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Industry, Science and
Technology Canada

Industrie, Sciences et
Technologie Canada



Corporate Plan

1991-92

Canada 

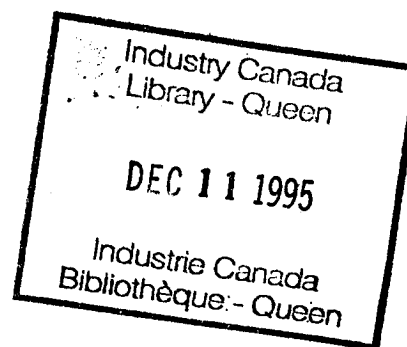
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INDUSTRY, SCIENCE AND TECHNOLOGY CANADA

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June 14, 1991

PREFACE

Industry, Science and Technology Canada (ISTC) was created in order to improve Canada's ability to compete in the international marketplace. Since its inception, ISTC has acted upon the Government's conviction that Canada's future industrial strength is linked to science and technology.

Canada's prosperity in the 21st century will depend upon the ability to meet the growing expectations of customers at home and abroad as well as improving its productivity performance. This means, in part, that Canadian industry must successfully market its goods and services, improve both product quality and relative costs for labour, energy and materials in order to keep abreast of global competition. Now that the Honourable Michael Wilson, Minister of Industry, Science and Technology, is also the Minister for International Trade, the two departments will maintain an even closer relationship to ensure that the Government's trade, industry, science and technology policies and initiatives are integrated effectively and benefit fully from the synergies among them.

ISTC is in the business of promoting international competitiveness and excellence in Canadian industry, science and technology. A major component of implementing its mandate is tied into the initiative announced in the 1991 federal Budget under the heading Securing Canada's Prosperity: Building an Agenda for Long-Term Growth in Living Standards. In addition, the department is involved with Aboriginal Economic Programs across Canada and regional development in Ontario.

This Corporate Plan begins with a statement of ISTC's mission and values, followed by highlights of corporate priorities and key initiatives. This document should enable each of us to better situate our work in relation to our mission and to effectively communicate to our clients what it is that ISTC intends to accomplish.



H.G. Rogers
Deputy Minister

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1. CORPORATE MISSION AND VALUES

ISTC's mission is to promote international competitiveness and excellence in Canadian industry, science and technology.

In fulfilling our mission, we will strive to:

- Be a people-oriented organization founded on knowledge, professionalism, mutual respect and trust.
 - Offer high quality information and services to our clients.
 - Promote and recognize innovation and excellence.
 - Provide leadership.
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2. CORPORATE DIRECTION

Strategic Context

In a speech on August 25, 1989, the Prime Minister expressed the raison d'être for the Government's creation of ISTC:

Quite simply, our prosperity and our children's prosperity depend on our industries competing successfully with industries around the world...Science and technology are the keys to a modern, competitive economy...(That is) why we have created a powerful new Department of Industry, Science and Technology.

- In order to sustain Canada's prosperity and international competitiveness, government, industry, labour and the academic and scientific communities need to develop more effective partnerships to work effectively together to address the following structural factors:
 - Growth in Canada's employment, the principle contributor to GDP expansion over the last 30 years, is slowing as baby boomers age.
 - Productivity gains have been sluggish, and the rate of overall productivity growth has been static.
 - While the current economic situation is largely attributable to cyclical economic factors, Canadian industry is also being challenged by structural factors such as the emergence of regional trading blocks, rapidly changing technologies and new sophisticated competitors producing high quality goods targeted for traditional Canadian domestic and export markets. Canada's strength in the resource sectors is also being challenged by increased global competition.
- The key to success for ISTC is to gain the confidence of the industrial and scientific communities, which will have vital roles in responding to the challenge of competing successfully in the 21st century. In this regard, the department is establishing itself as a catalyst and reasoned advocate within the federal government for building international competitiveness and scientific excellence. A sound base of knowledge and a strong network with the private and public sectors are essential to this task.
- During 1991-92, the department's priorities are designed to improve the international competitiveness and prosperity of Canadian firms. The following five building blocks of competitiveness reflect ISTC's priorities and represent the key challenges which government and the private sector must address together:
 - Trading smarter: markets and marketing.
 - Innovating and adapting: science and technology.
 - Learning for the future: the quality of the work force.
 - Financing growth: the need for investment capital.

