



# 2025–2030 STRATEGIC PLAN

**IMAGINING CANADA'S FUTURE:  
CONNECTING SCIENCE, INNOVATION, AND  
POLICY FOR GREATER PROSPERITY**

NOVEMBER 2024

# INTRODUCTION

The Canadian Science Policy Centre (CSPC) is an independent, non-partisan, non-advocacy, and grassroots organization committed to enhancing Canadian prosperity through science, technology and innovation (STI). CSPC was established in 2009 as a non-profit organization dedicated to strengthening connections between science, innovation and policy. It operates as an inclusive hub for connecting, convening, building capacity, catalyzing research, and mobilizing knowledge. As a neutral facilitator, CSPC's goal will continue to be to provide a platform for stakeholders to connect, collaborate, and explore solutions to contemporary issues. CSPC views science in its broadest sense as spanning the natural, health and engineering sciences, the social sciences and humanities, as well as Indigenous knowledge and practices. CSPC facilitates the integration of diverse perspectives to tackle complex challenges and advance public policy and societal progress through innovation across a wide range of fields and applications.

***Imagining Canada's Future: Connecting Science, Innovation, and Policy for Greater Prosperity*** provides an overview of CSPC's mission and vision and serves as a strategic roadmap to guide future activities through which the organization will contribute to enhancing the STI policy ecosystem in Canada.

This strategic plan is the result of an extensive analysis of the Canadian STI policy ecosystem, consultations with stakeholders from academia, government, the private and nonprofit sectors, and guidance from the CSPC Board of Directors.

The CSPC Board approved this plan on November 11, 2024.

For more information about CSPC, visit [www.sciencepolicy.ca](http://www.sciencepolicy.ca).



Volunteers at CSPC Conference, Ottawa, 2023

# TABLE OF CONTENTS

MESSAGE FROM THE CHAIR AND PRESIDENT.....	3
EXECUTIVE SUMMARY.....	4
VISION, MISSION AND VALUES.....	5
THE FOUNDATION.....	6
THE CONTEXT.....	8
SYSTEMIC CHALLENGES.....	9
STRATEGIC RESPONSE.....	11
OPERATING MODEL.....	14
IMAGINING THE FUTURE WE WORK TOWARDS.....	15

# MESSAGE FROM THE CHAIR AND PRESIDENT

As we celebrate CSPC's 16th anniversary, we are proud to present the CSPC 2025-2030 Strategic Plan. This plan, shaped by extensive analysis, consultations with stakeholders, and our years of experience operating at the intersection of science and policy, outlines strategic directions that position CSPC to thrive within an evolving landscape of science and innovation policy.

We acknowledge that the world is undergoing profound transformation, marked by significant and often unprecedented challenges, alongside emerging opportunities. Science and innovation are integral to addressing these challenges presenting both hurdles and prospects. The need for greater alignment and connectivity between science, technology, and innovation (STI) and policy has never been more critical. This strategic plan provides CSPC with a roadmap to enhance these connections and foster closer productive interactions between STI and policy.

Reflecting on the past decade and a half, we are inspired by how far we have come and the impact we have made as an organization, even with limited resources. We take immense pride in our achievements and are deeply grateful to our board, staff, and especially our volunteers, who have significantly amplified CSPC's contributions over the years. Volunteers remain the lifeblood of CSPC, continuously bridging the realms of science and policy through their dedicated efforts. We are also thankful to our partners, program members, and sponsors; their support has enabled us to sustain and expand our operations.

We look forward to continued engagement with our community and invite your feedback. We welcome opportunities for collaboration and partnership as we pursue the directions outlined in this strategic plan.

**Sincerely,**

Janet Halliwell, Chair, CSPC Board of Directors  
Mehrdad Hariri, CSPC President & CEO



**Janet E. Halliwell**  
Chair  
Canadian Science  
Policy Centre  
Board of Directors



**Mehrdad Hariri**  
CEO & President  
Canadian Science  
Policy Centre

# EXECUTIVE SUMMARY

Canada and the global community are in an era of rapid transformation and uncertainty, which is marked with complex and interrelated challenges. Fostering sustainable economic growth, geopolitical shifts, technological disruption, climate change and environmental degradation, disinformation, diminishing trust in public institutions, and global health crises are among these challenges. To address these, Canada needs a globally competitive science, technology, and innovation (STI) ecosystem with strong institutions, robust knowledge generation, industrial dynamism, and an agile policy framework that supports cross-sectoral collaboration.

