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Industry, Science and  
Technology Canada

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INDUSTRY, SCIENCE AND TECHNOLOGY CANADA

# Corporate Plan

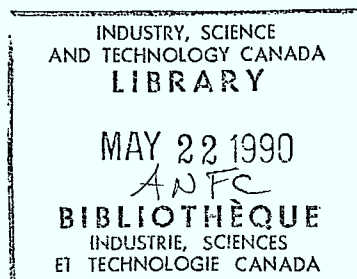
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# Corporate Plan

1990-91



March 1990

## Preface

ISTC is poised to implement a challenging new mandate. The recent passage of the Department's legislation reinforces the progress that has been made over the past year in reshaping our organization, updating our policies, programs and services, and in confirming our resource base. In addition, a consensus on medium-term corporate priorities tied to our competitiveness agenda has evolved to provide strategic direction for our operations. This consensus involved extensive internal dialogue as well as consultations with the scientific, technological and business communities.

This Corporate Plan begins with a summary of ISTC corporate priorities and the results expected. It also presents a synopsis of the plans produced by each sector of the Department. The document should therefore enable each of us to situate our work in relation to the corporate and sector priorities and be effective in communicating what it is that ISTC intends to accomplish. More detail can be obtained either through the specific plans for each sector or through the recently published Part III of the Main Estimates.

We have collectively formulated a Corporate Plan for ISTC in line with its new mandate. The real challenge now lies in its implementation.



H.G. Rogers  
Deputy Minister

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# 1 Corporate Priorities and Expected Results

## 1.1 Strategic Context

The role of science and technology in determining world-wide economic prosperity has become greater than ever. This is requiring major adjustments on the part of industries and nations. In order to become or remain competitive, firms need to be quick and efficient in assimilating and applying relevant new and advanced technologies. They have to be aggressive entrepreneurially, and to be managed competently and imaginatively with a strong outward orientation. Increasingly, firms need global marketing strategies and technological alliances to secure their future growth and vitality.

To improve their international competitiveness, countries are finding that it is essential to develop excellence in their science and technology (S&T) infrastructure and to enhance competence in strategic technologies. They are encouraging industry-university co-operation, and promoting corporate alliances domestically and with foreign firms. Countries need to increase the rate and effectiveness of technology diffusion, and to strengthen the scientific and technological literacy of their populations.

To support the flexibility and efficiency of the national economy in adjusting to new competitive realities, governments also need to address those local and regional economies and groups with the greatest need.

## 1.2 Corporate Priorities

The corporate priorities which emerge from this context follow.

### Competitiveness Priorities

The priorities regarding the building blocks of competitiveness are:

- The S&T Base—establish world-class capabilities in science and technology.
- The Markets—develop and secure access to world markets.
- The People—develop a literate, skilled and flexible workforce.
- The Financing—ensure competitive financing.
- The Culture and the Climate—promote scientific excellence, business entrepreneurship and an international orientation and create a positive investment climate.

### Ontario Regional Development

The key regional development priorities for Ontario are to:

- formulate and co-ordinate federal activities in northern Ontario; and
- undertake initiatives designed to stimulate and support the economic development of northern Ontario.



### **Quebec Regional Development**

The key regional development priorities for Quebec are to:

- create viable jobs in the resource regions of Quebec;
- strengthen productivity and innovation in the central regions and improve socio-economic conditions in the most disadvantaged areas of the central regions; and
- improve the economic dynamics of the Montréal region and facilitate economic renewal of those areas of the city in greatest need.

### **Aboriginal Development**

The key aboriginal development priorities are to:

- develop and implement policies, programs and services designed to facilitate the economic self-reliance of aboriginal people in Canada's industrial and service economy; and
- act as an advocate for aboriginal economic development.

### **ISTC Management**

The major management priorities are to:

- reorient the Department to support a new corporate culture in line with ISTC's new mission; and
- expand ISTC's knowledge base through more systematic consultations with clients, the management of information as a corporate resource, and the development of the professional expertise of Departmental staff.

