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Industry Canada Business Plan 2010–2011



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Contact:

Multimedia Services Section
Communications and Marketing Branch
Industry Canada
Room 264D, West Tower
235 Queen Street
Ottawa ON K1A 0H5
Tel.: 613-995-8552
Fax: 613-947-7155
Email: multimedia.production@ic.gc.ca

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Message from the Deputy Ministers



The *Industry Canada Business Plan 2010–11* describes the Department's direction for the coming year, which includes initiatives to help the country exit the current downturn and emerge stronger in the global economy.

In 2010–11, Industry Canada will focus on helping Canadian industry become more productive and competitive by developing economic policies that support business and foster the knowledge-based economy.

Getting our economic frameworks right is central to ensuring Canada's place in the global marketplace. Developing forward-looking policies and regulations that promote fair competition, trade and investment, and consumer confidence are priorities for the Department. Through these measures, we will raise our capacity to create jobs and economic growth and provide for sustainable prosperity.

To build on the momentum gained through our past investments in science and technology, significant effort will be directed to shaping the knowledge-based economy. By working with our Portfolio partners, the Department will continue to advance the commercialization of leading-edge technologies and support research and development, particularly for industries and sectors hit hardest by the recession.

As part of the government's continued measures to support Canada's economy through a global economic downturn, a major focus for the Department will be completing the stimulus measures of [Canada's Economic Action Plan](#). We will continue to support traditional industries, including the manufacturing and automotive sectors, and help them sustain long-term economic growth.

From a human resources perspective, a key element of this year's Business Plan is our commitment to developing a skilled workforce. Every day, thousands of Industry Canada employees come to work knowing they are making a real difference in the lives of Canadians. The Department will continue to pursue its People Management Strategy for Renewal and Results in order to attract and retain the best and brightest.

Thanks to the teamwork and commitment of our employees, the Department can take pride in the role it has played in the government's efforts to deal with a difficult recession while meeting its ongoing policy, program and legislative obligations. As we go forward, and as the recovery takes hold, our efforts will continue to strengthen the economy.

Richard Dicerni
Deputy Minister

Paul Boothe
Senior Associate Deputy Minister



Industry Canada's annual business plan is an important management tool, communicating departmental priorities and expectations for the coming fiscal year to employees and interested Canadians. The plan sets out key strategies, business objectives and operational drivers; provides information about the Department's operations; and describes how various sectors and branches contribute to Industry Canada's mandate to help Canadians be more productive and competitive in the knowledge-based economy.

Industry Canada's business plan is one component of a broader departmental planning exercise, which includes the *Report on Plans and Priorities*, sector and branch business plans, and a variety of corporate plans and reports in areas such as human resources and information technology. Together, these products and tools provide a complete picture of the Department's work, priorities and plans, and explain how Industry Canada will seek to fulfill its mandate in the years ahead.

The [Industry Canada](#) website contains additional information about the Department, including its plans and priorities.

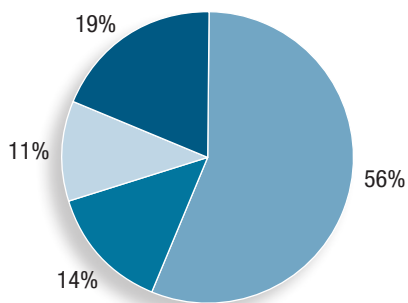


Mandate and Resources

Industry Canada's [mandate](#) is to help make Canadian industry more productive and competitive in the global economy, thus improving the economic and social well-being of Canadians.

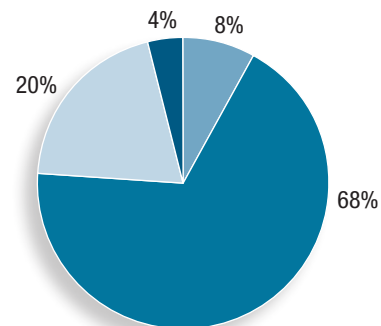
In support of this mandate, Industry Canada uses its financial and human resources to develop, implement and oversee a wide variety of programs and activities related to industry, science and technology, commerce, telecommunications, consumer affairs, corporations, competition and restraint of trade, weights and measures, bankruptcy and insolvency, intellectual property, investment, small business and tourism.

Total Departmental Human Resources for 2010–2011 by Key Strategy (5279 full-time equivalents)



- Advancing the Marketplace (2940.6 FTEs)
- Fostering the Knowledge-Based Economy (747.5 FTEs)
- Supporting Businesses (575.9 FTEs)
- Strategic Enablers (1015 FTEs)

Total Planned Departmental Spending for 2010–2011 by Key Strategy (\$2448.6 million)



- Advancing the Marketplace (\$206.2 million)
- Fostering the Knowledge-Based Economy (\$1652.6 million)
- Supporting Businesses (\$497.2 million)
- Strategic Enablers (\$92.6 million)

Organization

Industry Canada has 15 [sectors and branches](#), each with its own responsibilities and expertise. In addition, the Department works closely with the 11 departments and agencies that make up the Industry Portfolio. Information about each sector and the [Industry Portfolio](#) partners can be found on the [Industry Canada](#) website.

Industry Canada has its headquarters in Ottawa and has several other offices in the National Capital Region. The Department also has five [regional offices](#), located in Vancouver, Edmonton, Toronto, Montréal and Halifax, as well as 10 sub-offices and numerous district offices. Regional offices allow the Department to benefit from local contacts and networks, and serve as the point of integration for Industry Canada's business in the

Where Do We Work? (as of March 31, 2009)¹

Region	Number of Employees ²	%
British Columbia	172	3.0%
Alberta	116	2.0%
Saskatchewan	36	0.6%
Manitoba	78	1.3%
Ontario	507	8.7%
Quebec	288	4.9%
National Capital Region	4525	77.3%
New Brunswick	33	0.6%
Northwest Territories	6	0.1%
Nova Scotia	70	1.2%
Newfoundland and Labrador	20	0.3%
Prince Edward Island	2	0.0% ³
Yukon Territory	1	0.0% ⁴
Total	5854	100%

Source: *Industry Canada Human Resources Annual Performance Report 2008-2009*

¹ Most recent data available.

² Includes indeterminate, term and casual employees, but not students. No employees were located in Nunavut at time of reporting.

³ Before rounding = 0.034%

⁴ Before rounding = 0.017%



regions. In addition, a number of programs have a regional presence, including those delivered by the Competition Bureau, Measurement Canada, the Office of the Superintendent of Bankruptcy, the Spectrum, Information Technologies and Telecommunications Sector and the Federal Economic Development Initiative for Northern Ontario (FedNor).

The map below shows the locations of Industry Canada's regional offices, sub-offices and district offices.



People

As of March 31, 2009 (most recent data available), Industry Canada employed over 5800 people across the country, including economists, engineers, scientists, commerce officers, inspectors, metrologists, statisticians and accountants. These employees are supported by corporate specialists in areas such as human resources, financial management, communications, information management and information technology.

Industry Canada is committed to being an organization where people are proud to work and where their work really matters. The Department's vision for people management is guided by the [Values and Ethics Code for the Public Service](#) and by Industry Canada's three-year *People Management Strategy for Renewal and Results*.

Did you know...

Industry Canada has been recognized as one of the National Capital Region's top 25 employers for 2010?

The editors of [Canada's Top 100 Employers](#) evaluated Industry Canada on a number of factors: physical workplace; work atmosphere and social; health, financial and family benefits; vacation and time off; employee communications; performance management; training and skills development; and community involvement.

More information on this [survey](#) can be found at the Canada's Top 100 Employers website.



Further information about Industry Canada's people and the work we do can be found on Industry Canada's [Careers](#) page.

Industry Canada: Work That Matters*

Every day, thousands of talented people come to work at Industry Canada. They come for the challenge and because they know that they are making a real difference to the lives of Canadians.

We're proud of our work. It's about advancing Canada's marketplace, supporting business and fostering our knowledge-based economy.

Industry Canada's experienced experts continuously offer innovative ideas and solutions. They bring the amazing mix of unique talents and valuable experience necessary to address many of Canada's technical, economic and industrial public policy issues. It's true that the nature of our work and our high-calibre colleagues make working at Industry Canada a fascinating and rewarding experience.

Respect

We value diversity among our employees and the range of perspectives they bring to the work we do. That's why we strive to ensure that our workplaces are equitable, supportive and respectful, and that our workforce is representative of Canada's social and ethnic diversity. In this same way, we are creating an environment that is conducive to using either official language. We are also working to ensure that Industry Canada's services are offered equally in both official languages. And we are encouraging and supporting employees to increase their capacity to work in their second official language.

Growth

Continuous learning is an important part of our work. Industry Canada supports the professional and personal growth of its employees. Each employee is encouraged to develop a tailored personal learning plan with his or her manager that may include opportunities for career development, progression, mentoring and training. In addition, networking events and community-building exercises are just some of the ways that Industry Canada's Young Professionals Networks (YPNs) are helping to shape our workplace. The Industry Sector, the Spectrum, Information Technologies and Telecommunications Sector, the Strategic Policy Sector, the Science and Innovation Sector, and the Competition Bureau have established YPNs with open membership.

Renewal

Making this department a great place to work is not just a management exercise. It depends on the engagement and commitment of each employee and from managers at all levels across the organization. It's about building on the ideas of individuals and providing excellent advice and service as a result. It's about finding and developing great employees who want to make a real difference in their jobs. Industry Canada is working to foster a workplace and culture that supports today's knowledge workers and is sufficiently flexible to ensure we can meet the challenges ahead with confidence.

