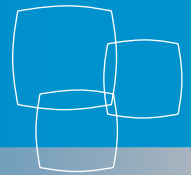




Industry
Canada

Industrie
Canada

Industry Canada Business Plan 2008–2009



This publication is available upon request in accessible formats.

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Contents

Message from the Minister	2
Message from the Deputy Ministers	4
Introduction	7
Who we are and what we do	8
Portfolio agencies and councils	9
Department structure	9
Key partners and stakeholders	10
Mandate	11
Work environment	11
Where we want to go	12
How we will achieve our priorities	14
Resource overview	15
Fostering the knowledge-based economy through enhanced research, training and skills	17
Advancing the marketplace through economic framework policies	21
Supporting business through policies and programs that promote innovation, productivity and growth	26
Corporate priorities	32
Management Accountability Framework	35
References	36

Message from the Minister



The Government of Canada is committed to creating an environment in which all Canadians have the opportunity to prosper.

We laid out our long-term economic plan in *Advantage Canada*. It identified five Canadian objectives — related to tax reduction, debt reduction, entrepreneurship, knowledge in the workforce, and infrastructure — that will help Canadians improve their quality of life and succeed on the world stage.

Our government is making strides toward achieving our long-term goals. For example, we are providing \$190 billion in broad-based tax relief over this and the next five years, including cuts to corporate, small business and personal taxes. We have accelerated our debt repayment goals. We are setting the right conditions for entrepreneurs to thrive, for research and development to flourish, for the wireless sector to grow and become more competitive, and for our workforce

to build on its expertise. We continue to invest heavily in our physical infrastructure to build networks to carry people, goods and services across Canada and beyond.

Our government believes that science and technology, and research and development are more critical than ever to pushing forward the frontiers of knowledge and transforming that knowledge into new products, services and technologies.

[Budget 2008](#) builds on our 2007 Economic Statement by continuing to reduce debt and taxes, and sets out focused government spending, including funding for the ongoing implementation of *Advantage Canada* and the Science and Technology Strategy, [Mobilizing Science and Technology to Canada's Advantage](#), which has received wide acclaim both in Canada and internationally. Our government believes that science and technology, and research and development are more critical than ever to pushing forward the frontiers of knowledge and transforming that knowledge into new products, services and technologies.

This hard work is paying off. The economic fundamentals are in place to help us realize our goals. Canada boasts strong public finances, an economy that is as healthy as it has been for a generation, and low unemployment.

Industry Canada's mission of fostering a growing, competitive and knowledge-based economy contributes to these advantages.

This business plan sets the Department's course for the next year and provides strategic direction for employees, whose professionalism, creativity and innovation will ensure that the Government of Canada continues to deliver on our core outcomes, including an innovative economy, a fair, efficient and competitive marketplace, and competitive industry and sustainable communities — outcomes that will, in short, help Canadians continue to enjoy a quality of life that is second to none.

This business plan sets the Department's course for the next year and provides strategic direction for employees, whose professionalism, creativity and innovation will ensure that the Government of Canada continues to deliver on our core outcomes.

As Canada's Minister of Industry, I am pleased to present Industry Canada's business plan for 2008–2009.

I look forward to implementing our government's agenda for effective economic leadership — an agenda that addresses the economic challenges our country is facing and creates an environment in which Canadians can prosper.



Jim Prentice
Minister of Industry

Message from the Deputy Ministers



Richard Dicerni
Deputy Minister



Paul Boothe
Senior Associate Deputy Minister

Over the last decade, Industry Canada's role and mission have evolved.

We support foundational investments in science and technology to create new knowledge and equip Canadians with the skills and training they need to compete in the global knowledge-based economy.

We develop and administer economic framework policies that promote innovation and competition, and instill business, investor and consumer confidence.

We anchor and support business innovation and productivity, because businesses are the organizations that create wealth and generate jobs.

These three activities shape what our multi-faceted department and portfolio of agencies and councils do. And we all share one overarching goal: to improve the well-being of Canadians.

A key aspect of our work falls in the area of science and technology. Canada's Science and Technology Strategy, released in May 2007, is intended to build an entrepreneurial advantage, a knowledge advantage and a people advantage. More specifically, Industry Canada and our Portfolio partners are doing the following:

- promoting excellence: striving to be the best in the world by constantly attempting to achieve excellence in science and technology

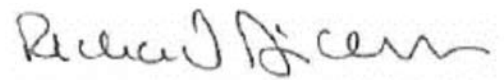
- focusing on priorities: identifying and developing areas of focus, such as the environment, energy, health, and information and communications technologies
- fostering partnerships: capitalizing on the synergy that exists among universities, governments and the private sector to enhance the connections between research and the marketplace
- enhancing accountability: implementing stronger governance and reporting practices to deliver and demonstrate results

We have shifted our focus from delivering programs to specific industry sectors to being enablers of prosperity and competitiveness.

Change is occurring at a very fast pace across the country and around the world. Industry Canada’s capacity to provide sound policy advice depends in part on our ability to connect with the external community, to be in regular contact with industry and universities across the country, and to maintain a dialogue with our partners and stakeholders. It also depends on retaining and recruiting talented, creative, diverse and dedicated employees. This means focusing more

time on human resources management and integrating it into departmental business planning. In particular, we want to ensure that Industry Canada attracts and retains a talented, dedicated, diverse and professional workforce.

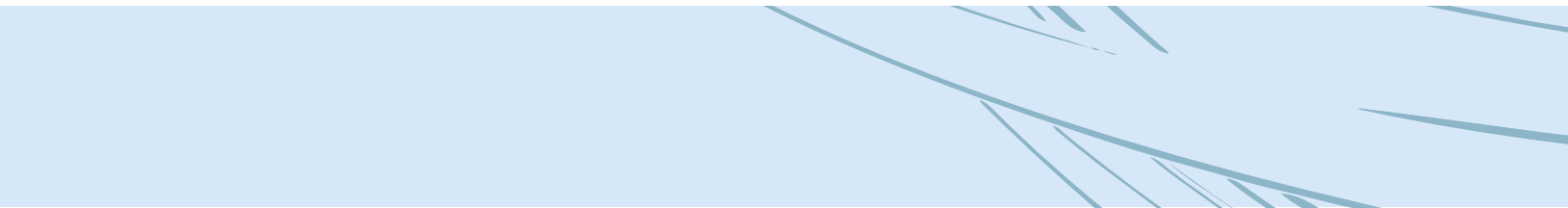
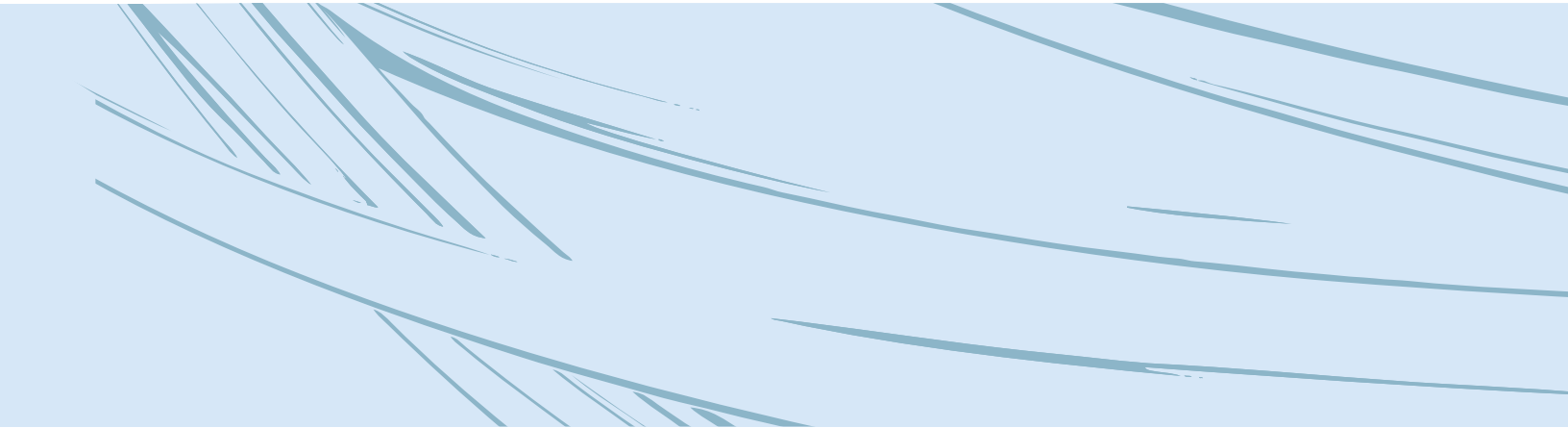
As deputy ministers, we look forward with confidence to achieving the priorities outlined in this business plan.



Richard Dicerni
Deputy Minister



Paul Boothe
Senior Associate Deputy Minister





Introduction

This business plan outlines Industry Canada's key priorities for the coming year.

In particular, this plan sets out our spending and business outcomes for 2008–2009 according to the three strategic objectives that comprise Industry Canada's mandate: fostering the knowledge-based economy, advancing the marketplace and supporting business.

This plan acknowledges that preparing for this successful future also means supporting our dedicated and professional employees through workforce renewal and by creating an organizational culture whose hallmarks are openness, dialogue, respect, diversity and transparency. To that end, this plan integrates human resources and business planning, providing details of the Department's workforce renewal initiatives, along with planned activities in corporate priority areas such as communications, information technology and management.

This business plan articulates the links between Industry Canada's strategic outcomes and Government of Canada priorities. It also sheds light on the Department's planning cycle, that is, on how priorities translate into program activities, which are in turn measured against performance criteria.