- A competitive domestic market: getting our own house in order.
- To meet these challenges successfully, business, labour and government must work more effectively as partners in a common cause despite structural or institutional differences.
- In fact, a comprehensive federal consultative process involving key economic and trade departments with business, academic and labour leaders across the country will take place. This process will be aimed at achieving the following objectives:
 - To establish a clear understanding of the competitive challenges facing Canada.
 - To build consensus on the course of action required to address these challenges.
 - To seek the commitment of the stakeholders to work together on the action to be taken to improve Canadian competitiveness domestically and internationally.
 - To facilitate the preparation of a federal action plan.
- Over the past three years, ISTC has made key shifts in its industrial programming approaches. These include:
 - Recognition that ISTC's knowledge base is its stock in trade particularly with respect to international, sectoral and business information.
 - An emphasis on ISTC's policy and advocacy role based on extensive consultation and networking.
 - The provision of a wider range of business services, locally delivered and tailored to meet client needs.
 - A general move away from financial assistance to individual firms towards catalytic support for consortia, alliances, associations and other co-operative ventures.
- The regional offices are ISTC's front-line contacts and delivery points for its programs and business services, particularly to small and medium-sized businesses. They provide clients with ready access to industrial, trade and technological intelligence and expertise. In each office, an International Trade Centre (ITC) is the delivery and co-ordinating point for the international trade services and programs of External Affairs and International Trade Canada. The ITCs collaborate with ISTC sector specialists and industrial development officers to identify priority export sectors and firms ready to enter or expand further in the export market. ISTC also operates separate field offices for Aboriginal Economic Programs which offer parallel programs and services tailored to Aboriginal clients. The regional offices play a key role in opportunities for technological development, delivery of technology services and advancement of strategic technologies. They undertake investment prospecting and brokerage activities, and promote tourism and entrepreneurship. In addition, they gather intelligence and deliver information products tailored to the needs of clients, manage ISTC's relations with provincial governments, and act as advocates for their clients.
- A network of Business Services Centres (BSCs) is proving to be an effective client service and resource tool for ISTC. This network responds to over 10 000 enquiries a month directed at ISTC regional offices and headquarters from external clients. These BSCs provide ISTC staff and clients with advice on and assistance with ISTC services, programs, information products and expertise.

- To ensure that there is an appropriate focus on building on the international competitiveness and the scientific and technical strengths of each of Canada's regions, ISTC co-ordinates its activities and works closely with the Atlantic Canada Opportunities Agency (ACOA) and Western Economic Diversification Canada (WD) in addition to its direct responsibilities for Ontario. Close co-operation with the Quebec regional development office now reporting to the Honourable Benoît Bouchard will continue.
- Finally, ISTC also works with Canada's Aboriginal business community to support the development of a strong Aboriginal business and capital base in order to encourage full participation in the national economy.

Corporate Priorities and Key Initiatives

Competitiveness Priorities

ISTC's competitiveness priorities consistent with securing Canada's prosperity are presented below.

