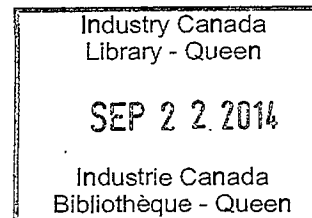


Industry Canada

2014–15 Corporate Plan

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Introduction

Industry Canada's Corporate Plan was developed to support informed decision making across the Department, and is used to increase accountability, enhancing how Industry Canada monitors and reports on business objectives and planned investments. It integrates information previously contained in the Industry Canada Business Plan as well as other planning documents and function-specific plans (i.e. information management, human resources, the Corporate Risk Profile). The Corporate Plan also builds on the foundation of the Department's 2012–13 to 2016–17 Investment Plan, which was first approved in 2012.

The Plan is presented by Strategic Outcome, and each section includes the related financial resources, ongoing and corporate priorities, risk areas, and planned investments (including projects >\$1 million, as well as major acquisitions of assets and services >\$500,000).

In compliance with the Policy on Investment Planning – Assets and Acquired Services, a copy of this plan will be presented to the Minister of Industry.

Who We Are, and Where We're Going

Industry Canada's founding legislation, the *Department of Industry Act*, established IC as the federal department responsible for fostering a growing, competitive and knowledge-based Canadian economy. The Department'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 order to deliver on its mandate, the Department undertakes activities along five main business lines:

- Policy development
- Research and analysis
- Regulatory compliance
- Program delivery
- Internal services

The activities that take place within these business lines cover a range of matters related to industry and technology, trade and commerce, science, consumer affairs, federal incorporation, competition and restraint of trade, weights and measures, bankruptcy and insolvency, intellectual property, investment, small business, and tourism. Industry Canada is also the Government of Canada's centre of microeconomic policy expertise. The end result is a department that is driven by knowledge and information, which in turn influences the way Industry Canada assesses its risk environment and sets priorities.

The 2014–15 Agenda

Following senior management discussions held in Fall 2013, the corporate priorities for 2014–15 were established. These include preparing to auction spectrum in the 2500 MHz band, further developing the federal Science, Technology and Innovation Strategy, maximizing the benefits from federal defence and security procurement, and supporting the Canadian manufacturing sector (see Fig 1 for further details).

Emerging corporate risks for 2014–15 are related to investment review, manufacturing, services to business, program delivery, and various skills and internal capacity issues related to medium-to-long term planning and the implementation of transformation initiatives.

On the management side, Industry Canada's plans and priorities continue to be rooted in the Government of Canada's agenda of improving efficiency while lowering the rate of growth in the public service, and enhancing horizontal linkages through the increased use of shared services.

More specifically, in 2014–15, Industry Canada will focus on: stewardship and management practices, information management/information technology transformation, and employee performance management, all supported by effective internal communication to help promote employee engagement.

Priorities, Action Plans and Investments

Details on the objectives and priorities for 2014–15, as well as the related financial resources, risk areas, planned investments, and action plans, can be found in the sections that follow. The information is presented according to the Department's three Strategic Outcomes, with a fourth section on Internal Services.

Industry Canada 2014-15 Priorities

The Canadian Marketplace is Efficient and Competitive

- Deliver the consumer commitments in the 2013 Speech from the Throne in the areas of telecommunications, consumer protection and competition.
- Prepare to auction spectrum in the 2500 MHz band to support Canadians' increasing demand for new wireless technologies and services.
- Improve intellectual property and privacy policy frameworks to support innovation, competitiveness, clarity and certainty, and reduce red tape.
- Implement new administrative monetary penalties to promote compliance with rules and conditions of licence including those related to providing telecommunications services to consumers in rural areas, equipment certification, tower sharing and spectrum auctions.
- Collaborate with other federal government departments to further the aims of the Agreement on International Trade (AIT) and to develop and conclude international trade agreements.

Advancements in Science and Technology, Knowledge and Innovation Strengthen the Canadian Economy

- Further develop the federal Science, Technology and Innovation Strategy and strengthen private sector uptake of the results of Canadian investments in science and technology, knowledge and innovation.
- Facilitate support for business innovation by implementing Budget measures, including for the Automotive Innovation Fund and MITACs.

Canadian Businesses and Communities are Competitive

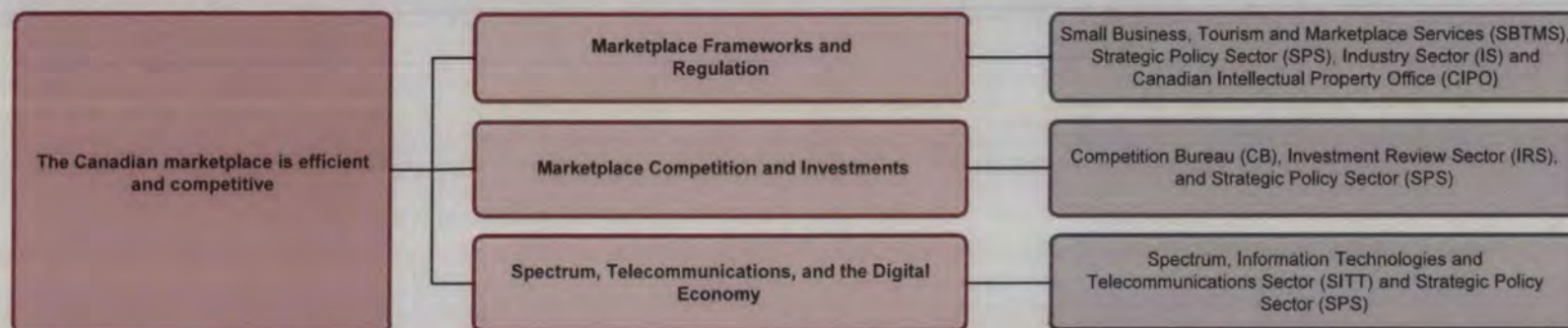
- Develop and implement the Budget 2014 program to extend and enhance access to broadband services in rural and northern communities.
- Develop and implement strategies to maximize industrial benefits arising from federal defence and security procurement.
- Use whole-of-government initiatives to support the Canadian manufacturing sector's efforts to attract and retain business research and manufacturing mandates.
- Position Canada as a leader in the development and adoption of emerging technology.
- Assist small and medium-sized enterprises, cooperatives and other businesses by improving access to Industry Canada, Industry Portfolio and Government of Canada information, programs and services.

Management

- Implement the operating budget freeze announced in the 2013 Speech from the Throne.
- Continue to enhance stewardship and management practices to continually improve the delivery of programs and operations.
- Ensure an integrated corporate approach to implementing Government of Canada transformation initiatives in information technology and information management.
- Implement the Directive on Performance Management to optimize the individual performance of each employee, to ensure the Department carries out its mandate and priorities.

Figure 1

STRATEGIC OUTCOME 1: THE CANADIAN MARKETPLACE IS EFFICIENT AND COMPETITIVE



Financial Overview and Spending Trends

Effective frameworks and regulations are key to ensuring consumers and businesses have confidence in Canada's marketplace. These give Canadian firms opportunities to innovate and succeed within current market conditions. The table below presents the Department's approved reference levels for 2014–15 in support of the Strategic Objective "The Canadian marketplace is efficient and competitive."

Planned Spending: As Presented in the 2014–15 Report on Plans and Priorities (RPP)

Item	2014–15 (000s)	2015–16 (000s)	2016–17 (000s)	2017–18 (000s)	2018–19 (000s)
Operating	192,884	197,109	201,516	201,516	201,516
Capital	14,736	14,873	5,692	5,692	5,692
Grants and Contributions	7,133	6,583	6,583	6,583	6,583
TOTAL	214,753	218,565	213,791	213,791	213,791

In the table above, the Planned Spending reflects funds already brought into the Department's reference levels as well as funds authorized up to February 1, 2014. Planned spending has not been adjusted to include new information contained in Budget 2014. More information will be provided in the 2014–15 Supplementary Estimates, as applicable, and included in the mid-year and final updates of this Plan.

Of the total \$215 million set out for 2014–15, 90 percent of the total will go toward operating expenses to achieve this Strategic Outcome.

The single-year increase in spending for 2015–16 under this Strategic Outcome (SO1) is mainly related to the Canadian Intellectual Property Office (CIPO) revolving fund, where significant investments in information technology are expected to be made that year.




A temporary vote transfer of \$8 million was initially made in the ARLU 2013–14 to meet capital investments under the Spectrum Applications Modernization (SAM) project. The decrease in capital in under SO1 seen in 2016–17 reflects decreasing requirements as the SAM project moves through its final stages.

Objectives and Priorities

Ongoing departmental objectives in support of the Strategic Outcome "The Canadian marketplace is efficient and competitive" include:

- Overseeing, regulating and ensuring the effectiveness of a number of Canadian marketplace frameworks, including those for spectrum and telecommunications, cooperatives, bankruptcy, foreign direct investment, federal incorporation, intellectual property and trade measurement
- Collaborating with other federal government departments to develop and conclude international trade agreements.
- Providing tools for informed consumer decisions
- Reflecting consumer interests in policymaking
- Protecting and promoting competition through focused competition law enforcement, and competition promotion efforts
- Conducting research and engineering development activities that assist the Department in developing telecommunications policies, regulations and program delivery, while supporting critical government radio spectrum-dependent operational requirements

Supporting these ongoing objectives are a number of specific corporate priorities (presented in the table below), which were set out at the September 2013 Management Committee (MC) Retreat, and subsequently finalized in January 2014. These priorities may be adjusted as part of the mid-year update to the 2014–15 Corporate Plan, which will be published in Fall 2014. A full report on progress against the 2014–15 priorities will be published at the end of the fiscal year.

2014–15 Corporate Priorities	Key Milestones	Investment Item	Corporate Risk	Status ¹
Deliver the consumer commitments in the 2013 Speech from the Throne in the areas of telecommunications, consumer protection and competition.	<i>Telecommunications</i>			
	Amend the <i>Telecommunications Act</i> to reduce roaming costs and prevent wireless providers from charging other companies more than they charge their own customers for mobile services.		Yes	
	Continue to encourage investment in high-speed broadband networks for rural Canadians. ²		Yes	
	<i>Consumer Protection</i>			
	End "pay to pay" policies, so customers won't pay extra to receive paper bills. <ul style="list-style-type: none"> • Next steps will depend on outcome of a CRTC decision, expected in Spring 2014 		Yes	

¹ Status Legend:



On track/proceeding as planned



Some delays/cost overruns/other challenges



Significant delays/cost overruns/other challenges

²

The Speech from the Throne commitment regarding rural broadband falls under the 2014–15 corporate priority related to the government's Consumer Agenda. However, the key milestones for the rural broadband program are presented in the Strategic Outcome 3 section of this document.