* From Industry Canada's public service renewal initiative for post-secondary recruitment

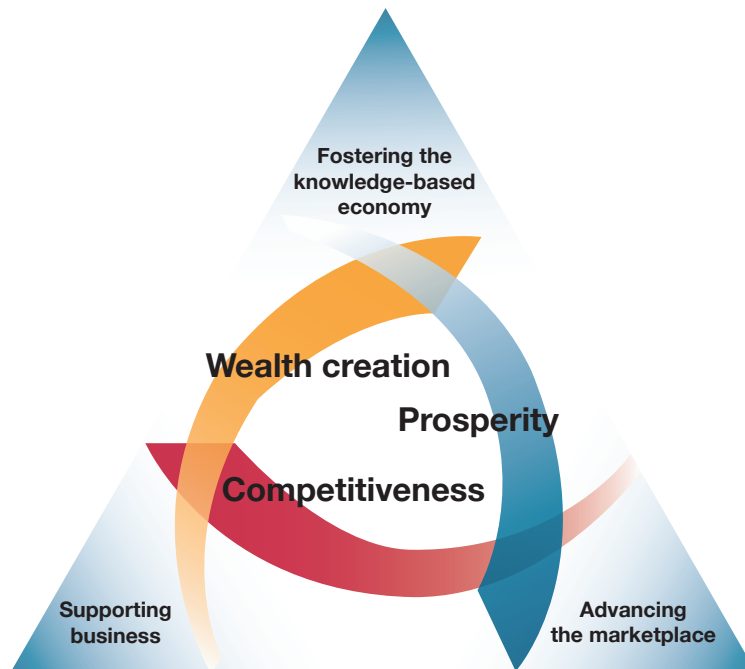


Strategies and Outcomes

The many and varied activities Industry Canada carries out to deliver on its mandate are organized around three interdependent and mutually reinforcing key strategies.

Fostering the knowledge-based economy

Industry Canada invests in science and technology to generate knowledge and equip Canadians with the skills and training they need to compete and prosper in the global, knowledge-based economy. These investments help ensure that discoveries and breakthroughs take place here in Canada and that Canadians realize the social and economic benefits.



Supporting business

Industry Canada encourages business innovation and productivity because businesses generate jobs and wealth creation. Promoting economic development in communities encourages the development of skills, ideas and opportunities across the country.

Advancing the marketplace

Industry Canada fosters competitiveness by developing and administering economic framework policies that promote competition and innovation; support investment and entrepreneurial activity; and instill consumer, investor and business confidence.

These three key strategies describe *how* Industry Canada achieves its strategic outcomes and supports the [Government of Canada's outcomes](#). Each of the key strategies is implemented through a number of program activities that are managed by Industry Canada's sectors and branches. Strategic enablers—people management, stewardship, management of information and technology, and communications and engagement—support all program activities and serve as the foundation for the Department's work to achieve its strategic outcomes.



How Industry Canada Fulfills Its Mandate

The following diagram illustrates how Industry Canada’s activities help advance both the Department’s strategic outcomes and Government of Canada outcomes.

Government of Canada Outcomes			
A fair and secure marketplace	An innovative and knowledge-based economy	Strong economic growth A strong and mutually beneficial North American partnership	
Industry Canada has established three strategic outcomes , which are driven by and contribute to the Government of Canada’s outcomes in the areas of economic and international affairs.			
The Canadian marketplace is efficient and competitive	Science and technology, knowledge, and innovation are effective drivers of a strong Canadian economy	Competitive businesses are drivers of sustainable wealth creation	
Industry Canada uses three key strategies to achieve its strategic outcomes, which enable the Department to fulfill its mandate to help make Canadian industry more productive and competitive in the global economy, thus improving the economic and social well-being of Canadians.			
Advancing the marketplace through economic framework policies	Fostering the knowledge-based economy through enhanced research, innovation, training and skills	Supporting businesses through policies and programs that promote competitiveness and productivity	
Industry Canada undertakes a variety of program activities to deliver its key strategies and contribute to achieving the Department’s strategic outcomes.			
Marketplace Frameworks and Regulations	Canada’s Research and Innovation Capacity	Entrepreneurial Economy	
Marketplace Frameworks and Regulations for Spectrum, Telecommunications and the Online Economy	Communications Research Centre Canada	Global Reach and Agility in Targeted Canadian Industries	
Consumer Affairs Program	Commercialization and Research and Development Capacity in Targeted Canadian Industries	Community, Economic and Regional Development	
Competition Law Enforcement and Advocacy		Security and Prosperity Partnership of North America–Canadian Secretariat	
Industry Canada’s strategic enablers support delivery of the Department’s program activities and key strategies, and serve as the foundation for achieving its strategic outcomes.			
People Management	Stewardship	Management of Information and Technology	Communications and Engagement



Industry Canada's work is influenced by a wide variety of external and internal factors. The programs and services the Department delivers are driven by the policies and priorities of the Government of Canada, and must continually adapt to economic, social and technological trends. At the same time, the management of these programs and services depends on personnel, budgets, processes and business tools. All these factors form Industry Canada's operating context and play a critical role in shaping the Department's key strategies and business objectives.

The following factors will influence Industry Canada's work in 2010–2011:

External Factors

- Government Policies and Priorities
- Domestic and Global Economic Environment
- Demographic and Labour Force Trends
- Scientific and Technological Advancements
- Consumer Interests
- Partner and Stakeholder Relations

Internal Factors

- People Management
- Information Management
- Information Technology
- Investment Planning

External Factors

Government Policies and Priorities

Canada's Economic Action Plan

The Government of Canada's [Economic Action Plan](#), introduced in January 2009 as part of Budget 2009, focuses on ensuring Canada makes a quick recovery from the global recession, sustains long-term economic growth at home and plays a leading role in the coordinated international effort to produce a worldwide economic recovery. A portion of the Economic Action Plan's stimulus is aimed at spurring innovation so that businesses can become more competitive and successful. In this way, the stimulus funding will have a lasting, positive effect on the Canadian economy.

Industry Canada has played a large role in implementing many of the Economic Action Plan's stimulus initiatives and policies. For example, the Department has distributed stimulus funding to traditional industries, including the manufacturing sector, and has provided assistance to the Canadian automotive sector to support the orderly restructuring of this critical industry, with the goal of maintaining Canada's share of North American production. Finance Canada has estimated that the Economic Action Plan is protecting 52 000 jobs in the automotive industry.

In addition, through the Knowledge Infrastructure Program, the Department is providing \$2 billion over two years to create jobs in communities across Canada by revitalizing research and training facilities at Canadian universities and colleges. Investing in research and training facilities helps ensure these institutions continue to play a critical role in training highly skilled workers for the future. The Department has also provided support for traditional industries, including the manufacturing sector, and for those that were strongly affected by the economic downturn.

The additional stimulus afforded by the Economic Action Plan offers the Department opportunities to advance its strategic outcomes. Ensuring the sound stewardship of Economic Action Plan initiatives through monitoring, reporting and performing due diligence will remain a significant focus for Industry Canada in 2010–2011.



FedDev Ontario

The new Federal Economic Development Agency for Southern Ontario ([FedDev Ontario](#)) was formally launched on August 13, 2009. FedDev Ontario is charged with delivering federal government economic development programs tailored to the specific priorities of workers, businesses and communities in Southern Ontario. FedDev Ontario is working closely with Industry Canada and [FedNor](#) to ensure a smooth transition to full operational status and to eliminate any potential duplication in activities. A number of activities formerly undertaken by Industry Canada will be fully transferred to FedDev Ontario in 2010–2011.

Domestic and Global Economic Environment

Over the last year, the Canadian economy has suffered significant repercussions from the global economic downturn. The challenges in global financial markets have led to a considerable loss of wealth for Canadian consumers and businesses, lowering consumer confidence and dampening spending. According to Statistics Canada, tight credit conditions have negatively affected Canada's major industries, and many Canadians have lost their jobs, resulting in the unemployment rate reaching 8.5 percent in November 2009. Furthermore, the Office of the Superintendent of Bankruptcy reports that consumer bankruptcies rose by 31.4 percent between November 2008 and November 2009 compared to the previous 12-month period, while the number of business bankruptcies decreased by 8.5 percent.

Recent positive economic developments suggest that the recession is ending. Real growth in Canada's gross domestic product (GDP) resumed in the third quarter of 2009. Consumer confidence and retail sales have risen steadily since December 2008, while housing starts have been growing since April 2009. Finance Canada has also forecast positive growth of 2.3 percent in 2010. According to the International Monetary Fund, the country's core economic strengths—including its strong financial system and housing sector—have allowed Canada to fare better than other advanced economies during the slowdown and to approach the economic recovery from a stronger position than many other countries.

Despite the emerging signs of recovery, global economic growth is likely to remain subdued in the near term. Recovery from the global recession will likely be “weak by historical standards,” according to the International Monetary Fund, and many Canadians will continue to face major financial challenges, particularly if the unemployment rate reaches 9 percent in 2010, as forecast by Finance Canada. Decreased access to venture capital funding and tight credit conditions are preventing many industries, including the information and communications technologies sector, from regaining their footing and increasing their global competitiveness. A sustained recovery also depends on the strength of Canada's export industries, which are still affected by the economic difficulties trading partners are experiencing and by the strength of the dollar.

Owing to the fact that anti-competitive conduct tends to be more prevalent during difficult economic times, in 2010–2011, there may be more instances of price fixing and anti-competitive market allocation, and some Canadians may become increasingly vulnerable targets for fraud. Furthermore, the task of promoting and maintaining a competitive business environment may grow increasingly complex, since recessionary pressures tend to increase the number of mergers involving firms in financial distress. This situation also heightens pressure to expedite the completion of certain merger reviews.

Canadian Economic Forecasts

	2009	2010
Real GDP growth	-2.3%	2.3%
Consumer Price Index inflation	0.5%	1.8%
Unemployment rate	8.5%	9.0%

Source: Finance Canada surveys of private sector forecasters, *Update of Economic and Fiscal Projections*, September 2009



Over the medium to long term, the Canadian economy will undergo significant changes, as industries respond to new competition, demand for new goods and services, and evolving global markets. Pressure on Canadian businesses to adapt to changing global conditions is increasing, especially with respect to the effects of emerging economies on the global economic environment, the internationalization of supply chains and rapid developments in new technologies. While Canada has shifted toward a service-oriented economy, manufacturing continues to be a critical driver. In addition, the economy is making the transition to innovation-focused industries, such as knowledge-intensive business services, the life sciences, information and communications technologies, and aerospace and defence.

Overall, Industry Canada is well positioned to continue supporting the health of Canadian businesses and industries by helping them understand and exploit the changing global landscape, by promoting skills development, post-secondary education and sector-specific knowledge growth, and by fostering business innovation, competitiveness and productivity.