Who we are and what we do

Industry Canada's founding legislation, the [Department of Industry Act](#), established the ministry to foster a growing, competitive and knowledge-based Canadian economy. The Department works on a broad range of matters related to industry and technology, trade and commerce, science, consumer affairs, corporations and corporate securities, competition and restraint of trade, weights and measures, bankruptcy and insolvency, patents and copyright, investment, small business, and tourism.

Industry Canada employs 5700 professionals across the country, including economists, electrical and mechanical engineers, business and public administrators, statisticians, scientists, computer scientists and information management specialists, technical inspectors, metrologists, lawyers, communicators, commerce officers, accountants and financial administrators, and support staff with expertise in clerical, regulatory, administrative, information technology, engineering and scientific support.

The Department's branches, agencies, regional offices ([see page 9](#)) and Portfolio agencies and councils ([see page 9](#)) develop and implement

policies, programs and expert advice in support of the Government of Canada's micro-economic agenda. In particular, we invest in and support the development of the knowledge, skills, infrastructure and technology that Canadians need to prosper and to compete and excel in the global marketplace. Our role extends to being a regulator, with emphasis on ensuring that the marketplace is fair, effective and efficient.

Industry Canada works in close collaboration with key partners and stakeholders ([see page 10](#)) to deliver results and improve the life of all Canadians.

Industry Canada tackles real-life issues and policy challenges. The Department is focused on strengthening Canada's capacity for innovation and research in science and technology, growth and competition in telecommunications and industry, market fairness and economic prosperity, intellectual property protection, and consumer choice. The work is challenging and rewarding, and attracts many of Canada's most talented people to the Department. They take pride in knowing that their efforts make a positive impact on the lives of Canadians.

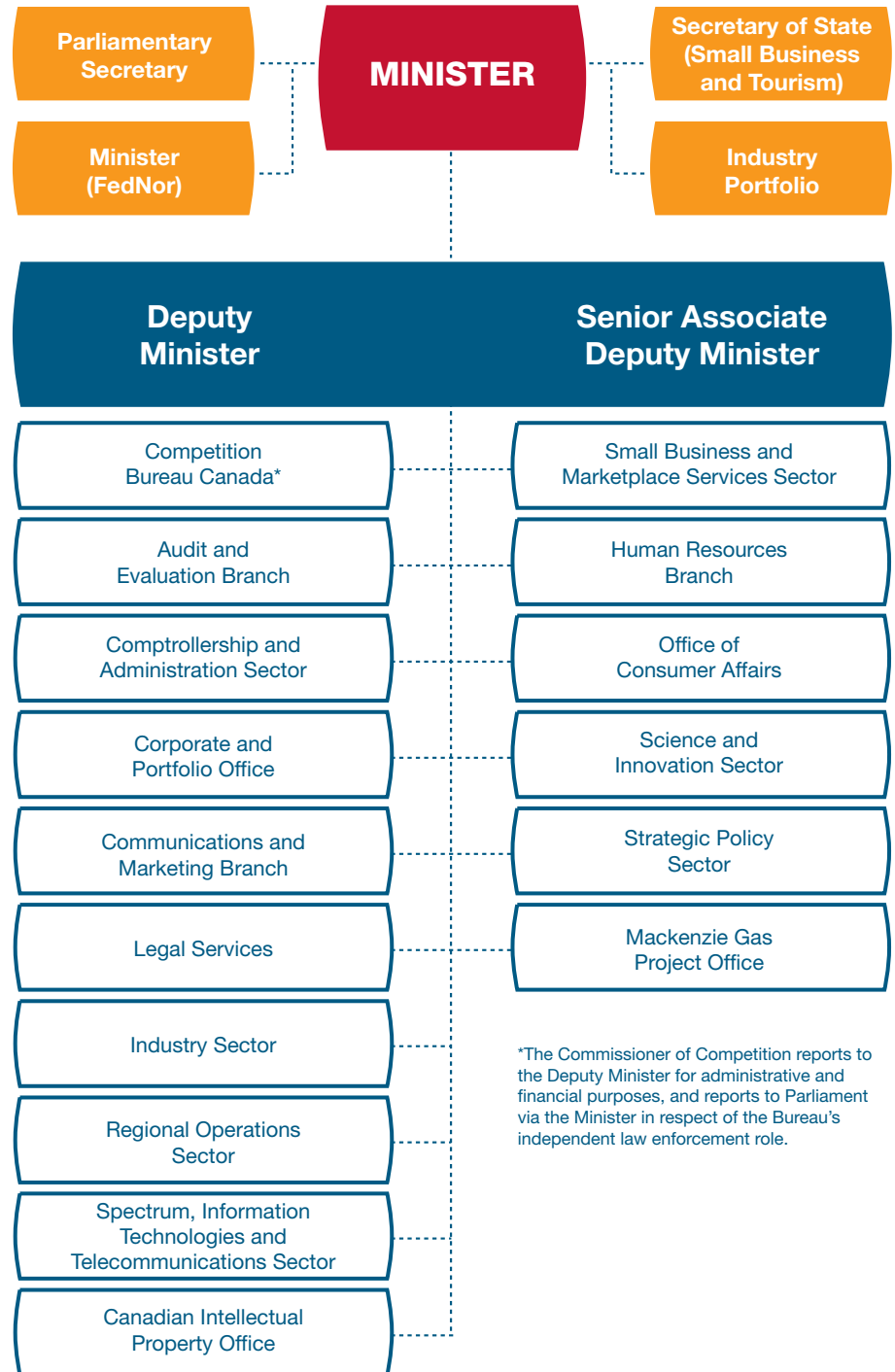
PORTFOLIO AGENCIES AND COUNCILS

Eleven federal departments and agencies make up the Industry Portfolio. Together, these organizations are uniquely positioned to further the government’s goal of building a knowledge-based economy in all regions of Canada and to advance the government’s jobs and growth agenda.

Industry Canada works in partnership with the members of the Industry Portfolio to leverage resources and exploit synergies in a number of specific areas:

- **innovation through science and technology** — helping firms and not-for-profit institutions more rapidly turn ideas into new products and services
- **trade and investment** — encouraging more firms in more sectors to export to more markets, and helping Canadian firms attract a larger share of foreign direct investment
- **growth of small and medium-sized enterprises** — providing access to capital, information and services
- **economic growth of Canadian communities** — fostering new approaches to community economic development, based on community strengths and information infrastructures

DEPARTMENT STRUCTURE



Who we are and what we do

KEY PARTNERS AND STAKEHOLDERS



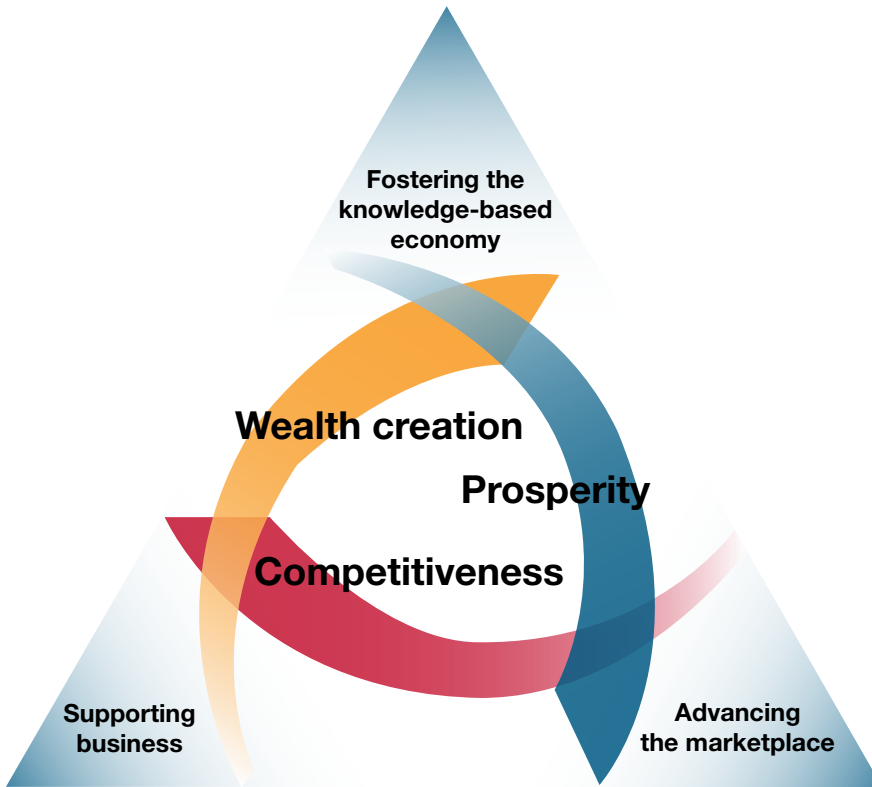
The Industry Portfolio includes:

- [Business Development Bank of Canada](#)
- [Canadian Space Agency](#)
- [Canadian Tourism Commission](#)
- [Copyright Board Canada](#)
- [Industry Canada](#)
- [National Research Council Canada](#)
- [Natural Sciences and Engineering Research Council of Canada \(NSERC\)](#)
- [Registry of the Competition Tribunal](#)
- [Social Sciences and Humanities Research Council of Canada \(SSHRC\)](#)
- [Standards Council of Canada](#)
- [Statistics Canada](#)

As well, the following organizations are associated with the Industry Portfolio:

- [Canada Foundation for Innovation](#), an independent corporation established by the Government of Canada
- [Canada Research Chairs](#), which reports through SSHRC
- [Genome Canada](#), a not-for-profit independent organization
- [Networks of Centres of Excellence](#), which reports through NSERC

MANDATE



Industry Canada's mandate comprises three strategic objectives:

- fostering the knowledge-based economy: supporting foundational investments in science and technology to create new knowledge and equip Canadians with the skills and training they need to compete in the global knowledge-based economy
- advancing the marketplace: developing and administering economic framework policies that promote innovation and competition, and instill business, investor and consumer confidence

- supporting business: anchoring and supporting business innovation and productivity, because businesses are the organizations that create wealth and generate jobs

These objectives converge toward the same end: improving the well-being of Canadians.