2014–15 Corporate Priorities	Key Milestones	Investment Item	Corporate Risk	Status ¹
	<ul style="list-style-type: none"> Once CRTC decision is released, analysis of CRTC decision and advice to Minister on appropriate action 			
	<p>Contribute to the modernization of consumer protections in e-commerce by representing and coordinating Canada's positions in the revision of the OECD's 1999 Guidelines for Consumer Protection in the Context of Electronic Commerce to ensure it reflects Canada's interests. Revised Guidelines are expected to be delivered at the 2016 OECD Internet Ministerial.</p>		Yes	○
	<p>Participate in discussions on potential next steps for the implementation of the ISO 10008 international standard for Business to Consumer Electronic Commerce into a National Standard of Canada.</p>		Yes	○
	<p>Promote consumer confidence in electronic commerce by providing consumers, organizations and businesses with information and awareness tools related to Canada's Anti-Spam Legislation (CASL).</p>		Yes	○
	<p>Establish a private sector steering committee to lead the development of a "Made-in-Canada" consumer awareness campaign.</p>		Yes	○
	<p>Examine a number of consumer protection issues, including:</p> <ul style="list-style-type: none"> improving access to redress in respect of disputes arising from consumer contracts enhancing the enforcement of consumer laws protecting consumers in the alternative financial credit services market 		Yes	○
<i>Competition</i>				
	<p>Strengthen the Competition Bureau to ensure that Canadian consumers and businesses continue to prosper in a competitive and innovative marketplace.</p> <ul style="list-style-type: none"> Advocate on telecommunications/wireless issues, among other areas/industries Complete a market study on propane pricing Complete a market study on the beer industries in Ontario and Quebec Continue to support consumer-focussed matters 		Yes	○

2014–15 Corporate Priorities	Key Milestones	Investment Item	Corporate Risk	Status ¹
Prepare to auction spectrum in the 2500 MHz band to support Canadians' increasing demand for new wireless technologies and services.	<ul style="list-style-type: none"> Publish responses to clarification questions by August 18, 2014 Receive full pre-auction financial deposits by January 28, 2015 Publish final list of qualified bidders by February 11, 2015 	Services	Yes	○
Improve intellectual property and privacy policy frameworks to support innovation, competitiveness, clarity and certainty, and reduce red tape.	Intellectual property			
	Secure authority to pre-publish proposed amendments to the Patent Rules (Simplification of Administrative Requirements) in <i>Canada Gazette Part 1</i> (Summer 2014).			○
	Implement a process improvement methodology in order to further improve CIPO's operational efficiency and turnaround times. <ul style="list-style-type: none"> Related initiatives launched in 2013–14 will continue to be implemented across all of CIPO's product lines through 2015–16 Training activities planned for 2014–15, including awareness training, additional "yellow belt" training at mid-year, and "green belt" training in February and March 2015 Quality Management System (QMS) implementation plan will be developed in June – August 2014. Implementation expected to begin afterwards 			○
	Conduct a readiness assessment and options analysis of how to make CIPO's large data holdings available in an open format.			○
	Work with key stakeholders on a three-step process to develop new advisory services for small and medium-sized enterprises: <ul style="list-style-type: none"> Conduct a feasibility study during the first three months of the fiscal year Definition and development of the new services is expected to begin in August, 2014 Development of implementation plan to be completed March 2015 			○
	Launch two pilot projects (pending IC approval) using social media to engage existing and new users of CIPO services: <ul style="list-style-type: none"> Launch a three-month pilot of LinkedIn beginning of fiscal 2014–15 			○

2014–15 Corporate Priorities	Key Milestones	Investment Item	Corporate Risk	Status ¹
	<ul style="list-style-type: none"> • Evaluation of results June 2014 • Develop three-month pilot of YouTube July 2014. • Launch October 2014 • Evaluation to begin in February 2015 			
	Privacy			
	<p>Amend the <i>Personal Information Protection and Electronic Documents Act</i> (PIPEDA) to better protect and empower consumers, clarify and streamline rules for business and increase compliance with the Act.</p> <ul style="list-style-type: none"> • Bill S-4, the <i>Digital Privacy Act</i> was tabled in the Senate on April 8, 2014 • Passage expected in Spring 2015 • Development of regulations in support of new data breach notification requirements (Winter 2015) 			○
Implement new administrative monetary penalties to promote compliance with rules and conditions of licence including those related to providing telecommunications services to consumers in rural areas, equipment certification, tower sharing and spectrum auctions.	Amend the <i>Radiocommunication Act</i> to introduce the required administrative monetary penalty regime.		Yes	○
Collaborate with other federal government departments to further the aims of the Agreement on International Trade (AIT) and to develop and conclude international trade agreements.	Work with provincial and territorial partners to implement the directions from the December 2013 meeting of the Committee on Internal Trade Ministers, notably in the areas of technical barriers to trade, and linkages between the Agreement on International Trade (AIT) and international trade agreements.			○

Human Resource Strategies

Program Activity	Description of Key HR Issue(s)	Actions to Close Gap/Need	Status
Sub-Program: Trade Measurement	<p>Measurement Canada (MC) will continue to experience difficulties in staffing entry level inspector positions and technical specialist and district manager positions due to a highly competitive job market (particularly in the Western Region) and an increasing salary gap between technical inspector salaries and those paid by the private sector for individuals with technical skills and experience in the measurement sciences (predominantly in the natural gas and electricity disciplines).</p> <p>MC is also experiencing difficulty staffing vacant positions, through both internal and external staffing actions, in some locations (e.g., Toronto, Calgary, Vancouver) due to the high cost of living in these cities.</p>	Employ additional outreach strategies to identify sources of potential qualified candidates, including active promotion of opportunities on college online recruitment sites.	
		Develop a 2014–15 staffing plan and monitor progress throughout the fiscal year.	
		Monitor and track the progress of new recruits through the TI Recruitment and Development Program in order to ensure compliance with established criteria and timelines.	

Corporate Risks

In addition to the corporate priorities described above, the Department will also be managing several key corporate risks related to Strategic Objective "The Canadian marketplace is efficient and competitive." The Investment Review Sector (IRS) will be managing a risk related to the balancing of the requirements of the investment review process and the need to promote foreign investment. The Spectrum, Information Technologies and Telecommunications (SITT) sector will be managing risks related to the availability of sufficient spectrum to meet demand, the ongoing implementation of the SAM project, and the risk of health and safety issues posed by aging buildings and respective infrastructure/equipment at certain facilities.

See the tables below for further details, and Annex 3 for full information on the related mitigation strategies and action plans.

Category: Program Design and Delivery Risks	
<p><u>Risk Owners</u></p> <ul style="list-style-type: none"> • ADM, Strategic Policy Sector (SPS) • ADM, Industry Sector (IS) • Commissioner of Competition, Competition Bureau • Senior ADM, Spectrum, Information Technologies and Telecommunications (SITT) 	<p>Risk Rating</p>

Risk Statement	Initial	Mid-Year	End of Year
The Department's ability to deliver the consumers first agenda in telecommunications and competition may not meet stakeholder expectations.	Medium	--	--
Mitigation Strategy			
The risks will be mitigated through a range of measures, including enhancing the legislative and policy frameworks related to telecommunications and competition, auctioning additional spectrum and improving broadband access, as well as conducting ongoing advocacy and stakeholder engagement on consumer issues and competition.			

Category: Program Design and Delivery Risks			
Risk Owner	Risk Rating		
ADM, Investment Review Sector (IRS)			
Risk Statement	Initial	Mid-Year	End of Year
The requirements of the investment review process may impact Canada's reputation as being open for business.	Medium	--	--
Mitigation Strategy			
<p>Consistent application of the <i>Act</i> is the most important mitigation strategy, because stability, both real and perceived, is valued by the investment community. All approved investments or establishments are published. Detailed guidelines are also available online.</p> <p>In May 2013, the operations of IRS were re-organized, and the division became responsible for policy development and outreach related to the <i>Act</i> as well as operations. This integrated function will enable the division to be more effective at outreach to key stakeholders (e.g., legal advisers).</p> <p>The strategic investment activities of the department's Industry-Specific Policy and Analysis program, along with those of Invest in Canada, an element of the Canadian Trade Commissioner Service of DFATD, are also significant in mitigating this risk. IRS will work with DFATD, and areas of government with sector-specific expertise (e.g., NRCan with respect to energy) to help engage the investor community positively on these issues and to communicate in an informed manner that Canada welcomes foreign investment.</p>			

Category: Reputational and Stakeholder Expectations			
Risk Owner Senior ADM, Spectrum, Information Technologies and Telecommunications	Risk Rating		
Risk Statement	Initial	Mid-Year	End of Year
The Department's ability to manage the release of spectrum for mobile services may not keep pace with the rapidly-growing demand for new services.	Medium-Low	--	--
Mitigation Strategy			
In order to mitigate this risk, the Department will maintain a realistic multi-year spectrum release plan and review resourcing requirements to implement it.			

Category: Capital Infrastructure and Investment Risks			
Risk Owner Senior ADM, Spectrum, Information Technologies and Telecommunications	Risk Rating		
Risk Statement	Initial	Mid-Year	End of Year
There is a risk that, given the significant investment and complexity of a major project, the implementation of the Spectrum Application Modernization – Commercial Software Implementation (SAM-CSI) project will not perform in accordance with stated cost, schedule and scope constraints and/or meet the target business outcomes.	Medium	--	--
Mitigation Strategy			
Ensure the existing spectrum IT systems are supported and maintained adequately while a new system is being implemented. Ensure that the new system/software is implemented in manageable pieces through a number of small releases over a period of 5 years (i.e., replace 80% of the functionality of the existing system; no system will be more than 10 years old, and a process for continuous evergreening is in place). Note: The project consists of the replacement of outdated legacy applications that are currently fragile and represent business risk. The replacement of applications will be done in accordance with the project's stated cost, schedule, and scope constraints and further its targeted business outcomes.			

Category: Capital Infrastructure and Investment Risks			
<u>Risk Owner</u> Senior ADM, Spectrum, Information Technologies and Telecommunications	Risk Rating		
Risk Statement	Initial	Mid-Year	End of Year
Aging buildings and related infrastructure/equipment at the CRC campus may create physical health and safety risks for employees, visitors and the environment.	Medium	--	--
Mitigation Strategy			
CRC has created a Health and Safety portfolio of Campus capital projects, directly aimed at reducing these risks. CRC is currently in year three of the four year portfolio of capital projects valued at \$18.4M. The CRC annual capital contribution for campus improvements will continue to be applied to the projects that represent the highest liability for the Department. The additional funding required has been planned and is being committed. Furthermore, CRC will continue to reduce the campus liability by reducing its footprint on campus.			

Priority Spending and Investment Areas

The following table presents an overview of planned major investments in projects, assets and services. Detailed information on the items can be found in Annex 2.

