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Government
of Canada

Gouvernement
du Canada

Industry, Trade
and Commerce

Industrie
et Commerce

and Regional
Economic Expansion

et Expansion
économique régionale

PROGRAM REVIEW TASK FORCE REPORT

Appendices — Volume II

Canada

MARCH 1982

~~SECRET~~

APPENDIX

VOLUME II

TASK FORCE ON PROGRAM REVIEW

- SECTION 1: LISTING OF REFERENCE DOCUMENTS
- SECTION 2: 1980-81 PROGRAM EXPENDITURES BY PROVINCE
- SECTION 3: IMPACT ON NUMBERS AND EXPENDITURES OF DREE AND ITC PROGRAMS
- SECTION 4: PART A - PROGRAM ANALYSIS BY OBJECTIVES AND ELIGIBLE ACTIVITIES
PART B - PROGRAMS AND TOOLS BY ELIGIBLE ACTIVITIES
PART C - PROGRAM LISTING BY DREE OBJECTIVE AND GEOGRAPHIC COVERAGE
- SECTION 5: PART A - PROGRAM ANALYSIS (PRINCIPLES)
PART B - OTHER PROGRAMS
- SECTION 6: ANALYSIS AGAINST IDEAL PROGRAM (CONTENT)
- SECTION 7: FINDINGS - OTHER DREE AND ITC PROGRAMS
- SECTION 8: ANALYSIS AGAINST IDEAL PROGRAM (DELIVERY)
- SECTION 9: IMPACT OF PROGRAM INTEGRATION ON EXPENDITURES

1983-09-30 Task Force report is secret - held in John Bainger's office.

1983-09-30

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SECTION 1

LISTING OF REFERENCE DOCUMENTS

SECTION 1

REFERENCE DOCUMENTS

1. Press Release - DREE & ITC
2. DREE Policy
3. Summary of major federal assistance programs which may be relevant to VIP
4. ITC & DREE Organization Charts
5. ITC & DREE Estimates
6. Task Force on Region Specific Business Assistance Programs
7. Small Business Financing Review Report
8. Industrial Opportunities Program (IOP) - Draft Cabinet Memo
9. Plant Establishment Modernization & Expansion Task Force
10. ITC & DREE Annual Reports 1979-80
11. ITC - At Your Service (Manual)
12. DREE Subagreements
13. New Directions for the 1980's - DREE
14. Economic Development of Canada in the 1980's
15. DREE & ITC Legislation
16. New Directions for the Delivery of Small Business Programs
17. FBDB Annual Report
18. ITC & DREE Program Statistics
19. Special Federal Measures for Industrial Restructuring in Areas of Particular Need (CIRB)
20. Conceptual Base for Industrial Strategy (GRATTON)
21. Revised ITC Program Evaluation Component Structure
22. Summaries of Evaluations for EDP, PEMD, DIPP, PPP, SBLA & Duty Remission
23. Industry and Labour Adjustment Program

24. Memo on Priorization of EDP & DIP Contribution Projects
25. January 7, 1982 letter from Mr. J.C. Oliver to Mr. André Robert, Vice-President, CIRB.
26. Summary of the CIRB regulations
27. September 17, 1981 memorandum to Management Committee from Mr. Quinn on MSED - Improving the Organization and Delivery of Business Assistance Programs
28. A draft memorandum to Cabinet on Metals and Minerals Processing in Canada
29. A draft memorandum to Cabinet on Forestry Industry Development in Canada
30. July 9, 1981 memorandum to Management Committee on "A Unifying Framework"
31. October 23, 1981 discussion paper on STEP - ITC - 9-81 DP
32. October 23, 1981 draft Cabinet Document on STEP
33. Paper - Role of the Department
34. Industry & Commerce Development Role in market and trade development
35. Treasury Board Submission - October 3, 1979, renewal of Mandate for Promotional Projects Program
36. February 5, 1981, Terms of Reference for Promotional Program Review Board
37. January 15, 1982 - 1981/82 Promotional Projects Program Current Geographical Financial Status
38. Import Replacement Paper (Page 5: Import Analysis Service)
39. HATCH Committee Recommendations (re Export Trade Development Board)
40. Role of Resource-based ISBS in DRIE

SECTION 2

1980-81 PROGRAM EXPENDITURES BY PROVINCE

GRANTS AND CONTRIBUTIONS (ITC)

Expenditures by Province for Fiscal Year 80/81 in (\$000's)

	Nfld.	N.S.	P.E.I.	N.B.	Quebec	Ontario	Manitoba	Sask.	Alberta	B.C.	N.W.T.	Yukon	Outside Canada	Total
ITC														
A) <u>CONTRIBUTIONS (ITC)</u>														
A-1 PROGRAMS TO BE RETAINED BY DRIE														
E.D.P.	317	523	310	248	11,854	28,367	1,117	917	1,588	5,523	-	-	-	50,764
I.E.R.D.	-	-	-	-	96	483	-	-	-	-	-	-	-	579
S.E.F.	-	-	-	-	-	2,820	-	-	-	-	-	-	-	2,820
PEMD	22	299	54	53	3,260	3,818	229	207	312	790	-	-	-	9,044
AGMAP	-	-	2	173	-	221	11	61	-	31	-	-	-	499
GOMI	-	-	-	-	-	161	38	-	-	88	-	-	-	287
DIP	-	436	-	-	53,866	37,742	2,420	-	-	468	-	-	-	94,932
SHIP	4,970	5,552	-	16,683	15,660	13,130	9	-	-	15,732	-	-	-	71,736
DRYDOCKS	-	-	-	-	-	-	-	-	-	22,214	-	-	-	22,214
COMPP (co-op overseas Mkt. Dev.)	-	-	-	-	-	-	-	-	-	1,628	-	-	-	1,628
Youth Summer Job Corp.	209	75	-	31	692	286	16	-	19	229	34	17	-	1,608
Tourism CGOT	-	16	-	-	24	5	-	-	-	-	-	-	35	80
*Misc. Trade & Programs	-	89	42	21	651	819	797	38	-	73	50	-	337	2,917
Fashion Canada	-	-	-	-	-	280	-	-	-	-	-	-	-	280
Trades & Convention Centres	-	2,750	-	-	-	4,301	-	-	-	2,225	-	-	-	9,276
Design Canada	-	-	-	-	4	-	-	-	-	-	-	-	-	4
Business Councils	-	-	-	-	-	25	-	-	-	-	-	-	-	25
**STEP (recent programs)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
**CIRB	-	-	-	-	-	-	-	-	-	-	-	-	-	-
**IOP	-	-	-	-	-	-	-	-	-	-	-	-	-	-
**ILAP	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SUB TOTAL	5,518	9,740	408	17,209	86,107	92,458	4,637	1,223	1,919	49,001	84	17	372	268,693

* See - Annex C-1

** See - Annex C-1

Miscellaneous - Trade Industrial Programs

Productivity Centre	112
Productivity Institute	136
International Membership fees	307
Industrial Innovation Centres	695
Construction Mgt Dev. Institute	12
Le Groupe Contact	12
Fisheries Council of Canada	200
UK Chamber of Commerce	6
ATA/TIR carnets	25
Algoma Defasco	33
Product Develop. Mgt. Program	618
Provincial Manitoba Sub Agreement	761
	<hr/>
TOTAL	2,917

Projected Expenditures For New Programs
(in millions)

	<u>82/83</u>	<u>83/84</u>	<u>84/85</u>
1) STEP additional funding + existing S.E.F.	7.5 <hr/> 12.1	11.3 <hr/> 3.1	33.3 <hr/> -
Total for STEP	19.6	14.4	-
2) CIRB	25.0	25.0	-
3) IOP	DIP + EDP base funding (Estimates \$150)		
4) ILAP	19.0	28.0	39.0

GRANTS AND CONTRIBUTIONS (ITC)

Expenditures by Province for Fiscal Year 80/81 in (\$000's)

	Nfld.	N.S.	P.E.I.	N.B.	Quebec	Ontario	Manitoba	Sask.	Alberta	B.C.	N.W.T.	Yukon	Outside Canada	Total
<u>CONTRIBUTIONS ITC</u>														
A-2 PROGRAMS WHICH MAY BE TRANSFERRED TO OTHER DEPARTMENTS														
Workers Metric Tools	37	95	18	55	603	1,078	159	136	247	318	70	8	-	2,824
Credit Wheat	-	-	-	-	-	-	-	-	-	-	-	-	16,589	16,589
Raped	-	-	-	-	-	-	465	836	1,700	-	-	-	-	3,000
Stopoff	-	-	-	-	-	-	295	114	400	8	-	-	-	817
Western Grain Agreement	-	-	-	-	-	-	119,416	-	-	-	-	-	-	119,416
Prairie Grain Agreement	-	-	-	-	-	-	2,710	-	-	-	-	-	-	2,710
Oats Pool Deficit	-	-	-	-	-	-	1,828	-	-	-	-	-	-	1,828
Misc. Grains	-	-	-	-	-	-	1,616	641	-	-	-	-	266	2,523
SUB TOTAL	37	95	18	55	603	1,078	126,488	1,728	2,347	326	70	8	16,855	149,708
B- <u>GRANTS ITC</u>														
B-1 TO BE RETAINED BY DRIE														
Manufacturing & Processing	-	15	-	-	68	101	-	-	-	-	-	-	-	184
Food Industry	-	-	-	-	-	15	-	-	-	-	-	-	-	15
Tex-Scope & Wentworth	-	-	-	-	15	15	-	-	-	-	-	-	-	30
MAP	-	95	-	-	166	114	-	-	60	65	-	-	-	501
Industrial Design	-	-	-	-	39	83	2	-	50	-	-	-	8	182
University & Organizations	-	100	-	-	250	485	30	-	325	-	-	-	-	1,190
Tourism	-	-	-	-	-	50	-	-	-	-	-	-	-	50
SUB TOTAL	-	210	-	-	539	863	32	-	435	65	-	-	8	2,152
B-2 GRANTS WHICH MAY BE TRANSFERRED														
Grains	-	-	-	-	-	375	-	-	-	-	-	-	-	375
TOTAL: <u>Grants &</u> <u>(ITC) CONTRIBUTIONS</u>	5,555	10,045	426	17,264	87,249	94,774	131,157	2,951	4,701	49,392	154	25	17,235	420,928

GRANTS AND CONTRIBUTIONS (DREE)

Expenditures by Province for Fiscal Year 80/81 in (\$000's)

	Nfld.	N.S.	P.E.I.	N.B.	Quebec	Ontario	Manitoba	Sask.	Alberta	B.C.	N.W.T.	Yukon	Outside Canada	Total
DREE														
A) CONTRIBUTIONS (DREE)														
A-1 Retained														
P.E.I. Plan	-	-	30,332	-	-	-	-	-	-	-	-	-	-	30,332
PFRA	-	-	-	-	-	-	17,734	24,839	4,864	-	-	-	-	47,437
RDIA	4,379	11,400	1,970	10,336	49,654	5,208	9,666	6,430	2,225	2,120	57	29	-	103,474
Montreal Special Area	-	-	-	-	14,289	-	-	-	-	-	-	-	-	14,289
Special ARDA	-	-	-	-	-	-	2,025	4,267	-	4,559	2,154	-	431	13,436
Summer Youth Job Corps.	9	-	-	-	507	120	10	98	-	-	-	-	-	744
SUB TOTAL	4,388	11,400	32,302	10,336	64,450	5,328	29,435	35,634	7,089	6,679	2,211	29	431	209,712
A-2 GDA Subagreement														
a) To be retained by DRIE	27,390	41,433	-	39,836	38,656	22,174	20,861	12,207	7,633	24,296	192	1,564	-	236,242
b) Potential Transfer	11,020	2,262	-	11,020	55,696	4,825	-	-	-	5,812	-	-	-	90,635
SUB TOTAL	38,410	43,695	-	50,856	94,352	26,999	20,861	12,207	7,633	30,108	192	1,564	-	326,877
B) GRANTS (DREE)	-	-	-	-	22	5	-	-	-	-	-	-	-	27
TOTAL DREE (GRANTS & CONTRIBUTIONS)	42,798	55,095	32,302	61,192	158,824	32,332	50,296	47,841	14,722	36,787	2,403	1,593	431	536,616

SUMMARY OF EXPENDITURES FOR ITC & DREE & FBDE

by Province for Fiscal Year 80/81

	Nfld.	N.S.	P.E.I.	N.B.	Quebec	Ontario	Manitoba	Sask.	Alberta	B.C.	N.W.T.	Yukon	Outside Canada	Total
ITC														
CONTRIBUTIONS & GRANTS														
E.D.P.	317	523	310	248	11,854	28,367	1,117	917	1,588	5,523	-	-	-	50,764
D.I.P.	-	436	-	-	53,866	37,742	2,420	-	-	468	-	-	-	94,932
S.I.A.P.	4,970	5,552	-	16,683	15,660	13,130	9	-	-	15,732	-	-	-	71,736
OTHER	268	3,534	116	333	5,869	15,535	1,282	442	1,013	27,661	154	25	380	56,612
DIRECT LOANS (DIP, EDC)	-	38	-	-	2,716	143,585	-	-	-	223	-	-	-	146,563
LOSSES ON INSURED LOANS (EDP, SGLA, EDC)	-	161	-	-	3,957	7,595	319	135	254	1,038	-	-	2,779	16,238
SUB-TOTAL	5,555	10,244	426	17,264	93,922	245,954	5,147	1,494	2,855	50,645	154	25	3,159	436,844
GRAINS	-	-	-	-	-	-	126,329	1,592	2,100	8	-	-	16,855	146,884
TOTAL	5,555	10,244	426	17,264	93,922	245,954	131,476	3,086	4,955	50,653	154	25	20,014	583,728
DREE														
CONTRIBUTIONS & GRANTS														
G.D.A. & P.E.I. Plan	38,410	43,695	30,332	50,856	94,352	26,999	20,861	12,207	7,633	30,108	192	1,564	-	357,209
R.D.I.P. & Montreal special areas	4,379	11,400	1,970	10,336	63,943	5,208	9,666	6,430	2,225	2,120	57	29	-	117,763
LOSSES ON INSURED LOANS	-	-	-	-	75	-	-	-	-	-	-	-	-	75
OTHER (PFRA, ARDA, etc...)	9	-	-	-	529	125	19,769	29,204	4,864	4,559	2,154	-	431	61,644
TOTAL	42,798	55,095	32,302	61,192	158,899	32,332	50,296	47,841	14,722	36,787	2,403	1,593	431	536,691
GRAND TOTAL (ITC & DREE)	48,353	65,339	32,728	78,456	252,821	278,286	181,772	50,927	19,677	87,440	2,557	1,618	20,445	1,120,419

F.B.D.B.APPROVALS AND EXPENDIRES BY PROVINCE FOR FISCAL YEAR 80/81

	Nfld.	N.S.	P.E.I.	N.B.	Quebec	Ontario	Manitoba	Sask.	Alberta	B.C.	N.W.T.	Yukon	Outside Canada	Total
A) Direct loans authorized	13,745	12,027	1,724	12,271	113,231	145,122	13,738	12,276	53,329	4,180	98,646	3,750	-	484,039
B) Investment (Equity)		1,933			4,304	3,358		1,494			2,528	2,528		13,617
C) Provision for losses on loans														60,955
SUB-TOTAL														558,611
					<u>F.B.D.B. Contingent as of March 31, 1981</u>									
Loans outstanding	61,288	52,393	10,511	66,289	470,860	555,560	52,167	56,636	202,159	517,351	12,866	14,592		2,072,672

GRANTS AND CONTRIBUTIONS (IT&C AND DREE)*

SUMMARY YEAR 80/81 (\$000)

<u>ITC</u>			
A.	Contributions		
	A.1 Retained	\$268,693	
	A.2 Transferred	<u>149,708</u>	
	SUB TOTAL	418,401	
B.	Grants		
	B.1 Retained	2,152	
	B.2 Transferred	<u>375</u>	
	SUB TOTAL	2,527	
	TOTAL (IT&C)		<u>\$420,928</u>
 <u>DREE</u>			
A.	Contributions		
	A.1 Retained	445,954	
	A.2 Transferred (sub-agreements)	<u>90,635</u>	
	SUB TOTAL	536,589	
B.	Grants		
	A.1 Retained	27	
	TOTAL (DREE)		<u>\$536,616</u>
	GRAND TOTAL (IT&C AND DREE)		<u>\$957,544</u>

* Does not include Direct Loans and Losses on Insured Loans.

CONTINGENT LIABILITIES

SUMMARY - YEAR 80/81 (\$000's)

<u>IT&C</u> -	\$530,518
DREE -	<u>8,815</u>
<u>TOTAL</u>	<u>\$539,333</u>

INSURANCE LOSSES

SUMMARY - YEAR 80/81 (\$000's)

IT&C -	\$ 16,238
DREE -	<u>75</u>
<u>TOTAL</u>	<u>\$ 16,313</u>

DIRECT LOANS

SUMMARY - YEAR 80/81 (\$000's)

IT&C -	\$146,562
DREE -	<u>Nil</u>
<u>TOTAL</u>	<u>\$146,562</u>

CORPORATE RESOURCES - MANAGEMENT REPORTS

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Revised January 15, 1982
Financial Management Services

1981/82 - SUMMARY

AS AT DECEMBER 31, 1981

FUNDS - (\$000)

<u>PROGRAM:</u>	<u>CURRENT BUDGET</u>	less YTD <u>EXPENDITURES</u>	less <u>COMMITMENTS</u>	less PLANNED <u>EXPENDITURES</u>	equals	<u>YEAR-END FORECAST VARIANCE</u>	<u>NEW REQUIREMENTS</u>
<u>TRADE-INDUSTRIAL</u>							
Operating	89,644	36,337	24,810	27,038		1,459	1,750
Grants, Contributions and Loans	<u>440,493</u>	<u>187,856</u>	<u>99,036</u>	<u>96,632</u>		<u>56,969</u>	<u>1,600</u>
Total	<u>530,137</u>	<u>224,193</u>	<u>123,846</u>	<u>123,670</u>		<u>58,428</u>	<u>3,350</u>
<u>TOURISM</u>							
Operating	27,217	6,518	13,790	6,709		200	-
Grants and Contributions	<u>1,427</u>	<u>56</u>	<u>-</u>	<u>1,571</u>		<u>(200)</u>	<u>-</u>
Total	<u>28,644</u>	<u>6,574</u>	<u>13,790</u>	<u>8,280</u>		<u>-</u>	<u>-</u>
<u>GRAINS & OILSEEDS</u>							
Operating	1,129	523	94	362		150	-
Grants and Contributions	<u>30,493</u>	<u>16,264</u>	<u>-</u>	<u>8,048</u>		<u>6,181</u>	<u>-</u>
Total	<u>31,622</u>	<u>16,787</u>	<u>94</u>	<u>8,410</u>		<u>6,331</u>	<u>-</u>
<u>DEPARTMENTAL TOTAL</u>	<u>590,403</u>	<u>247,554</u>	<u>137,730</u>	<u>140,360</u>		<u>64,759</u>	<u>3,350</u>
TRADE INDUSTRIAL-STATUTORY	<u>8,700</u>	<u>16,276</u>	<u>-</u>	<u>6,224</u>		<u>(13,800)</u>	<u>-</u>
GRAINS & OILSEEDS - STATUTORY	<u>105,000</u>	<u>47,980</u>	<u>-</u>	<u>74,020</u>		<u>(17,000)</u>	<u>-</u>

AS AT DECEMBER 31, 1981

FUNDS - (\$000)

PROGRAM:	CURRENT BUDGET	less YTD EXPENDITURES	less COMMITMENTS	less PLANNED EXPENDITURES	equals	YEAR-END FORECAST VARIANCE	NEW REQUIREMENTS	(NOTES)	FOR DETAILS
TRADE-INDUSTRIAL									
EDP - H.Q.	56,121	25,543	25,578	1,700		3,300			
- Regional Office - Toronto	4,000	1,647	2,353	1,000		(1,000)			
- Special Electronics Fund	14,400	4,355	5,545	500		4,000		4	
Sub-Total	74,521	31,545	33,476	3,200		6,300			
DIP - Regular	78,460	43,231	30,529	3,400		1,300			
- Major Projects	52,900	7,975	571	16,154		28,200			
Sub-Total	131,360	51,206	31,100	19,554		29,500			
PEMD - H.Q.	11,113	2,435	5,243	1,337		2,098			
- Regional Offices	6,285	2,725	2,186	1,013		361			
Sub-Total	17,398	5,160	7,429	2,350		2,459			
Industry Community Adj. Program	4,000	267	3,733	-		-			
Shipbuilding	75,000	65,654	9,346	-		-			
Dry Docks	17,100	15,040	394	1,000		666			
Convention Centres	18,550	2,619	9,981	5,950		-			
Urban Transit Authority	60,000	-	-	60,000		-			
Misc. Minor Programs	14,097	4,838	2,462	3,003		3,794			
Metric Tools	2,500	1,010	-	1,490		-			
Metric Scales	300	-	-	85		215			
Total - Grants & Contributions	414,826	177,339	97,921	96,632		42,934	1,600	5	
EDP Stock Options	300	-	-	-		300	-		
EDP Loans	5,000	-	-	-		5,000	-		
DIP Loans	20,000	10,407	1,115	-		8,478	-		
DeHavilland Rate Tooling	367	110	-	-		257	-		
Total Loans	25,667	10,517	1,115	-		14,035	-		
Total Grants, Contributions & Loans	440,493	187,856	99,036	96,632		56,969	1,600	1	
STATUTORY - SBLA Losses	2,500	4,631	-	2,369		(4,500)			
EDP Losses	6,200	11,645	-	3,855		(9,300)			
Total - Statutory	8,700	16,276	-	6,224		(13,800)			

SCHEDULE "A.1" (Cont'd)

<u>PROGRAM:</u>	<u>CURRENT BUDGET</u>	<u>less YTD EXPENDITURES</u>	<u>less COMMITMENTS</u>	<u>less PLANNED EXPENDITURES</u>	<u>equals</u>	<u>YEAR-END FORECAST VARIANCE</u>	<u>NEW REQUIREMENTS</u>	<u>(NOTES)</u>
<u>TOURISM</u>								
Tourism Development Initiatives - PEI	900	-	-	900		-	-	
Miscellaneous Grants and Contributions	100	56	-	44		-		
Co-operative Marketing Assistance Program	-	-	-	200		(200)	-	6
Festival du Voyageur Inc. Winnipeg, Manitoba	427	-	-	427		-		
TOTAL TOURISM	1,427	56	-	1,571		(200)	-	
 <u>GRAINS & OILSEEDS</u>								
Grain Credit Sales	20,000	12,956	-	4,044		3,000		
Miscellaneous Grants and Contributions	10,493	3,308	-	4,004		3,181		
TOTAL GRAINS & OILSEEDS	30,493	16,264	-	8,048		6,181		
 <u>DEPARTMENTAL TOTAL</u>	472,413	204,176	99,036	106,251		62,950		
 GRAINS & OILSEEDS - STATUTORY	105,000	47,980	-	74,020		(17,000)		

NOTE: See Page 8 for breakdown of the current budget column.

OPERATING FUNDS

AS AT DECEMBER 31, 1981

FUNDS - (\$000)

	<u>CURRENT BUDGET</u>	<u>less YTD EXPENDITURES</u>	<u>less COMMITMENTS</u>	<u>less PLANNED EXPENDITURES</u>	equals	<u>YEAR-END FORECAST VARIANCE</u>	<u>NEW REQUIREMENTS</u>	<u>(NOTES)</u>
<u>TRADE-INDUSTRIAL PROGRAM</u>								
ADM TCS & International Marketing	21,284	10,911	746	9,182		445		
ADM Finance	15,657	7,360	4,092	3,383		822		
Senior ADM - Policy	969	314	371	224		60		
ADM Industry & Commerce Development	8,165	4,106	928	2,849		282	150	7
ADM International Trade Relations	2,043	755	767	224		297		
Departmental Management, Information Support and Personnel	7,426	3,261	2,995	1,367		(197)		
Deputy Minister's Reserve	1,254	-	-	-		1,254		
Less: Overallocation	(2,000)	-	-	-		(2,000)		
TOTAL VOTE 1	54,798	26,707	9,899	17,229		963	150	3

NOTES:

See Schedule D for breakdown of the current budget column.

OPERATING FUNDS
AS AT DECEMBER 31, 1981
FUNDS - (\$000)

	<u>CURRENT BUDGET</u>	<u>less YTD EXPENDITURES</u>	<u>less COMMITMENTS</u>	<u>less PLANNED EXPENDITURES</u>	equals	<u>YEAR-END FORECAST VARIANCE</u>	<u>NEW REQUIREMENTS</u>	<u>(NOTES)</u>
<u>TRADE-INDUSTRIAL PROGRAM</u>								
TOTAL VOTE 1 (from page 1)	54,798	26,707	9,899	17,229		963	150	
TEXTILE AND CLOTHING BOARD	359	84	7	148		120		
METRIC COMMISSION	<u>6,141</u>	<u>2,505</u>	<u>1,020</u>	<u>2,590</u>		<u>26</u>	<u>1,600</u>	8
TOTAL T.I.P.	61,298	29,296	10,926	19,967		1,109	1,750	
<u>TOURISM PROGRAM</u>	27,217	6,518	13,790	6,709		200		
<u>GRAINS AND OILSEEDS</u>	<u>1,129</u>	<u>523</u>	<u>94</u>	<u>362</u>		<u>150</u>	<u>-</u>	
<u>DEPARTMENTAL TOTAL</u>	<u>89,644</u>	<u>36,337</u>	<u>24,810</u>	<u>27,038</u>		<u>1,459</u>	<u>1,750</u>	

NOTES:

See Schedule D for breakdown of the current budget column.

SUMMARY

AS AT DECEMBER 31, 1981

PERSON-YEARS AND SENIOR PERSONNEL AUTHORITIES

<u>PROGRAM</u>	(1) <u>AUTHORIZED CEILING</u>	<u>YTD UTILIZATION</u>		<u>YEAR-END FORECAST VARIANCE (NUMBERS)</u>	<u>T.B. REQUESTS OUTSTANDING (PY NUMBERS)</u>	<u>ADDITIONAL ANTICIPATED TO YEAR-END (PY NUMBERS)</u>	<u>TOTAL (PY NUMBERS)</u>	<u>(NOTES)</u>
		<u>NUMBERS</u>	<u>%</u>					
<u>TRADE-INDUSTRIAL</u>								
Person-Years	2,506	1,887.4	100.4	(12.0)	82	-	82	9
Senior Personnel Authorities	531	379.0	95.2	23.2	-	-	-	
<u>TOURISM</u>								
Person-Years	304	226.3	99.3	4.6	2	-	2	10
Senior Personnel Authorities	25	18.1	96.3	.7	-	-	-	
<u>GRAINS AND OILSEEDS</u>								
Person-Years	58	38.0	87.4	6.5	-	-	-	
Senior Personnel Authorities	8	5.6	93.3	.4	-	-	-	
PERSON-YEARS - DEPARTMENTAL TOTAL	2,868	2,151.7	100.0	(.9)	84	-	84	11
SENIOR PERSONNEL AUTHORITIES DEPARTMENTAL TOTAL	564	402.7	95.2	24.3	-	-	-	

(1) This figure includes the allocation for PEMD, Tourism, C.I.R.B. and TCS Posts Abroad person-years approved by Treasury Board.

STRENGTHS AND SENIOR PERSONNEL AUTHORITIES

AS AT DECEMBER 31, 1981

	STRENGTH			SENIOR PERSONNEL AUTHORITIES				ANTICIPATED CHANGES			
	ALLOCATION	ACTUAL	VARIANCE	ADDITIONAL STAFFING ACTIONED	ALLOCATION	ACTUAL	VARIANCE	ADDITIONAL STAFFING ACTIONED	T.B. REQUESTS OUTSTANDING (PY NUMBERS)	ADDITIONAL ANTICIPATED TO YEAR-END (PY NUMBERS)	TOTAL (PY NUMBERS)
ADM Finance	544	501	43	40	86	61	25	1	10	-	10
ADM Economic Policy & Analysis	81	59	22	11	27	21	6	3	-	-	-
ADM Industry & Commerce Development	723	665	58	39	199	176	23	20	22	-	22
ADM International Trade Relations	144	132.5	11.5	12	38	36	2	2	-	-	-
ADM TCS & International Marketing	881	872	9	13	203	190	13	11	-	-	-
Departmental Management, Information Support and Personnel	246	231	15	15	22	18	4	3	-	-	-
Deputy Minister's Reserve	0	0	0	0	0	0	0	0	50	-	50
Textile & Clothing Board	17	13	4	1	4	4	-	0	-	-	-
Metric Commission	95	84	11	9	11	9	2	2	-	-	-
SUB-TOTAL	2,731	2,557.5	173.5	140	590	515	75	42	82	-	82
ADM TOURISM	302	296	6	6	25	25	0	0	2	-	2
GRAIN PROGRAM	58	53	5	3	8	7	1	0	-	-	-
DEPARTMENTAL TOTAL	(1)3,091	2,906.5	184.5	149	623	547	76	42	84	-	84

1. This figure does not include the allocation of PEMD, Tourism, C.I.R.B. and TCS Posts Abroad strengths approved by Treasury Board.

NOTE: All Allocation levels and T.B. request outstanding should be verified by each sector.

SCHEDULE "C"

FUNDED ASSISTANCE PROGRAMS
 MAJOR PROJECT STATUS REPORT
 OF OUTSTANDING COMMITMENTS - SUMMARY
 AS AT DECEMBER 31, 1981
 FUNDS (\$Millions)

PROGRAM:	Project Amount	1981/82	1982/83	1983/84	1984/85	TOTAL	(NOTES)
<u>EDP</u>							
A) <u>Approved Projects (under \$1.0 million)</u>	185.3	27.5	25.9	18.5	12.0	83.9	
B) <u>Approved Projects (\$1.0 million & over)</u>	134.5	25.6	35.3	27.9	36.6	125.4	
C) <u>New Projects (\$1.0 million & over)</u>	53.5	2.0	5.0	5.0	3.0	15.0	
D) <u>Unidentified New Projects</u>	28.0	2.7	5.0	5.0	3.6	16.3	
TOTAL	401.3	57.8	71.2	56.4	55.2	240.6	
BUDGET CEILING		60.1	67.3	65.9	67.2	260.5	
BALANCE		2.3	(3.9)	9.5	12.0	19.9	
<u>DIP</u>							
A) <u>Approved Projects (under \$1.0 million)</u>	286.7	25.8	26.1	9.4	5.4	66.7	
B) <u>Approved Projects after discount (\$1.0 million & over)</u>	259.8	48.0	49.2	22.0	9.0	128.2	
C) <u>New Projects (under \$1.0 million)</u>	10.0	3.4	3.2	1.8	1.2	9.6	
TOTAL	556.5	77.2	78.5	33.2	15.6	204.5	
BUDGET CEILING		78.5	98.5	94.6	77.9	349.5	
BALANCE		1.3	20.0	61.4	62.3	145.0	
<u>Major Projects</u>							
Cruise Missile	9.2	2.7	6.5	-	-	9.2	
Pratt Whitney PT-7	33.8	14.2	14.4	5.2	-	33.8	
New Fighter Aircraft	30.0	7.8	10.0	-	-	17.8	
TOTAL	73.0	24.7	30.9	5.2	-	60.8	

OPERATING FUNDS

AS AT DECEMBER 31, 1981

DETAIL OF CURRENT BUDGET

(column 1 of Schedule "A.2")

(\$000)

	1981/82 APPROVED MAIN ESTIMATES	1981/82 SUPPLEMENTARY ESTIMATES "C"	1981/82 ITEMS TO BE INCLUDED IN FINAL SUPPLEMENTARY ESTIMATES	equals	1981/82 CURRENT BUDGET
<u>TRADE-INDUSTRIAL PROGRAM</u>					
ADM Int'l Trade Relations	2,043	-	-		2,043
ADM T.C.S. & International Marketing	20,849	135	300 (6)		21,284
ADM Finance	15,022	385	250 (1)		15,657
Senior ADM - Policy	959	10	-		969
ADM Industry & Commerce Development	7,680	35	450 (2)		8,165
Departmental Management, Information					
Support & Personnel	5,926	1,500	-		7,426
Deputy Minister's Reserve	762	400	92 (3)		1,254
Metric	4,641	1,500	-		6,141
Textiles & Clothing Board	359	-			359
Less: Overbudget	(2,000)	-			(2,000)
TOTAL T.I.P.	<u>56,241 (5)</u>	<u>3,965</u>	<u>1,092</u>		<u>61,298</u>
<u>TOURISM PROGRAM</u>					
	24,082	2,935	200 (4)		27,217

NOTES:

- (1) These funds represent D.S.S. Contracting Fees under the Defense Industry Productivity Program.
- (2) This requirement comes under the Industrial Benefits Program for \$150,000 and the Canadian Industrial Renewal Board for \$300,000.
- (3) These funds will be distributed to administer the Import Replacement Program.
- (4) T.B. 779978 approved the inclusion of \$200,000 in 1981-82 Supplementary Estimates (and reference levels of subsequent years) for compensation of price increases in postage and freight rates.
- (5) Funds for the Promotional Projects Program to be transferred from PEMD.