WORK ENVIRONMENT

The Department strives to be an employer of choice with a professional work environment:

- We are guided by the [values and ethics of the public service](#).
- We invest in our people, providing challenging work and supporting ongoing learning and professional development.
- We encourage creativity, innovation and intellectual freedom as we pursue an exciting agenda that contributes to the lives of Canadians.
- We help employees balance their work and personal lives by offering flexible work arrangements, streamlining processes and matching workload to available resources.
- We encourage all employees to respect and care about their colleagues, to treat them fairly and with civility, and to respect diversity in people, ideas and viewpoints.
- We show leadership through participation, openness, communications, teamwork, recognition and rewards for results and accomplishments.



Where we want to go

The Government of Canada has provided clear direction for Industry Canada in 2008–2009 in a number of key policy statements: *Advantage Canada*, Budget 2007, the 2007 Speech from the Throne and Economic Statement, and Budget 2008.

[Advantage Canada](#) outlined the Government of Canada's long-term plan to build a stronger Canadian economy and improve Canadians' quality of life through five advantages related to tax reduction, debt reduction, entrepreneurship, knowledge in the workforce, and infrastructure. Industry Canada's strategic objective to foster the knowledge-based economy aligns with *Advantage Canada* priorities in a number of areas:

- providing leadership to ensure competitive and open markets in Canada, to benefit consumers, workers and businesses
- maintaining Canada's leadership among G7 countries in the area of public sector research and maximizing its value by focusing on excellence and increasing links with the private sector

- creating a healthier environment and more sustainable economic growth, including using natural resources and technology responsibly and effectively
- reducing the paper burden for small business by 20 percent
- improving the framework for competition through effective rules and regulations and modern competition policies

[Budget 2007](#) proposed a number of measures, following from *Advantage Canada*, to help Canadian businesses invest, compete and succeed in the global economy, including the following that touch directly on Industry Canada's mandate:

- carrying out an independent [review of Canada's competition policy](#)
- investing in an ambitious new direction in science and technology through support for the [Centres of Excellence for Commercialization and Research](#), new graduate scholarships, the [Canada Foundation for Innovation](#), [CANARIE](#) (for a next-generation research broadband network), and research linked to key priorities through the federal granting councils

The October 2007 [Speech from the Throne](#) set out priorities that will govern Industry Canada's 2008–2009 activities, including the following:

- supporting Canadian researchers and innovators in developing new ideas and bringing them to the marketplace through Canada's [Science and Technology Strategy](#)
- improving the protection of cultural and intellectual property rights in Canada, including reforming the copyright system
- standing up for Canada's traditional industries, particularly in key sectors such as forestry, fisheries, manufacturing and tourism, which are facing challenges

[Budget 2008](#), under its theme of responsible leadership, builds on the [2007 Economic Statement](#) by continuing to reduce debt and taxes, and provides focused government spending in a number of Industry Canada's business areas:

- continuing to implement *Advantage Canada* and the Science and Technology Strategy:
 - > ensuring the competitiveness of key industrial sectors by providing, for example, \$250 million over five years to support the Automotive Innovation Fund for strategic, large-scale research and development projects to develop innovative, greener and more fuel-efficient vehicles
 - > providing \$21 million over two years to establish up to 20 prestigious Canada Global Excellence Research Chairs at Canadian learning institutions, each of which will assemble teams to undertake cutting-edge research within the Science and Technology Strategy's priority areas (the environment, natural resources and energy, health and life sciences, and information and communications technologies)
 - > providing \$25 million over two years for the Vanier Scholarships (part of the [Canada Graduate Scholarships Program](#)) to support approximately 500 PhD students per year, with the goal of attracting the best minds to Canada, advertising Canada as a location of choice for research and innovation, and encouraging research and commercialization connections between Canada and the world
 - > providing \$3 million over two years to fund one semester of foreign studies each year for 250 Canada Graduate Scholarship holders
- investing an additional \$75 million in the Business Development Bank of Canada to help build a new late-stage venture capital fund in Canada
- investing \$140 million in [Genome Canada](#) to launch a new targeted competition in a priority area, sustain the regional genome centres and support the participation of Canadian researchers in a major international collaborative genomics project
- providing \$7.7 million for the [Mackenzie Gas Project Office](#) for 2008–2009
- providing \$29 million over two years to meet priorities under the [Security and Prosperity Partnership of North America](#)
- implementing tax measures of interest to Industry Canada and stakeholders, including extending the accelerated capital cost allowance schedule and improving the [investment tax credit for scientific research and experimental development](#)



How we will achieve our priorities

Industry Canada's 2008–2009 planned business outcomes are presented according to the three strategic objectives ([see page 11](#)) that comprise the Department's mandate: fostering the knowledge-based economy, advancing the marketplace and supporting business.

Our numerous activities in 2008–2009 to foster the knowledge-based economy ([see page 17](#)) will help ensure that Canada has a highly qualified and adaptable workforce that can make use of the latest knowledge, technologies and equipment to develop innovative goods, services and production processes.

With regard to advancing the marketplace ([see page 21](#)), we will develop marketplace and consumer policies to maintain and attract world-class businesses and provide consumers with confidence that the marketplace is fair.

To support business ([see page 26](#)), we will continue to help Canadian businesses grow and prosper in an increasingly competitive and global market.

Success in these three areas will help ensure that Canadian businesses continue to drive wealth creation and will help support a more prosperous economy and a better quality of life for all Canadians.

Industry Canada's [2008–2009 Report on Plans and Priorities](#) contains information on how we will measure our performance in these areas.

This section concludes with details on planned activities for 2008–2009 with regard to the Department's corporate priorities ([see page 32](#)), key among these being plans for workforce renewal.

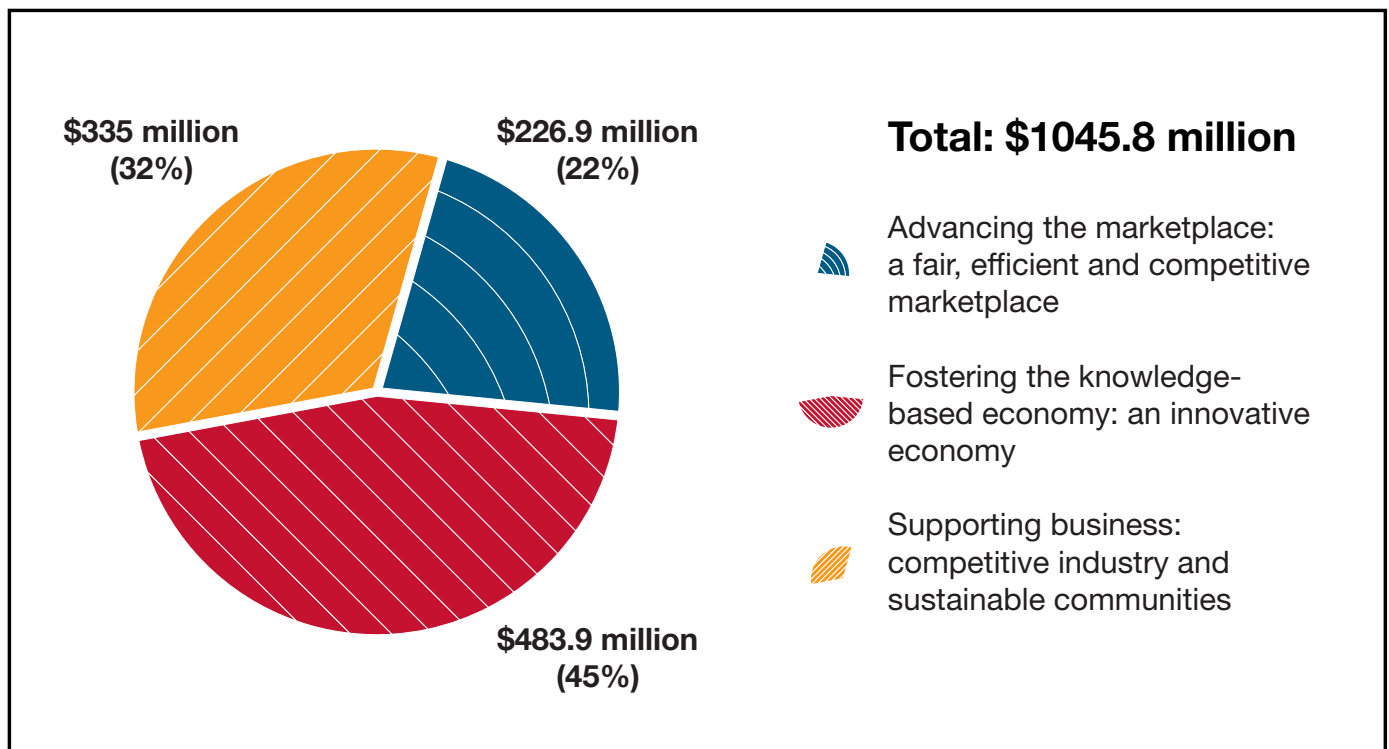
RESOURCE OVERVIEW

The graphs and tables that follow set out Industry Canada's planned spending for 2008–2009 according to the three strategic outcomes in the Department's Program Activity Architecture.

In addition to the amounts Industry Canada receives through appropriated budgets approved by Parliament, the Department typically generates approximately \$700 million in revenue each year, of which 25 percent is spent by programs and 75 percent is deposited into the Consolidated Revenue Fund.