While Canada's STI ecosystem is grounded in strong institutions, it needs greater system wide connectivity to adapt to the new era of transformation. The reality is that structural fragmentation between academia, the private and non-profit sectors, and various tiers of government hinders innovation and productivity. Canada's decentralized governance enables stronger representation of regional interests; however, combined with our vast geography, it also poses challenges for connectivity and policy alignment. Meeting these challenges calls for committed efforts to align STI policies nationwide with the engagement of all stakeholders, including Francophone communities, and in particular, the Indigenous Peoples.

CSPC's strategic framework focuses on three core areas to strengthen the STI policy ecosystem:

1. *Deepening Systemic Connections*: Expand focus on STI policy, enhance private-sector engagement, and boost its regional presence.
2. *Facilitating the Science and Policy Interface*: Facilitate connectivity between science, knowledge and policy by knowledge mobilization and sharing of expertise within the STI policy ecosystem.
3. *Nurturing Boundary-Spanning Talent*: Invest in developing a new generation of professionals equipped with interdisciplinary policy skills and networks to bridge sectors, regions, and communities.

CSPC's strategic priorities define its value proposition for Canadians: to enhance the responsiveness, effectiveness, and efficiency of Canada's STI policy ecosystem in meeting current and future societal challenges.

# VISION, MISSION AND VALUES

## VISION:

An interconnected, dynamic, and inclusive science, technology, and innovation policy ecosystem that unlocks Canada's full socio-economic potential for the benefit of all Canadians.



## MISSION:

CSPC's mission is to serve as an inclusive hub that connects sectors, regions, and communities, mobilizes and disseminates knowledge, and develops human competencies in pursuit of a more effective and efficient STI policy ecosystem.



## VALUES:

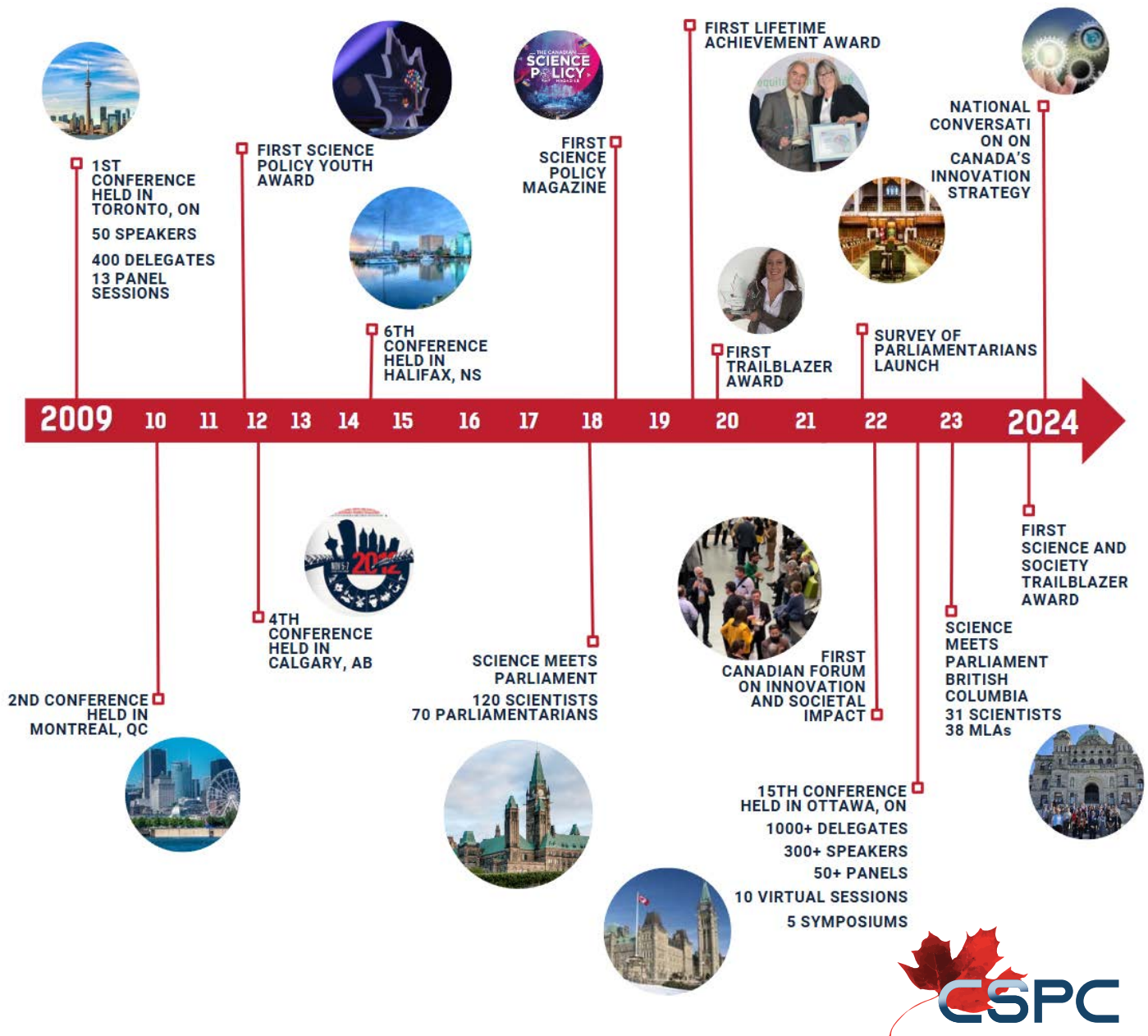
CSPC's core values emphasize inclusivity, organizational independence, collaboration and ethical conduct, as described more fully below.