1981/82 - FUNDED ASSISTANCE PROGRAMS

AS AT DECEMBER 31, 1981

DETAIL OF CURRENT BUDGET

(column 1 of Schedule "A.1")

(\$000)

	<u>1981/82 ESTIMATES</u>	<u>1981/82 APPROVED ITEMS FOR SUPPLEMENTARY ESTIMATES</u>	<u>1981/82 MSED APPROVED ITEMS</u>	equals	<u>CURRENT BUDGET</u>
DIP - Regular	58,710	-	19,750		78,460
- Major Projects	43,400	-	9,500		52,900
Dry Docks	16,100	1,000	-		17,100
Misc. Programs	13,697		400		14,097
SBLA	2,500	4,500 2)			7,000
EDP Insurance Loss	6,200	9,300 2)			15,500
<u>TOURISM PROGRAM</u>					
Festival du Voyageur Inc. Winnipeg, Manitoba	-	427 1)	-		427
<u>GRAINS AND OILSEEDS PROGRAM</u>					
<u>Statutory</u>					
Prairie Grain Advance Payments	5,000	8,000 2)	-		13,000
Western Grain Stabilization	100,000	9,000 2)	-		109,000

NOTES: 1) T.B. 779759 approved including \$426,624 in 1981/82 Supplementary Estimates.
(Cabinet Document 510-B1 RD (c) refers).

2) Proposed Statutory information items in final Supplementary Estimates (T.B. Submissions not required).

GUARANTEES
 AS AT DECEMBER 31, 1981
 (\$000)

	<u>AUTHORIZED CEILINGS</u>	<u>OUTSTANDING GUARANTEES</u>	<u>FREE BALANCE</u>	<u>POTENTIAL CLAIMS</u>	<u>(NOTES)</u>
<u>GUARANTEES:</u>					
EDP	600,000	121,975	478,025	15,500	
Chrysler	200,000	-	200,000	-	
Credit Reinsurance Program	200,000	-	200,000	-	
Sub Total EDP (1)	<u>1,000,000</u>	<u>121,975</u>	<u>878,025</u>	<u>15,500</u>	
Massey Ferguson (2)	130,000	130,000	-	-	
Canadair Challenger (2)	150,000	150,000 (3)	-	-	
de Havilland Dash 7 (2)	130,000	95,618	34,382	-	
de Havilland Dash 8 (2)	450,000	-	450,000	-	
LRT Bombardier (2)	9,000	9,000	-	-	
SBLA (1)	-	183,790 (4)	N/A	7,000	
Total	<u>1,869,000</u>	<u>690,383</u>	<u>1,362,407</u>	<u>22,500</u>	

(1) These are revolving guarantees

(2) These guarantees are non-revolving

(3) This does not reflect the letters of comfort that have been issued and which amount to \$700 Million.

(4) The SBLA authorized ceiling of \$850.0 M is a loan guarantee ceiling of which the government's present liability through the formula in the Act is \$183.8 M.

DREE
MULTI-YEAR OPERATIONAL PLAN
1982-83

Summary by Province
(\$000's)

	<u>1981-82</u>	<u>1982-83</u>	<u>1983-84</u>	<u>1984-85</u>	<u>1985-86</u>
Newfoundland	55,774	52,574	41,533	38,287	24,433
Prince Edward Island	29,718	32,733	25,782	1,399	1,606
Nova Scotia	82,789	101,500	51,026	25,556	40,885
New Brunswick	71,551	63,759	45,437	19,026	17,027
Atlantic Regional Office & Atlantic Dev. Council	5,689	4,597	3,773	2,788	2,793
Sub Total	<u>245,521</u>	<u>255,163</u>	<u>167,551</u>	<u>87,056</u>	<u>86,744</u>
Quebec	232,348	213,934	199,971	154,274	138,546
Ontario	54,184	47,755	33,314	20,457	19,326
Manitoba	48,775	56,577	58,280	55,383	55,686
Saskatchewan	30,091	39,691	23,992	16,393	12,294
Alberta	13,663	11,464	6,765	6,665	5,666
British Columbia	29,624	36,829	33,929	27,329	14,329
W.R.O. & Territories	13,155	13,265	11,715	11,112	11,715
PFRA	41,524	41,551	33,981	35,269	35,738
	<u>176,832</u>	<u>199,377</u>	<u>168,662</u>	<u>152,151</u>	<u>135,428</u>
Headquarters	27,115	24,470	24,210	24,045	24,045
TOTAL DEPARTMENT	<u><u>736,000</u></u>	<u><u>740,699</u></u>	<u><u>593,708</u></u>	<u><u>437,983</u></u>	<u><u>404,089</u></u>

MULTI YEAR OPERATIONAL PLAN
1982-83

(\$000's)

PROVINCE/REGION	NEWFOUNDLAND	Forecast Expenditures					
		1980-81	1981-82	1982-83	1983-84	1984-85	1985-86
<u>Outstanding March 31, 1981</u>							
Gros Morne		1,945	713	155	-	-	-
Forestry		2,969	3,000	3,344	-	-	-
Planning		478	919	786	-	-	-
Inshore Fisheries Dev.		4,382	638	-	-	-	-
Industrial Development		4,292	6,200	5,800	2,000	4,222	-
Forestry II		2,800	7,188	10,200	10,000	10,000	5,400
Agriculture		2,623	3,000	3,000	1,677	-	-
Tourism		3,549	4,000	2,460	-	-	-
Minerals Development		1,060	1,100	936	-	-	-
St. John's Urban Region		1,220	400	-	-	-	-
Highways 1976-81		6,959	1,228	-	-	-	-
Labrador Interim		3,779	2,747	-	-	-	-
Pulp and Paper		-	2,974	5,408	5,625	7,612	6,500
Coastal Labrador Dev.		-	8,120	9,149	13,000	9,000	4,000
Rural Development		2,662	2,750	2,372	1,223	-	-
Incentives		5,148	5,062	3,560	1,302	145	1,623
Rose Blanche		50	-	-	-	-	-
Nfld. Labrador Dev. Corp.		3,500	1,100	200	-	-	-
Nfld. Lab. Dev. Corp. (N.B.)		500	1,500	-	-	-	-
Sub Total		47,916	52,639	47,370	34,827	30,979	17,523
<u>To be Committed</u>							
Incentives 1981-82			1,334	1,500	1,000	500	-
1982-83				1,900	1,500	1,000	500
1983-84					2,400	1,200	-
1984-85						2,800	1,400
1985-86							3,200
Sub Total			1,334	3,400	4,900	5,500	5,100
Planning & Administration		1,589	1,801	1,804	1,806	1,808	1,810
TOTAL		49,505	55,774	52,574	41,533	38,287	24,433

MULTI YEAR OPERATIONAL PLAN
1982-83

(\$000's)

PROVINCE/REGION PRINCE EDWARD ISLAND

	Forecast Expenditures					
	<u>1980-81</u>	<u>1981-82</u>	<u>1982-83</u>	<u>1983-84</u>	<u>1984-85</u>	<u>1985-86</u>
<u>Outstanding March 31, 1981</u>						
P.E.I. Plan Phase III	29,036	26,370*	30,060	23,570	-	-
Other Infrastructure - ADB	2	2	2	2	-	-
Incentives	<u>2,600</u>	<u>2,095</u>	<u>612</u>	<u>358</u>	-	-
Sub Total	29,038	26,372	30,062	23,930		
<u>To be Committed</u>						
1981-82 Incentives		400	680	-	200	-
1982-83 Incentives			520	600	100	300
1983-84 Incentives				400	300	-
1984-85 Incentives					200	500
1985-86 Incentives						<u>200</u>
Sub Total		400	1,200	1,000	800	700
Planning & Administration	<u>810</u>	<u>851</u>	<u>859</u>	<u>852</u>	<u>852</u>	<u>859</u>
Sub Total	32,448	29,718	32,733	25,782	1,652	1,859
Less: Person-Year Adjustment	-	-	-	-	(253)	(253)
TOTAL	<u><u>32,448</u></u>	<u><u>29,718</u></u>	<u><u>32,733</u></u>	<u><u>25,782</u></u>	<u><u>1,399</u></u>	<u><u>1,606</u></u>
PERSON-YEARS					(10)	(10)

*\$1,800,000 has been frozen by Treasury Board.

MULTI YEAR OPERATIONAL PLAN
1982-83

(\$000's)

PROVINCE/REGION NOVA SCOTIA

Forecast Expenditures

1980-81 1981-82 1982-83 1983-84 1984-85 1985-86

Outstanding March 31, 1981

Strait of Canso	495	283	-	-	-	-
Halifax-Dartmouth Area	8,649	824	-	-	-	-
Forestry	10,802	9,733	1,500	-	-	-
Agriculture	6,536	2,961	-	-	-	-
Planning & Implementation	595	446	122	-	-	-
Industrial Development	5,853	3,292	49	-	-	-
Strait of Canso Amendment	400	2,000	839	-	-	-
Tourism	2,439	3,000	1,396	-	-	-
Minerals	33	-	-	-	-	-
Energy Conservation	2,516	5,500	6,115	760	3,103	-
Panamax	7,750	13,196	14,054	3,906	250	-
Michelin	-	-	11,950	8,100	-	17,750
Incentives	10,500	9,600	4,920	2,900	3,848	-
Other Infrastructure - ADB	100	100	100	100	100	-
Sub Total	52,018	50,935	41,045	15,766	7,301	17,750

To be Committed

Ocean Industries		4,000	5,000	5,000	5,000	5,680
SYSCO			19,800	40,600	16,600	-
Pulp & Paper Facilities		4,200	7,000	3,800	1,400	600
Incentives 1981-82		2,000	5,000	1,000	2,000	-
1982-83			1,000	5,000	1,000	2,000
1983-84				2,000	5,000	3,000
1984-85					2,000	8,000
1985-86						2,000
Sub Total			30,000	58,600	33,400	16,400
Planning & Administration	1,813	1,854	1,855	1,860	1,855	1,855
TOTAL	53,831	82,789	101,500	51,026	25,556	40,885

MULTI YEAR OPERATIONAL PLAN
1982-83

(\$000's)

PROVINCE/REGION NEW BRUNSWICK

Forecast Expenditures

	<u>1980-81</u>	<u>1981-82</u>	<u>1982-83</u>	<u>1983-84</u>	<u>1984-85</u>	<u>1985-86</u>
<u>Outstanding March 31, 1981</u>						
G.D.A. Frozen (Atlantic Region)		666				
Agriculture II	5,455	7,000	5,850	1,218	-	-
St. John/Moncton Arterial	1,800	2,500	1,500	716	-	-
Forestry	1,301	-	-	-	-	-
Kent County	818	-	-	-	-	-
Industrial Development	2,620	-	-	-	-	-
Planning & Implementation	325	350	350	341	-	-
Minerals & Fuels Development	1,328	1,150	-	-	-	-
Tourism	991	-	-	-	-	-
Forestry II	6,000	8,087	8,500	8,000	-	-
St. John's Market Square	1,000	5,000	1,046	1,040	914	-
Northeast N.B.	12,100	14,000	14,000	5,362	-	-
Pulp & Paper Modernization	3,700	8,000	12,500	7,500	100	-
Highways 1977-81	9,000	4,387	-	-	-	-
N.B. Developing Regions	2,650	6,000	5,500	4,246	1,000	-
Forest Amendment Sch. C	2,300	2,400	-	-	-	-
Incentives	<u>10,500</u>	<u>9,000</u>	<u>9,000</u>	<u>4,000</u>	<u>3,000</u>	-
Sub Total	61,888	68,540	58,246	32,423	5,014	-
<u>To be Committed</u>						
Incentives 1981-82		1,000	3,000	2,000	1,000	2,000
1982-83		-	500	8,000	2,000	1,000
1983-84		-	-	1,000	8,000	3,000
1984-85		-	-	-	1,000	8,000
1985-86		-	-	-	-	1,000
Sub Total		1,000	3,500	11,000	12,000	15,000
Planning and Administration	<u>1,929</u>	<u>2,011</u>	<u>2,013</u>	<u>2,014</u>	<u>2,012</u>	<u>2,027</u>
TOTAL	<u>63,817</u>	<u>71,551</u>	<u>63,759</u>	<u>45,437</u>	<u>19,026</u>	<u>17,027</u>

MULTI YEAR OPERATIONAL PLAN
1982-83

(\$000's)

PROVINCE/REGION ARO & ADCATLANTIC

Forecast Expenditures

	<u>1980-81</u>	<u>1981-82</u>	<u>1982-83</u>	<u>1983-84</u>	<u>1984-85</u>	<u>1985-86</u>
<u>Outstanding March 31, 1981</u>						
University Grants	10	-	-	-	-	-
Physical Distribution Adv. Serv.	100	100	100	-	-	-
Atl. Prov. Management Training	500	530	120	-	-	-
Sub Total	610	630	220			
<u>To be Committed</u>						
University Grants		10	-	-	-	-
Sub Total	610	640	220			
Planning & Administration	4,852	5,049	5,068	5,062	5,067	5,072
Sub Total	<u>5,462</u>	<u>5,689</u>	5,288	5,062	5,067	5,072
Less: Person-Year Adjustment			(691)	(1,289)	(2,279)	(2,279)
TOTAL			<u>4,597</u>	<u>3,773</u>	<u>2,788</u>	<u>2,793</u>
PERSON-YEARS			(15)	(28)	(45)	(45)

MULTI YEAR OPERATIONAL PLAN
1982-83

(\$000's)

PROVINCE/REGION <u>QUEBEC</u>	Forecast Expenditures					
	<u>1980-81</u>	<u>1981-82</u>	<u>1982-83</u>	<u>1983-84</u>	<u>1984-85</u>	<u>1985-86</u>
<u>Outstanding March 31, 1981</u>						
Axes routiers	18,800	21,000	15,000	8,000	4,500	1,500
Infra. industrielles	8,300	12,000	13,000	11,666	3,000	-
Dévelop. forestier	23,200	26,000	24,000	24,000	24,000	14,194
Dévelop. minéral	1,800	407	-	-	-	-
Dévelop. agricole	8,600	6,023	-	-	-	-
PICA	400	1,000	2,000	921	-	-
Assain. des eaux	10,000	11,054	4,000	-	-	-
Tourisme	11,000	10,000	10,000	6,456	-	-
Usine d'Amos	9,000	13,400	3,100	-	-	-
Equip. publics	6,000	7,856	-	-	-	-
Pâtes & Papiers	10,800	25,200	27,400	30,600	25,000	16,000
Inter-Port	300	2,300	1,500	1,450	-	-
Tourisme II	3,500	7,100	5,700	6,000	5,500	-
Dévelop. transports (traversier-rail)	-	2,000	1,600	-	-	-
Iles-de-la-Madeleine	-	800	1,868	2,452	480	-
RDIA	40,000	37,742	30,263	16,238	11,042	2,670
DREEA (Zone Spéc. Mtl.)	15,275	36,779	33,748	31,276	5,885	3,998
Iles-de-la Madeleine-Act. IV	-	900	4,705	3,350	2,420	-
Others - Act. IV	556	25	32	32	35	35
Sub Total	167,531	221,586	177,916	142,441	81,862	38,397

MULTI YEAR OPERATIONAL PLAN
1982-83

(\$000's)

PROVINCE/REGION QUEBEC

Forecast Expenditures

	<u>1980-81</u>	<u>1981-82</u>	<u>1982-83</u>	<u>1983-84</u>	<u>1984-85</u>	<u>1985-86</u>
<u>To be Committed</u>						
RDIA 1981-82	-	700	13,120	10,647	4,270	9,613
DREEA (Zone Spéc.Mtl) 1981-82	-	<u>221</u>	<u>12,211</u>	<u>12,928</u>	<u>10,680</u>	<u>2,250</u>
	-	921	25,331	23,575	14,950	13,863
RDIA 1982-83	-	-	742	13,890	11,304	14,738
DREEA (Zone Spéc.Mtl) 1982-83	-	-	<u>241</u>	<u>9,528</u>	<u>11,680</u>	<u>16,212</u>
	-	-	983	23,418	22,984	30,950
RDIA 1983-84	-	-	-	785	14,671	11,894
DREEA (Zone Spéc.Mtl) 1983-84	-	-	-	<u>268</u>	<u>9,490</u>	<u>13,015</u>
	-	-	-	1,053	24,161	24,090
RDIA 1984-85	-	-	-	-	1,100	20,000
RDIA 1985-86	-	-	-	-	-	<u>1,200</u>
	167,531	222,507	204,230	190,487	145,057	129,319
Planning & Administration	<u>8,578</u>	<u>9,841</u>	<u>9,842</u>	<u>9,852</u>	<u>9,862</u>	<u>9,872</u>
Sub Total	<u>176,109</u>	<u>232,348</u>	214,072	200,339	154,919	139,191
Less: Person-Year Adjustment			(138)	(368)	(645)	(645)
TOTAL			<u>213,934</u>	<u>199,971</u>	<u>154,274</u>	<u>138,546</u>
PERSON-YEARS			(3)	(8)	(14)	(14)

MULTI-YEAR OPERATIONAL PLAN

APPROVED LEVELS

1982-83

(\$000s)

PROVINCE/REGION: ONTARIO

<u>Commitments</u>	-----Forecast Expenditures-----					
	1980-81	1981-2	1982-3	1983-4	1984-5	1985-6
<u>Outstanding March 31, 1981</u>						
Eastern Ontario	5,700	5,750	7,000	5,800	823	-
Northern Rural Development	1,000	2,000	2,000	4,000	250	-
Northeast Ontario	1,771	2,682	818	704	-	-
Single Industry Community	1,300	456	510	374	-	-
Community & Rural Resource Dev.	1,049	892	882	70	-	-
Forest Management	5,900	8,000	8,500	8,500	7,000	2,839
Pulp & Paper	12,000	19,551	14,690	2,709	-	-
RDIA	5,200	10,900	5,000	900	2,100	1,100
ARDA	300	-	-	-	-	-
Summer Job Corp	127	-	-	-	-	-
Sub Total	<u>34,347</u>	<u>50,231</u>	<u>39,400</u>	<u>23,057</u>	<u>10,173</u>	<u>3,939</u>
<u>To be Committed</u>						
RDIA 1981-82	-	800	4,400	2,000	600	1,300
RDIA 1982-83	-	-	800	4,300	2,500	3,600
RDIA 1983-84	-	-	-	800	3,500	2,500
RDIA 1984-85	-	-	-	-	800	4,300
RDIA 1985-86	-	-	-	-	-	-
Sub Total	-	800	5,200	7,100	7,400	12,500
Planning & Administration	2,594	3,153	3,155	3,157	3,160	3,163
Sub Total	36,941	54,184	47,755	33,314	20,733	19,602
Less: Person-Year Adjustment		-	-	-	(276)	(276)
TOTAL	<u>36,941</u>	<u>54,184</u>	<u>47,755</u>	<u>33,314</u>	<u>20,457</u>	<u>19,326</u>

PERSON-YEARS

(6)

(6)

MULTI YEAR OPERATIONAL PLAN
1982-83

(\$000's)

PROVINCE/REGION MANITOBA

	Forecast Expenditures					
	<u>1980-81</u>	<u>1981-82</u>	<u>1982-83</u>	<u>1983-84</u>	<u>1984-85</u>	<u>1985-86</u>
<u>Outstanding March 31, 1981</u>						
Manitoba Northlands	13,100	9,400				
Value Added Crops	1,000	1,800	2,500	3,000	2,300	
Tourism	500	2,100	3,000	3,500	2,800	
Industrial Development	3,600	6,100	6,500	6,300		
Incentives	9,700	15,000	8,700	1,900	4,100	200
Special ARDA	1,800	1,600	500	100		
Sub Total	<u>29,700</u>	<u>36,000</u>	<u>21,200</u>	<u>14,800</u>	<u>9,200</u>	<u>200</u>
<u>To be Committed</u>						
1981-82 Winnipeg Core Area		2,500	5,500	7,000	7,500	9,500
Northern Development		4,500	15,000	15,000	15,000	18,500
Incentives		2,100	8,300	4,300	800	2,000
Special ARDA		1,500	2,300	3,700	3,700	3,600
Sub Total 1981-82		<u>10,600</u>	<u>31,100</u>	<u>30,000</u>	<u>27,000</u>	<u>33,600</u>
1982-83 Incentives			2,100	9,000	4,700	900
1983-84 Incentives				2,300	9,800	5,100
1984-85 Incentives					2,500	10,900
1985-86 Incentives						2,800
Sub Total to be committed			<u>33,200</u>	<u>41,300</u>	<u>44,000</u>	<u>53,300</u>
Planning & Administration	1,975	2,175	2,177	2,180	2,183	2,186
Total Reporting Source	<u>31,675</u>	<u>48,775</u>	<u>56,577</u>	<u>58,280</u>	<u>55,383</u>	<u>55,686</u>

MULTI YEAR OPERATIONAL PLAN
1982-83

(\$000's)

PROVINCE/REGION SASKATCHEWAN

Forecast Expenditures

	<u>1980-81</u>	<u>1981-82</u>	<u>1982-83</u>	<u>1983-84</u>	<u>1984-85</u>	<u>1985-86</u>
<u>Outstanding March 31, 1981</u>						
Saskatchewan Northlands	6,500	9,500	15,700	7,500		-
Forestry Interim	1,800	2,700	4,300	-		-
Iron & Steel	-	500	800	-		-
Qu'Appelle Valley	600	800	1,000	2,100	1,000	-
Planning II	200	200	200	200	-	-
Agriculture Interim	1,000	3,000	2,000	-	-	-
Industrial Incentives	6,000	6,300	3,700	1,300	1,000	-
Special ARDA	4,000	2,900	1,700	500	500	100
Sub Total	20,100	25,900	29,400	11,600	2,500	100
<u>To be committed</u>						
1981-82 Incentives	-	500	3,300	300	800	500
Special ARDA	-	1,600	4,300	5,700	6,000	6,900
Sub Total 1981-82	-	2,100	7,600	6,000	6,800	7,400
1982-83 Incentives	-	-	600	3,600	300	900
1983-84 Incentives	-	-	-	700	3,900	300
1984-85 Incentives	-	-	-	-	800	500
1985-86 Incentives	-	-	-	-	-	1,000
Sub Total to be committed	-	2,100	8,200	10,300	11,800	10,200
Planning & Administration	1,921	2,091	2,091	2,092	2,093	2,094
Total Reporting Source	<u>22,021</u>	<u>30,091</u>	<u>39,691</u>	<u>23,992</u>	<u>16,393</u>	<u>12,294</u>

MULTI YEAR OPERATIONAL PLAN
1982-83

(\$000's)

PROVINCE/REGION ALBERTA

Forecast Expenditures

	<u>1980-81</u>	<u>1981-82</u>	<u>1982-83</u>	<u>1983-84</u>	<u>1984-85</u>	<u>1985-86</u>
<u>Outstanding March 31, 1981</u>						
Alberta North Long Term	5,500	6,800	4,400	-	-	-
Nutritive Processing	700	2,200	1,000	1,000	900	-
Incentives	2,100	3,400	1,000	600	1,100	-
Sub Total	<u>8,300</u>	<u>12,400</u>	<u>6,400</u>	<u>1,600</u>	<u>2,000</u>	-
<u>To be committed</u>						
1981-82 Incentives	-	100	3,500	400	-	1,000
1982-83 Incentives	-	-	400	3,600	-	-
1983-84 Incentives	-	-	-	-	3,500	-
1984-85 Incentives	-	-	-	-	-	3,500
1985-86 Incentives	-	-	-	-	-	-
Sub Total to be committed	-	<u>100</u>	<u>3,900</u>	<u>4,000</u>	<u>3,500</u>	<u>4,500</u>
Planning & Administration	-	930	1,163	1,165	1,165	1,166
Total Reporting Source	-	<u>9,230</u>	<u>13,663</u>	<u>11,464</u>	<u>6,765</u>	<u>5,666</u>

MULTI YEAR OPERATIONAL PLAN
1982-83

(\$000's)

PROVINCE/REGION BRITISH COLUMBIA

	Forecast Expenditures					
	<u>1980-81</u>	<u>1981-82</u>	<u>1982-83</u>	<u>1983-84</u>	<u>1984-85</u>	<u>1985-86</u>
<u>Outstanding March 31, 1981</u>						
N.E. Coal Phase II	600	600	1,100	-	-	
Agricultural & Rural Dev.	3,000	3,500	5,400	6,800	5,700	-
Intensive Forest Management	2,500	3,000	4,200	5,100	4,500	-
Ridley Island Road	2,000	2,000	800	-	-	-
Tourism	3,400	4,000	3,600	4,400	3,800	-
Industrial Development	4,900	5,500	10,000	4,800	-	-
Incentives	1,700	1,000	600	600	300	-
Special ARDA	5,000	2,800	2,100	1,000	400	200
Sub Total	<u>23,100</u>	<u>22,400</u>	<u>27,800</u>	<u>22,700</u>	<u>14,700</u>	<u>200</u>
<u>To be committed</u>						
1981-82						
Native Consultation N.E. Coal	-	2,400	3,000	3,500	3,000	3,100
Incentives	-	900	1,100	500	300	200
Special ARDA	-	2,200	2,900	4,000	4,600	4,800
Sub Total 1981-82	-	<u>5,500</u>	<u>7,000</u>	<u>8,000</u>	<u>7,900</u>	<u>8,100</u>
1982-83 Incentives	-	-	300	1,200	1,000	1,100
1983-84 Incentives	-	-	-	300	1,600	1,300
1984-85 Incentives	-	-	-	-	400	1,500
1985-86 Incentives	-	-	-	-	-	400
Sub Total to be committed	-	<u>5,500</u>	<u>7,300</u>	<u>9,500</u>	<u>10,900</u>	<u>12,400</u>
Planning & Administration	1,594	1,724	1,729	1,729	1,729	1,729
Total Reporting Source	<u>24,694</u>	<u>29,624</u>	<u>36,829</u>	<u>33,929</u>	<u>27,329</u>	<u>14,329</u>

MULTI YEAR OPERATIONAL PLAN
1982-83

(\$000's)

PROVINCE/REGION W.R.O. and TERRITORIES

Forecast Expenditures

	<u>1980-81</u>	<u>1981-82</u>	<u>1982-83</u>	<u>1983-84</u>	<u>1984-85</u>	<u>1985-86</u>
<u>Outstanding March 31, 1981</u>						
Community Economic Dev. NWT	800	900	200	-	-	-
Yukon Tourism Interim	700	1,400	1,100	400	-	-
Renewable Resource Devlop. Yukon	800	900	800	200	-	-
Industrial Incentives	100	300	100	-	-	-
Special ARDA	3,300	2,000	-	-	-	-
Sub Total	<u>5,700</u>	<u>5,500</u>	<u>2,200</u>	<u>600</u>	<u>-</u>	<u>-</u>
<u>To be committed</u>						
1981-82 Incentives		100	500	100	-	-
Special ARDA		2,300	5,300	5,500	5,700	6,100
Sub Total 1981-82		<u>2,400</u>	<u>5,800</u>	<u>5,600</u>	<u>5,700</u>	<u>6,100</u>
1982-83 Incentives		-	100	700	-	-
1983-84 Incentives		-	-	200	700	-
1984-85 Incentives		-	-	-	600	800
1985-86 Incentives		-	-	-	-	700
Sub Total to be committed		<u>2,400</u>	<u>5,900</u>	<u>6,500</u>	<u>7,000</u>	<u>7,600</u>
Planning & Administration		5,255	5,257	5,260	5,263	5,266
Sub Total		13,155	13,357	12,360	12,263	12,866
Less: Person-Year Adjustment			(92)	(645)	(1,151)	(1,151)
TOTAL		<u>13,155</u>	<u>13,265</u>	<u>11,715</u>	<u>11,112</u>	<u>11,715</u>
PERSON-YEARS			(2)	(14)	(25)	(25)

MULTI YEAR OPERATIONAL PLAN
1982-83

(\$000's)

PROVINCE/REGION	PFRA	Forecast Expenditures					
		<u>1980-81</u>	<u>1981-82</u>	<u>1982-83</u>	<u>1983-84</u>	<u>1984-85</u>	<u>1985-86</u>
<u>Outstanding March 31, 1981</u>							
Vote 10							
	Interim Water Saskatchewan	200	537	550	150	-	-
	Interim Water Manitoba	100	627	1,305	-	-	-
	On Farm Projects	4,000	3,700	4,900	5,400	5,900	6,500
	Emergency Water Supplies	600	550	-	-	-	-
	Herd Maintenance	44,000	-	-	-	-	-
	Frozen Allotment	-	829	-	-	-	-
Vote 5							
	Alberta Irrig. Rehabilitation	700	268	420	-	-	500
	Agricultural Service Centres	2,100	2,341	974	10	-	-
	Interim Water Saskatchewan	900	3,000	1,514	-	-	-
	Interim Water Manitoba	-	1,450	1,275	-	-	-
	Other Vote 5	4,081	1,414	4,857	4,174	5,182	4,551
	Loans Agricultural						
	Service Centres	2,100	2,341	974	10	-	-
	Operations	24,761	24,467	24,782	24,237	24,187	24,187
	Total Reporting Source	<u>83,542</u>	<u>41,524</u>	<u>41,551</u>	<u>33,981</u>	<u>35,269</u>	<u>35,738</u>

SECTION 3

IMPACT ON NUMBERS AND EXPENDITURES
OF
DREE AND ITC PROGRAMS

ASSESSMENT OF
ITC AND DREE PROGRAMS

<u>PROGRAM STATUS</u>	<u>1980-81 No. Programs</u>	<u>(1) Dollars</u>
1. Existing February 5, 1982		
a) ITC	41	421
b) DREE	93	537
Total	<u>134</u>	<u>958</u>
 <u>LESS</u>		
2. Transfer to other departments or expiration on March 31, 1982		
a) ITC - Metric Tools & 7 Grain	8	150
b) DREE - transfer of sub-agreements	19	91
c) DREE - expiration of subs	22	59
Total	<u>49</u>	<u>300</u>
 <u>LESS</u>		
3. After transfer and expiration		
a) ITC	33	271
b) DREE	52	387
Total	<u>85</u>	<u>658</u>
 <u>LESS</u>		
4. Exclusion of less significant and all sub-agreements		
a) ITC	23	22
b) DREE	49	257
Total	<u>72</u>	<u>279</u>
 (2)		
5. Remaining 13 Core programs		
a) ITC	10	249
b) DREE	3	130
Total	<u>13</u>	<u>379</u>

(1) Approximation of expenditures on grants and contributions in millions of dollars.

(2) The 13 Core programs are comprised of EDP, PEMD, DIPP, FBDA, SBLA, STEP, PPP, CIRB, ILAP, SIAP, RDIA, MSA and Special ARDA. Sub-agreements are considered elsewhere as a separate issue. Broadly speaking, the content of the "ideal" program could be satisfied, almost in its entirety, by adopting or modifying slightly the EDP, PEMD, PPP, FBDB, RDIA and MSA programs. For other reasons, it may be desirable to retain on either a short-term or a continuing basis, the SBLA, CIRB, ILAP, SIAP, and Special ARDA programs.

IT&C MYOP FOR TRADE - INDUSTRIAL PROGRAM

SUMMARY AS AT DEC. 31, 1981

GRANTS, CONTRIBUTIONS AND LOANS

	<u>(\$000)</u>			
<u>PROGRAM</u>	<u>1981/82</u>	<u>1982/83</u>	<u>1983/84</u>	<u>1984/85</u>
A) <u>TO BE RETAINED BY DRIE</u>				
A.1 EDP(including SEF, ILAP, CIRB, Vancouver ALRT, Telidon)	147,018	124,595	123,235	106,198
A.2 Defence Industry (DIPP)	131,360	129,415	99,815	77,850
A.3 Shipbuilding Assistance	75,000	75,000	75,000	75,000
A.4 Industry Development (including grants, IERD, Dry Docks, Trade Centers and Misc. Contributions)	41,184	36,234	23,634	23,634
A.5 Internaitnal Trade Development (including PEMD, COMDP, AGMAP, Fisheries Councils, UK Chamber of Commerce).	19,564	26,156	26,252	26,931
A.6 Insurance and Guaranteed payments (SBLA & EDP).	8,700	15,500	17,000	15,900
A.7 Direct Loans (EDP, DIP, etc...).	<u>14,035</u>	<u>13,933</u>	<u>12,746</u>	<u>11,300</u>
SUB TOTAL	436,861	420,333	377,682	336,813
B) <u>PROGRAMS WHICH MAY BE TRANSFERRED</u>				
B.1 Metric Conversion	2,800	1,000	-	-
B.2 Grains	<u>152,493</u>	<u>143,445</u>	<u>121,558</u>	<u>121,558</u>
SUB TOTAL	155,293	144,445	121,558	121,558
GRAND TOTAL	<u>592,154</u>	<u>564,778</u>	<u>499,240</u>	<u>458,371</u>

DREE
MULTI-YEAR OPERATIONAL PLAN
1982-83

Summary by Province
(\$000's)

	<u>1981-82</u>	<u>1982-83</u>	<u>1983-84</u>	<u>1984-85</u>	<u>1985-86</u>
Newfoundland	55,774	52,574	41,533	38,287	24,433
Prince Edward Island	29,718	32,733	25,782	1,399	1,606
Nova Scotia	82,789	101,500	51,026	25,556	40,885
New Brunswick	71,551	63,759	45,437	19,026	17,027
Atlantic Regional Office & Atlantic Dev. Council	5,689	4,597	3,773	2,788	2,793
Sub Total	<u>245,521</u>	<u>255,163</u>	<u>167,551</u>	<u>87,056</u>	<u>86,744</u>
Quebec	232,348	213,934	199,971	154,274	138,546
Ontario	54,184	47,755	33,314	20,457	19,326
Manitoba	48,775	56,577	58,280	55,383	55,686
Saskatchewan	30,091	39,691	23,992	16,393	12,294
Alberta	13,663	11,464	6,765	6,665	5,666
British Columbia	29,624	36,829	33,929	27,329	14,329
W.R.O. & Territories	13,155	13,265	11,715	11,112	11,715
PFRA	41,524	41,551	33,981	35,269	35,738
	<u>176,832</u>	<u>199,377</u>	<u>168,662</u>	<u>152,151</u>	<u>135,428</u>
Headquarters	27,115	24,470	24,210	24,045	24,045
TOTAL DEPARTMENT	<u>736,000</u>	<u>740,699</u>	<u>593,708</u>	<u>437,983</u>	<u>404,089</u>
Less					
Programs to be transferred					
- PFRA	41,254	41,551	33,981	35,269	35,738
- 19 Subagreements	101,684	70,193	94,634	13,054	4,119
22 Subagreements expiring March 31, 1982	58,703	18,563	-	-	-
TOTAL DRIE (DREE only)	534,359	610,392	465,093	389,660	364,232

TENTATIVE CATEGORIZATION OF DREE
SUBAGREEMENTS AS OF FEBRUARY 5, 1982

Category of Subagreement	No. of Agreements	Estimated Cash Flow (\$000s)					Total
		1981/82	1982/83	1983/84	1984/85	1985/86	
A. EXISTING AGREEMENTS							
1. Terminating Mar. 31/82	22	58,703	18,563	-	-	-	77,266
2. To be retained by DRIE	26	158,637	175,316	137,798	57,034	37,631	566,416
3. Undecided Recipient	11	43,879	66,084	51,616	72,264	6,184	240,027
4. To be trans- ferred to OGDs	19	101,684	70,193	94,634	13,054	4,119	283,684
SUB TOTAL	78	362,903	330,156	284,048	142,352	47,934	1,167,393
B. PROPOSED AGREEMENTS							
1. To be retained by DRIE	42		* see below				492,700
2. To be trans- ferred to OGDs							
SUB TOTAL							492,700
GRAND TOTAL	120	362,903	330,156	284,048	142,352	47,934	*1,660,093

* Proposed agreements cannot be accurately identified as yet by yearly cash flows. Therefore, totals over 5 year period are shown.

