

**TOUR OF XL ELECTRONICS CONSORTIUM LTD.**

4825 Boulevard St-Laurent, Montréal  
16:15 to 17:45, Thursday, April 15, 2004

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C. **PROFILES OF PARTICIPANTS IN THE TOUR** (in alphabetical order)

1. Dr. Alain Bruin
2. Mr. Peter Fenton
3. Dr. Tom Fisher
4. Dr. John Isbister
5. Dr. Laurie Jackman
6. Dr. Zack Reisman

D. **BACKGROUND ON XL ELECTRONICS**

1. XL Electronics and Its Relevance to Priorities of the Government of Canada
2. XL Electronics' 2003-04 Annual Report
3. Article in *The Globe and Mail* on XL Electronics' New S&T Strategy

Briefing Book for the Minister

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**LOGISTICS**

The tabs that follow provide your itinerary and information on your travel to and from the tour at the XL Electronics Consortium Ltd.

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Logistics

**ITINERARY**

**Thursday, April 15**

- 13:45 Your driver picks you up at your House of Commons office and drives you to Montréal.
- 16:15 You arrive at the XL Electronics Consortium Ltd.
- 17:45 Your driver picks you up at XL Electronics and drives you to your next engagement, at the Wyndham Hotel.
- 18:00 You arrive at the Wyndham Hotel for your speech to the annual meeting of la Fédération des chambres de commerce du Québec. This engagement is covered in a separate briefing book.
- 20:15 Your driver picks you up at the Wyndham Hotel and drives you to your hotel, the Château Champlain.
- 22:45 You arrive at the Château Champlain.

**Friday, April 16**

- 08:30 Your driver meets you at the front entrance of the Château Champlain and drives you to 586 rue St-Dominique.
- 08:55 You arrive at 586 rue St-Dominique for your meeting with Mr. Jean LeGrande, President of l'Association des industries électronique du Québec. This engagement is covered in a separate briefing book.

10:00 Your driver meets you at the front entrance to 586 rue St-Dominique and drives you to Ottawa.

12:30 You arrive at your House of Commons office

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Logistics

**ACCOMMODATIONS**

On the evening of Thursday, April 15, you will be staying at the Château Champlain in Montréal.

Montréal Marriott Château Champlain  
1050 Rue de la Gauchetière West  
Montréal, Quebec H3B 4C9  
tel. (514) 878-9000  
fax (514) 878-6761

Reservation confirmation number:

AXV-5-NK-3689

Ms. Jenny McNeil of your office will be staying at the Château Champlain as well.

Briefing Book for the Minister

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Logistics

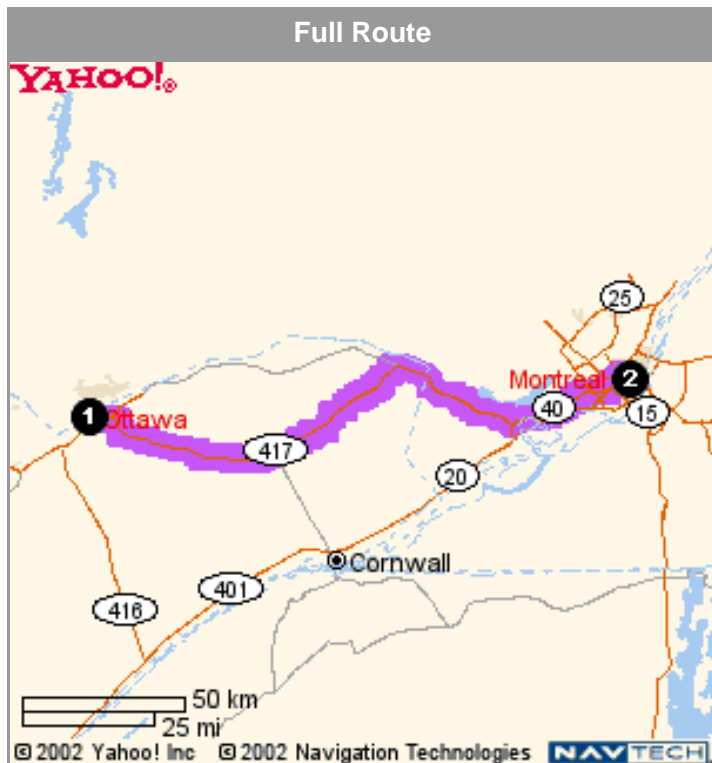
**ROAD MAPS AND DIRECTIONS**

**From Ottawa  
to  
XL Electronics Ltd.**

# Yahoo! Canada Maps

[Back to Directions](#)

|                                 |  |
|---------------------------------|--|
| <b>Starting from:</b>           | <b>1</b> 171 Wellington Street, Ottawa, ON       |
| <b>Arriving at:</b>             | <b>2</b> 4825 Boulevard St-Laurent, Montréal, QC |
| <b>Distance:</b>                | 197.7 km   |
| <b>Approximate Travel Time:</b> | 2 hours 34 mins                                  |



| Directions   | Km    |   |
|--|-------|---|
| 1. Start on <b>BOULEVARD DE LA CONFÉDÉRATION/CONFEDERATION BLVD/RUE WELLINGTON/WELLINGTON ST</b> | 0.3   | ↑ |
| 2. Turn Right on <b>BOULEVARD DE LA CONFÉDÉRATION/CONFEDERATION BLVD/ELGIN ST/RUE ELGIN</b>      | 0.5   | ↘ |
| 3. Turn Left on <b>AVENUE LAURIER O/LAURIER AVE W</b>  | 0.3   | ↙ |
| 4. Continue on <b>AVENUE LAURIER E/LAURIER AVE E</b>   | 0.2   | ↑ |
| 5. Turn Right on <b>NICHOLAS ST/RUE NICHOLAS</b>   | 1.0   | ↘ |
| 6. Take the <b>HWY-417/TRAIN STATION</b> ramp towards <b>AIRPORT</b>                             | 1.3   | ↑ |
| 7. Merge on <b>HWY-417 EAST/TRANS CANADA HWY EAST</b>  | 117.3 | ↗ |

|   |      |   |
|---|------|---|
| 8. Continue on the highway  | 70.2 | ↑ |
| 9. Take the <b>(RTE-335)/BOUL. ST-LAURENT/RUE ST-DENIS</b> exit, exit #71 | 0.2  | ↑ |
| 10. Continue on <b>BOULEVARD CRÉMAZIE O</b>                               | 1.0  | ↑ |
| 11. Continue on <b>BOULEVARD CRÉMAZIE E</b>                               | 0.5  | ↑ |
| 12. Turn Right on <b>RTE-335/RUE ST-DENIS</b>                             | 4.7  | ↗ |
| 13. Turn Right on <b>RUE VILLENEUVE E</b>                                 | 0.5  | ↗ |
| 14. Turn Right on <b>BOULEVARD ST-LAURENT</b>                             | 0.0  | ↗ |

**Distance:** 197.7 km **Approximate Travel Time:** 2 hours 34 mins

When using any driving directions or map, it's a good idea to do a reality check and make sure the road still exists, watch out for construction, and follow all traffic safety precautions. This is only to be used as an aid in planning.

## Yahoo! Canada Maps

[Back to Map](#)