Major Investments By Category

Assets > \$500K

Description	2014–15 Planned Cost	Total Planned Cost (5 years)
CIPO Electronic Filing of a Patent Application	\$570,500	\$831,000
CIPO Case Management	\$400,000	\$631,000
Communications Research Centre (CRC) Research Software Renewal	\$589,000	\$1.7M
Fleet Acquisition and Replacement		
Measurement Canada	\$200,000	\$1.3M
Communications Research Centre (CRC)	\$130,000	\$640,000
Spectrum Management Program	\$120,000	\$600,000

Description	2014–15 Planned Cost	Total Planned Cost (5 years)
Machinery and Equipment		
Measurement Canada	\$350,000	\$1.8M
Communications Research Centre (CRC)	\$1.6M	\$7.1M
Spectrum Management Program	\$1.1M	\$5.7M

Services > \$500K

Description	2014–15 Planned Cost	Total Planned Cost (5 years)
Space rental and organization-specific infrastructure for CIPO	\$8.6M	\$43.1M
Hosting for CIPO Mainframe	\$4.8M	\$24.9M
Translation Services Covers acquisition of translation services via multiple contracts with external suppliers.	\$1.8M	\$9.0M
Banking Services to cover CIPO bank charges for transactions >\$5K.	\$1.0M	\$5.0M
Legal Services to support CIPO's business activities.	\$949,000	\$4.9M
CIO IT services for CIPO	\$4.2M	\$21.5M
Shared Services Canada (SSC) IT services for CIPO	\$5.6M	\$28.5M
Mail Services for CIPO	\$892,000	\$4.6M
IFMS Support Services for CIPO	\$305,000	\$1.6M
Delivery of CIPO research projects	\$508,000	\$2.6M
Human Resources Services for CIPO	\$1.9M	\$9.7M
Specialized IT maintenance services for CIPO	\$3.5M	\$17.5M
Maintenance of Corporations Canada applications.	\$1.5M	\$7.5M

Description	2014–15 Planned Cost	Total Planned Cost (5 years)
CIO Services for Corporations Canada and NUANS program	CC: \$530,000 ³ NUANS: \$235,000	CC: \$2.7M NUANS: \$1.2M
Public Prosecution Service of Canada (PPSC) services related to enforcement of the <i>Bankruptcy and Insolvency Act</i> .	Cost is determined based on the volume and complexity of files.	
Department of Justice Legal Services	Cost is determined on a case by case basis.	
Spam Reporting Centre Contract	\$700,000	\$3.5M
Spectrum Auction Services	\$660,767	\$1.1M

Projects > \$5 Million – Proposed

Name / Description	Sector	2014–15 ROM Planned Cost ⁴	Total Planned Investment Cost ¹	Duration (FY to FY)	Stage ⁵	Project Health	
						Cost	Schedule
<u>CIPO IT Implementation of a Patent International Treaty:</u> Amendments to the Patent Act and its regulations are expected in order to align Canada's legislation with an international treaty. Modifications to the existing IT environment are required to comply with the amendments.	CIPO	\$1,500,000	\$2,000,000	2013–14 to 2015–16	2		
<u>CIPO IT Implementation of an Industrial Design International Treaty:</u> Amendments to the Industrial Design Act and its regulations are expected in	CIPO	\$1,500,000	\$2,000,000	2013–14 to 2015–16	2		

³ Activity costs are broken down into yearly program service charges for Corporations Canada and the NUANS program (separate costing is provided). The costs for CC and NUANS reflect the 2013–14 SLA. Costing for 2014–15 is TBD.

⁴ All project information is as reported in the Industry Canada Departmental Project Portfolio Management Application (DPPM) as at April 16, 2014.

⁵ See Annex 1 for details on the Department's Stage-Gate process for project management.

Name / Description	Sector	2014–15 ROM Planned Cost ⁴	Total Planned Investment Cost ¹	Duration (FY to FY)	Stage ⁵	Project Health	
						Cost	Schedule
order to align Canada's legislation with an international treaty. Modifications to the existing IT environment are required to comply with the amendments.							
<u>CIPO IT Implementation of Trade-marks International Treaties:</u> Amendments to the Trade-marks Act and its regulations are expected in order to align Canada's legislation with an international treaty. Modifications to the existing IT environment are required to comply with the amendments.	CIPO	\$3,000,000	\$4,000,000	2013–14 to 2015–16	2		
<u>CIPO Enterprise Content Management (ECM) Solution:</u> Establish and implement a document management solution to handle all documents related to individual IP Case Files.	CIPO	\$2,000,000	\$5,825,000	2012–13 to 2016–17	2	○	○









Projects > \$5 Million – Active

Name / Description	Sector	2014–15 Planned Cost ⁶	Total Project Cost (Planned) ³	Duration (FY to FY)	Stage ⁷	Project Health	
						Cost	Schedule
<u>CIPO Integrated Financial System:</u> Define and implement a solution to permit a single source of financial data and implement the concept of integrating financial and operational data.	CIPO	\$1,633,000	\$3,421,000	2012–13 to 2016–17	3	○	○
<u>CIPO Telework (Long Term IT Solution):</u> CIPO telework employees require an enhanced capability to securely work remotely from home with the equivalent access, services and applications available to them on their office computer, including the ability to collaborate in real time.	CIPO	\$1,350,981	\$1,350,981	2010–11 to 2015–16	3	○	○
<u>CIPO Electronic Filing of a Patent Application⁸:</u> Improvements to E-commerce services for filing a patent application in the following areas: data integration of the web interface to supporting backend systems; automated validation and confirmation of submitted	CIPO	\$1,151,605	\$1,408,546	2013–14 to 2015–16	3	○	○



⁶ All project information is as reported in the Industry Canada Departmental Project Portfolio Management Application (DPPM) as at April 16, 2014–15.

⁷ See Annex 1 for details on the Department's Stage-Gate process for project management.

⁸ See also the related Asset item in the next section below.

Name / Description	Sector	2014–15 Planned Cost ⁶	Total Project Cost (Planned) ³	Duration (FY to FY)	Stage ⁷	Project Health	
						Cost	Schedule
applications.							
<u>Compliance Framework:</u> Implementation of the compliance framework requires changes to business applications.	SBTMS OSB	\$563,395	\$2,306,494	2010–11 to 2015–16	4		
<u>NUANS Corporate Name Search Information Technology Modernization:</u> Upgrade or replace the current system.	SBTMS Corporations Canada	\$840,151	\$1,562,370	2012–13 to 2015–16	4		
<u>Measuring Device Inspection Result Data Entry Automation:</u> Automates the data entry of inspection results for Measurement Canada and enables electronic data transfer from private sector authorized service providers (ASP's).	SBTMS MC	\$0	\$1,332,600	2008–09 to 2014–15 ⁹	4		
<u>Spectrum Applications Modernization-Commercial Software Implementation:</u> The SAM-CSI project was created to replace aging IT applications so as to ensure the integrity of key functions in the Spectrum Management Program.	SITT	\$10.4M	\$44.6M	2007–08 to 2015–16	4		

⁹ Launch is to coincide with introduction of mandatory device inspection frequencies. Delays in the establishment of related regulatory amendments have prolonged this project.

Name / Description	Sector	2014–15 Planned Cost ⁶	Total Project Cost (Planned) ³	Duration (FY to FY)	Stage ⁷	Project Health	
						Cost	Schedule
<u>Health and Safety:</u> The project includes various capital infrastructure investments on the Communications Research Centre Canada (CRC) Campus.	SITT CRC	\$4.8M	\$18.4M	(2012–13 to 2015–16)	4		

STRATEGIC OUTCOME 2: ADVANCEMENTS IN SCIENCE AND TECHNOLOGY, KNOWLEDGE, AND INNOVATION STRENGTHEN THE CANADIAN ECONOMY



Financial Resources and Spending Trends

Encouraging innovation and investing in science and technology are key to ensuring a strong Canadian economy. The Department works with the private sector, industry associations, academia and all levels of government to foster an environment that is conducive to innovation, scientific excellence and industrial competitiveness. The table below presents the Department's approved reference levels for 2014–15 in support of Strategic Outcome "Advancements in science and technology, knowledge, and innovation strengthen the Canadian economy".

Planned Spending: As Presented in the 2014–15 Report on Plans and Priorities (RPP)

Item	2014–15 (000s)	2015–16 (000s)	2016–17 (000s)	2017–18 (000s)	2018–19 (000s)
Operating	20,258	19,937	19,979	19,681	18,650
Capital	--	--	--	--	--
Grants and Contributions	581,027	546,576	567,445	462,884	373,334
TOTAL	601,285	566,513	587,424	482,565	391,984

In the table above, Planned Spending reflects funds already brought into the Department's reference levels, and funds authorized up to February 1, 2014. Planned spending has not been adjusted to include new information contained in Budget 2014. More information will be provided in the 2014–15 Supplementary Estimates, as applicable, and included in the mid-year and final updates of this Plan.

Of the total \$601 million set out for 2014–15, 97 percent of the total will go toward grants and contributions expenses. As such, the key variances under this Strategic Outcome (SO 2) are mostly related to fluctuations in approved transfer payments funding, including the sunset of contribution funding under the Bombardier C-Series program and the end of the \$200M additional funding over a four-year period announced in Budget 2009 to support investments in innovation in the aerospace industry.






Other key decreases in the table above will come in future years as a result of the sunset or wind-down of assistance provided to Genome Canada (from Budgets 2008 and 2013), and to the Perimeter Institute, the Canadian Institute for Advanced Research, the Canada Foundation for Innovation, Mitacs and the Automotive Innovation Fund (all under Budget 2013). Budget 2014 provided for an additional \$500 million over two years for the AIF, as well as \$8 million over two years for Mitacs, which will be reflected in future documents.

Objectives and Priorities

Ongoing departmental objectives in support of the Strategic Outcome "Advancements in science and technology, knowledge, and innovation strengthen the Canadian economy" include:

- Encouraging collaborative partnerships in research and development (R&D) among research institutes, universities, colleges and the private sector
- Increasing R&D activities of Canadian companies by investing in innovative projects through programs such as the Strategic Aerospace and Defence Initiative and the Automotive Innovation Fund

Supporting these ongoing objectives are a number of specific corporate priorities (presented in the table below), which were set out at the September 2013 Management Committee (MC) Retreat, and subsequently finalized in January 2014. These priorities may be adjusted as part of the mid-year update to the 2014–15 Corporate Plan, which will be published in Fall 2014. A full report on progress against the 2014–15 priorities will be published at the end of the fiscal year.

2014–15 Corporate Priorities	Key Milestones	Investment Item	Corporate Risk	Status ¹⁰
Further develop the federal Science, Technology and Innovation Strategy and strengthen private sector uptake of the results of Canadian investments in science and technology, knowledge and innovation.	Launch the updated Science, Technology and Innovation (STI) Strategy. <ul style="list-style-type: none"> • Consultations were completed early 2014 • Presented to EXCO April 2014 • Cabinet approval and publication dates TBD 			
	Implement key Budget 2014 measures, including the \$1.5 billion for the new Canada First Research Excellence Fund.			
	Continue to support engagement with stakeholders and conduct research and analysis to enhance understanding of domestic and international systems of innovation.			
	Support the Science, Technology and Innovation Council (STIC) by providing research, analysis, consultations, and other support for members' deliberations.			
Facilitate support for business innovation by implementing	Continue to administer the recently-renewed Automotive Innovation Fund (AIF). ¹¹			

¹⁰ Status Legend:



On track/proceeding as planned



Some delays/cost overruns/other challenges



Significant delays/cost overruns/other challenges

¹¹ The AIF was renewed for a further five years in Budget 2013. An additional \$500M over two years was included in Budget 2014.

