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Industry, Science and
Technology Canada

Industrie, Sciences et
Technologie Canada



**Industry, Science and Technology Canada
Corporate Plan**

1989-90

Canada 

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1989-90



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Preface

Over the past 18 months the Department has invested considerable energy at all levels on the establishment of Industry, Science and Technology Canada (ISTC). This has included studies and recommendations by Departmental activity working groups, consultations with national business associations, the executive and senior manager conferences at the Chateau Montebello and the Chateau Laurier and the ISTC legislation work.

The above work has now been consolidated and a consensus has been reached on ISTC's corporate priorities. These corporate priorities are fully reflected in, and give substance to, the Government's competitiveness thrust - a main focus of the April Speech from the Throne. ISTC has just completed a major corporate planning process which has been led by the ADM Policy whereby all Departmental sectors produced action plans which operationalize the corporate priorities.

This document provides a synopsis of the action plans produced by each major responsibility centre of the Department. It not only highlights ISTC's corporate priorities, but also describes the objectives, specific priorities and major deliverables of all areas reporting to either a Deputy Minister or his Associate, including the ISTC Regional Offices. This synopsis of the ISTC Corporate Plan is intended to accurately inform staff and clients about the Department's directions and what we intend to achieve.

1 Corporate Priorities and Expected Results

1.1 Corporate Priorities

ISTC's medium-term priority is to gain the confidence of the industrial and scientific communities so they can respond to the challenge of competing successfully in the 21st century. Specific corporate priorities include:

- supporting enhanced market access and penetration through analyses, strategies and promotion;
- science and technology advocacy for excellence and international competitiveness;
- development and more-productive use of human resources;
- fostering a positive investment climate to improve the capital base; and
- fostering entrepreneurship and management in industry by promoting innovation and risk-taking to seize emerging opportunities.

ISTC's two major internal thrusts are to oversee completion of establishing ISTC and to reorient functional services to support a new corporate culture. Key functional priorities include:

- establishing and maintaining a positive public awareness of ISTC's mission and objectives through effective communications, particularly among client groups;
- strengthen corporate values and employee skills in support of the Department's increased emphasis on analysis and advocacy; and
- continuing to improve the financial management and accountability by providing enhanced training.

1.2 Expected Results

In order for it to be considered a success, the following short-list of achievements represents the minimal results expected of ISTC:

- completing the establishment of ISTC, including the passage of new legislation and the development of a new corporate culture for ISTC;
- development of an effective advocacy role within government and with horizontal associations and research institutes, with primary attention to taxation and finance, environment and other regulatory issues;
- undertaking comprehensive industrial sector competitiveness analysis and launching of focused sector campaigns;
- forging of a number of joint ventures and strategic alliances that bring together the best people in the country to build an industrial technological capability;

- implementation of the Department's science and technology agenda, including Canada Scholarships, Centres of Excellence and an increased awareness of the importance of science and technology;
- demonstration to the business communities of a high-order knowledge of industry sectors by ISTC; and
- providing actionable research information and business services that help the tourism industry solve problems and identify opportunities to improve performance and growth.

Over the next few years, the Department will continue to update and communicate its vision of where Canada is headed, and it will take major steps to put in place the capability that is needed to improve its rank among the leading industrial nations. On the basis of its improved knowledge, its influence and its broad, balanced view of competitiveness, ISTC will strive to become a first and frequent stop for business and science people as they pursue their own strategies.

The Department will act as a team player when appropriate in major private and public sector initiatives to build international competitiveness. In this regard, the Department's advocacy and service role as well as its network of Regional Offices with their International Trade Centres are vital ingredients to the achievement of science and technology excellence and an internationally competitive industry.

2 Sector Objectives and Priorities

2.1 Science

Overall Objective

To provide national leadership and policy advice to enhance Canadian science capabilities, including linkages between science, technology and industry.