★ 4825 Boulevard St-Laurent, Montréal, QC

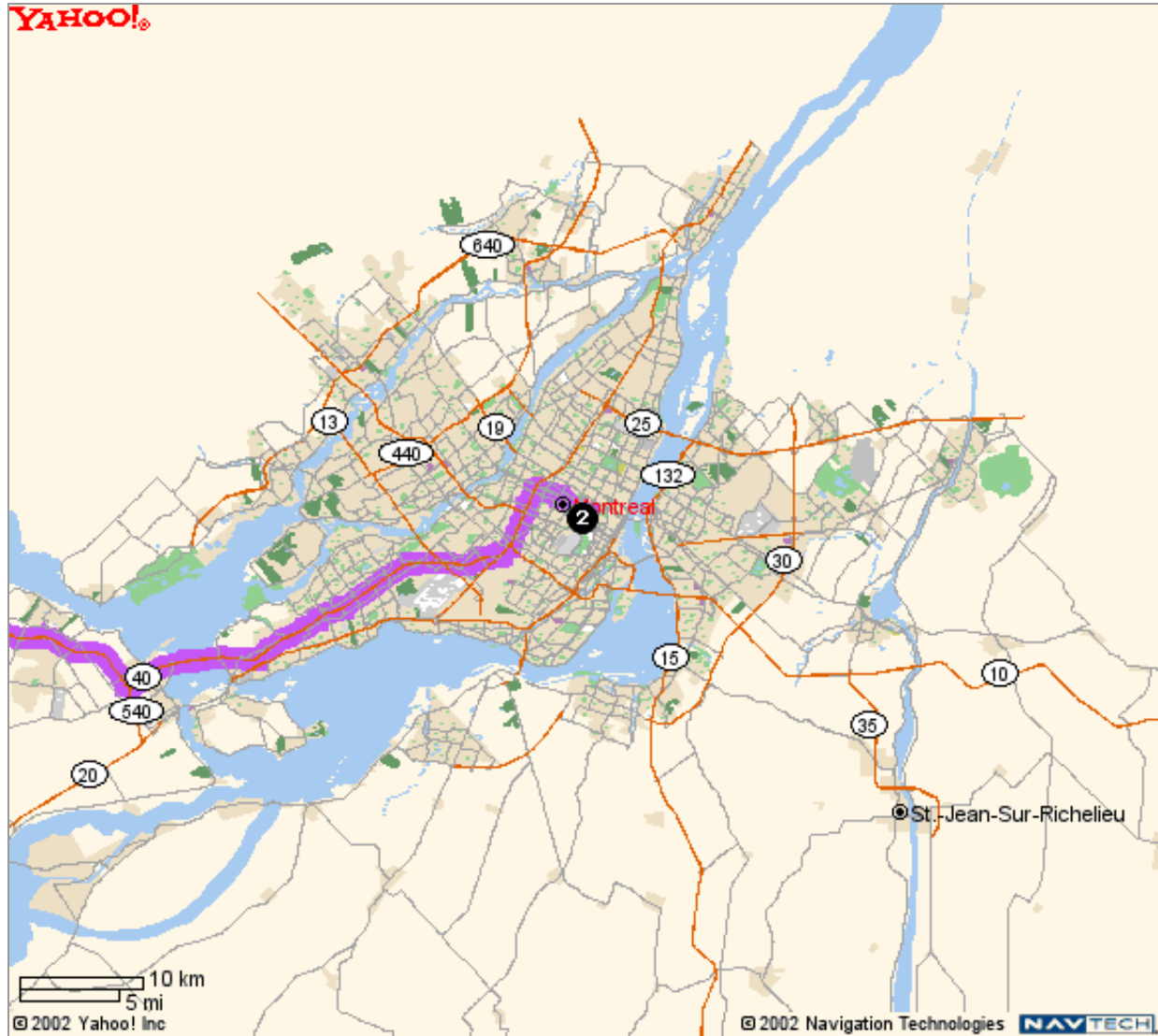


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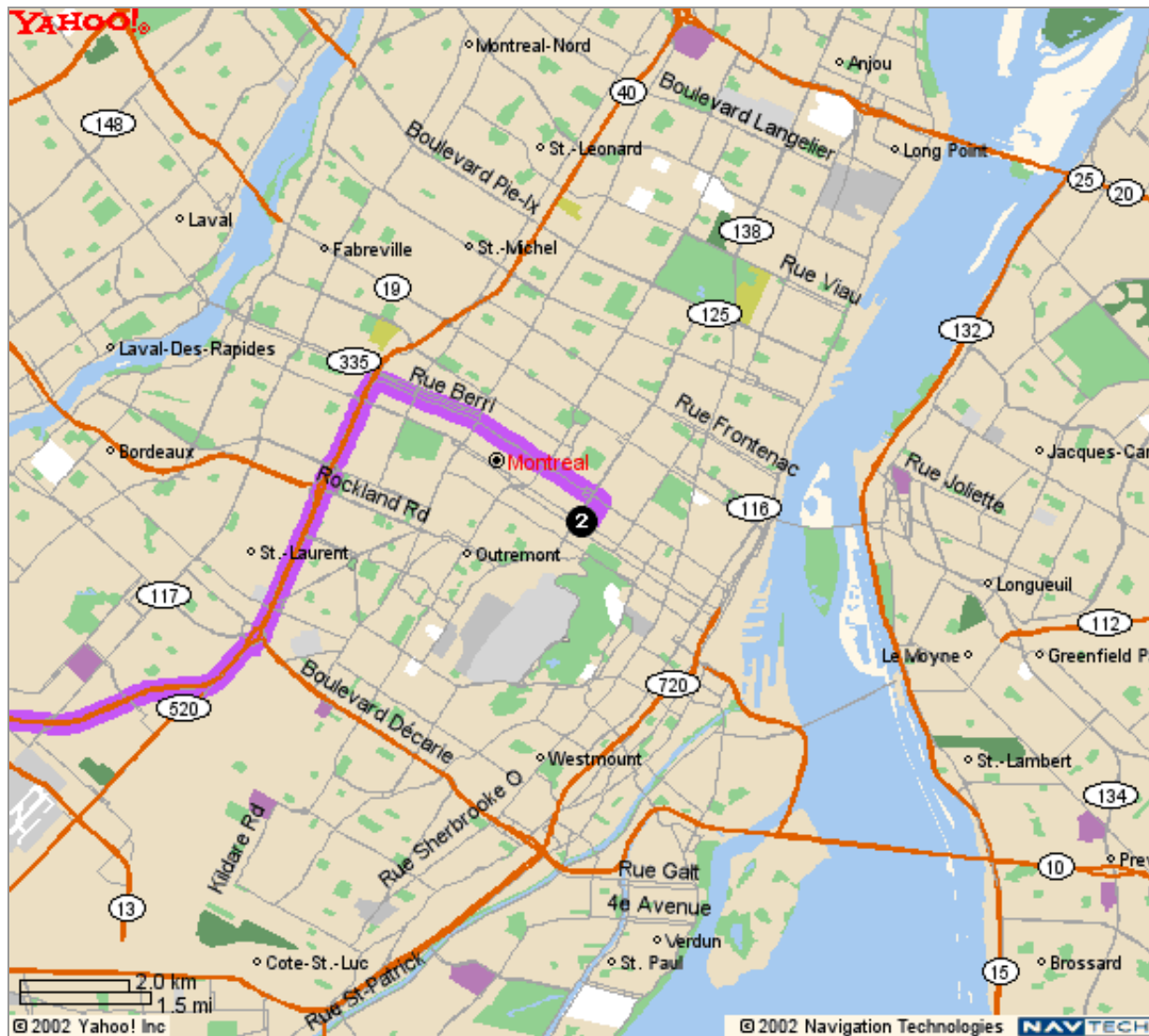


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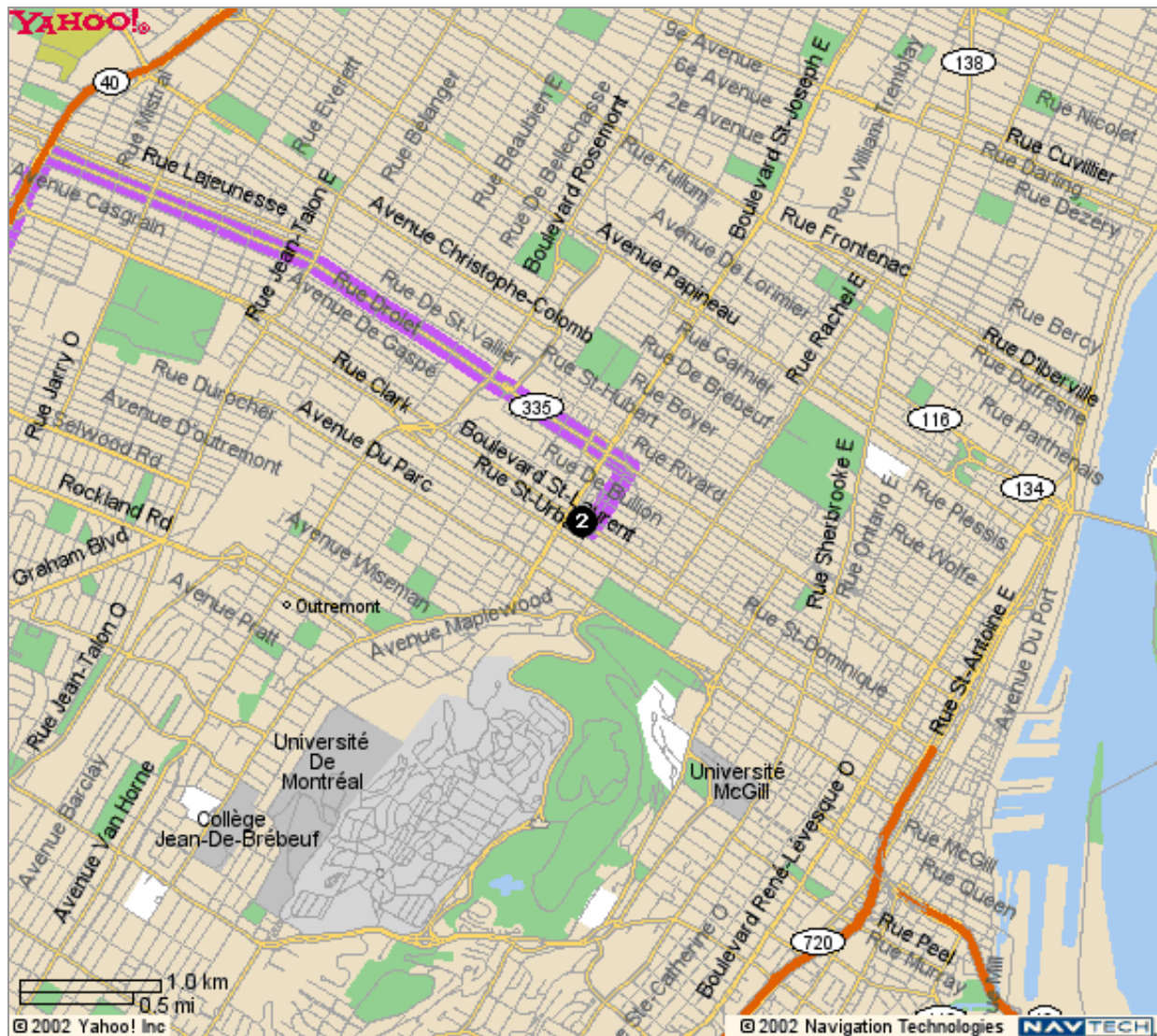


