



SUSTAINABLE DEVELOPMENT  
TECHNOLOGY CANADA

TECHNOLOGIES DU DEVELOPPEMENT  
DURABLE CANADA

# SDTC 2024–2025 Corporate Plan





**On June 4, 2024, the Minister of Innovation, Science and Industry announced a new operating structure for Sustainable Development Technology Canada (SDTC):**

*“...over the coming months, SDTC programming will transition to the National Research Council of Canada (NRC). The NRC’s vast experience supporting innovative, tech-focused SMEs, under programs such as the Industrial Research Assistance Program (IRAP), makes it an ideal choice to take on the responsibility of supporting homegrown clean technology companies. As a Government of Canada organization, the NRC is subject to rigorous and stringent oversight of its personnel and finances. This structure will help rebuild public trust while increasing accountability, transparency and integrity.*

*To support this transition process, the Government has named a new SDTC Board Chairperson and two new Directors who will lead the SDTC in the transfer of its programming to the NRC.”*

SDTC has a proven track record of delivering positive environmental and economic outcomes for Canadian cleantech companies for over twenty years. SDTC looks forward to the next chapter in its evolution as part of the National Research Council. There are significant synergies between our respective mandates, and we will work to ensure this transition is as seamless as possible for the companies we serve.



# About SDTC

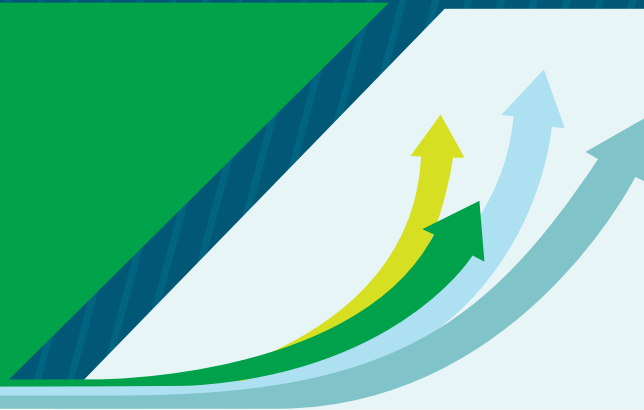
Since SDTC was created in 2001, over 750 innovative clean technology projects have been funded. These technologies are generating meaningful environmental and economic outcomes, including the creation of more than 26,000 jobs.

SDTC's diligence is highly valued by public and private sector investors, with each dollar invested leveraging more than seven dollars in follow-on financing. The companies SDTC's programming has supported not only thrive but excel; StatsCan data shows they exhibit higher survival rates and revenue growth compared to their peers.

SDTC is proud of the role it has played in supporting Canada's cleantech sector.



# 2024–2025 Corporate goals



For 2024–2025, SDTC has been given a mandate to:

<p><b>1.</b> Implement the recommendations of the Auditor General</p>	<p><b>2.</b> Restart funding and approvals</p>	<p><b>3.</b> Successfully transition programming and employees to the NRC</p>
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To achieve this mandate SDTC will focus on:



**People:**

Engaging SDTC's employees and preparing them for the transition to the NRC



**Transition:**

Executing a seamless and timely transition of SDTC programming to the NRC



**Restart:**

Resuming funding to eligible projects under new governance and a strengthened contribution agreement



**Compliance:**

Executing on SDTC's mandate through enhanced governance, monitoring and oversight of public funds



**Systems:**

Ensuring high-functioning and secure systems to support SDTC operations



**Communications:**

Executing proactive, responsive and timely communications to employees and external stakeholders



## 1. Implementing the recommendations of the Auditor General

In response to the June 4, 2024 Auditor General Report, SDTC tabled its Detailed Action Plan with the Public Accounts Committee on June 20, 2024. This plan outlines a series of specific actions, timelines and accountabilities that SDTC will be taking to ensure timely implementation of all recommendations prior to the transition to the NRC.

A new Board of Directors has been appointed to oversee the implementation of these recommendations under a strengthened Contribution Agreement, which details additional reporting requirements and oversight by Innovation, Science and Economic Development (ISED). This new governance structure will ensure adherence to SDTC's enhanced business practices, internal controls and conflict of interest policies and processes.

## 2. Restart funding and approvals

To guide this work, the Board has established a Project Funding Integrity Plan. This Plan incorporates the enhanced policy and business practices that SDTC is implementing to support its rigorous due diligence and project monitoring practices in response to the findings and recommendations outlined in the Auditor General's Report, including project reassessments to reconfirm eligibility and review conflict of interest issues and reflects the direction outlined in the Management Response and Action Plan.

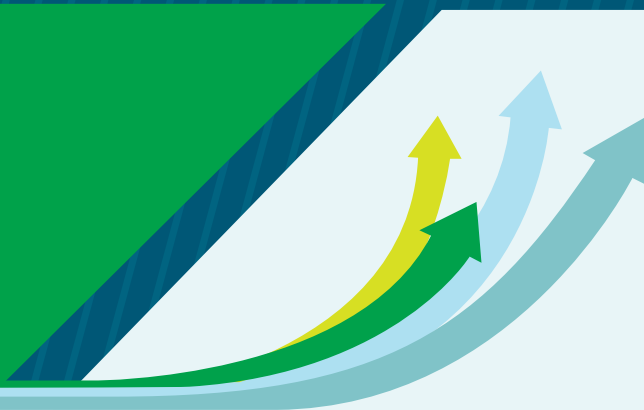
As SDTC resumes its operations, SDTC management will be providing regular reporting to Department officials to demonstrate that the corrective measures have been fully implemented.

## 3. Successfully transition programming and employees to the NRC

A new Board of Directors was appointed on June 4, 2024, to lead SDTC in the transfer of its people and programming to the NRC. SDTC and NRC have established bi-lateral transition governance over the transition streams and work teams to ensure a seamless and timely transition.



# 2023–2024 Performance against strategic objectives



On October 3, 2023, in response to a fact-finding report from a third-party organization into allegations regarding SDTC, the Department of Industry, Science and Economic Development paused all new funding approvals, and put forward a series of recommendations in a Management Review and Action Plan.

In response to these recommendations, SDTC has enhanced its policies and business practices to reinforce its rigorous due diligence and project monitoring practices. This Management Response Action Plan was reviewed by an independent third party to ensure that it aligns with best practice and underwent comprehensive review by ISED.

This response was just the first step to strengthening SDTC's operations. SDTC further updated, developed and implemented an additional 52 policies and processes

in December 2023. As part of SDTC's implementation plan, employees participated in 20 mandatory training sessions to ensure the updated policies and processes were well understood and ingrained into SDTC operations. Throughout the year, SDTC maintained operations and continued to support previously funded companies.

SDTC's 2023–24 Corporate Plan included four corporate goals. SDTC made progress on all four goals, the results of which will be detailed in SDTC's 2023–24 Annual Report.

## Four corporate goals:



### **Goal 1:** Investing From Seed to Success

Growing an expanding cohort of Canadian companies, strengthening relationships with clients and ensuring our portfolio delivers benefits to Canada.



### **Goal 2:** Connecting and Supporting Our Entrepreneurs and Innovation Ecosystems

Strengthening the entire cleantech network, providing more tools for success and working with partners to foster growth across all stages of innovation.



### **Goal 3:** Timely Information to Inform Decision Making

Leveraging portfolio insights to support targeted sourcing and understanding emerging areas of competitive opportunity for Canadian companies.



### **Goal 4:** Talent, Skills and Diversity

Growing and recognizing the talent, leadership and diversity within our team and throughout our entrepreneurial community and ecosystem.