Revenues for 2008–2009 are expected to increase significantly due to the [Advanced Wireless Services Spectrum Auction](#) that begins on May 27, 2008. The following tables provide more detail on the planned spending under each of the Department's three strategic outcomes.

Total planned spending for 2008–2009



How we will achieve our priorities

Planned spending for 2008–2009, by strategic outcome

Strategic Outcome A Fair, Efficient and Competitive Marketplace		
Program Activity	Planned Spending (\$ million)	Alignment to Government of Canada Outcome
Strategic Policy Sector — Marketplace	12.6	Economic Affairs: A Fair and Secure Marketplace
Small Business and Marketplace Services Sector and Regional Operations Sector — Marketplace	95.6	
Spectrum, Information Technologies and Telecommunications Sector	58.9	
Office of Consumer Affairs	5.1	
Competition Bureau	49.8	
Canadian Intellectual Property Office	4.9	
Strategic Outcome An Innovative Economy		
Program Activity	Planned Spending (\$ million)	Alignment to Government of Canada Outcome
Science and Innovation Sector — S&T and Innovation	101.1	Economic Affairs: An Innovative and Knowledge-Based Economy
Industry Sector — S&T and Innovation	9.5	
Spectrum, Information Technologies and Telecommunications Sector — S&T and Innovation	18.4	
Communications Research Centre Canada	43.1	
Industrial Technologies Office (Special Operating Agency)	311.8	
Strategic Outcome Competitive Industry and Sustainable Communities		
Program Activity	Planned Spending (\$ million)	Alignment to Government of Canada Outcome
Strategic Policy Sector — Economic Development	6.6	Economic Affairs: Strong Economic Growth
Small Business and Marketplace Services Sector and Regional Operations Sector — Economic Development	235.6	
Industry Sector — Economic Development	66.8	
Spectrum, Information Technologies and Telecommunications Sector — Economic Development	26.1	

Notes

1. The strategic outcomes are those set out in Industry Canada's Program Activity Architecture.
2. The calculations for the allocation of internal services are based on total budget, excluding grants and contributions.
3. Minor differences between the totals of the figures in the second column here and the total planned spending in the pie chart are due to rounding.
4. Detailed [spending breakdowns by strategic outcome](#) are available online from Industry Canada's *2008–2009 Report on Plans and Priorities*.

FOSTERING THE KNOWLEDGE-BASED ECONOMY THROUGH ENHANCED RESEARCH, TRAINING AND SKILLS

Industry Canada supports foundational investments in science and technology to create new knowledge and equip Canadians with the skills and training they need to compete in the global knowledge-based economy.

Implementing the Science and Technology Strategy

Released in May 2007, the Science and Technology Strategy focuses on creating a more competitive and sustainable Canadian economy with the help of science and technology. The Strategy places central emphasis on excelling in research, setting priorities, developing partnerships and achieving practical results for Canadians, as ideas and innovations are turned into new products, processes and technologies to meet needs and respond to challenges and opportunities.

In 2008–2009, Industry Canada will work to increase support for research in priority areas (the environment, natural resources and energy, health and life sciences, and information and communications technologies), for broad-based research and for research networks and infrastructure. To guide these efforts, the Department will look to two national reports that will be released in the coming year. The [Council of Canadian Academies](#), which is funded by the federal government, will release a report on private sector

innovation in Canada, including factors that contribute to the relatively low business investment in research and development in Canada compared with that in other Organisation for Economic Co-operation and Development countries. In addition, the [Science, Technology and Innovation Council](#), which is an advisory body to the Minister of Industry, will release a national report measuring Canada's science and technology performance against international standards of excellence.

The Strategy places central emphasis on excelling in research, setting priorities, developing partnerships and achieving practical results for Canadians.

In addition, Industry Canada will work with organizations that deliver programs to implement the Science and Technology Strategy:

- The new Canada Global Research Excellence Chairs (\$21 million over two years) will attract to Canada world-leading researchers and their teams in the four research priority areas of the Science and Technology Strategy.
- The Vanier Scholarships (\$25 million over two years), which are a new component of the [Canada Graduate Scholarships Program](#), will support 500 scholarships for Canadian and

international doctoral students studying in Canada.

- Foreign Study Stipends (\$3 million over two years) will give 250 Canada Graduate Scholarships recipients the chance to study overseas.
- A new research and development program for the automotive sector, led by Industry Canada, will provide \$250 million over five years to support strategic, large-scale research and development projects in the automotive sector.
- \$140 million will be invested in [Genome Canada](#), which was established in 2000 to support large-scale genomics and proteomics research projects.

Enhancing global academic research networks

With funding from the five-year, \$25-million conditional grant announced in Budget 2007, the [Canadian Institute for Advanced Research](#) is looking at how to strengthen academic global research networks anchored in Canada. In particular, the Institute is exploring how to attract and retain highly qualified personnel, how to encourage private sector and provincial government investment in basic research and development activities, and how to build interdisciplinary research strengths in areas of special importance to Canada's long-term scientific, economic and social development.

How we will achieve our priorities

Expanding the Canada Graduate Scholarships Program

Industry Canada, together with the granting councils, will expand the Canada Graduate Scholarships Program by an additional 1000 students per year. Currently, the program supports 2000 doctoral students and 2000 master's students who demonstrate a high standard of achievement in undergraduate and early graduate studies, to help Canadians develop research skills and assist in the training of highly qualified personnel.



Industry Canada's Science and Technology Strategy and Montréal Neurological Institute team (left to right):
Front row: Karen Corkery, Nathalie Roy, Pierre Therrien
Second row: Iain Stewart, Anne Marie Monteith, Jennifer Savoir, Sylvie Renaud
Absent: Vanessa Chang, Kurji Feyrouz

CENTRES OF EXCELLENCE FOR COMMERCIALIZATION AND RESEARCH

The Science and Technology Strategy and Budget 2007 launched the Centres of Excellence for Commercialization and Research to encourage public-private research and development and commercialization partnerships. Subsequently, 18 centres have been provided with up to \$15 million for a broad range of exciting university, college and industry partnerships across the country in the Strategy's four research priority areas (the environment, natural resources and energy, health and life sciences, and information and communications technologies).

For example, the Montréal Neurological Institute, which is affiliated with McGill University, houses multidisciplinary teams of basic and clinical scientists who work together to generate fundamental information about the nervous system and to apply that knowledge to understanding and treating neurological diseases.

Established in 1934 by the eminent neurosurgeon and scientist Wilder Penfield, the Institute is internationally recognized for its work in epilepsy research, neuropsychology, neuroimmunology, complex neural systems and neuromuscular disease. The Institute performs more epilepsy surgery than any other centre in the world. Pioneering studies conducted at the Institute also paved the way for positron emission tomography (PET) and magnetic resonance imaging (MRI) brain-mapping scans.

Pursuing communications research initiatives

The Science and Technology Strategy identified information and communications technologies as one of four priority areas for Canada.

[Communications Research Centre Canada](#) will undertake a number of initiatives in this area, including the following:

- develop broadband infrastructure support for network-enabled platforms that a distributed community of users (such as those involved in health care and teaching) can use for collaborative projects (partners include [CANARIE](#) and [National Research Council Canada](#))
- conduct directed research activities in several areas of importance to National Defence, including tactical radio and network technologies to enhance operations and improve interoperability with coalition partners and public agencies, cognitive radio concepts for efficient use of radio spectrum, battlefield sensor networks to enhance the protection of personnel, and a prototype communications system for northern protection



Dr. Veena Rawat,
President of
Communications
Research Centre
Canada

COMMUNICATIONS RESEARCH CENTRE CANADA INDUCTED INTO CANADA'S TELECOMMUNICATIONS HALL OF FAME

In October 2007, [Canada's Telecommunications Hall of Fame](#) presented its 2007 [Special Recognition Award to Communications Research Centre Canada](#) and its predecessor, the Defence Research Telecommunications Establishment.

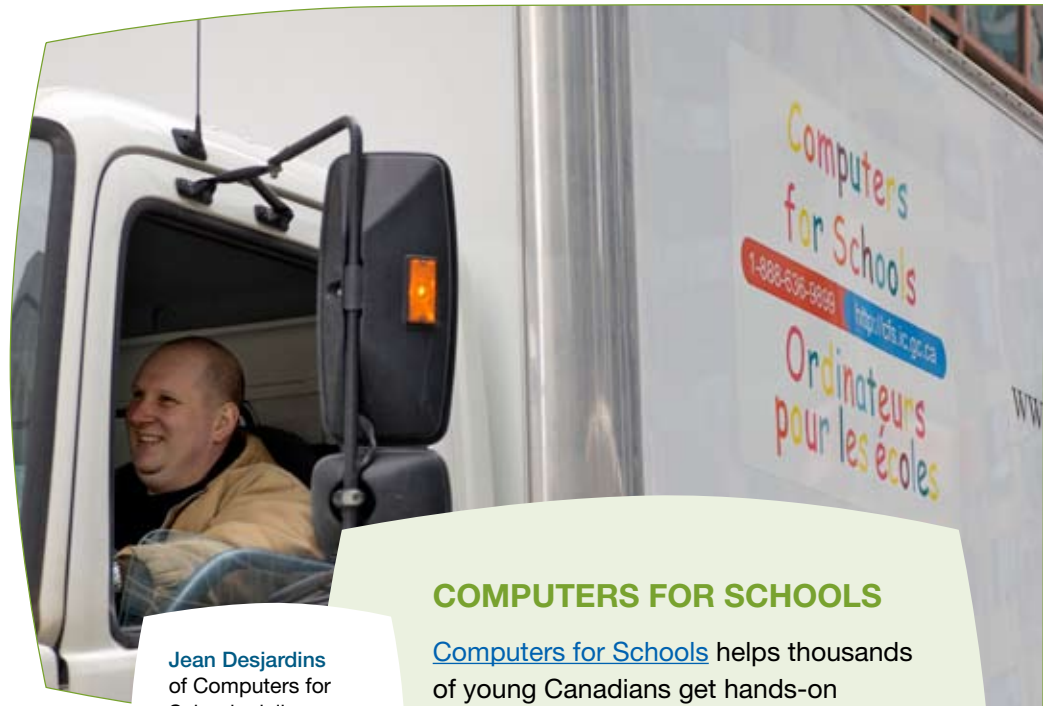
The Special Recognition Award, given to one recipient annually, acknowledges the achievements of an organization, group, location, event or technology of special significance to the success and legacy of Canadian telecommunications.