Trading Smarter: Markets and Marketing

- To develop and secure access to world markets by:
 - Promoting increased access to markets for Canadian exports ---- encouraging industry to take full advantage of new market opportunities offered by the Canada-U.S. Free Trade Agreement (FTA), the Uruguay Round of the multilateral trade negotiations, and other strategically important multilateral and bilateral initiatives.
 - Supporting industry in assessing Canadian strengths and weaknesses in relation to world markets, and developing strategies to position Canadian firms to compete more effectively.
 - Working with industry and government departments in developing and implementing programs to promote exports to key markets in areas including the U.S., Asia, and Europe.
 - Promoting investment abroad by Canadian firms in order to establish or strengthen their position in emerging international markets.
- More specifically and from a global perspective:
 - The U.S. remains the top priority market. There is a need to accelerate the move from generic FTA activities to approaches targeted at the sectoral and sub-sectoral level, including initiatives that will help to provide Canadian firms with better intelligence on current opportunities and developments in specific U.S. regional markets.
 - Within Asia, the ISTC focus is on Japan with emphasis on investment and technology. ISTC's interests elsewhere in Asia have been more narrowly focused on trade and oriented to positioning Canadian industry for future opportunities. With the emergence and growth of the "dynamic Asian economies," Canada must also take advantage of growing opportunities in investment and technology.

- In Western Europe, the emerging unified market requires a strategic approach that encourages and accommodates joint ventures, investment and other mechanisms to assist Canadian firms in establishing a presence in and access to evolving European markets and technologies.
- Canada's involvement in discussions with Mexico and the U.S. regarding a comprehensive trade agreement will mean giving a higher priority to this issue in 1991-92.
- Key ISTC initiatives highlighted for 1991-92 include:
 - North American Free Trade: Canada-U.S.-Mexico discussions and accelerated tariff reductions under the FTA. ISTC is directly involved in discussions regarding automotive products, petrochemicals and standards with the U.S. and Mexico.
 - Promoting tourism initiatives under the Federal Tourism Policy Agenda.
 - Specific service initiatives, including an expanded Business Opportunities Sourcing System (BOSS) to include tourism and environmental service industries data bases, the second wave of updated sector profiles, and a strengthening of industry association contacts to provide their members with increased services.
 - Implementing new technology and innovation assistance programs to strengthen the international position of key industries (sector campaigns, Defence Industry Productivity Program, etc.).
 - Assisting business on a selective basis by means of fairs, missions, Globe '92 and the Program for Export Market Development and by becoming more active in exporting to the U.S., Japan and Europe.
 - Encouraging the further development of the aerospace and defence industries through the use of market development measures such as procurement advocacy, industrial and regional benefits, the Defense Development Sharing Arrangement, and international product co-development and co-production programs.
 - Supporting and developing sector-specific strategic planning, with the international trade department if feasible, to promote FTA opportunities in consumer goods, food, textiles, clothing, footwear, consulting services, education and training services, etc.

Innovating and Adapting: Science and Technology

- To promote scientific and technological excellence and to assist industry in identifying, acquiring and applying technology by:
 - Championing the growth of the Canadian scientific and technological community and culture, as well as enhancing scientific and technological awareness throughout all sectors of Canadian society.
 - Promoting linkages among public, private and academic sector institutions to initiate, develop, exploit and commercialize new technologies and processes.
 - Facilitating access to, and diffusion of, technologies that are critical to the competitiveness of Canadian industries, including advanced industrial materials, biotechnology, information technologies and microelectronics.