LIST OF GDA SUBAGEEMENTS
TENTATIVELY PROPOSED FOR TRANSFER TO DEPARTMENTS
OTHER THAN DRIE AS OF FEBRUARY 5, 1982

<u>Province</u>	<u>Agreement</u>	<u>Suggested Receiving Department</u>
Newfoundland	Forestry Agriculture Forestry 1981-85	Environment Canada Agriculture Canada Environment Canada
Nova Scotia	Energy	Energy, Mines and Resources
New Brunswick	Agriculture Forestry II Saint John/Moncton Highway Saint John Market Square	Agriculture Canada Environment Canada Public Works Public Works
Quebec	Key Highways Networks Industrial Infrastructure Water Treatment PICA - Mirabel Agriculture Forestry	Public Works Public Works Public Works Public Works Agriculture Canada Environment Canada
Ontario	Forestry	Environment Canada
Manitoba	Value Added Crops Winnipeg Core	Agriculture Canada Public Works
British Columbia	Forestry Agriculture	Environment Canada Agriculture Canada

SECTION 4

PART A: PROGRAM ANALYSIS BY OBJECTIVES AND ELIGIBLE ACTIVITIES

PART B: PROGRAMS AND TOOLS BY ELIGIBLE ACTIVITIES

PART C: PROGRAM LISTING BY DRIE OBJECTIVE AND GEOGRAPHIC COVERAGE

SECTION 4 PART A

PROGRAM ANALYSIS BY OBJECTIVES AND ELIGIBLE ACTIVITIES

SECTION 4 PART A

PROGRAMS ANALYSIS (OBJECTIVES/ELIGIBLE ACTIVITIES)

ACTIVITY OBJECTIVE:

E - Establishment
EX - Expansion
P - Productivity
C - Competitiveness
BA - Adjustment
CM - Market
DI - Institutional

REGION:

ALL - All
R/S - Region Specific
M&P - Manufacturing & Processing
SERV - Service
INT - Institutional

COSTS:

SERV - Service
BLDG - Building
M&E - Machinery & Equipment
R&D - Research & Development
O&M - Overhead & Maintenance

INSTRUMENTS:

G - Grant
C - Contribution
L - Loan
LG - Loan Guarantees
NF - Non-Financial

ORGANIZATION & DELIVERY:

CEN - Central
DEC - Decentralized
AUT - Automatic
SF - Standard formula
DIS - Discretionary

BOARD/CTEE:

A - Advisory
D - Decision
PTE - Private
PLC - Public
DEC - Decentralized

PROGRAMS - ANALYSIS (OBJECTIVES/ELIGIBLE ACTIVITIES)

FEB.10/82

Program Name	Activity Objective							Region		Sector				Costs					Instruments					Org & Del				Board/Cttee								
	E	Ex	P	C	B	C	D	All	R/S	Py	M&P	Serv	Inf	Serv	Bldg	M&E	R&D	O&M	G	C	L	LG	NF	Gen	Dec	Aut	SF	Dis	A	D	Pte	Pic	Dec			
ITC DIRECT FINANCIAL ASSISTANCE PROGRAMS																																				
1. Federal Business Development Bank	X	X			X	X	X				X	X		X	X	X		X			X			X												
2. Small Business Loans (SBLA)	X	X	X	X			X				X	X			X	X					X			X												
3. Enterprises Development Program (EDP)	X	X	X	X	X	X	X			X	X	X		X	X	X	X			X	X	X		X	X			X	X	X	X	X				
4. Industry Energy Research & Development Program (IERD)				X	X	X		X			X	X			X	X	X			X				X			X	X								
5. Defence Industry Productivity Program (DIPP)	X	X	X	X		X	X				X			X	X	X	X			X				X			X	X								
6. Program for Export Market Development (PEMD)						X		X			X	X	X				X			X	X			X	X			X	X							
7. Industry & Labour Adjustment Program (ILAP)	X	X	X	X	X				X		X	X	X		X	X	X			X				X	X			X	X	X	X	X				
8. Special Electronics Fund (SEF)		X	X	X			X				X			X	X	X	X			X				X	X			X	X	X	X	X				
9. Credit Reinsurance Program		X	X				X					X					X					X				X										
10. Cooperative Overseas Market Development Program (COMDP)	X	X	X	X	X	X	X		X		X						X			X				X			X	X	X	X	X	X				
11. Promotional Projects Program (PPP)					X		X			X	X	X	X	X			X			Funded from ITC O&M budget				X			X									
12. Shipbuilding Industry Assistance Program (SIAP)	X	X	X	X	X		X				X				X	X			X	X				X			X	X	X							
13. Business Councils Programs (BCP)			X			X	X				X			X						X				X			X	X	X							
14. Canadian Government Office of Tourism (OGOT)	X	X		X	X	X	X				X	X	X				X		X	X			X	X			X						X	X		
15. Source Development Fund (SDF)-DSS		X	X		X	X	X				X						X	X					X													
16. Design Canada				X	X	X	X				X	X	X	X			X		X	X			X					X	X	X	X	X				
17. Fashion Canada - (Fashion Design Assistance Program (FDAP))				X	X	X		X			X	X	X				X		X					X				X	X							
18. Special/Adjustment																																				
(a) Ford	X	X	X	X		X		X			X				X	X			X					X			X									
(b) Chrysler		X	X	X	X	X		X			X					X			X					X			X									
(c) Massey-Ferguson			X	X	X	X		X			X																									
(d) DeLaval and Canada Air (Loan Guarantees)		X	X	X	X	X		X			X					X	X	X																		
(e) Convention Centres	X			X	X	X		X																												
(f) LRT - Bombardier		X		X	X	X		X			X						X																			

Decision delegates to D.G.'s

Program Name	Activity Objective						Region		Sector				Costs				Instruments					Org & Del				Board/Ctee								
	E	Ex	P	C	B	C	D	All	R/S	Py	M&P	Serv	Int	Serv	Bldg	M&E	R&D	O&M	G	C	L	LG	NF	Cen	Dec	Aut	SF	Dls	A	D	Pte	Ptc	Dec	
ITC DIRECT FINANCIAL ASSISTANCE PROGRAMS (Cont'd)																																		
19.a. Grants, Scholarships and Bursaries to Promote Manufacturing and Processing Industries			X					X			X	X				X			X				X								X	X	X	X
b. Canadian Food Industry Scholarship Fund			X					X			X	X				Scholarships			X				X							X	X	X	X	
c. Grants to Tex-Scope and Wentworth Foundation					X				X		X					Scholarships			X				X					X		X	X	X	X	
d.1 International Business Centres					X		X		X			X							X				X						X	X	X	X	X	
d.2 Grants to Promote Improvement of Management Capabilities in Canadian Footwear and Tanning			X	X			X	X			X					Scholarships			X				X					X	X	X	X	X		
e.1 Grants and Scholarships to Promote Industrial Design			X	X				X			X					Scholarships			X				X					X	X	X	X	X		
e.2 Grants to Accelerate Footwear Design Development			X	X				X			X					Scholarships			X				X					X	X	X	X	X		
e.3 Scholarship to Develop Capability in the Canadian Clothing Industry			X	X	X			X			X					Scholarships			X				X				X	X	X	X	X	X		
f. Grants to Industrial Research Institutes			X	X	X		X	X			X	X	X	X	X	X	X	X	X	X	X		X			X	X	X	X	X	X	X	X	
Grants to Centres of Advanced Technology			X	X	X		X	X			X	X	X	X	X	X	X	X	X	X	X		X			X	X	X	X	X	X	X	X	
Grants to Industrial Research Associations			X	X	X		X	X			X	X	X	X	X	X	X	X	X	X	X		X			X	X	X	X	X	X	X	X	
g.1 Industrial Innovation Centres			X	X	X		X	X		X		X	X	X	X	X	X	X	X	X	X	X		X			X	X	X	X	X	X	X	
g.2 Footwear & Leather Institute of Canada			X	X	X		X	X			X	X	X	X	X	X	X	X	X	X	X		X			X	X	X	X	X	X	X	X	
g.3 Manitoba Fashion Institute (Productivity Program)			X	X	X			X			X	X	X	X	X	X	X	X	X	X	X		X			X	X	X	X	X	X	X	X	
h.1 Management Advisory Institutes			X				X	X		X	X	X	X	X	X	X	X	X	X	X	X		X			X	X	X	X	X	X	X	X	
20. Urban Transit Authority	X				X		X		X			X		X	X	X	X	X	X	X	X		X			X			T.B.					
21. Workers Metric Tools					X		X	X			X	X					X			X				X			X							
22. Product Development Management Program		X			X	X		X			X						X			X			X			X	X	X	X	X	X	X	X	
23. Scientific and Technical Conferences			X	X	X	X	X	X		X	X	X	X			Insurance			X				X			X	X	X	X	X	X	X	X	
24. Construction Management Development Instit.			X				X	X			X	X	X					X		X			X			X	X	X	X	X	X	X	X	
ITC NON-FINANCIAL PROGRAMS																																		
1. Duty Remission Program			X	X	X	X	X	X			X	X	X	X			X		X				R	X			X							
a. Machinery			X	X	X	X	X	X			X	X	X	X			X		X				R	X			X							
b. Power Cruisers			X	X	X	X	X	X			X	X	X	X			X		X				R	X			X							
c. Front End Wheel Loader			X	X	X	X	X	X			X	X	X	X			X		X				R	X			X							
d. Shirting Fabric			X	X	X	X	X	X			X	X	X	X			X		X				R	X			X							
e. Television			X	X	X	X	X	X			X	X	X	X			X		X				R	X			X							
f. Singer Sewing Machine			X	X	X	X	X	X			X	X	X	X			X		X				R	X			X							
g. Automotive Components			X	X	X	X	X	X			X	X	X	X			X		X				R	X			X							
h. Off-Highway Vehicles			X	X	X	X	X	X			X	X	X	X			X		X				R	X			X							
i. OSTR - Duty Remission			X	X	X	X	X	X			X	X	X	X			X		X				R	X			X							
2. Import Analysis - Market Analysis (IAD)			X	X	X	X	X	X			X	X											X			X				X	X	X	X	
3. Import Analysis Service (IAD)			X	X	X	X	X	X			X	X											X			X				X	X	X	X	
4. (FBDBI - Management Training Program			X	X			X	X			X	X		X									X			X								
5. CASE (FBDB)			X	X			X	X			X	X		X									X			X								
6. Interfirm Comparisons			X	X			X	X			X	X		X									X			X								
7. Information Services Progs. (FBDB)			X	X	X	X	X	X			X	X		X									X			X								

PROGRAMS - ANALYSIS (OBJECTIVES/ELIGIBLE ACTIVITIES)

FEB.10/82

Program Name	Activity Objective						Region		Sector				Costs					Instruments					Org & Del					Board/Cttee									
	E	Ex	P	C	B	C	D	All	R/S	Py	M&P	Serv	Int	Serv	Bldg	M&E	R&D	O&M	G	C	L	LG	NF	Can	Dec	Aut	SF	Dis	A	D	Pfo	Pic	Dec				
ITC NON-FINANCIAL PROGRAMS (Cont'd)																																					
8. Industrial Regional Benefits Program (IRBP)	X	X		X	X	X		X			X	X	X																			X				X	
ITC NEW OR IN-DEVELOPMENT PROGRAMS																																					
1. Support Technology Enhanced Productivity STEP (Electronics)	X	X	X	X	X	X	X	X				X	X	X	X					X			X	X	X			X	X	X	X	X	X	X			
2. Canadian Industrial Renewal Board (CIRB)	X	X	X	X	X		X				X	X		X	X	X					X	X	X		X			X	X	X	X	X	X	X			
3. Industrial Opportunities Program (IOP)	X	X	X	X	X		X				X	X	X		X	X	X			X	X	X	X		X	X		X	X	X	X	X	X	X			
4. Non-Ferrous Primary Metals Modernization/Restructuring	X	X	X			X	X				X			?						X		X											X				
5. Forestry Industry Development		X	X	X		X	X				X							X		X																	
6. First Installation Support (FIS)								X			X	X	X	X		X		X																			
OTHER RELATED FEDERAL PROGRAMS																																					
1. Indian Economic Development Fund	X	X		X			X				X	X		X	X		X	X	X	X	X	X		X													
2. Eskimo Loan Fund	X	X		X				X			X	X		X	X		X				X	X	X														
3. Small Business Loan Fund (N.W.T.)	X	X	X					X			X	X		X	X		X				X	X															
4. The Yukon Small Business Loan Fund	X	X		X				X			X	X		X	X						X																
5. Purchase & Use of Solar Heating		X		X			X				X																										
6. Canadian Patents & Development Limited	X	X					X	X			X						X	X	X															X	X	X	X
7. Unsolicited Proposals for Research and Development		X	X				X				X	X	X																								
8. Program for Industry/Laboratory Projects (PILP)			X	X			X	X			X	X									X																
9. Agricultural Engineering Research and Development			X				X				X																										
10. Small Craft Harbours (DEFO)		X	X	X			X				X		X																								
11. Industrial Research Assistance Program (Fisheries and Oceans)		X	X	X			X	X			X									X															X	X	
12. Forest Industry Renewable Energy (FIRE)			X	X			X				X										X														X	X	
13. Summer Canada - Employment Program							X	X																													

Loss guarantee or subsidies

Administered by NWT Government
Administered by Yukon Government

DPW O&M

Contract

Research Contracts

O&M and Capital Budgets

- OPEN -

PROGRAMS - ANALYSIS (OBJECTIVES/ELIGIBLE ACTIVITIES)

FEB.10/82

Program Name	Activity Objective							Region			Sector					Costs				Instruments					Org & Del				Board/Cttee					
	E	Ex	P	C	B	C	D	All	R/S	Py	M&P	Serv	Int	Serv	Bldg	M&E	R&D	O&M	G	C	L	LG	NF	Con	Dec	Aut	SF	Dis	A	D	Pte	Pic	Dec	
DREE - DIRECT FINANCIAL ASSISTANCE PROGRAMS																																		
1. Regional Development Incentives Act	X	X	X						X			X			X	X				X	X			X	X	X	X				X			
2. Industrial Incentives Program (I.I.P.) Montreal Special Area Program	X	X	X					X			X			X	X	X				X	X			X		X				X				
3. Magdalen Islands - Special Area	X	X	X					X			X			X	X					X				X		X				X				
4. Special ARDA	X	X	X					X	X		X	X		X	X	X				X				X		X			X	X				
5. Prince Edward Island Comprehensive Development Plan	X	X	X		X			X			X	X		X	X	X				-	X			X	X	X	X	X			X			
6. Canada-Newfoundland Tourism Subsidiary Agreement	X	X	X	X	-	X	-	X			X			X	X	X	-	X		-	X	-		X	X			X			X		X	
7. Canada-Newfoundland Industrial Development Subsidiary Agreement						X		X			-	-	X							-	X			X	X			X			X		X	
8. Canada-Newfoundland Pulp and Paper Modernization Subsidiary Agreement				X				X			X			X	X					X				X	X			X			-		X	X
9. Canada-Newfoundland Coastal Labrador Community Development Subsidiary Agreement	X	X	X		X			X			X	X		X	X	X		X		-	X	-	-	-	X	X			X			X	X	
10. Canada-Newfoundland Rural Development Subsidiary Agreement	X	X	X		X			X			X	X		X	X	X		X			X			X	X			X			X		X	
11. Newfoundland-Labrador Development Corporation	X	X	X					X			X	X		X	X					-	X	X		X		X		X			X		X	
12. Canada-Nova Scotia Strait of Canso Development Subsidiary Agreement	X	X	X		X			X			X	X		X	X	X				-	X			X	X			X			X		X	
13. Canada-Nova Scotia Assistance to Michelin Tires (Canada) Ltd. Subsidiary Agreement	X	X						X			X	X		X	X	X					X			X	X			X			X		X	
14. Canada-Nova Scotia Ocean Industry Development Subsidiary Agreement	X	X	X			X		X			X	X		X	X	X	X				X			X			X			X		X	X	
15. Canada-Nova Scotia Halifax Panamax Dry Dock Subsidiary Agreement		X	X					X			X			X	X					-	X			X	X			X			X		X	
16. Canada-Nova Scotia Modernization of Facilities at the Sydney Steel Corporation Subsidiary Agreement		X	X		X			X			X			X	X						X			X	X			X			X		X	
17. Canada-Nova Scotia Pulp & Paper Modernization Subsidiary Agreement				X				X			X			X	X						X			X	X			X			X		X	
18. Cape Breton Development Corporation	X	X	X		X			X	X		X	X		X	X	X					X			X		X		X			X		X	
19. Physical Distribution Advisory Service Agreement (All Atlantic Provinces)					X			X	X		X	X						X			X			X	X			X			X		X	
20. Atlantic Provinces Management Training Agreement					X			X	X		X	X		X				X			X			X	X			X			X		X	

PROGRAMS - ANALYSIS (OBJECTIVES/ELIGIBLE ACTIVITIES)

FEB.10/82

Program Name	Activity Objective						Region		Sector				Costs					Instruments					Org & Del					Board/Cities									
	E	Ex	P	C	B	C	D	All	R/S	Py	M&P	Serv	Int	Serv	Bldg	M&E	R&D	O&M	G	C	L	LG	NF	Con	Dec	Aut	SF	Dis	A	D	Pte	Pic	Dec				
21. Canada/New Brunswick Northeast New Brunswick Subsidiary Agreement	X	X	X		X					X	X	X	X	X	X	X	X	X	X						X	X			X				X			X	X
22. Canada/New Brunswick Pulp and Paper Subsidiary Agreement			X					X			X				X	X			X						X	X			X				X			X	X
23. Canada/New Brunswick Developing Regions Subsidiary Agreement					X			X	X	X	X			X	X	X			X						X	X			X				X			X	X
24. Canada/New Brunswick Consolidated Bathurst - Modernization Subsidiary Agreement (Imminent Signing)				X	X			X			X				X	X			X						X	X			X				X			X	X
25. Entente auxiliaire sur l'implantation d'une usine de papier journal à Amos (Québec)	X							X			X				X	X			X						X	X			X				X			X	X
26. Entente auxiliaire sur les infrastructures Industrielles (Québec)					X			X				X		X					X						X			X	X				X			X	X
27. Entente auxiliaire sur la Société Inter-Port de Québec					X			X				X		X					X										X				X			X	X
28. Entente auxiliaire sur le développement touristique (Québec)					X	X		X			X			X	X	X				X					X			X	X				X			X	X
29. Entente auxiliaire sur la modernisation de l'industrie des pâtes et papiers (Québec)			X		X			X			X				X	X			X						X	X			X				X			X	X
30. Canada-Ontario Northern Ontario Rural Development Agreement	X	X	X	X	X			X	X	X	X			X	X	X			X						X	X		X	X				X			X	X
31. Canada-Ontario Northeastern Ontario Subsidiary Agreement					X			X				X		X					X						X	X			X				X			X	X
32. Canada-Ontario Community and Rural Resource Development Subsidiary Agreement					X			X			X			X					X						X	X			X				X			X	X
33. Canada-Ontario Eastern Ontario Subsidiary Agreement	X	X	X		X			X			X				X	X		X	X						X	X	X		X				X			X	X
34. Canada-Ontario Pulp and Paper Industry Facilities Improvement			X		X			X			X					X				X																	
35. Canada-Ontario Single Industry Resource Communities					X			X				X		X					X						X	X			X				X			X	X
36. Canada/Manitoba Subsidiary Agreement on Industrial Development	X	X	X		X			X			X	X		X	X	X			X						X	X	X		X				X			X	X
37. Canada/Manitoba Subsidiary Agreement on Tourism Development	X	X	X		-	X		X				X		X	X				X						X	X			X				X			X	X
38. Canada/Manitoba Agricultural Service Centres Agreement					X			X				X		X	X	X			X						X	X			X				X			X	X
39. Canada/Manitoba Interim Subsidiary Agreement on Water Development for Regional Economic Expansion and Drought Proofing					X			X			X			X				X	X						X	X			X				X			X	X

PROGRAMS - ANALYSIS (OBJECTIVES/ELIGIBLE ACTIVITIES)

FEB.10/82

Program Name	Activity Objective							Region		Sector				Costs				Instruments				Org & Del				Board/Cttee							
	E	Ex	P	C	B	C	D	All	R/S	Py	M&P	Serv	Int	Serv	Bldg	M&E	R&D	O&M	G	C	L	LG	NF	Can	Dec	Aut	SF	Dls	A	D	Pte	Pic	Dec
40. Prairie Farm Rehabilitation Administration (PFRA)					X				X	X		X		X			X	X	X						X			X					X
41. Canada/Saskatchewan Subsidiary Agreement on Saskatchewan Northlands	X	X	X		X			X		X	X	X		X	X	X		X	X					X				X	X		X	X	X
42. Canada/Saskatchewan Subsidiary Agreement on Iron, Steel and Other Related Metal Industries	X	X	X					X		X					X	X			X					X		X	X	X				X	X
43. Canada/Saskatchewan Interim Subsidiary Agreement on Water Development for Economic Expansion and Drought Proofing						X		X		X	X	X		X				X	X					X	X			X				X	X
44. Canada/Saskatchewan Subsidiary Agreement on the Qu'Appelle Valley	X	X			X			X		X		X		X	X			X	X					X			X	X	X			X	X
45. Canada/Saskatchewan Subsidiary for Planning	X	X	X	X	X	X		X		X	X	X						X					X	X	X			X				X	X
46. The Canada/Saskatchewan Agricultural Service Centres Agreement					X			X		X	X	X		X					X					X	X			X				X	X
47. Canada-Alberta Subsidiary Agreement on Nutritive Processing Assistance	X	X	X		X			X		X	X			X	X	X			X					X	X			X				X	X
48. Canada-British Columbia Subsidiary Agreement on Industrial Development	X	X	X		X			X		X	X			X	X	X		X	X					X		X	X	X				X	X
49. Canada-British Columbia Subsidiary Agreement on Travel Industry Development	X	X	X		X			X		X		X		X	X				X					X	X			X				X	X
50. Canada/Yukon Interim Subsidiary Agreement on Tourism Development					X			X		X				X	X				X					X	X			X				X	X
DREE - NON-FINANCIAL PROGRAMS																																	
1. Project Assessment and Evaluation Program	X	X	X		X	X		X		X								X					X	X			X						
2. Bureau of Business and Economic Development (BBED)	X	X	X		X			X		X								X					X	X			X						
DREE - NEW or IN-DEVELOPMENT PROGRAMS																																	
1. Rural Development	X	X	X		X			X		X	X			X	X	X		X	X					X	X				X	X		X	X
2. Ocean Industries	X	X	X		X			X		X	X			X	X	X			X					X	X			X	X	X		X	X
3. Bale Verte Asbestos Mine Reactivation			X		X			X		X						X			X					X	X			X				X	X
4. St. John's Urban Region					X			X			X			X					X					X	X			X				X	X
5. Industrial Development Support		X	X		X			X		X	X	X		X	X	X		X	X					X	X			X				X	X
6. Dome Shipyard	X				X			X		X				X	X				X					X	X			X				X	X
7. Canada Nova Scotia Strategic Planning Subsidiary Agreement	X	X	X		X	X		X		X	X	X						X	X					X	X			X				X	X
8. Offshore Benefits of Oil & Gas Activities					X			X		X	X	X				X	X		X					X	X			X				X	X
9. Medium High Technology Initiatives (Nova Scotia)	X	X	X					X		X				X	X	X	X		X					X	X			X				X	X

PROGRAMS - ANALYSIS (OBJECTIVES/ELIGIBLE ACTIVITIES)

FEB.10/82

Program Name	Activity Objective							Region		Sector				Costs					Instruments					Org & Del					Board/Cttee						
	E	Ex	P	C	B	C	D	All	R/S	Py	M&P	Serv	Int	Serv	Bldg	M&E	R&D	O&M	G	C	L	LG	HF	Gen	Dec	Aut	SF	Dis	A	D	Pte	Pic	Dec		
10. Canada/New Brunswick St. John Dry Dock Expansion Subsidiary Agreement		X	X		X				X		X				X	X				X					X	X						X		X	X
11. Industrial Development Initiative					X			X			X						X	X		X					X	X						X		X	X
12. Southeast New Brunswick Development Initiative	X	X	X		X			X			X	X		X	X	X				X					X	X						X		X	X
13. High Technology Development	X	X	X		X			X			X				X	X	X	X		X					X	X						X		X	X
14. Community and Area Development	X	X	X		X			X			X	X			X	X				X					X	X						X		X	X
15. Ocean Industries	X	X	X		X			X			X				X	X		X		X					X	X						X		X	X
16. Special Ards for Ontario	X	X	X		X			X	X	X	X				X	X		X		X					X	X						X		X	X
17. Canada-Ontario Venture Investment Subsidiary Agreement	X	X	X		X			X	X	X	X			X	X	X				X					X	X						X		X	X
18. Canada-Ontario Sault St. Marie Infrastructure Subsidiary Agreement					X			X			X			X						X					X	X						X		X	X
19. Canada-Ontario Rural Central Ontario Subsidiary Agreement	X	X	X		X			X	X	X	X				X	X				X					X	X						X		X	X
20. City of Pembroke Municipal Infrastructure, Amendment #5 to the Canada-Ontario Community and Rural Resource Development Subsidiary Agreement					X			X			X			X						X					X	X						X		X	X
21. Tourism and Minerals (Ontario) (Amendments to EDSA and NORDA)	X	X	X		X			X	X		X				X	X				X					X	X						X		X	X
22. North East Community Development	X	X	X		X			X	X	X	X			X	X	X				X					X	X						X		X	X
23. The Pas Area Forestry Development			X		X			X	X	X				X	X	X				X					X		X					X		X	X
24. Rural Economic Diversification	X	X	X		X			X	X	X	X			X	X	X				X					X		X					X		X	X
25. Commercial and Industrial Economic Opportunity Program for Southern Reserves					X	X		X			X			X						X					X		X					X		X	X
26. Urban Disparity Reduction Program	X	X	X		X			X		X	X			X	X	X				X					X	X		X				X		X	X
27. Northern Economic Development	X	X	X		X			X	X	X	X			X	X	X				X					X	X		X				X		X	X
28. Alberta North - a Subsidiary Agreement	X	X	X		X			X	X	X	X			X	X	X				X					X	X						X		X	X
29. Native Economic Development	X	X	X		X			X	X	X	X			X	X	X				X					X	X						X		X	X
30. Tourism Development	X	X	X		X			X			X			X	X			X		X					X	X						X		X	X
31. Natural Resource Development in British Columbia					X			X			X			X	X			X		X					X	X						X		X	X
32. Community Economic Development	X	X	X		X			X		X	X			X	X	X		X		X					X	X						X		X	X
33. Marine Resource Development Planning						X	X	X	X	X	X						X	X		X					X	X						X		X	X
34. Marine Resource Industries Development	X	X	X		X			X		X	X			X	X	X	X	X		X					X	X						X		X	X

PROGRAMS - ANALYSIS (OBJECTIVES/ELIGIBLE ACTIVITIES)

FEB.10/82

Program Name	Activity Objective						Region		Sector					Costs					Instruments					Org & Del					Board/Cttee														
	E	Ex	P	C	B	C	D	All	R/S	Py	M&P	Serv	Int	Serv	Bldg	M&E	R&D	OM	G	C	L	LG	NF	Con	Dec	Aut	SF	Dis	A	D	Pte	Pic	Dec										
35. Native Participation In Northern Resource Development	X	X	X		X				X	X	X	X		X	X	X								X					X	X									X			X	X
36. Indian Forest Resource Management					X				X	X	X	X						X	X										X	X							X	X					
37. Comprehensive Spatial Programs					X				X		X	X		X	X	X		X	X										X	X							X	X					
38. Comprehensive Agreement on area and Community Economic Development of the Northwest Territories	X	X	X		X				X	X	X	X		X	X	X		X	X										X	X							X	X					
39. Community Support Agreement					X				X		X	X		X										X					X	X							X	X					
40. Business Development Assistance	X	X	X		X				X		X				X	X								X					X	X							X	X					
41. Comprehensive Agreement on Resources and Economic Development					X	X			X	X	X	X		X	X	X		X	X										X	X							X	X					

SECTION 4 PART B

KEY TO TYPE OF AID PROVIDED

Loans	L
Loan Guarantees	LG
Interest Rebates	IR
Equity	EQ
Expansion Grants	EG
Operating Grants	OG
Grants to Institutions	GI
Consultation Grants	CG
Market Development Grants	MG
Research & Development Grants	R&DG
Non-Financial Services	NFS
Subsidies	SUB

PROGRAMS AND TOOLS BY ELIGIBLE ACTIVITY
Research & Development

No.	Name	L	LG	IR	EQ	EG	OG	GI	CG	MG	R&DG	NFS	SUB
IT&C - DIRECT FINANCIAL ASSISTANCE PROGRAMS													
3.	Enterprises Development Program (EDP)					X			X	X	X		
4.	Industry Energy Research & Development Program (IERD)					X			X		X		
5.	Defence Industry Productivity Program (DIPP)					X			X	X	X		
8.	Special Electronics Fund (SEF)					INCLUDED IN STEP							
15.	Source Development Fund (SDF)-DSS					X							
19.a.	Grants, Scholarships and Bursaries to Promote Manufacturing and Processing Industries							X			X		
e.2	Accelerate Footwear Design & Development							X					
f.	Grants to Industrial Research Institutes							X					
	Grants to Centres of Advanced Technology							X					
	Grants to Industrial Research Associations							X					
g.1	Industrial Innovation Centres							X					
g.3	Manitoba Fashion Institute (Productivity Program)							X					
22.	Product Development Management Program					X							
IT&C - NEW OR IN-DEVELOPMENT PROGRAMS													
1.	Support Technology Enhanced Productivity STEP (Electronics)					X		X	X		X		
2.	Canadian Industrial Renewal Board					X			X	X	X		
3.	Industrial Opportunities Program (IOP)					NOT OPERATIONAL							

PROGRAMS AND TOOLS BY ELIGIBLE ACTIVITY
Establishment, Expansion & Modernization

No.	Name	L	LG	IR	EQ	EG	OG	GI	CG	MG	R&DG	NFS	SUB
IT&C - DIRECT FINANCIAL ASSISTANCE PROGRAMS													
1.	Federal Business Development Bank	X	X		X								
2.	Small Business Loans (SBLA)	*	X?	?									
3.	Enterprises Development Program (EDP)	X	X		X								
4.	Industry Energy Research & Development Program (IERD)					X					X		
5.	Defence Industry Productivity Program (DIPP)					X				X	X		
7.	Industry & Labour Adjustment Program (ILAP)					X	X		X				
8.	Special Electronics Fund (SEF)					INCLUDED IN STEP							
9.	Credit Reinsurance Program		X										
10.	Cooperative Overseas Market Development Program (COMDP)									X			
12.	Shipbuilding Industry Assistance Program (SIAP)*					X							X
14.	Canadian Government Office of Tourism (CGOT)									X		X	
15.	Source Development Fund (SDF)-DSS					X							
16.	Design Canada						X	X	X			X	
17.	Fashion Canada - (Fashion Design Assistance Program (FDAP))											X	
18.	Special/Adjustment												
	(a) Ford		X			X							
	(b) Chrysler		X		X								
	(c) Massey-Ferguson		X										
	(d) DeHavilland & Canada Air (Loan Guarantees)		X										
	(e) Convention Centres							X					
	(f) LRT - Bombardier		X							X			

* Makes Loan Guarantees to Banks, which makes high risk loans to small businesses.