- 1. Independence and Impartiality:** CSPC values its independence (from government, industry, and academia), which enables it to operate impartially in its efforts and ensure inclusion of diverse perspectives and voices in our national STI policy discourse.
- 2. Science as a Public Good:** CSPC believes that science should serve the public good and be accessible and beneficial to society as a whole. Therefore, CSPC works to connect scientific and knowledge insights with policy to support national prosperity.
- 3. Collaboration:** CSPC believes in the power of collaboration to address complex challenges. It works to enhance inter- and cross-sectoral collaboration by fostering new connections and enabling inclusive dialogues between diverse stakeholders.
- 4. Diversity & Inclusion:** CSPC is committed to fostering a culture of inclusion that reflects Canada's rich diversity in all its forms. We promote the representation of voices from across the country, ensuring diversity in perspectives and recognizing the unique strengths and challenges of different regions, sectors, and communities. Guided by principles of equity, diversity, and inclusion (EDI), we strive to create an empowering environment where individuals from equity-seeking groups, including women, Indigenous peoples, and underrepresented communities, feel valued and are able to participate in the national STI policy discourse.
- 5. Ethics & Integrity:** CSPC upholds the highest ethical standards, respecting principles in research, policymaking, and the responsible use of science and technology. We prioritize integrity, transparency, and accountability to our stakeholders and society.

# THE FOUNDATION

CSPC builds on a strong foundation as an independent, neutral, not-for-profit, non-partisan, grassroots, and inclusive organization. It leverages the commitment of volunteers and actively engages in partnerships to achieve its objectives. CSPC has a strong record of convening diverse stakeholders, catalyzing cross-sectoral exchanges, and building human resource capacity at the intersection of science and policy. The annual *Canadian Science Policy Conference* is the organization's flagship initiative and has served as a national platform for discussions on key STI policy issues. CSPC draws on insights and experiences from both national and international STI policy communities and recognizes that scientific insights are often one type of input into policy making. CSPC programs are rooted in a deep understanding of science and innovation policy, as well as the theoretical and practical knowledge that shape these fields.

The graphics below present a snapshot of CSPC's key milestones and initiatives.



# IMPACT STATISTICS

## CANADIAN SCIENCE POLICY CONFERENCE

**16**  
CONFERENCES  
OTTAWA  
TORONTO  
CALGARY  
MONTREAL  
HALIFAX

**13500+**  
DELEGATES

**2800+**  
SPEAKERS

**550+**  
PANELS

**60+**  
SYMPOSIUMS

**45+**  
PRE-CONF  
SESSIONS

**20+**  
AWARDS  
GIVEN

## EDITORIALS

**550+**  
AUTHORS

**450+**  
PUBLICATIONS

## SCIENCE MEETS PARLIAMENT

**200+**  
DELEGATES  
ENGAGED

**200+**  
PARLIAMENTARIANS  
ENGAGED

## VIRTUAL SESSIONS AND SYMPOSIA

**60+**  
TOTAL  
EVENTS

**250+**  
TOTAL  
SPEAKERS

## NEXT GENERATION



## CANADIAN STI POLICY MAGAZINE





# THE CONTEXT

Canada and the world are facing momentous challenges and constant disruption with profound implications for our productivity, prosperity, and quality of life. Among the complex issues Canadians face are: ensuring sustainable economic development in a context of changing global competition; navigating the emergence of disruptive technologies such as artificial intelligence and quantum technologies; addressing climate change and environmental degradation while mitigating adverse social and economic impacts; tackling the rapid spread of mis- and dis-information; and responding to global health challenges.