2014–15 Corporate Priorities	Key Milestones	Investment Item	Corporate Risk	Status ¹⁰
Budget measures, including for the Automotive Innovation Fund and Mitacs.	Implement Budget 2014 funding for Mitacs to expand its support for industrial research and training of postdoctoral fellows. <ul style="list-style-type: none"> Seek authority from Treasury Board to access new funds for Mitacs by Fall 2014 New contribution agreement with Mitacs in effect by March 31, 2015 			○
	Implement the new Technology Demonstration Program (TDP) ¹² , to assist aerospace companies with testing new products and technologies. <ul style="list-style-type: none"> Full project proposals (for selected applicants) to be received in April 2014 for Round 1 and November 2014 for Round 2 Minister approval of project(s) that will receive funding anticipated by June 2014 for Round 1 and January 2015 for Round 2 Contribution agreements will be signed by Fall 2014 for Round 1 and March 2015 for Round 2 			○
	In consultation with NRC and NSERC, develop options for program consolidation. <ul style="list-style-type: none"> Timing TBD 			○

Corporate Risks

In addition to the corporate priorities described above, the Department will also be managing one corporate risk related to Strategic Objective, "Advancements in science and technology, knowledge, and innovation strengthen the Canadian economy". The risk is related to delivering on the expected benefits of Industry Canada's programs that support research and development will be managed jointly by the Science and Innovation Sector (SIS) and the Industry Sector (IS).

See the tables below for further details, and Annex 3 for full information on the related mitigation strategies and action plans.

Category: Program Design and Delivery Risks	
<u>Risk Owners</u> <ul style="list-style-type: none"> ADM, Science and Innovation Sector ADM, Industry Sector 	Risk Rating

¹² The TDP was one of the recommendations from the Aerospace Review. Funding was approved in Budget 2013.

Risk Statement	Initial	Mid-Year	End of Year
In light of their inherent complexity and of evolving market conditions, disbursements under some of Industry Canada's programs to support R&D may be slower than anticipated and expected benefits may not be realized.	Medium-Low	--	--
Mitigation Strategy			
Strong governance, monitoring and oversight practices, robust risk management and performance measurement frameworks, evaluation and audit activities, effective communication with recipients, and program awareness through outreach activities, will help to mitigate the inherent risk of funding industrial R&D.			

Priority Spending and Investment Areas

Most spending to foster the knowledge-based economy takes the form of grants and contributions (G&Cs) to key sectors and institutions. Since the primary costs to implement these programs are related to the management and oversight of G&Cs agreements, over the next five years salaries will continue to form the majority of operational spending on programs in this area.

The following table presents an overview of planned major investments in projects, assets and services. Detailed information on the items can be found in Annex 3.

Major Investments By Category

Assets > \$500K

Description	2014–15 Planned Cost	Total Planned Cost (5 years)
N/A	N/A	N/A

Services > \$500K

Description	2014–15 Planned Cost	Total Planned Cost (5 years)
Services for State of the Nation Reports	\$113,500	\$527,100

STRATEGIC OUTCOME 3: CANADIAN BUSINESSES AND COMMUNITIES ARE COMPETITIVE



Financial Resources and Spending Trends

Canadian firms are the primary sources of Canada's global competitiveness as they generate wealth, innovation, investment and employment. Industry Canada will maximize the benefit that Canadian firms bring to the economy by building and strengthening partnerships domestically and internationally, and supporting firms as they adopt new technologies to grow their businesses.

As uncertainties in the economic environment remain, Canada's ability to attract foreign direct investment will depend on its strong partnerships both domestically and abroad. Industry Canada will continue to collaborate with businesses, governments and industry to enhance the recognition of Canadian industrial capabilities and to identify and address opportunities and risks affecting industry competitiveness within the globalized marketplace.

The table below presents the Department's approved reference levels for 2014–15 in support of the Strategic Outcome, "Canadian businesses and communities are competitive."

Planned Spending: As Presented in the 2014–15 Report on Plans and Priorities (RPP)

Item	2014–15 (000s)	2015–16 (000s)	2016–17 (000s)	2017–18 (000s)	2018–19 (000s)
Operating	53,927	53,913	53,945	53,945	53,885
Capital	153	153	153	153	153
Grants and Contributions	134,577	127,114	114,156	113,471	113,271
TOTAL	188,657	181,180	168,254	167,569	167,309

In the table above, Planned Spending reflects funds already brought into the Department's reference levels as well as funds authorized up to February 1, 2014. Planned spending has not been adjusted to include new information contained in Budget 2014. More information will be provided in the 2014–15 Supplementary Estimates, as applicable, and included in the mid-year and final updates of this Plan.

Of the total \$189M set out for 2014–15, 71 percent of total will go toward contributions expenses.

Planned Spending in 2014–15 includes the funding announced in Budget 2013 for Futurpreneur (formerly the Canadian Youth Business Foundation) to support entrepreneurship. The decrease in 2015–16 and in subsequent years will be due to the sunset of two programs:

Futurpreneur (Budget 2013) and the Broadband Canada: Connecting Rural Canadians program (Budget 2009). Planned spending for 2014–15 includes Computers for Schools and the Technical Work Experience Program, part of the Youth Employment Strategy, which was announced in Budget 2014.

Objectives and Priorities

Ongoing departmental objectives in support of the Strategic Outcome “Canadian businesses and communities are competitive” include:

- Enhancing growth and competitiveness of small businesses and encouraging entrepreneurship through policy development, the delivery of programs such as the Canada Small Business Financing Program, Canada Business Network, and BizPaL, and by increasing access to financing for small and medium-sized enterprises
- Helping Canadian industries improve their competitiveness and capacity for innovation and adapt to the changing global economy
- Administering programs to support economic and community development projects in Northern Ontario
- Implementing the Federal Tourism Strategy in support of a competitive tourism sector

Supporting these ongoing objectives are a number of specific corporate priorities (presented in the table below), which were set out at the September 2013 Management Committee (MC) Retreat, and subsequently finalized in January 2014. These priorities may be adjusted as part of the mid-year update to the 2014–15 Corporate Plan, which will be published in Fall 2014. A full report on progress against the 2014–15 priorities will be published at the end of the fiscal year.

2014–15 Corporate Priorities	Key Milestones	Investment Item	Corporate Risk	Status ¹³
Develop and implement the Budget 2014 program to extend and enhance access to broadband services in rural and northern communities. ¹⁴	Launch a new program to improve services to the North and expand access at a minimum of five megabytes per second to meet the growing needs of Canadians in rural and remote regions across Canada.			
Develop and implement strategies to maximize industrial benefits arising from federal defence and security procurement.	Refine and implement new policies for leveraging industrial benefits from defence procurement.			
	Continue to contribute to the Government’s Seven-Point Plan by identifying opportunities for Canadian industry to participate in the F-35 global supply chain. <ul style="list-style-type: none"> • Provide semi-annual updates to Parliament on F-35 industrial participation work in Canada 			

¹³ Status Legend:



On track/proceeding as planned



Some delays/cost overruns/other challenges



Significant delays/cost overruns/other challenges

¹⁴

Economic Action Plan 2014 proposes to provide \$305 million over five years to extend and enhance access to high-speed broadband networks to a target speed of five megabytes per second for up to an additional 280,000 Canadian households.

Use whole-of-government initiatives to support the Canadian manufacturing sector's efforts to attract and retain business research and manufacturing mandates.	Deliver the Advanced Manufacturing Fund program in collaboration with FedDev ON. <ul style="list-style-type: none"> • First application period closes October 1, 2014 • Second application period will run from January 1, 2015 to October 1, 2015 • Funding will be available as of April 1, 2014 			○
	Conduct outreach -- in collaboration with DFAT-D and interested stakeholders -- with potential investors with a view to attracting new automotive assembly investment to Canada.			○
	Ensure that international trade agreements are informed by the objective of enhancing Canadian manufacturing competitiveness.			○
	Support the engagement of Canadian aerospace firms in key global supply chain events, targeted incoming and outgoing missions, and partnerships that enhance innovation.			○
Position Canada as a leader in the development and adoption of emerging technology.	Collaborate with other government departments and agencies to prioritize the development of emerging technologies that will support a competitive manufacturing sector in Canada, and encourage their adoption.			○
	Conduct stakeholder workshops on Additive Manufacturing, to understand Canadian capabilities and the challenges and opportunities to adopt these technologies by manufacturers.			○
Assist small and medium-sized enterprises, cooperatives and other businesses by improving access to Industry Canada, Industry Portfolio and Government of Canada information, programs and services.	Support the adoption of the Business Number (BN) as the common identifier for all federal business-facing programs. <ul style="list-style-type: none"> • Review advice of three interdepartmental working groups established to review and assess specific aspects of BN adoption (findings expected August 2014) • Develop a business case by Fall 2014 			○
	Launch and evaluate a pilot project to explore a transactional services model for BizPaL, including electronic forms information intake and transmission. The pilot will be undertaken in collaboration with Canada Post. <ul style="list-style-type: none"> • Launch pilot project in Q1 2014–15 • Evaluate results in Q4 2014–15 			○

	<p>Launch additional Canada Business Network (CBN) services.</p> <ul style="list-style-type: none"> • Launch version of Federal/Provincial and Territorial CBN online services by Summer/Fall 2014–15 • Launch web chat services in partnership with Canada Business Ontario (FedDev ON) • Pilot concludes June 2014 and future delivery will be assessed at that time 			○
	<p>Implement Phase 1 of a pilot project in partnership with Environment Canada (EC), focussing on regulatory content related to EC permits and licences.</p> <ul style="list-style-type: none"> • Implement Phase 1 in Q3 2014–15 • Evaluate Phase 1 results in Q4 2014–15 and determine subsequent steps and resource requirements 			○
	<p>Launch the e-Service to Business web service pilot designed to provide businesses with tailored content and information, and leverage existing Industry Canada applications, such as BizPaL as well as PWGSC's Buy & Sell</p> <ul style="list-style-type: none"> • Launch by April 2014 • Pilot concludes June 2014; future delivery will be assessed at that time, based on user needs and feedback received 			○
	<p>Increase BizPaL awareness through marketing and supporting the partnership in rolling out the BizPaL service in their respective jurisdictions.</p> <ul style="list-style-type: none"> • Increase BizPaL awareness and promotion at key business events throughout the year • Continue to be the key contact between provincial/territorial partners and IC's Minister of State's Office for Small Business and Tourism in order to support the partnership in rolling out the service to their respective jurisdictions (ongoing) <p>Note: Goals and objectives with regards to municipal growth are set by the partners.</p>			○

	Continue to administer Northern Ontario economic development programs and improve services for Northern Ontario stakeholders through streamlined processes, new service models and approaches, better use of information and communications technology, and enhanced collaboration with other federal departments.			○
	Ensure co-operatives can access relevant business related programs and services, and actions to increase awareness and uptake by co-operatives. A web-based listing of co-operatives-friendly federal programs and services will also be developed.			