PROGRAMS AND TOOLS BY ELIGIBLE ACTIVITY
Establishment, Expansion & Modernization (cont'd)

No.	Name	L	LG	IR	EQ	EG	OG	GI	CG	MG	R&DG	NFS	SUB
IT&C - NON-FINANCIAL PROGRAMS (cont'd)													
5.	CASE (FBDB)											X	
6.	Interfirm Comparisons											X	
7.	Information Services Progs. (FBDB)											X	
8.	Industrial Regional Benefits Program (IRBP)											X	
IT&C - NEW OR IN-DEVELOPMENT PROGRAMS													
1.	Support Technology Enhanced Productivity STEP (Electronics)					X	X		X	X			
2.	Canadian Industrial Renewal Board (CIRB) *		X		X	X	X		X				
3.	Industrial Opportunities Program (IOP)					NOT OPERATIVE							
4.	Non-Ferrous Primary Metals Modernization/Restructuring	X			X		X						
5.	Forestry Industry Development					X		X					

* Presently in operation.

PROGRAMS AND TOOLS BY ELIGIBLE ACTIVITY
Marketing (cont'd)

No.	Name	L	LG	IR	EQ	EG	OG	GI	CG	MG	R&DG	NFS	SUB
IT&C - NON-FINANCIAL PROGRAMS (cont'd)													
2.	Import Analysis - Market Analysis (IAD)											X	
5.	CASE (FBDB)											X	
6.	Interfirm Comparisons											X	
7.	Information Services Progs. (FBDB)											X	
8.	Industrial Regional Benefits Program (IRBP)											X	
IT&C - NEW OR IN-DEVELOPMENT PROGRAMS													
1.	Support Technology Enhanced Productivity STEP (Electronics)					X							
4.	Non-Ferrous Primary Metals Modernization/Restructuring						NOT OPERATIONAL						
5.	Forestry Industry Development						NOT OPERATIONAL						

PROGRAMS AND TOOLS BY ELIGIBLE ACTIVITY

Service & Suasion

No.	Name	L	LG	IR	EQ	EG	OG	GI	CG	MG	R&DG	NFS	SUB
IT&C - DIRECT FINANCIAL ASSISTANCE PROGRAMS													
10.	Cooperative Overseas Market Development Program (COMDP)									X			
13.	Business Councils Programs (BCP)								X				
14.	Canadian Government Office of Tourism (CGOT)									X		X	
15.	Source Development Fund (SDF)-DSS							X					
16.	Design Canada											X	
18.	Special/Adjustment												
	(e) Convention Centres							X					
19.b.	Canadian Food Industry Scholarship Fund							X			X		
c.	Grants to Tex-Scope and Wentworth Foundation							X					
d.1	International Business Centres							X					
d.2	Grants to Promote Improvement of Management Capabilities in Canadian Footwear and Tanning										X		
e.1	Grants and Scholarships to Promote Industrial Design							X			X		
e.2	Grants to Accelerate Footwear Design Development										X		
e.3	Scholarship to Develop Capability in the Canadian Clothing Industry							X			X		
f.	Grants to Industrial Research Institutes							X					
	Grants to Center for Advanced Studies							X					
	Grants to Industrial Research Associations							X					
g.2	Footwear & Leather Institute of Canada							X					
g.3	Manitoba Fashion Institute (Productivity Program)							X					
h.1	Management Advisory Institutes							X					
21.	Workers Metric Tools												X
23.	Scientific and Technical Conferences							X					
24.	Construction Management Development Instit.							X					

PROGRAMS AND TOOLS BY ELIGIBLE ACTIVITY
Service & Suasion (cont'd)

No.	Name	L	LG	IR	EQ	EG	OG	GI	CG	MG	R&DG	NFS	SUB
IT&C - NON-FINANCIAL PROGRAMS													
1.	Duty Remission Program												
1.	OSTR - Duty Remission											X	
2.	Import Analysis - Market Analysis (IAD)											X	
3.	Import Analysis Service (IAD)											X	
4.	(FBDB) - Management Training Program											X	
5.	CASE (FBDB)											X	
6.	Interfirm Comparisons											X	
7.	Information Services Progs. (FBDB)											X	
DREE - FINANCIAL PROGRAMS													
1.	RDDA		X			X							
2.	MSA					X					X		
3.	Special ARDA					X			X				

SECTION 4 PART C

NOTE: The mandate and objectives below were used in the analysis which follows on "Program Listing by DRIE Objectives & Geographic Coverage".

MANDATE AND OBJECTIVES

The mandate of the Department of Regional Industrial Expansion is to increase the economic prosperity of Canadians in all regions by:

- A. - stimulating the establishment, expansion, productivity, competitiveness and innovative capability of business enterprises in order to realize economic potential in all areas of Canada;
- B. - supporting industrial restructuring and renewal for firms and communities requiring exceptional economic adjustment measures;
- C. - facilitating the identification, development and exploitation of domestic and international market opportunities in order to realize regional industrial benefits; and
- D. - encouraging a business and institutional environment that supports innovation, entrepreneurship and economic growth in all regions of Canada.

PROGRAM LISTING BY DRIE OBJECTIVE AND GEOGRAPHIC COVERAGE

DREE/DIR-FIN

No.	PROGRAM Name	OBJECTIVE				GEOGRAPHIC COVERAGE												
		A	B	C	D	Ntl.	Nfld.	N.S.	P.E.I.	N.B.	Que.	Ont.	Man.	Sask.	Alta.	B.C.	NWT	Yukon
1.	Regional Development Incentives Act	X	X	X		X												
2.	Industrial Incentives Program (I.I.P.) Montreal Special Area Program	X	X	X							X							
3.	Xagdalen Islands - Special Area	X	X	X							X							
4.	Special ARDA	X	X	X								X	X		X			
5.	Prince Edward Island Comprehensive Development Plan	X	X	X					X									
6.	Canada-Newfoundland Tourism Subsidiary Agreement	X			X		X											
7.	Canada-Newfoundland Industrial Development Subsidiary Agreement	X					X											
8.	Canada-Newfoundland Pulp and Paper Modernization Subsidiary Agreement	X					X											
9.	Canada-Newfoundland Coastal Labrador Community Development Subsidiary Agreement		X				X											
10.	Canada-Newfoundland Rural Development Subsidiary Agreement	X	X				X											
11.	Newfoundland-Labrador Development Corporation	X					X											
12.	Canada-Nova Scotia Strait of Canso Development Subsidiary Agreement	X						X										
13.	Canada-Nova Scotia Assistance to Michelin Tires (Canada) Ltd. Subsidiary Agreement	X						X										
14.	Canada-Nova Scotia Ocean Industry Development Subsidiary Agreement	X						X										
15.	Canada-Nova Scotia Halifax Panamax Dry Dock Subsidiary Agreement	X						X										
16.	Canada-Nova Scotia Modernization of Facilities at the Sydney Steel Corporation Subsidiary Agreement	X						X										
17.	Canada-Nova Scotia Pulp & Paper Modernization Subsidiary Agreement	X						X										
18.	Cape Breton Development Corporation	X						X										
19.	Physical Distribution Advisory Service Agreement (All Atlantic Provinces)	X								X								
20.	Atlantic Provinces Management Training Agreement						X	X	X	X								
21.	Canada/New Brunswick Northeast New Brunswick Subsidiary Agreement	X	X							X								
22.	Canada/New Brunswick Pulp and Paper Subsidiary Agreement	X								X								
23.	Canada/New Brunswick Developing Regions Subsidiary Agreement									X								
24.	Canada/New Brunswick Consolidated Bathurst - Modernization Subsidiary Agreement (Imminent Signing)									X								
25.	Entente auxiliaire sur l'implantation d'une usine de papier journal à Amos (Québec)	X									X							
26.	Entente auxiliaire sur les infrastructures industrielles (Québec)	X									X							
27.	Entente auxiliaire sur la Société Inter-Port de Québec	X									X							

PROGRAM LISTING BY DRIE OBJECTIVE AND GEOGRAPHIC COVERAGE

DREE NEW

No.	PROGRAM Name	OBJECTIVE				GEOGRAPHIC COVERAGE												
		A	B	C	D	Nt.I.	Nfld.	N.S.	P.E.I.	N.B.	Que.	Ont.	Man.	Sask.	Alta.	B.C.	NWT	Yukon
1.	Rural Development						X											
2.	Ocean Industries	X					X											
3.	Bale Verte Asbestos Mine Reactivation		X				X											
4.	St. John's Urban Region	X		X			X											
5.	Industrial Development Support	X					X											
6.	Dome Shipyard	X						X										
7.	Canada Nova Scotia Strategic Planning Subsidiary Agreement	X						X										
8.	Offshore Benefits of Oil & Gas Activities	X						X										
9.	Medium High Technology Initiatives (Nova Scotia)							X										
10.	Canada/New Brunswick St. John Dry Dock Expansion Subsidiary Agreement	X							X									
11.	Industrial Development Initiative	X							X									
12.	Southeast New Brunswick Development Initiative	X							X									
13.	High Technology Development	X							X									
14.	Community and Area Development		X						X									
15.	Ocean Industries	X							X									
16.	Special Area for Ontario	X									X							
17.	Canada-Ontario Venture Investment Subsidiary Agreement	X									X							
18.	Canada-Ontario Sault St. Marie Infrastructure Subsidiary Agreement	X									X							
19.	Canada-Ontario Rural Central Ontario Subsidiary Agreement	X	X								X							
20.	City of Pembroke Municipal Infrastructure, Amendment #3 to the Canada-Ontario Community and Rural Resource Development Subsidiary Agreement	X	X								X							
21.	Tourism and Minerals (Ontario) (Amendments to EDSA and NORDA)	X									X							
22.	North East Community Development	X	X									X						
23.	The Pas Area Forestry Development	X										X						
24.	Rural Economic Diversification	X										X						
25.	Commercial and Industrial Economic Opportunity Program for Southern Reserves	X	X										X					
26.	Urban Disparity Reduction Program	X											X					
27.	Northern Economic Development	X											X					
28.	Alberta North - a Subsidiary Agreement	X	X												X			
29.	Native Economic Development	X	X												X			

PROGRAM LISTING BY DRIE OBJECTIVE AND GEOGRAPHIC COVERAGE

'PROVINCIAL PROGRAMS'

No.	PROGRAM Name	OBJECTIVE				GEOGRAPHICAL COVERAGE												
		A	B	C	D	Ntl.	Nfld.	N.S.	P.E.I.	N.B.	Que.	Ont.	Man.	Sask.	Alta.	B.C.	NWT	Yukon
1.	British Columbia Development Corporation (BCDC)	X	X													X		
2.	British Columbia Development Corporation (BCDC)	X			X											X		
3.	Trade Mission Program			X												X		
4.	Incoming Buyers Program			X												X		
5.	Trade Show Assistance Program			X												X		
6.	Market Development Assistance Program			X												X		
7.	Technical Assistance Program	X														X		
8.	British Columbia Product Development Management Program (PDMP)	X														X		
9.	British Columbia Small Manufacturer Assistance Program (SMAP)	X														X		
10.	Management Assistance Program	X			X											X		
11.	Alberta Department of Business Development and Tourism Management Program	X			X										X			
12.	Alberta Agricultural Development Corporation	X													X			
13.	Alberta Heritage Saving Trust Fund	X	X												X			
14.	Alberta Opportunity Fund	X	X		X										X			
15.	Aid to Trade Programs			X									X					
16.	Product Development Program	X											X					
17.	Small Business Interest Abatement Program	X	X										X					
18.	Small Industry Development Program	X	X										X					
19.	Management Development Program	X			X								X					
20.	Employment Opportunity Program		X		X								X					
21.	Main Street Development Program		X										X					
22.	Saskatchewan Economic Development Corporation	X	X										X					
23.	Assistance for Inventory and Manufacturing Expansion (AIME)	X		X									X					
24.	Special Assistance												X					
25.	Industrial Accommodation Lease Option Program	X	X										X					
26.	Management Services	X			X								X					
27.	Manitoba Trading Corporation			X								X						
28.	Manitoba Development Corporation	X	X	X														
29.	Feasibility Studies Program	X										X						

PROGRAM LISTING BY DRIE OBJECTIVE AND GEOGRAPHIC COVERAGE

No.	PROGRAM Name	OBJECTIVE				GEOGRAPHIC COVERAGE													
		A	B	C	D	Ntl.	Nfld.	N.S.	P.E.I.	N.B.	Que.	Ont.	Man.	Sask.	Alta.	B.C.	NWT	Yukon	
30.	M.B.A. Student Consulting Program	X			X														X
31.	Promotional Assistance Program (PAP)			X															X
32.	Destination Manitoba/Rural Tourism Industry Incentives Program	X																	X
33.	Ontario Development Corporation (ODO)	X	X									X							
34.	Northern Ontario Development Corporation (NODOC)	X	X									X							
35.	Eastern Ontario Development Corporation (EODOC)	X	X									X							
36.	Term Financing Programme (a) Industrial Mortgage Loans (b) Small Business Loans (c) Pollution Control Equipment Loans (d) Venture Capital	X	X									X							
37.	Employment Development Fund	X			X							X							
38.	Program to Encourage Product and Process Innovation (P.E.P.P.I.)	X			X							X							
39.	Small Business Industrial Technology Program	X			X							X							
40.	Product Development Management Program	X										X							
41.	Advisory Services Section	X			X							X							
42.	Small Business Development Corporations (SBDC)	X			X							X							
43.	Ontario Program for the Advancement of Industrial Technology (O.P.A.I.T.)	X										X							
44.	Product design and management Program	X			X							X							
45.	University Small Business Assistance Program	X			X							X							
46.	APEX			X								X							
47.	Corporations for Development of Quebec Business Firms (SODEQ)	X			X							X							
48.	Quebec Industrial Research Centre (CRIQ)	X										X							
49.	Program A: Financial Assistance to Firms In the Field of Technology	X										X							
50.	Program B: Financial Assistance to Manufacturing Firms for Mergers and Acquisitions	X	X									X							
51.	Program C: Financing for Manufacturing Firms	X	X									X							
52.	Program D: Financial Assistance for Exports				X							X							
53.	Program E: Financing for Small Manufacturing companies	X	X									X							

SECTION 5 PART A

PROGRAM ANALYSIS (PRINCIPLES)

SECTION 5

PART A: 18 CORE PROGRAMS

PROGRAMS

IT&C

1. Federal Business Development Bank
2. Small Business Loans (SBLA)
3. Enterprises Development Program (EDP)
5. Defence Industry Productivity Program (DIPP)
6. Program for Export Market Development (PEMD)
7. Industry & Labour Adjustment Program (ILAP)
8. Special Electronics Fund (SEF)
11. Promotional Projects Program (PPP)
12. Shipbuilding Industry Assistance Program (SIAP)
14. Canadian Government Office of Tourism (CGOT)
 1. Support Technology Enhanced Productivity (STEP) (Electronics)
 2. Canadian Industrial Renewal Board (CIRB)
 3. Industrial Opportunities Program (IOP) (Preposed)

DREE

1. Regional Development Incentives Act
2. Montreal Special Area Program
4. Special ARDA Program
29. Entente Auxiliaire sur la modernisation des pâtes et papiers
37. Can/Manitoba Subsidiary Agreement on Tourism Development
48. Can/B.C. Subsidiary Agreement on Industrial Development

PROGRAMS-ANALYSIS (PRINCIPLES)

FIT - 0 - None
 1 - Some
 2 - Good
 3 - Full

Programs	1. Presence	2. Leadership	3. Regional Balance	4. Strategic Direction	5. Responsiveness	6. Continuing Relevance	7. Operating - Margin	8. Selectivity	9. Proactive	10. Discretionary - Decision	11. Incrementality	12. Econ. - Comm. Viability	13. Dependency	14. Value - Money	15. Significant Benefits	16. Accountability	17. Service - Public	18. Standardized Criteria	19. Coordination Federal	20. Coordination Provincial
<u>IT&C</u>																				
1. Federal Business Development Bank	3	1	2	1	2	2	3	1	1	2	3	2	3	2	1	3	3	3	2	2
2. Small Business Loans (SBLA)	1	1	2	1	2	3	2	1	0	0	2	2	3	3	0	3	3	3	2	1
3. Enterprises Development Program (EDP)	3	2	3	1	2	3	3	3	1	2	3	3	2	3	2	1	2	2	3	2
5. Defence Industry Productivity Program (DIPP)	1	0	1	1	1	3	2	1	2	2	2	3	2	3	2	1	1	3	2	1
6. Program for Export Market Development (PEMD)	3	2	3	2	2	3	3	1	1	1	2	1	3	3	1	2	3	3	3	3
7. Industry & Labour Adjustment Program (ILAP)	3	2	1	3	2	2	2	1	3	2	1	2	1	2	1	2	3	3	3	3
8. Special Electronics Fund (SEF) (now part of STEP - SEE STEP)																				
11. Promotional Projects Program (PPP)	2	1	1	3	2	3	2	3	2	3	2	2	1	1	1	2	3	3	2	2
12. Shipbuilding Industry Assistance Program (SIAP)	2	2	2	1	1	1	2	1	0	1	2	3	0	1	0	3	3	3	2	1
14. Canadian Government Office of Tourism (CGOT)	3	2	3	1	3	2	3	1	2	1	2	1	-	-	3	1	2	-	2	3
1. Support Technology Enhanced Productivity (STEP) (Electronics) (Includes SEF)	3	3	3	3	2	2	2	2	3	3	3	2	1	2	2	2	3	2	2	3
2. Canadian Industrial Renewal Board (CIRB)	1	0	1	3	1	3	3	2	2	2	3	3	2	3	2	3	2	3	3	1
3. Industrial Opportunities Program (IOP)	2	2	3	3	2	2	3	3	3	3	2	3	1	3	2	2	2	2	3	2

GUIDING PRINCIPLES & ANALYSIS

FIT - 0 - None
 1 - Some
 2 - Good
 3 - Full

Programs	1. Presence	2. Leadership	3. Regional Balance	4. Strategic Direction	5. Responsiveness	6. Continuing Relevance	7. Operating - Margin	8. Selectivity	9. Proactive	10. Discretionary - Decision	11. Incrementality	12. Econ. - Comm. Viability	13. Dependency	14. Value - Money	15. Significant Benefits	16. Accountability	17. Service - Public	18. Standardized Criteria	19. Coordination Federal	20. Coordination Provincial
1. Regional Development Incentives Act	3	2	2	1	2	1	3	1	1	3	3	2	3	2	1	3	2	2	2	1
2. Montreal Special Area Program	3	2	0	2	2	2	2	1	1	3	3	2	3	2	1	3	2	2	2	1
4. Special ARDA program	3	2	1	3	3	3	2	1	1	3	3	2	3	3	0	3	3	1	3	3
29. Entente Auxiliare sur la modernisation des pâtes et papiers	1	3	2	3	2	3	3	1	1	3	3	2	3	2	0	3	3	2	3	3
37. Can/Manitoba Subsidiary Agreement on Tourism Development	1	2	0	2	2	3	2	1	1	2	2	2	2	2	1	3	2	1	3	3
48. Can/B.C. Subsidiary Agreement on Industrial Development	2	2	0	2	2	3	2	1	1	2	2	2	2	2	0	3	2	1	3	3

1. FEDERAL BUSINESS DEVELOPMENT BANK

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
1. Federal Presence	3	Clear, obvious federal presence in all regions through various branch offices and identification with name <u>Federal</u> Business Development Bank.
2. Leadership	1	While bank itself may exercise some leadership in this respect, the Department may be limited to some degree to influence the bank's, actions in view of the bank's status as a Crown Corporation. It would appear that the Department can only suggest or attempt to persuade the bank to adopt courses of action in this regard.
3. Regional Balance	2	FBDB clearly has a regional focus to its operations. While delivered regionally, all of FBDB's programs and activities are "national" in nature.
4. Strategic Direction	1	As a Crown Corporation responsible to Minister of Industry, Trade and Commerce it is expected that FBDB's operations would be consistent with the Department's over-all strategies. As noted above under 2, the Department's ability to influence FBDB directly may be limited, over-all direction of FBDB's activities is presumably provided by its own Board of Directors on which ITC is represented.
5. Responsiveness	2	The "inventory" of FBDB programs and activities, within the parameters of its mandate, would appear to provide reasonable flexibility to respond to needs and opportunities. If some of the conclusions of the recently completed Small Business Financing Review are accepted, there is scope to improve FBDB's responsiveness.

1. FEDERAL BUSINESS DEVELOPMENT BANK (cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
6. Continuing Relevance	2	Presumably FBDB's Board carries out this function and evaluates the merits of its activities within the context of its mandate. No "sunset" provisions appear to exist with respect to FBDB.
7. Operating at the Margin	3	It is assumed that FBDB tries to be selective in much of what it does. Its "last resort" role presumably, complements the private sectors dominant role.
8. Selectivity	1	FBDB attempts to make valid credit judgements with respect to those endeavours it supports. The "broadness" of FBDB's base in terms of activities and programs might be construed as a weakness in the context of the principle of "selectivity".
9. Proactive	1	While FBDB clearly attempts to market its services, it is viewed as being essentially "responsive" in nature.
10. Discretionary Decisions	2	FBDB exercises the normal discretion any similar tender would make its approach to smaller firms is to attempt to adjust its requirements accordingly but in a manner consistent with the exercising of valid credit judgements.
11. Incrementality	3	While incrementality per se might not be an FBDB objective, its mandate to assist firms which have had difficulty in obtaining funds under reasonable terms implies that without FBDB assistance, firms would not be able to undertake projects in the absence of such help.
12. Viability	2	This is clearly an FBDB objective.

1. FEDERAL BUSINESS DEVELOPMENT BANK (cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
13. Dependency	3	It is to be assumed that FBDB tries to avoid creating a dependency on further support.
14. Value for Money	2	Some allegations have been made to the effect that FBDB's overhead renders its "value for money" suspect. The true economic benefits of FBDB's assistance are not known.
15. Sharing significant Benefits	1	Whatever equity positions FBDB takes are usually a minority and designed to be returned on suitable terms, leaving management in the hands of the firm.
16. Accountability	3	FBDB's structure would appear to address this principle.
17. Service	3	Certain allegations concerning FBDB's "insensitivity" notwithstanding, it would appear that its structure addresses this principle quite well.
18. Standardized Criteria	3	FBDB would appear to be addressing this principle.
19. Coordination Federal	2	Liaison exists between ITC and FBDB through representation of ITC on the FBDB Board.
20. Coordination Federal	2	FBDB is well known to Provincial governments.

2. SMALL BUSINESS LOANS ACT

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
1. Federal Presence	1	Program is utilized in all regions. Federal presence is minimized by virtue of "indirect" delivery through private sector lenders.
2. Leadership	1	Program's objective is to support small businesses in all regions. To the extent that small businesses are important to regional/industrial expansion, program impacts favourably in this respect. Federal leadership is minimized through "indirect" delivery. Federal government largely unable to influence where and how program should be utilized. Bulk of program image is "non-industrial", i.e., service sector.
3. Regional Balance	2	Assuming that government wished to highlight regional issues, albeit in a national context, it might be able to reflect this strategy with SBLA by means of regional targets. The scenario of regional focus in a program like SBLA would be very difficult to administer.
4. Strategic Direction	1	SBLA should be a part of an over-all strategy re small business and its financing needs. SBLA has no over-all steering mechanism other than that provided as a part of basic program management and administration.
5. Responsiveness	2	Inasmuch as SBLA is governed by specific legislation, reviewed every two to three years, there may be some limitations on the department's flexibility to respond to changing needs. "Indirect" delivery through private lenders limits department's ability to control or adjust thrust of the program.

2. SMALL BUSINESS LOANS ACT (cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
6. Continuing Relevance	3	SBLA has recently been evaluated. Objectives have been affirmed. Renewal of legislation every two to three years provides a "sunset".
7. Operating at the Margin	2	Credit decisions are made by private sector lenders which may ensure that the private sectors' "influence" is reflected in these decisions. Objective of program to increase availability of funds for small business which otherwise might not receive funds, adds a degree of "marginality" to the program.
8. Selectivity	1	SBLA legislation and regulations lay down basic objectives and guidelines which are closely adhered to by private sector lenders. Individual amounts lent under program are very small, averaging \$17,000 per loan.
9. Proactive	0	Not applicable to SBLA although its "responsive" nature might be classed as a weakness.
10. Discretionary Decision	0	Subject to discretion exercised by private lenders, standard terms, etc. are utilized with respect to small firms assisted under SBLA. In view of private sector delivery of SBLA, department has no discretion over loans granted except by virtue of its authority to modify over-all objectives and regulations.

2. SMALL BUSINESS LOANS ACT (cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
11. Incrementality	2	Evaluation of SBLA revealed that in 1980 approximately 25% of lending was incremental, i.e., would not have occurred in the absence of the program. By influence, the balance of lending would have occurred without the program and/or was a displacement of normal lending - this may be a weakness, however, evaluation did not view it as such.
12. Viability	2	In order for firm to receive a loan under SBLA, it must satisfy lender as to its viability. Loss rates under SBLA have been well below those experienced by FBDB, EDP, etc.
13. Dependency	3	This principle is not truly relevant to SBLA which covers term loans for specific purposes and excludes such items as working capital and inventory loans which might create a "dependency" for further financial assistance. Commercial viability is a major consideration of private sector lenders who deliver the program. SBLA legislation clearly limits amount of lending firm may receive under the program.
14. Value for Money	3	Other than costs incurred under program for loans which banks have been unable to recover their security - less than 2% of total lending - program is extremely economical to deliver by virtue of private sector delivery system. Private sector delivery provides over 7,000 lending outlets at no cost to government. True economic benefit, i.e., impact of lending on recipients and/or economy is not known.

2. SMALL BUSINESS LOANS ACT (cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
15. Sharing Significant Benefits	0	Not applicable to SBLA.
16. Accountability	3	Private sector delivery system which is governed by legislation and regulations addresses this principle. ITC program administration continuously monitors contingent liabilities under program. Legislation requires annual report by Minister to Parliament on program operations.
17. Service	3	Small business is primary loans of SBLA. Full access to program available through 7,000 private sector lending outlets. Department believes that for a program of this nature, small businessmen prefer to deal with their bankers rather than public servants.
18. Standardized Criteria	3	Program delivery is simple and standardized; paperburden is minimal.
19. Coordination Federal	2	SBLA does not overlap or conflict with the activities of other departments.
20. Coordination Provincial	1	SBLA, which has operated continuously since 1961, should be well known and understood by Provincial Governments.

<u>PRINCIPLES</u>	<u>EDP</u>	<u>COMMENTS</u>
1. Federal Presence	3	Program has an office and decision making Board in each Province. 80% of projects and 20% of funds are approved in regions.
2. Leadership	2	Program has a broad base of support instruments designed to address problems and opportunities in all regions.
3. Regional Balance	3	Levels of assistance in all regions are closely related to the percentage of manufacturing activity in each region.
4. Strategic Direction	1	Strategic direction has not been strong in the past but strengthening is underway (e.g. special assistance for P.E.I.).
5. Responsiveness	2	The program is structured with a degree of flexibility to allow Boards to focus on regional needs. Program instruments are common throughout the program (except for P.E.I. as noted above).
6. Continuing Relevance	3	Program instruments are reviewed and amended or augmented to ensure continuing relevance to the Canadian economy.
7. Operating at the Margin	3	One of the dominant principles of the program is "operating at the margin".
8. Selectivity	3	In the first four years of operation to 80/81, selectivity applied but not rigourously since funds were ample. In current and future years prioritization at all levels is highly important.

EDP (Cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
9. Proactive	1	Occasionally the program has been used proactively but generally it has been responsive.
10. Discretionary Decisions	2	Standard terms and conditions are usually applied to smaller projects dealt with by Regional Boards. Control Board cases involve more negotiation and tailoring of terms and conditions.
11. Incrementality	3	Incrementality is applied rigourously with significant burden criteria for contributions and last resort for loans.
12. Viability	3	Financial and corporate analysis are cornerstones of the program to confirm economic and commercial viability.
13. Dependency	2	Program structure avoids the creation of a dependent relationship but the nature of R&D support will always have potential for subsequent requests for assistance.
14. Value for Money	3	The value for money principle is embodied in the program and for large contribution projects the cost sharing ratio is usually negotiated to a minimum level.
15. Sharing Significant Benefits	2	Sharing in the upside for high risk loan insurance projects has been a policy of the Program. Sharing in potential benefits of R&D projects has not been a common practice.
16. Accountability	1	Recent EDP audit concluded lines of authority and responsibility were not clear.

EDP (Cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
17. Service	2	Public has access in all regions, service is businesslike. Timeliness of delivery could be improved.
18. Standardized Criteria	2	Design and administration of the program is standardized across Canada. Streamlined application and submission forms were under development by EDP Task Force.
19. Coordination Federal	3	Program works closely with FBDB and DREE to provide co-ordinated assistance.
20. Coordination Prpvincial	2	Program works closely with Provincial governments with provincial representatives observing at regional EDB meetings.

<u>PRINCIPLES</u>	<u>DIPP</u>	<u>COMMENTS</u>
	<u>FIT</u>	
1. Federal Presence	1	The program is delivered centrally and 96% of assistance is in Ontario and Quebec.
2. Leadership	0	The programs focus is the Defense industry which is concentrated in Ontario and Quebec.
3. Regional Balance	1	Due to the concentration of the defence industry in Ontario and Quebec, the program does have good regional balance.
4. Strategic Direction	1	Direction has been limited to program changes to make the present range of assistance more effective.
5. Responsiveness	1	The program has been reasonably responsive to the needs of its clients but there has been little focus on unrealized regional potential.
6. Continuing Relevance	3	Fee positive results of the recent evaluation supported a major expansion of funding and a confirmation of the programs relevance.
7. Operating at the Margin	2	Program operates at the margin but principle of maximum leverage not always applied.
8. Selectivity	1	Program has not enforced selectivity. Current ample funds de-emphasize need for prioritizing.
9. Proactive	2	Program is generally responsive but has been used to advantage proactively.
10. Discretionary Decision	2	Terms and conditions have been standard but recent changes require negotiation for tailoring of assistance.

DIPP (Cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
10. Discretionary Decision	2	Terms and conditions have been standard but recent changes require negotiation for tailoring of assistance for maximum leverage.
11. Incrementality	2	Incrementality is a consideration but is not applied rigourously as in E.D.P.
12. Viability	3	Thorough financial and corporate analysis undertaken in all cases.
13. Dependency	2	Program structure avoids the creation of a dependent relationship but nature of support has potential for subsequent requests for assistance.
14. Value for Money	3	Value for money principle is important to the program and recent program changes strengthen its application.
15. Sharing Significant Benefits	2	There was standard provision in position for repayment if project profits were excessive. Program changes maintain the principle but with more flexible application.
16. Accountability	1	No delegation of authority, accountability not clear.
17. Service	1	Program access is through Ottawa. Service is businesslike, timeliness is reasonable.
18. Standardized	3	Program is highly standardized.
19. Coordination Federal	2	The program is well co-ordinated with DND and DSS.
20. Coordination Provincial	1	Due to the controlzied clientele relationship with provincial governments is limited.

<u>PRINCIPLES</u>	<u>PEMD</u> <u>FIT</u>	<u>COMMENTS</u>
1. Federal Presence	3	PEMD is available through all regional offices. 68% of projects and 32% of funds are approved in regions.
2. Leadership	2	PEMD complements the Department's industrial expansion role in the regions but because of its small size PEMD help is not a leader.
3. Regional Balance	3	Good regional accessibility with particular emphasis on regional needs ensures good regional balance.
4. Strategic Direction	2	Strategic direction has focused on priority areas with new sections of the program developed to meet special needs.
5. Responsiveness	2	Local decision making with some degree of flexibility allows program to respond to particular regional needs.
6. Continuing Relevance	3	A recent evaluation has led to further Program improvements to ensure a continued positive effect on economic development.
7. Operating at the Margin	3	The program is designed to operate at the margin and recent modifications have been made to strengthen this feature.
8. Selectivity	1	The program is discretionary but current adequate funding levels limit prioritization to only very large Section A cases.
9. Proactive	1	The program is responsive in nature and is only occasionally used proactively.

PEMD (Cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
10. Discretionary Decisions	1	Generally terms and conditions are standard.
11. Incrementality	2	Discrementality is an important principle of the program and recent changes have been made to strengthen it.
12. Viability	1	Nature and small size of most contributions makes thorough viability assessment impractical.
13. Dependency	3	Program is structured to discourage dependency.
14. Value for Money	3	An important principle of the program. There is a repayment requirement for successful projects.
15. Sharing Significant Benefits	1	Aside from the repayment feature, there is no mechanism to share in extraordinary successes.
16. Accountability	2	Changes recommended in the recent evaluation have been implemented to improve accountability.
17. Service	3	Public has access in all regions, service is businesslike and timely.
18. Standardized	3	Design and administration of the program is standardized across Canada for efficient delivery.
19. Coordination Federal	3	The program is well known to other federal departments and good cooperation is in evidence.
20. Co-ordination Provincial	3	Program works closely with Provincial governments who direct business to it.