Canada and the Global Economy

To compete in a world economy dependent on global value chains, Canadian firms must develop global reach and agility, particularly to keep pace with emerging economic powerhouses such as Brazil, India and China.

Industry Canada continues to develop strategies, policies and programs, in consultation with industry and government stakeholders, to help businesses address the many challenges of participating in global markets, including continuing economic weakness among key trading partners, barriers to accessing international markets, interest rates and rising input costs.

Demographic and Labour Force Trends

Demographic shifts in the Canadian population present unique challenges to Canada's long-term economic prosperity. According to Statistics Canada, Canadian life expectancy is at an all-time high of 80.7 years and Canadians' median age has increased from 27.5 years to 39.5 years between 1956 and 2006—making Canada's overall population 12 years older than it was in the mid-1950s. Many analysts believe that Canada's future economic sustainability and growth depend on higher productivity to offset the skill shortages that may arise as a result of the aging population and the changing composition of the labour force. According to the Conference Board of Canada, labour market shortages will occur after 2010, and the gap between supply and demand will result in fierce competition for talent that is increasingly mobile. In addition, immigration, which is the source of two thirds of Canada's population growth, is expected to continue playing an important role in Canada's economic sustainability.

Scientific and Technological Advancements

Science, research and development underpin Canada's position in the knowledge economy, where strength depends on the capacity of businesses to innovate and stay ahead of the technological curve. In addition, Canada's ability to meet many of the challenges of the 21st century—including the environment, health, security, and the management of energy and natural resources—relies on new knowledge and technologies. As of 2007, Canada ranked first among G7 countries for research and development performed in the higher-education sector as a percentage of GDP. However, Canada's gross domestic expenditures on research and development as a percentage of GDP remain moderate in comparison with those of other [Organisation for Economic Co-operation and Development](#) nations. This result is primarily due to weak investment by the business sector in research and development.



The Government of Canada announced \$5.1 billion in new spending under the Economic Action Plan on science and technology infrastructure, research, skills development and commercialization—one of the single largest federal investments in science and technology to date. These investments are expected to provide an immediate boost to private sector and academic research, and improve the working environment of researchers over the long term. Industry Canada is closely involved in the distribution of federal science and technology funding, with investments guided by the Government's 2007 science and technology strategy, *Mobilizing Science and Technology to Canada's Advantage*. In particular, Industry Canada is focused on bridging the “innovation gap” between public and private sector institutions by promoting collaboration at the pre-competitive stage of product development and by fostering strategic partnerships with public and private organizations that encourage a collaborative approach to enhancing Canada's science and technology capacity.

Consumer Interests

Economic instability, the globalization of supply chains and dramatic shifts in the technologies used to market and sell goods and services are affecting Canadian consumers in numerous ways and present a major challenge for Industry Canada as it seeks to protect consumer interests. With difficult economic conditions expected to continue in 2010–2011, Industry Canada will likely face pressure to focus more closely on the consumer basics of buying and saving. With its partners in provincial and territorial governments, the Department will work to identify and share the most cost-effective ways to increase compliance with consumer protection laws across the country, improve the consumer voice in policy-making and offer relevant consumer information.

Partner and Stakeholder Relations

Sound, productive relationships with partners and stakeholders are essential to fulfilling Industry Canada's mandate. The Department maintains close, collaborative relationships with, among others, federal departments and agencies, provincial, territorial and international governments, industry and consumer representatives, and academic and not-for-profit institutions. The increased opportunities and challenges created by the global economic situation, including Industry Canada's role in implementing the Economic Action Plan, will ensure that partnerships and stakeholder relations remain a key priority for the Department throughout 2010–2011.

Did you know...

Industry Canada is providing \$50 million in funding over five years to the University of Waterloo's Institute for Quantum Computing?

Through this \$50-million investment, the Institute for Quantum Computing will be able to build, purchase and recruit the resources it needs to lead the world towards the next generation of computer technology.

As an integrated centre for research, the Institute will support the training of highly qualified personnel and the development of new knowledge. The Institute will foster a multi-disciplinary approach and promote collaboration among scientists as well as industry and government partners, an approach that could yield profound discoveries.

The Institute's plans include developing applications and devices for commercialization that will, for example, replace the current generation of computers with devices that may factor large numbers 10 000 times faster than today's computers can.



Internal Factors

People Management

Industry Canada's success at strategically managing its workforce directly affects its ability to advance the Government's business agenda. Successful workforce management at Industry Canada involves creating and maintaining a productive, sustainable, adaptable, competent and diverse workforce in light of the following key human resources priorities:

- recruitment and management of talented graduates;
- development and talent management of future leaders; and
- retention and talent management of the existing workforce.

To address these priorities, Industry Canada has adopted a comprehensive approach to human resource planning, including the development of a three-year *People Management Strategy for Renewal and Results*. This strategy includes a series of people management initiatives developed both corporately and within sectors, through the Department's integrated planning process.

Demographic Profile of Industry Canada (as of March 31, 2009, covering the 2008–2009 fiscal year)*

Employees: 5854 employees, comprising 5538 indeterminate, 159 casual and 157 term employees. The Department also employs 156 students, for an overall total of 6010 employees. The number of students is the highest it has been in the last five years.

Major Occupational Groups: Of the 35 groups at Industry Canada, the CO, AS, CR and CS groups account for 51.1% of the workforce, with COs remaining the Department's largest single occupational group (16.8%).

Gender: 51.4% female (3009 employees); 48.6% male (2845 employees). The proportion of women has increased continuously over the past five years.

Average Age: 43.8 years

Primary Official Language: English (60%); French (40%)

Bilingualism: 55% of positions are designated bilingual. As of March 2009, 89.5% of employees met their linguistic profile, 8.3% did not and 2.3% had incomplete results. A slight decline over the past three years can be attributed to fewer AS, CO and CR employees meeting their profile.

Employment Equity: Women (51.4%); visible minorities (12.2%); persons with disabilities (5.1%); Aboriginal people (2.4%). Based on 2006 census data, Industry Canada exceeds workforce availability rates for women, Aboriginal peoples and persons with disabilities, but is 1.1% below target for visible minorities. Despite an overall increase in visible minority representation over the last three years, the departure rate for visible minorities exceeded the hiring rate. In addition, designated groups are under-represented in certain occupational groups.

Turnover: The indeterminate workforce grew by 1.6% in 2008-2009, with 53.3% of these new employees hired through an external process. 566 indeterminate staff were hired into the following categories: PE (27.3%); FI (25.2%); ES (24.1%); IS (20.3%). During the same period, 550 employees left Industry Canada with the highest departure rates in the PE, ES and EX groups, which is in line with trends across the public service.**

Position Tenure: 34% of employees have been in their current position fewer than two years, 32% for two to five years, and 34% for more than five years. At least half of Industry Canada's ES, EX, FI and PE employees have been in the same position for fewer than two years.

Retirement: 191 employees (3.5%) retired at an average age of 58.8 years, with 28 years of public service. Of these individuals, 28% were in middle to senior management, declining from 45% the previous year. Approaching half (44.5%) of retirees were in the AS or CO groups. Over the next three years, 30% the Department's employees will be eligible to retire.

Source: Industry Canada, *Human Resources Annual Performance Report 2008-09*

* Most recent information available

** See [Study on mobility of public servants](#) (Public Service Commission of Canada, 2008)



Information Management

In a knowledge-based organization such as Industry Canada, information is both a strategic resource and a valuable core asset. The loss of corporate memory due to retirement and other sources of employee turnover has underscored the need for more systematic approaches to managing information in the Department. At the same time, Industry Canada is facing significant growth in both the volume and complexity of information, demand for integrated information management services is escalating, and requirements to document decision making and ensure accountability, transparency and access to government records are increasing. To address these demands, the Department needs to develop policies on the appropriate use of new tools and technologies (e.g., wikis and other social media), and ensure that information management investment decisions are consistent with departmental priorities and contribute to high levels of service to Canadians.

Information Technology

Industry Canada put a five-year information technology (IT) strategy in place at the beginning of 2009–2010 to support the ongoing evolution of IT systems and processes, and thereby enhance Industry Canada's capacity to deliver IT-enabled services to Canadians. Key themes in the strategy are promoting alignment of IT investments with the Department's business objectives, and encouraging greater horizontal collaboration in systems development within Industry Canada and across government.

In 2010–2011, Industry Canada will continue to focus on delivering high-quality IT services that are aligned with and support the business objectives of its customers. To better support sectors and programs, the Department will advance the development of an enterprise architecture framework to drive standards and enable a consolidated approach to developing business applications based on the broad-based development and maintenance of the application portfolio.

In addition, Industry Canada programs continue to press for new functionality in IT systems, particularly to facilitate collaboration and reporting. A number of projects are planned for 2010–2011 to improve Industry Canada's IT infrastructure, services and systems to meet these business needs.

Did you know...

Industry Canada offers a vast array of information, products and services to clients online?

The Department's online resources include:

- information and tools on business, financing, intellectual property, regulations, trade and investment, and sustainability
- company directories
- economic and market research
- information on infrastructure programs, and regional and rural development initiatives
- information on programs and services supporting science, technology and innovation
- tools and information about radio, spectrum and telecommunications
- information for consumers, youth and not-for-profit organizations

Industry Canada's website contains a list of the [programs and services](#) offered by the Department.



Investment Planning

Government-wide implementation of the Treasury Board [*Policy on Investment Planning*](#) is scheduled to be complete by March 2012. This policy, which is linked to the [*Policy on the Management of Projects*](#), promotes effectiveness in the management of assets and acquired services throughout their lifecycle. The implementation of these two policies will strengthen public sector management, support value for money and sound stewardship, contribute to fact-based, strategic decision making, and promote government-wide efficiency and effectiveness in the management of resources.

The Treasury Board Secretariat is phasing in both policies, with departments and agencies grouped in four waves. Industry Canada is in Wave III, with implementation running from April 2010 to March 2011. As the Department works toward implementing renewed investment practices, it will be devoting greater attention to evolving existing processes and establishing new processes that facilitate adherence to the new policies. Successful implementation will require active participation and support throughout the Department. Sectors will receive regular updates and status reports throughout the implementation process.



