.

Traditionally hotels experience the loss of the odd bathrobe and slippers or a luxury towel or two, but this new phenomenon has taken

everybody by surprise!!

General Manager Kevin Kelly expressed his delight that guests are finding our new bedding so comfortable, however, he didn't want to encourage too many pillow cases to go missing!

Fortunately Marriott have created an online store for the new bedding

www.marriott.com

If you cannot wait though make your reservation at The London Marriott Grosvenor Square

www.marriottgrosvenorsquare.com

Also, visit The London Marriott Grosvenor Square and experience delightfully indulgent Spa packages with The Elizabeth Arden Red Door Spa, Mayfair.

Prices from £235.00 per room, per night including treatments.

Our address is:

The London Marriott Hotel

Grosvenor Square

86 Duke Street

London

Contact us at:

T: +44 (0)207 492 1232



'...Housekeeping team have noticed a rather concerning trend of missing pillow cases and bed linen'

Dan Corfield,
Marriott Hotel,
London

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Air Canada Taking Off to Edmonton

Air Canada is to introduce the only non-stop service from London Heathrow to Edmonton from the end of October. A 3 times weekly service will begin on 31 October '06 and increase to daily flights from 1 April '07. The new service further re-affirms the airline's position as the leading carrier offering the most non-stop service between the UK and Canada.

By next summer, Air Canada will offer up to 15 daily non-stop flights from London to 8 cities across Canada: Vancouver, Calgary, Edmonton, Toronto, Ottawa, Montreal, Halifax and St. John's.

Air Canada has timed its flights to ensure convenient connections at Heathrow with its Star Alliance partners, offering an expanded network to all major European cities as well as destinations across the Middle East and Africa.

"Air Canada's new non-stop service offers travellers and freight forwarders in one of the fastest growing economic regions of Canada direct access to the world's busiest international gateway," said Robert Atkinson, General Passenger Sales Manager, UK, Ireland and the Nordic Countries. Air Canada will operate the new route using 212-seat Boeing 767-300ER

aircraft. The Boeing 767 fleet is being refurbished to feature a new personal entertainment system with 8.9 inch wide digital in-seat monitors and touch-screen controls, offering audio and video on demand programming in Executive First.

Air Canada flight AC899 will leave Heathrow at 12:35, arriving in Edmonton at 14:30. Flight AC898 departs Edmonton at 18:35 (20:25 departure time on Tuesdays), arriving at Heathrow at 10:10.

Tickets are now available:

T: +44 (0)871 220 1111
www.aircanada.com



Chamber Events September to December 2006

28 Sept	Networking event for members	Macdonald House, London
2 Oct	British Columbia International Financial Centre workshop and lunch	Macdonald House, London
16 Oct	Prime Minister Rt Hon Tony Blair MP: Chamber 85th celebrations	London, details upon registration
7 Nov	Networking event for members	venue tbc
1 Dec	Xmas lunch	Stationer's Hall, London

Also agreed to address the Chamber in '06: Mr. Pascal Lamy, Director-General, World Trade Organisation

Future Deadlines for Newsletter Contributions & Advertising:

Nov-Dec edition Tues 24 Oct Jan-Feb edition Wed 20 Dec

New Members

1. Gowling Lafleur Henderson LLP

Gowlings is one of Canada's largest law firms with offices in all major business and technology centres across Canada including Calgary, Montreal, Ottawa, Toronto and Vancouver. The firm also has a representative office in Moscow and serves clients' needs in Russia and other former Soviet Union countries. The 3 pillars of Gowlings practice are business law, intellectual property and advocacy, and the firm has expertise in IT, energy and infrastructure, international trade, advertising and media, professional liability and the environment. Gowlings has acted for the U.S. and Mexican governments regarding the Canada-U.S. Free Trade Agreement and the NAFTA, respectively. www.gowlings.com

2. Grove Energy Ltd

Grove Energy Ltd is developing a diverse portfolio of oil and gas production and exploration assets in Europe focusing on Italy, Slovenia and Romania. Grove operates in regions that are: proven hydrocarbon producers; close to existing infrastructure; net importers of hydrocarbons and realize world prices for hydrocarbons produced. In addition, the Company has a number of exploration concessions under application and evaluation.

www.groveenergy.com

3. Heenan Blaikie LLP

Heenan Blaikie is one of the leading law firms in Canada and has offices in 9 Canadian cities including Montreal,

Toronto, Vancouver, Quebec City, and Calgary. The firm has over 400 lawyers. Clients range in size from start-ups to many of N. America's largest public companies, public institutions including hospitals and universities, and government bodies. The firm represents international clients from all the key industry sectors. Heenan Blaikie has within its ranks a number of prominent individuals including the Rt Hon Jean Chrétien, P.C., Q.C., former Prime Minister of Canada and the Hon. John W. Morden, former Associate Chief Justice of Ontario.

www.heenanblaikie.com

4. Newhaven Trust Company (Channel Isles) Ltd

Newhaven Trust Company (CI) Ltd is an independently owned trust company incorporated in Guernsey. Newhaven assists private clients in the establishment of a wide variety of fiduciary structures and with the administration of many different types of assets. Also, and increasingly, Newhaven is being asked to establish and administer off balance sheet structures for corporate clients. Newhaven employs industry professionals with relevant backgrounds and skill sets, and seeks to add value through the broad knowledge of its employees and their industry contacts.

www.newhaventrust.net

5. Newpoint Consulting

Newpoint is a management consulting firm specialising in strategy, alignment of operational practice, and delivery of

solutions. Its client portfolio includes major blue chip companies and public bodies. Service offers: Business & Functional Strategies, Product & Service Development, Value & Process Optimisation, Procurement & Supply Chain Management, Organisation & Skills Development, Performance Management, Systems Development & Integration, and Change Management. Newpoint has announced expansion plans into Ontario, Canada in '07 offering its services in Financial Services, Oil & Gas, Construction, Property and Utilities markets.

www.newpointconsulting.com

6. SBLR

SBLR is a full service Chartered Accounting and consulting firm based in mid-town Toronto with 6 partners and a support team of over 30. SBLR is large enough to manage complex engagements, yet small enough to make exceptional service a priority. At SBLR, entrepreneurs, business owners and individuals are provided with the necessary information to track their history and insightful strategic consulting services to help them shape their future. The firm prides itself in its thorough understanding and first-hand knowledge of the small and mid-size enterprise market, has developed specializations in several industries and subject matters including: SR&ED tax credits; succession planning; owner-managed businesses; manufacturing; construction; medical and dental practices; Canada/UK business. www.sblr.ca

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