The widely recognized efforts and contributions of Dr. Veena Rawat, President of Communications Research Centre Canada, have led to a significant increase in the representation and recognition of women in leadership roles in several national and international organizations.

How we will achieve our priorities

Supplementing access to information and communications technology

Through programs such as [Computers for Schools](#), Industry Canada will continue to supplement Canadians' access to information and communications technologies and modern infrastructure. Thousands of young Canadians will receive hands-on experience with computers and software.



Jean Desjardins of Computers for Schools delivers computers to schools, libraries and non-profit learning organizations.

COMPUTERS FOR SCHOOLS

[Computers for Schools](#) helps thousands of young Canadians get hands-on experience with information and communications technologies and access to computers and software. By collecting, repairing and refurbishing donated surplus computers from government and private sector sources, Computers for Schools works to ensure equitable access to information and communications technologies in schools, libraries and non-profit learning organizations across Canada.

ADVANCING THE MARKETPLACE THROUGH ECONOMIC FRAMEWORK POLICIES

Industry Canada develops and administers economic framework policies that promote innovation, competition and productivity, and instill business, investor and consumer confidence.

Framework policies are fundamental to the functioning of a market economy and include laws and regulations governing patents and copyright, bankruptcy and insolvency, competition and restraint of trade, corporations and corporate securities, foreign direct investment, internal trade, weights and measures, consumer affairs and telecommunications.

Industry Canada develops and administers economic framework policies that promote innovation, competition and productivity, and instill business, investor and consumer confidence.

Supporting the Security and Prosperity Partnership of North America

The Minister of Industry is the lead Minister for the [Security and Prosperity Partnership of North America](#), a trilateral forum for dialogue, priority setting, collaboration and action by Canada, the United States and Mexico to improve the security, prosperity and quality of life of North Americans. In support of the Government of Canada's activities under the partnership, Industry Canada has been asked to lead the implementation in Canada of trilateral priorities that the North American leaders agree to at their April 2008 summit and will provide strategic advice and recommendations to advance Canada's interests in North America.

Responding to the Competition Policy Review Panel

Industry Canada will take the lead in developing the Government of Canada's response to the recommendations of the [Competition Policy Review Panel](#), which will be aimed at enhancing the competitiveness of Canada's markets and, as a result, Canada's economic performance. The response may include proposing amendments to the *Competition Act*.

Managing telecommunications for the 21st century

Industry Canada will negotiate international and bilateral agreements, and develop regulations, standards and policies that rely on market forces to foster a robust telecommunications infrastructure to protect Canadians and offer consumers more choices. In particular, 2008–2009 will see advances in the areas of advanced mobile services, public safety communications and digital broadcasting that will benefit all Canadians.

How we will achieve our priorities



Representing CIPO's Canadian Industrial Designs Database team are (left to right): Front row: Robert Lussier, Guylaine Plouffe, Dovi Ayivi-Togbassa, Guy Guertin, Gale Connah, François Lapointe. Second row: Julie MacDonald, Francine Bouthillier, Robert Snipe, Denis Simard, Layla Askari-Farahani, Marie-Claude Boyer, Suzanne Provencher. Third row: Jihad Harb, Ahmed Asimail, Guillaume Poisson, Luc Hardy, Robin Bolduc

LAUNCH OF THE CANADIAN INDUSTRIAL DESIGNS DATABASE

The [Canadian Intellectual Property Office](#) (CIPO) recently launched a [database](#) containing the complete collection of Canadian industrial designs. More than 110 000 registered industrial designs are now accessible online. Canadians can perform an online search of all registered designs dating from December 1861 to the present day. This allows users to determine, before filing a new design, whether it already exists, to study trends and gather information on the evolution of Canadian designs over nearly 150 years, and to look for new opportunities to improve old designs.

Modernizing Canada's intellectual property regime

Industry Canada is involved in numerous initiatives to advance the Government of Canada's agenda for intellectual property policy reform, including updating the [Copyright Act](#) in conjunction with Canadian Heritage, and developing sound approaches to cracking down on the trade in counterfeit and pirated goods. In addition, Industry Canada will complete and evaluate the pilot of the Patent Prosecution Highway, a cooperative initiative with the United States Patent and Trademark Office that will fast-track patent applications in one country when a patent has been granted in another country.



Monica Gilbert of the Office of Consumer Affairs and **Jack Dadourian** of Spectrum Engineering Branch are working to facilitate the transition to all-digital television in Canada.

TRANSITION TO DIGITAL TELEVISION

Jack Dadourian of the Spectrum Engineering Branch and Monica Gilbert of the Office of Consumer Affairs are working together to make sure Canadians have the information they need to make a smooth transition to [all-digital television](#) in 2011.



Scott Cosgrove and **Urmi Ray** are the Office of Consumer Affairs' current university student co-op team for the [ConsumerInformation.ca](#) web portal.

CONSUMERINFORMATION.CA

[ConsumerInformation.ca](#) brings together the best information, tools and services for Canadian consumers from objective and reliable sources, including federal, provincial and territorial governments and their non-governmental organization partners.

Enhancing and promoting consumer interest

The [Office of Consumer Affairs](#) complements the Department's framework policies with initiatives that help consumers be effective marketplace participants. New interactive tools and national information campaigns will help consumers address major challenges in, for example, the complex cellphone market and related to the 2011 transition to all-digital television.

The Office will also work in partnership with other departments, academics and non-governmental organizations to advance the understanding of the role of the consumer in the Canadian economy. Research efforts will focus on consumers and technological changes, such as the emergence of mobile commerce, and on the impact of Canadians' financial capabilities on their consumption choices.

Improving the insolvency system

The [Office of the Superintendent of Bankruptcy](#) will implement the legislative amendments to the *Bankruptcy and Insolvency Act* and the *Companies' Creditors Arrangements Act* set out in chapters 47 and 36 of the Statutes of Canada. The amendments are intended to encourage the restructuring of viable businesses, to improve protection for workers in bankruptcy, and to make the insolvency system fairer and reduce the potential for abuse.

How we will achieve our priorities



Abderrahmane Cherradi, a Measurement Canada metrologist working at laboratory headquarters in Ottawa, examines and tests an electricity meter.

MEASUREMENT STANDARDS

Canadians make measurement-based purchases every day. [Measurement Canada's](#) programs and services ensure that consumers and businesses can make these purchases with confidence, knowing that they are receiving the amount of product they are paying for.

Metrologists examine and test all prototype measuring devices before Measurement Canada issues a notice of approval indicating that a device model complies with the laws and requirements governing measurement and is approved for use in Canada.

Enhancing Canadian measurement standards

[Measurement Canada](#) will complete the stakeholder consultation on proposed approaches to respond to measurement-related technologies, business practices and marketplace dynamics not envisioned when the *Weights and Measures Act* and *Electricity and Gas Inspection Act* were last reviewed. This is part of the policy and administrative review of the Acts.

Industry Canada will receive ISO 17025 accreditation for the delivery of Measurement Canada volume and natural gas laboratory physical measurement standard calibration services. A successful [National Research Council Canada](#) and [Standards Council of Canada](#) audit of their laboratories' quality management systems and technical competence is required for this designation. This will help Canada meet international commitments related to the Mutual Recognition Agreement under the Metre Convention.

Strengthening tourism through policy integration and advocacy

Industry Canada will continue to strengthen its role in tourism policy integration and advocacy, reflecting the increased profile of tourism issues. A key emphasis will include the development of tourism across Canada's North as a strategic growth opportunity. Industry Canada will continue to track federal direct and indirect tourism expenditures.

Preparing for the Vancouver 2010 Winter Games

Industry Canada will plan the activities and resources required to ensure that the highest quality of spectrum management is in place to meet the needs of the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games and to support safety and security at Olympic events in Vancouver and Whistler.

In addition, Industry Canada is involved in federal efforts to leverage the Olympic Games to promote tourism in Canada to an international audience.

Supporting privacy and the online economy

Industry Canada develops effective legal and policy frameworks that promote the growth of the online economy in Canada. To this end, the Department will introduce amendments to the *Personal Information Protection and Electronic Documents Act*. The Department will also develop options for introducing new legislation to make it more difficult for spammers to operate in Canada, to address other related online threats, and to strengthen enforcement.

Protecting and promoting competitive markets

The Competition Bureau will focus its enforcement efforts on pursuing domestic and international cartels and on targeting schemes that exploit Canadians, particularly in the electronic marketplace and through fraudulent health performance claims. Regarding mergers and civil matters, the Bureau will focus on clarifying key merger and civil enforcement principles, including improving analysis and the resolution of competition issues. The Bureau's advocacy priorities will be competition assessment for government, examining self-regulating professions, and focusing on health and the Internet.



