

application of the make-or-buy policy. The committee recommended that they should be integrated into another single institution, instead of being dispersed and isolated as they are at the moment. For this purpose, we proposed the establishment of the Canadian Industrial Laboratories corporation, which we described as another coherent multi-purpose institution, offering the advantages of specialization and integration, big enough to be viable, yet not so big as to be unmanageable. We also suggested that it should have a strong industrial representation on its board and committees to remain responsive to the changing needs of industry and that it should be organized flexibly to ensure staff mobility.

The negative reaction of the government to these two major recommendations has been disappointing. On our second recommendation, the then Minister of State for Science and Technology, Mr. Drury, told us in December 1975 that the government was not satisfied that the benefits of such a large reorganization would justify the disruption and cost.⁽⁵⁾ However, in May 1976 Mr. Jamieson, then Minister of Industry, Trade and Commerce, stated that he had been briefed on this proposal but had not yet reached any final conclusion on it.⁽⁶⁾

On our first recommendation Mr. Drury said that the decision had been taken not to "make radical changes to its [NRC] structure . . . but rather to encourage the agency to make a significant internal shift in emphasis towards support of Canadian industry and contribution to solution of specifically Canadian problems."⁽⁷⁾

In the light of that decision it was interesting to read the description of NRC's "redefined role" as given by its president, Dr. W.G. Schneider, in his annual report for 1974-75:

The following activities will form the basis of NRC's future research program:

- i) basic and exploratory research;
- ii) long-term research, including selected areas of advanced technology and research directed toward problems of ongoing national concern;
- iii) industrially-oriented research and research services to industry;
- iv) research to provide technological support of social objectives;
- v) specialized major research facilities developed and operated as national facilities;
- vi) physical measurements and standards.⁽⁸⁾

Dr. Schneider went on to say that basic and exploratory research would constitute one-quarter to one-third of NRC operations. That does not include long-term research.

It is even more interesting to compare this redefinition of 1975 with the functions that a past president, Dr. E. W. R. Steacie, envisaged for NRC in 1958:

As far as the National Research Council is concerned, the list [of activities] includes fundamental work, long-term applied work with no specific objective, work on specific industrial problems, short-term industrial problems (i.e. ad hoc investigations), investiga-