Key Strategies and Business Objectives for 2010–2011

Three key strategies define *how* Industry Canada achieves its strategic outcomes and, in turn, its mandate:

Strategic Outcomes What Industry Canada intends to achieve	Key Strategies How Industry Canada delivers its mandate
The Canadian marketplace is efficient and competitive	Advancing the marketplace through economic framework policies
Science and technology, knowledge, and innovation are effective drivers of a strong Canadian economy	Fostering the knowledge-based economy through enhanced research and innovation, training and skills
Competitive businesses are drivers of sustainable wealth creation	Supporting business through policies and programs that promote competitiveness and productivity

Industry Canada will monitor and report on the 2010–2011 business objectives, which are key deliverables to be achieved during the fiscal year, through its performance measurement and reporting process. As part of this process, the annual *Report on Plans and Priorities* sets out performance indicators and targets, while the annual *Departmental Performance Report* describes performance against these indicators and targets. In addition to the business objectives identified in the 2010–2011 business plan, the Department will take steps to address any emerging governmental or departmental initiatives.

A [progress report](#) (as of December 1, 2009) on the business objectives set out in the 2009–2010 business plan is available on the Industry Canada website.

Operational Drivers for 2010–2011

Operational drivers, such as the availability of people with the required competencies and skills, have a direct impact on Industry Canada’s ability to implement its key strategies. Some of the key operational factors and opportunities that will influence how Industry Canada delivers its programs and results in 2010–2011 are listed below, as well as information on how the Department will respond to these operational drivers. This list also demonstrates how enabling functions, including human resources management, contribute to achieving business objectives.

- Industry Canada will support second-language training to ensure employees meet their position requirements—with a focus on those in administrative, clerical and commerce positions. Second-language training will also support the Department’s succession planning by enabling career progression, particularly into EX positions.
- Enhancing diversity and employment equity remains a priority for Industry Canada, and efforts in 2010–2011 will concentrate on targeted recruitment for visible minorities across the Department, and for women, persons with disabilities and Aboriginal people as identified in Industry Canada’s *Human Resources Annual Performance Report 2008-09*. In addition, there will be focused attention on creating a workplace that encourages and supports diversity and professional growth for all Industry Canada employees through various sector and departmental awareness initiatives.



- Projected turnover for a variety of groups—including commerce officers, statisticians, economists and policy officers—will create opportunities to attract new employees and help current employees develop new skills and competencies. Specific measures include the following:
 - Several sectors are developing initiatives to address knowledge transfer, identify critical positions and maintain skills and talent through succession planning and leadership development. In addition, the Department will increase its use of special assignment pay programs to facilitate corporate knowledge transfer and to allow for training to meet program responsibilities.
 - The Department is pursuing a variety of entry-level recruitment initiatives to renew key groups, including university recruitment campaigns, Government of Canada career fairs and student bridging. Among other activities, Industry Canada will increase the number of students brought in through the Federal Student Work Experience Program to address a high level of expected retirements among commerce officers. In addition, collective staffing will be used to recruit patent examination officers and commerce officers.
 - The Department will pursue targeted retention strategies for key occupational groups. Occupation-specific development programs and training, as well as the Young Professionals Networks, will support engagement and development among entry-level employees. In particular, Industry Canada will explore career progression programs for EC and CO employees that include training for current and future competencies and skills with the goal of building engagement among employees in these groups. Industry Canada will also consider other options for providing employee training to develop and/or maintain specific competencies, including technical training for TI employees.
- To ensure the orderly and effective succession of executive talent, sectors will enhance learning, training, development and mentoring opportunities to ensure executive feeder groups have the critical management competencies and effective leadership skills needed to take on leadership roles vacated due to retirements.
- Talent management activities to manage employee movement will include using generic competency profiles to help identify the competencies and skills required in “at risk” positions. These activities will facilitate succession planning, identification of career opportunities for employee development and career progression, performance management to identify potential talent and the development needs of those recruits, and identification and development of feeder groups to fill positions expected to be vacated.
- The growing number of retirements and the shortage of capacity in corporate service areas such as procurement, facilities management, communications, finance, audit and evaluation, information management and information technology are affecting Industry Canada, just as they are the rest of the public service. The Department’s people management efforts will continue to focus on opportunities to introduce new skills and competencies and to develop existing talent, thereby ensuring Industry Canada’s ability to meet changing client and environmental demands.
- A number of program areas are looking to implement new technologies, tools and systems to address service delivery needs, including collaboration, case management, customer management, reporting, web portal, content management/web publishing and similar common systems that may arise. To maximize the benefits and value of investment in these areas, the Department needs to approach these projects from an enterprise-wide perspective and ensure they are delivered in accordance with business priorities.

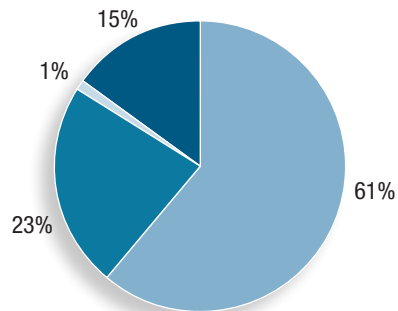


Strategy 1: Advancing the Marketplace through Economic Framework Policies



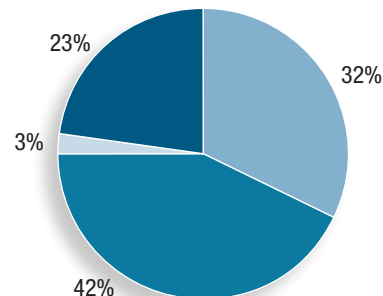
Planned Human Resources and Departmental Spending for 2010–2011

Human Resources by Program
Activity* (2940.6 full-time equivalents)



- Marketplace Frameworks and Regulations (1779.6 FTEs)
- Marketplace Frameworks and Regulations for Spectrum, Telecommunications and the Online Economy (686 FTEs)
- Consumer Affairs Program (23 FTEs)
- Competition Law Enforcement and Advocacy (452 FTEs)

Departmental Spending by Program
Activity* (\$206.2 million)



- Marketplace Frameworks and Regulations (\$66.1 million)
- Marketplace Frameworks and Regulations for Spectrum, Telecommunications and the Online Economy (\$87.2 million)
- Consumer Affairs Program (\$6.0 million)
- Competition Law Enforcement and Advocacy (\$46.7 million)

* Minor differences are due to rounding



Overview

Under this strategy, Industry Canada develops and administers laws, regulations, standards and policies—collectively known as economic framework policies—governing fundamental aspects of the Canadian economy. The Department is responsible for ensuring that these economic framework policies promote innovation, competition and productivity, and instill consumer, investor and business confidence.

Program Activities and Business Objectives for 2010–2011

This strategy will be implemented through the following program activities:

Marketplace Frameworks and Regulations

Through effective marketplace frameworks and regulations, Industry Canada aims to support competitive markets for the benefit of Canadian consumers, businesses and investors. Sectors supporting this program activity are responsible for establishing regulations, policies, procedures and standards for marketplace information, insolvency, foreign direct investment, federal incorporation, intellectual property, and weights and measures, while minimizing the regulatory compliance burden on businesses.

Expected Result

- Marketplace fairness, integrity, efficiency and competitiveness are protected in the areas of insolvency, foreign investment, weights and measures, federal incorporation and intellectual property.

2010–2011 Business Objectives

In support of this program activity, Industry Canada will work to achieve the following business objectives during 2010–2011:

- The Strategic Policy Sector will work to advance internal trade within Canada and modernize Canada's intellectual property laws.
- Measurement Canada will pursue amendments to the Weights and Measures Regulations in order to improve measurement accuracy in the marketplace and strengthen consumer protection against loss due to inaccurate measurement.
- The Office of the Superintendent of Bankruptcy Canada will, in consultation with trustees and other stakeholders, complete its review of the compliance framework for trustees and debtors, and begin to phase in its implementation.
- As part of its new supervisory mandate over proceedings filed under the [Companies' Creditors Arrangement Act](#) (2009), the Office of the Superintendent of Bankruptcy will implement the legislative amendments reflected in chapters 47 and 36 of the *Statutes of Canada*.
- Corporations Canada will implement regulations and seek approval to charge user fees to bring into force the [Canada Not-for-Profit Corporations Act](#), which establishes a modern governance framework for not-for-profit corporations.

Program Activity Leads

- [Canadian Intellectual Property Office](#)
- [Competition Bureau](#)
- [Office of Consumer Affairs](#)
- [Regional Operations Sector](#)
- [Small Business and Marketplace Services Sector](#)
 - [Measurement Canada](#)
 - [Office of the Superintendent of Bankruptcy](#)
 - [Corporations Canada](#)
- [Spectrum, Information Technologies and Telecommunications Sector](#)
- [Strategic Policy Sector](#)



- In response to stakeholder requests that NUANS become the single comprehensive source of corporate names used in all Canadian federal, provincial and territorial jurisdictions, Corporations Canada will engage non-participating jurisdictions regarding the usage of NUANS and, in the case of Quebec, regarding the provision of its data to NUANS.

What is NUANS?

[NUANS](#) is an online search tool that compares a proposed corporate name or trademark with existing corporate names and trademarks to determine the uniqueness of the proposed name.

- The Small Business and Marketplace Services Sector will, in close collaboration with the Strategic Policy Sector and the Department of Canadian Heritage, produce the first annual report on investment in Canada, as required under section 38.1 of the [Investment Canada Act](#).
- The Canadian Intellectual Property Office (CIPO) will improve access to its information and services by developing an enterprise portal to increase client self-sufficiency, improve the consistency of services and reduce turnaround times.
- CIPO will also promote the effective use of intellectual property assets and information to Canadian small and medium-sized enterprises and the education sector.

Marketplace Frameworks and Regulations for Spectrum, Telecommunications and the Online Economy

Marketplace frameworks and regulations for spectrum, telecommunications and the online economy encourage business innovation, competition and growth by ensuring that Canada develops, uses and benefits both domestically and internationally from work in these areas. Industry Canada sectors involved in this program activity develop the regulations, policies, procedures and standards governing Canada's spectrum and telecommunications industries and online economy, and promote global telecommunications and online trade.

Expected Result

- Canada's radiocommunications and telecommunications infrastructure and the online economy are governed by a modern, efficient and effective policy and regulatory framework.