Corporate Risks

For 2014–15, one emerging risk was identified for management at the corporate level under the Strategic Outcome, “Canadian Businesses and Communities are Competitive”. The risk, which will be managed by the Industry Sector (IS), relates to the Department’s ability to influence government policies and programs impacting the performance of Canada’s manufacturing sector.

See the table below for further details, and Annex 3 for full information on the related mitigation strategies and action plans.

Category: Reputational and Stakeholder Expectations			
Risk Owner	Risk Rating		
ADM, Industry Sector			
Risk Statement	Initial	Mid-Year	End of Year
There is a risk that Industry Canada’s policy and programs levers may be insufficient on their own to influence the performance of Canada’s manufacturing sector.	Medium-Low		
Mitigation Strategy			
The Department will focus on developing a more flexible and adaptable cadre of departmental analysts, which will allow for faster deployment of expertise, improved responsiveness to shifting priorities and external shocks, and more effective implementation of new techniques for supporting Canadian manufacturing.			

Priority Investment Areas

The majority of spending to support competitive businesses and communities takes the form of grants and contributions (G&Cs). Since the primary costs to implement these programs are related to the management and oversight of G&Cs agreements, over the next five years salaries will continue to form the majority of operational spending on programs in this area.

One major project and several large service contracts are planned under this Strategic Outcome. Other goods and services required to conduct program activities will be acquired through various small-scale contracts.

The following table presents an overview of planned major investments in projects, assets and services. Detailed information on the items can be found in Annex 3.

Major Investments By Category

Assets > \$500K

Description	2014–15 Planned Cost	Total Planned Cost (5 years)
N/A	N/A	N/A

Services > \$500K

Description	2014–15 Planned Cost	Total Planned Cost (5 years)
Canada Business Network (CBN) Core Library Collection	\$350,000	\$1.75M
Survey of Compliance Costs (Statistics Canada)	TBD	TBD
Public Prosecution Services (Canada Small Business Financing Program (CSBFP))	\$250,000	\$1,250,000
Professional IT Services for BizPaL	\$188,333	\$564,999
CSBFP Internal & External Applications: CIO Annual Maintenance Services Agreement	\$200,000	\$1M
Survey on Financing and Growth of SMEs (Statistics Canada)	\$767,000	\$1.4M

Projects > \$1 Million – Proposed

Name / Description	Sector	2014–15 ROM Planned Cost ¹⁵	Total Planned Investment Cost ⁸	Duration (FY to FY)	Stage ¹⁶	Project Health	
						Cost	Schedule
<u>e-Service to Business - Operationalize and Enhance the Pilot:</u> Building on the success of the e-Service to Business Pilot, this project will result in the transformation from a small scale pilot to a full production release with enhanced and expanded services.	SBTMS	\$900,000	\$1,800,000	2014–15 to 2016–17	2		

¹⁵ All project information is as reported in the Industry Canada Departmental Project Portfolio Management Application (DPPM) as at April 16, 2014

¹⁶ See Annex 1 for details on the Department's Stage-Gate process for project management.

INTERNAL SERVICES

Financial Resources and Spending Trends

Internal Services is composed of a number of activities and resources that are administered to support the needs of programs, and ensure compliance with the policy requirements and other corporate obligations of an organization. These include Management and Oversight, Human Resource Management, Financial Management, Information Management, Information Technology, Real Property, Materiel, Acquisition, Communications and Legal services.

Industry Canada supports its priorities through a range of management functions, including the corporate management and oversight of human, financial, technological and material resources in offices across Canada. The table below presents the Department's approved reference levels for 2013–14 in support of internal services.

Planned Spending: As Presented in the 2014–15 Report on Plans and Priorities (RPP)

Item	2014–15 (000s)	2015–16 (000s)	2016–17 (000s)	2017–18 (000s)	2018–19 (000s)
Operating	122,858	124,269	127,194	127,221	127,084
Capital	1,952	502	502	502	502
Grants and Contributions	0	0	0	0	--
TOTAL	124,810	124,771	127,696	127,723	127,586

In the table above, Planned Spending reflects funds already brought into the Department's reference levels as well as funds authorized up to February 1, 2014. In addition, since Industry Canada is partly funded from royalty payments collected in the previous year, planned spending also includes forecasted royalties to be accessed in future years. While this portion of the operating budget supports activities across the department, it is all recorded against the internal services program to streamline administration. Planned spending has not been adjusted to include new information contained in Budget 2014. More information will be provided in the 2014–15 Supplementary Estimates, as applicable, and included in the mid-year and final updates of this Plan.

Nearly all of the total \$124 million set out for 2014–15 will go toward operating expenses.

The small increase in the overall budget starting in 2016–17 will be due to the end of a temporary transfer between Internal Services and S01. The funds will return to Internal Services as of 2016–17. The decrease in capital expenditures in 2015–16 reflects lower requirements for the National Accommodation Strategy (NAS). It should be noted that capital requirements for NAS are evaluated on a yearly basis and figures do not reflect the entire needs for this initiative.




Objectives and Priorities

Industry Canada supports its priorities through a range of management functions, including the corporate management and oversight of human, financial, technological and material resources in offices across Canada. Ongoing departmental objectives in support of these internal services include:

- Enhancing stewardship and management practices to improve the efficient and effective delivery of program and operational requirements at IC headquarters and in the regions
- Fostering the professional growth and development of IC's people through sound human resource management
- Directing departmental IT investments and activities to areas that best align with the business priorities of the department and the Government of Canada

Supporting these ongoing objectives are a number of specific corporate priorities (presented in the table below), which were set out at the September 2013 Management Committee (MC) Retreat, and subsequently finalized in January 2014. These priorities may be adjusted as part of the mid-year update to the 2014–15 Corporate Plan, which will be published in Fall 2014. A full report on progress against the 2014–15 priorities will be published at the end of the fiscal year.

Financial Management

2014–15 Priorities	Key Milestones	Investment Item	Corporate Risk	Status ¹⁷
Implement the operating budget freeze announced in the 2013 Speech from the Throne.	Update current FTE affordability scenarios and 3-year planned spending forecasts.			
Continue to enhance stewardship and management practices to continually improve the delivery of programs and operations. <i>[See also next sections]</i>	Lead departmental stewardship activities and sound management of the department's budget. <ul style="list-style-type: none"> • Provide advice on the departmental budget and on implementation of Budget 2014 • Enhance the strategic and analytical value of planning and reporting (including the QFR, electronic Parliamentary reporting, PBO requests, etc.) by creating stronger links to departmental and GoC priorities (e.g., Procure to Pay, Vote restructure, and Gs&Cs review) • Continue to make the case to stabilize the department's funding model 			
	<ul style="list-style-type: none"> • Refine measures to promote and enforce compliance with the Department's internal control framework • Conduct annual assessments of the system of Internal Control over Financial Reporting and establish action plans to address any adjustments 			

¹⁷ Status Legend:



On track/proceeding as planned



Some delays/cost overruns/other challenges



Significant delays/cost overruns/other challenges

	<p>Conduct a review of departmental governance structures to enhance efficiency of operations.</p> <ul style="list-style-type: none"> • For consideration at June MC meeting 			○
	<p>Review and update Industry Canada's contracting and payment processes to meet the Office of the Comptroller General's (OCG) evolving requirements to implement Procure-to-Pay Process standards.</p> <ul style="list-style-type: none"> • Review of IC procurement processes (September 2014) • Review of IC payment processes (September 2014) • Consult with OCG and adapt as required (March 2015) 			○
	<p>The Department transitioned to a new, fully automated Shared Travel Solution (STS) on April 7, 2014. Implementation will continue in 2014–15, and both web-based and online training options will be offered throughout the year.</p>			○
	<p>Develop and implement new objectives for the Industry Canada Greening Government Operations (GGO) as required in the Government of Canada Federal Sustainable Development Strategy (FSDS):</p> <ul style="list-style-type: none"> • Establishment of new GGO objectives (April 2014) • Department-wide deployment of, and training on, the GGO objectives (June 2014) 			○
	<p>Update the internal materiel management performance management framework to meet the requirements under the Management Accountability Framework (MAF):</p> <ul style="list-style-type: none"> • The organization maintains its material assets at a rating of serviceable or better condition. Material assets are measured by the percentage of assets with a book value of \$10K or more (June 2014) • The organization demonstrates optimal use of its light duty fleet as measured by the average percent of time assets are used (March 2015) 			○
	<p>Implement a capital asset life-cycle management process for the proper identification and accounting of departmental capital assets, in accordance with the new TBS standard definition of capital expenditures vote:</p>			○

	<ul style="list-style-type: none"> Develop training module on capital asset planning and life-cycle management and deliver the training to client sectors (July 2014) Complete review of internal workflow procedures, including an examination of process adjustments required to identify services contracts with components that should be capitalized (March 2015) 			
	<p>Update all the IC policies and procedures that promote stewardship and cost-effective management of assets:</p> <ul style="list-style-type: none"> Review all materiel management policies and guidelines in the IC materiel management policy frameworks to ensure that all guidance documents are up-to-date and reflect the most recent central agency policies and directives (March 2015) 			○
	<p>Maintain open lines of communication amongst regions and headquarters via:</p> <ul style="list-style-type: none"> bi-weekly DGs call regional communications managers are members of CMB weekly management weekly call among Regional Executive Directors (REXDs) monthly DM-REXD call monthly REXD "theme" (budget, HR, etc.) calls quarterly face-to-face meetings REXD bilateral meetings with the SPS ADM at midterm to review progress and ensure stewardship 			○

People Management and HR Priorities

2014–15 Priorities	Key Milestones	Investment Item	Corporate Risk	Status ¹⁸
The 2014–15 People Management Priorities focus on the workplace, workforce, and leadership and	<p>Workforce: Supporting a diverse, talented, adaptable, innovative and collaborative workplace with people working to meet the needs of Canadians and responding to priorities of Government.</p>			

¹⁸ Status Legend:



On track/proceeding as planned



Some delays/cost overruns/other challenges




Significant delays/cost overruns/other challenges


2014–15 Priorities	Key Milestones	Investment Item	Corporate Risk	Status ¹⁸
engagement.	Develop and implement a corporate approach for the recruitment and development of IC EC community: <ul style="list-style-type: none"> • Develop an engagement/communication strategy for sector involvement • Research, development and approval of IC EC Development Program • Initiate common recruitment approach for EC employees entering the IC EC Development Program (4th quarter) 			○
	Identify and implement a corporate approach to support the recruitment, engagement and development of students: <ul style="list-style-type: none"> • Enhance student work experience to ensure knowledgeable and interested future pool of candidates (with support from IC Young Professionals Network community) • Increase marketing of student pools to hiring managers 			○
	Determine key departmental staffing priorities and corresponding strategies: <ul style="list-style-type: none"> • The IC Resourcing Strategy (2014–15) will be discussed and approved at Management Committee (2nd quarter) 			○
	Continue to implement the Directive on Performance Management ensuring that all IC employees have clear work objectives, ongoing feedback and learning and development discussions to support their work and competency development: <ul style="list-style-type: none"> • Continue to develop tools and resources to support dialogue between employees and managers on performance and learning and development • Launch of the Public Service Performance Management application (PSPM App) on April 30, 2014 • Continue to improve alignment with the Integrated Planning and Reporting cycle, including linking departmental priorities with senior management commitments that will cascade into employee 			○

2014–15 Priorities	Key Milestones	Investment Item	Corporate Risk	Status ¹⁸
	performance agreements <ul style="list-style-type: none"> • Conduct monitoring and reporting activities (i.e. year-end IC program summary and annual compliance report) 			
	Leadership and Engagement: IC's leadership focuses on communicating the mandate and priorities, directing the way work gets done, modeling the behaviour we want to see, engaging employees, ensuring managers have the skills and resources and are held accountable for managing people well.			
	Establish a Managers Community to foster shared learning and build on leadership skills that further support and engage their employees: <ul style="list-style-type: none"> • Support the implementation of IC2020 and avenirCfuture action plans • Bring National Managers Community courses (e.g., engagement, management tools, mental health, change leadership) to IC and identify events/activities that could be customized for IC • Organize a network event with Senior Management 			○
	Move forward with ideas gathered through Blueprint 2020 and avenirCfuture including: <ul style="list-style-type: none"> • Identify corporate champions and leads • Develop work plans including assessing ideas against set criteria to determine which can be implemented and setting short, medium and long-term deliverables • Continually update employees on successes and progress including changes since PSES 2011 			
	Create a strong and vibrant culture of internal communications using a variety of channels to encourage formal and informal exchanges and support information sharing by: <ul style="list-style-type: none"> • Implementing a short-term approach to internal communications focusing on people, content and channels • Begin rolling out new tools in Summer 2014 • Evaluate the reach and effectiveness of the strategy 			

2014–15 Priorities	Key Milestones	Investment Item	Corporate Risk	Status ¹⁸
	and channels <ul style="list-style-type: none"> Explore longer-term solutions and return to Management Committee with additional measures in Fall 2014 			
	Help to ensure that managers and supervisors have the skills to provide feedback and direction in support of the development of employee competencies: <ul style="list-style-type: none"> Continue to support manager skill-building in the area of performance conversations and feedback through Conflict Prevention and Early Resolution (CPER) workshops: <ul style="list-style-type: none"> Improving Performance Conversations Minding Difficult Conversations Giving and Receiving Feedback 			○
	Regarding EX and EX Feeder talent management, IC will: <ul style="list-style-type: none"> Further align internal Talent Management Approach (EX-01-03) and Performance Management Program process with public service direction Implement a performance and competency-based approach for assessing EX performance Organize a network event for all executives 			○
Workplace: IC has a respectful, healthy, inclusive and ethical workplace that enables open communication and continuous learning and supports and empowers our employees while sustaining a culture of high performance.				
	Conversations will be held between managers and employees to proactively address harassment and discrimination, and to promote, encourage and reinforce inclusiveness and respect at IC.			○
	Hold pilot sessions to test the approach and toolkit for "Respectful, Healthy and Inclusive Workplace".			○
	Develop a strategy for implementation, based on findings from pilot sessions and ongoing input from stakeholders.			○

2014–15 Priorities	Key Milestones	Investment Item	Corporate Risk	Status ¹⁸
Implement the Directive on Performance Management to optimize the individual performance of each employee, to ensure the Department carries out its mandate and priorities.	<ul style="list-style-type: none"> • Communications and Reporting • Support to Managers • Increase training and coaching for Labour Relations Operations personnel • Reallocate work from lower priority operation 			

Information Management and Information Technology¹⁹

2014–15 Priorities	Key Milestones	Investment Item	Corporate Risk	Status ²⁰
Ensure an integrated corporate approach to implementing Government of Canada transformation initiatives in information technology and information management.	<p>Launch Departmental IM Ready Campaign to support the implementation of IM/IT transformation projects</p> <p>This initiative will ensure business units have the necessary knowledge and guidance to make the required changes to IM-related business processes, and prepare employees to make the required changes to how they work individually and together.</p> <p>Sessions on information clean-up which provide practical direction to employees on what to keep and what not to keep, and how to effectively clean-up email, .PSTs and shared drives. Sessions to launch in Q1 2014–15.</p> <p>Sessions focused on information organization, which provide best practices on the ongoing management of information, including email, in personal and shared applications, are delivered to employees. Sessions to launch in Q3 2014–15.</p>			

¹⁹ Government of Canada-wide IM/IT transformation projects, such as the Email Transformation Initiative (ETI), GCDOCS and Open Government, will require business units and individual employees to integrate information management practices into business processes. IM/IT transformation will require the department to introduce a variety of new tools, business processes, and roles to improve our capacity to manage and better leverage our information assets. A key element of improved capacity is for employees at all levels to take responsibility for managing data and information throughout its life cycle. IC's Information Management Governance and Accountability Framework and the Directive on Recordkeeping Roles and Responsibilities lay out clear accountabilities and responsibilities for managers at all levels, employees and Business Unit IM Functional Specialists (employees who carry out key recordkeeping responsibilities for their area). To assist sectors in identifying and prioritizing the IM activities which are most relevant to their organization, the CIO will develop 2014–15 sector-specific IM action plans in collaboration with Sectors during Q1 of FY 2014–15.

²⁰ Status Legend:



On track/proceeding as planned








Some delays/cost overruns/other challenges



Significant delays/cost overruns/other challenges

2014–15 Priorities	Key Milestones	Investment Item	Corporate Risk	Status ²⁰
	<p>CIO will lead bi-weekly meetings with IM Ready Campaign project leads from all sectors at IC to ensure Business Units are well positioned to coordinate activities which must take place prior to the implementation of ETI and GCDOCS.</p> <p>A communication strategy will be developed and implemented so that employees receive regular messaging about upcoming changes as well as instructions on actions that prior to set ETI and GCDOCS deadlines. This will support Sectors with the completion of required clean-up and migration activities.</p>			
	<p>Implementation of GCDOCS</p> <p>The GCDOCS project will provide an enterprise-wide Content Repository Management system to all employees that will allow them to store, share, find and control access to documents. Implementation is targeted to begin by fall 2014 and continue until the end of FY 2015–16.</p> <p>Complete project planning phase (Gate 3) and launch project execution phase (Stage 4).</p> <p>The GCDOCS deployment schedule, migration strategy, information architecture and information holdings inventory, begun in 2013–14 will be completed in Q1 2014–15.</p> <p>Develop and implement GCDOCS product-specific communication strategy, training plan, and organizational support models.</p>	Project		○
	<p>Departmental Implementation of Open Government</p> <p>The Department will undertake strategic initiatives to maximize the release of information to the public to support transparency, accountability, and socio-economic benefits.</p> <p>CIO will coordinate the development, publishing and implementation of IC's Open Government Action Plan. The OG Plan will summarize IC initiatives that are underway and planned, the governance structures and processes which will support the release of information and the maintenance of information inventories, and specify the high-value information in IC's possession that is subject to release. Sector input and participation will be required.</p>			⊙

2014–15 Priorities	Key Milestones	Investment Item	Corporate Risk	Status ²⁰
	CIO will establish, in partnership with Sectors, how the department will monitor and report on progress related to Open Government action plan.			
	<p>Implement Business Intelligence and Analytics capabilities to improve corporate-level decision making, supported and enabled by a master data management framework and improved business intelligence.</p> <ul style="list-style-type: none"> • Project is targeting Q3 2014–15 for Gate 3, with initial release of a Master Data Management Repository expected in Q1 2015–16 (pending funding) • Incremental phased releases will follow beyond that • Expected project completion by Q1 2018–19 	Project		
	<p>Consolidate all IT resources across the department into the Chief Information Office (CIO) through the Organizational Renewal and Business IT Transformation (ORBITT) initiative.</p> <ul style="list-style-type: none"> • Implementation begins April 2014 <p><i>See the Human Resources Strategies section below for additional details on ORBITT</i></p>			
	<p>Implement new desktop operating system and office productivity suite (Windows 7/MS Office 2010/IE9) through the Desktop Software Renewal (DSR) Project</p> <ul style="list-style-type: none"> • Project end date: June 2014 	Project		
	<p>Work with Shared Services Canada to implement the new common Government of Canada (GoC) email system at Industry Canada through the Email Transformation Initiative (ETI) project.</p> <ul style="list-style-type: none"> • Transition will take place between September and December 2014 	Project		
	<p>Establish Centre of Expertise for deployment of case management solutions within the department through the Client and Case Management Project.</p> <p>Major deliverables include:</p> <ul style="list-style-type: none"> • Initiation of the cluster project (January 2014) • Establishment of cluster governance, the Centre of 	Project		

2014–15 Priorities	Key Milestones	Investment Item	Corporate Risk	Status ²⁰
	<p>Expertise, and the project on-boarding process (March 2014)</p> <ul style="list-style-type: none"> • Availability of the production environment (March 2014) • Enter project launch stage (December 2014) 			
	Continue to implement the new framework and process for the departmental governance of IT-projects.			
	Work with TBS to increase Departmental-wide outreach and engagement supporting broader adoption use of GC 2.0 tools such as GCPedia, GCForums, and GCConnex.			○
	Work collaboratively with Communications and Marketing Branch to explore possibilities to use new technology for Orientation Session delivery.			○

Human Resources Strategies

Sector	Description of Key HR Issue(s)	Actions to Close Gap/Need	Status
CIO	<p>The ORBITT exercise will result in a renewal of the CIO (IM/IT) organizational model to adapt to a rapidly evolving GoC environment and IT service delivery model. In addition, it will transform the IT business through the consolidation of all remaining decentralized IM/IT services under the CIO Sector.</p>	<p>Implement new organizational model.</p> <ul style="list-style-type: none"> • April 2014 	
		Targeted change management training.	
		On-site group training sessions where broad training needs are identified.	
		<p>Establish learning plans and EPMA's consistent with new operating model.</p> <ul style="list-style-type: none"> • Spring 2014 	
		<p>Communicate with employees and partners through general announcements, email communications, updates to IC Wiki, monthly meetings with Senior Advisory Groups & Transformation Advisory Groups, and various meetings within CIO, and with SITT and CIPO.</p>	
		<p>Develop a talent management plan based on the outcome of the ORBITT exercise, as well as the updated CIO Agenda.</p>	

Corporate Risks

In addition to the corporate priorities described above, the Department will also be managing several corporate risks related to Internal Services. One is related to Information Management and Information Technology including the transfer, storage, and appropriate management of information, as well as the potential impacts of the unintended release of sensitive information. An additional IT risk is related to the Department's capacity to effectively manage a growing number of government-wide and internally driven business and IT transformation initiatives. There is also a risk related to the Department's unique funding model and its impact on the IC's ability to effectively manage its resources. The Human Resource Branch of the Corporate Management Sector will be managing a risk around employee morale, engagement and productivity. Finally, there is a risk related to the Department's capabilities and the opportunities provided by Big Data, Open Government, and new ways of interacting with stakeholders.