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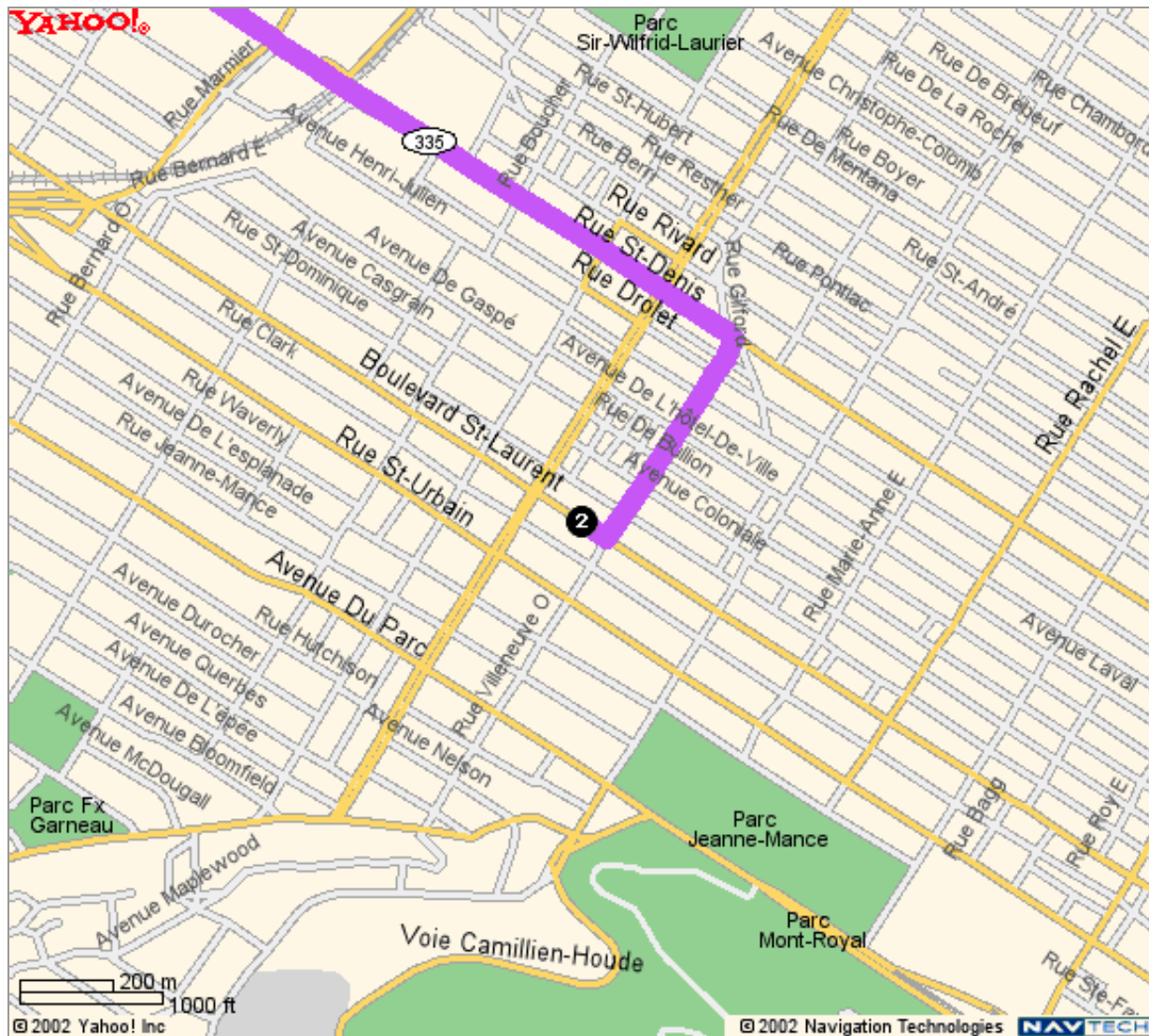


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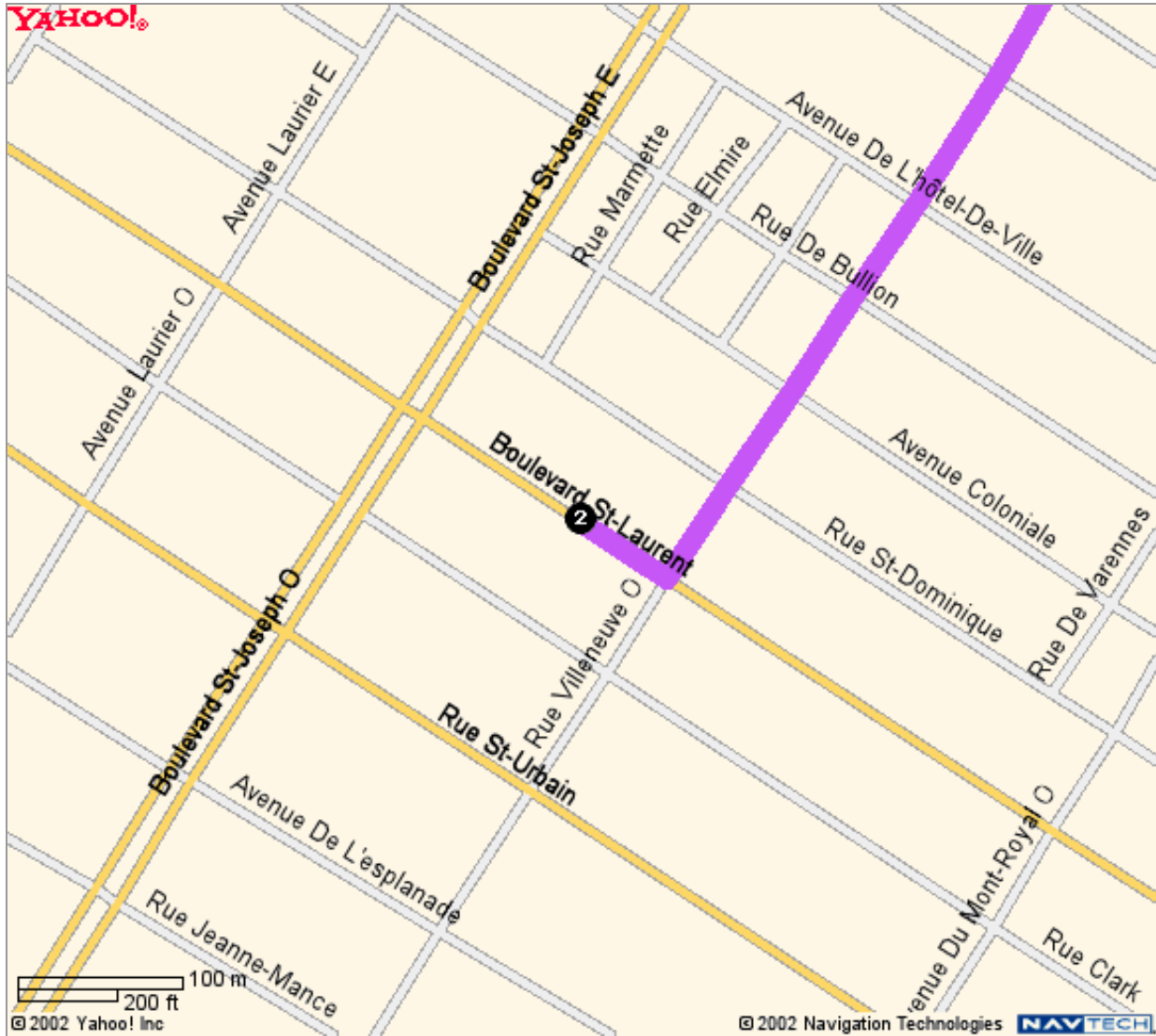