7. INDUSTRY AND LABOUR ADJUSTMENT PROGRAM (ILAP)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
1. Presence	3	Responds to acute industrial adjustment problems on a community basis. Emphasis on projects suitable to local industry and manpower. Takes account of current or proposed industrial developments in the community. Special emphasis on communities where industry-wide structural adaptation is necessary. Recognized Federal Initiative.
2. Leadership	2	Response to acute industrial problems in specified communities. Recognizes regional/geographic dimensions of industrial adjustment problems. Designations limited due to resources/opportunities.
3. Regional Balance	1	Recognizes regional/geographic dimension of industrial dislocation and addresses it directly. Very heavy community focus could lead to displacement of economic activity away from non-designated communities.
4. Strategic Direction	3	Steering and strategic direction applied through the Interdepartmental Committee of ILAP Deputies (ITC, Finance, DREE, CEIC, Labour). Program secretariat function exercised centrally by the Department of Finance. Program designed as a short term response to an acute industrial dislocation problem, not a strategic, long term activity.

7. INDUSTRY AND LABOUR ADJUSTMENT PROGRAM (ILAP) (cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
5. Responsiveness	2	Community adjustment committees provide for representation by local business, labour, other leaders. Designation procedure weighs specific industrial adjustment problems of Communities and industry sectors. ITC has established an office and a federal representative in <u>each</u> of the designated communities. Non-designated communities are, of course, excluded from program benefits.
6. Continuing Relevance	2	Program has a three year life span. Communities are designated for a maximum of 18 months. In the absence of improved employment/industrial prospects in the communities involved, it may prove very difficult to withdraw designation.
7. Operating Margin	2	Incrementality is a major criterion in project appraisal and approval. Net economic benefits are an important criterion. Contributions per job are limited to a specified maximum. Emphasis is on speedy project approval and implementation.
8. Selectivity	1	Criterion focus on project and company viability and on permanence and suitability of employment opportunities created. Difficulties in identifying suitable projects in the designated communities discourage capital rationing and prioritization of projects.
9. Proactive	3	ITC representatives on community adjustment committees liaise with local and other officials to identify and promote suitable projects. Provincial and local governments are all involved at the community level.

7. INDUSTRY AND LABOUR ADJUSTMENT PROGRAM (ILAP) (cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
10. Discretionary Decisions	2	Regional (ITC) delivery of projects under \$400,000 although these must be submitted to the central board for approval. Large projects prepared centrally. All projects, regardless of size, must be submitted to the community adjustment panel of the Enterprise Development Board. Central.
11. Incrementality	1	Incrementality is a major criterion for project approval. Concern for speedy identification and delivery of projects may blunt drive for incrementality.
12. Viability	2	Project and firm viability are specified project selection criteria. Care is taken that overcapacity is not created in the industry sector as a result of ILAP capital assistance. Difficulties in identifying suitable opportunities in the designated communities could lead to some relaxation of above criteria.
13. Dependency	1	Limited lifespan of program, brief period of community designation. Use of program as a locational incentive <u>may</u> mean firms are in an uneconomic position when program funding is withdrawn.
14. Value for Money	2	Emphasis on incrementality in criterion. Limit on support from all government sources. Funding to be provided "only to the level necessary to ensure the project goes forward". Emphasis on speed in project delivery and the brief period of community designation may make negotiation and determination of value for money difficult.

7. INDUSTRY AND LABOUR ADJUSTMENT PROGRAM (ILAP) (cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
15. Significant Benefits	1	Contributions are repayable. No provisions for government participation in profits.
16. Accountability	2	Regional preparation of smaller projects prior to consideration by community development panel of the Enterprise Development Board. Problems in authority of community adjustment committees. Central approval by the Enterprise Development Board of <u>all</u> project submissions.
17. Service	3	Small business can be represented through business associations etc. on the community adjustment committees. ITC representation through offices in the designated communities.
18. Standardized Criteria	3	Use of a panel of the Enterprise Development Board and an EDP type submission format and delivery mechanism.
19. Coordination Federal	3	Program strategic guidance through inter departmental committee of Deputy Ministers. ITC, DREE, CEIC, Finance, Labour, etc. Central program secretariat in the Department of Finance.
20. Coordination Provincial	3	Provincial governments involved in the funding of projects. Provincial representation provided for on community adjustment committees.

PROMOTIONAL PROJECTS PROGRAM (PPP)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
1. Presence	2	Through regional offices and periodic visits to provinces by those delivering PPP as well as export seminars, program's presence is clearly identifiable in regions. Although regional representation is a concern of PPP managers, the program is not primarily geared to regions and not constantly present in the regions.
2. Leadership	1	PPP project mix is devised in large part to promote region-specific products and services. Program builds on supply strengths of regions and attempts to find new international markets for these products. PPP generally does not "lead" in regional economic expansion; rather it tends to promote what capability already exists there, although this can lead to some expansion once new markets develop.
3. Regional Balance	1	PPP basically has a national perspective, with a concern for a regional balance among participants and products promoted. A majority of the promotional projects related to end products and to services not found in every region. Not all products lend themselves to trade fairs and missions promotion.

PROMOTIONAL PROJECTS PROGRAM (PPP) (cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
4. Strategic Direction	3	Increasingly, PPP projects are selected on the basis of the Department's export strategy, which is based on the selection of priority geographical markets and products. Program Review Board presides over selection. Newness of the export strategy and the rating system for project selection are weaknesses. Recent decentralization of program among Trade Development Bureaux makes central planning more difficult. Lead time needed to prepare for projects makes adaptation to policy and priority changes more difficult.
5. Responsiveness	2	Business associations and provincial governments are consulted in the preparation of the annual list of projects. In addition, participants (firms) are polled after each project with regard to the degree of fit with their needs. Program more geared to industrial sectors on a national basis than to regions, although sectoral and regional breakdowns often coincide.
6. Continuing Relevance	3	Program was recently evaluated and its objectives found still relevant. Program driven by new export strategy and market priorities.
7. Operating to the Margin	2	PPP operates at the margin, with incrementality. The main feature, brings existing exporters to new markets or initiates new exporters to new markets or initiates new exporters to world markets. The bulk of Canada's export Trade goes on outside of the program's influence. By virtue of the nature of the program, the main initiative for project selection remains with the Department rather than the private sector, whose representatives are invited to participate in various projects.

PROMOTIONAL PROJECTS PROGRAM (PPP) (cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
8. Selectivity	3	The project selection, monitoring and control system (recently put in place) is designed to prioritize and rank projects and allocate program funds accordingly. Difficulty of weeding out some less productive but "political" or high profile projects.
9. Proactive	2	PPP's basic role is to prod some firms into exporting and others into looking at new markets or showing new products in existing markets. It is essentially proactive, acting always with the private sector, often the provinces, and some times with other federal departments or agencies. Many projects (especially trade fairs) keep coming back each year, with many repeat participants, somewhat contrary to the program's spirit.
10. Discretionary Decision	3	Certain degree of discretion in tailoring support to fit the need, particularly for new projects not included in the annual plan but proposed by posts, the Department, business association as new opportunities arise.
11. Incrementality	2	PPP is essentially based on the principle of promoting incremental exports. The recent program evaluation found that PPP was relatively successful in that regard, including from a net benefit to cost ratio. There are still many repeat participants in certain events, mainly trade fairs, for whom financial support should be done on the basis of a declining scale, according to the number of times, they have attended the same promotional event under the program's umbrella.

PROMOTIONAL PROJECTS PROGRAM (PPP) (cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
12. Viability	2	The project selection system and the continuing project evaluation that is an intrinsic part of it, are geared towards retaining proposals that are of commercial and/or economic interest. By necessity, some more prospective projects will have to be retained, since the program is designed in part to finance some risks on behalf of the private sector.
13. Dependency	1	The PPP evaluation has made some recommendations which, if adopted, would result in a higher turnover of participants in a certain number of trade fairs. The evaluation study found that a certain number of firms have become "fixtures" of the program, with repeat participations.
14. Value for Money	1	The "value for money" principle as defined for the purpose of this study is not relevant to PPP inasmuch as the latter is only partly designed to produce immediate or short-term export sales. As the evaluation study has shown, participants as well as program managers value equally the "non-economic" benefits of the program such as market intelligence, export education, etc.
15. Significant Benefits	1	While this principle is strictly speaking not applicable to PPP, the program nevertheless produces net economic benefits for Canada in general (and firms in particular), as shown by the evaluation study, and this increased economic activity ultimately means that more money flows back to government coffers (more corporate and income tax revenues, less unemployment insurance disbursements).

PROMOTIONAL PROJECTS PROGRAM (PPP) (cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
16. Accountability	2	The evaluation report recommended a system whereby accountability centers would be more clearly identified. Since then, with program decentralization, authority for some of the planning and for much of the delivery and follow-up has been delegatged to the Bureaux. This has also led to a clarification on the accountability side with each Bureau D.G. responsible for his own PPP budget. The delegation of authority and decentralization of accountability are fairly recent and it may be some time before their new responsibilities are clearly understood by the Bureaux particularly with regard to accountability. Some Bureaux are more ready to accept a delegation of authority than one of accountability. Also, the question of where the ISBs fit in the new scheme has not been completely resolved.
17. Service	3	The evaluation study found a high degree of satisfaction among past participants concerning all aspects of PPP's service to the public (in this case, individual firms and associations). A minor one may be that, as the evaluation has shown, small firms may have been excluded from certain types of projects. But no research was done in order to find out whether this was by design or the result of a lack of interest on the part of small businessmen.

PROMOTIONAL PROJECTS PROGRAM (PPP) (cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
18. Standardized Criteria	3	PPP was already well organized in this regard but with the new selection model proposed by the evaluation team, forms and criteria were standardized and streamlined. The only minor weakness may be that, with decentralization among the Bureaux, the application of criteria may not be standardized.
19. Coordination Federal	2	PPP joins with other departments and agencies for certain promotional projects, e.g. EDC on ministerial missions, F&O or Agriculture for certain commodity promotions, DREE re: investment in Canada. While some ad hoc consultation may take place, PPP is very much an ITC program. Consultation with External Affairs re: foreign relations aspects, is however closer.
20. Coordination Provincial	2	Annual planning is done in close consultation with the provinces in order to satisfy their needs and avoid duplication of effort with regard to products or markets. Close consultation also takes place with regard to the delivery of the program. Despite the close consultation, some provinces still embark on missions (or fairs) which duplicate some PPP - sponsored projects.

SIAP (SUBSIDY AND PERFORMANCE IMPROVEMENT GRANT)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
1. Federal Presence	2	Over past 5 years, distribution of SIAP disbursement has been Atlantic Region \$108,311,000 Quebec \$114,833,000 Ontario \$ 64,859,000 Prairies \$ 320,000 British Columbia \$ 48,544,000
2. Leadership	2	In the Atlantic Region and Quebec, shipbuilding assisted by SIAP is a major element of industry.
3. Regional Balance	2	As noted above, regions benefit from SIAP.
4. Strategic Direction	1	Entire program is now under inter-departmental review and recommendations should go to Cabinet in March.
5. Responsive	1	Regional heads, etc., are considered in the Cabinet Memorandum.
6. Continuing Relevance	1	As in 4.
7. Operating Margin	2	The guidelines set out in our Memorandum to Cabinet conform to this.
8. Selectivity	1	In the subsidy aspect, there is no prioritization and all eligible ships are supported. Performance improvement is used only in small amounts and prioritization is not required.
9. Proactive	0	This activity is outside SIAP.

SIAP (SUBSIDY AND PERFORMANCE IMPROVEMENT GRANT) (Cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
10. Discretionary	1	Performance improvement assistance is given only in accordance with approved plans.
11. Incrementality	2	The purpose of performance improvement is to induce desirable activities to take place. On the larger view, SIAP (including subsidy) has been necessary to preserve shipbuilding in Canada.
12. Economic/Commercial Viability	3	The extent of company contribution assures this.
13. Dependency	0	Since 1961, shipbuilders have been dependent on direct production subsidy.
14. Value for Money	1	Assistance is based on volume of contracts obtained.
15. Significant Benefits Sharing	0	The subsidy and performance improvement grant are both outright contributions, with no refund provisions.
16. Accountability	3	These criteria are fully met.
17. Service/Public	3	Due to the small number of shipbuilders, administration of the program is located in Ottawa. However, all other criteria are met.
18. Standardized	3	Administration is standardized.
19. Coordination Federal	2	SIAP has required very little coordination with other departments. However, as noted above, an interdepartmental group is now revising the program.
20. Coordination Provincial	1	Generally, provincial governments are familiar with SIAP and were consulted, during 1981, by the Shipbuilding Assistance Review Group.

CANADIAN GOVERNMENT OFFICE OF TOURISM (CGOT)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
1. Presence	3	CGOT has six regional offices in Canada and is very visible through its advertising, seminars, workshops and conferences. Its advertising is precisely designed to build upon the specific attractions of each province or region. It is very much concerned, in the planning and delivery of its programs, with local needs, conditions and circumstances.
2. Leadership	2	Through its own programs, and acting jointly with DREE in tourist industry projects, CGOT takes a strong leading position in the development of the tourist industry in the regions. In terms of initiating things, CGOT may be somewhat in tow of provincial governments, who often insist on taking the lead.
3. Regional Balance	3	While CGOT has a national plan for its development and advertising activities, its focus is very much in terms of the promotion of the local and regional tourist attractions, with specific campaigns mounted in foreign markets.
4. Strategic Direction	1	An overall plan of action, particularly on the marketing side, is in place. Much of what is done in terms of marketing is a repetition of past practices.
5. Responsiveness	3	With its focus on provincial and regional attractions, CGOT largely tailors its efforts to emerging needs and opportunities of the tourist industry.

CANADIAN GOVERNMENT OFFICE OF TOURISM (CGOT) (cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
6. Continuing Relevance	2	No evaluation done yet. Objectives, however are still in conformity with the ITC Act. No overall evaluation done as yet.
7. Operating to Margin	3	CGOT follows the tourist industry needs while allocating its resources and efforts. Also, with the size of the tourist industry in Canada, CGOT's budget and resources allow it to act only at the margin, on a selective basis.
8. Selectivity	1	CGOT has to prioritize eligible projects, if only because demand for services far exceeds its resources. Priorization criteria and systems are unknown.
9. Proactive	2	CGOT works closely with business, associations, provinces and local authorities to promote the development or the marketing of specific projects, events or attractions. CGOT has limited program funds for industry development. It can provide mostly advice and marketing support.
10. Discretionary Decision	1	Activities and programs tailored to the size of the specific projects, needs or attractions.
11. Incrementality	2	Strong foreign marketing of certain attractions or activities would not take place without CGOT's efforts. Use of incrementality criterion within CGOT is an unknown quantity.
12. Viability	1	CGOT's activities are designed to support projects with commercial attractiveness. No knowledge of any strong economic analysis capability in CGOT.

CANADIAN GOVERNMENT OFFICE OF TOURISM (CGOT) (cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
13. Dependency	-	No information.
14. Value for Money	-	No information.
15. Significant Benefits	3	CGOT's marketing and development efforts lead to an improvement of Canada's balance of payments, with resulting benefits on the Canadian dollar and the federal budget (through increased economic activity). No direct sharing in resulting commercial benefits that may accrue.
16. Accountability	1	Accountability and authority are delegated to various branches. Foreign posts' personnel involved in tourism promotion somewhat escapes from CGOT's control now that they have been subsumed under TCS's (and therefore External's) umbrella.
17. Service	2	CGOT is geared to answer queries from the public. Its various offices provide information to travellers and tourists. Some parts of some regions may not be served.
18. Standardized Criteria	-	No information.
19. Coordination Federal	2	CGOT works closely with DREE in its regional industry development activities. It has an input in the planning and delivery of certain DREE projects. It works closely with foreign service officers (External Affairs) at Canadian embassies and consulates.

CANADIAN GOVERNMENT OFFICE OF TOURISM (CGOT) (cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
20. Coordination Provincial	3	CGOT is in constant touch with provincial governments. Annual meetings of the Ministers of Tourism (federal, provincial, territorial) take place and lead to exchanges of views or information. Official level formal meetings or consultation take place almost continuously. Marketing of local attractions is often done jointly with the relevant provincial government. There remain some squabbles with the provinces over who should have the main responsibility for promoting each province's attractions. Some provinces would confine the federal government's (i.e. CGOT's) role to promoting an attractive national image for Canada abroad.

33. SUPPORT FOR TECHNOLOGY ENHANCED PRODUCTIVITY (STEP) AND SEF

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
1. Presence	3	Includes establishment of Microelectronic centres in all ten provinces. Expanded industrial education program will operate in regions. Manpower elements of program are decentralized. Industry <u>user</u> support programs to be decentralized to the regional offices. Major projects fund of the SEF (a part of STEP) is administered centrally and passes through the central Enterprise Development Board.
2. Leadership	3	Establishment of regional micro-electronics centres. Industrial education program. Decentralized manpower and user programs. Centralized <u>maker</u> , large project programs (although regional activity will be determined to a large extent by geographic distribution of the industry).
3. Regional Balance	3	Very clear effort to serve both regional and national purposes. National strategic focus. Central delivery of large projects (machinery makers). Regional microelectronic centres. Regionally delivered user programs.
4. Strategic Direction	3	Focus of program is <u>strategic</u> medium term response to industrial challenges/opportunities of electronically assisted production. Approach is bracketing demand (education and support for users) and supply (capital assistance and manpower training for makers). Program is advanced as an effort to exist over a specific time frame and to be withdrawn or become redundant as its educative and demonstration effects lead to lack of demand as

33. SUPPORT FOR TECHNOLOGY ENHANCED PRODUCTIVITY (STEP) AND SEF (cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
4. Strategic Direction (cont'd)		businesses adopt electronic aids to productivity independantly. Cabinet documents do not detail a program secretariat with responsibilities for program strategic guidance.
5. Responsiveness	2	Program is a response to a perceived threat to Canadian Manufacturing due to slow adaptation of advanced production technologies. In this case response is pro-active and somewhat in advance of business concerns. Sectoral and technological implications are paramount rather than regional.
6. Continuing Relevance	2	As a response to a particular situation the program can be wound down as its demonstration effect takes hold. Funds are sought to 1985/86. No specific sunset provisions are included in the cabinet discussion paper.
7. Operating to Margin	2	Major projects fund is operated on the negotiated, incrementality principals of IOP (seen as a pilot Industrial Oppoportunities Program). Projects must be the first of their kind and have a demonstrable application for other firms. User portion focusses less directly on incrementality.
8. Selectivity	2	Program administration is different for user portion (which is delivered regionally) and the major projects fund. Major projects are subject to IOP approach of analysis and negotiation and are administered centrally.

33. SUPPORT FOR TECHNOLOGY ENHANCED PRODUCTIVITY (STEP) AND SEF (cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
9. Proactive	3	Program is by nature proactive attempts to induce Canadian manufacturers to respond to microelectronic revolution. Government may not be equipped to accurately forecast impact of microelectronics.
10. Discretionary Decision	3	Regional (central split between administration of smaller (user) and larger (maker) projects. IOP approach to use of major projects funds. All projects, regardless of size, must be submitted to the community adjustment panel of the Enterprise Development Board. Central.
11. Incrementality	3	IOP approach (negotiations, heavy emphasis on incrementality) to major projects. Requirement that funded project be innovative and have demonstration effects.
12. Viability	2	Emphasis for users on funding of impact and consulting studies can reduce problems of non-viability. Risk accounted for in negotiated IOP approach. Emphasis is on promotion of innovative production technology, perhaps to some exclusion of firm and project viability.
13. Dependency	1	User program provides support for feasibility studies and project capital cost in a limited, well defined area - electronically enhanced productivity. This should limit the degree of subsequent company dependancy. Major projects fund user IOP approach to lead to company agreements and <u>very</u> large portions of government support. At least on the largest, highest risk projects this may produce a high degree of company dependancy.

33. SUPPORT FOR TECHNOLOGY ENHANCED PRODUCTIVITY (STEP) AND SEF (cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
14. Value for Money	2	IOP negotiated approach on major projects. Very high levels of private investment projected as a result of government outlays. Revolving fund approach provides for repayable contributions, stock options and other mechanisms for cost recovery. Smaller, regionally delivered projects will use more of a formula approach to determine project suitability.
15. Significant Benefits	2	Major projects fund will make use of mechanisms for participation in profits. (IOP approach). These mechanisms all go some way toward moving from debt to equity participation and may bring problems of close identification of the firm with government.
16. Accountability	2	Regional/central split goes some way to ensuring appropriate fit to authority, responsibility. No central program secretariat has been designated in the discussion papers.
17. Service	3	Regional Microelectronic Centres (in each province). Industrial Education Program. Regional Delivery of user, program. Centralization of major projects fund under the central Enterprise Development Board.
18. Standardized Criteria	2	Levels of assistance (maximum 50% of capital costs) are consistent with ILAP and other ITC programs. Delivery mechanism is parallel and similar to EDP.
19. Coordination Federal	2	Full use is made in the program of CEIC manpower and training programs. Program advanced in response to ITC, MSED, MOSST and DOC studies and initiatives. Precise nature of ITC/CEIC program interaction and funding has not yet been determined.

33. SUPPORT FOR TECHNOLOGY ENHANCED PRODUCTIVITY (STEP) AND SEF (cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
20. Coordination Provincial	3	Provinces have responded favourably to microelectronics centres establishment. Provincial funding and participation form a large part in major project negotiations. Some have already indicated intention to participate. Provincial programs such as BILD in Ontario most with program objectives.

<u>PRINCIPLES</u>	<u>CIRB</u> <u>FIT</u>	<u>COMMENTS</u>
1. Federal Presence	1	CIRB presently operates only in Quebec.
2. Leadership	0	Cannot provide leadership in all regions from present base.
3. Regional Balance	1	CIRB improves service to Quebec.
4. Strategic Direction	3	CIRB has been established to direct assistance to priority areas.
5. Responsiveness	1	Very responsive to needs in one region, little relevance to other regions.
6. Continuing Relevance	3	Newly created, its relevance is assumed in the short term.
7. Operating at the Margin	3	Program has been designed to operate at the Margin.
8. Selectivity	2	There is good potential for selectivity.
9. Proactive	2	The program has the potential to be proactive as well as reactive.
10. Discretionary Decisions	2	The program has been designed to allow for good discretionary decision making.
11. Incrementality	3	Incrementality is a principle of the Program.
12. Viability	3	Financial and corporate analysis is undertaken in all cases to confirm economic and commercial viability.
13. Dependency	2	Program structure avoids the creation of a dependent relationship. There is potential for subsequent requests for assistance.

CIRB (Cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
14. Value for Money	3	The value for money principle is embodied in the program.
15. Sharing Significant	2	The program has been established with the potential to serve in the upside on large high risk projects.
16. Accountability	3	Program administration established with clear lines of authority and responsibility.
17. Service	2	Potential for excellent service in Quebec. Service to other regions in the industry sector is unknown.
18. Standardized	3	Highly standardized due to limited location.
19. Coordination Federal	3	Good coordination with federal departments.
20. Coordination Provincial	1	High degree of coordination with Province of Quebec but limited coordination with other provinces.

35. INDUSTRIAL OPPORTUNITIES PROGRAM (IOP)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
1. Federal Presence	2	Regional boards with decision powers up to \$500,000. Large project assessment includes regional impact. Regional office (ITC) to have strengthened role in promoting innovation among small firms. Large Projects Facility (10 million+) is administered centrally and is responsive on a sectoral, economic basis rather than regional. This may be inevitable.
2. Leadership	2	Proposed as an instrument to influence <u>location</u> . Regional delivery and decision making on smaller projects. Regional and sectoral data to be tracked on distribution of large project funding. Major projects primarily targeted on strategic sectors and economic opportunities.
3. Regional Balance	3	Administration split, regional boards for smaller projects, central board for larger projects. Largest projects (10 million +) to be considered by Economic Development Ministers. Criteria on large projects flexible but include regional economic development. DIPP element to continue operating under present guidelines and procedures.
4. Strengths	3	Emphasis on medium and long term influence over company planning implies strategic viewpoint. Company agreements to specify benefits accruing over medium to longer term. Priorization of large projects based on scale of benefits. Comparison of benefits accruing from different elements encompassed under IOP. Central IOP Board and Economic Development Deputies provide Guidance and Steering on large Projects. Autonomous delivery and management of DIPP may inhibit strategic management of the Fund.

35. INDUSTRIAL OPPORTUNITIES PROGRAM (IOP) (cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
5. Responsiveness	2	IOP large project company agreements provide maximum flexibility regarding type and scale of support provided. Regional Offices and Boards respond to smaller scale requests.
6. Continuing Relevance	2	Provision in the Cabinet Document for evaluation in 3 years time Flexibility of medium/long term company agreements and the revolving fund approach. Status reports and remedial action are a designated element in program delivery. Although funding is sought over a specific timeframe, no sunset provisions are included.
7. Operating Margin	3	Very high emphasis on <u>negotiation</u> of company agreements for maximum leverage. Flexible array of funding instruments. High level of analysis on larger projects. Can be used as a tool to offset foreign subsidies, bidding wars will greatly complicate incrementality questions.
8. Selectivity	3	Strict and explicit prioritization of larger projects. Tracking of regional/sectoral impact of previous commitments. Managing of the fund against preset limits for large, intermediate, small projects. Possible de-emphasis on prioritization in DIPP and regionally delivered smaller projects.

35. INDUSTRIAL OPPORTUNITIES PROGRAM (IOP) (cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
9. Proactive	3	Company agreements encourage medium/long term strategic relationship between firm and federal government. Provincial participation on larger projects is actively sought and very likely to occur. IOP major projects to be targetted at strategic sectors Other government departments represented on IOP Boards. Other government departments primarily involved at later stages of project approval.
10. Discretionary Decision	3	Separate streams for small, medium, large projects. Small projects delivered under regional boards. Intermediate and large projects negotiated leading to medium/long-term company agreements. Maximum flexibility on type and level of funding on larger projects. Program designed at least partially in response to this criterion.
11. Incrementality	2	Negotiations on large projects. Incrementality a <u>major</u> criterion. Rationing of available funds. Economic rate of return and risk major factors in large project negotiations. Smaller projects delivered through regional boards <u>may</u> lead to lower emphasis on incrementality. DIPP guidelines and administrative procedures still apply to that element of the IOF.
12. Viability	3	Detailed financial and commercial analysis as part of large projects negotiation procedure. Active consideration of risk elements and internal rate of Return. Reporting of large and small projects which are not providing expected benefits and provision within company agreements for remedial action.

35. INDUSTRIAL OPPORTUNITIES PROGRAM (IOP) (cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
13. Dependency	1	Negotiations centre on project inability. Company financial health and inability & focus of pre-project analysis. Focus on company agreements leads to close medium/long-term company government relationship. Resolving fund operation encourages use of stock options, royalties etc. that will closely bind firm/government relationship.
14. Value for Money	3	Maximum leverage extracted during negotiations. Use of a number of cost recovery mechanisms - repayable contributions - loan guarantees - stock options, etc. Operation of Program as a revolving fund. Reporting of variance to IOP Board and remedial action part of Program design.
15. Significant Benefits	2	Participation in upside benefits through stock options repayability, etc. Effort to capture some of the high returns on successful projects for the fund. Stock participation may lead to dependence of firms on the operation of the fund.
16. Accountability	2	ADM Level Interdepartmental Committee will select and prioritize among large projects. IOP Board is proposed as public sector only. Consolidation of funding now taken up by DIPP and EDP into one program. DIPP to continue under more or less independent administration and guidelines. Existence of Regional Boards, delivery systems. Co-ordinating problems for smaller programs, PILP, IRAP, Source Development Fund.

35. INDUSTRIAL OPPORTUNITIES PROGRAM (IOP) (cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
17. Service	2	Regional Boards and Delivery Mechanism for smaller projects. Regional offices (ITC) to have strengthened role in encouraging innovation in small businesses.
18. Standardized Criteria	2	Draws on EDP experience with limits of funding, eligible costs, etc. Regional delivery and regional Boards with simplified criteria for smaller Projects. Larger projects go through flexible negotiated process allowing for maximum choice of instrument - maximum flexibility in company agreements.
19. Coordination Federal	3	Interdepartmental representation on IOP Central and Regional Boards.
20. Coordination Provincial	2	Provincial Governments will be involved in the negotiation of large project agreements handled by the Central IOP Board. Federal (Provincial) liaison of the small project levels will depend on the operations of the regional delivery system and regional boards.

REGIONAL DEVELOPMENT INCENTIVES ACT (RDIA)

OBJECTIVES

RDIA stimulates the establishment, expansion and modernization of M&P facilities in parts of all provinces.

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
1. Presence	3	RDIA is strongly visible in all regions with its grants availability.
2. Leadership	2	It capitalizes on opportunities in each region.
3. Balance	2	It is regionally focussed but projects are nationally viable.
4. Strategy	1	Strategic direction of the program has not been strong, especially nationally.
5. Responsiveness	2	RDIA is entirely responsive, as opposed to proactive, and procedure are constantly being streamlined.
6. Relevance	1	No formal evaluation has been done for years, but an evaluation framework is planned. The Act provides for termination on December 81, 1984.
7. Marginalism	3	In response to applications received, decisions are made on the basis of needed intervention.
8. Selectivity	1	Projects are mostly processed on a first-come-first-served basis, rather than through prioritization.
9. Pro-activity	1	Only within the last year has RDIA become more pro-active.
10. Discretion	3	All decision-making is discretionary, with smaller projects receiving standard formulae amounts.

REGIONAL DEVELOPMENT INCENTIVES ACT (RDIA) (cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
11. Incrementality	3	All projects meet one or more of the incrementality criteria.
12. Viability	2	All proposed projects are judged to be economically and commercially viable before approval is given.
13. Dependency	3	Each project is self-sustaining; no dependency is assumed.
14. Value	2	RDIA is designed to be cost-effective (eg. standard formulae for smaller and medium sized projects).
15. Equity	1	There is no equity participation. Repayable contributions are provided if the project is high risk and high profits are anticipated.
16. Accountability	3	RDIA has a highly decentralized and delegated authority structure.
17. Service	2	The program is designed to balance service to the public with gov't responsibility, but even more attention could be paid to small business procedures.
18. Standardization	2	RDIA's administration is generally recognized to be efficient with standard formulae, streamlined procedures, etc.
19. Coordination with OGD's	2	Coordination is well-structured and agreed at the project level. Policy coordination is largely confined to review of Cabinet proposals.
20. Coordination with provinces	1	The Act requires discussion with provinces on regions to be designated. Discussion sometimes takes place on major policy amendments to the legislation. The province is notified of each project application received.

SPECIAL ARDA PROGRAM

OBJECTIVES

Special ARDA stimulates the establishment and expansion of primary, secondary and tertiary business enterprises employing native people, largely in disadvantaged native communities in Manitoba, Saskatchewan, B.C. and the Yukon and NWT.

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
1. Presence	3	The program provides strong visibility for the federal government among the native people in Western and Northern Canada.
2. Leadership	2	It capitalizes on opportunities in each community.
3. Balance	1	It is heavily focussed on communities at the sub-regional level.
4. Strategy	3	Strategic direction of the program has been good, mainly because the target population and the objectives to be achieved are clear.
5. Responsiveness	3	Special ARDA is entirely responsive, but program support by native associations helps to reinforce its availability.
6. Relevance	3	The program is extremely responsive to the needs of native people, as evaluation has indicated. Sunset provisions exist in the form of 5-year agreements with the provinces.
7. Marginalism	2	In response to applications received, decisions are made on the basis of needed intervention.
8. Selectivity	1	Projects are mostly processed on a first-come first-served basis, rather than through prioritization.
9. Pro-activity	1	Pro-activity by the Department is limited, but native associations help to stimulate projects.

SPECIAL ARDA PROGRAM (cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
10. Discretion	3	All decision-making is discretionary.
11. Incrementality	3	All projects meet one or more of the incrementality criteria.
12. Viability	2	All proposed projects are judged to be economically and commercially viable before approval is given.
13. Dependency	3	Each project is self-sustaining; no dependency is assumed.
14. Value	3	Because of its small target population and limited number of projects, cost effective considerations are part of each project evaluation.
15. Equity	0	There is no equity participation by gov't. The normal definition of equity is liberalized so that applicants can qualify for program support.
16. Accountability	3	Senior federal and provincial officials in each province act on behalf of their Ministers in each province for projects under \$250,000. Federally, projects above that level require T.B. approval.
17. Service	3	The program is designed to be particularly responsive to the target population, both in its design (eg. 100% assistance for consulting fees) and its administration (eg. "hand-holding" by officers when needed).
18. Standardization	1	The program is basically standard between provinces, but quite different in design from other gov't incentives programs.

SPECIAL ARDA PROGRAM (cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
19. Coordination with OGD's	3	Coordination with DIAND and CEIC, the main federal departments involved with the target population, is highly effective.
20. Coordination with provinces	3	Program agreements with the provinces are negotiated on a periodic basis. The province also sits on an advisory committee and co-signs approval of each projects.

MONTREAL SPECIAL AREA PROGRAM

OBJECTIVES

The Montreal Special Area (MSA) Program stimulates the establishment, expansion and modernization of facilities in selected M&P industries in Zone 1, all M&P industries in Zone 2, plus industrial R&D activities.

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
1. Presence	3	The MSA program is highly visible in Montreal, particularly with the availability of grants being highly publicized.
2. Leadership	2	The program capitalizes on the opportunities in the area.
3. Balance	0	It is strictly focussed on the Montreal area of Quebec.
4. Strategy	2	Strategic direction of the program has been good, but not strongly coordinated into a national DREE incentives strategic plan.
5. Responsiveness	2	The MSA program is largely responsive, although some attempt at pro-activity and streamlining of procedures is evident.
6. Relevance	2	An internal evaluation of the program was done in 1979/80, on the basis of which the program was broadened and extended to March 31, 1985.
7. Marginalism	2	In response to applications received, decisions are made on the basis of needed intervention.
8. Selectivity	1	Projects are mostly processed on a first-come first-served basis, rather than through prioritization.
9. Pro-activity	1	Modest attempts are made to be pro-active.
10. Discretion	3	All decision-making is discretionary.