See the tables below for further details, and Annex 3 for full information on the related mitigation strategies and action plans.

Category: Management Risks			
<u>Risk Owner</u> Chief Financial Officer, Corporate Management Sector (CMS)	Risk Rating		
Risk Statement	Initial	Mid-Year	End of Year
Ongoing operational uncertainty and financial pressures created by the Department's unique funding model could impact its ability to manage resources effectively in support of its core mandate activities.	Medium-High	--	--
Mitigation Strategy			
The Department continues to refine and strengthen its existing stewardship and oversight practices to monitor program funding and expenditures. This includes Industry Canada's system of internal controls over financial transactions and reporting and a monthly senior management review of plans and forecasts. Ongoing controls and accurate monitoring are particularly important to Industry Canada because of the Department's funding model, whereby a portion of the operating budget comes from royalty repayments from legacy contribution programs. Because these royalties fluctuate with the sales of aging product lines of individual companies and the overall health of the economy, the Department must be prepared to mitigate the impact of unpredictable changes to its funding level. Long-term financial affordability and a commitment to ensuring the Department's continued ability to deliver its mandate and its core activities have been a key focus of all financial decisions.			

Category: Human Resources Management			
<u>Risk Owner</u> Chief Financial Officer, Corporate Management Sector (CMS)	Risk Rating		
Risk Statement	Initial	Mid-Year	End of Year
Continued change in the Public Service and the department may affect employee morale and engagement, leading to decreased productivity and initiative.	Medium	--	--

Mitigation Strategy

To mitigate this risk, IC has adopted a number of measures that take into account the current context and Government priorities. These include the implementation of department-wide people management strategies, processes, and tools to manage the change, including encouraging dialogue between management and employees, significant investment in training of managers regarding the Performance Management Directive, and the provision of information and tools for all employees. A communications approach will be deployed to connect employees' work with IC corporate priorities/activities, and to engage them in shaping the future.

Category: Program Design and Delivery Risks**Risk Owner**

Chief Information Officer, Chief Information Office Sector (CIO)

Risk Rating**Risk Statement**

Initial

Mid-Year

End of Year

The Department's internal practices may impact its ability to meet government-wide enterprise IT targets.

Medium-Low

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Mitigation Strategy

Existing IC governance processes will be used to direct departmental IT investments and activities to areas that best align with the business priorities of the department and the Government of Canada. The 2014/15 Departmental Project Investment Planning process will guide project prioritization and investment decisions.

Category: Program Delivery**Risk Owners²¹**

- Chief Information Officer, Chief Information Office Sector (CIO)
- Chief Financial Officer, Corporate Management Sector (CMS)
- Shared risk for all Sector Heads

Risk Rating**Risk Statement**

Initial

Mid-Year

End of Year

Inadequate capacity to manage departmental information may lead to the unauthorised release of sensitive information and damage the Department's reputation and credibility.

Medium-High

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Mitigation Strategy

To mitigate this risk, IC has adopted a two-pronged strategy, maximizing the impact of the departmental security program, and leveraging major IT investments (such as email transformation, and GCDOcs) to improve information management awareness and practices across the department.

²¹ The risk is shared between CIO, responsible for the IT Security and IM action plan, and CMS, responsible for the action plan addressing personal security and security culture.

Category: Reputational and Stakeholder Expectations			
Risk Owner Chief Information Officer, Chief Information Office Sector (CIO)	Risk Rating		
Risk Statement	Initial	Mid-Year	End of Year
The Department may not be able to capitalize on the opportunities provided by Big Data in a timely manner.	Medium-Low	--	--
Mitigation Strategy			
<p>CIO is currently leading a multi-year project, Business Intelligence and Analytics, which will contribute to the development of foundational elements required for future Big Data initiatives at Industry Canada. In future, leadership will be required from IC business units and information owners to leverage this infrastructure and continue the implementation of Big Data within the Department. This project will improve corporate-level decision making, supported by centrally managed corporate data, enabled by a metadata and master data management framework.</p> <p>The Department is leading the Service to Business initiative which will include the adoption of the Business Number (BN) as a common business identifier. The BN has an associated standard set of informational attributes about a business, which can be leveraged as part of the Department's common data.</p>			

Priority Investment Areas

The following table provides a summary of the resources that will be spent on projects, as well as on the acquisition of assets and services >\$500 thousand. Detailed information on large projects and major acquisitions of assets and services can be found in Annex 3.

Major Investments By Category

Assets > \$500K

Description	2014–15 Planned Cost	Total Planned Cost (5 years)
IFMS Licence and Program Office Fees	\$586,500	\$3.13M

Services >\$500K

Description	2014–15 Planned Cost	Total Planned Cost (5 years)
Contract for Audit Services	\$307,000	\$1.5M
Contract for Evaluation Services	\$176,000	\$880,000

Description	2014–15 Planned Cost	Total Planned Cost (5 years)
Security Services	\$1M	\$5M
Employee Assistance Program	\$217,728 ²²	\$1.08M

Projects > \$1 Million – Proposed

Name / Description	Sector	2014–15 ROM Planned Cost ²³	Total Planned Investment Cost ¹⁰	Duration (FY to FY)	Stage ²⁴	Project Health	
						Cost	Schedule
<u>Data Centre Consolidation:</u> Industry Canada applications will need to be reviewed, tested and remediated prior to migration.	CIO	\$1,200,000	\$2,500,000	2013–14 to 2015–16	2	○	○
<u>GC HRMS version 9.x Upgrade:</u> The project to upgrade or convert to GC HRMS version 9.x will increase HR operational efficiency by leveraging new and enhanced functionality, and will align IC with and will contribute to broader Government's initiatives, policies and priorities.	CMS	\$0	\$2,500,000	2014–15 to 2016–17	2		

²² Varies annually based on FTE count.

²³ All project information is as reported in the Industry Canada Departmental Project Portfolio Management Application (DPPM) as at April 14, 2014.

²⁴ See Annex 1 for details on the Department's Stage-Gate process for project management.

Projects > \$1 Million – Active

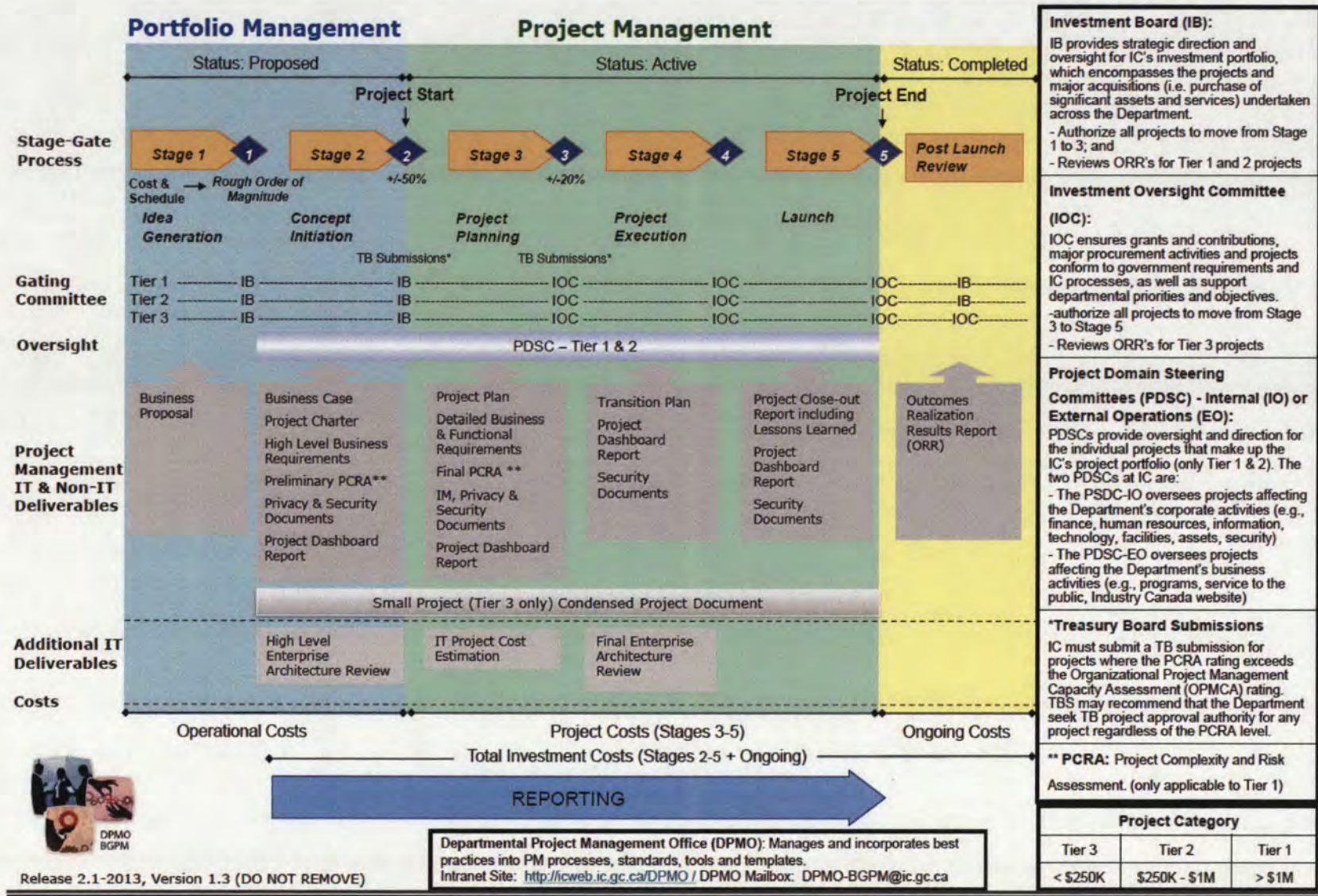
Name / Description	Sector	2014–15 Planned Cost ²⁵	Total Project Cost ¹² (Planned)	Duration (FY to FY)	Stage ²⁶	Project Health	
						Cost	Schedule
<u>Business Intelligence and Analytics:</u> Implementation of Business Intelligence and analytics capabilities to improve corporate-level decision making, largely supported by centrally managed corporate data enabled via a metadata and master data management framework.	CIO	\$985,000	\$5,575,000	2013–14 to 2017–18	3	○	○
<u>GCDOCS Implementation:</u> Implementation of GCDOCS technology to support corporate governance and business processes for the consistent and effective management of unstructured information.	CIO	\$2,040,224	\$6,013,905	2012–13 to 2016–17	3	○	⊙
<u>Email Transformation Initiative (ETI):</u> Project to work in coordination with Shared Services Canada (SSC) to implement the new common GoC email system at Industry Canada.	CIO	\$2,915,553	\$3,100,720	2013–14 to 2014–15	3	○	○

²⁵ All project information is as reported in the Industry Canada Departmental Project Portfolio Management Application (DPPM) as at April 16, 2014.