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Logistics

**ARRIVAL**

- 16:15 You arrive at the front entrance of the XL Electronics Consortium building. Dr. John Isbister, President of XL Electronics (see **Tab C**), greets you at the entrance and accompanies you to the first stop in the tour.
- 16:20 You arrive at the first stop in the tour. Dr. Isbister introduces you to members of the XL Electronics Executive Committee (see **Tab C**) who will accompany you on the tour.
- 16:30 You begin the tour (see **Tab B**).

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Logistics

**DEPARTURE**

- 17:40 Dr. Isbister accompanies you from the last stop on the tour to the main entrance of the XL Electronics building.
- 17:45 Your driver meets you at the main entrance and drives you to your next engagement, at the Wyndham Hotel. A separate briefing book has been prepared for this engagement.

Briefing Book for the Minister

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Logistics

**ROAD MAPS AND DIRECTIONS**

**From XL Electronics  
to  
The Windham Hotel**

# Yahoo! Canada Maps

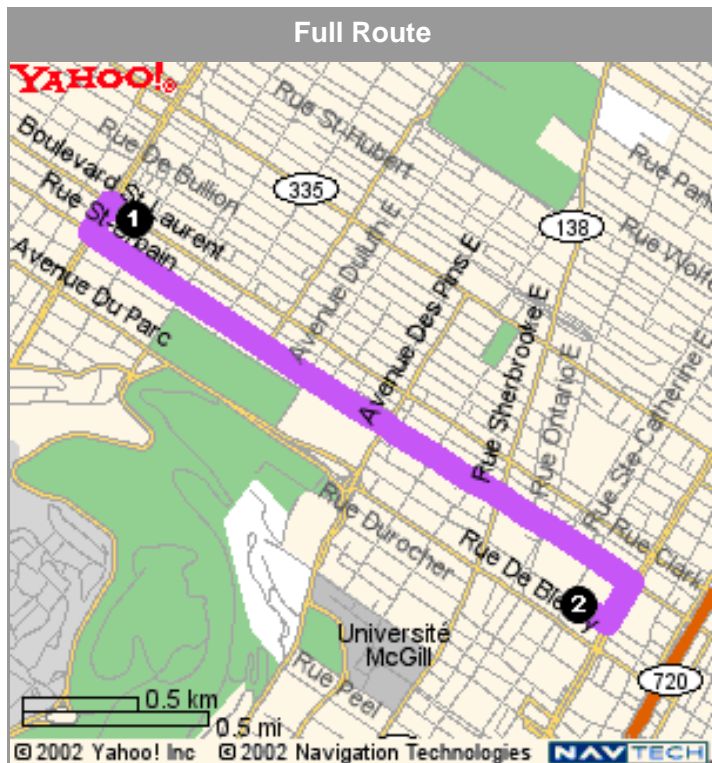
[Back to Directions](#)

**Starting from:** ① 4825 Boulevard St-Laurent, Montréal, QC

**Arriving at:** ② 1255, Jeanne-Mance, Montréal, QC

**Distance:** 3.4 km

**Approximate Travel Time:** 4 mins



## Directions

| Directions  | Km  |   |
|---|-----|---|
| 1. Start on <b>BOULEVARD ST-LAURENT</b>           | 0.2 | ↑ |
| 2. Turn Left on <b>BOULEVARD ST-JOSEPH O</b>      | 0.2 | ↶ |
| 3. Turn Left on <b>RUE ST-URBAIN</b>              | 2.7 | ↶ |
| 4. Turn Right on <b>BOULEVARD RENÉ-LÉVESQUE O</b> | 0.2 | ↷ |
| 5. Turn Right on <b>RUE JEANNE-MANCE</b>          | 0.2 | ↷ |

**Distance:** 3.4 km **Approximate Travel Time:** 4 mins

When using any driving directions or map, it's a good idea to do a reality check and make sure the road still exists, watch out for construction, and follow all traffic safety precautions. This is only to be used as an aid in planning.

7. Turn Right on **BOULEVARD RENÉ-LÉVESQUE O**

0.2



8. Turn Right on **RUE JEANNE-MANCE**

0.2



**Distance:** 5.4 km **Approximate Travel Time:** 7 mins

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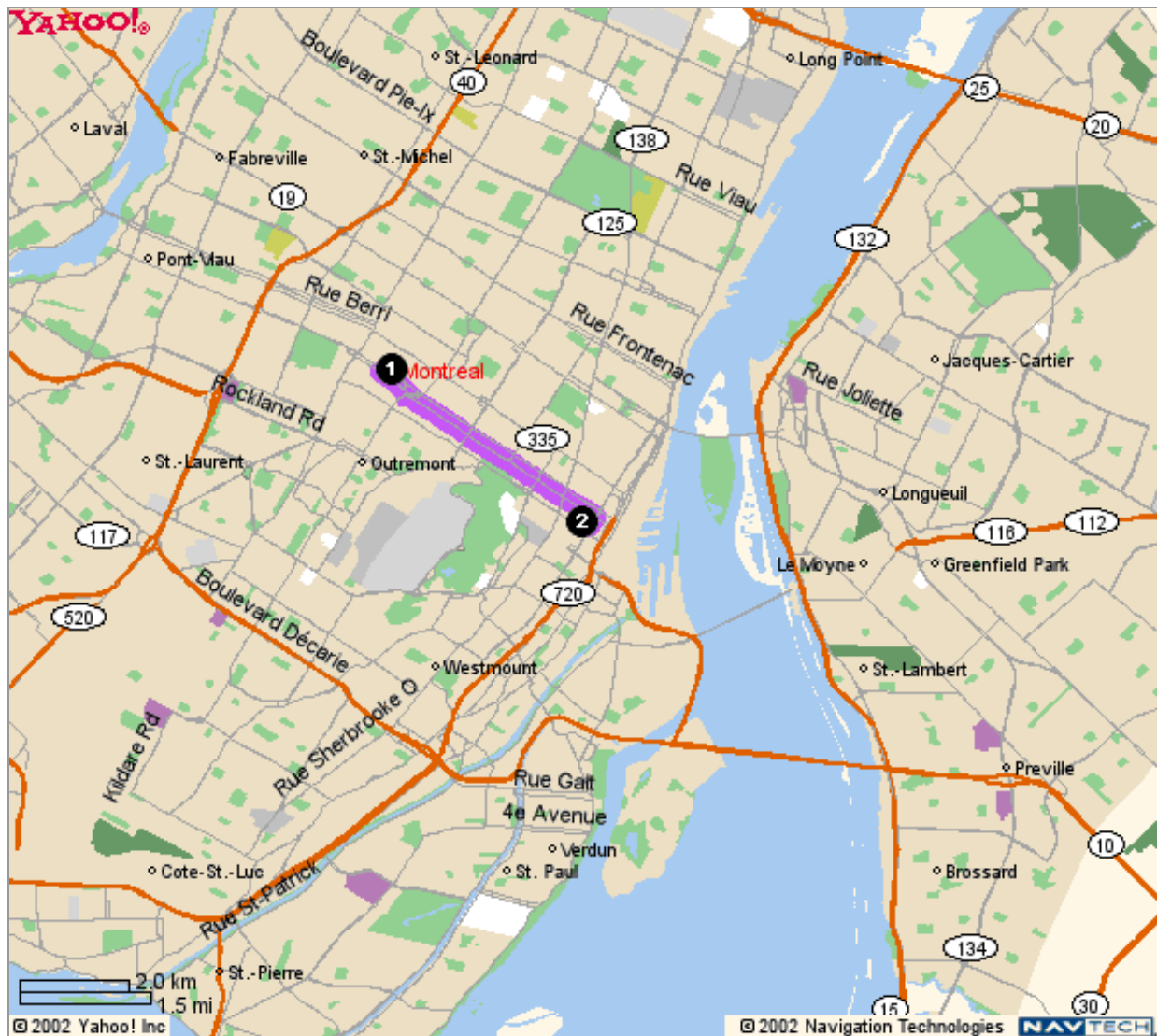
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★ 1255, Jeanne-Mance, Montréal, QC