2010–2011 Business Objectives

In support of this program activity, Industry Canada will work to achieve the following business objectives during 2010–2011:

- The Strategic Policy Sector, in collaboration with the Spectrum, Information Technologies and Telecommunications Sector (SITT), will ensure Canada's interests related to market-based approaches to telecommunications policy and regulation are advanced in preparation for the 2010 Plenipotentiary Conference of the International Telecommunication Union.
- SITT will manage the technical aspects of the implementation of the Canadian Radio-television and Telecommunications framework for the conversion of the over-the-air television signal to a digital signal. Completion of this conversion will allow auctioning of the 700 megahertz spectrum and allow broadcasters to bring high-definition television to the viewing public across Canada.
- Consultation processes will take place in preparation for auctions of both the 2500 and 700 megahertz bands. These auctions will support new mobile technologies and services in the Canadian marketplace.



- In collaboration with other departments, provincial and territorial governments and industry stakeholders, SITT, with the support of the Regional Operations Sector, will explore options for a Digital Economy Strategy to boost Canada's productivity and strengthen the domestic information and communications technologies sector.
- SITT will work to modernize the Information Technology Spectrum Management System through the Spectrum Applications Modernization–Commercial Software Implementation project. This project will address the shortcomings of the current Spectrum Management System.
- SITT will work with the Competition Bureau, the Canadian Radio-television and Telecommunications Commission and the Office of the Privacy Commissioner to establish the National Coordinating Body and the Spam Reporting Centre. This activity will support implementation of the *Electronic Commerce Protection Act*, which is expected to come into force in spring 2010.
- SITT will create a senior-level advisory committee on telecommunications security to share information and address issues such as cyber security and critical infrastructure protection. Committee members will be from both the public and private sectors.
- With input from major stakeholders in the Canadian telecommunications industry and other government departments, SITT will implement the [*Mutual Recognition Agreement for Equivalence of Technical Requirements*](#) for telecommunication equipment with other Asia-Pacific Economic Cooperation (APEC) economies. This work is designed to help accelerate the introduction of new radiocommunications and telecommunications technologies, equipment and services in Canada.
- SITT will improve the Government of Canada's capacity to respond to emergencies by establishing a permanent emergency telecommunications operations centre and implementing the National Emergency Telecommunications Exercise Program.

Consumer Affairs Program

Industry Canada collaborates with provincial and territorial governments and not-for-profit consumer organizations to ensure that consumers are effective marketplace participants and have a voice in the development of government policies. This work involves developing and disseminating information and awareness tools to consumers on priority issues, and conducting research and analysis to support effective policy development.

Expected Result

- Consumer interests are represented in the marketplace and in the development of government policies.

2010–2011 Business Objectives

In support of this program activity, Industry Canada will work to achieve the following business objectives during 2010–2011:

- Through participation in the inter-jurisdictional Consumer Measures Committee, the Office of Consumer Affairs (OCA) will explore measures to protect consumer interests, including joint analysis of current consumer pressures in priority sectors and sharing best practices with respect to compliance with federal, provincial and territorial consumer protection laws.



- With the assistance of other departments and Canadian jurisdictions, OCA will refine consumer information tools and advice, including the federal-provincial-territorial site Consumerinformation.ca and the [Canadian Consumer Handbook](#), to help consumers meet challenges resulting from current economic conditions and ensure that the consumer information collection remains relevant and useful.
- OCA will work with partners in other departments and internationally through the Organisation for Economic Co-operation and Development (OECD) and the International Organization for Standardization (ISO) on consumer projects pertaining to sustainable consumption, consumer vulnerability and electronic commerce.
- OCA will ensure that the Contributions Program for Non-Profit Consumer and Voluntary Organizations continues to strengthen the consumer's role in the marketplace by promoting sound research and analysis, and encouraging the financial self-sufficiency of consumer and voluntary organizations. There will be \$1.69 million available through this program in 2010–2011.

Competition Law Enforcement and Advocacy

Industry Canada's work in the area of competition law enforcement and advocacy aims to protect and promote competitive markets and enable informed consumer choice for the benefit of all Canadians. The Competition Bureau, an independent law enforcement agency, is responsible for administering and enforcing the [Competition Act](#), the [Consumer Packaging and Labelling Act](#), the [Textile Labelling Act](#) and the [Precious Metals Marking Act](#). Headed by the Commissioner of Competition, the organization investigates anti-competitive practices, promotes compliance with the laws under its jurisdiction and advocates in favour of market forces.

Expected Result

- Competitive markets and informed consumer choices.

2010–2011 Business Objectives

In support of this program activity, Industry Canada will work to achieve the following business objectives during 2010–2011:

- The Competition Bureau will focus its efforts on the effective implementation of amendments to the *Competition Act*, many of which came into force on March 12, 2009. The Bureau will also clarify key enforcement issues in the areas of abuse of dominance, competitor collaborations and price maintenance, to ensure increased transparency, clarity and predictability for all Canadians.
- The Bureau will focus its enforcement efforts on domestic cartels, abuse of dominance and timely and effective merger reviews.
- As well, as part of its ongoing effort to ensure that Canadians know how to better protect themselves from fraudulent claims, to better recognize scams and to avoid falling victim to such scams, the Bureau will target misleading advertising over the Internet.
- The Bureau will advocate for greater reliance on competition and will work with federal, provincial and territorial governments, where appropriate, on strategies that address market inefficiencies, to further strengthen the Canadian marketplace.

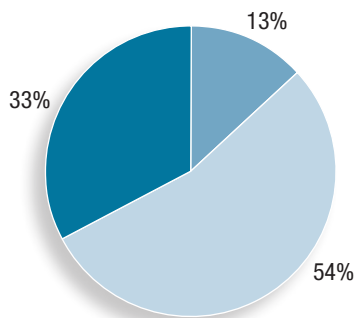


Strategy 2: Fostering the Knowledge-Based Economy through Enhanced Research, Innovation, Training and Skills



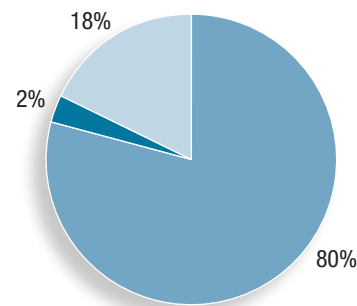
Planned Human Resources and Departmental Spending for 2010–2011

Human Resources by Program Activity* (747.5 full-time equivalents)



- Canada's Research and Innovation Capacity (97.5 FTEs)
- Communications Research Centre Canada (401 FTEs)
- Commercialization and Research and Development Capacity in Targeted Canadian Industries (249 FTEs)

Departmental Spending by Program Activity* (\$1652.6 million)



- Canada's Research and Innovation Capacity (\$1316.3 million)
- Communications Research Centre Canada (\$41.3 million)
- Commercialization and Research and Development Capacity in Targeted Canadian Industries (\$295 million)

* Minor differences are due to rounding



Overview

Under this strategy, Industry Canada manages science, technology and innovation policies and programs aimed at improving Canada's research and development capacity. By investing in research, applying research and research infrastructure, and helping to attract, develop and retain highly qualified people, Industry Canada supports knowledge creation and helps equip Canadians with the skills and training they need to compete in the global knowledge-based economy.

Program Activity Leads

- [Industry Sector](#)
- [Science and Innovation Sector](#)
 - [Industrial Technologies Office](#)
- [Spectrum, Information Technologies and Telecommunications Sector](#)
 - [Communications Research Centre Canada](#)
- [Regional Operations Sector](#)

Program Activities and Business Objectives for 2010–2011

This strategy will be implemented through the following program activities:

Canada's Research and Innovation Capacity

To enhance Canada's capacity for research and innovation, Industry Canada sets the strategic direction for policies and programs that promote science, technology and innovation in Canada, and works with other government departments and public and private sector stakeholders to foster an environment conducive to innovation, scientific excellence and industrial competitiveness.

Expected Result

- Science, technology and innovation policy frameworks to enhance Canada's research and innovation capacity.

2010–2011 Business Objectives

In support of this program activity, Industry Canada will work to achieve the following business objectives during 2010–2011:

- Working with the Regional Operations Sector, the Science and Innovation Sector (SIS) will implement the Knowledge Infrastructure Program, a Budget 2009 initiative to provide up to \$2 billion over two years for research and development infrastructure projects at post-secondary institutions.
- Working with partners such as the Canada Foundation for Innovation, Genome Canada, provincial and territorial counterparts, and universities and colleges, SIS will work to improve the effectiveness of funding for research into science, technology and innovation, and to measure and maximize the impact of these investments.

Did you know...

Industry Canada works closely with Portfolio and external partners to ensure Canada remains a global leader in science and technology?

Our Portfolio partners include the following agencies:

- [Natural Sciences and Engineering Research Council of Canada](#)
- [Social Sciences and Humanities Research Council of Canada](#)
- [National Research Council Canada](#)
- [Canadian Space Agency](#)

Our external partners include the following organizations:

- [Canada Foundation for Innovation](#)
- [Genome Canada](#)
- [Pierre Elliott Trudeau Foundation](#)
- [Council of Canadian Academies](#)
- [Ivey Centre for Health Innovation and Leadership](#)



- SIS will produce the *2010 State of the Nation Report on Canada's Science, Technology and Innovation System*, which will assess the state of Canada's research and innovation, and benchmark the country's science and technology performance against international standards of excellence.

Communications Research Centre Canada

Industry Canada's Communications Research Centre conducts research on information and communications technologies (ICTs) and transfers new intellectual property and technologies to small and medium-sized Canadian enterprises. Through this work, the Communications Research Centre provides insight into future technologies to help the Department develop policies, regulations and program delivery; improves decision making related to ICTs across the Government of Canada; and supports the development of new products and services for Canada's ICT sector.

Expected Results

- Industry Canada and other government organizations receive high-quality, research-based technical inputs to develop telecommunications policies, regulations and standards and support government operations.
- Canadian companies use Communications Research Centre-developed technologies to enhance their product lines.