Representing the Competition Bureau's team are (left to right):

Front row: Kelly Mahoney, Erin Stach. Second row: Josephine Palumbo, Gregg Erwin, Janet Holmes, Marie Khalil. Absent: Adam Newman

SUCCESSFUL ADVOCACY IN SELF-REGULATING PROFESSIONS

The Competition Bureau encourages governments and regulators to examine current restrictions on professions and consider legislative initiatives from a competitive perspective. It has commented to the governments of Nova Scotia, Alberta, New Brunswick and Ontario on proposed legislation for dental hygiene practice in these provinces, and changes have already taken place in Alberta and Ontario, where hygienists are now beginning to compete independently.

The Bureau has also reported on self-regulating professions, focusing on lawyers, real estate agents, optometrists, accountants and pharmacists. Its report examines whether these professions' governing bodies impose restrictions that create barriers to effective competition. The Bureau has since met with several large provincial and national groups seeking to work with it, and other professional groups have solicited the Bureau's help to remedy situations that they believe are potentially anti-competitive.

How we will achieve our priorities

SUPPORTING BUSINESS THROUGH POLICIES AND PROGRAMS THAT PROMOTE INNOVATION, PRODUCTIVITY AND GROWTH

Industry Canada anchors and supports business innovation and productivity, because businesses are the organizations that create wealth and generate jobs.

Supporting Canadian industries

The Department provides expert sector knowledge through a broad range of policy advocacy activities: it provides direct support for trade policy development and free trade negotiations, engages and supports industry on issues that affect the competitiveness of the sector, and contributes to international business development initiatives.

Industry Canada anchors and supports business innovation and productivity, because businesses are the organizations that create wealth and generate jobs.

Industry Canada will work to ensure that government policies, such as the [Industrial and Regional Benefits Policy](#) and defence procurement, reflect the evolving realities of global value chains. To that end, the Department will work with National Defence and Public Works and Government Services Canada to ensure that Canadian companies participate in or move up

the global value chains of large foreign multinationals that receive procurement contracts from the federal government.

Manufacturing is a key sector of the Canadian economy. The Department will consider measures to ensure the continuing competitiveness of key industrial sectors, such as the automotive sector, in a number of priority areas, including

border improvements, regulatory harmonization and innovation. Budget 2008 provided an additional \$34 million per year to the Natural Sciences and Engineering Research Council for collaborative research directly contributing to the knowledge and innovation needs of Canada's automotive, manufacturing, forestry and fishing industries.



Charles Hall of the Defence and Marine Directorate has worked with the Structured Shipbuilding Facility to support shipbuilding in Canada.

STRUCTURED FINANCING FACILITY: SHIPBUILDING

With [Structured Financing Facility](#) support of \$6.8 million, Washington Marine Group won a \$45.5-million contract to build an intermediate-sized ferry (*MV Island Sky*) for British Columbia Ferry Services Inc.

The ferry's hull was built by Vancouver Drydock Co. Ltd., while the superstructure was constructed by Victoria Shipyards Co. Ltd.

The vessel is scheduled to be delivered in April 2008 and, upon completion, will have generated 180 person-years of shipyard work.

In 2008–2009, Industry Canada will influence global efforts to accelerate the commercialization of hydrogen and fuel cell technologies by undertaking the role of co-chair and secretariat of the International Partnership for the Hydrogen Economy.

The Department will attend major trade shows and missions to showcase Canadian capabilities. In 2008–2009, Industry Canada will be present at [BIO 2008](#) to brand Canada as an attractive investment location for global biotechnology and biopharmaceutical industries, at the [Farnborough International Airshow](#) to help solidify Canada's position in the global aerospace and defence industry, at [Americana 2009](#) to showcase Canadian environmental technologies, and at [Mobile World Congress 2009](#) to increase opportunities for the Canadian information and communications technology sector in the global telecommunications market.

Supporting small and medium-sized businesses

Industry Canada is helping to create conditions for small and medium-sized enterprises (SMEs) and entrepreneurs to grow and prosper. This involves developing programs to support SMEs and, consistent with *Advantage Canada*, working closely with the Secretary of State (Small Business and Tourism) and other government departments and agencies to ensure a competitive business environment that supports innovation, rewards success and reduces unnecessary regulations and red tape.



The BizPaL team (left to right): Front row: Marcie Girouard, John Morton, Kathleen Fraser, Jane Kralik. Second row: Deanna Mikolich, Marie-France Marquis, Jan Belcher, Dan Batista, Sophie Nowak, Louise Cardinal. Absent: Ken Chase, Jocelyne Garant, Diane Lepage, Nguyen Vu

BIZPAL

This online source for government permits and licences is an award-winning, multi-jurisdictional government initiative. Industry Canada is the federal government lead and has worked with partners to launch [BizPaL](#) in 8 provinces and territories and in more than 80 municipalities to date.

Budget 2008 announced a number of measures that provide enhanced support for SMEs, including expanding and making administrative improvements to the tax program for scientific research and experimental development, reducing the tax compliance burden, enhancing Canada's cross-border environment for venture financing for SMEs, and establishing a \$75-million set-aside

for the Business Development Bank of Canada to support a new privately run venture capital fund. Industry Canada's ongoing research into, and analysis and advocacy of, the needs, challenges and opportunities of small businesses helped to inform these measures.

Industry Canada is working to make it easier for SMEs and entrepreneurs to comply with administrative

How we will achieve our priorities

requirements and information obligations associated with government rules and regulations, and to find information on government services. The Department is coordinating federal efforts to reduce the paper burden for businesses by 20 percent by November 2008, which will translate into the elimination of some 80 000 requirements and obligations in 13 key regulatory departments and agencies across the federal government. Industry Canada is committed to reducing the Department's share of the paper burden for business by at least 20 percent.

[BizPal](#) is an online service that benefits Canadian businesses by helping them identify which permits and licences they require and learn how to obtain them. It is one example of many complementary measures that Industry Canada is working on that is already reducing the paper burden for business. Industry Canada will work with partners to increase the number of communities using BizPal and strengthen support of Canadian businesses.

Through Canada Business and in collaboration with regional development agencies and provincial and territorial governments, the Department provides one-stop Internet, telephone and in-person access to government information and tools for planning and other SME business activities. Canada Business serves to reduce the complexity of dealing with various levels of government, consolidating business information into one service. The Department is leading a review

of Canada Business to ensure that the program is as efficient and effective as possible and is meeting the needs and priorities of SMEs and entrepreneurs.

It can be difficult for entrepreneurs to secure the financing they need to start and grow a business. Under the national [Canada Small Business Financing Program](#), which Industry Canada administers, financial institutions make term loans of up to \$250 000 so SMEs can buy or upgrade business assets. These loans amount to approximately \$1 billion every year. In addition, the Department collaborates with the Business Development Bank of Canada on financial and management services to support Canadian businesses, particularly SMEs.

In 2008–2009, in support of Industry Canada's efforts to advance the marketplace, the Competition Bureau will advocate for a more efficient, productive marketplace at home and abroad through the International Competition Network. This group of international competition agencies works together by adopting best practices, especially in reviewing mergers and anti-cartel enforcement activities.

Developing Technology Roadmaps

[Technology Roadmaps](#) are strategic tools that help firms identify the technologies they need to capture future market opportunities. Industry Canada facilitates the development of Technology Roadmaps by industry to identify national capabilities and

technology gaps, and major research funders use them to focus on priority research areas.

Five roadmaps are under development: low-cost aerospace composites manufacturing, processing and repair; diagnostics, prognostics and health management; aerospace protective coatings; computational fluid dynamics; and textiles. Development of three more roadmaps is about to begin in the areas of new media, sustainable housing and electric mobility.

Implementing the Sustainable Development Strategy

Industry Canada's [Sustainable Development Strategy](#), tabled in Parliament by the Minister every three years, supports the Government of Canada's environmental objectives through practical implementation of the business case for sustainable development in Canadian industry, including in the following areas:

- developing, commercializing, adopting and diffusing environmental, energy and bio-based technologies (for example, Industry Canada will enhance Canada's online information on hydrogen and fuel cell technology, and will participate in selected forums to increase awareness and educate target audiences)
- promoting sustainability and corporate social responsibility practices



STRATEGIC AEROSPACE AND DEFENCE INITIATIVE

The Strategic Aerospace and Defence Initiative (SADI) supports Canadian research and development excellence. For example, Diamond D-JET Corporation has chosen London, Ontario, in which to undertake the research, development and manufacturing of its D-JET, an all-composite, five-person, single-engine jet. SADI's \$19.6-million investment will help develop the technology and leverage approximately \$75 million of foreign direct investment in Canada.

The Honourable Jim Prentice, Minister of Industry, and Peter Maurer, President of Diamond D-JET Corporation and Diamond Aircraft Industries Inc., with the D-JET aircraft.

- promoting sustainable operations and practices within Industry Canada, including integrating sustainable development principles into planning, performance measurement and evaluation frameworks

In 2008–2009, Industry Canada will prepare the Department's fifth Sustainable Development Strategy, for 2009–2012. Initial steps will include internal and external environmental scans, evaluation of previous results and targeted consultation with stakeholders and other government organizations.

Supporting innovation in aerospace and defence

The [Strategic Aerospace and Defence Initiative](#) was launched on April 2, 2007, to provide repayable contributions for strategic research and development undertaken by Canadian aerospace, defence, space and security companies. By encouraging research and development, the program leverages private sector investments to accelerate innovation in Canada's aerospace and defence sector.