MONTREAL SPECIAL AREA PROGRAM (cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
11. Incrementality	3	All projects meet one or more of the incrementality criteria.
12. Viability	2	All proposed projects are judged to be economically or commercially viable before approval is given.
13. Dependency	3	Each project is self-sustaining; no dependency is assumed.
14. Value	2	Like RDIA, the MSA program is designed to be cost-effective; although procedures are streamlined, more discretion is exercised because of the larger size of eligible projects.
15. Equity	1	There is no equity participation. Repayable contributions can be provided if the project is high risk and high profits are anticipated.
16. Accountability	3	Program management acts within a decentralized and highly delegated authority structure.
17. Service	2	The program is designed to balance service to the public with gov't responsibility.
18. Standardization	2	Because of the volume of cases handled, DREE's Montreal office has been the instigator of many systems and procedures for improving the efficiency of the program.
19. Coordination with OGD's	2	Coordination is well-structured and agreed at the project level. Policy coordination is largely confined to review of proposals to Cabinet.
20. Coordination with provinces	1	The Act requires discussion with the province of Quebec on the "plan" to be adopted for a special area. Discussion on both the plan and individual projects is perfunctory.

PULP AND PAPER MODERNIZATION PROGRAM (Quebec)

OBJECTIVES

This Agreement serves to stimulate the expansion, productivity and competitiveness of Canadian pulp and paper mills, as well as to support industrial restructuring.

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
1. Presence	1	This program is specific to the provinces which have signed agreements (Ontario, Quebec and the Atlantic provinces). Although the federal contribution is significant in total dollars, federal presence in Quebec in particular has not been high.
2. Leadership	3	This program was developed largely on the basis of federal leadership in recognizing industrial need and opportunity.
3. Balance	2	It is regionally focussed but projects are nationally viable.
4. Strategy	3	The program was clearly designed on the basis of a national strategic plan.
5. Responsiveness	2	The program is responsive, but the target clientele is limited and all firms were aware of the program.
6. Relevance	3	The program is limited by federal/provincial agreements in both time and dollars available.
7. Marginalism	3	In response to applications received, decisions are made on the basis of needed intervention.
8. Selectivity	1	Projects are mostly processed on a first-come, first-served basis, rather than through prioritization.
9. Pro-activity	1	None is required since all firms are aware of the program.

PULP AND PAPER MODERNIZATION PROGRAM (Quebec) (cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
10. Discretion	3	Decision-making is discretionary, and assistance is fitted to perceived need.
11. Incrementality	3	All projects meet one or more of the incrementality criteria.
12. Viability	2	All proposed projects are judged to be economically and commercially viable before approval is given.
13. Dependency	3	Each project is self-sustaining; no dependency is assumed.
14. Value	2	Because of its small target population and limited number of projects, cost effective considerations are part of each project evaluation.
15. Equity	0	There is no equity participation. In fact, Cabinet has questioned whether there should be equity participation in order to ensure higher federal visibility.
16. Accountability	3	Payments are made to the firms by the provincial government but approvals are made by Ministers on the advice (federally) of an interdepartmental Advisory Committee of ADM's.
17. Service	3	The program is designed to be responsive to the needs of the target firms and payments are made on an efficient basis.
18. Standardization	2	The program is basically standard between provinces.
19. Coordination with OGD's	3	DREE, ITC and EC serve on the management committee at the provincial level; these same departments are represented on the Minister's Advisory Committee.
20. Coordination with provinces	3	Coordination takes place with approvals at the management committee; the province delivers the program.

SUBSIDIARY AGREEMENT ON TOURISM DEVELOPMENT (MANITOBA)

OBJECTIVES

The program stimulates the establishment, expansion and modernization of accommodation facilities; improves the productivity of the tourism industry in Manitoba; and helps to identify new market areas for tourists.

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
1. Presence	1	The program provides medium visibility for the federal government, primarily through public advertising of and on accommodation facilities.
2. Leadership	2	Federal involvement is primarily through a positive response to provincial initiatives included in accordance with the General Development Agreement.
3. Balance	0	The program is clearly provincially focussed.
4. Strategy	2	The strategy is consistent with that set out in the GDA.
5. Responsiveness	2	The program is designed to be responsive to (a) the needs of Manitobans (particularly Winnipeggers) for tourist facilities, and (b) tourist operators in Manitoba.
6. Relevance	3	The program continues to be relevant to the objectives set forth in the agreement, which expires March 31, 1984.
7. Marginalism	2	To some extent the program extends beyond the range of normal market forces.
8. Selectivity	1	Projects are prioritized to some degree.
9. Pro-activity	1	The province plays a limited pro-active role.

SUBSIDIARY AGREEMENT ON TOURISM DEVELOPMENT (MANITOBA) (cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
10. Discretionary	2	All decision-making is discretionary.
11. Incrementality	2	All projects are considered to meet one or more of the incrementality factors.
12. Viability	2	All projects are considered to be economically and/or commercially viable.
13. Dependency	2	Each project is intended to be self-sustaining, but when new areas are identified, demand for additional commitments can be expected.
14. Value	2	Because of the limited number of projects involved, cost effective considerations are part of each project evaluation.
15. Equity	1	There is neither equity participation nor profit sharing by government.
16. Accountability	3	A federal/provincial committee manages the program. Projects are approved on behalf of Ministers and are delivered by the province.
17. Service	2	Service to the public is provided through the provincial government and efficiency depends on provincial procedures.
18. Standardization	1	Tourism agreements are not standard between provinces.
19. Coordination with OGD's	3	Coordination is achieved with OGD's through the management committee. ITC is a regular member and FBDB is an ex-officio member.
20. Coordination with provinces	3	The program agreement provides for the necessary coordination.

SUBSIDIARY AGREEMENT ON INDUSTRIAL DEVELOPMENT (B.C.)

OBJECTIVES

The program stimulates the establishment, expansion and modernization of small business enterprises and facilitates the development and exploitation of markets through support to industrial infrastructure and the training of personnel.

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
1. Presence	2	The program provides reasonable visibility for the federal government, primarily through a shared-cost and effective public information program.
2. Leadership	2	Federal and provincial governments share leadership in accordance with the priorities established in the General Development Agreement.
3. Balance	0	The program is obviously provincially focussed.
4. Strategy	2	The strategy is consistent with that set out in the GDA.
5. Responsiveness	2	The program is designed to be responsive to the perceived needs of small business enterprises in different parts of the provinces.
6. Relevance	3	The program continues to be relevant to the objectives set forth in the agreement, which expires March 31, 1982.
7. Marginalism	2	To some extent the program extends beyond the range of normal market forces.
8. Selectivity	1	Projects are prioritized to different degrees, depending on the type of project. For example, industrial parks are more apt to be prioritized than applications for assistance under the mini-incentive program.
9. Pro-activity	1	The province plays a limited pro-active role.

SUBSIDIARY AGREEMENT ON INDUSTRIAL DEVELOPMENT (B.C.) (cont'd)

<u>PRINCIPLES</u>	<u>FIT</u>	<u>COMMENTS</u>
10. Discretionary	2	All decision-making is discretionary.
11. Incrementality	2	All projects are considered to meet one or more incrementality criteria.
12. Viability	2	All projects are considered to be economically and/or commercially viable.
13. Dependency	2	Each project is intended to be self-sustaining, but when new industrial infrastructure is put in place, additional commitments can be expected.
14. Value	2	For infrastructure and related projects, cost effective considerations are part of the evaluation. For mini-incentive projects, administration is efficient and cost effective.
15. Equity	0	There is neither equity participation, nor profit-sharing by government.
16. Accountability	3	A federal/provincial committee manages the program. Projects are approved on behalf of Ministers and are delivered by the province.
17. Service	2	Service to the public is provided through the provincial government and efficiency depends on provincial procedures.
18. Standardization	1	Industrial development agreements are not standard between provinces.
19. Coordination with OGD's	3	This is achieved through the management committee. ITC is a regular member and FBDB is an ex-officio member.
20. Coordination with provinces	3	The program agreement provides for the necessary coordination.

SECTION 5 PART B

OTHER PROGRAMS

PROGRAMS - ANALYSIS - (PRINCIPLES)

Fit: 0 - None 2 - Good
1 - Some 3 - Full

Programs	1 Pre- sence	2 Leader- ship	3 Regional Balance	4 Strategic Direction	5 Respon- siveness	6 Continuing Relevance	7 Operating - Margin	8 Select- ivity	9 Pro- active	10 Discretionary - Decision	11 Increment- ality	12 Econ- - Com- Viability	13 Depend- ency	14 Value Money	15 Signifi- cant Benefits	16 Account- ability	17 Service - Public	18 Standar- dized Criteria	19 Coordi- nation Federal	20 Coordi- nation Provincial
ITC DIRECT FINANCIAL ASSISTANCE PROGRAMS																				
1. Federal Business Development Bank	3	1	2	1	2	2	3	1	1	2	3	2	3	2	1	3	3	3	2	2
2. Small Business Loans (SBLA)	1	1	2	1	2	3	2	1	0	0	2	2	3	3	0	3	1	3	2	1
3. Enterprises Development Program (EDP)	3	2	3	1	2	3	3	3	1	2	3	3	2	3	2	1	2	2	3	2
5. Defence Industry Productivity Program (DIPP)	1	0	1	1	1	3	2	1	2	2	2	3	2	3	2	1	1	3	2	1
6. Program for Export Market Development (PEMD)	3	2	3	2	2	3	3	1	1	1	2	1	3	3	1	2	3	3	3	3
7. Industry & Labour Adjustment Program (ILAP)	3	2	1	3	2	2	2	1	3	2	1	2	1	2	1	2	3	3	3	3
10. Special Electronics Fund (SEF)	1	2	2	2	2	3	2	3	2	3	2	3	3	2	2	1	2	2	2	2
11. Promotional Projects Program (PPP)	0	0	2	2	2	3	1	2	3	0	2	1	3	1	1	3	3	3	3	3
12. Shipbuilding Industry Assistance Program (SIAP)	2	2	2	1	1	1	2	1	0	1	2	3	0	1	0	3	3	3	2	1
14. Canadian Government Office of Tourism (CGOT)	3	2	3	1	3	2	3	1	2	1	2	1	-	-	3	1	2	-	2	3
ITC NEW OR IN-DEVELOPMENT PROGRAMS																				
1. Support Technology Enhanced Productivity STEP (Electronics)	1	2	2	2	2	3	2	3	2	3	2	3	3	2	2	1	2	2	2	2
2. Canadian Industrial Renewal Board (CIRB)	1	0	1	3	1	3	3	2	2	2	3	3	2	3	2	3	2	3	3	1
3. Industrial Opportunities Program (IOP)	2	2	3	2	2	3	3	3	3	3	2	3	2	3	2	2	3	2	3	3

PROGRAMS - ANALYSIS - (PRINCIPLES)

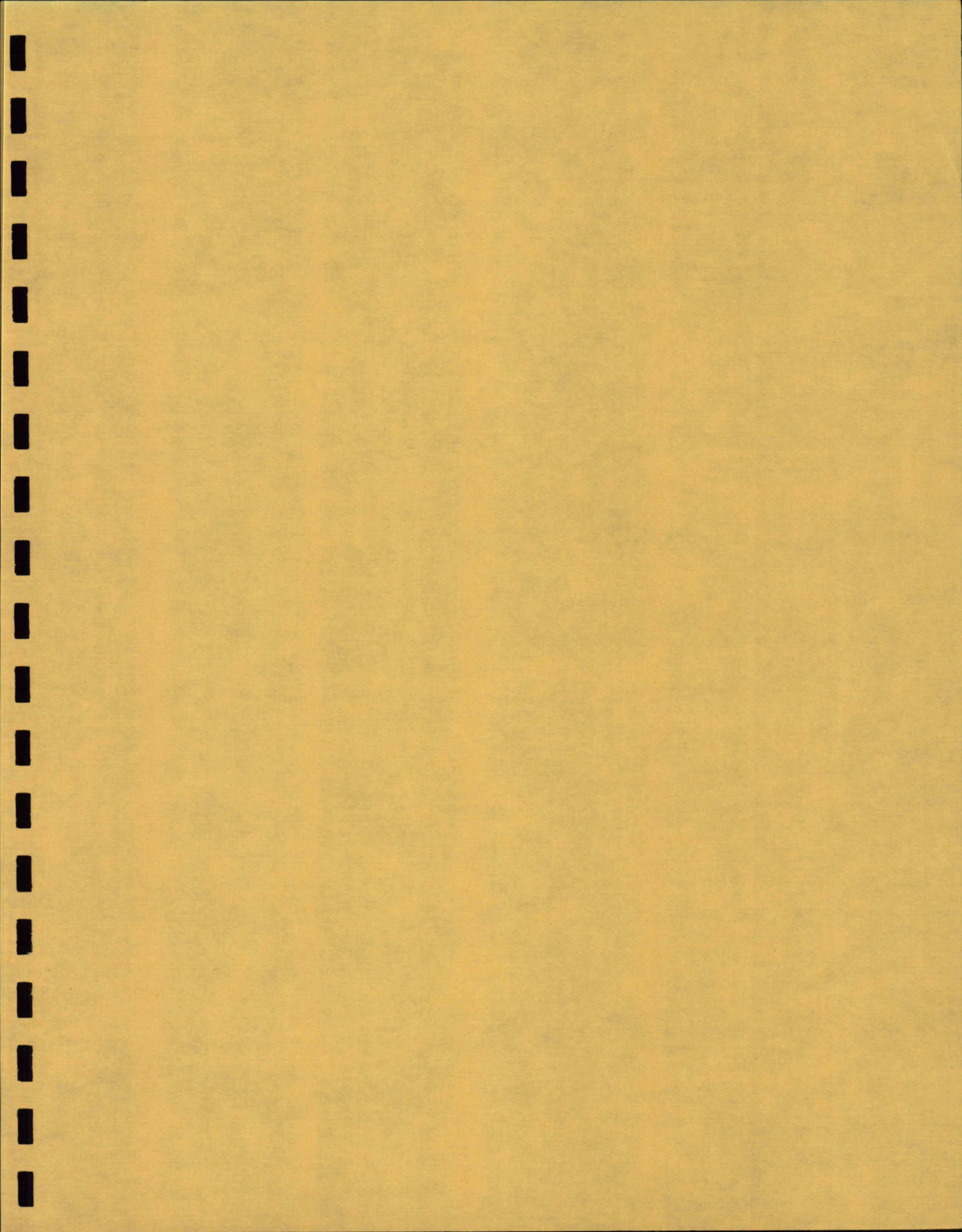
FIT: 0 - None 2 - Good
1 - Some 3 - Full

Programs	1 Pre- sence	2 Leader- ship	3 Regional Balance	4 Strategic Direction	5 Respon- siveness	6 Continuing Relevance	7 Operating - Margin	8 Select- ivity	9 Pro- active	10 Discretionary - Decision	11 Increment- ality	12 Econ. - Com- Viability	13 Depend- ency	14 Value - Money	15 Signifi- cant Benefits	16 Account- ability	17 Service - Public	18 Standar- dized Criteria	19 Coordi- nation Federal	20 Coordi- nation Provincial
ITC DIRECT FINANCIAL ASSISTANCE PROGRAM																				
4. Industry Energy Research & Development Program (IERD)	0	0	1	1	1	3	2	2	1	2	2	2	3	3	1	1	1	3	2	1
9. Credit Reinsurance Program	1	1	2	1	3	3	3	1	0	1	2	2	2	1	2	3	2	2	1	1
10. Cooperative Overseas Market Development Program (COMDP)																				
13. Business Councils Programs (BCP)	1	1	1	0	2	2	2	0	0	0	2	0	2	2	0	2	3	0	0	3
15. Source Development Fund (SDF)-DSS	1	1	1	1	1	2	1	2	2	2	2	2	2	2	2	2	2	2	2	1
16. Design Canada	1	1	1	1	1	2	1	0	0	0	3	0	3	0	0	2	3	0	0	3
17. Fashion Canada - (Fashion Design Assistance Program (FDAP))	0	1	1	1	1	2	1	0	0	0	2	0	2	0	0	1	3	0	0	2
18. Special/Adjustment																				
(a) Ford	2	2	2	2	2	3	2	2	3	3	3	3	2	2	2	3	0	0	2	3
(b) Chrysler	2	2	2	2	2	3	2	2	3	3	3	3	2	2	2	3	0	0	2	3
(c) Massey-Ferguson	2	2	2	2	2	3	2	2	3	3	3	3	2	3	1	3	0	0	2	3
(d) DeHavilland & Canada Air (Loan Guarantees)	2	2	2	2	2	3	2	2	3	3	3	3	2	3	1	3	0	0	2	1
(e) Convention Centres	2	0	2	2	2	2	2	2	2	3	3	0	0	1	1	2	0	1	2	3
(f) LRT - Bombardier																				
19.a. Grants, Scholarships and Bursaries to Promote Manufacturing and Processing Industries																				
b. Canadian Food Industry Scholarship Fund	1	0	0	1	0	1	3	0	0	0	2	0	0	0	0	3	3	1	0	0
c. Grants to Tex-Scope and Wentworth Foundation	1	0	0	0	0	1	3	0	0	0	2	0	0	0	0	1	3	0	0	0
d.1 International Business Centres - Assistance to Selected Universities	2	2	1	0	1	1	3	0	0	0	2	0	0	0	0	2	3	0	0	3
d.2 Grants to Promote Improvement of Management Capabilities in Canadian Footwear and Tanning	1	1	0	0	1	1	3	0	0	0	2	0	0	0	0	2	3	1	0	0
e.1 Grants and Scholarships to Promote Industrial Design	1	1	0	0	1	1	3	0	0	0	2	0	0	0	0	2	3	1	0	0
e.2 Grants to Accelerate Footwear Design Development	1	1	0	0	1	1	3	0	0	0	2	0	0	0	0	2	3	1	0	0
e.3 Scholarship to Develop Capability in the Canadian Clothing Industry	1	1	0	0	1	1	3	0	0	0	2	0	0	0	0	2	3	1	0	0
f.1 Grants to Industrial Research Institutes	2	3	3	2	2	1	3	1	0	0	3	0	2	0	0	2	3	0	0	1
f.2 Grants to Centres of Advanced Technology	2	3	3	2	2	1	3	1	0	0	3	0	2	0	0	2	3	0	0	1
f.3 Grants to Industrial Research Associations	2	3	3	2	2	1	3	1	0	0	3	0	2	0	0	2	3	0	0	1
g.1 Industrial Innovation Centres	2	3	1	2	2	1	3	1	0	2	3	0	2	0	0	2	3	0	0	0
g.2 Footwear & Leather Institute of Canada	1	1	1	0	1	1	2	1	0	0	2	0	1	0	0	2	3	0	0	0
g.3 Manitoba Fashion Institute (Productivity Program)	1	1	0	0	1	1	2	0	0	0	3	0	0	0	0	1	3	0	0	2
h.1 Management Advisory Institutes	1	1	1	0	1	1	2	0	0	0	3	0	0	0	0	2	3	0	0	2
20. Urban Transportation Authority																				
21. Workers Metric Tools																				
22. Product Development Management Program																				
23. Scientific and Technical Conferences	3	3	3	1	2	1	3	2	2	2	3	0	0	2	0	2	3	0	0	3
24. Construction Management Development Instit.																				

PROGRAMS - ANALYSIS - (PRINCIPLES)

FIT: 0 - None 2 - Good
1 - Some 3 - Full

Programs	1 Pre- sence	2 Leader- ship	3 Regional Balance	4 Strategic Direction	5 Respon- siveness	6 Continuing Relevance	7 Operating - Margin	8 Select- ivity	9 Pro- active	10 Discretionary - Decision	11 Increment- ality	12 Econo- - Com- Viability	13 Depend- ency	14 Value - Money	15 Signifi- cant Benefits	16 Account- ability	17 Service - Public	18 Standar- dized Criteria	19 Coordi- nation Federal	20 Coordi- nation Provincial
ITC NON-FINANCIAL PROGRAM																				
1. Duty Remission Program																				
a. Machinery	1	1	1	1	1	1	0	0	2	2	0	2	3	1	1	1	2	3	3	2
b. Power Cruisers	1	1	1	0	1	0	1	1	2	1	1	0	1	2	1	1	1	0	3	1
c. Front End Wheel Loader	1	1	1	1	2	1	2	2	3	2	1	3	1	2	0	1	1	1	3	1
d. Shirting Fabric	2	2	1	1	2	1	1	1	2	1	1	2	1	1	0	1	1	1	3	1
e. Television	1	1	2	2	2	2	2	2	2	1	1	2	0	1	2	1	1	0	3	1
f. Singer Sewing Machine	1	1	0	0	1	0	2	2	1	0	1	0	0	1	0	0	1	0	3	1
g. Automotive Components	1	1	2	2	2	2	2	2	1	1	1	2	1	2	0	1	1	2	3	1
h. Off-Highway Vehicles	1	1	2	2	2	1	2	2	1	1	1	2	1	2	0	1	1	2	3	1
i. DSTR - Duty Remission	0	0	1	1	2	2	0	2	0	3	0	1	1	1	1	2	2	3	1	
2. Import Analysis - Market Analysis (IAD)	1	1	1	2	2	2	0	1	0	0	0	0	0	2	0	2	2	2	1	1
3. Import Analysis Service (IAD)	1	1	1	2	2	2	0	1	0	0	0	0	0	2	0	2	2	1	1	
4. (FBDB) - Management Training Program																				
5. CASE (FBDB)	3	1	3	1	3	2	2	1	1	1	2	1	3	2	0	2	3	3	1	2
6. Interfirm Comparisons	1	1	2	2	2	3	2	2	3	1	2	0	2	1	0	3	2	3	2	2
7. Information Services Progs. (FBDB)	3	2	3	2	3	3	1	0	1	0	0	0	1	1	0	2	3	3	2	2
8. Industrial Regional Benefits Program (IRBP)	2	3	3	3	3	3	3	3	3	0	3	3	0	0	3	0	0	0	3	3
ITC NEW OR IN-DEVELOPMENT PROGRAMS																				
4. Non-Ferrous Primary Metals Modernization/Restructuring	1	2	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	3
5. Forestry Industry Development	1	2	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	3	2
6. First Installation Support (FIS)																				
OTHER RELATED FEDERAL PROGRAMS																				
1. Indian Economic Development Fund																				
2. Eskimo Loan Fund																				
3. Small Business Loan Fund (M.V.T.)																				
4. The Yukon Small Business Loan Fund																				
5. Purchase & Use of Solar Heating	1	0	1	1	1	3	1	2	3	2	2	2	3	2	0	2	1	2	2	1
6. Canadian Patents & Development Limited	0	0	1	1	2	2	3	3	2	2	2	1	2	2	3	1	1	2	2	1
7. Unsolicited Proposals for Research and Development	1	1	1	1	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1
8. Program for Industry/Laboratory Projects (IPLP)	1	1	1	0	1	1	1	1	0	0	1	1	1	0	0	1	1	1	3	1



SECTION 6

ANALYSIS AGAINST IDEAL PROGRAM (CONTENT)

SECTION 6

ANALYSIS AGAINST IDEAL PROGRAM

"CONTENT"

INDEX

ELEMENTS

CHART

R&D

- Studies 1
- Applied Research 2
- Projects 3
- Development, Design and Engineering 4

ESTABLISHMENT/EXPANSION/MODERNIZATION/PRODUCTIVITY

- Studies 5
- Facility 6

CORPORATE TURNAROUNDS

- Studies 7
- Interim and Restructuring Financing 8

MARKETING SUPPORT

- Studies 9
- Trade Fairs 10
- Missions 11
- Project Bidding 12
- Consortia 13
- Sustained Marketing 14
- Domestic First Installation Assistance 15

INDIRECT AND INSTITUTIONAL SUPPORT

- Studies 16
- Economic, Business, Technological Institutes 17
- Industrial Parks 18

ELEMENT - R&D
OBJECTS - STUDIES (INCLUDING: PROPOSAL DEVELOPMENT, FEASIBILITY, TECHNOLOGY SEARCH, VENTURE CAPITAL SEARCH)

PROGRAM		ELIGIBLE COSTS	INSTRUMENT	SHARING RATIO %			LIMIT#	SECTOR#	UNIQUE FEATURES#	RECOMMENDATIONS
				NTL	LOW DISP	HI DISP				
IDEAL	1 2	In House Consulting	Contribution Contribution	Up 50% Up 50%	50 to 75% 50 to 75%	50 to 75% 50 to 75%	Sales under \$30 Million (Exceptions referred to ADM)	All		
EDP	2	Consulting	Contribution	Up 75% Up 50%	Up 75% 50%	Up 75% 50%	Sales under \$10 Million Sales over \$10 Million \$100,000/ study	All All	International competition.	1. In house costs should be eligible. 2. Proposal development, not necessarily feasibility, no technology search, accordingly - large feasibility study concept required. 3. Sharing ratio and limits should be as in Ideal program
RDIA		N/A								
PEMD		N/A								
DIPP	1 2	In House Consulting	Contribution Contribution	Up 100% Up 100%	Up 100% Up 100%	Up 100% Up 100%			A contribution over 50% and \$5 Million goes to T.B. for approval and over \$10 Million goes to Cabinet	
FBDB		N/A					over \$10 Million goes to Cabinet			
SBLA		N/A								
STEP	2	Consulting	Contribution	Up 100% Up 50%	Up 100% Up 100%	Up 100% Up 50%	under \$10,000 under \$100,000	Mfg. using advanced electronics		- This instrument should be deleted from program duplicates EDP/Ideal Program.
PPP		N/A								
CTRB		N/A								
ILAP		N/A								
MSA		N/A								
SPECIAL ARDA		N/A					over \$10 Million			
SIAB		N/A								

The comments in columns entitled "features", "sector" and "limit" apply to all lines within a program section unless otherwise indicated by an asterisk or other reference.

ELEMENT - R&D (cont'd)
 OBJECTS - APPLIED RESEARCH (PRODUCT/PROCESS INNOVATION FOR BUSINESS, STRATEGIC CAPABILITY)

PROGRAM		ELIGIBLE COSTS	INSTRUMENT	SHARING RATIO %			LIMIT#	SECTOR#	UNIQUE FEATURES#	RECOMMENDATIONS
				NTL	LOW DISP	HI DISP				
IDEAL	3	In house	Contribution	Up 50%	50 to 75%	50 to 75%	None	Strategic	Senior management approval required. Machinery and equipment specifically related to project.	
	4	Consulting	Contribution	Up 50%	50 to 75%	50 to 75%				
	5	Machinery/equipment	Contribution	Up 50%	50 to 75%	50 to 75%				
EDP		N/A								
RDIA		N/A								
FEMD		N/A								
DIPP	3	In house	Contribution	Up 50%	Up 50%	Up 50%		T.B. Approval over \$2 Million.	1. Keep under Ideal Program. 2. Drop T.B. approval.	
	4	Consulting	Contribution	Up 50%	Up 50%	Up 50%				
	5	Machinery/equipment	Contribution	Up 50%	Up 50%	Up 50%				
FBDB		N/A								
SBLA		N/A								
STEP		N/A?								
PPP		N/A								
CIRB		N/A								
ILAP		N/A								
MSA		N/A								
SPECIAL ARDA		N/A								
SIAP		N/A								

The comments in columns entitled "features", "sector" and "limit" apply to all lines within a program section unless otherwise indicated by an asterisk or other reference.

PROGRAM	ELIGIBLE COSTS	INSTRUMENT	SHARING RATIO %			LIMIT [ⓐ]	SECTOR [ⓐ]	UNIQUE FEATURES [ⓐ]	RECOMMENDATIONS
			NTL	LOW DISP	HI DISP				
IDEAL	6 In House	Contribution	Up 50%	50 to 75%	50 to 75%	None	M&P (Present and prospective)	Technical risk involved. Repayable. Must exploit domestically. No mark-up on non-arms length sub-contracts. Machinery/equipment, specially related to project.	
	7 Consulting	Contribution	Up 50%	50 to 75%	50 to 75%				
	8 Machinery/equipment	Contribution	Up 50%	50 to 75%	50 to 75%				
	9 Subcontracts	Contribution	Up 50%	50 to 75%	50 to 75%				
	10 Buildings	Contribution	-	Up 25%	Up 25%				
11 Prototype	Contribution	Up 50%	50 to 75%	50 to 75%					
EDP	6 In House	Contribution	Up 75%*	Up 75%*	Up 75%*	*Sales under \$10 Million **Sales over \$10 Million	All	Significant Burden/or Incrementality/ significant benefits. Technology must be exploited domestically. Special equipment related to project. No mark-up of non-arms length repayable if prototype sold or transferred to production.	Make like Ideal program.
		Contribution	Up 50%**	Up 50%**	Up 50%**				
	7 Consulting	Contribution	Up 100%	Up 100%**	Up 100%**				
	8 Machinery/equipment	Contribution	Up 75%*	Up 75%*	Up 75%*				
		Contribution	Up 50%**	Up 50%**	Up 50%**				
	9 Subcontracts	Contribution	Up 75%*	Up 75%*	Up 75%*				
11 Prototype	Contribution	Up 50%**	Up 50%**	Up 50%**					
	Contribution	Up 75%*	Up 75%*	Up 75%*					
11 Prototype	Contribution	Up 50%**	Up 50%**	Up 50%**					
RDTA	N/A								
REMD	N/A								
DIPP	6 In House	Contribution	Up 50%	Up 50%	Up 50%		Defense related	No-Incrementality. T.B. approval \$2 Million. Repayment over fair and reasonable profit. Rights to data - vested in Company, Crown or Foreign Government. Keep in program (viability only).	For discussion.
	7 Consulting	Contribution	Up 50%	Up 50%	Up 50%				
	8 Machinery/equipment	Contribution	Up 50%	Up 50%	Up 50%				
	9 Subcontracts	Contribution	Up 50%	Up 50%	Up 50%				
	11 Prototype	Contribution	Up 50%	Up 50%	Up 50%				
FBDB	N/A								
SBLA	N/A								
STEP	6 In House	**Contribution	Up 75%	Up 75%	Up 75%	\$500,000*	Mfg. using advanced electronics	** Repayable Provision. * For development custom integrated circuits.	Merge this component.
	7 Consulting	**Contribution	Up 75%	Up 75%	Up 75%				
	8 Machinery/equipment	**Contribution	Up 75%	Up 75%	Up 75%				
	9 Subcontracts (Undefined)	**Contribution	Up 75%	Up 75%	Up 75%				
	10 Buildings	**Contribution	Up 75%	Up 75%	Up 75%				
	11 Prototype	**Contribution	Up 75%	Up 75%	Up 75%				
PPP	N/A								
CIRB	N/A								

ⓐ The comments in columns entitled "features", "sector" and "limit" apply to all lines within a program section unless otherwise indicated by an asterisk or other reference.

ELEMENT - R&D (cont'd)
 OBJECTS - PROJECT (cont'd)

PROGRAM		ELIGIBLE COSTS	INSTRUMENT	SHARING RATIO %			LIMIT#	SECTOR#	UNIQUE FEATURES#	RECOMMENDATIONS
				NTL	LOW DISP	HI DISP				
IDEAL	6	In House	Contribution	Up 50%	50 to 75%	50 to 75%	None	M&P (Present and pros- pective)	Technical risk involved. Repayable. Must exploit domestically. No mark-up on non-arms length sub- contracts. Machinery/equipment specially related to project.	
	7	Consulting	Contribution	Up 50%	50 to 75%	50 to 75%				
	8	Machinery/equipment	Contribution	Up 50%	50 to 75%	50 to 75%				
	9	Subcontracts	Contribution	Up 50%	50 to 75%	50 to 75%				
	10	Buildings	Contribution	-	Up 25%	Up 25%				
11	Prototype	Contribution	Up 50%	50 to 75%	50 to 75%					
ILAP		N/A								
MSA		N/A								
SPECIAL ARDA		N/A								
SIAP		N/A								

The comments in columns entitled "features", "sector" and "limit" apply to all lines within a program section unless otherwise indicated by an asterisk or other reference.