## **1.3 Expected Results**

For ISTC to achieve success, the following are the expected results:

- formulating a national strategy to meet and beat the competition which contributes to Canada becoming a world-class economy with a strong international presence;
- achieving progress on the excellence of scientific capabilities and performance;
- establishing closer links between scientific and industrial performance (progress on alliances, technology diffusion and application), and increasing public understanding of the importance of science and technology for international competitiveness;
- realizing an effective advocacy role within government and with business associations and research institutes, with primary attention to taxation and finance, the environmental agenda and various regulatory issues;
- demonstrating to the business community a high-order knowledge of industry sectors, domestic and international markets, investment and technology opportunities;
- developing detailed information about the Canadian economy and industrial prospects for investment, as well as technology prospecting and promotion;
- forging a number of joint ventures and strategic alliances that bring together the best people in the country to build a strong industrial, technological and scientific capability;

- providing useful, relevant research information and business services that assist all sectors of industry, including tourism, to solve problems and identify opportunities to improve performance and growth;
- enhancing entrepreneurship and science and technology awareness, especially in the small business and service sectors;
- improving education and training performance of the Canadian labour force;
- reducing levels of disparity in disadvantaged and targeted areas of Quebec and Ontario;
- strengthening the self-reliance, confidence and entrepreneurial skills of aboriginal people in all parts of Canada; and
- successfully developing a new corporate culture for ISTC.

## 2 Sector Priorities

### 2.1 Science

The objective is to provide national leadership and an advocacy role for enhancing Canadian science capabilities, including linkages between science, technology and industry. This will be achieved through the following priorities.

- Increasing investment in science in all sectors through joint university, government laboratory and industry collaborative and joint ventures, the transfer and diffusion of knowledge for commercial benefit and implementing programs such as Canada Scholarships, Networks of Centres of Excellence and the Public Awareness Campaign.
- Using science to strengthen the engineering and technology base in Canada, e.g., advocating the importance of science in national policies and programs, developing incentives to improve performance and capability, strengthening the relationship with the National Research Council (NRC), and providing support to the National Advisory Board on Science and Technology (NABST).
- Developing policy, strategy and programming for a new science agenda, e.g., a review of national science and technology priorities, the identification of exploitable areas of science, and working with the three Granting Councils.
- Providing strategic advice to the government on Big Science, e.g., implementing a framework to review projects such as the Sudbury Neutrino Observatory, the Super-conducting Super Collider and KAON.
- Promoting initiatives to increase awareness of science and technology and the development of a science culture in Canada.
- Advocating science and technology both internally and externally and developing and maintaining links with clients.

For further information, please contact the office of Roberto Gualtieri, Assistant Deputy Minister, Science, at (613) 993-0037.

### 2.2 Policy

The objective is 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. This will be achieved through the following priorities.

- Leading and managing the development of the ISTC policy agenda, including the development of the Department's strategic direction and priorities, e.g., the sector is taking the lead role on various intra- and interdepartmental initiatives including the preparation of a Government discussion paper on a competitiveness agenda for the nineties and implementing a competitive analysis framework.
- Developing strategies to improve the scientific and technological capabilities of Canadian industry in strategic technologies and developing a comprehensive approach to technology diffusion and innovation. The sector also will provide strategic direction for Canada's international science and technology relations within the Going Global strategy.



- Enhancing analytical and advocacy capabilities related to business framework policies, with principal attention to education and training issues, the environmental agenda and business financing, particularly as they relate to small business and high technology firms. The sector, for example, will participate in the Prime Minister's education and training initiative, develop improved linkages with Employment and Immigration Canada and client groups on human resource issues, and follow-up on the human resources action plan.
- Sustaining ISTC's role as a prime contributor to the development of Canadian trade policies and strategies, with a major focus on the Uruguay Round of Multilateral Trade Negotiations (MTN), Free Trade Agreement (FTA) implementation and economic developments in Europe, and working to remove interprovincial barriers to trade. In this respect, the sector promotes Canadian industrial and technological interests in Canadian policy positions and negotiating strategies. It will continue to give close attention to both the policy and business services strategy dimensions of the FTA implementation.
- Promoting enhanced federal-provincial co-operation in the industry, science and technology area, providing analytical and secretariat work for federal-provincial ministerial forums, and co-ordinating federal-provincial relations for the Department. More specifically, the sector will continue to support federal-provincial initiatives to reduce interprovincial barriers to trade, including development and implementation of agreements on issues such as goods procurement, wine, spirits and beer.