Focusing on the Mackenzie Gas Project

The \$16-billion [Mackenzie Gas Project](#) is the pivotal energy investment needed to unlock Canada's vast northern energy resources. The proposed 1200-kilometre pipeline and gas field development in the Northwest Territories will provide access to approximately 30 percent of Canada's untapped natural oil and gas. Areas of focus include the following:

How we will achieve our priorities

- determining the Government of Canada's position on support to the pipeline's proponents
- coordinating the Government of Canada's response to the [Joint Review Panel's](#) report on environmental and other issues
- coordinating efforts to streamline the regulatory process for the project
- developing a Mackenzie Gas Project consultation protocol



Holding the Advanced Wireless Services Spectrum Auction

The [Advanced Wireless Services Spectrum Auction](#), set to begin on May 27, 2008, will help encourage more competition in wireless services in Canada. This will in turn accelerate innovation and enhance consumer choice in the wireless sector.

Delivering infrastructure programs

The [Canada-Ontario Infrastructure Program](#), which is delivered by Industry Canada, and the [Canada-Ontario Municipal and Rural Infrastructure Fund](#), which is delivered by Industry Canada on behalf of Infrastructure Canada, are federal-provincial-municipal partnerships whose objective is to improve Ontario's rural and urban infrastructure. These programs invest in projects that enhance the quality of life of Canadians by supporting long-term economic growth, improving community infrastructure and building 21st-century infrastructure

Industry Canada's World Radiocommunication Conference 2007 team (left to right):

Front row: Bruce Gracie, Cindy-Lee Cook, Bob McCaughern, Chantal Beaumier, Marc Dupuis. Second row: Marc Girouard, Aldo Ongaro, Michel O Ndi, Gerry Shewan, Michel Gaudreau, Tom Mouchet. Third row: Suneil Kanjeekal, Jean-Claude Brien, Suzanne Lambert, Bun-Ret Ly, Chris Lafkas. Absent: Vassilios Mimis, Ted Antonacopoulos, Reema Havez, Chantal Gazaille, Margot Jackson

ENABLING LOWER-COST, WORLD-CLASS WIRELESS SERVICES FOR CANADIANS

In November 2007, Industry Canada secured new wireless frequencies for Canada at a United Nations conference to review the technical rules for wireless services around the world. This conference, held every four years, is the "wireless Olympics," with 191 countries and 700 industry members competing and cooperating to enable manufacturers of next-generation wireless technologies to access global markets and ensure that wireless service providers can offer new services at a lower cost to consumers.

through innovative technologies, new approaches and best practices.

Administering the Ontario Potable Water Program

The Ontario Potable Water Program, which is delivered by Industry Canada, will provide \$50 million in funding to small and rural Ontario municipalities. In order to be eligible, these municipalities must have incurred increased costs for drinking water projects under the Canada-Ontario Infrastructure Program as a result of having to comply with revised Ontario drinking water regulations.

Supporting development in Ontario

The [Federal Economic Development Initiative for Northern Ontario](#) (FedNor) will continue to deliver contribution programs for regional development in Ontario, including the [Northern Ontario Development Program](#), the [Eastern Ontario Development Program](#) and the [Community Futures Program](#), to promote the sustainable development of communities, encourage innovation and strengthen the competitiveness of small and medium-sized enterprises.

[FedNor](#) will deliver on a commitment to invest \$14.7 million to help establish the Molecular Medicine Research Centre in Thunder Bay. The new centre will support leading-edge research that has commercial potential and foster strategic alliances among research and post-secondary educational institutions, the private sector, communities and government.



Up-and-coming entrepreneurs from across Ontario's North get a first-hand look at creating and running their own businesses at the Youth Enterprise Camp hosted by the North Claybelt CFDC in northeastern Ontario.

COMMUNITY FUTURES PROGRAM IN ONTARIO: CREATING LOCAL SOLUTIONS FOR LOCAL ECONOMIES

FedNor supports 61 local [Community Futures Development Corporations](#) (CFDCs) throughout rural and Northern Ontario. Governed by local volunteer boards, these not-for-profit and community-based economic development organizations invest in local small businesses, develop and implement community development plans, and provide business advisory services. In the five years ending in December 2007, Ontario CFDCs invested more than \$433 million in 6700 local businesses, helping to create or maintain more than 34 000 jobs and leveraging almost \$490 million in private investment.

How we will achieve our priorities

CORPORATE PRIORITIES

Corporate services provide the infrastructure for departmental operations. Priorities for the coming year include maintaining and improving Industry Canada's human, financial and administrative resources, communications, information systems and technology services, with particular focus on the following: renewing the workforce; excelling in information technology services; refining the Department's communications strategy and framework; and, strengthening accountable and sound financial management.

The public service operates in an increasingly complex environment marked by demands for faster, smarter responses, and greater accountability. At the same time, we are adjusting to increased retirements of experienced public servants and recruiting and developing the next generation. Meeting these challenges is the essence of renewal.

— Kevin Lynch, Clerk of the Privy Council and Secretary to the Cabinet in *Fifteenth Annual Report to the Prime Minister on the Public Service of Canada*, March 2008

Renewing the workforce

The heart and soul of Industry Canada are the 5700 bright and dedicated employees working in Ottawa and regional offices across the country.

Industry Canada is a knowledge-based organization, and the Department's continued success depends on attracting and developing a talented and committed workforce. A people focus is at the heart of the Department's workforce renewal plan because of the rapidly growing number of employees eligible to retire and competitive labour market conditions.

Although focused and strategic efforts to attract, hire and develop employees and managers will form parts of individual sectors' business plans, the Department's high-level focus, in terms of renewal and improved human resource management throughout the entire organization, will be on the following areas:

- integrating human resources planning into business planning
- attracting talent
- developing and managing talent
- strengthening human resource management delivery
- investing in enterprise human resources systems

Integrating human resources planning

Business objectives drive human resource requirements. Although facilitated centrally at Industry Canada, recruiting and developing the best employees to get the work done must be part of every manager's integrated business plan. The human resources component of these integrated business plans will be strengthened, and the Department will continue to publish projected staffing plans for sectors each year.



My job at the Bureau lets me implement, to the best of my abilities, the knowledge that I gained during my studies in industrial organization. Putting this knowledge to use in investigations that affect the entire Canadian economy gives me a tremendous feeling of self-esteem and job satisfaction. [translation]

— Recent university recruit
Mathieu Lefebvre,
Competition Law Officer,
Competition Bureau

Attracting talent

The Department will strive for greater reach to, and frequency of contact with, universities and other sources of qualified employees. Industry Canada will actively develop linkages with educational institutions to raise the profile of the Department's work among potential recruits, and will engage new employees to improve the recruitment approach. The Department will also make greater strategic use of federal student programs and inventories of pre-qualified candidates to maximize

opportunities to bridge students into the workforce. Industry Canada will also continue efforts to maintain a workforce that is representative of Canada's diverse population and encourage the use of both official languages at work.

Developing and managing talent

Job satisfaction is not only important to individuals; it has a tremendous impact on the quality of Industry Canada's work and the Department's ability to retain outstanding employees. It is the role of all managers to engage and enable their employees to learn and develop. The Department will increase engagement with employees on their learning and development objectives, with a focus on second-language training, especially for employees whose career plans require it. The Department will also implement systematic best practices in talent management to proactively address employee development, retention and succession challenges.

Strengthening human resources service delivery

To better help managers fulfill their responsibilities for effective human resources management, the Department will implement a number of initiatives in 2008–2009:

- staffing and classification service standards and service quality monitoring

- classification delegation to all assistant deputy ministers and some of the employees that report directly to them

- a fast-track process for low-complexity staffing transactions

- manage self-serve inventories of statement of merit criteria, rating guides and work descriptions

- a collective staffing pool management system

- a guide to student hiring

Investing in departmental human resources systems

To enhance manager and employee self-service and improve workflow processes, the Department will implement the PeopleSoft 8.9 Human Resource Management System upgrade. As a companion project, the Department is investing in a human resources planning and analysis tool to improve the accessibility and usability of information stored in departmental systems related to workforce management. This initiative aims to give managers improved access to critical workforce data to support ongoing planning and management.

How we will achieve our priorities

Job satisfaction has a tremendous impact on the quality of Industry Canada's work and the Department's ability to retain outstanding employees. It is the role of all managers to engage and enable their employees to learn and develop.

Managing information technology

Industry Canada is recognized as a federal government leader in the management of information technology (IT). The Department's strong management framework, combined with an array of IT-related initiatives, provides a variety of rewarding opportunities for both IT and non-IT professionals. For 2008–2009, Industry Canada will continue to build project management capacity. Establishing a dedicated departmental project management centre and implementing a project management framework that is based on industry best practices will position the Department for success in project delivery.

Communicating effectively

Industry Canada is committed to communicating to all Canadians and to increasing awareness of the Department's policies, initiatives, and products and services. To be effective, communications must target key stakeholder groups ([see page 10](#)), while striving to do the following:

- strengthening the relevance and resonance of Industry Canada activities among key stakeholders through sustained outreach and engagement
- improving collaboration across Industry Canada and with federal partners to deliver the highest-quality communications services to Canadians
- enhancing employees' awareness and knowledge of all components of Industry Canada's mandate, programs and services in order to support staff members in their essential role as representatives of the Department

The Department will be building on strong ratings it received in 2007–2008 in such key areas as financial management and control; having a workplace that is regarded as being fair, enabling, healthy and safe; information technology management; and security and business continuity.

Promoting oversight, financial management and accountability processes

Reflecting a commitment to stewardship, Industry Canada has enhanced the Department's audit resources and, in 2008–2009, will work to implement the new Internal Audit Policy and its support of the new Departmental Audit Committee. The purpose of the committee, the majority of whose members are from outside the public service, is to provide the Deputy Minister with independent and objective advice, guidance and assurance on the adequacy of the Department's risk management, control and governance processes. Industry Canada has also bolstered the Department's evaluation resources to comply with the requirements of the *Federal Accountability Act* and to assess the effectiveness, efficiency and economy of programs. In addition, Industry Canada now has a senior officer responsible for administering the *Public Servants' Disclosure Protection Act*.