The inherent scale and complexities associated with the grand challenges of our time necessitate a high level of social agility, coordination, interconnection, and collaboration across institutions in different sectors, regions, and communities. To overcome these complex, global, and interrelated challenges, Canada needs a productive and globally competitive STI ecosystem that reflects the needs and aspirations of Canadians. Strong and inclusive institutions, robust knowledge generation capacity, industrial dynamism and innovation, and the agility and capacity to develop appropriate and timely policies are key characteristics of such an ecosystem.

Canada has a strong institutional foundation and is a leader in several scientific and technological fields. At the same time, Canada's productivity has lagged many of its competitors, highlighting a persistent challenge in translating innovation capacity into economic and social outcomes. This persists, despite widespread recognition that solutions to many of the nation's complex issues depend, to a significant degree, on science, technology and innovation, and, by extension, on the timely, coordinated, and effective development and implementation of related policies. Enhancing the performance of Canada's STI ecosystem is essential for navigating this era of rapid transformation in technology, economy, and society.



# SYSTEMIC CHALLENGES

CSPC’s consultation process and analysis of Canada’s STI policy ecosystem echoed previous findings that while Canada has many well-functioning institutions, there remains a significant degree of systemic fragmentation that adversely impacts innovation efficiency and economic productivity. Previous analysis including the Jenkins Report (2011), the Council of Canadian Academies Reports (2006, 2017, 2018, 2024), and the Bouchard Report (2023), among others, have recognized the importance of collaboration for innovation and highlighted different manifestations of systemic fragmentation, which speaks to the persistence of this challenge in Canada’s STI ecosystem. CSPC’s analysis independently identified that insufficient coordination, collaboration, and exchange of knowledge between various sectors, regions and tiers of government, all contribute to inefficiencies, and Canada’s lackluster productivity growth. Understanding and addressing these shortcomings is critical for upgrading Canada’s STI policy ecosystem, enhancing policymaking efficiency, and safeguarding social and economic prosperity for all Canadians. Notwithstanding the broad recognition of systemic fragmentation with Canada’s STI ecosystem and associated adverse effects for innovation and productivity, mechanisms to reduce systemic fragmentation remain highly underdeveloped.

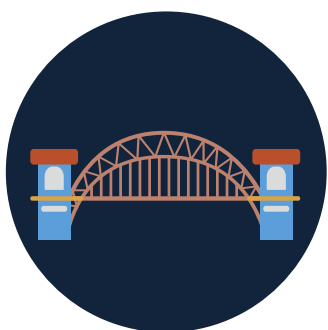


Below is a summary of the key fragmentation challenges identified through CSPC's consultation and analysis process, along with their systemic impacts. It is followed by CSPC's strategic responses to address the stated challenges.

FRAGMENTATION CHALLENGE	HOW THE CHALLENGE MANIFESTS
Inter- and Cross-Sectoral Fragmentation	Insufficient connectivity between and across different sectors (academia, the private sector, government, and civil society including Indigenous peoples and Francophone communities) hampers the generation and flow of knowledge and resources, limits collaboration, innovation, and productivity.
Geographic and Governance Fragmentation	Canada's highly decentralized governance system is a key feature of Canada's functioning as a country and confers many advantages. However, the system adds to challenges of policy coordination, collaboration, and knowledge sharing between federal, provincial, territorial, municipal and Indigenous governments. Inclusion of Indigenous knowledge systems and communities in the STI policy discourse is important, but engagement mechanisms remain underdeveloped and need to be prioritized. These factors make it more challenging for Canada, relative to our competitors, to devise and coordinate policies and adopt or scale up interventions.
Disconnect Between STI and Decision Making	Many of the critical challenges we face are rooted in science, technology, and innovation (STI). However, feedback and reinforcing mechanisms that connect STI with policy are not optimized for adapting to rapid changes we witness. Advancements in science and technology can be disconnected from contemporary policy needs, and policymakers require support mechanisms to better prepare for the emergence, pace and complexity of these advancements and effective utilization of scientific insights in their work.
Talent Competencies at the STI Policy Intersections	A robust STI ecosystem depends on both specialized and multi-skilled talent that can connect sectors, disciplines, and regions. There is a widespread perception that our talent pool lacks a sufficient number of individuals with the interdisciplinary knowledge, skills, and networks needed to drive connections within the STI policy ecosystem.