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★ 1255, Jeanne-Mance, Montréal, QC



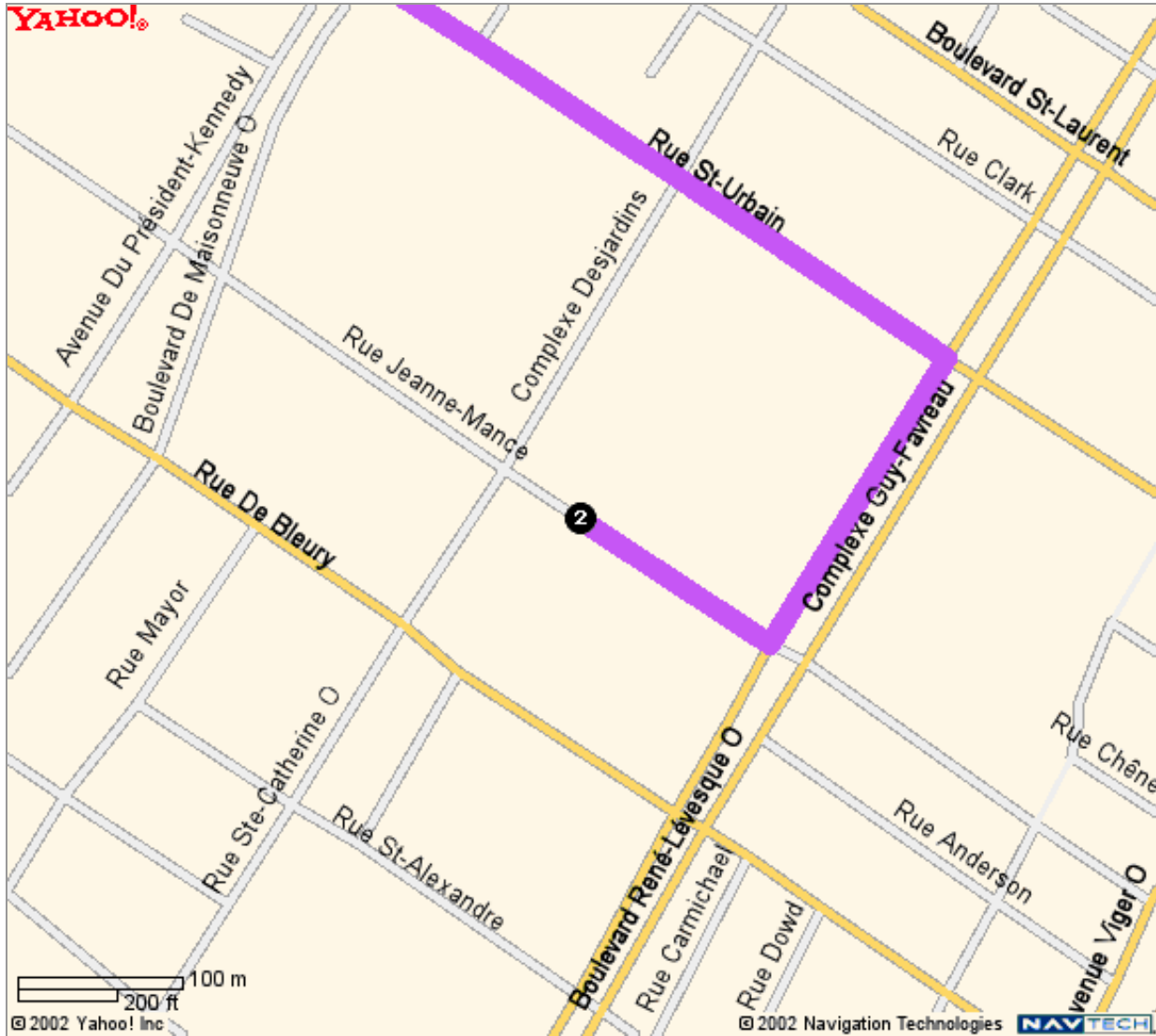
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Briefing Book for the Minister

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**THE TOUR**

The tabs that follow provide information for the tour of three areas of the XL Electronics facilities:

- the Research and Development Laboratory;
- the Production Plant; and
- the Quality Control Unit.

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Tour

**OBJECTIVES**

A ministerial event is a rare opportunity. It is not often that you have a voice speaking on your behalf that carries the prestige, authority and influence of your minister. To make best use of this opportunity, it is important that you provide your minister with the objectives that you would like him or her to achieve in the event.

Objectives provide your minister with an important guideline for his or her participation in an event. Objectives also provide you with an important point of reference that will guide you in developing briefing material for the event.

Do not assume that your minister will achieve your objectives without guidance or that simply having the minister appear is a sufficient objective in itself. The minister does not know what you know, and to fail to define objectives is to waste an excellent opportunity. To avoid sounding as if you are dictating to the minister, you could express objectives in terms such as this: “This event is an opportunity for you to . . .”

For guidance on how to set objectives, refer to the chapter on [Objectives](#).

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**QUESTIONS AND ANSWERS ON  
THE INDUSTRY BRANCH'S  
SCIENCE AND TECHNOLOGY STRATEGY**

**ISSUE**

At any point during your tour, you could be asked questions about the Science and Technology (S&T) Strategy of Economic Advancement Canada's Industry Branch.

**QUESTIONS AND ANSWERS**

**Q.1 What are Qs and As used for?**

**A.1** Qs and As should anticipate questions that might be posed to the minister at a meeting or event, or in dealing with the news media. They should prepare the minister for possible criticism and questions on contentious issues.

**Q.2 Who needs to sign off on Qs and As?**

**A.2** Remember to get a sign-off from the Communications Branch if the Qs and As are for use by the minister with the public or the news media. Your director and your director general must sign off on them as well, as with all briefing material for the minister.

**Q.3 Are all Qs and As for use in public?**

**A.3** No. For example, in this case the Qs and As would be used in a meeting with industry with no media present. However, it is still possible that those present might quote the minister to the media.

## Sub-Headings

### **Q.4 Can Sub-Headings Be Used in Qs and As?**

**A.4** Yes. With lengthy Qs and As, sub-headings should be used to enable quick reference.

## **BACKGROUND**

Qs and As are similar to responsive talking points.

Background provides information, history or explanations that will help the minister to understand the nature of an issue or its context.

Background can be supplemented by annexes to the briefing note.

## **CONSIDERATIONS**

Considerations are used to show that the answers we provide are reasonable responses to the questions. This entails providing options, pros and cons, analyses arguments and key policy priorities as needed, given:

- the issues at stake;
- your knowledge of what the minister knows and does not know; and
- your knowledge of the minister's position on the issues.

## Approach

Considerations can be used to provide a general approach that the minister is advised to take in making remarks.

## Conclusion

As a rule, briefing notes that provide talking points do not end with a conclusion. The Qs and As themselves represent the conclusion.

Subdividing Qs and As

Sometimes you might find that the Qs and As are becoming lengthy or that you are using many sub-headings and sub-sub-headings. This is a sign that you may need to split the talking points into more than one briefing note, each dealing with a different subject.

Contact: Mary Birch, 992-0000  
Technology Division, Industry Branch

Briefing Book for the Minister

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**RESEARCH AND DEVELOPMENT LABORATORY**

Your tour of the Research and Development Laboratory is expected to take about 20 minutes. The tabs that follow provide material for this tour.

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Research and Development Laboratory

**SCENARIO**

Start  
Time

16:15 **ARRIVAL**

Dr. Isbister will meet you at the front entrance of the building and accompany you to the Research and Development Laboratory. At the entrance to the laboratory, he will introduce you to members of the XL Electronics Executive Committee who will accompany you on the tour.

16:30 **A.B.C. STATION**

- You will spend about seven minutes at this station. **See Tab B-5** for talking points.
- The A.B.C. station's function is to . . .
- You will be given opportunities to . . . at this station (**see Tab B-6**).