Priorities

- Support for the National Advisory Board on Science and Technology (NABST) regarding implementation of key government and ISTC priorities.
- Production of an overview of science and technology focused on competitiveness and excellence as key themes.
- Developing a framework for the new science agenda, e.g. a review of science policies and integration of key studies.
- Implementation of new programs, such as Interim 1989 Canada Scholarships and the selection of a network of Centres of Excellence.
- Development of a proposal regarding the funding of the three granting councils (the Natural Sciences and Engineering Research Council, the Medical Research Council and the Social Sciences and Humanities Research Council).
- Strengthen the technology and engineering bases in Canada through advice and analyses, e.g. a map of science and technology organizations in Canada, and facilitating the hiring of engineers in small and medium-sized businesses.
- Promote technology transfer from government laboratories by incentives through royalties, revenue bonuses, proposals on intellectual property, etc.
- Continue to increase public awareness of science and technology, focusing on youth and the involvement of other stake holders such as the provinces, scientific societies and the private sector.
- For further information regarding the Sector Plan for the ADM, Science, please contact Roberto Gualtieri at 993-0037.

2.2 Policy

Overall Objective

To lead the development of industry and technology policy within ISTC and influence policies of other government departments in order to enhance the business climate and promote international industrial competitiveness and scientific and technological excellence.

Priorities

- Lead the development of the ISTC policy agenda, including the development of the Department's strategic direction and priorities through, for example, a corporate priorities document, Part III of the Main Estimates, evaluation studies and frameworks, etc.
- Develop effective analytical and advocacy capabilities related to horizontal policies, with primary attention to tax and finance issues, human resource development, innovative management practices, the introduction of technology to the work place and environmental and other regulatory issues through, for example, ISTC strategy papers, and science, technology, economic analysis and statistical publications.
- Establish a comprehensive analytical framework and conduct analyses of key factors affecting Canadian firms' competitive performance in domestic and international markets through, for example, analyses of current and prospective international competitiveness, identification of high-growth sectors and further development of the small-business data base.
- Develop strategies to improve scientific and technological capabilities in strategic enabling technologies, and develop a comprehensive approach to technology diffusion and innovation strategy through, for example, reports on key factors affecting Canadian firms' technology/innovative performance, analyses of competitiveness of Canadian incentives for technology innovation (i.e., taxes, grants and other instruments) and develop business plans for advanced industrial materials and biotechnology.
- Consolidate ISTC's role as a prime contributor in the interdepartmental trade policy community, with a major focus on the Free Trade Agreement (FTA) implementation, the Uruguay Round of Multilateral Trade Negotiations (MTN) and Europe 1992. Work to develop negotiating strategies which reflect Canadian industrial and technology interests in trade policy formulation regarding MTN, FTA and Europe 1992.
- Promote federal-provincial co-operation in industry, science and technology and provide analytical and secretariat support for federal-provincial relations for the Department, co-operation with federal regional-development agencies, and federal-provincial agreement on procurement practices and work to remove interprovincial barriers to trade (e.g. wine, beer).

For further information regarding the Sector Plan for the ADM, Policy, please contact George Skinner at 954-0591.

2.3 Industry and Technology Development

Overall Objective

To support and promote the development of internationally competitive Canadian industry.

2.3.1 Industry and Technology

New ISTC Programming Priorities

- Implement sector campaigns for the following areas: environmental industries, automotive components, manufactured wood products and forest industry initiatives.
- Carry out the necessary analysis of other potential sector campaigns to permit 1989-90 approval for at least two new initiatives from a list which includes medical devices, ocean industries, advanced manufacturing technology, plastics and telecommunications.
- Complete Strategic Technologies Program documentation and promotional material, formally launch information technology, advanced materials and biotechnology elements, and have the program fully operational.
- Implement the Advanced Manufacturing Technology Application Program, introduce the pilot Manufacturing Visitations Program and provide appropriate training to Departmental officers.
- Implement the action plan with Environment Canada regarding the St. Lawrence River Environmental Technology Memorandum of Understanding (MOU).

Other Priorities

- Prepare the 1989 Canadian Annual Procurement Strategy (CAPS) in collaboration with other departments.
- Solicit the views of the Minister's Automotive Industry Advisory Council on automotive research and development with a view to developing an R&D strategy and specific policy initiatives.
- Begin work on the development of an automotive strategic framework to help define Canada's position in the on-going Multilateral Trade Negotiations and prepare a report on automotive issues in the context of Europe 1992.
- Develop a strategic framework regarding the development of the construction industry to guide Departmental efforts to help the industry take advantage of opportunities and to reduce existing constraints.
- Manage the Defence Industry Productivity Program (DIPP) tightly to ensure that the program functions efficiently and that the 1989-90 program budget is met but not exceeded.
- Develop a strategic framework to guide the operation of DIPP during a period of limited resource availability and high client demand.