For further information, please contact the office of R.G. Blackburn, Assistant Deputy Minister, Policy, at (613) 954-3589.

### **2.3 Industry and Technology**

The objective is to support the development of an internationally competitive Canadian industry. This will be achieved through the following priorities.

#### **Policy Development and Advocacy**

- Reviewing the government's industrial and regional benefits policy, and developing the Canadian Annual Procurement Strategy in conjunction with other government departments.
- Advocating on behalf of the Canadian defence industry within a North American context with the Departments of National Defence, Supply and Services and External Affairs and International Trade and the U.S. Departments of Defense and Commerce.
- Strengthening policy and advocacy linkages to other departments and agencies, e.g., resource processing and manufacturing issues with Environment Canada, and tariff and trade policy with External Affairs and International Trade.

#### **Intelligence and Analysis**

- Enhancing market access activity under the FTA and MTN. Examples include:
  - for the FTA: subsidy identification and analysis, government R&D (defence and non-defence) and its impact on technology, and bilateral working group on procurement; and
  - for the MTN: tariff line analysis, identification of technical barriers to trade (standards), appraisal of safeguard proposals (textile, clothing, footwear), agriculture and procurement.

- Strengthening sectoral knowledge and analysis, both directly and in collaboration with the principal industry associations, and enhancing the federal-business sector consultative process. Examples include aerospace, resource, automotive and chemicals/plastics. In-depth sub-sectoral studies include bus and appliance manufacturing.
- Commencing the second wave of *Sector Profiles*, which will be an enhancement of the first series, with more targeted sections on technology, marketing and other themes.
- Maintaining a financial, economic and strategic analysis capability and negotiating major special projects.

#### **Business and Government Services**

- Managing the government's Canadian Annual Procurement Strategy process and maximizing federal procurement and industrial benefits as tools for technological, industrial and regional development.
- Implementing ISTC's mandate under the *Emergencies Act* and the *Emergency Preparedness Act*.
- Identifying barriers to R&D, to technology transfer and to technology diffusion, and considering actions to remove them.

#### **Program Development, Management and Delivery**

- Initiating new sector campaigns from a number of competing proposals; carrying out Phase I studies such as advanced manufacturing technology and environmental industries; and implementing the second phase of other campaigns such as automotive components and forest industries.
- Managing the industrial benefits from 37 existing major Crown projects, with a total value of \$24 billion.
- Ensuring effective management of:
  - the Defence Industry Productivity Program (DIPP), which averages 125 new projects per year with an estimated value of more than \$200 million;
  - the Microelectronics and Systems Development Program; the Strategic Technologies Program; the Advanced Manufacturing Technology Assistance Program; the Manufacturing Visits Program; and the High-speed Network;
  - Technology Outreach Program initiatives;
  - ongoing programs such as Acid Rain Abatement, Automated Train Control System, Environmental Technology Development Program, and one-time programs;
  - the auto pact and duty remissions;
  - the wind-down of the Shipbuilding Industry Assistance Program and the Machinery Program; and
  - sensitive projects such as Marine Industries Limited (MIL), Varsity, Versatile Pacific Shipyards Inc. (VPSI), Lavalin-Trenton, GM-Ste. Thérèse.

- Monitoring and surveying the industries being assisted, with the purpose of refining the programs, e.g., advanced industrial materials.

For further information, please contact the office of J.C. Mackay, Assistant Deputy Minister, Industry and Technology, at (613) 954-3405.

## 2.4 Tourism

The objective is to support the growth, excellence and international competitiveness of the Canadian tourism industry. This will be achieved through the following priorities.