16:37 **D.E.F. STATION**

- You will spend about seven minutes at this station. **See Tab B-5** for talking points.
- The D.E.F. station's function is to . . .
- The Industry Branch's Technology Division has a D.E.F. station as well. It served as a model for XL Industries' D.E.F. station.
- You will be given opportunities to . . . at this station (**see Tab B-6**).

Start  
Time

16:44 **G.H.I. STATION**

- You will spend about seven minutes at this station. **See Tab B-5** for talking points.
- The G.H.I. station's function is to . . .
- XL Electronics engaged the Technology Division to advise it on specifications for developing this station.
- You will be given opportunities to . . . at this station (**see Tab B-6**).

16:50 **DEPARTURE**

You will leave the laboratory and go to the Production Plant. This is about a five-minute walk.

Contact: John MacLaren, 992-0000  
Technology Division, Industry Branch

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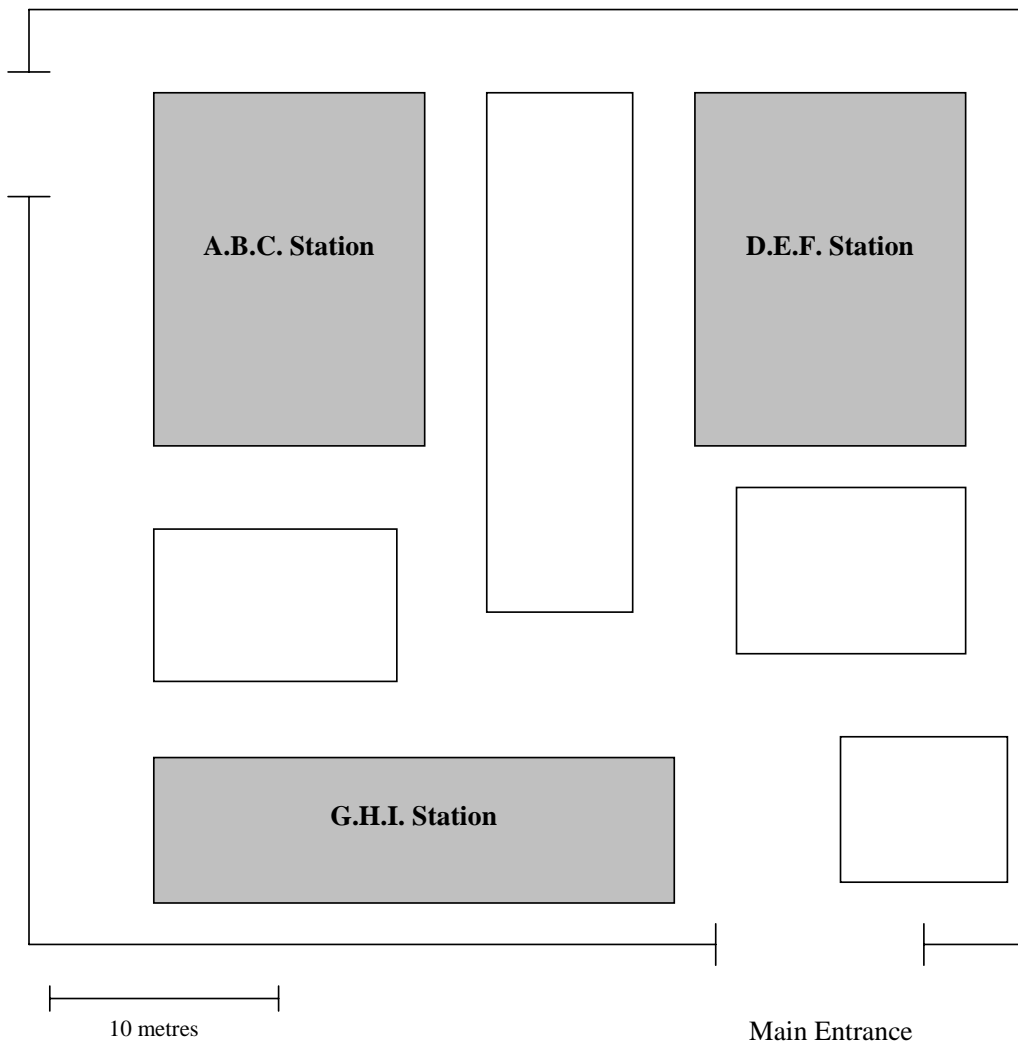
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Research and Development Laboratory

**LAYOUT OF THE LABORATORY**



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Research and Development Laboratory

**OPPORTUNITIES TO OPERATE EQUIPMENT**

**ISSUE**

During your tour of the Research and Development Laboratory, you will be given the opportunity to operate a number of pieces of equipment.

**BACKGROUND**

A.B.C. Station

At the A.B.C. station, you will be offered opportunities to . . .

You might find it particularly interesting to . . .

D.E.F. Station

At Economic Advancement Canada, the Industry Branch's Technology Division has a D.E.F. station as well. It served as a model for XL Electronics' D.E.F. station, which was built in 1998.

At the D.E.F. station, you will be offered opportunities to . . .

You might find it particularly interesting to . . .

G.H.I. Station

XL Electronics engaged our Technology Division to advise it on specifications for developing this station, which was built in 1999.

The G.H.I. Station has enabled XL Electronics to . . .

At the G.H.I. station, you will be offered opportunities to . . .

You might find it particularly interesting to . . .

Contact: Mary Birch, 992-0000  
Technology Division, Industry Branch

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Research and Development Laboratory

**TALKING POINTS**

**ISSUE**

During your tour of the Research and Development Laboratory, you will likely find that the scientists are highly responsive if you discuss certain matters with them. The following talking points provide informal conversational notes for such discussions.

**TALKING POINTS**

A.B.C. Station

- I recently read that the A.B.C. station has successfully developed a unique XYZ process. Can you tell me how that came to be?
- What will it enable XL Industries to do that the company was not able to do before?

D.E.F. Station

- My staff at CCRS [*the Canada Centre for Remote Sensing*] tell me that its D.E.F. station served as a model for the development of this station. What kind of challenges arose in adapting CCRS's designs to a commercial application?

G.H.I. Station

- I understand that G.H.I. stations have evolved a great deal over the past five years. Has XL Industries played a role in that evolution?
- Where do you see that evolution going over the next five years?

**BACKGROUND**

Background provides information, history or explanations that will help the Minister to understand the nature of the matters he or she may be discussing during the tour.

## **CONSIDERATIONS**

Considerations are used to show why the talking points raise noteworthy matters.

## **CONCLUSION**

Normally, a set of talking points does not end with a conclusion. The talking points themselves form the conclusion.

Contact: John MacLaren, 992-0000  
Technology Division, Industry Branch

Briefing Book for the Minister

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Research and Development Laboratory

**BROCHURE ON THE LABORATORY**

Attached is a brochure produced by XL Electronics to market its research and development laboratory to clients worldwide.

[insert XL Electronics' brochure on the Research and Development Laboratory]

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**PRODUCTION PLANT**

Your tour of the Production Plant is expected to take about 20 minutes.

You will be given a hard hat and goggles for this tour. Workplace safety regulations require that they be worn.

The tabs that follow provide material for this tour:

- scenario;
- layout diagram;
- talking points; and
- background.

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Production Plant

**SCENARIO**

You will be given a hard hat and goggles for this tour. Workplace safety regulations require that they be worn.

Start  
Time

16:50 **ARRIVAL**

You leave the Research and Development Laboratory and go to the Production Plant. This is about a five-minute walk.

16:55 **X.Y.Z. STATION**

- You will spend about seven minutes at this station. See **Tab B-11** for talking points.
- The X.Y.Z. station's function is to . . .

17:02 **U.V.W. STATION**

- You will spend about seven minutes at this station. See **Tab B-11** for talking points.
- The U.V.W. station's function is to . . .

17:09 **R.S.T. STATION**

- You will spend about seven minutes at this station. See **Tab B-11** for talking points.
- The R.S.T. station's function is to . . .

17:15 **DEPARTURE**

You leave the Production Plant and go to the Quality Control Unit. This is about a five-minute walk.