OBJECTS - DEVELOPMENT, DESIGN AND ENGINEERING (INCLUDING: PILOT, DEMONSTRATION, TECHNOLOGY ADAPTATION)

PROGRAM	ELIGIBLE COSTS	INSTRUMENT	SHARING RATIO %			LIMIT#	SECTOR#	UNIQUE FEATURES#	RECOMMENDATIONS
			NTL	LOW DISP	HI DISP				
IDEAL	12 In House	Contribution	Up 50%	50 to 75%	50 to 75%	\$30 Million (Exception referred to ADM)	M&P (Present and prospective)	Repayable. Must exploit domestically. Machinery, equipment and buildings specifically related to project.	
	13 Consulting	Contribution	Up 50%	50 to 75%	50 to 75%				
	14 Mach/eqmt	Contribution	Up 50%	50 to 75%	50 to 75%				
	15 Subcontracts	Contribution	Up 50%	50 to 75%	50 to 75%				
	16 Building	Contribution	~	Up 25%	Up 25%				
17 Prototype	Contribution	Up 50%	50 to 75%	50 to 75%					
EDP	12 In House +	Contribution	Up 75%*	Up 75%*	Up 75%*	*sales under \$10 Million **sales over \$10 Million	M&P		Use as a base.
	13 Consulting+	Contribution	Up 50%**	Up 50%**	Up 50%**				
	14 Mach/eqmt	Contribution	Up 100%*	Up 100%*	Up 100%*				
	15 Subcontracts	Contribution	Up 75%*	Up 75%*	Up 75%*				
	17 Prototype +	Contribution	Up 75%**	Up 75%**	Up 75%**				
RDIA	N/A								
PEMD	N/A								
DIPP	12 In House	Contribution	Up 50%	Up 50%	Up 50%		Defense related	Eligible cost exceed Ideal program. Includes tooling.	This aspect should be reviewed, as per Ideal program. Includes building costs. For discussion.
	13 Consulting	Contribution	Up 50%	Up 50%	Up 50%				
	14 Mach/eqmt	Contribution	Up 50%	Up 50%	Up 50%				
	15 Subcontracts	Contribution	Up 50%	Up 50%	Up 50%				
	17 Prototype	Contribution	Up 50%	Up 50%	Up 50%				
FBDB	N/A								
SBLA	N/A								
STEP	12 In House*	**Contribution	Up 75%	Up 75%	Up 75%	\$500,000 +	Electronics	+ For Development of custom integrated circuits. **Repayable provision may be used or stock option. * Undefined.	Merge this component.
	13 Consulting*	**Contribution	Up 75%	Up 75%	Up 75%				
	14 Mach/eqmt*	**Contribution	Up 75%	Up 75%	Up 75%				
	15 Subcontracts*	**Contribution	Up 75%	Up 75%	Up 75%				
	16 Building*	**Contribution	Up 15%	Up 15%	Up 15%				
17 Prototype*	**Contribution	Up 75%	Up 75%	Up 75%					
PPP	N/A								

The comments in columns entitled "features", "sector" and "limit" apply to all lines within a program section unless otherwise indicated by an asterisk or other reference.

OBJECTS - DEVELOPMENT, DESIGN AND ENGINEERING (INCLUDING: PILOT, DEMONSTRATION, TECHNOLOGY ADAPTATION) (Cont'd)

PROGRAM		ELIGIBLE COSTS	INSTRUMENT	SHARING RATIO %			LIMIT#	SECTOR#	UNIQUE FEATURES#	RECOMMENDATIONS
				NTL	LOW DISP	HI DISP				
IDEAL	12	In House	Contribution	Up 50%	50 to 75%	50 to 75%	Sales under \$30 Million (Exception referred to ADM)	M&P (Present and prospective)	Repayable. Must exploit domestically. Machinery, equipment and building specifically related to project.	
	13	Consulting	Contribution	Up 50%	50 to 75%	50 to 75%				
	14	Mach/eqmt	Contribution	Up 50%	50 to 75%	50 to 75%				
	15	Subcontracts	Contribution	Up 50%	50 to 75%	50 to 75%				
	16	Building	Contribution	-	Up 25%	Up 25%				
	17	Prototype	Contribution	Up 50%	50 to 75%	50 to 75%				
CIRB		N/A								
ILAP		N/A								
MSA	14	Machinery/Equipment††	Contributions	-	Up 25%*	Up 25%*		M&P**	*Designated region. **Selected M&P sectors in Zone-1. ††Must lead to commercial application also ‡‡Includes purchase of technology.	‡‡Discontinue purchase of technology. Retain building component into Ideal program.
	16	Building	Contributions	-	Up 25%	Up 25%				
SPECIAL ARDA		N/A								
SIAP		N/A								

The comments in columns entitled "features", "sector" and "limit" apply to all lines within a program section unless otherwise indicated by an asterisk or other reference.

ELEMENT - ESTABLISHMENT EXPANSION MODERNIZATION/PRODUCTIVITY (cont'd)
OBJECT - FACILITY

PROGRAM	ELIGIBLE COSTS	INSTRUMENT	SHARING RATIO %			LIMIT#	SECTOR#	UNIQUE FEATURES#	RECOMMENDATIONS	
			NTL	LOW DISP	HI DISP					
IDEAL	20 Pre-production (Capitalized)	Contribution	Up 50%	50 to 75%	50 to 75%	None		Contribution at national level is repayable for pre-production costs, and machinery/equipment supported as part project only and must be in strategic sector.		
	21 Machinery/equipment	Contribution	Up 50%	50 to 75%	50 to 75%					
		Loan Guar.	Up 90%	Up 90%	Up 90%					
		Loan Equity	Open	Open	Open					
	22 Buildings	Contribution	-	50 to 75%	50 to 75%					+ M&P and Tourism plus selected service in dis-parate regions Primary only by exception
Loan Guar.		-	Up 90%	Up 90%						
23 a) Working Capital	Loan	Open	Open	Open	Loan and equity delivery by FBDB.					
	Equity	Open	Open	Open						
b) Utilities/Services (Capitalized)	Loan Equity	Open	Open	Open		Contribution for tourism must be at least \$100,000.				
	Contribution	-	25 to 50%	25 to 50%			Preference given to Canadian machinery and equipment.			
EDP	20 Pre-product	L.G.	Up 90%	Up 90%				Up 90%	M&P	Internationally competitive.
	21 Machinery/equipment	L.G.	Up 90%	Up 90%	Up 90%					
	22 Buildings	L.G.	Up 90%	Up 90%	Up 90%					
	23 Working Capital	L.G.	Up 90%	Up 90%	Up 90%					
RDIA	20 Pre-product (Capitalized)	Contribution+	-	Up to 80%	Up to 80%	Internal (\$6 Million) on the program portion (for contributions)	M&P	New Facility. Expansion/Modernization. * Includes special provision for repayment in some cases. ** Expenditure made by applicant to provincial or other authorities. * L.G. (Fee 1%) Does not apply for commercial facility expansion - Minister of Finance approval.	Make RDIA same as Ideal program. Keep this component.	
	21 Machinery/equipment	Contribution+	-	Up to 20%	Up to 20%					
		Contribution+	-	Up to 80%	Up to 80%					
	22 Buildings	Contribution+	-	Up to 20%	Up to 20%					some service
		Contribution+	-	Up to 80%	Up to 80%					
23 a) Working Capital	Loan Guar.**	-	Up to 72%	Up to 72%						
	b) Utilities/Services (Capitalized)**	Contribution	-	Up to 25%	Up to 25%					
PEMD	N/A									
DIPP	20 Pre-Production Expenses *	Contribution	Up 50%	Up 50%	Up 50%	Defense related	* Only covered by source establishment. Defense and defense related export sales only. No incrementality.	For discussion.		
	21 Machinery/equipment	Contribution	Up 50%	Up 50%	Up 50%					
FBDB	21 Machinery/equipment	Loans* Equity*	Open Open	Open Open	Open Open	All	* Last Resort. FBDB has Loan Guar. powers but rarely used.	Keep this component.		
	22 Buildings	Loan Equity	Open Open	Open Open	Open Open					
	23 Working Capital	Loan Equity	Open Open	Open Open	Open Open					

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ELEMENT - ESTABLISHMENT EXPANSION MODERNIZATION/PRODUCTIVITY (cont'd)
OBJECT - FACILITY (cont'd)

- 6A -

PROGRAM		ELIGIBLE COSTS	INSTRUMENT	SHARING RATIO %			LIMIT#	SECTOR#	UNIQUE FEATURES#	RECOMMENDATIONS
				NTL	LOW DISP	HI DISP				
IDEAL	20	Pre-production (Capitalized)	Contribution	Up 50%	50 to 75%	50 to 75%	None		Contribution at national level is repayable for pre-production costs, and machinery/equipment supported as part project only and must be in strategic sector.	
	21	Machinery/equipment	Contribution	Up 50%	50 to 75%	50 to 75%				
			Loan Guar. Loan Equity	Up 90% Open Open	Up 90% Open Open	Up 90% Open Open				
	22	Buildings	Contribution	-	50 to 75%	50 to 75%				
Loan Guar. Loan Equity			- Open Open	Up 90% Open Open	Up 90% Open Open					
23	a) Working Capital	Loan Equity	Open Open	Open Open	Open Open					
	b) Utilities/Services (Capitalized)	Contribution	-	25 to 50%	25 to 50%					
SBLA	21	Machinery/equipment	Loan Guar.	100%	100%	100%	Each lender has limited coverage	Small business \$1.5 million max.	Interest rate fixed 1% over prime. No guarantee fee. Self administered by the Banks.	Consider user fee to reinforce incrementality. Keep this component.
	22	Building - Land	Loan Guar.	100%	100%	100%				
STEP	20	Pre-Production (Capitalized)	Contribution+ Contribution+	Up 75%* Up 50%+	Up 75%* Up 50%+	Up 75%* Up 50%+	\$100,000 \$1.5 Million	All* Makers**	*First time users. +Potential users. +Contributions may be repayable. **Mfgr. using advanced electronics. Stock options or repayment conditions applied to contributions.	Merge this component.
	21	Machinery/equipment	Contribution+ Contribution+ Contribution+	Up 75% Up 50% Up 15%	Up 75% Up 50% up 15%	Up 75% Up 50% Up 15%				
	22	Building	Contribution+ Contribution+ Contribution+	Up 75% Up 50% Up 15%	Up 75% Up 50% up 15%	Up 75% Up 50% Up 15%				
PPP		N/A								
CIRB	20	Pre-Production** (Capitalized)	Contribution Loan Guar. Loan***	- - -	Up 50% Up 90%	Up 50% Up 90%	TCPT	M&P*	*Designated communities. **Total of projects must exceed \$100,000. ***Only for TCFT modernization. +International competition.	
	21	Machinery/equipment**	Contribution	Up 50%*	Up 50%	Up 50%				
			Loan Guar.+ Loan	- -	Up 90% -	Up 90% -				
	22	a-Buildings** b-Land**	Contribution Loan Guar.+ Loan	Up 25%** - -	Up 50% Up 90%	Up 50% Up 90%				
23		Working Capital**	Contribution Loan Guar.	- -	Up 50% Up 90%	Up 50% Up 90%				
ILAP*	20	Pre-Production** (Capitalized)	Contribution	-	Up 50%	Up 50%		All*	*Designated regions +Repayable contribution **Total project must exceed \$100,000	
	21	Machinery/equipment**	Contribution+	-	Up 50%	Up 50%				
	22	Building**	Contribution+	-	Up 50%	Up 50%				

* The comments in columns entitled "features", "sector" and "limit" apply to all lines within a program section unless otherwise indicated by an asterisk or other reference.

ELEMENT - ESTABLISHMENT EXPANSION MODERNIZATION/PRODUCTIVITY (cont'd)
 OBJECT - FACILITY (cont'd)

PROGRAM	ELIGIBLE COSTS	INSTRUMENT	SHARING RATIO %			LIMIT#	SECTOR#	UNIQUE FEATURES#	RECOMMENDATIONS
			NTL	LOW DISP	HI DISP				
IDEAL	20 Pre-production (Capitalized)	Contribution	Up 50%	50 to 75%	50 to 75%	None		Contribution at national level is repayable for pre-production costs, and machinery/equipment supported as part project only and must be in strategic sector.	
	21 Machinery/equipment	Contribution	Up 50%	50 to 75%	50 to 75%				
		Loan Guar.	Up 90%	Up 90%	Up 90%				
		Loan	Open	Open	Open				
	22 Buildings	Equity	Open	Open	Open				+ M&P and Tourism plus selected service in dis-parate regions Primary only by exception
23 a) Working Capital		Contribution	-	50 to 75%	50 to 75%				
	Loan Guar.	-	Up 90%	Up 90%					
b) Utilities/Services (Capitalized)	Loan	Open	Open	Open					
	Equity	Open	Open	Open					
MSA*	20 Pre-production	Contribution	-	Up 25%*	Up 25%*		M&P**	*Designated regions. **Selected M&P Sectors in Zone 1. Must lead to commercial application.	
	21 Machinery/equipment	Contribution	-	Up 25%*	Up 25%*				
	22 Buildings	Contribution	-	Up 25%*	Up 25%*				
SPECIAL* ARDA	20 Pre-production**	Contribution	-	Up 50%	Up 50%		M&P Primary Tertiary	*Focusses on native people in dis-'advantaged communities. **Eligible costs include advisory services such as accounting and legal plus management training.	
	21 Machinery/equipment	Contribution	-	Up 50%	Up 50%				
	22 Building	Contribution	-	Up 50%	Up 50%				
	23 Working capital	Contribution	-	Up 50%	Up 50%				
SIAP	20 Pre-Production	Contribution*	3%	3%	3%		Shipbuilding only	*Relates to construction of a ship. **\$75 million program ceiling. Special subsidy to make shipbuilders more competitive abroad.	
	21 Machinery/equipment	Contribution*	3%	3%	3%				
	22 Buildings	Contribution*	3%	3%	3%				
	23 SHIPS**	Subsidy**	9%	9%	9%				

The comments in columns entitled "features", "sector" and "limit" apply to all lines within a program section unless otherwise indicated by an asterisk or other reference.

ELEMENT - CORPORATE TURNAROUNDS
 OBJECTS - STUDIES (INCLUDING: MERGERS, ACQUISITIONS, FINANCIAL RESTRUCTURING, PROPOSAL DEVELOPMENT, LEGAL, AUDIT)

PROGRAM		ELIGIBLE COSTS	INSTRUMENT	SHARING RATIO %			LIMIT#	SECTOR#	UNIQUE FEATURES#	RECOMMENDATIONS
				NTL	LOW DISP	HI DISP				
IDEAL	24	Consulting	Contribution	Up 100%	50 to 100%	50 to 100%		M&P Tourism	Contribution for legal and audit fees for mergers and acquisitions only.	
EDP	24	Consulting	Contribution	Up 100%	Up 100%	Up 100%	\$200,000	M&P Tourism		Keep this component, except remove limit
RDIA		N/A								
PEMD		N/A								
DIPP		N/A								
FBDB		N/A								
SBLA		N/A								
STEP		N/A								
PPP		N/A								
CIRB*	24	Consulting	Contribution**	-	Up 75%*	Up 75%*		All	*designates communities, **mergers & acquisitions.	
ILAP*		Consulting	Contribution	-	Up 75%*	Up 75%*		All	*designates communities	
MSA		N/A								
SPECIAL ARDA		N/A								
SIAP		N/A								

The comments in columns entitled "features", "sector" and "limit" apply to all lines within a program section unless otherwise indicated by an asterisk or other reference.

ELEMENT - CORPORATE TURNAROUNDS (cont'd)
 OBJECTS - INTERIM AND RESTRUCTURING FINANCING (INCL: RESTRUCTURING, MERGERS, ACQUISITIONS AND TAKEOVERS)

PROGRAM		ELIGIBLE COSTS	INSTRUMENT	SHARING RATIO %			LIMIT#	SECTOR#	UNIQUE FEATURES#	RECOMMENDATIONS#
				NTL	LOW DISP	HI DISP				
IDEAL	25	Interim Financing	L.G.	100%	100%	100%	None	M&P Tourism	Line (27) applies only in cases of takeovers and protection of Crown interests. (Stock option normal).	
	26	Restructuring Financing	L.G.	90%	90%	90%				
	27	Restructuring Financing*	L.G.	100%	100%	100%				
EDP	25	Interim Financing	L.G.	100%	100%	100%			*Also includes various Tokyo-Round and MTN adjustments which should probably be dropped.	Base for Ideal program. Keep this component. Consider eliminating (MTN, etc.) features.
	26	Restructuring Financing	L.G.	90%	90%	90%				
	27	Restructuring Financing*	L.G.	100%	100%	100%				
RIDA		N/A								
FEMD		N/A								
DIPP		N/A								
FBDB	25	Interim Financing	Loans	Open	Open	Open		All		
	26	Restructuring Financing								
SBLA		N/A								
STEP		N/A								
PPP		N/A								
CIRB	25	Interim Financing**	a-Contribution	-	Up 50%	Up 50%	\$1.5 million	M&P* M&P* All All	*Other commercial activity (designated). **Minimum Project Cost - \$100,000. ***Mergers and acquisitions only.	Contribution element should be eliminated. This component should be merged.
	26	Restructuring Financing**	b-Contribution c-L.G.*** d-loans***	- - -	Up 50% Up 90% Up 90%	Up 50% Up 90% Up 90%				
ILAP	25	Interim financing	L.G.	-	100%	100%		All	*Repayable. **Project size +Designated communities.	Contribution element should be eliminated. This component should be merged.
	26	Restructuring financing**	Contribution*	-	Up 50%+	Up 50%+*				
MSA		N/A								
SPECIAL ARDA		N/A								
SIAP		N/A								

The comments in columns entitled "features", "sector" and "limit" apply to all lines within a program section unless otherwise indicated by an asterisk or other reference.

ELEMENT - MARKETING SUPPORT
 OBJECTS - STUDIES - (NEW PRODUCTS, MARKET RESEARCH, MARKET DISTRIBUTION AND STRATEGIES)

PROGRAM		ELIGIBLE COSTS	INSTRUMENT	SHARING RATIO %			LIMIT#	SECTOR#	UNIQUE FEATURES#	RECOMMENDATIONS
				NTL	LOW DISP	HI DISP				
IDEAL	28	In House	Contribution	up 50%	50 to 75%	50 to 75%	Sales under \$30 Million. Exception referred to ADM.	M&P Tourism plus selected service in disparate regions.	Contributions is repayable on realization of objective. Only resort owners are eligible under Tourism.	
	29	Consulting	Contribution	up 50%	50 to 75%	50 to 75%				
EDP	29	Consulting	Contribution	up 50% up 75%	up 50% up 75%	up 50% up 75%	Sales over \$10 Million. Sales less \$10 Million \$100,000/study.	M&P	Repayable/royalties. Incrementality.	Merge this component.
RDIA		N/A								
PEMD	28	In House**	Contribution*	50%	50%	50%		M&P & S.	*Domestic not eligible. **Limited.	Keep - Use as base. Make identical to Ideal.
	29	Consulting	Contribution*	50%	50%	50%				
DIPP	28	In House	Contribution*	Up 100%	Up 100%	Up 100%		M&P & S.	*Domestic not eligible.	Make like Ideal Program. For discussion.
	29	Consulting	Contribution*	Up 100%	Up 100%	Up 100%				
FBDB		N/A								
SBLA		N/A								
STEP		N/A								
PPP		N/A								
CIRB	29	Consulting	Contribution+	-	up 75%	up 75%		M&P*	*Other commercial activity. †Royalty on export - realized.	Merge this component.
ILAP		N/A								
MSA		N/A								
SPECIAL ARDA		N/A								
SIAP		N/A								

The comments in columns entitled "features", "sector" and "limit" apply to all lines within a program section unless otherwise indicated by an asterisk or other reference.

ELEMENT - MARKET SUPPORT (cont'd)
 OBJECTS - TRADE FAIRS- (INTERNATIONAL AND DOMESTIC)

PROGRAM		ELIGIBLE COSTS	INSTRUMENT	SHARING RATIO %			LIMIT#	SECTOR#	UNIQUE FEATURES#	RECOMMENDATIONS
				NTL	LOW DISP	HI DISP				
IDEAL	30	Personnel	Contribution	Per Diem	Per Diem	Per Diem	Under \$30 million sales for Domestic	M&P Tourism plus selected service in disparate regions	Covering Canadian products. Repayable-if objective realized. Not to be duplicated with provincial programs. Canadian resort owners only for Tourism internationally, all sectors are eligible.	
	31	Travel	Contribution	50%	50 to 75%	50 to 75%				
	32	Hotel	Contribution	50%	50 to 75%	50 to 75%				
	33	Shipping-(other)	Contribution	50%	50 to 75%	50 to 75%				
EDP		N/A								
RDIA		N/A								
PEND	30	Personnel	Contribution	50%	50%	50%		M&P & S	*Domestic not eligible.	Keep this component.
	31	Travel	Contribution	50%	50%	50%				
	32	Hotel	Contribution	50%	50%	50%				
	33	Other	Contribution	50%	50%	50%				
DIPP		N/A								
SBLA		N/A								
STEP		N/A								
PPP	30	Personnel	Contribution	Per Diem	Per Diem	Per Diem		M&P & S*	Not separate legislation but part of Dept. Budget. *Canadian products. International Trade Fairs only.	Keep use as base. Make identical to Ideal Program. Also include PENDING provision, not covered by PPP.
	31	Travel	Contribution	50%	50%	50%				
	32	Hotel	Contribution	50%	50%	50%				
	33	Shipping-(other)	Contribution	50%	50%	50%				
CIRB		N/A								
ILAP		N/A								
HSA		N/A								
SPECIAL ARDA		N/A								
SIAP		N/A								

* The comments in columns entitled "features", "sector" and "limit" apply to all lines within a program section unless otherwise indicated by an asterisk or other reference.

ELEMENT - MARKETING SUPPORT (cont'd)
 OBJECTS - MISSIONS - (INTERNATIONAL AND DOMESTIC)

PROGRAM		ELIGIBLE COSTS	INSTRUMENT	SHARING RATIO %			LIMIT#	SECTOR#	UNIQUE FEATURES#	RECOMMENDATIONS
				NTL	LOW DISP	HI DISP				
IDEAL	35 36 37 38	Personnel Travel Hotels Other	Contribution Contribution Contribution Contribution	P. Diem 50% 50% 50%	P. Diem 50to75% 50to75% 50to75%	P. Diem 50to75% 50to75% 50to75%	Under \$30 million sales for domestic missions	M&P and tourism, plus sel- ected service in disparate regions	Canadian products and services only. Repayable if objective is realized. For tourism, Canadian resort owners only. For international travel, levels are as shown for buyers and sellers. For domestic travel of 500 miles or more, levels are as shown except that the level for sellers to and buyers from disparate regions is 0%. Internationally, all sectors are eligible.	
EDP		N/A								
RDIA		N/A								
PEMD	35 36 37 38	Personnel Travel Hotels Other	Contribution* Contribution* Contribution* Contribution*	50% 50% 50% 50%	50% 50% 50% 50%	50% 50% 50% 50%			*Does not apply to domestic missions.	Merge this component.
DIPP		N/A								
FBDB		N/A								
SBLA		N/A								
STEP		N/A								
PPP	30 31 32 33	Personnel Travel Hotel Shipping-(other)	Contribution Contribution** Contribution** Contribution**	Per Diem 50% 50% 50%	Per Diem 50% 50% 50%	Per Diem 50% 50% 50%		MPS	Not separate legislation but part of Dept. Budget. Canadian products. **Supports incoming visitors International missions only.	Keep as base. Adjust to Ideal program and to reflect individual features of PEMD.
CIRB		N/A								
ILAP		N/A								
MSA		N/A								
SPECIAL ARDA		N/A								
SIAP		N/A								

The comments in columns entitled "features", "sector" and "limit" apply to all lines within a program section unless otherwise indicated by an asterisk or other reference.

ELEMENT - MARKETING SUPPORT (cont'd)
 OBJECTS - CONSORTIA (INTERNATIONAL ONLY)

PROGRAM	ELIGIBLE COSTS	INSTRUMENT	SHARING RATIO %			LIMIT#	SECTOR#	UNIQUE FEATURES#	RECOMMENDATIONS
			NTL	LOW DISP	HI DISP				
IDEAL	43 Personnel	Contribution+	Per Diem	Per Diem	Per Diem		All	Repayable - if objective realized. Canadian products and services only.	
	44 Travel	Contribution+	50%	50 to 75%	50 to 75%				
	45 Hotel	Contribution+	50%	50 to 75%	50 to 75%				
	46 Consortium Management Costs	Contribution+	50%	50 to 75%	50 to 75%				
EDP	N/A								
RDIA	N/A								
FEMD	43 Personnel	Contribution	50%	50%	50%		All	Make like Ideal program.	
	44 Travel	Contribution	50%	50%	50%				
	45 Hotel	Contribution	50%	50%	50%				
	46 Consortium Management Costs	Contribution	50%	50%	50%				
DIPP	N/A								
FBDB	N/A								
SBLA	N/A								
STEP	N/A								
PPP	N/A								
CIRB	N/A								
ILAP	N/A								
MSA	N/A								
SPECIAL ARDA	N/A								
SIAP	N/A								

The comments in columns entitled "features", "sector" and "limit" apply to all lines within a program section unless otherwise indicated by an asterisk or other reference.

ELEMENT - MARKETING SUPPORT (cont'd)
 OBJECTS - SUSTAINED MARKETING - (INTERNATIONAL)*

PROGRAM		ELIGIBLE COSTS	INSTRUMENT	SHARING RATIO %			LIMIT	SECTOR	UNIQUE FEATURES	RECOMMENDATIONS
				NTL	LOW DISP	HI DISP				
IDEAL	47	Personnel	Contribution	Per Diem	Per Diem	Per Diem	None	M	Canadian Products Only. Exclusive of U.S.A. markets. Repayable - If objective realized.	
	48	Travel	Contribution	50%	50 to 75%	50 to 75%				
	49	Hotel	Contribution	50%	50 to 75%	50 to 75%				
	50	Establishment of sales and service office	Contribution	50%	50 to 75%	50 to 75%				
EDP	38	One DC4-7 aircraft	Unique guarantee applies to loans or leases	90%				Specific (Aviation)	Re-marketing agreement with Dehavilland, 10% liability.	
RDIA		N/A								
PEMD	47	Personnel	Contribution	50%	50%	50%	None	M	Canadian Product. Exclusive of U.S.A. Repayable - If objective realized.	Keep as base but make identical to IDEAL Program.
	48	Travel	Contribution	50%	50%	50%				
	49	Hotel	Contribution	50%	50%	50%				
	50	Establishment of sales office	Contribution	50%	50%	50%				
DIPP		N/A								
FBOB		N/A								
SBLA		N/A								
STEP		N/A								
PPP		N/A								
CIRB		N/A								
ILAP		N/A								
MSA		N/A								
SPECIAL ARDA		N/A								
SIAP		N/A								

* The comments in columns entitled "features", "sector" and "limit" apply to all lines within a program section unless otherwise indicated by an asterisk or other reference.

ELEMENT - MARKETING SUPPORT (cont'd)
 OBJECTS - DOMESTIC FIRST INSTALLATION PERFORMANCE SUPPORT

PROGRAM		ELIGIBLE COSTS	INSTRUMENT	SHARING RATIO %			LIMIT#	SECTOR#	UNIQUE FEATURES#	RECOMMENDATIONS
				NTL	LOW DISP	HI DISP				
IDEAL	51	Premium cost of insurance policy.	Contribution	50%	50 to 75%	50 to 75%		M	Canadian products. Repayable if objective realized.	
EDP		N/A								
RDIA		N/A								
PEMD		N/A								
DIPP		N/A								
FBDB		N/A								
SBLA		N/A								
STEP		N/A								
PPP		N/A								
CIRB		N/A								
ILAP		N/A								
MSA		N/A								
SPECIAL ARDA		N/A								
SIAP		N/A								

The comments in columns entitled "features", "sector" and "limit" apply to all lines within a program section unless otherwise indicated by an asterisk or other reference.

ELEMENT - INDIRECT AND INSTITUTIONAL SUPPORT
 OBJECTS - STUDIES AND COMMON SERVICES (BUSINESS ORGANIZATIONS - FOR MARKETING, TRAINING, PURCHASING, ETC.)

PROGRAM		ELIGIBLE COSTS	INSTRUMENT	SHARING RATIO %			LIMIT#	SECTOR#	UNIQUE FEATURES#	RECOMMENDATIONS
				NTL	LOW DISP	HI DISP				
IDEAL	52	Operating Costs	Contribution	up 50%	50 to 75%	50 to 75%	None	N/A		
EDP		N/A								
RDIA		N/A								
PEMD		N/A								
DIPP		N/A								
FBDB		N/A								
SBLA		N/A								
STEP		N/A								
PPP		N/A								
CIRB	52	Operating expenses (common service organizations).	Contributions	-	up 50%*	up 50%*	\$150,000/ for expenses (1st time)	All	*1st year. **2nd year. ***3rd year. *1st implementation only.	Make like IDEAL Program. Keep this component.
	56	Legal, draft(set up) Mech./Eqmt. building.	Contributions	-	up 33%** up 25%*** up 25%*	up 33%** up 25%*** up 25%*				
	57	Consulting - Studies	Contributions.	-	up 100%	up 100%				
	58	APMTA****	Contributions#	-	up 80%	up 80%				
ILAP		N/A								
MSA		N/A								
SPECIAL ARDA		N/A								
SIAP		N/A								

The comments in columns entitled "features", "sector" and "limit" apply to all lines within a program section unless otherwise indicated by an asterisk or other reference.

ELEMENT - INDIRECT AND INSTITUTIONAL SUPPORT
 OBJECTS - ECONOMICS - BUSINESS - TECHNOLOGICAL INSTITUTES AND CENTRES

PROGRAM		ELIGIBLE COSTS	INSTRUMENT	SHARING RATIO %			LIMIT#	SECTOR#	UNIQUE FEATURES#	RECOMMENDATIONS
				NTL	LOW DISP	HI DISP				
IDEAL	53 54	Capital Cost Working Capital	Contribution Grants	up 50% up 50%	50 to 75% 50 to 75%	50 to 75% 50 to 75%	None	N/A	Senior management approval required.	
EDP		N/A								
RDIA		N/A								
PEMD		N/A								
DIPP		N/A								
FBDB		N/A								
SBLA		N/A								
STEP	54	Working Capital	Contributions	100%	100%	100%	\$1 Million/ Center*	**Univer- sities	*Over a five year period. **10 Universities.	Make like IDEAL Program. Keep this component.
PPP		N/A								
CIRB		N/A								
ILAP		N/A								
MSA		N/A								
SPECIAL ARDA		N/A								
SIAP		N/A								

The comments in columns entitled "features", "sector" and "limit" apply to all lines within a program section unless otherwise indicated by an asterisk or other reference.

ELEMENT - INDIRECT AND INSTITUTIONAL SUPPORT
 OBJECTS - INDUSTRIAL PARKS

PROGRAM		ELIGIBLE COSTS	INSTRUMENT	SHARING RATIO %			LIMIT#	SECTOR#	UNIQUE FEATURES#	RECOMMENDATIONS
				NTL	LOW DISP	HI DISP				
IDEAL	55	Capital Costs	Contribution	-	25 to 50%	25 to 50%	None	M-P Tourism plus selected services in disparate regions	Decision to support, after industry opted for region. Senior management approval required.	
EDP		N/A								
RDIA		N/A								
PEMD		N/A								
DIPP		N/A								
FBDB		N/A								
SBLA		N/A								
STEP		N/A								
PPP		N/A								
CIRB		N/A								
ILAP		N/A								
MSA		N/A								
SPECIAL ARDA		N/A								
SIAP		N/A								

The comments in columns entitled "features", "sector" and "limit" apply to all lines within a program section unless otherwise indicated by an asterisk or other reference.

SECTION 7

FINDINGS - OTHER DREE AND ITC PROGRAMS

- FINDINGS -

- IT&C PROGRAMS -

Direct - Financial - 25 - Programs - (Includes Metric Tools, but excludes 7 Grains Programs
that may be transferred to other departments).

Non - Financial - 8 - (Include as one Item - 8 - Duty re- Mission Programs).

New - Programs - 5 - (Includes STEP)

TOTAL 38

- DREE PROGRAMS -

Direct Financial - 50 - Programs - (Includes PFRA, but excludes 19 subagreements
that may be transferred to other departments)
and 22 subagreements scheduled to expire on
March 31, 1982)

Non-Financial - 2 - Programs

New - 41 - Programs - (Includes renewal of some programs expiring on
March 31, 1982, such as Special ARDA).