2010–2011 Business Objectives

In support of this program activity, Industry Canada will work to achieve the following business objectives during 2010–2011:

- The Spectrum, Information Technologies and Telecommunications Sector (SITT) will provide the spectrum monitoring tools and equipment required for the 2010 G8 Summit in Huntsville, Ontario.
- SITT will demonstrate a prototype wireless network of small rapidly deployable sensors intended to provide improved surveillance capabilities for the Canadian Land Force.
- Some Communications Research Centre labs will be modernized under the Modernizing Federal Labs initiative, which was part of Budget 2009.
- SITT will provide Canadian industry with technical expertise and specialized technology, developed at the Communications Research Centre, to help close innovation gaps in ICTs and make these technologies more competitive.

Commercialization and Research and Development Capacity in Targeted Canadian Industries

Industry Canada promotes an environment conducive to commercialization and innovation by providing targeted sectors—including the automotive, aerospace, defence, pharmaceutical and ICT industries—with specialized knowledge, expertise and support that advances leading-edge research and development. Key activities include fostering collaborative relationships with public, private, not-for-profit and academic institutions, conducting research and analysis to support policy development and strategic advice, and managing federal investments in private sector research and development in targeted industries.



Expected Result

- Leveraged leading-edge research and development in targeted Canadian industries.

2010–2011 Business Objectives

In support of this program activity, Industry Canada will work to achieve the following business objectives during 2010–2011:

- The Industry Sector will implement the five-year, \$250-million Automotive Innovation Fund, which supports strategic research and development projects in the automotive sector to develop innovative, greener and more fuel-efficient vehicles. Science and Innovation Sector (SIS), in collaboration with the Industry Sector, will also implement the \$145-million Automotive Partnership Canada program, which enhances automotive research capacity and innovation, as well as Canada's ability to compete internationally.
- In collaboration with Environment Canada, Natural Resources Canada, and associations and firms representing Energy Intensive Trade Exposed sectors, the Industry Sector will contribute to the Government of Canada's climate change policy agenda and advise on potential industry impacts of climate change regulation.
- The Industry Sector will also work with partners in industry, academia and other government institutions—including BIOTECanada, Canada's Research-Based Pharmaceutical Companies (Rx&D), Foreign Affairs and International Trade Canada and Health Canada—to enhance the global competitiveness of Canada's health industries by encouraging the commercialization of biotechnology.
- In collaboration with the private sector and other government partners, the Industry Sector will encourage and promote the adoption and adaptation of new technologies and skills to business processes by guiding the development of Technology Roadmaps, including one on the Soldier System, which supports Canada's soldier modernization efforts.
- The Industrial Technologies Office will enhance the access of small and medium-sized enterprises to the [Strategic Aerospace and Defence Initiative \(SADI\)](#), thereby taking the needs of business into consideration and becoming more commercially responsive, and will also reduce the time it takes to process amendments without compromising the integrity of the due diligence.

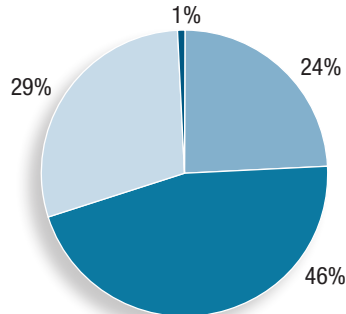


Strategy 3: Supporting Businesses through Policies and Programs that Promote Competitiveness and Productivity



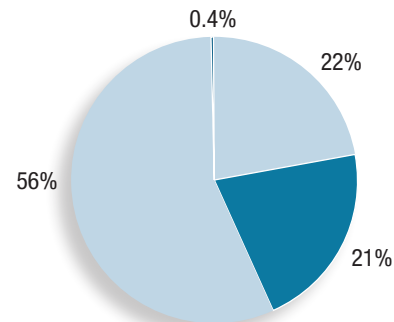
Planned Human Resources and Departmental Spending for 2010–2011

Human Resources by Program Activity* (575.9 full-time equivalents)



- Entrepreneurial Economy (140.4 FTEs)
- Global Reach and Agility in Targeted Canadian Industries (259 FTEs)
- Community, Economic and Regional Development (168.5 FTEs)
- Security and Prosperity Partnership of North America – Canadian Secretariat (8 FTEs)

Departmental Spending by Program Activity* (\$497.2 million)



- Entrepreneurial Economy (\$110.6 million)
- Global Reach and Agility in Targeted Canadian Industries (\$105.9 million)
- Community, Economic and Regional Development (\$278.5 million)
- Security and Prosperity Partnership of North America – Canadian Secretariat (\$2.2 million)

* Minor differences are due to rounding



Overview

Under this strategy, Industry Canada uses a variety of legislative frameworks, policies, partnerships, and programs and services to help the private sector drive economic growth. The Department supports competitiveness and productivity by encouraging businesses to invest strategically and ensuring that the Government of Canada takes industry views into account when developing trade, economic, environmental and social policies that may affect the business climate.

Program Activity Leads

- [Industry Sector](#)
- [Regional Operations Sector](#)
- [Small Business and Marketplace Services Sector](#)
- [Spectrum, Information Technologies and Telecommunications Sector](#)
- [Strategic Policy Sector](#)

Program Activities and Business Objectives for 2010–2011

This strategy will be implemented through the following program activities:

Entrepreneurial Economy

The Department's work in the area of the entrepreneurial economy is aimed at enhancing the growth and competitiveness of small business and encouraging entrepreneurship. To support this program activity, Industry Canada sectors raise awareness across government of the challenges small businesses face; provide knowledge and expertise on small and medium-sized enterprises (SMEs) in a number of areas including statistics, entrepreneurship, financing, innovation and growth firms; recommend policy options; deliver programs that help support SMEs and entrepreneurial activity across Canada; and provide advice and support related to the Business Development Bank of Canada.

Expected Results

- Small and medium-sized enterprise (SME) use of government business-related information, programs and services, and facilitated compliance for business.
- Integrated business permit and licence information from all levels of government provides value to clients across Canada.

2010–2011 Business Objectives

In support of this program activity, Industry Canada will work to achieve the following business objectives during 2010–2011:

- The Small Business and Marketplace Services Sector (SBMS) will implement the new service renewal strategy for the Canada Business Network, including performance measurement, service standards, marketing and outreach, strategic planning, a telephone management strategy and integrated web presence.
- SBMS will advance plans to accelerate BizPaL expansion, both in terms of content and provincial, territorial and municipal participation, as set under federal funding ending in March 2011.
- Based on the results and recommendations of the comprehensive review of the [Canada Small Business Financing Program](#), SBMS will improve the structure, delivery and awareness of the program, which helps Canadian SMEs gain access to debt financing to start up, grow, enhance their productivity and innovate.



- The Regional Operations Sector will foster collaboration between the Canada Business Network in Ontario and the Federal Economic Development Agency for Southern Ontario ([FedDev Ontario](#)), and between the Canada Business Network in the Yukon, Northwest Territories and Nunavut and the Canadian Northern Economic Development Agency ([CanNor](#)), with a view to eliminating duplication and assuring quality service to Canadians.
- The Regional Operations Sector will proactively engage partners to manage federal involvement in the Government of Ontario's Open for Business Strategy, which has the potential to provide seamless service for SMEs in Ontario and greater access to information on government programs and services.

Global Reach and Agility in Targeted Canadian Industries

Industry Canada undertakes a variety of activities designed to help Canadian businesses link into global value chains and strengthen domestic and international partnerships. These activities include researching issues facing specific industries to help ensure government policies, marketplace frameworks, strategies and regulations are sensitive to economic impacts; assisting with matchmaking among companies; improving conditions for market access; promoting Canadian expertise; and managing contributions to private sector initiatives aimed at maximizing productivity and facilitating access to capital.

Expected Result

- Adaptable Canadian industries are linked to global value chains and have the capacity to prepare for and respond to risks and opportunities in the domestic and global markets.

2010–2011 Business Objectives

In support of this program activity, Industry Canada will work to achieve the following business objectives during 2010–2011:

- SBMS will deliver the [Marquee Tourism Events Program](#), which was established to increase tourism within Canada.
- The Industry Sector will deliver programs and services to support Canadian industries, including the Structured Financing Facility, which is designed to ensure shipyard capability exists in Canada for federal marine procurement, and the [Industrial and Regional Benefits Policy](#), which provides the framework for using federal defence and security procurement to lever long-term industrial and regional development within Canada.
- To inform business leaders and government policy directions, the Industry Sector will conduct collaborative research and analysis on knowledge-intensive business services and the role of innovation in services and core business functions, and will develop key performance indicators.

Community, Economic and Regional Development

Through FedNor, housed in the Regional Operations Sector, Industry Canada helps stimulate the Northern Ontario economy. FedNor delivers community, economic and regional development activities in Northern Ontario in the same manner that regional development agencies support community economic development activities in other regions of Canada. Achieving this objective involves providing support to a variety of regional and community businesses and partners in order to improve capacity, enhance access to capital and markets, build modern infrastructure, adopt technology, encourage innovation and develop human capital.



Expected Result

- A significant increase in the capacity of selected Northern Ontario communities and businesses helping them to thrive in the 21st-century economy.

2010–2011 Business Objectives

In support of this program activity, Industry Canada will work to achieve the following business objectives during 2010–2011:

- Through the [Northern Ontario Development Program](#), FedNor will help more than 3000 eligible businesses and organizations become more sustainable and competitive by investing in priority areas, including community economic development, trade and tourism, innovation, information and communications technologies, business financing support and human capital.
- FedNor will provide financial support to Community Futures Organizations through the [Community Futures Program](#). These organizations will help more than 800 rural businesses in Northern Ontario create, expand, maintain and strengthen their businesses by offering a variety of services, including repayable financing, information and advice, assistance in the development and implementation of strategic community economic development plans and support for local development projects.
- Through the [Community Adjustment Fund](#) for Northern Ontario, FedNor will provide more than \$19.5 million in economic stimulus funding to mitigate the short-term impacts of the current economic downturn by creating employment opportunities and to address transitional and adjustment challenges in restructuring industries or communities.
- Through [Computers for Schools](#), and in collaboration with other departments, private sector donors and licensed Canadian distributors, the Regional Operations Sector will manage the distribution of up to 85 000 refurbished computers to schools, libraries and not-for-profit organizations across Canada, and engage up to 250 youth interns to refurbish computers with the goal of enhancing information and communications technologies skills among young Canadians.
- The Regional Operations Sector will implement section 41 of the [Official Languages Act](#), which sets out requirements for the advancement of linguistic duality and development of official language minority communities, by delivering the Economic Development Initiative under the Government of Canada's [Roadmap to Linguistic Duality 2008–2013: Acting for the Future](#). This initiative will be delivered by FedNor in Northern Ontario and by FedDev Ontario in Southern Ontario.