# STRATEGIC RESPONSE

CSPC is dedicated to strengthening connections and reducing fragmentation within Canada's STI policy ecosystem to help reduce inefficiencies in Canada's STI ecosystem. CSPC recognizes that the role of STI in Canadian society and economy is optimized when our actions are informed by and aligned with Canada's decentralized governance structure, account for the diverse regional economic interests, and are inclusive of our diverse population. Recognizing these realities, CSPC will focus on three interconnected strategic priorities, including:



**Bridging Systemic Fragmentation**



**Facilitating the Science and Policy Interface**



**Enhancing Human Resource Capacities at the STI Policy Intersections**

## A. BRIDGING SYSTEMIC FRAGMENTATION



CSPC will enhance system linkages through three key strategies.

CSPC will expand its focus to a more encompassing and integrated vision that works at the intersection of science, technology and innovation policy. This holistic approach will encourage better coordination and collaboration between regions, disciplines, sectors, and communities and help to foster a more inclusive and comprehensive policy environment. Recognizing the crucial role of the private sector's participation in innovation policy, CSPC will expand efforts to enhance private-sector inclusion in the national STI policy discourse by fostering stronger connections between scientific institutions, industry leaders, policymakers and the broader society. Developing programs for engaging industry representatives to discuss policy considerations and opportunities for partnerships will be among the initiatives implemented.

CSPC is committed to enhancing its regional presence by expanding regional programming and ensuring inclusion of stakeholders from various regions including the Francophone communities and the Indigenous Peoples. Indigenous knowledge brings unique and complementary insights that can enhance sustainability, resilience, and long-term community engagement and impact.

## B. FACILITATING THE STI – POLICY INTERFACE



CSPC is committed to bridging the gap between the STI communities and policymakers and ensuring that insights from science, technology, and local knowledge are effectively translated and accessible to policymakers. This objective will be met by expanding existing initiatives and creating new platforms for knowledge mobilization, dissemination, and exchange at national, sub-national and international levels. Building on existing efforts including the CSPC Magazine, Editorials, and Special Reports, and through other platforms for knowledge mobilization, dissemination and exchange, CSPC will foster knowledge sharing between science, technology, and policy communities. By working independently and through collaborative networks, CSPC will catalyze research and training partnerships that better connect science and innovation with policy. Through these activities, CSPC aims to create a positive feedback loop where science informs policy, and public policy supports advancements in science and innovation. Enhanced connections between policy development and scientific and technological advances will strengthen the STI ecosystem and promote economic growth and societal well-being.

## C. ENHANCING HUMAN RESOURCE COMPETENCIES AT THE STI – POLICY INTERSECTIONS



CSPC is dedicated to supporting the development of the next generation of science, technology, and innovation (STI) policy professionals and knowledge holders who can navigate the complex and dynamic intersections of these fields and serve as bridge-builders across sectors and disciplines. To achieve this objective, CSPC will enhance its talent development and training programs, focusing on interdisciplinary skills, systems thinking, and knowledge-translation approaches. CSPC will expand existing initiatives including the Science Meets Parliament program, volunteer committees, and capacity-building workshops, while launching new initiatives that connect emerging professionals with experienced policymakers. By partnering with industry, academia, and government, CSPC will create more opportunities for experiential learning and professional development.