- Influencing the climate for investment and profitability in the tourism industry by advocating provincial governments to move the tourism industry up on their agendas.
- Adding value to planning and decision-making within both industry and other government departments by providing information on international tourism products and markets.
- Contributing to an increase in awareness of Canada as a desirable tourism destination in selected international markets, and influencing the international marketing efforts of key tourism-industry partners.
- Specific initiatives include:
  - developing and implementing a federal tourism plan, including the delivery of federal tourism marketing activities and the conversion of the federal plan into regional strategies and plans;
  - providing intelligence and market research to clients;
  - ensuring a full recognition of the needs of the tourism industry in the decision-making process of the federal government policies and programs;
  - implementing a trade development program which brings together industry suppliers, packagers, wholesalers and distributors and Canada's primary international markets; and
  - stimulating the use of technology in the Canadian tourism industry.

For further information, please contact the office of A. Cocksedge, Assistant Deputy Minister, Tourism, at (613) 954-3980.

## 2.5 Operations

### Headquarters

The objective is to provide corporate management of the Department's programs and business services, international activities, Regional Office activities and regional development in Ontario. This will be achieved through the following priorities.

- Providing leadership, direction and a framework for business service products and the marketing of new national business services. This will include the development of corporate strategic frameworks for technology and market development services; supporting the implementation of a departmental network of Business Service Centres and establishing the Ottawa Business Service Centre; and developing and implementing three-year strategy plans for existing core services (CABE, BOSS, Market Intelligence and Inter-firm Comparisons).

- Improving the strategic orientation of ISTC international activities in trade, science and technology, industrial R&D, and investment development. Included in this will be the development of a more strategic international plan; improved international activities and regional and country strategies; and stronger relationships with other government departments and private sector associations.
- Providing functional direction to Regional Offices and policy, planning and management services for the sector. A key priority will be the improvement of corporate linkages between Regional Offices, headquarters and other government departments. Special attention will also be paid to upgrading planning frameworks which are product and client-oriented. A management information system will also be established for the sector.
- Designing and implementing program procedures, standards and systems and ensuring program integrity. This will include the provision of advice and solutions to responsibility centres facing specific program delivery problems and contributing to the development of a strategic framework for programs; maintaining and enhancing the Corporate Program Information System for Management (PRISM); and ensuring maximum efficiency in the decision-making process.
- Administering the Department's loan insurance and recovery programs and integrating the ISTC mission into the mandate of those Crown corporations reporting to ISTC Ministers. Important elements will be the introduction of new legislation for the Federal Business Development Bank (FBDB) and recommendations on the long-term future of the Cape Breton Development Corporation (DEVCO) as a market-competitive coal company. Of particular note will be the need to deliver the DHC-8 credit financing program, managing the substantial portfolio of insured loan/lease accounts on DHC-7 and DHC-8 sales, and implementing changes to the program on the basis of an agreement between the Crown and Boeing/de Havilland. A review of the future of the *Small Businesses Loans Act* will also take place.

### Regional Offices

The Regional Offices, which include the International Trade Centres, are the front-line delivery points for ISTC's programs, services and intelligence, particularly to small and medium-sized businesses. Priorities common to all Regional Offices as well as specific initiatives, are listed below.

- Encouraging small and medium-sized businesses to develop and secure opportunities in world markets by providing clients with export market information and intelligence; counselling firms on investment opportunities under the Going Global strategy, with special emphasis on the FTA; conducting seminars, missions and workshops and participating in fairs. Examples of initiatives include: British Columbia missions on aquaculture to southeast Asia and to South America; incoming missions to Newfoundland from Europe, the Republic of Korea and Hong Kong to encourage new technology and investment; and New Brunswick is developing an international trade strategy based on an exporters' needs analysis.
- Supporting industry in key priority sectors to build international competitiveness through the adoption of new product and process technologies by: delivering new technology program and business services; facilitating joint ventures, strategic alliances, licensing and other collaborative arrangements; conducting workshops and missions, and strengthening networks among business, universities, provincial research organizations, the NRC and the science community. Examples of initiatives include: Alberta is facilitating various technology alliances; Ontario is piloting a business service for electronic auto parts; and Newfoundland is providing detailed information to companies on Hibernia.