Strengthening management practices

Industry Canada is committed to continuously improving departmental management practices, consistent with Treasury Board Secretariat's Management Accountability Framework.

In 2008–2009, Industry Canada's particular focus will be on risk management, setting up a sustainable departmental information management program, updating the Program Activity Architecture, strengthening performance reporting in the [Departmental Performance Report](#) and renewing the Real Property Strategy.

The Department will be building on strong ratings it received in 2007–2008 in such key areas as financial management and control; having a workplace that is regarded as being fair, enabling, healthy and safe; information technology management; and security and business continuity.

MANAGEMENT ACCOUNTABILITY FRAMEWORK

1. Values-based Leadership and Organizational Culture
2. Utility of the Corporate Performance Framework
3. Effectiveness of the Corporate Management Structure
4. Effectiveness of Extra-organizational Contribution
5. Quality of Analysis in Treasury Board Submissions
6. Quality and Use of Evaluation
7. Quality Reporting to Parliament
8. Managing Organizational Change
9. Effectiveness of Corporate Risk Management
10. Extent to which the Workplace is Fair, Enabling, Healthy and Safe
11. Extent to which the Workforce is Productive, Principled, Sustainable and Adaptable
12. Effectiveness of Information Management
13. Effectiveness of Information Technology Management
14. Effectiveness of Asset Management
15. Effective Project Management
16. Effective Procurement
17. Effectiveness of Financial Management and Control
18. Effectiveness of Internal Audit Function
19. Effective Management of Security and Business Continuity
20. Citizen-focused Service
21. Alignment of Accountability Instruments

More information on the [Treasury Board Management Accountability Framework](#) is available on the Treasury Board's website.



References

The following documents are referred to throughout the Business Plan. For more information please follow the links provided.

Advanced Wireless services Spectrum Auction

http://www.ic.gc.ca/epic/site/smt-gst.nsf/en/h_sf01714e.html

Advantage Canada

<http://www.fin.gc.ca/ec2006/plan/pltoce.html>

Americana 2009

<http://www.americana.org/tiki-index.php?page=Home&switchLang=en>

BIO 2008 International Convention

<http://www.bio2008.org/>

Bizpal

http://www.bizpal.ca/index_e.shtml

Budget 2008

<http://www.budget.gc.ca/2008/home-accueil-eng.asp>

Budget 2007

http://www.budget.gc.ca/2007/index_e.html

Business Development Bank of Canada (BDC)

<http://www.bdc.ca/en/home.htm?cookie%5Ftest=1>

Canada Foundation for Innovation

<http://www.innovation.ca/index.cfm>

Canada-Ontario Infrastructure Program

<http://www.ic.gc.ca/coip-pico/coip-pico.nsf/main!OpenPage>

Canada and Ontario Municipal Rural Infrastructure Fund (COMRIF)

<http://www.comrif.ca/epic/site/comrif-fimrco.nsf/en/home>

Canada Graduate Scholarships Program

http://www.sshrc.ca/web/apply/program_descriptions/fellowships/cgs_masters_e.asp

Canada Research Chairs

http://www.chairs.gc.ca/web/home_e.asp

Canada's Telecommunications Hall of Fame

<http://www.telecomhall.ca/index.php>

Canadian Industrial Design Database

<http://www.ic.gc.ca/app/cipo/id/displaySearch.do?language=eng>

Canadian Institute for Advanced Research (CIAR)

<http://www.ciar.ca/web/home.nsf/pages/home>

Canadian Intellectual Property Office

<http://www.cipo.ic.gc.ca/epic/site/cipointernet-internetopic.nsf/en/home>

Canadian Small Business Financing Program

<http://www.ic.gc.ca/epic/site/csbfp-pfpec.nsf/en/home>

Canadian Space Agency

<http://www.space.gc.ca/asc/eng/default.Asp>

Canadian Tourism Commission (CTC)

http://www.corporate.canada.travel/en/ca/index.html?sa_campaign=domains/un/www.canadatourism.com/home

Canarie (Canada's Advanced Network)

<http://www.canarie.ca/about/index.html>

Centres of Excellence For Commercialization and Research (CECR)

http://www.nce.gc.ca/comp/CECR/cecr_e.htm

Communications and Research Center Canada (CRC)

<http://www.crc.ca/en/html/crc/home/home>

Community Futures Program

http://www.ic.gc.ca/epic/site/fednor-fednor.nsf/en/h_fn01468e.html

Competition Policy Review Panel

<http://www.ic.gc.ca/epic/site/cprp-gepmc.nsf/en/home>

Computers for Schools

<http://cfs-ope.ic.gc.ca/Default.asp?lang=en>

Consumer Information Canada

<http://consumerinformation.ca/>

Copyright Act

<http://laws.justice.gc.ca/en/C-42/index.html>

Copyright Board of Canada

<http://www.cb-cda.gc.ca/new-e.html>

Council of Canadian Academies

<http://www.scienceadvice.ca/>

Department of Industry Act (1995 c.1)

<http://laws.justice.gc.ca/en/I-9.2/index.html>

Departmental Performance Report

http://www.ic.gc.ca/epic/site/ic1.nsf/en/h_00226e.html

Digital Television 2011

http://www.ic.gc.ca/epic/site/oca-bc.nsf/en/h_ca02319e.html

Eastern Ontario Development Program

http://www.ic.gc.ca/epic/site/fednor-fednor.nsf/en/h_fn02359e.html

Economic Statement 2007

http://www.fin.gc.ca/budtoce/2007/ec07_e.html

Farnborough International Air Show

<http://www.farnborough.com/intro.aspx>

Federal Economic Development Initiative for Northern Ontario (FEDNOR)

<http://www.ic.gc.ca/epic/site/fednor-fednor.nsf/en/home>

Genome Canada

<http://www.genomecanada.ca/>

Industry Canada

http://www.ic.gc.ca/epic/site/ic1.nsf/en/h_00000e.html

Industry Canada's Sustainable Development Strategy

<http://www.ic.gc.ca/epic/site/sd-dd.nsf/en/home>

Industrial and Regional Benefits Policy

<http://www.ic.gc.ca/epic/site/ad-ad.nsf/en/ad03658e.html>

Joint Review Panel for The Mackenzie Gas Project (JPP)

<http://www.jointreviewpanel.ca/>

Mackenzie Gas Project

<http://www.mackenziegasproject.com/>

Mackenzie Gas Project Office

http://www.ic.gc.ca/epic/site/ic1.nsf/en/h_01500e.html

Measurement Canada

<http://www.ic.gc.ca/epic/site/mc-mc.nsf/en/home>

Mobile World Congress 2009

<http://www.mobileworldcongress.com>

Mobilizing Science and Technology to Canada's Advantage

http://www.ic.gc.ca/epic/site/ic1.nsf/en/h_00231e.html

National Research Council Canada (NRC)

http://www.nrc-cnrc.gc.ca/main_e.html

References

Natural Sciences and Engineering Research Council of Canada (NSERC)

<http://www.nserc.gc.ca/index.htm>

Networks of Centres of Excellence

<http://www.nce.gc.ca/index.htm>

Northern Ontario Development Program

http://www.ic.gc.ca/epic/site/fednor-fednor.nsf/en/h_fn02348e.html

Office of Consumer Affairs

<http://www.ic.gc.ca/epic/site/oca-bc.nsf/en/home>

Office of The Superintendent of Bankruptcy Canada

<http://www.ic.gc.ca/epic/site/bsf-osb.nsf/en/home>

Registry of the Competition Tribunal

<http://www.ct-tc.gc.ca/english/View.asp?x=1>

Reports on Plans and Priorities 2008–2009

<http://www.tbs-sct.gc.ca/rpp/2008-2009/inst/dus/dus00-eng.asp>

Science and Technology Strategy

http://www.ic.gc.ca/epic/site/ic1.nsf/en/h_00231e.html

Scientific Research and Experimental Development (SR&ED) Tax Incentive Program

<http://www.cra-arc.gc.ca/txcrdt/sred-rsde/menu-eng.html>

Science, Technology and Innovation Council

<http://www.stic-csti.ca/epic/site/stic-csti.nsf/en/Home>

Security and Prosperity Partnership of North America (SPP)

<http://spp-ppsp.gc.ca/menu-en.aspx>

Social Sciences and Humanities Research Council of Canada's (SSHRC) Canada Graduate Scholarships Program

http://www.sshrc.ca/web/apply/program_descriptions/fellowships/cgs_masters_e.asp

Speech from the Throne

<http://www.sft-ddt.gc.ca/eng/media.asp?id=1364>

Spending Breakdowns by Strategic Outcome (2008–2009 Estimates — Report on Plans and Priorities)

<http://www.ic.gc.ca/epic/site/ic1.nsf/en/00337e.html>

Special Recognition Award to Communications Research Center Canada

http://www.crc.ca/en/html/crc/home/mediazone/news_releases/telecom_award_jun407

Standards Council of Canada

<http://www.scc.ca/en/index.shtml>

Statistics Canada

<http://www.statcan.ca/menu-en.htm>

Strategic Aerospace and Defence Initiative (SADI)

http://ito.ic.gc.ca/epic/site/ito-oti.nsf/en/h_00022e.html

Structured Financing Facility

http://www.ic.gc.ca/epic/site/sim-cnmi.nsf/en/h_uv00002e.html

Technology Roadmaps

<http://www.ic.gc.ca/epic/site/trm-crt.nsf/en/home>

Treasury Board Management Accountability Framework (MAF)

http://www.tbs-sct.gc.ca/maf-crg/index_e.asp

Values and Ethics Code of The Public Service

http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/TB_851/vec-cve_e.asp

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