- Continue to negotiate and improve the monitoring of industrial benefits for approximately 50 major Crown projects which are expected to benefit Canadian industry by some \$22 billion in incremental sales over the next 10 to 15 years.
- Confirm the Minister's Special Emergency Planning responsibilities regarding industrial production in national emergencies, and expand current operational activities in this area.
- Produce and publish the second generation of sector profiles.
- Regarding shipyard rationalization, examine current shipbuilding policy to determine if revisions are required in light of current demand forecasts.
- Pursue discussions with provincial governments, shipyards and user groups (e.g., fish processors) regarding the rationalization of the Atlantic Canada industry.
- Conduct a full-scale feasibility study into the costs and benefits of a national high-speed network for research and development in strategic technologies.
- In collaboration with other departments, support the organization and delivery of a national conference on the theme "Marketing Software in the 1990s".
- Promote information sharing in ISTC, establish more coherence in ISTC's interface with its clients, and engage in activities to establish an information culture in ISTC and to disseminate good practices throughout the Department.
- Complete a strategic analysis of the plastics products sector; identify, and launch analyses of additional industry sectors.
- Develop and test a methodology for examining the impacts of U.S. and Canadian subsidies on corporate investment and production decisions.
- Facilitate technology diffusion by completing the development of a Technology Networking Guide to assist businesses in locating technology-driven business opportunities, best-practice technologies and related information.
- Assess the small and medium-sized enterprises market for technology-related information and develop proposals for action.
- Initiate analysis into food-sector issues designed to lead in 1990-91 to the development of a policy advocacy document to influence agricultural policy review, Multilateral Trade Negotiations and the U.S.-Canada working team on subsidies and countervail.
- Conduct the necessary interdepartmental consultations as part of the development of a strategy for the follow-up on the service industries studies; conduct Regional Office briefings to promote support for a national conference on the service industries.
- Complete development of a strategic framework as a key input to Canada's textile and clothing policy in relation to the Multilateral Trade Negotiations and Europe 1992 issues.

For further information regarding the Sector Plan for the ADM, Industry and Technology, please contact Fred Pim at 954-2896.

2.3.2 Tourism

Priorities

- Define and communicate to clients a four-year program for federal tourism activity through analysis of issues and opportunities facing tourism, preparation of marketing plans, national federal priorities and provincial/multi-provincial strategies.
- Define and implement new federal programming and manage the transitional period from the current generation of Subsidiary Agreements to the new business services through management tools and systems to implement federal strategies and plans.
- Build a knowledge base of tourism products, services and issues through demand analyses of specific tourism products, advertising evaluation reports on primary markets and market assessment reports on overseas countries.
- Implement a business information and intelligence program that will provide an updated understanding of the U.S. and overseas markets and much better data on the Canadian tourism product.
- Implement the marketing plans for the U.S. and overseas markets consistent with the direction and assumptions of the medium-term marketing strategy and resources available.
- Influence government decision-making in bilateral air agreements, air deregulation, trade policies, financing and investment, Phase II Tax Reform, environmental issues and federal labour market policies in a way that supports the industry through topical studies on Europe 1992, tax reform and quarterly monitoring reports on policy issues affecting tourism.

For further information regarding the Sector Plan for the ADM, Tourism, please contact Blair Stevens at 954-3882.

2.4 Operations

Overall Objective

To provide corporate management of ISTC programs and services to business, international activities and Regional Office activities.