- Helping firms to identify, acquire and commercialize needed technologies through collaborative arrangements such as joint ventures and strategic alliances, as well as through new investment in Canada ---- particular investment that provides leading-edge technologies to Canadian industry.
- Providing services to help Canadian firms identify and acquire best-practice technologies to support their business goals.
- Adopting a science and technology approach for Canadian relations with Western Europe and the European Community using the analytical tools developed for the Canada-Japan science and technology strategy. There is also a need to examine the scope for more systematic technology collaboration with the U.S. and with other countries of the Asia-Pacific region.
- Promoting the exploitation of opportunities to be derived from the application of science and technology to cleaning up and protecting the environment.
- Key ISTC initiatives highlighted for 1991-92 include:
 - Technology alliances, linkages and joint venture initiatives to encourage the transfer of technology from federal laboratories to the private sector.
 - Green Plan ---- capitalizing on opportunities resulting from science and technology solutions to environmental problems. In this regard, the department consults regularly with the Canadian Pulp and Paper Association. The federal government, the Pulp and Paper Research Institute of Canada (PAPRICAN) and the major players in the forestry and chemical industries signed a Memorandum of Understanding to invest \$60 million over the next five years on product research and technological process development projects leading to a more competitive and environmentally friendly industry. The project will look at such areas as how to cut waste in materials inputs and the feasibility of innovative bleaching processes.
 - Biotechnology and Advanced Industrial Materials investment strategies ---- which will take the form of proposed business plans and involve industrial sectors, universities as well as the public sector.
 - Canada-Europe science and technology strategy ---- the outcome will be a key strategy that will guide and establish priorities for science and technology projects with Canada's trading partners in Europe.
 - Canada's second National Science and Technology Week in October 1991.
 - Publishing successful case studies on industry-university collaborative research.
 - Strengthening leadership and co-ordination by ISTC with science-based departments, agencies and the university research councils.
 - Defining Canadian participation in the intelligent manufacturing system feasibility study with Japan, the U.S., Australia and the European Community.
 - Strategic focusing of the Defence Industry Productivity Program and industrial benefits from major projects to attract key technologies and investment to Canada.
 - Implementation of key programs, e.g., the Strategic Technologies Program, the Advanced Manufacturing Technology Application Program, and the Microelectronics and Systems Development Program.

- Sector campaigns.
- Searching for new technologies needed by Canadian firms, through missions, technology audits, and support for industry association involvement in research and development.

Learning for the Future: The Quality of Our Work Force

- To promote the development of a literate, skilled and flexible Canadian labour force and to help people use technology effectively in order to improve our competitive advantage by:
 - Advocating the development and productive utilization of highly qualified personnel, especially women in natural sciences and engineering.
 - Advocating the development and productive utilization of technicians and technologists.
 - Advocating improved industrial training programs for a better educated, mobile and skilled Canadian labour force to adapt to the demands of a technologically sophisticated domestic and international market environment.
- Key ISTC initiatives highlighted for 1991-92 include:
 - Analytical work to support the section of the 1991 Budget on Securing Canada's Prosperity, including research focused on developing training policies and programs into industrial development and technological diffusion tools.
 - Particular attention will also be paid to monitoring and advocating the interests of ISTC clients in relation to a number of major initiatives, including the Prime Minister's education and training initiative, the newly established Canadian Labour Force Development Board, Employment and Immigration Canada's (EIC) sector studies, EIC's new survey on industry-based training, Labour Canada's Technology Impact Program, the Economic Council of Canada's education and the economy study, and the Conference Board of Canada's business-education initiative.
 - In response to the information and management education needs of small and medium-sized enterprises, a number of specific publications will be produced to assist small business managers in developing and implementing effective business strategies to improve competitiveness.
 - Renewal and improved marketing of the Canada Scholarships program.
 - Several information and awareness-raising products to encourage young women to pursue studies/careers in science, math and engineering.

Growth: The Need for Investment Capital

- To advocate policies that ensure competitive financing and an improved capital base, which are critical to the development of domestic enterprises that will strengthen Canada's international competitiveness, including:
 - Addressing key financing issues.

- Advocating policies and practices in financial markets that ensure the access to and availability of capital for small and medium-sized enterprises, particularly those that are knowledge-based and/or technology-driven.
- Key ISTC initiatives highlighted for 1991-92 include:
 - Exploring options for improving low-end equity financing, for effective use of government guarantees and for stimulating the informal investor market.
 - Analyzing investment flows, ownership, and policy implications. The focus will be placed on the impact of foreign investment on technology transfer and diffusion and, consequently, its impact on Canadian technological capabilities. This work will be carried out in collaboration with Investment Canada.
 - Monitoring the implementation of the GST and keeping Canada's international tax competitiveness under review, including analysis of key sectors, where financing has been identified as an issue.
 - Collaborating with External Affairs and International Trade Canada and Investment Canada on investment prospecting.
 - Resolving the future direction of the *Small Businesses Loans Act* program with the conclusion of a comprehensive review of the program.