At a Glance... the Regional Operations Sector

Industry Canada's capacity to provide sound policy advice depends in part on the Department's 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 the private sector, our partners and stakeholders. With offices across Canada, Industry Canada's Regional Operations Sector (ROS) provides complementary roles that include economic and policy analysis, client and regional liaison and coordination, as well as support to Ministers and senior officials related to visits across Canada.

ROS provides sectors and branches across Industry Canada with regional/provincial/territorial insights, access to local networks, and the capacity to work with and encourage a horizontal perspective, and works actively to engage and reach out to the Department's diverse stakeholder base.

In addition to maintaining its extensive network of local contacts, ROS will continue to liaise and consult with key stakeholders to solicit input on the range of policy development initiatives for 2010–2011, through one-on-one meetings, participation in local industry events and through regionally convened stakeholder roundtables and town hall meetings.



- Through the [Broadband Canada: Connecting Rural Canadians](#) initiative, the Spectrum, Information Technologies and Telecommunications Sector will increase the number of Canadian households with access to affordable broadband services and provide essential infrastructure to Canadians in remote and rural areas. The provinces and territories, other government departments and Internet service providers will be key partners in this work.

Security and Prosperity Partnership of North America — Canadian Secretariat

The Canadian Secretariat of the Security and Prosperity Partnership of North America seeks to strengthen Canada's competitiveness by providing analysis and advice on international business issues and developments. Industry Canada supports and coordinates the Department's engagement in various international meetings and summits—including senior-level Canada-U.S. meetings, North American Leaders' Summits, and G8 and G20 meetings—and leads the management of the Research Fund on North American Borders, Security and Prosperity.

Expected Result

- Industry Canada is successful in advancing its strategic priorities in the context of North America and other international bilateral and multilateral forums.

2010–2011 Business Objectives

Industry Canada will work to achieve the following business objective in support of this program activity during 2010–2011:

- The Strategic Policy Sector will lead the management of the Research Fund on North American Borders, Security and Prosperity to improve the Government of Canada's understanding of the impact of border measures on Canadian competitiveness.



Strategic enablers provide Industry Canada's sectors and branches with the support they require to deliver programs and services and achieve the Department's strategic outcomes. Encompassing a range of corporate management functions, strategic enablers promote sound long-term management of human, financial and material resources. They also enable the effective, efficient delivery of programs and services across Industry Canada, while ensuring the Department remains accountable to Parliament and Canadians.

People Management

The effective management of human resources (HR) is central to Industry Canada's ability to attract and retain competent, committed and engaged employees. A sound HR plan is at the heart of effective people management and helps the Department establish the knowledge and conditions needed to secure the right people, build a supportive work environment and achieve its strategic objectives.

The *People Management Strategy for Renewal and Results* (PMSRR) is Industry Canada's three-year strategy for achieving the desired state of people management in the Department. This strategy supports long-term departmental priorities and objectives by fostering employee growth and development, encouraging ongoing feedback on performance, and promoting leadership at all levels. Based on demographic trends and issues, this People Management Strategy sets the direction and vision for managing Industry Canada's people and talent, and aligns HR management activities across the Department.

The strategy is structured around four areas of priority: leadership development; employee engagement and renewal; HR service excellence and performance improvement; and integrity and accountability. Three-year objectives are identified for each priority area, and expected results and specific action plans are set out for each year. Results against performance indicators are reported annually.

The **Human Resources Branch (HRB)** oversees Industry Canada's People Management Strategy, which will be in its second year in 2010–2011. During the strategy's first year, HRB supported its key objectives by undertaking work to streamline staffing activities through fast-track and collective processes; introducing tools to help improve focus on employee engagement initiatives, including stay and exit surveys and performance management tools; and creating an executive learning initiative, among other activities. In addition to its work on the PMSRR, HRB continues to provide ongoing strategic information, advice and operational services to the Department on a wide variety of HR issues. These services include compensation, staffing, HR planning, demographic profiling, employment equity, official languages, classification, training and learning, mentoring, career counselling, labour management relations, and conflict prevention and resolution.

Management Objectives for 2010–2011

In partnership with Industry Canada sectors, HRB will lead the development and implementation of corporate initiatives to help the Department meet its objectives under the PMSRR. People management objectives for 2010–2011 include the following:

- HRB will lead corporate recruitment efforts and assist sectors with their own campaigns. Efforts will focus on targeting Industry Canada's approach to post-secondary outreach more effectively, improving the use of student employment programs and the quality of student employment experiences, and enhancing the Department's focus on mid-career recruitment.



- HRB will develop and implement corporate-based initiatives, and will provide advice and assistance to sectors on sector-based initiatives, to help Industry Canada's future leaders successfully prepare for and assume executive positions in the organization.
- HRB will expand executive development and talent management initiatives that support the career progression of Industry Canada executives by providing additional opportunities for them to enhance their knowledge, experience and leadership competencies.
- HRB will improve client service through initiatives that will speed up and simplify HR processes and improve overall client satisfaction. Complementing these efforts, the Branch will take steps to ensure further development of client service standards and to measure, monitor and report on these standards to ensure integrity and accountability is maintained.

To ensure HRB has the skilled, competent and sustainable workforce it needs, the Branch will continue to implement its Talent Management Approach, which is a comprehensive strategy for attracting, retaining and managing talent. It facilitates focused investment in people in support of organizational and operational objectives, while encouraging employees to build a career that takes into account their personal and professional interests. Measures will also be taken to ensure that HRB employees are well supported with the tools and systems they need to maintain high-quality, consistent service.

Stewardship

Industry Canada's capacity to achieve its strategic outcomes depends on how well it manages its resources. Sound stewardship is the foundation of sound decision making, and Industry Canada's managers and executives rely on meaningful data on performance and risk, as well as appropriate control and oversight mechanisms to make informed decisions about the Department's strategic direction and day-to-day operations. While all sectors and branches are responsible for maintaining good stewardship practices within their own organizations, the Comptrollership and Administration Sector and the Audit and Evaluation Branch each play a unique role with respect to corporate stewardship at Industry Canada.

The **Comptrollership and Administration Sector (CAS)** ensures sound management of departmental finances, infrastructure, capital assets (including real property) and procurement, and provides a wide range of security services. It also manages Industry Canada's corporate planning, reporting and accountability functions, and leads the Department's corporate risk management process.



Management Objectives for 2010–2011

- CAS will work with the Office of the Auditor General to undertake a first audit of the departmental financial statements.
- CAS will coordinate and work with sectors to ensure due diligence on Economic Action Plan initiatives led by Industry Canada and will report on the progress of these initiatives.
- CAS will work with sectors to renew the Department's Business Continuity Plan and enhance business continuity training and monitoring.
- The Sector will lead activities to enhance quality assurance, standardization and oversight of procurement and materiel management.
- The Sector will oversee implementation of the Treasury Board [Policy on Internal Control](#) in the Department, which came into effect April 1, 2009.
- CAS will work with sectors to renew the Corporate Risk Profile and complete a comprehensive account of Industry Canada's key risks and the required mitigation strategies and action plans for 2010–2011.

The **Audit and Evaluation Branch (AEB)** provides management with an independent capacity to perform audits, evaluations, reviews and investigations that are consistent with departmental and central agency policies. It ensures appropriate internal audit coverage, develops evaluation frameworks, performs evaluation studies and provides strategic advice and expertise for review, evaluation, audit and special examination projects across the Department. In addition, AEB monitors progress on implementing the recommendations stemming from audit and evaluation activities.

Business Intelligence: A Key Factor in Sound Stewardship

Effective management and decision making depends on the availability of reliable and current information. At Industry Canada, the **Strategic Policy Sector** and **Regional Operations Sector** each play a key role in providing corporate business intelligence to the Department.

The **Strategic Policy Sector** is a source of expert advice on policy issues for sectors and branches across Industry Canada. Through its ongoing engagement with think tanks, industry leaders and academics, this sector has a unique capacity to formulate applied economic research and analysis that supports the development of effective policies and programs.

The **Regional Operations Sector**, through its extensive regional networks, is the source of business intelligence about regional issues and interests, and provides region-specific policy and economic analysis, as well as stakeholder outreach and engagement. These activities help ensure that departmental strategies, policies and actions plans take regional impacts into account and, in turn, that regional work aligns with that of the centre.

In 2010–2011, providing business intelligence on the implementation of Economic Action Plan initiatives will be a key priority for both sectors.



Management Objectives for 2010–2011

- The Branch will evaluate the performance and effectiveness of departmental programs, policies and initiatives in accordance with the 2010–2011 Audit and Evaluation Plans (see [Appendix](#)).
- AEB will perform management control framework assessments to guide management in establishing robust control frameworks to support implementation of the Economic Action Plan.
- The Branch will also review performance measurement strategies for new initiatives, including Economic Action Plan initiatives, and relevant internal audit and evaluation sections of Treasury Board submissions to ensure that Internal Audit and Evaluation responsibilities are identified, requirements of the Treasury Board *Policy on Evaluation* are met, performance measurement strategies are articulated, and outcomes are measurable and achievable.
- AEB will also provide assurance services for the Department's risk management strategy and practices, management control frameworks and practices, and governance processes.

Management of Information and Technology

Industry Canada has a broad mandate, with responsibility for more than 50 pieces of legislation and more than 80 programs and initiatives involving all levels of government and multiple stakeholders. It is a complex, knowledge-based environment in which employees rely on sound and efficient information management (IM) and information technology (IT) to perform their duties and deliver the Department's programs and services. As a result, the IM and IT environments within Industry Canada have a direct impact on the efficiency, effectiveness and overall perception of the Department.