2.4.1 Headquarters

Priorities

- Provide direction and support to the Regional Offices, including the Business Service Centres.
- Provide recommendations regarding future directions of existing business service products: Business Opportunity Sourcing System (BOSS), Canada Awards for Business Excellence (CABE) and Import Analysis.
- Design and implement new business-service products in the areas of technology and market development such as:
 - Science and Technology Tax Credit Business Product;
 - Technology Needs in Business Services (TNIBS) and Inside Canadian Manufacturing Program (ICMP); and
 - Management of Technology (seminars, case studies, joint venturing information).
- Strengthen the strategic focus of ISTC international initiatives with special emphasis on investment and science and technology initiatives.
- Co-ordinate regional and country-specific strategies and promote ISTC priorities with External Affairs and Investment Canada with regard to the United States, Japan, the Republic of Korea, China, Thailand, France, Italy, the Federal Republic of Germany and the United Kingdom.
- Provide advice on the operations of Crown corporations by:
 - developing a new mandate for Canadian Patents and Development Limited (CPDL);
 - completing a strategic review of the Cape Breton Development Corporation; and
 - reviewing the Federal Business Development Bank (FBDB) business plan.
- Manage the portfolio of insured/guaranteed loans (e.g., *Small Businesses Loans Act*, Enterprise Development Program, and DHC-8) and recovery accounts, and implement new SBLA legislation.
- Provide direction and support to responsibility centres in the development and design of new program initiatives, and support the successful implementation and delivery of programs.

For further information regarding the Sector Plan for the ADM, Operations, please contact David Hoye at 954-5258.

2.4.2 Regional Offices

Overall Objective

The mission of the ISTC Regional Offices is currently being redirected from a broad range of purely program responsibilities towards a more focussed concentration on business services combined with some specialized program activities. These services are designed to stimulate and facilitate industrial, scientific, technological and trade development in Canada and to assist clients to seize opportunities in a competitive international marketplace.

Common Priorities

Three principal areas of service are common to all Regional Offices: trade and market development, technology services and industrial development, and intelligence and business information. ISTC Regional Office activity will continue to take place within a framework of national policies and their programs and services will be offered at similar standards of quality across the country. Regional Offices will focus both on emerging and threshold firms (mostly small and medium-sized), as well as on some large firms. The mix and weighting of program and service activities may, however, differ from office to office according to client needs and the availability of complementary assistance outside the Department.

The particular competence which will distinguish ISTC offices from other federal and provincial economic development agencies will continue to be a capacity to provide clients, both within and outside the Department, with ready access to relevant and accurate industrial, trade and technological intelligence and expertise. These offices also provide informed entry points to national and international information networks and to knowledge resident in ISTC sector branches and in other federal departments and agencies.

Specific Priorities

The specific priorities for each Regional Office are outlined below. For further information regarding Regional Office priorities please contact David Hoye at 954-5258.

British Columbia

- Improve competitiveness in the resource sector through technology.
- Pursue trade, investment and technology opportunities in the Pacific Rim.
- Promote awareness of, and responses to, the Free Trade Agreement and Europe 1992.
- Promote small business and entrepreneurship development.
- Manage the wind-down of DRIE programs.

Alberta

- Help Alberta exporters and potential exporters benefit from international market opportunities, including those arising from the FTA.

- Enhance the technological development, growth and international competitiveness of key Alberta sectors.
- Improve the business climate for Alberta firms through policy, advocacy and entrepreneurship initiatives.
- Manage the federal responsibility in the delivery of the Tourism and Northern Development Subsidiary Agreements.

Saskatchewan

- Promote trade, market development and investment through trade missions (Pacific Rim, Alaska) and market and trade investment seminars.
- Promote innovation, technology development and industrial prospecting by undertaking consultations and studying market opportunities from space and military procurements.
- Enhance the business intelligence, advocacy and policy roles, including the development of a regional computerized intelligence and on-going information system by developing new networks with industry and government.
- Manage and administer subsidiary agreements and Special ARDA evaluations.

Manitoba

- Promote trade, investment and technology adoption and diffusion by fostering new strategic partnerships or other collaborative arrangements.
- Promote domestic and international market development opportunities through trade education seminars, missions and increased PEMD delivery.
- Improve Manitoba's share of international visitors by delivering new awareness programs for the hospitality industry.
- Support the development of a world-class technological base by introducing new services to business (e.g. , DISTCover, Manufacturing Visitors Program, AMTAP).
- Manage the wind-down of DRIE program/project commitments, including monitoring, auditing and evaluations.
- Adopt a more effective advocacy role, especially with the Department of Western Economic Diversification, including the development of new networks.