Contact: Mary Birch, 992-0000  
Technology Division, Industry Branch

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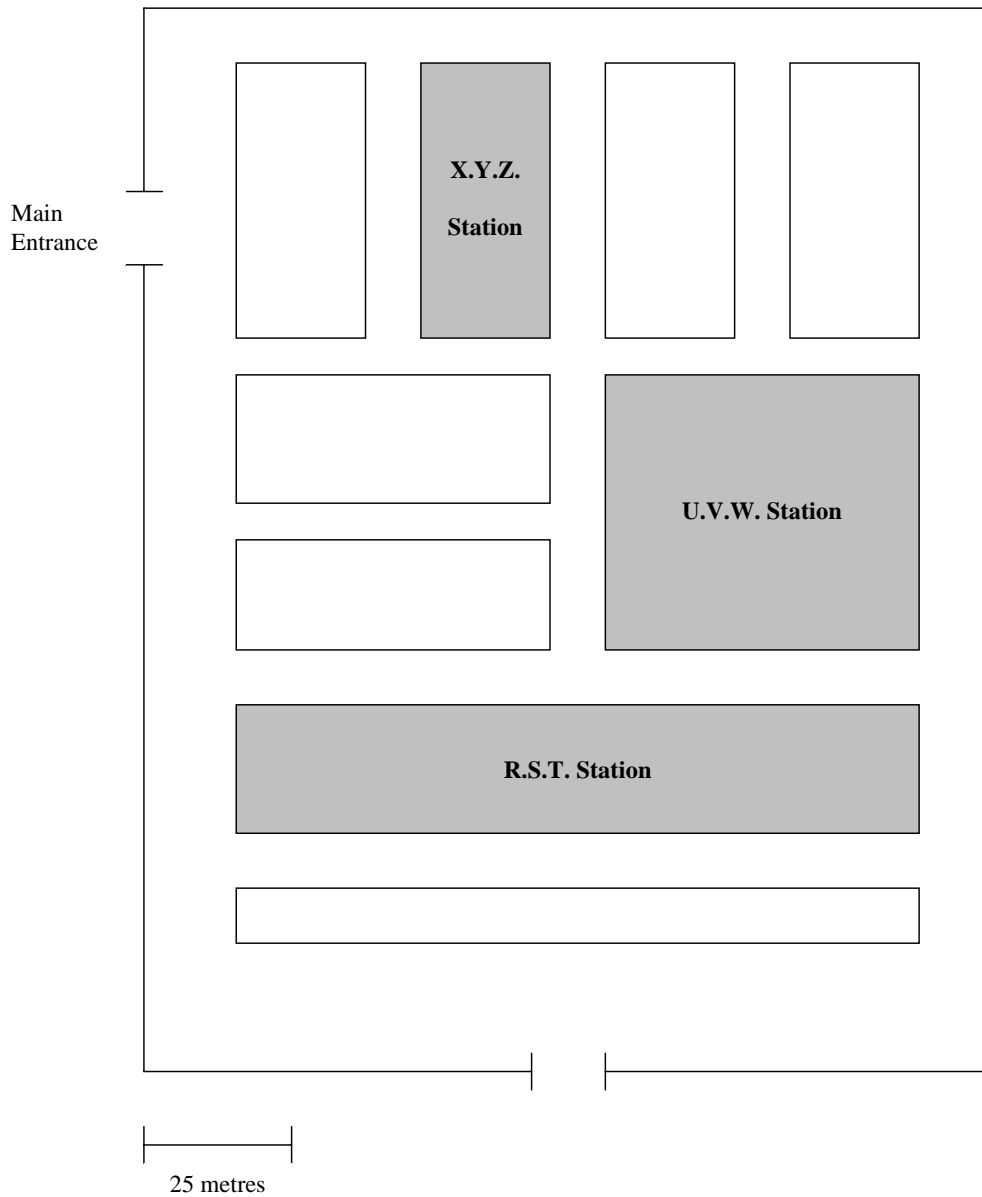
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Production Plant

**LAYOUT OF THE PLANT**

You will be given a hard hat and goggles for this tour. Workplace safety regulations require that they be worn.



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Production Plant

**TALKING POINTS**

**ISSUE**

During your tour of the production plant, you will likely find that the staff are highly responsive if you discuss certain matters with them. The following talking points provide informal conversational notes for such discussions.

**TALKING POINTS**

X.Y.Z. Station

- I understand that the products you manufacture here must be able to function flawlessly in extreme climates. Does this present unusual challenges for you?

U.V.W. Station

- My staff at the Technology Division tell me that the U.V.W. station often has to produce custom equipment on very short notice. Does that present any difficulty in obtaining the components and material you need on time?

R.S.T. Station

- I recently read that the R.S.T. station has secured a contract to supply System 34s equipment for submarines in the U.S. Navy. What do you think it was that enabled XL Electronics to win that contract in such a competitive field?
- Have you had to modify your production processes in order to meet the U.S. Navy's specifications?

## **BACKGROUND**

Background provides information, history or explanations that will help the minister to understand the nature of the matters he or she may be discussing during the tour.

## **CONSIDERATIONS**

Considerations are used to show why the talking points raise noteworthy matters.

## **CONCLUSION**

Normally, a set of talking points does not end with a conclusion. The talking points themselves form the conclusion.

Contact: John MacLaren, 992-0000  
Technology Division, Industry Branch

**TOUR OF XL ELECTRONICS CONSORTIUM LTD.**

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Production Plant

**BACKGROUND**

**ISSUE**

The XL Electronics Plant has a number of features that make it unique in the world.

**BACKGROUND**

The background section of the note provides information, history or explanations that will help the minister to understand the nature of an issue or its context.

Location in Relation to Activities

In a briefing book, a backgrounder should be located as closely as possible to the activity to which it relates in the itinerary. If, however, it relates to more than one activity, it should be placed in a “General” section that covers all of those activities.

**CONSIDERATIONS**

Considerations are used to show that the conclusion is a reasonable response to the issue statement. This entails providing options, pros and cons, analysis, arguments and key policy priorities as needed, given:

- the issues at stake;
- your knowledge of what the minister knows and does not know; and
- your knowledge of the minister’s position on the issues.

## **CONCLUSION**

The conclusion is the bottom-line response to the issue statement. It should:

- answer the question: 'So what?'; or
- help the minister to see the forest through the trees; or
- state what happens next; or
- do all of the above.

Contact: John MacLaren, 992-0000  
Technology Division, Industry Branch

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**QUALITY CONTROL UNIT**

Your tour of the Quality Control Unit is expected to take about 20 minutes. The tabs that follow provide material for this tour.

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Quality Control Unit

**SCENARIO**

Start  
Time

17:15 **ARRIVAL**

You leave the Production Plant and go to the Quality Control Unit. This is about a five-minute walk.

17:20 **J.K.L. STATION**

- You will spend about seven minutes at this station. See **Tab B-17** for talking points.
- The J.K.L. station's function is to . . .

17:27 **M.N.O. STATION**

- You will spend about seven minutes at this station. See **Tab B-17** for talking points.
- The M.N.O. station's function is to . . .

17:34 **P.Q. STATION**

- You will spend about seven minutes at this station. See **Tab B-17** for talking points.
- The P.Q. station's function is to . . .

17:40 **DEPARTURE**

At the end of the tour, Dr. Isbister will accompany you to the front entrance of the building. This is about a five-minute walk. Your driver will be waiting for you to take you to your next engagement.

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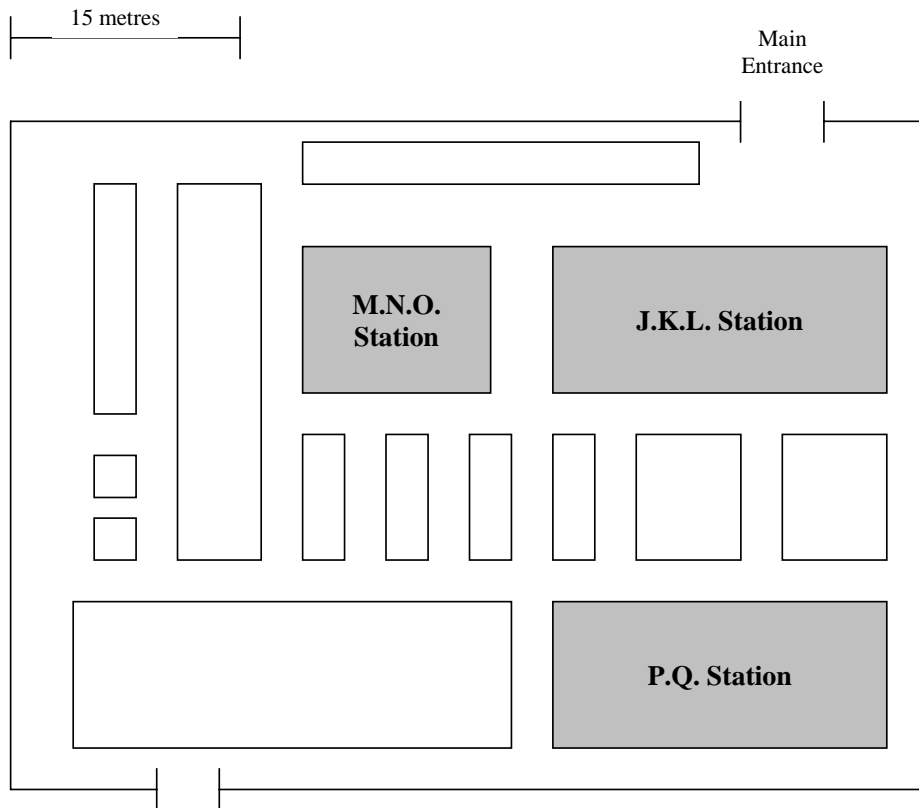
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Quality Control Unit