TOTAL 93

TOTAL DREE & IT&C - 131 - Programs

ELEMENT

RESEARCH AND DEVELOPMENT

OBJECTS	ELIGIBLE COSTS	INSTRUMENTS	SECTOR/UNIQUE FEATURES
Studies	<p>In-house costs - DIPP - 19a - IERD - STEP</p> <p>Consulting - DIPP - 19a - IERD - STEP - DIPP</p>	<p>5 programs offer contributions for R & D, i.e.; EDP, IERD, DIPP, STEP, 19a.</p> <p>19.a. Grants, Scholarships and Bursaries to Promote Manufacturing and Processing Industries.</p> <p>Magdalen Island Special Area.</p>	<p>EDP - small and medium-sized companies</p> <p>IERD - Energy Conservation</p> <p>DIPP - Defence</p> <p>STEP - Sector Specific Electronics</p> <p>19a - Technical Innovation Process</p>
Applied Research	<p>All costs - Associated with Research - Programs - 19a, 19f, g1, g3 and STEP</p>	<p>4 programs offer Institutional grants for research and development, i.e.; 19a, 19f, g1, g3, and STEP offers contributions.</p> <p>19.a. Grants, Scholarships and Bursaries to Promote Manufacturing and Processing Industries</p> <p>19.f. Grants to Industrial Research Institutes, Grants to Centres of Advanced Technology, Grants to Industrial Research Associations</p> <p>19.g.1 Industrial Innovation Centres</p> <p>19.g.3 Manitoba Fashion Institute (Productivity Program)</p>	<p>19a - Technical Innovation Process</p> <p>19f - 1, 2, and 3 - provide research development engineering services on a contract basis to industry</p> <p>19.g.1 - Increase quantity and quality of technical innovation in Canada (university resources)</p> <p>19.g.3 - To improve fashion technology and production processes</p>
Projects	<p>Service, building, machinery and equipment, engineering, develop-costs. All instruments at right covers these costs except PEMP who offers service and development costs only</p>	<p>6 programs offer contribution assistance, i.e. EDP, IERD, DIPP, STEP, SDF (Source Development Fund), PDMP.</p>	<p>EDP - Innovation, small, medium-sized</p> <p>IERD - Energy conservation</p> <p>DIPP - Defence related</p> <p>STEP - Electronic applications and development</p> <p>SDF - R & D to establish new supplier capability</p>

ELEMENT

RESEARCH AND DEVELOPMENT (Cont'd)

OBJECTS	ELIGIBLE COSTS	INSTRUMENTS	SECTOR/UNIQUE FEATURES
Engineering	3 - Programs - accept engineering cost. DIPP, IERD, and 19.e.2. MSA - Covers - Building and Machinery Engineering	3 programs, i.e. DIPP, IERD, 19.e.2, MSA offer engineering assistance in the form of contributions 19.e.2 Grants to Accelerate Footwear Design Development	DIPP - Defence related IERD - Energy conservation 19.e.2 - Improved design in the footwear and the tanning sector MSA - Job Creation

ESTABLISHMENT/EXPANSION/MODERNIZATION/PRODUCTIVITY

OBJECTS	ELIGIBLE COSTS	INSTRUMENTS	SECTOR/UNIQUE FEATURES
Studies	<p>In-house costs, IERD, ILAP, DIPP, STEP, CIRB, PDMP, Special ARDA</p> <p>Consulting costs - same program as above</p>	<p>8 programs - offer contribution assistance to clients for studies, for expansion of facilities etc., i.e., EDP, IERD, ILAP, DIPP, STEP, Design Canada, CIRB, PDMP, Special ARDA.</p>	<p>EDP - no in-house costs, small and medium-sized businesses</p> <p>IERD - Research</p> <p>ILAP - Sector specific, small to medium-sized, designated cities - Industrial lay-offs</p> <p>DIPP - Defence related</p> <p>STEP - Electronics implementation for new improvements in processes and equipment</p> <p>Design Canada - Improved design capability in Canada</p> <p>CIRB - Restructuring of textile and footwear and clothing sectors</p> <p>PDMP - To introduce management capability for operational plans for new product development idea</p> <p>Special ARDA - Focus - Native People</p>
Facilities	<p>Building, machinery and equipment, working capital - FBDB, SBLA, EDP, CIRB, Credit Re-Insurance Program (CRP), IERP, DIPP, ILAP, STEP, SIAP, SDF, UTA, Group #19 cover these costs.</p> <p>RDIA and MSA - also covers site preparations, installation charges where capitalized.</p>	<p><u>Loans</u> - only FBDB and SBLA offer loans and to some extent as last resort, EDP, Cape Breton Development Corp., Newfoundland/Labrador Development Corp.</p> <p><u>Loan Guarantees</u> - 4 programs, i.e., FBDB, EDP, CRP, CIRB, RDIA, offer normal loan guarantees.</p>	<p>SBDP/SBLA, small business orientation with EDP</p> <p>CIRB, ILAP, STEP, SIAP, DIPP, CIRB, sector specific or area specific assistance programs, addressing, restructuring within the sector or within communities.</p> <p>SDF - Program to develop new capabilities in Canada</p> <p>Group 19 - Programs oriented at assisting the associations and institutions in order to develop support for the manufacturing industries.</p>

ELEMENT

ESTABLISHMENT/EXPANSION/MODERNIZATION/PRODUCTIVITY (Cont'd)

OBJECTS	ELIGIBLE COSTS	INSTRUMENTS	SECTOR/UNIQUE FEATURES
Facilities (cont'd)		<p><u>Contributions</u> - 7 programs offers regular contributions, i.e., IERD, DIPP, ILAP, STEP, SIAP, SDF, CIRB, RDIA, MSA and Magdalen Island Special Area.</p> <p>One program, UTA, offered a special contribution for the development of urban transit. PDMP, offers assistance to help formulate small businesses, market or new product proposals.</p> <p><u>Grants</u> - Design Canada also offers grants which are oriented at assisting product marketing, or development. It is possible to include this program with the Ideal one.</p> <p>10 other programs (Group 19) also offer a grant to institutions.</p>	<p>RDIA - Stimulates manufacturing and processing in designated regions.</p> <p>MSA - Restricted spatially.</p> <p>MISA - Closely tied to RDIP re-administration.</p> <p>DEVCO - Concerned with Cape Breton Development (including NFLD).</p>

ELEMENT

CORPORATE RESTRUCTURING

OBJECTS	ELIGIBLE COSTS	INSTRUMENTS	SECTOR/UNIQUE FEATURES
Studies	<p>No In-house costs.</p> <p>Consulting costs - 6 programs - EDP, IERD, DIPP, SDF, PDMP, STEP</p>	<p><u>Contributions</u> - 6 programs, i.e., EDP, IERD, DIPP, SDF, PDMP, STEP, support studies for adjustment purposes and offer contributions.</p>	<p>EDP - Restructuring mergers acquisitions last resort</p> <p>IERD - Energy conservation studies</p> <p>DIPP - Defence related, export oriented</p> <p>SDF - Resource development</p> <p>PDMP - Management capability for proposal development</p> <p>STEP - Sector specific electronics restructuring, mergers and acquisitions</p>
Restructuring, Mergers & Acquisitions and other adjustment projects	<p>Working capital, buildings, machinery and equipment, pre-production</p>	<p><u>Grants</u> - 5 programs (19.a, d.2, f., g.1, g.2) offer grants to institutions and associations to support them in restructuring efforts.</p> <p><u>Contributions</u> - 3 major programs offer contributions for adjustments, they are: IERD, DIPP and STEP.</p> <p><u>Loan Guarantees</u> - EDP offers loan guarantees and under special circumstances, loans and equity offset by share options. It is noted than special loan guarantees were offered in five other cases such as Ford, Chrysler, Massey-Ferguson, DeHavilland, and Bombardier.</p> <p><u>Equity</u> - 3 programs i.e., FBDB, EDP, CIRB, offer equity participations; a specific application under EDP was Chrysler who was a special recipient for equity.</p>	<p>DIPP - Defence related</p> <p>STEP - Sector specific electronics</p> <p>EDP - Major adjustment to last resort</p>

ELEMENT

CORPORATE RESTRUCTURING (Cont'd)

OBJECTS	ELIGIBLE COSTS	INSTRUMENTS	SECTOR/UNIQUE FEATURES
<p>(cont'd) Restructuring, Mergers & Acquisitions and other adjustment projects.</p>		<p>Cape Breton Development Corp. Newfoundland/Labrador Development Corp., also offer equity participation.</p> <p>19.a. Grants, Scholarships and Bursaries to Promote Manufacturing and Processing Industries.</p> <p>19.d.2 Grants to Promote Improvement of Manage- ment Capabilities in Canadian Footwear and Tanning</p> <p>19.f. Grants to Industrial Research Institutes, Grants to Centres of Advanced Technology, Grants to Industrial Research Associations</p> <p>19.g.1. Industrial Innovation Centres</p> <p>19.g.2. Footwear & Leather Institute of Canada</p>	

ELEMENT

MARKETING SUPPORT

OBJECTS	ELIGIBLE COSTS	INSTRUMENTS	SECTOR/UNIQUE FEATURES
Studies	<p>In-house, FEMD, DIPP, DEP, STEP and COMDP.</p> <p>Consulting costs - EDP, DIPP, STEP, COMDP, FEMD, Magdalan Island Special Area, DEVCO.*</p>	<p>5 programs, i.e., EDP, DIPP, STEP, COMDP, FEMD, provides contributions for studies relating to marketing.</p> <p>Devco also pays directly on contributions for studies.</p>	<p>EDP - Project related</p> <p>DIPP - Project related</p> <p>STEP - Project related</p> <p>COMDP - Forest industries, B.C. specific</p> <p>FEMD - International markets only</p> <p>MISA - Spatially related</p>
Trade Fairs	<p>Personnel, travel, hotels, others</p>	<p>2 programs, i.e., FEMD, PPP, offer contributions for international fairs only.</p>	<p>FEMD - Stand alone, individual participation</p> <p>PPP - Collective group with leader international markets only</p>
Missions	<p>Personnel, travel, hotels, others</p>	<p>Only PPP offers contributions for missions (outgoing and incoming).</p> <p>PPP will also support individual missions.</p>	<p>International markets limited to three participants maximum.</p>
Bidding	<p>Personnel, travel, hotels, others</p>	<p>FEMD only offers contributions for bidding.</p>	<p>Not for domestic market bidding.</p>
Consortia	<p>Personnel, travel, hotels, others</p>	<p>FEMD offers contributions for consortia.</p>	<p>International markets only.</p>
Sustained marketing	<p>Personnel, travel, hotels, others</p>	<p>Only FEMD offers contributions towards sustained marketing.</p>	<p>International markets only.</p>
First Installation Insurance		<p>No program exists presently.</p>	

* DEVCO can do almost anything on marketing within their limited budget (\$2.5 million)

ELEMENT

MARKETING SUPPORT (Cont'd)

OBJECTS	ELIGIBLE COSTS	INSTRUMENTS	SECTOR/UNIQUE FEATURES
Service	Not applicable	<p>8 IT&C programs, i.e., Duty Remissions, Import/Export Analysis, CASE, Interfirm Comparisons, FBDB, (Management Training and Information Services.) IRBP, offers non-financial market support.</p> <p>2 DREE programs i.e., BBED and Project Analysis and Evaluation offer opportunity identification and analysis services.</p>	<p>IRBP, CASE, Interfirm Comparisons, Import Analysis, offer marketing support related to the domestic market.</p> <p>*The machinery program by itself has a higher expenditure per year (about \$360 million) than all the major IT&C programs (eg. EDP, DIPP, etc.) (about \$275 million). It is not an IT&C expenditure but a revenue foregone under the budget of Revenue Canada.</p>

ELEMENT

INDIRECT AND INSTITUTIONAL SUPPORT.

OBJECTS	ELIGIBLE COSTS	INSTRUMENTS	SECTOR/UNIQUE FEATURES
Industrial Parks			
Economic and Business Technological Institutes	Varied - Directly related to project.	<p>15 programs, i.e., SDF, 18e, 19b, 19c, 19d, 19e1, 19e2, 19f1, 2, & 3, 19g2, 19g3, and h plus Scientific/Technology Conferences and Contribution Management Institutes, are programs that offer grants and contributions.</p> <p>18.e. Special/Adjustment Convention Centres</p> <p>19.b. Canadian Food Industry Scholarship Fund</p> <p>19.c. Grants to Tex-Scope and Wentworth Foundation</p> <p>19.d.1 International Business Centres</p> <p>19.d.2 Grants to Promote Improvement of Management Capabilities in Canadian Footwear and Tanning</p> <p>19.e.1 Grants and Scholarships to Promote Industrial Design</p> <p>19.e.2 Grants to Accelerate Footwear Design Development</p> <p>19.f. Grants to Industrial Research Institutes, Grants to Centres of Advanced Technology, Grants to Industrial Research Associations</p> <p>19.g.2 Footwear & Leather Institute of Canada</p>	<p>The group related to Items #18 and 19 offers specific assistance to the institutions in support of the business community.</p> <p>SDF - Source Development</p> <p>The others are directed at the developing associations and institutions capable of supporting specific sectors.</p>

ELEMENT

INDIRECT AND INSTITUTIONAL SUPPORT (Cont'd)

OBJECTS	ELIGIBLE COSTS	INSTRUMENTS	SECTOR/UNIQUE FEATURES
Economic and Business Technological Institutes (cont'd)		19.g.3 Manitoba Fashion Institute (Productivity Program) 19.h.1 Management Advisory Institutes	
Studies/Commons Services	Varied	Business Councils Program (BCP) offers studies assistance in the form of contributions. 2 programs, COMDP and CGOT also offer marketing assistance in the form of contributions. 5 programs (19b, d2, e1, e2, e3) offer R&D assistance in the form of contributions; they are all related to the institutional sectors. 2 programs, i.e., Workers' Metric Tools, and SIAP offer subsidies. 10 programs, including CGOT, Design Canada, FBDB, OSTR, Import/Export Analysis, CASE, Interfirm Comparisons, Information Services Programs (FBDB), offer counselling assistance. Atlantic Provinces Management Training Program offers <u>Middle Management Training</u> courses. P.D.A.S. (Physical Distribution Advisory Service) (All Atlantic Provinces) offers physical distribution training to industry.	19.b. - Canadian Food Industry Scholarship Fund. 19.d.2. - Promote improvement of management capabilities in Canadian footwear and tanning. 19.e.1. - Grants and scholarships to promote industrial design 19.e.2. - Grants to accelerate footwear design development. 19.e.3 - Scholarships to develop capability in the Canadian clothing industry.

SECTION 8

ANALYSIS AGAINST IDEAL PROGRAM (DELIVERY)

ANALYSIS AGAINST IDEAL PROGRAM (DELIVERY)

PROGRAM	FINAL AUTHORITY (Most Major Cases)	D E L E G A T I O N					ADMINISTRATION		
		Special Bodies			Departmental Structure		Initiation	Processing	Control
		Type	Composition	Authority	Headquarters	Field			
IDEAL	Minister	Central Board Optional Advisory Panel	DM Chaired, DRIE ADMs, MSERD, FIN, NRC, CEIC, and FBDB. Private Members	- Program direction and priorities. - Advisory to Min. above \$2M. Advice to Board on request.	- Approval for \$1/2M to \$2M cases in regions other than Que. & Ont., advisory beyond. - Major cases as assigned by DM.	- Que. & Ont. Region approval to \$2M, advisory beyond. - Other Regions approval to \$1/2M, advisory beyond. - Major cases as assigned by DM.	Central & Regional	Mostly Regional	Central & Regional
EDP	Central Board Regional (provincial) Boards	Central Board Private dominated, DREE, ITC & FBDB	Private dominated, DREE, CEIC, FBDB, MOSST FIN. MSED & ITC. Approval to \$200K	Approval - no ceiling	Advisory to Central Board	Advisory to Regional Boards	Central & Regional	Central & Regional	Central
RDIA	Minister	Central Regional Development Incentives Board	SADM DREE, ADM Plan, CEIC & ITC	- Advisory beyond \$2M cap. costs.	Advisory to Regional ADM'S.	Regional ADM'S - approval to \$2M, app. cap. costs, advisory beyond.	Regional	Regional	Regional
PEMD	Central ADM Committee	Central ADM Committee	ADM Fin. & ADM TCS or ADM I&CD	- Approval beyond \$50K	- HQ DG's advisory above \$50K, approval below.	- Regional DG's advisory above \$50K, approval below.	Central or Regional	Regional & Central	Central

ANALYSIS AGAINST IDEAL PROGRAM (DELIVERY)

PROGRAM	FINAL AUTHORITY (Most Major Cases)	DELEGATION					ADMINISTRATION		
		Special Bodies			Departmental Structure		Initiation	Processing	Control
		Type	Composition	Authority	Headquarters	Field			
DIPP	Treasury Board	Central Committee	IT&C Senior Mgt., DSS, DND & DREE	- Approval via Minister below \$2M. D.M. up to \$5M.	Advisory to DIPP Committee	-	Central	Central	Central
FBDB	Executive Committee	Board of Directors	Private - public	Overall direction	Delegated approval	Delegated approval	Regional	Regional	Central
SBLA	Designated Lenders	-	-	-	Overall program direction	-	Regional	Regional via lenders. Central for defaults.	Central
STEP	Central EDB	Innovation Panel of Central EDB	Private dominated FIN & MOSST	Approval of major projects	Central Board Major projects fund.	Regional approval awareness program.	Central or Regional	Central & Regional	Central
		Regional EDB	Private dominated DREE, CEIC, MOSST & FIN.	Approval of awareness programs.					
PPP	DG's & ADM Bureaux	PPP Review Board	ITC, chaired by DG Trade Fairs & Missions.	Overall direction	Advisory on all to DGs.	-	Central	Central	Central
CIRB	CIRB	CIRB - Regional	Private dominated, DREE, ITC, CEIC, MSED & FIN.	Approval	-	Advisory to Board	Regional	Regional	Regional
ILAP	Central EDB	Industry & Community Development	Private dominated, DREE, CEIC, FBDB & FIN.	All approval	Central Board beyond \$200K	Regional Board up to \$200K	Central or Regional	Central	Central

ANALYSIS AGAINST IDEAL PROGRAM (DELIVERY)

PROGRAM	FINAL AUTHORITY (Most Major Cases)	D E L E G A T I O N					A D M I N I S T R A T I O N		
		Special Bodies			Departmental Structure		Initiation	Processing	Control
		Type	Composition	Authority	Headquarters	Field			
MSA	Minister	RDIA Board	SADM, DREE, ADM Plan, CEIC & ITC	Advisory on major cases	Central advisory on large cases	Regional advisory on A & B cases.	Regional	Regional	Central
Special ARDA	Treasury Board	Special ARDA Advisory Committee in each province.	Fed., Prov. Board. Incl. Native Associations.	Advisory on all cases.	-	Regional approval to \$1/4M. Advisory beyond.	Regional	Regional	Regional
SIAP	Central Committee	-	Public Member only	-	Central approval	-	Central	Central	Central

SECTION 9

IMPACT OF PROGRAM INTEGRATION ON EXPENDITURES

ANALYSIS OF "IDEAL" PROGRAM
EXPENDITURES

- 1 - Based on Year 1980/81.
- 2 - Pro-forma Year 1982/83.
- 3 - Summary of DRIE Pro-forma for all programs as they might exist after reorganization.

Includes - IDEAL, FBDB, SBLA, SPECIAL ARDA and Tourism.

- 1 -

IDEAL PROGRAM

BASED ON

EXPENDITURES

YEAR 1980/81

DREE & IT&C
 EXPENDITURES BY "IDEAL" PROGRAM COMPONENTS
 Year 1980/81 (in \$000)

	EDP	PEMD	PPP*	DIPP	RDIA	MSA	IERD	SUB TOTAL
A) R & D								
- Studies	2,031							2,031
- Applied Research	-							
- Projects	47,210			48,372		***	579	96,161
- Engineering (S.E.)				8,085				8,085
B) ESTABLISHMENT, EXPANSION AND MODERNIZATION								
- Productivity Studies	1,523							1,523
- Projects								
1) contributions				38,475	103,474	14,289		156,238
2) direct loans	NIL			21,467				21,467
3) guaranteed loans								
- Infrastructure Support								
C) CORPORATE TURNAROUND								
- Studies								
- last Resort Financing authorized	111,537**							
- Insured loan losses	8,401							8,401
- Equity Funding								
D) MARKETING SUPPORT								
- Market Identification		1,853	-					1,853
Studies		2,569	5,168					2,569
- Trade Fairs		-	1,626					
- Missions		-	800					
a) Incoming		133	459					133
b) outgoing		4,183	-					4,183
- Trade Visitors		140	-					140
- Project Bidding		116	-					116
- Consortia								
- Sustained Marketing								
- Domestic First Installation								
- Sales Financing (DHC)	119,476**							
- losses on EDC loans								
E) INDIRECT & INSTITUTIONAL SUPPORT								
- Industrial Parks								
- Economic, Business, Technological Institutes								
- Studies & Common Services		49						49
TOTAL	59,165	9,043	8,879*	116,399	103,474	14,289	579	302,949

* Not contributions but AOM expenditures, not included in total.

** Not an expense, but insured loans.

*** This figure not available separately, included with \$14,289 under Projects contributions.

DREE & IT&C
EXPENDITURES BY "IDEAL" PROGRAM COMPONENTS
 OTHER DRIE PROGRAMS
 Year 1980/81 (in \$000)

	FBDB	SBLA	SPECIAL ARDA	CGOT	EDC	SUB-TOTAL**
A) <u>R & D</u>						
- Studies						
- Applied Research						
- Projects						
- Engineering (S.E.)						
B) <u>ESTABLISHMENT, EXPANSION AND MODERNIZATION</u>						
- Productivity Studies						
- Projects						
1) contributions			13,436			13,436
2) direct loans	484,039****					
3) guaranteed loans		468,471*				
4) guaranteed loans losses		5,058				5,058
- Infrastructure Support						
C) <u>CORPORATE TURNAROUND</u>						
- Studies						
- last Resort Financing (insured loans)						
- Equity Funding	13,617					
D) <u>MARKETING SUPPORT</u>						
- Market Identification Studies						
- Trade Fairs						
- Missions						
a) incoming						
b) outgoing						
- Trade Visitors						
- Project Bidding						
- Consortia						
- Sustained Marketing						
- Domestic First Installation						
- Sales Financing					123,421	123,421
- losses on EDC loans					2,779	2,779
E) <u>INDIRECT & INSTITUTIONAL SUPPORT</u>						
- Industrial Parks						
- Economic, Business, Technological Institutes						
- Studies & Common Services	12,300***			1,613		1,613
<u>TOTAL</u>		5,058	13,436	1,613	126,200	146,307**

* Not expenditures but guaranteed loans.

** Includes SBLA insured loans losses and EDC losses on loans.

*** Not program expenditures, but ACM.

**** Direct loans.

DREE & IT&C
EXPENDITURES BY "IDEAL" PROGRAM COMPONENTS
PROGRAMS TO BE MERGED
 Year 1980/81

	ILAP	CIRB	STEP & SEF	SIAP	CREDIT REINS	COMP	BCP	MISC # PROGRAMS	SUB TOTAL
A) <u>R & D</u>									
- Studies									
- Applied Research								4	
- Projects			2,820						2,820
- Engineering									
B) <u>ESTABLISHMENT, EXPANSION AND MODERNIZATION</u>									
- Productivity Studies									
- Projects									
1) contributions	NIL	NIL	NIL	7,120				22,214	29,334
2) direct loans	NIL	NIL							
3) guaranteed loans	NIL	NIL			NIL				
- Infrastructure Support									
C) <u>CORPORATE TURNAROUND</u>									
- Studies									
- Last Resort Financing (Insured loans)									
- Equity Funding									
D) <u>MARKETING SUPPORT</u>									
- Market Studies									
- Trade Fairs								786	786
- Missions									
a) Incoming									
b) outgoing									
- Trade Visitors									
- Project Bidding				64,616					64,616
- Consortia									
- Sustained Marketing									
- Domestic First Installation									
- Sales Financing									
E) <u>INDIRECT & INSTITUTIONAL SUPPORT</u>									
- Industrial Parks								2,824	2,824
- Economic, Business, Technological Institutes								125	125
- Studies & Common Services						1,628	25	2,917	4,570
TOTAL			2,820	71,736		1,628	25	28,870	105,079

Refer to Appendix.

DREE & IT&C
EXPENDITURES BY "IDEAL" PROGRAM COMPONENTS
SPECIAL PROGRAMS
 Year 1980/81 (In \$000)

	Fashion Canada	Trades & (Groupe 19)	FORD CHRYSLER MASSEY-F	De-Ha- villand Canadian	LRT Bomba- dier	Van- couver ARLT Projects	OTHER GRANTS	SUB TOTAL
A) <u>R & D</u>								
- Studies								
- Applied Research								
- Projects								
- Engineering								
B) <u>ESTABLISHMENT, EXPANSION AND MODERNIZATION</u>								
- Productivity Studies								
- Projects								
1) contributions								
2) direct loans				1,380				1,380
3) guaranteed loans				150,000*	9,000*			
- Infrastructure Support						NIL		
C) <u>CORPORATE TURNAROUND</u>								
- Studies								
- last Resort Financing (Insured loans)			NIL					
- Equity Funding				294				294
D) <u>MARKETING SUPPORT</u>								
- Market Studies	280							280
- Trade Fairs								
- Missions								
a) Incoming								
b) outgoing								
- Trade Visitors								
- Project Bidding								
- Consortia								
- Sustained Marketing								
- Domestic First Installation								
- Sales Financing								
E) <u>INDIRECT & INSTITUTIONAL SUPPORT</u>								
- Industrial Parks								
- Economic, Business, Technological Institutes		9,276					2,102	11,378
- Studies & Common Services								
<u>TOTAL</u>	280	9,276		1,674			2,102	13,332

* Not contributions but guaranteed loans.

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DRIE

PRO-FORMA

EXPENDITURES

YEAR 1982/83

DRIE PRO-FORMA#
EXPENDITURES BY "IDEAL" PROGRAM COMPONENTS
 Year 1982/83 (in \$000).

	EDP	FEMD	PPP	DIPP**	RDIA	MSA	IERD	SUB-TOTAL
A) <u>R & D</u>								
- Studies								
- Applied Research##	-							
- Projects	67,615			67,415			6,750	141,780
- Engineering (S.E.)				36,000				36,000
B) <u>ESTABLISHMENT, EXPANSION AND MODERNIZATION</u>								
- Productivity Studies								
- Projects								
1) contributions				26,000	106,237	46,200		178,437
2) direct loans	5,000			3,500				8,500
3) guaranteed loans								
- Infrastructure Support								
C) <u>CORPORATE TURNAROUND</u>								
- Studies								
- last Resort Financing - Insured loans losses	7,200							7,200
- Equity Funding								
D) <u>MARKETING SUPPORT</u>		24,093	9,000*					24,093
- Market Identification Studies								
- Trade Fairs								
- Missions								
a) incoming								
b) outgoing								
- Trade Visitors								
- Project Bidding								
- Consortia								
- Sustained Marketing								
- Domestic First Installation								
- Domestic##								
E) <u>INDIRECT & INSTITUTIONAL SUPPORT</u>								
- Industrial Parks								
- Economic, Business, Technological Institutes								
- Studies & Common Services								
<u>TOTAL</u>	79,815	24,093	9,000*	132,915	106,237	46,200	6,750	396,010

* Not contributions but AOM expenditures - therefore not included in \$396,010 total.

** NOTE: About 25% of DIPP projects are civilian projects.

Based on MYOP.

Other elements such as Domestic Marketing and applied research require additional funds.

DRIE PRO-FORMA
EXPENDITURES BY "IDEAL" PROGRAM COMPONENTS
OTHER DRIE PROGRAMS
 Year 1982/83 (in \$000)

	FBDB	SBLA	SPECIAL ARDA	CGOT	SUB-TOTAL**
A) <u>R & D</u>					
- Studies					
- Applied Research					
- Projects					
- Engineering (S.E.)					
B) <u>ESTABLISHMENT, EXPANSION AND MODERNIZATION</u>					
- Productivity Studies					
- Projects					
1) contributions			19,100		19,100
2) direct loans	550,000****				
3) guaranteed loans		515,000*			
4) guaranteed loans losses		8,300			8,300
- Infrastructure Support					
C) <u>CORPORATE TURNAROUND</u>					
- Studies					
- last Resort Financing					
Insured loans losses					
- Equity Funding	14,000#				
D) <u>MARKETING SUPPORT</u>					
- Market Identification Studies					
- Trade Fairs					
- Missions					
a) incoming					
b) outgoing					
- Trade Visitors					
- Project Bidding					
- Consortia					
- Sustained Marketing					
- Domestic First Installation					
- Sales Financing					
(insured loans) (DHC-2)					
- Industrial Design					
E) <u>INDIRECT & INSTITUTIONAL SUPPORT</u>					
- Industrial Parks					
- Economic, Business, Technological Institutes				2,300	2,300
- Studies & Common Services	12,500***				
<u>TOTAL</u>		8,300	19,100	2,300	29,700**

* Guaranteed loans, not expenditures.
 ** Excludes FBDB loans and SBLA insured loans and FBDB equity #.
 *** Not programs expenditures, but ACM.
 **** Direct loans.

DRIE PRO-FORMA
EXPENDITURES BY "IDEAL" PROGRAM COMPONENTS
PROGRAMS TO BE MERGED
Year 1982/83 (in \$000)

	ILAP	CIRB	STEP	SIAP	CREDIT REINS	COMDP	BCP	MISC PROGRAMS#	SUB- TOTAL
<u>R & D</u>									
- Studies									
- Applied Research									
- Projects			12,100						12,100
- Engineering									
<u>B) ESTABLISHMENT, EXPANSION AND MODERNIZATION</u>									
- Productivity Studies									
- Projects									
1) contributions	19,000	25,000		5,000				8,100	57,100
2) direct loans									
3) guaranteed loans									
- Infrastructure Support									
<u>C) CORPORATE TURNAROUND</u>									
- Studies									
- last Resort Financing (insured loans)									
- Equity Funding									
<u>D) MARKETING SUPPORT</u>									
- Market Studies									
- Trade Fairs									
- Missions									
- Trade Visitors								300	300
- Project Bidding				70,000					70,000
- Consortia									
- Sustained Marketing									
- Domestic First Installation									
<u>E) INDIRECT & INSTITUTIONAL SUPPORT</u>									
- Industrial Parks						1,523	125	6,661	8,309
- Economic, Business, Technological Institutes									
- Studies & Common Services								219	219
<u>TOTAL</u>	19,000	25,000	12,100	75,000	NIL	1,523	125	15,280	148,028

Refer to Appendix.

DRIE PRO-FORMA
EXPENDITURES BY "IDEAL" PROGRAM COMPONENTS
SPECIAL PROGRAMS
 Year 1982/83 (In \$000)

	Fashion Canada	Trades & (Group 19)	FORD CHRYSLER MASSEY-F	DC Hav- lland Canadian	LRT Bomba- dler	Van- couver ARLT Projects	OTHER GRANTS	SUB- TOTAL
A) <u>R & D</u>								
- Studies								
- Applied Research								
- Projects								
- Engineering								
B) <u>ESTABLISHMENT, EXPANSION AND MODERNIZATION</u>								
- Productivity Studies								
- Projects								
1) contributions								
2) direct loans							5,433	5,433
3) guaranteed loans								
- Infrastructure Support								
C) <u>CORPORATE TURNAROUND</u>								
- Studies								
- Last Resort Financing (insured loans)								
- Equity Funding								
D) <u>MARKETING SUPPORT</u>								
- Market Studies	233							233
- Trade Fairs								
- Missions								
-								
- Trade Visitors								
- Project Bidding								
- Consortia								
- Sustained Marketing								
- Domestic First Installation								
- Sales Financing (insured loans)								
- Industrial Design								
E) <u>INDIRECT & INSTITUTIONAL SUPPORT</u>								
- Industrial Parks								
- Economic, Business, Technological Institutes		14,250					1,016	15,266
- Studies & Common Services								
TOTAL	233	14,250					6,449	20,932
GRAND TOTAL ALL PAGES								<u>594,670*</u>

* Does not include EDC - expected loans about (\$125 million)

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DRIE

PRO-FORMA
SUMMARY OF
EXPENDITURES
YEAR 1982/83

DRIE PRO FORMA EXPENDITURES
(IN MILLION)
Year 1982/83

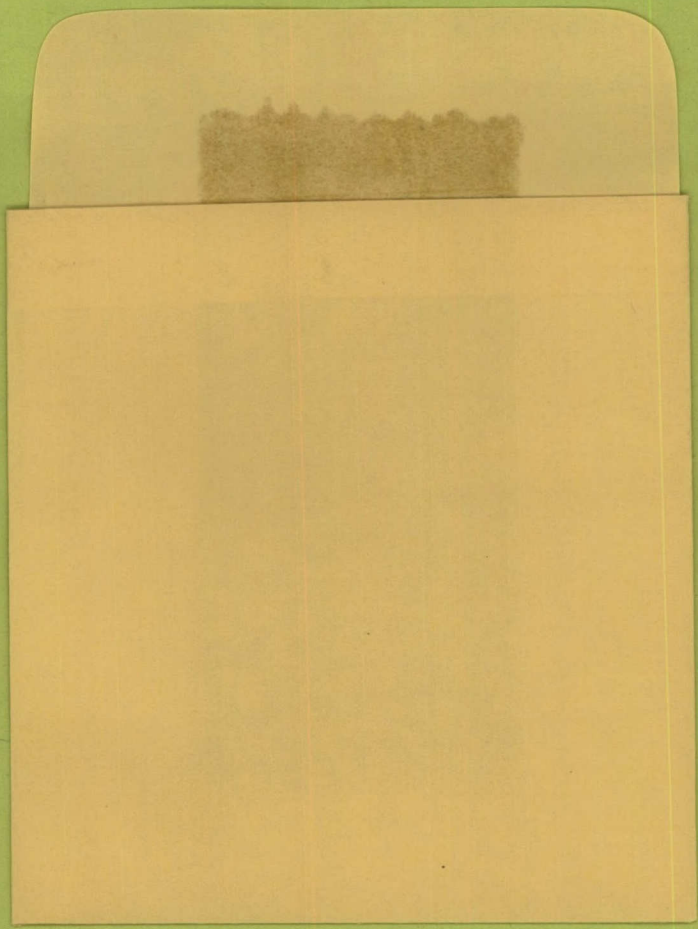
CYCLES	IDEAL	FBDB	SBLA	ARDA	CGOT	SUB-TOTAL
R & D	190					190
EST/EXP/MOD	242		(515)#	19		261
Sub Agreement	241					241
Direct Loans	8	(550)*				8
Equity		(14)				
INSURED LOANS LOSSES			8			8
CORPORATE TURNAROUND						
Studies						
Insured Loans						
Loans Losses	7					7
MARKETING SUPPORT						
Contributions	24					24
SIAP	70					70
Domestic (NEW)**						
INDIRECT & INSTITUTIONS	24				2	26
<u>TOTAL</u>	806		8	19	2	835e

* Estimation based on year 80/81.

** Domestic PEMD needs to be funded to meet Ideal program requirements.

Insured loans. (not an expenditure)

e Exclude FBDB.



INDUSTRY CANADA/INDUSTRIE CANADA

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