Ontario

- Promote domestic and international market opportunities by effective involvement in international fairs and missions (both incoming and outgoing) in support of External Affairs and ISTC priorities, and by delivery of the Program for Export Market Development (PEMD).
- Participate in and organize trade and market seminars and workshops.

- Promote increased technology development and diffusion and increase technology transfer from international sources.
- Complete detailed sector competitiveness analyses on the food processing, clothing and tool, die and mould industries.

Quebec

- Assist Canadian industry to penetrate foreign and domestic markets through seminars on market opportunities, trade missions, the Program for Export Market Development (PEMD), etc.
- Promote innovation, investment and technology diffusion through such activities as investment and technology prospecting missions, workshops on productivity and competitiveness, and new services to business pilot projects.
- Continue the delivery of certain DRIE programs, including subsidiary agreements, and major/special projects such as Petromont and Noranda.
- Disseminate economic and industrial intelligence to clients by publishing various economic profiles and bulletins.
- Manage existing sub-agreements which fall under the responsibility of the regional office.

New Brunswick

- Promote trade and market development, including a mission to the Identified Greenland-Iceland "market niche".
- Support the science and technology elements of the Department's mission by sustaining a Technology Partners Forum.
- Fulfill management commitments under existing program and project obligations, including the Tourism Sub-agreement.
- Complete and distribute a comprehensive sector profile on the aquaculture industry, with particular emphasis on marketing.

Nova Scotia

- Promote domestic and international market development opportunities through trade-education seminars, missions, publications and delivery of the Program for Export Market Development (PEMD).
- Develop account-executive relationships between sector officers and key ISTC clients in trade and technology areas.
- Strengthen the roles of key technology associations and co-ordinate public sector roles in investment promotion and technology diffusion.
- Effectively manage both major-project commitments and the wind-down of DRIE programs.

Prince Edward Island

- Assist exporters and potential exporters to capitalize on international market opportunities through trade missions and seminars.
- Enhance the technological development of industry by developing an industrial intelligence base.
- Manage the transition in the tourism sector by completing activities under the sub-agreement and by integrating the federal-provincial tourism development plans.

Newfoundland

- Promote trade and market development by participating in incoming and outgoing missions (e.g., tourism to West Germany), conferences and seminars.
- Enhance innovation, technology development and investment prospecting through seminars, visits and missions from the United Kingdom, Norway and Japan.
- Manage the wind-down of DRIE programs, including sub-agreements, and complete an evaluation of the tourism sub-agreement.

2.5 Regional and Native Economic Development

Overall Objective

To promote regional economic development in Ontario and Quebec and to assist native people to realize their economic potential.

2.5.1 Regional Development

Common Priorities

- Implementation of the new regional development organization.
- Development of new approaches to regional development in Ontario and Quebec in light of expiry of the Economic and Regional Development Agreements (ERDAs) and new regional development funding announced in the 1989 federal budget.
- Resolution of selected budgetary issues with respect to regional development in Quebec.
- Development of a new strategic phase to the Northern Ontario Development Fund (FedNor) activities with other departments and the provincial government in areas such as forestry, now that the core set of FedNor programs are in place.
- Completion of Entente programs in Quebec, both jointly with the province and with other departments, now that the core set of federal unilateral programs called for in the Entente are in place.

Specific Priorities

Headquarters

- Elaboration of new directions for regional development in Ontario and Quebec.
- Program and project coordination.
- Macro and micro economic analyses.
- Strategic planning and evaluation.

Ontario

- Achieve effective, timely delivery of the Northern Ontario Development Fund (FedNor) programs.
- Enhance public awareness of FedNor activities.
- Harmonize the efforts of the federal and provincial governments regarding regional development analyses and issues in northern Ontario.
- Identify and promote selected development projects which are outside the capacity of FedNor programs.
- Establish a trade development capacity in co-operation with the International Trade Centre in Toronto.