A Competitive Domestic Market: Getting Our Own House in Order

- To create a positive business climate and culture in the Canadian economy by:
 - Promoting entrepreneurship and risk-taking through, for example, celebrating the achievements of successful Canadian businesses.
 - Promoting science and technology and business innovation.
 - Promoting marketing and an increased international orientation.
 - Promoting improved management practices and continuous learning/training generally in Canadian industry and the scientific community.
 - Working with provinces to bring down barriers to interprovincial trade, services and investment by 1995.
 - Promoting sustainable economic development and advising on environmental issues arising from ISTC's mandate.
 - Responding to the adjustment needs of enterprises, whether associated with the current economic situation or with structural factors, bearing in mind the need to respond in a manner consistent with strengthening long-term international competitiveness.
- Specifically the department will endeavour to improve the business climate through:
 - Ensuring that ISTC is positioned to deliver high quality, high impact services to its clientele by developing:
 - A strategy for ISTC involvement and services in the emerging area of total quality management.
 - A departmental consensus on a client-oriented approach to service delivery.

- A strategy for marketing ISTC services.
- A process for monitoring and tracking key service results and client satisfaction.
- Further promoting an open and effective domestic market in support of both an internationally competitive Canadian economy and national unity. This will include:
 - Implementing agreements on goods procurement and beer marketing practices as examples of effective intergovernmental action to remove barriers to interprovincial trade.
 - Using the existing intergovernmental committee of ministers to promote and pursue more open and efficient internal trade.
 - Providing analysis to support a national initiative to develop and maintain an open Canadian internal market by 1995 as part of the competitiveness and national unity initiatives.
- Developing the department's knowledge base on key elements of a supportive business climate, given the changing character of industrial production and international competition.
- Continuing to increase the department's effectiveness in monitoring and advocating the interests of clients on such important horizontal policy issues as the environment, transport, telecommunications, intellectual property, human resources, and taxation.
- Establishing, in collaboration with other government departments, a process in the area of environmental regulation to relate sustainable development, economic competitiveness, and the generation or adoption of new environmental technology.
- Developing the 1991-92 interdepartmental Canadian Annual Procurement Strategy and managing the process.
- Preparing sector profiles and competitiveness studies of key Canadian industries.
- Maintaining specialized expertise to analyze major and special projects.
- Placing a high priority on knowledge base development concerning options for renewed federalism. Further research and analysis will be carried out on the economic roles of governments within the Canadian federation necessary for Canada's future competitiveness and prosperity.

Building Partnerships

The various dimensions or building blocks of competitiveness, which have been discussed in this document, are each important but, individually, cannot guarantee progress. Real progress lies in the effective integration of all of the elements into a cohesive strategy. Also, all the stakeholders ---- companies, workers, educators, governments and the public ---- need to be prepared to enter new partnerships that are responsive to rapidly changing conditions.

All of those involved ---- the stakeholders in Canada's future prosperity ---- need to agree on what we need to achieve and how to get there.