- Enhancing Regional Office policy and advocacy capabilities and business intelligence, e.g., gathering intelligence for business applications; building on existing networks; identifying key sectors and client focus; gathering, analyzing and packaging economic and industrial intelligence for clients; and tracking provincial government policies and issues. Examples of initiatives include: Saskatchewan is providing counselling to firms and university departments involved in the Canada Space Research Centre; Ontario is developing a competitive strategy for printed circuit boards; and Quebec is developing a "problématique" for R&D and the diffusion of technology.
- Ensuring a continuing, smooth phase-down of sunseting programs.

For further information, please contact the office of C. Huot, Assistant Deputy Minister, Operations, at (613) 954-5252.

## **2.6 Regional Development: Ontario**

The overall objective is to formulate and co-ordinate federal activities in northern Ontario and to undertake initiatives designed to stimulate and support the economic development of the region, with a particular focus on technological diversification and resource industry competitiveness. Key priorities are listed below.

- Implementing the new approach to regional development in Ontario, according to the strategy and funding levels approved by Cabinet, e.g., the development of a strategic framework for northern Ontario ultimately to conclude a new Northern Ontario Regional Development Sub-agreement.
- Promoting the interests of the region in national decision-making and ensuring that federal activities in Ontario maximize benefits for northern residents.
- Achieving effective, timely delivery of FedNor programs.
- Continuing to focus on "problem" areas in northern Ontario, e.g., the Timiskaming Region and Elliot Lake in the Algoma area.

For further information, please contact the office of H. McGonigal, Administrator, FedNor, at (705) 942-1327 and/or D. McDonald, Director General, Regional Development, Ontario Secretariat, at (613) 990-6038.

## **2.7 Regional Development: Quebec**

The objective is to promote, support and co-ordinate regional economic development in Quebec by developing and delivering policies and programs which focus on areas where low incomes and slow economic growth are prevalent or where opportunities for productive employment are inadequate. The emphasis is on long-term economic development, and on the development of small and medium-sized enterprises. Key priorities are as follows.

- In the resource regions, encouraging the development of an entrepreneurial climate and the development of viable businesses, economic infrastructure, research, development, technology and human resource development. This is to be achieved in consultation with the local residents.
- In the central regions, encouraging the emergence of innovative small and medium-sized enterprises and helping to reinforce the competitiveness of these firms, especially in the manufacturing sector, and undertaking particular initiatives in the most disadvantaged areas of the central regions.



- Revitalizing the economy of Montréal with the focus on international activities, high technology, finance and international trade, design, cultural industries, tourism and transportation, and through special development efforts in certain disadvantaged urban zones.
- Co-ordinating the management of the Entente (Agreement on the Economic Development of the Regions of Quebec) and the various sub-agreements impacting on the sector departments of the Federal and Quebec governments.
- Assuring that national policies take into consideration the needs of Quebec.

For further information, please contact the office of J.P. Plante, Director General, Planning, Policy, Agreements, at (514) 283-6388.

## **2.8 Aboriginal Economic Programs**

The objective is to assist aboriginal people (e.g., Status and non-Status Indians, Métis and Inuit) in all parts of Canada to realize their economic potential. This will be achieved through the following priorities.

- Adopting a catalytic role to stimulate an entrepreneurial/commercial environment among aboriginal communities.
- Developing and consolidating the aboriginal capital corporation network.
- Reorienting approaches to program delivery by shifting away from the processing of applications to a more thorough interaction with the client.
- Implementing business projects with aboriginal development corporations, with particular involvement on the front-end delivery of these projects.
- Identifying existing, or developing new, educational aids to assist aboriginal individuals and communities to understand and to implement all facets of the business development process.
- Developing the roles of the Program Board chairpersons and members as spokespeople for entrepreneurship and business development.
- Providing funding for workshops, conferences and research studies.

For further information, please contact the office of H.A. Reynolds, Assistant Deputy Minister, Aboriginal Economic Programs, at (613) 954-5430.



### 3 Administration and Management Priorities

The overall objective is to provide executive direction, control and operational support in managing the Department by providing cost-effective internal support services.