Science Meets Parliament Delegates, Ottawa, 2024

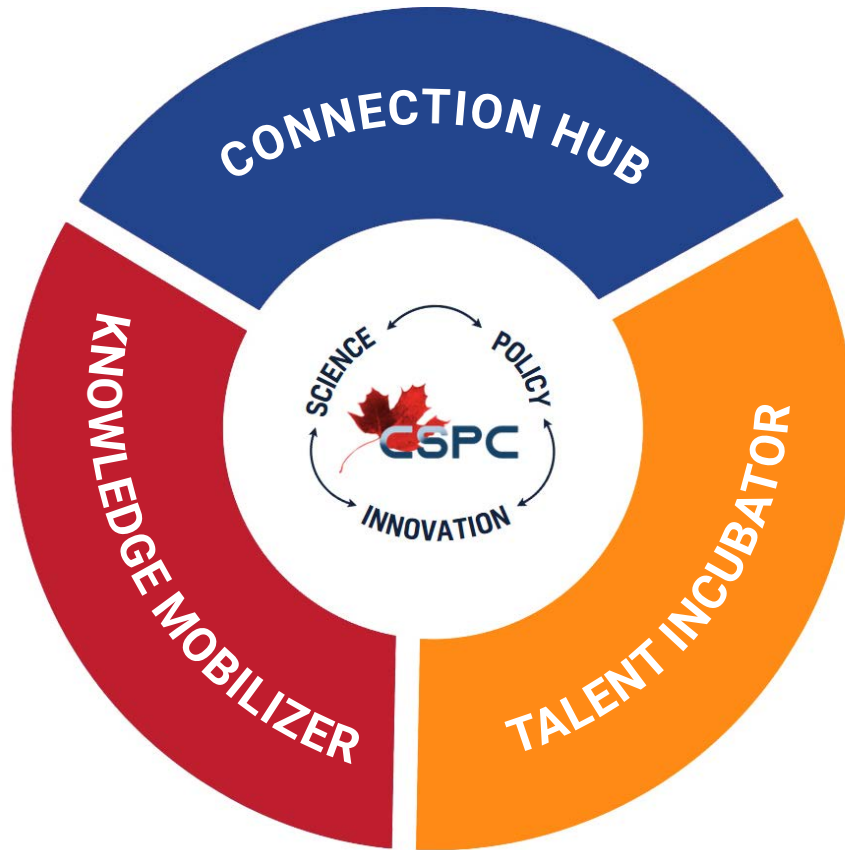
## CSPC VOLUNTEER TESTIMONIALS

*“Volunteering with CSPC has opened doors to invaluable collaborations, expanded my communication skills, and provided opportunities to connect with policymakers and researchers alike”, Trushar R. Patel*

*“My journey with CSPC has transformed how I communicate science, lead teams, and engage with policymakers”, Maryam Taheri*

*“Volunteering expanded my knowledge and helped shape my career path in ways I never anticipated”, Anirban Kundu*

# OPERATING MODEL



**1. Connection Hub:** This national platform facilitates cross-sectoral, cross-regional, and multidisciplinary dialogue to address complex STI policy challenges. In addition to the annual national conference, activities include national, international, regional, sectoral, and thematic forums, collaborative workshops and roundtables, interdisciplinary policy dialogue, and other initiatives.

**2. Knowledge Mobilizer:** CSPC will enhance the STI-policy interface by facilitating the dissemination and translation of scientific knowledge into accessible formats for policymakers and undertaking consensus-building initiatives. Activities under this pillar include training on the preparation of policy briefs, hosting roundtables between scientists and policymakers, and producing reports, editorials, and white papers; all aimed at fostering knowledge exchange between science, innovation, and policy experts.

**3. Talent Incubator:** CSPC will expand training programs to help develop a new generation of multidisciplinary STI policy professionals with systems-thinking approaches. Initiatives include extending the *Science Meets Parliament* program to provincial legislatures, increasing training workshops, fellowships, and internships, and facilitating more exchanges between scientific and policymaking communities.



# IMAGINING THE FUTURE WE WORK TOWARDS

Canada has a longstanding commitment to research, innovation, and institution-building to enhance collective prosperity, harnessing our vast geography, abundant natural resources, and a diverse and talented population. With robust institutions supporting a dynamic economy, Canada faces the critical challenge of optimizing its STI ecosystem for the new era of rapid transformation. Science and innovation, in all manifestations, is essential to socioeconomic well-being and prosperity in a knowledge-based economy. Genuine, sustainable innovation depends greatly on systemic interconnectivity, social agility and cohesion, and inclusivity. CSPC aspires to play a pivotal role in this mission by linking people and institutions, cultivating talent at the intersection of science, innovation and policy, and advancing knowledge exchange across diverse sectors, geographies, peoples, and communities. The goal of these efforts is to enhance the responsiveness, efficiency, and effectiveness of Canada's STI policy ecosystem, for a more prosperous Canada.