Quebec

- Develop the resource regions in Quebec through support to industrial and tourism activities, the development of economic infrastructure, support of innovation and working in close co-operation with federal sectoral departments, the provincial government and with the five consultative committees.
- Industrial and technological development in the central regions of Quebec in order to reduce disparities between this region and southwestern Ontario and the northeastern United States.
- Improve the economic dynamics of the Montréal region by supporting the recommendations of the Picard Report.
- Develop, in co-operation with the province, special assistance measures to promote economic development in the most disadvantaged areas of the central regions.
- Co-ordinate management of the ERDA system in Quebec and negotiate with provincial representatives support to special development projects.

For further information on the Regional Development Organization, contact Warren Johnson, Director General, at 954-3791.

2.5.2 Native Economic Development

Overall Objective

To assist native people (i.e., status and non-status Indians, Métis and Inuit) in all parts of Canada to realize their economic potential by developing policies, programs and services designed to facilitate the economic self-reliance of native people in Canada's industrial and service economy, acting as an advocate for native economic development or networking on behalf of and with native communities, and co-ordinating and delivering native economic programs and services.

Priorities

- Finalize Treasury Board process and final consultations with aboriginal groups for new programming.
- Structure and staff new field-delivery organization.
- Redefine and implement field delivery to emphasize business counselling, assistance in business plan development, monitoring and project after-care and project financial analysis.
- Develop product/sector approaches to provide better cross-project development assistance in areas where aboriginal entrepreneurs have a significant presence, e.g. tourism, transportation, fishing and forest products.
- Develop and implement a capacity to track more comprehensively the economic impacts of program activity.
- Mount more effective management and systems monitoring for aboriginal capital corporations, and provide support towards the development of a national association.
- Fund a limited number of new capital corporations, expansion of existing corporations and development of new financial instruments such as equity contributions, leasing, etc., where markets and management capacity warrant.
- Develop means to provide aboriginal capital corporations with on-going business development and advisory services, with emphasis on those serving Metis and non-status corporations.
- Develop educational material (print, videos and displays); promotion of seminars, conferences, speaking tours; research into barriers to development and successful models of economic development with the objectives of stimulating a stronger entrepreneurial/commercial ethic among aboriginal communities and enhancing access to opportunities.
- Negotiate operational agreements with provincial and territorial governments to co-ordinate programming.
- Implement an effective ADM Management Committee with Indian Affairs and Employment and Immigration, as called for in the Cabinet decision to assure joint responsibility for the new strategy.
- Manage the appointment and operation of two new regional boards and a new national board to implement the program.

- Review and enhance the project assessment, decision-making, payments and monitoring processes to meet all departmental quality assurance requirements.
- Integrate and upgrade data bases for all native programs.

For further information regarding the Sector Plan for the ADM, Native Economic Programs please contact Terry Forth at 952-4150.

3 Management and Administration

Overall Objective

To provide executive direction, central and operational support in managing the department.

3.1 Finance, Personnel and Administration (FPA)

Priorities

- Continue to strengthen financial management in ISTC, focusing particularly on improving the ability of responsibility centres' managers to reduce variances in grant and contribution budgets against planned forecasts.
- Implement the decisions of the Treasury Board on the resource rebasing and organization submissions for the new Department.
- Continue the development of an employee development strategy for ISTC which includes senior management training, a central corporate training plan for officers, official languages training and career succession planning.
- Co-ordinate the development and implementation of a Corporate Development Plan, focusing in particular on the development of a new corporate culture and corporate values for ISTC.
- Continue to foster positive working relationships with union representatives.
- Continue to provide strong functional leadership, direction and control in ISTC in the areas of FPA responsibility.
- Continue to work to further improve the Department's credibility, relationship and influence with central agencies.
- Implement in the FPA sector an immediate focus on enhancing internal communications for improving both top-down and bottom-up communications between management and staff at all levels.
- Chair the Department's Workforce Adjustment Committee and administer the Department's workforce adjustment and retraining reserve.

For further information regarding the Sector Plan for the ADM, Finance, Personnel and Administration, please contact Colette Dénomme at 954-5324.