The management of information at Industry Canada is guided by the Department's Information Management Agenda. The IM Agenda seeks to establish effective IM governance, a well-informed and well-trained workforce, and suitable tools and infrastructure to support corporate information needs and business outcomes. Work in 2010–2011 will focus on building the capacity of IM specialists, implementing corporate tools such as the Business-Based Classification Structure and putting in place the IM Governance and Accountability Framework. In addition, multi-year projects will be initiated, including developing a departmental information architecture and introducing a system for managing electronic documents and records. When fully implemented, the IM Agenda will support full integration of IM into departmental business processes and confirm IM's place as a critical enabler for Industry Canada.

The management of information technology at Industry Canada is guided by the Department's IT governance process and IT Strategy. The IT governance process provides oversight to IT investments and ensures alignment to departmental priorities, while the IT Strategy provides a framework to improve IT operations and enable business and technology models to evolve. Work is underway to define a strategic enterprise-wide approach to IT, including the development of roadmaps that identify investment steps required to improve the reusability of infrastructure, applications, data and business services. Progress in this regard will assist with the development of common, reusable solutions across the Department, thus minimizing complexity in the current environment, improving program delivery and generating future efficiencies. Since there are several elements in each area, implementation will take time; however, these directions provide a clear focus and framework for planning efforts in the coming years.



Industry Canada's **Information Management Branch (IMB)** and **Chief Informatics Office (CIO)**, both located in the Small Business and Marketplace Services Sector, are responsible for directing and supporting the management of corporate information and managing technology requirements.

Management Objectives for 2010–2011

- IMB will implement the IM governance framework approved in 2009–2010.
- The Branch will collaborate with the CIO to develop a departmental information architecture as a multi-year project.
- IMB will support sectors in implementing the business-specific layer of the Department's Business-Based Classification Structure.
- IMB will work with the CIO to introduce an Electronic Document and Records Management Solution as a multi-year project.
- IMB will also work with business units to develop departmental IM capacity.
- The CIO will strengthen the integration of enterprise architecture in the IT governance process.
- The CIO will seek to develop modernized and adaptable business applications in partnership with departmental business units. These business applications are aimed at enhancing the employee and customer experience by improving awareness of broad-based business requirements across Industry Canada.
- The CIO will focus on continuous service improvement and evolving the IT business model in order to develop a common departmental approach to the management of IT, which includes enhancing core IT services and IT continuity capability, and increasing the use of Government of Canada shared services.
- The CIO will continue to attract, develop and retain high-performing employees to ensure that the IT community has the necessary skills to deliver and support advanced technology systems and services.

Communications and Engagement

Communications and engagement are an essential part of Industry Canada's work and are integral to the sound management of departmental programs and services. Open and proactive communications with stakeholders ensure that Canadian consumers, businesses and communities are aware of and have access to the information and services they need, and that their views and concerns are taken into account in the planning, management and evaluation of Industry Canada's policies, programs, services and initiatives.

Industry Canada's **Communications and Marketing Branch (CMB)** leads communications at Industry Canada and is responsible for ensuring that the [Communications Policy of the Government of Canada](#) is properly applied to all departmental communications activities. To be effective in delivering on its mandate, CMB has developed a strategic framework that focuses on targeting key stakeholders to ensure the Department's activities resonate well with them; increasing cooperation throughout the Department, in regions and with partners; and increasing employees' awareness of their roles as representatives of Industry Canada.



CMB's operational priorities for 2010–2011 will focus on the Department's and the Clerk of the Privy Council's priorities regarding renewal, retention and employee development. For CMB, activities supporting these priorities include the IS Professional Development Program and review, the CMB Orientation Program, monitored learning and development plans for all CMB employees, support for interdepartmental communities of practice, language training, and special assignments and acting positions to develop employees and leadership skills.

The core of CMB's business involves providing strategic communications advice, issues management and, in collaboration with communications staff in the regions, support for the communications activities of the Minister and Ministers of State, the Deputy Ministers, the Department and its agencies, and Industry Portfolio partners. The Branch is responsible for media relations support and services to the Department and to the Offices of the Minister and Ministers of State. CMB also develops communications plans for Memoranda to Cabinet, Treasury Board submissions, and all departmental communications strategies and plans. This work includes preparing communications products, such as speeches, news releases and media lines, and providing editing and translation services. CMB also manages several departmental programs, including Advertising, Internet Presence, Publishing, Corporate Marketing, Internal Communications and Public Opinion Research.

Management Objectives for 2010–2011

CMB's plans and priorities are determined by the key plans and priorities identified in this business plan and by the legislation for which the Department is the lead. The Branch's 2010–2011 management objectives include the following:

- CMB will provide continued communications support for Canada's Economic Action Plan initiatives.
- The Branch will prepare for revisions to and implementation of the *Communications Policy of the Government of Canada*, with a particular focus on assessing and managing impacts on and opportunities for the development of departmental publishing, advertising, public opinion research and social media.
- CMB will finalize the Strategic Communications Framework for 2010–2011 to guide and enhance integrated and operational communications planning in Industry Canada's sectors, branches, regions and agencies.
- The Branch will lead on integrating Web 2.0 technologies with e-communications at Industry Canada and leverage these technologies in facilitating engagement with stakeholders, and will provide strategic communications advice on their use to the Department, Portfolio partners and other government departments.



Management Structure, Accountability and Priorities

Management Structure

The management structure at Industry Canada provides the effective governance processes and structures through which the Department's senior executives make decisions, set policy directions and priorities, make investment decisions, reallocate resources and ensure sound program and policy design. In line with the Treasury Board [Management, Resources and Results Structure Policy](#), Industry Canada's Program Activity Architecture, which has been updated for 2010–2011, articulates common strategic outcomes and groups the Department's work into logical program activities.

Accountability and Oversight

Industry Canada's external Departmental Audit Committee provides objective advice and recommendations regarding the sufficiency, quality and results of assurance on the adequacy and functioning of the Department's risk management, control and governance frameworks and processes. This committee exercises oversight of core areas of departmental management, control and accountability, including reporting. The Audit and Evaluation Branch further strengthens departmental oversight by helping senior management make informed decisions, increase the efficiency, effectiveness and economy of departmental operations, and enhance performance and accountability across the Department.

2010–2011 Management Priorities

At Industry Canada, a set of management strategies advance departmental management practices and promote the sound management of the Department's programs and services. Based on these strategies, Industry Canada has identified management priorities that contribute to effective delivery of departmental programs and policies by guiding the work of strategic enablers and corporate functions. In addition, these priorities help communicate management's focus in key reporting documents and act as a framework for management discussions. Focusing executive attention on common management priorities helps ensure appropriate action is taken in areas that significantly affect Industry Canada's capacity to fulfill its obligations, commitments and priorities, and that offer long-term strategic benefits to the Department.

The following management priorities are core elements of Industry Canada's framework for sound stewardship and management, and will continue to be areas of focus in 2010–2011:

People Management

- Industry Canada's *People Management Strategy for Renewal and Results* sets three-year goals for people management and demonstrates the Department's commitment to leadership on people management issues. In 2010–2011, management will focus on enhancing the recruitment, retention and development of Industry Canada employees.



Financial Management

- Financial management at Industry Canada provides sound assurance and support to departmental managers in ensuring stewardship of public resources and compliance with legislation, regulations and policies. In 2010–2011, management will focus on strengthening processes to support improved, timely and reliable forecasting.

Internal Audit

- Industry Canada has an effective internal audit function that is founded on rigorous planning, robust reporting and appropriate governance, including a fully operational, independent Departmental Audit Committee. In 2010–2011, management will support the internal audit function as it provides independent assessments of newly introduced programs and initiatives and continues to audit high-risk areas.

Industry Canada will also focus particular attention on the following management priorities in 2010–2011:

Procurement and Materiel Management

- Addressing Industry Canada's decentralized procurement and materiel management processes will produce long-term strategic and operational benefits throughout the Department. In 2010–2011, management will focus on enhancing quality assurance, standardization and oversight of procurement and materiel management activities.

Business Continuity

- Since 2002, Industry Canada has developed and implemented a comprehensive Business Continuity Plan (BCP) program. In 2010–2011, management will focus on renewing the plan to reflect internal reorganization, program priority changes and overall departmental policy renewals, and on ensuring Industry Canada's readiness to implement the BCP through enhanced training and monitoring.



Appendix: 2010–2011 Internal Audit and Evaluation Plans

Proposed Internal Audit Projects

The table below sets out the internal audit projects tentatively scheduled for 2010–2011. These projects will be confirmed during the annual audit planning process, which is scheduled to take place in the fourth quarter of the 2009–2010 fiscal year.

Internal Audit Project Name	Audit Type	Expected Completion (2010–2011)
Knowledge Infrastructure Program	Transfer Payment Audit	2nd Quarter
Marquee Tourism Events Program	Transfer Payment Audit	2nd Quarter
Human Resources	Management Control Framework Audit	2nd Quarter
Resource Management	Management Control Framework Audit	2nd Quarter
Rural and Remote Broadband Access	Transfer Payment Audit	3rd Quarter
Spectrum Applications Modernization Project	Preliminary Survey	3rd Quarter
Corporations Canada	Management Control Framework Audit	4th Quarter
Office of the Superintendent of Bankruptcy	Management Control Framework Audit	4th Quarter

Proposed Evaluation Projects

The table below lists the evaluation projects tentatively scheduled for 2010–2011. These projects will be confirmed during the annual evaluation planning process scheduled to take place in the fourth quarter of the 2009–2010 fiscal year.

Evaluation Project Name	Program Type	Expected Completion (2010–2011)
Internal Trade Secretariat	Grant Program	2nd Quarter
Northern Ontario Development Program	Contribution Program	3rd Quarter
2000 Policy on Title to Intellectual Property (Crown Procurement Contracts)	Policy	3rd Quarter
Structured Financing Facility	Contribution Program	4th Quarter
Marquee Tourism Events Program	Contribution Program	4th Quarter
Community Adjustment Fund (Northern Ontario)	Contribution Program	4th Quarter
Economic Development Initiative (Official Language Minority Communities (OLMCs))	Contribution Program	4th Quarter

Note: The Evaluation Directorate also completes a number of other activities such as Results-Based Management and Accountability Framework (RMAF) and Performance Measurement Strategy Implementation Reviews and RMAF/Performance Measurement Plan Development, as well as other oversight activities including follow-up reviews.