- Key features of building partnerships include:
 - Innovative Management ---- functional units within an organization, e.g., product design, production, marketing and finance, need to work together rather than in isolation, and all employees, not just management, should contribute to the development of the firm. Partnerships extend not only to employees, but also to customers and suppliers.
 - Business-Labour Relationships ---- management and labour should each understand that they can no longer achieve their individual goals in conflict with each other.
 - Education ---- partnerships are needed to ensure that the education system remains relevant to new needs; to improve the transition from school to work; to provide the scientific and research personnel and facilities essential in the knowledge-based economy; and to support essential workplace training activities. Examples include co-operative education programs, the development of specialized course materials, student scholarships and meaningful work experiences.
 - Business Working with Business ---- firms can co-operate with each other, while pursuing their own interests, through strategic alliances or joint ventures designed to achieve a specific goal such as access to technology or marketing and distribution networks or through research consortia, which pool limited research and development resources to resolve shared problems.
 - Co-ordinating the Activities of Governments ---- there is a need to improve the co-ordination of goals and various strategies across the various jurisdictions within Canada.
 - Harmonizing Public and Private Sector Objectives ---- to reach a consensus that recognizes and accommodates the interests of all stakeholders to achieve a more innovative and competitive economy.

Ontario Regional Development

The key regional development priorities for Ontario are to:

- Continue to focus federal efforts on Northern Ontario by:
 - Achieving timely delivery of FedNor programs and services.
 - Promoting the interests of the region in national decision-making and co-ordinating federal activities in Ontario to ensure maximum benefits for northern residents.
- Provide support to selected projects in Southern Ontario where circumstances justify.
- Key Ontario regional development initiatives highlighted for 1991-92 include:
 - Completing the design and initiating the implementation of the forestry, mineral and tourism program frameworks under the new Canada-Ontario Sub-agreement on Regional Development in Northern Ontario, and establishing the federal-provincial management committee for the sub-agreement.
 - Facilitating the implementation of the targeted initiative for Southern Ontario that provides tourism marketing assistance and addressing the specific needs of Eastern Ontario through measures building on the competitiveness of existing small businesses and supporting community efforts.

- Maintaining the development thrust under FedNor's business assistance programs, which to date have committed a total of \$31 million and have generated \$125 million in new investment and 2 500 additional jobs.
- Organizing a series of ministerial/FedNor Advisory Board consultations with the business community and other Northern Ontario stakeholders in order to design a set of programs for FedNor beyond March 1992.

Aboriginal Economic Development Priorities

- The key Aboriginal economic development priorities are to:
 - Act as an advocate in the public and private sector for Aboriginal economic and business development.
 - Develop and implement policies, programs and services that will expand Aboriginal economic activity through the development of an Aboriginal business and capital base.
 - Successfully execute ISTC's role as a partner, along with Indian and Northern Affairs Canada and Employment and Immigration Canada, in the federal government's Canadian Aboriginal Economic Development Strategy, which seeks to promote community-based Aboriginal economic self-reliance.
 - Develop a network of skilled business managers and entrepreneurs who can sustain the growth in the Aboriginal private sector into the twenty-first century.
- An additional priority is placed on:
 - Encouraging a dynamic and participative role in Aboriginal economic development by provincial governments and the private sector.
 - Establishing mechanisms to increase the program delivery role of Aboriginal financial institutions and organizations.
- Key Aboriginal development initiatives highlighted for 1991-92 include:
 - Successful conclusion of the first year of contracted services to deliver the Aboriginal Business Development Program by six Aboriginal institutions. The identification and negotiation of a further nine such arrangements is in progress.
 - Advocating the more effective involvement of provincial governments in Aboriginal economic development initiatives, particularly in areas of provincial jurisdiction such as access to resources. This will result in more effective/pragmatic working relationships with provincial governments and a report to ministers on the increase in provincial involvement in Aboriginal economic development.
 - Developing an operating model of a multi-faceted strategy for enhancing the economic and social position of urban Aboriginal people, e.g., creating an urban native strategy for the city of Winnipeg.
 - Continuing initiatives to stimulate an entrepreneurial/commercial environment among Aboriginal communities involving the use of seminars, speaking tours, audio-visual aids, educational material, business incentive awards, etc. This will result in a doubling of events/initiatives undertaken by clients and/or the program to enhance the entrepreneurial/commercial climate in the Aboriginal community.