**LAYOUT OF THE UNIT**



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Technology Division, Industry Branch

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Quality Control Unit

**TALKING POINTS**

**ISSUE**

During your tour of the production plant, you will likely find that the staff are highly responsive if you discuss certain matters with them. The following talking points provide informal conversational notes for such discussions.

**TALKING POINTS**

X.Y.Z. Station

- I understand that the products you manufacture here must be able to function flawlessly in extreme climates. Does this present unusual challenges for you?

U.V.W. Station

- My staff at the Technology Division tell me that the U.V.W. station often has to produce custom equipment on very short notice. Does that present any difficulty for the quality control process?

R.S.T. Station

- I recently read that the R.S.T. station has secured a contract to supply System 34s equipment for submarines in the U.S. Navy. Did the Quality Control Unit play a role in enabling XL Electronics to win that contract in such a competitive field?
- Have you been involved in modifying production processes in order to meet the U.S. Navy's specifications?

## **BACKGROUND**

Background provides information, history or explanations that will help the minister to understand the nature of the matters he or she may be discussing during the tour.

## **CONSIDERATIONS**

Considerations are used to show why the talking points raise noteworthy matters.

## **CONCLUSION**

Normally, a set of talking points does not end with a conclusion. The talking points themselves form the conclusion.

Contact: Mary Birch, 992-0000  
Technology Division, Industry Branch

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Quality Control Unit

**BACKGROUND**

**ISSUE**

The Quality Control Unit at XL Electronics has won recognition worldwide for its rigorous standards.

**BACKGROUND**

In a briefing note, the background section provides information, history or explanations that will help the Minister to understand the nature of an issue or its context.

Location in Relation to Activities

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**CONSIDERATIONS**

Considerations are used to show that the conclusion is a reasonable response to the issue statement. This entails providing options, pros and cons, analysis, arguments and key policy priorities as needed, given:

- the issues at stake;
- your knowledge of what the user knows and does not know; and
- your knowledge of the user’s position on the issues.

## **CONCLUSION**

The conclusion is the bottom-line response to the issue statement. It should:

- answer the question: 'So what?'; or
- help the reader to see the forest through the trees; or
- state what happens next; or
- do all of the above.

Contact: John MacLaren, 992-0000  
Technology Division, Industry Branch

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Quality Control Unit

**MEDIA RELEASE ON  
ISO 9001 CERTIFICATION  
AT XL INDUSTRIES**

Attached is the media release issued by XL Electronics on November 15, 2001 to announce that it had earned ISO 9001 certification.

The media release noted that XL Electronics was the third company world-wide to receive ISO 9001 certification in its field.

[insert XL Electronics' release on ISO 9001 certification]

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**PROFILES OF PARTICIPANTS**

Several members of the XL Electronics Executive Committee will accompany you on the tour:

- Dr. Alain Bruin;
- Mr. Peter Fenton;
- Dr. Tom Fisher;
- Dr. John Isbister;
- Dr. Laurie Jackman; and
- Dr. Zack Reisman.

The tabs that follow provide profiles of them.

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Profiles of Participants in the Tour

**DR. ALAIN BRUIN,  
SENIOR RESEARCH SCIENTIST, XL ELECTRONICS**

Attached is a profile of Dr. Bruin, drawn from the Web.

[insert profile of Dr. Alain Bruin]

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Profiles of Participants in the Tour

**MR. PETER FENTON,  
EXECUTIVE VICE-PRESIDENT, XL ELECTRONICS**

Mr. Fenton is expected to join you on the tour. However, we were unable to obtain a profile of him.

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Profiles of Participants in the Tour

**DR. TOM FISHER,  
DIRECTOR OF RESEARCH, XL ELECTRONICS**

Attached is a profile of Dr. Fisher, drawn from the Web.

[insert profile of Dr. Fisher]

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Profiles of Participants in the Tour

**DR. JOHN ISBISTER,  
PRESIDENT AND CHIEF EXECUTIVE OFFICER, XL ELECTRONICS**

Attached is a profile of Dr. Isbister, supplied by XL Electronics.

[insert profile of Dr. John Isbister]

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Profiles of Participants in the Tour

**DR. LAURIE JACKMAN,  
VICE-PRESIDENT – OPERATIONS, XL ELECTRONICS**

Attached is a profile of Dr. Jackman, supplied by XL Electronics.

[insert profile of Dr. Laurier Jackman]

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Profiles of Participants in the Tour

**DR. ZACK REISMAN**  
**VICE-PRESIDENT – MARKETING, XL ELECTRONICS**

Attached is a profile of Mr. Reisman, supplied by XL Electronics

[insert profile of Dr. Zach Reisman]

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**BACKGROUND ON XL ELECTRONICS**

The tabs that follow provide material on XL Electronics that is relevant to your tour.

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Background on XL Electronics

**XL ELECTRONICS  
AND ITS RELEVANCE TO PRIORITIES  
OF THE GOVERNMENT OF CANADA**

**ISSUE**

XL Electronics is a major partner of the Industry Branch's Technology Division. The consortium is one of the world's leading manufacturers of XYT2 systems.

**BACKGROUND**

The background section of a briefing note provides information, history or explanations that will help the minister to understand the nature of an issue or its context.

Relevance to Activities

In a briefing book, a background note should be located as closely as possible to the activity in the itinerary to which it relates. If, however, it relates to more than one activity (as it does in this case), it should be placed in a "General" section that covers all of those activities.

**CONSIDERATIONS**

Considerations are used to show that the conclusion is a reasonable response to the issue statement. This entails providing options, pros and cons, analysis, arguments and key policy priorities as needed, given:

- the issues at stake;
- your knowledge of what the user knows and does not know; and
- your knowledge of the user's position on the issues.

## **CONCLUSION**

The conclusion is the bottom-line response to the issue statement. It should:

- answer the question: 'So what?'; or
- help the minister to see the forest through the trees; or
- state what happens next; or
- do all of the above.

Contact: Mary Birch, 992-0000  
Technology Division, Industry Branch

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Background on XL Industries Ltd.

**XL ELECTRONICS' ANNUAL REPORT FOR 2003-04**

**ISSUE**

The above-noted report (attached) covers a fiscal year of February 1, 2003 to January 31, 2004. It highlights a number of achievements and initiatives that are relevant to the agreement that you will sign with XL Electronics.

**BACKGROUND**

Highlights of the report are as follows:

- Annual sales have increased by . . .
- New markets have been established in . . .
- A number of new products have been brought to market, most notably . . .
- Profits have increased by . . .

**CONCLUSION**

The annual report shows that . . .

Contact: Mary Birch, 992-0000  
Technology Division, Industry Branch

[insert the annual report here]

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Background

**ARTICLE IN *THE GLOBE AND MAIL* ON  
XL ELECTRONICS' NEW SCIENCE AND TECHNOLOGY STRATEGY**

**ISSUE**

On March 28, 2002, *The Globe and Mail* published a feature article (attached) that is relevant to the market demand for XL Electronics products.

**BACKGROUND**

Highlights of the article are as follows:

- The consortium has now established branch offices in the following countries . . .
- To achieve its objectives, the consortium has adopted innovative methods, including . . .
- XL Electronics' strategy enables substantial progress in technology transfer by . . .

**CONCLUSION**

This article is further evidence of XL Electronics' growing capacity to . . .

Contact: Mary Birch, 992-0000  
Technology Division, Industry Branch

[insert copy of the newspaper article here]