#### 3.1 Finance, Personnel and Administration

The objective is to ensure that the FPA sector is effectively managed to function as an integral corporate entity in ISTC. Specific priorities are listed below.

- Improving the financial management practices of the Department, maintaining the financial framework for the management of grants and contributions and operating budgets, and increasing the delegation of financial authority and accountability to responsibility centre managers. Key initiatives being pursued include improving the quality of managerial forecasting of cash flows, as well as closely monitoring the financial management of programs which are winding down.
- Providing human resources programs and services in support of management and, in particular, delivering ISTC's Multi-year Human Resource Plan. Special emphasis is being placed on fully implementing the new departmental organization with minimum impact of workforce adjustment on employees while maintaining the delivery of programs and services to clients. A specific initiative includes an Employee Development Strategy with training, equity and official languages components.
- Providing administrative and security services consistent with relevant government policies.
- Continuing to foster improved credibility and confidence with central agencies.
- Providing information management support to the Department for the existing base of micro-computer and local areas network (LAN) technology and maintaining and operating the informatics facilities and systems required for the operations of ISTC. The office automation project and improved user-friendliness of departmental systems are key initiatives for this area.
- Implementing the *Access to Information Act* and the *Privacy Act* within ISTC in line with the broad objectives of the legislation and government policy.
- A new corporate development group has been established to enhance the organizational effectiveness and corporate culture of ISTC. A key initiative is the development of an ISTC Corporate Development Plan. This will focus on corporate values and culture as well as pursuing job enrichment for all employees and improving internal communications.
- Managing ISTC's role as Federal Service Division host department for the 1990 NCR Public Service United Way/Health Partners Campaign.

For further information, please contact the office of W.E.R. Little, Assistant Deputy Minister, Finance, Personnel and Administration, at (613) 954-2873.

### **3.2 Communications**

The objective is to promote ISTC as the public-sector entity responsible for partnering private-sector imperatives in those areas directed towards improving Canada's international competitiveness. More specifically, the Communications function is involved in informing employees about the Department's mandate and mission, establishing and maintaining a credible and positive identity for ISTC, supporting marketing of ISTC's services and programs to its clients, playing a lead role in sensitizing Canadians to the realities of world market competitiveness in the 1990s, and publicly saluting Canadian industrial, scientific and technological excellence.

More specifically, the Communications Branch acts as the delegated departmental publishing officer, and is working closely with other government departments and agencies including the Privy Council Office, External Affairs and International Trade, ACOA and Western Diversification to jointly manage the delivery of co-ordinated public messages. The Branch also monitors and manages communications aspects of sensitive issues for ISTC senior management, for Ministers, and for the PCO.

For further information, please contact the office of W.D. Grogan, Director General, Communications, at (613) 995-8900.

### **3.3 Operations Audit**

The objective is to conduct internal audits that are consistent with departmental and central agency policies and a quality assurance function providing an explicit, independent post-approval review of departmental projects. This branch will complete the internal audits and quality assurance reviews as detailed in the 1990-91 approved audit plan.

For further information, please contact the office of Owen Taylor, Director General, Operations Audit, at (613) 954-5084.

### **3.4 Legal Services**

The objective is to provide high quality and constructive legal services to ISTC, Investment Canada and, on a transitional basis, the headquarters component of the Space Agency. In addition to legal advice, input from a business perspective will be provided as appropriate. Examples of services provided include the provision of in-depth advice and negotiating support and drafting of legal documentation on major and special projects.

For further information, please contact the office of Ellen Fry, General Counsel, at (613) 954-5340.

### **3.5 Office of the Corporate Secretary**

The objective is to provide executive support to the ISTC Ministers, the Deputy Minister and the Associate Deputy Minister regarding the management of the decision-making process, parliamentary relations and operations of the executive offices. This area acts as a primary catalyst for the provision of advice and support to departmental executives and for the dissemination of information related to senior management decisions. In addition, the Corporate Secretary has the lead role in examining ways in which the Department can reduce the paper burden on small businesses.

For further information, please contact the office of John MacKillop, Corporate Secretary, at (613) 996-3989.

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