3.2 Communications

Priorities

- Inform employees about the Department's mandate and mission and how to play their individual roles, through means such as Précis.
- Establish and maintain a credible and positive identity for ISTC and effectively communicate this identity to ISTC private sector clients, using tools such as sector competitiveness profiles.
- Support marketing of the department's services and programs to its clients.
- Contribute to positively changing attitudes about Canada's world market competitiveness.
- Publicly salute Canadian industrial/scientific/technological excellence through support for Canada Awards for Business Excellence.
- Work closely with other government departments and agencies to jointly manage the delivery of co-ordinated public messages.
- Provide public environment advice and information to ISTC sectors and regions so that communications planning is done within a real-world context.
- Provide advice, guidelines and compliance measures on an ongoing basis to client sectors and regions so that high quality communications activities and products are delivered by ISTC, consistent with the Government of Canada Communications Policy.
- Monitor and manage communications aspects of sensitive issues for senior departmental management, for ISTC Ministers, and for the Communications Committee of Cabinet through the Privy Council Office (PCO) Communications Secretariat.
- Provide headquarters and regional managers with functional guidance to optimize the communication cost effectiveness of planned policy and program initiatives.
- Undertake selective evaluations to determine the effectiveness of performed communications activities. In 1989-90 the Communications function will undergo a comprehensive internal audit.

For further information regarding the Sector Plan for the Communications Branch please contact Albert Déslauriers at 995-8900.

3.3 Operations Audit

Priorities

- Finalize the eight internal audits and seven quality assurance reviews as detailed in the 1989-90 Audit Plan.
- Collaborate with certain Parliamentary agents (e.g., Privacy Commissioner, Official Languages Commissioner) to ensure their audit interests and those of the Department are satisfied.
- Take into account and respond to corporate culture initiatives in the planning and conduct of audits.
- Implement an organizational concept that will enhance employee mobility and blend skills in the audit function.
- Support, through specific audits, reorientation of functional services.

For further information regarding the Operations Audit Plan, please contact Owen Taylor at 954-5084.

3.4 Legal Services

Priorities

- Support the finalization of the *Industry, Science and Technology Act*, its progress through Parliament and its subsequent implementation.
- Provide legal services for initiatives to implement industry and technology aspects of ISTC's core mandate, for programming established to implement ISTC's new regional development relationship with Ontario and Quebec, on structuring, legal documentation, start-up and ongoing operation of proposed tourism and native programming, and the phasing-out of discontinued programming such as the Native Economic Development Program (NEDP).
- Provide in-depth advice and negotiation support for the contracting of major and special projects.
- Participate in formulation and implementation of proposed control framework for memoranda of understanding (MOUs).
- Advise on conceptualization and drafting of proposed amendments to *Small Businesses Loans Act* and Regulations.
- Advise on proposed revisions to *Federal Business Development Bank (FBDB) Act*, including capital ceiling and role and mandate revisions that may be proposed.
- Advise on proposed revisions to *Cape Breton Development Corporation Act* and options for new role of Canadian Patents and Development Limited (CPDL).
- Advise on legal implications related to Free Trade Agreement implementation.
- Provide input from a business perspective as appropriate in the areas listed above.

For further information regarding the Legal Services Plan, please contact Ellen Fry at 954-5340.

3.5 Corporate Secretary

Priorities

- Provide executive support to ISTC Ministers, the Deputy Minister and the Associate Deputy Minister. This includes management of the decision-making process in ISTC, Parliamentary relations, and operations of the executive offices.
- Enhance the Office of the Corporate Secretary role as the catalyst for the provision of advice and support to Departmental executives and for the dissemination of information related to senior management decisions.

For further information regarding the Corporate Secretary Plan please contact John MacKillop at 996-3989.

4 Deputy's Closing Remarks

Translation of the ISTC Corporate Priorities into Sector Plans was both a bottom-up and top-down process. Employees throughout the Department gave substance to the Sector Plans by establishing explicit goals, defining the expected results and deliverables.

We now have a clear sense of direction as a new Department and definitive action plans have been prepared by each major area of ISTC. We have spent a considerable amount of time planning our agenda and we are now in an action mode. We know what the deliverables are. Now we have to go out there and deliver.

Every employee having read the ISTC Corporate Plan is encouraged to situate his or her work in the broader context of the corporate and sectoral priorities. This consolidated plan can be used to explain within ISTC, to other government departments and selectively to clients what ISTC intends to accomplish. Our clients receiving this document can use it to find out what ISTC is doing on their behalf.

H.G. Rogers
Deputy Minister