- Increased efforts to monitor business development projects during the implementation stage to ensure that adequate after-care support systems are in place and, where necessary, additional assistance provided to help ensure long-term success. This will result in systematic approaches being in place across the program to deliver ongoing monitoring and problem-solving assistance appropriate to project size and complexity.

3. INTERNAL MANAGEMENT PRIORITIES

The expansion of its knowledge base, through consultations with clients, the management of information as a corporate resource, and the development of the professional expertise of its staff are key internal management priorities for ISTC. More specifically, ISTC will continue to provide strong functional leadership in the areas of finance, personnel and administration while continuing to improve levels of service to clients and reducing administrative burden.

A more positive and supportive work environment for employees and a general increase in the level of morale and job satisfaction across the department should result from implementing the recommendations of the Human Resources Management Framework and the PS 2000 Plus Framework which have been approved within ISTC. Priority initiatives include improved internal communications, interaction and co-ordination of effort between managers and employees, increased upward feedback initiatives, employment equity (recognizing the commitment to the advancement of women) and the need for a comprehensive training package on market information, intelligence gathering, use of technology, etc., for employees both in headquarters and/or regional offices. The re-orientation of ISTC's information management concepts and techniques in order to support the department's corporate priorities ---- including the development of a corporate culture that emphasizes the sharing of information as a means of improving ISTC's service to its clients ---- is also a key internal management priority.

From an external communications perspective, the priority is to develop and maintain, both inside and outside of government, a positive image of ISTC. This will help ministers and employees to pursue their mission to promote international competitiveness and excellence in Canadian industry, science and technology.

Communications support is provided for the marketing of departmental programs and services to ISTC's clients, and the marketing of its corporate messages in Canada and elsewhere through delivery of high quality advice, activities and information products. Messages will be derived from the 1991 Speech from the Throne, the section of the Budget on Securing Canada's Prosperity, and subsequent consultations with major stakeholders. Particular effort will be directed at linking ISTC messages with Government of Canada initiatives and messages supporting Canadian unity, Aboriginal economic development, and sustainable long-term development.

4. EXPECTED RESULTS

ISTC's success will be determined by the extent to which the preceding priorities and initiatives generate the following results over the medium-term:

- Increased export sales in goods and services, especially to U.S. markets.
- Concrete progress made in accessing markets in Asia, Western Europe and Mexico.
- Closer ties between scientific, technological and industrial performance (progress on alliances, technology diffusion and application) and heightened public understanding of the importance of science and technology.
- Progress made by Canadian firms in identifying and acquiring best-practice technologies in support of their business goals.
- Increased application of science and technology to realize productivity gains and a cleaner environment.
- A Canadian labour force better able to work with technology, improved education and training performance, and greater development and exploitation of technicians and technologists.
- More in-house training of workers by Canadian firms.
- A substantial increase in the number of highly qualified natural sciences and engineering personnel, especially women.
- Improved knowledge of industrial sectors, domestic and international markets, and investment and technology opportunities, and development of related future-oriented sectoral strategies.
- Enhanced entrepreneurship and science and technology awareness.
- Improved access and availability of capital for smaller and medium-sized enterprises, particularly those that are knowledge-based and/or technology-driven.
- Progress made in removing interprovincial barriers to trade.
- An effective advocacy role within both the government and business communities.
- An improved self-sustaining economy for Aboriginal people.

5. CONCLUDING COMMENT

With respect to the pursuit of its mandate, ISTC has made considerable progress since the announcement of the integration of the Ministry of State for Science and Technology and the Department of Regional Industrial Expansion in mid-1987. Moreover, this has been accomplished through three successive years of declining resources.

As mentioned in the preface, improved partnerships with the private sector and among ISTC and other government organizations are critical if Canada is to compete in the 21st century. The priorities and initiatives described in this document provide each of us with a major challenge associated with their implementation.

More details on our priorities and the respective plans of each sector of the department are available. Refer to the list of contacts on page 16. In addition, further information is contained in Part III of the Main Estimates.

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