²⁶ See Annex 1 for details on the Department's Stage-Gate process for project management.

Name / Description	Sector	2014-15 Planned Cost ²⁵	Total Project Cost ¹² (Planned)	Duration (FY to FY)	Stage ²⁶	Project Health	
						Cost	Schedule
<u>Web Renewal and Accessibility:</u> Will enhance the accessibility, usability and design of Industry Canada's Web presence, improving the client experience.	CMB	\$0	\$2,847,608	2011-12 to 2014-15	4	○	○
<u>Web Interoperability:</u> Implementation of the TBS Standard on Web Interoperability.	CMB	\$900,000	\$2,684,500	2012-13 to 2015-16	4	○	○
<u>National Accommodation Strategy (NAS):</u> Covers moves, fit-up and lease management strategies required to meet space reductions arising from the government's review of departmental spending, and recent program realignments.	CMS	\$3,921,000	\$17,987,000	2012-13 to 2018-19	4	○	⊙
<u>Desktop Software Renewal:</u> Procurement, preparation and implementation of new desktop operating system and office productivity suite (Windows 7/MS Office 2010/IE9).	CIO	\$244,197	\$14,214,255	2012-13 to 2014-15	5	○	⊙

ANNEX 1: STAGE-GATE PROCESS



ANNEX 2: PLANNED INVESTMENTS BY PROGRAM ACTIVITY

Program

Marketplace Frameworks and Regulations

Projects > \$1 Million – Proposed

Name / Description	Sector	2014–15 ROM Planned Cost ¹	Total Planned Investment Cost ¹	Duration (FY to FY)	Stage ²			Project Health		PCRA
					Current	At end of 2014–15	At end of 2015–16	Cost	Schedule	Score
<u>CIPO IT Implementation of a Patent International Treaty:</u> Amendments to the Patent Act and its regulations are expected in order to align Canada's legislation with an international treaty. Modifications to the existing IT environment are required to comply with the amendments.	CIPO	\$1,500,000	\$2,000,000	2013–14 to 2015–16	2		Post Launch			In development
<u>CIPO IT Implementation of an Industrial Design International Treaty:</u> Amendments to the Industrial Design Act and its regulations are expected in order to align Canada's legislation with an international treaty. Modifications to the existing IT environment are required to comply with the amendments.	CIPO	\$1,500,000	\$2,000,000	2013–14 to 2015–16	2		Post Launch			In development

¹ All project information is as reported in the Industry Canada Departmental Project Portfolio Management Application (DPPM) as at April 16, 2014.

² See Annex 1 for details on the Department's Stage-Gate process for project management.

Name / Description	Sector	2014-15 ROM Planned Cost ¹	Total Planned Investment Cost ¹	Duration (FY to FY)	Stage ²			Project Health		PCRA
					Current	At end of 2014-15	At end of 2015-16	Cost	Schedule	Score
<u>CIPO IT Implementation of Trade-marks International Treaties:</u> Amendments to the Trade-marks Act and its regulations are expected in order to align Canada's legislation with an international treaty. Modifications to the existing IT environment are required to comply with the amendments.	CIPO	\$3,000,000	\$4,000,000	2013-14 to 2015-16	2		Post Launch			In development
<u>CIPO Enterprise Content Management (ECM) Solution:</u> Establish and implement a document management solution to handle all documents related to individual IP Case Files.	CIPO	\$2,000,000	\$5,825,000	2012-13 to 2016-17	2			○	○	In development

Projects > \$1 Million – Active

Name / Description	Sector	2014-15 Planned Cost ³	Total Project Cost (Planned) ³	Duration (FY to FY)	Stage ⁴			Project Health		PCRA
					Current	At end of 2014-15	At end of 2015-16	Cost	Schedule	Score
<u>CIPO Integrated Financial System:</u> Define and implement a solution to permit a single source of financial data and implement the concept of integrating financial and	CIPO	\$1,633,000	\$3,421,000	2012-13 to 2016-17	3			○	○	2

³ All project information is as reported in the Industry Canada Departmental Project Portfolio Management Application (DPPM) as at April 16, 2014.

⁴ See Annex 1 for details on the Department's Stage-Gate process for project management.

Name / Description	Sector	2014–15 Planned Cost ³	Total Project Cost (Planned) ³	Duration (FY to FY)	Stage ⁴			Project Health		PCRA
					Current	At end of 2014–15	At end of 2015–16	Cost	Schedule	Score
operational data.										
<u>CIPO Telework (Long Term IT Solution):</u> CIPO telework employees require an enhanced capability to securely work remotely from home with the equivalent access, services and applications available to them on their office computer, including the ability to collaborate in real time.	CIPO	\$1,350,981	\$1,350,981	2010–11 to 2015–16	3		Post Launch	○	○	
<u>CIPO Electronic Filing of a Patent Application⁵:</u> Improvements to E-commerce services for filing a patent application in the following areas: data integration of the web interface to supporting backend systems; automated validation and confirmation of submitted applications.	CIPO	\$1,151,605	\$1,408,546	2013–14 to 2015–16	3		Post Launch	○	○	
<u>Compliance Framework:</u> Implementation of the compliance framework requires changes to business applications.	SBTMS OSB	\$563,395	\$2,306,494	2010–11 to 2015–16	4	Post Launch	Post Launch	○	⊙	2
<u>NUANS Corporate Name Search Information Technology Modernization:</u> Upgrade or replace the current system.	SBTMS Corporations	\$840,151	\$1,562,370	2012–13 to 2015–16	4		Post Launch	○	○	2

⁵ See also the related Asset item in the next section below.

Name / Description	Sector	2014-15 Planned Cost ²	Total Project Cost (Planned) ³	Duration (FY to FY)	Stage ⁴			Project Health		PCRA
					Current	At end of 2014-15	At end of 2015-16	Cost	Schedule	Score
<u>Measuring Device Inspection Result Data Entry Automation:</u> Automates the data entry of inspection results for Measurement Canada and enables electronic data transfer from private sector authorized service providers (ASP's).	SBTMS MC	\$0	\$1,332,600	2008-09 to 2014-15 ⁶	4	Post Launch	Post Launch	○	○	N/A

Assets > \$500K

Name / Description	Lead Sector	2014-15 Planned Cost	Total Cost (Planned)	Duration	Procurement Strategy
CIPO Electronic Filing of a Patent Application⁷ Improvements to E-commerce services for filing a patent application in the following areas: data integration of the web interface to supporting backend systems; automated validation and confirmation of submitted applications.	CIPO	\$570,500	\$831,000	2014-15 to 2015-16	To Be Determined
Case Management Replacement of the Bureau's Information Management System (BIMS) application with a commercial-off-the-shelf case management tool.	CB	\$400,000	\$631,000	2014-15 to 2018-19	Traditional Competitive
Measurement Canada Fleet Acquisition and Replacement Fleet acquisitions are required to equip additional inspection personnel hired to fulfil <i>Fairness at the Pumps Act</i> implementation commitments (e.g. audit/oversight of increased number of authorized service providers performing mandatory inspections) and to replace those vehicles that are reaching the end of their life-cycle.	SBTMS MC	\$200,000	\$1.3M	2014-15 to 2018-19	Open Bidding (GETS)

⁶ Launch is to coincide with introduction of mandatory device inspection frequencies. Delays in the establishment of related regulatory amendments have prolonged this project.

⁷ See also the related project in the section above.

Name / Description	Lead Sector	2014–15 Planned Cost	Total Cost (Planned)	Duration	Procurement Strategy
Measurement Canada Machinery and Equipment Specialized equipment used by Measurement Canada to evaluate and approve measuring devices, calibrate and certify physical measurement standards and perform inspection and enforcement activities is reaching the end of its life-cycle and is scheduled to be replaced with current technology. Additional technical equipment is also needed to equip additional personnel hired to fulfil the <i>Fairness at the Pumps Act</i> implementation commitments.	SBTMS MC	\$350,000	\$1.8M	2014–15 to 2018–19	Open bidding (GETS)

Services > \$500K

Name / Description	Lead Sector	2014–15 Planned Cost	Total Cost (Planned)	Duration	Procurement Strategy
Occupancy Instruments for CIPO Covers various agreements to rent spaces (for example, parking, storage, warehouses) and supplies organization-specific infrastructure.	CIPO	\$8.6M	\$43.1M	2014–15 to 2018–19	MOU with PWGSC
Mainframe Hosting Enables CIPO to deliver programs and services related to intellectual property in accordance with its mandate.	CIPO	\$4.8M	\$24.9M	2014–15 to 2018–19	SLA with SSC
Translation Services Covers acquisition of translation services via multiple contracts with external suppliers.	CIPO	\$1.8M	\$9.0M	2014–15 to 2018–19	Traditional Competitive
Banking Services Covers bank charges for transactions >\$5K.	CIPO	\$1.0M	\$5.0M	2014–15 to 2018–19	MOU with PWGSC
Legal Services Covers the provision of legal services to support CIPO's business activities.	CIPO	\$949,000	\$4.9M	2014–15 to 2018–19	MOU with Justice Canada
IT Services: Chief Information Office (CIO) Sector CIO IT services for CIPO	CIPO	\$4.2M	\$21.5M	2014–15 to 2018–19	MOU with CIO
IT Services: Shared Services Canada (SSC) IT services for CIPO	CIPO	\$5.6M	\$28.5M	2014–15 to 2018–19	MOU with SSC





Name / Description	Lead Sector	2014-15 Planned Cost	Total Cost (Planned)	Duration	Procurement Strategy
Mail Services Provision of mail services for CIPO	CIPO	\$892,000	\$4.6M	2014-15 to 2018-19	MOU with IC
IFMS Support Services Includes training users, help desk, analysis and resolution of production issues, adaptive changes, enhancements and application maintenance.	CIPO	\$305,000	\$1.6M	2014-15 to 2018-19	MOU with IC
Delivery of research projects Framework to support the delivery of projects	CIPO	\$508,000	\$2.6M	2014-15 to 2018-19	MOU with SPS
Human Resources Services Provision of HR Services for CIPO	CIPO	\$1.9M	\$9.7M	2014-15 to 2018-19	MOU with HRB
Specialized IT Maintenance Services Acquisition of specialized IT services via multiple contracts with external suppliers and through supply arrangements with Public Works and Government Services Canada.	CIPO	\$3.5M	\$17.5M	2014-15 to 2018-19	Traditional Competitive
MOU with CIO – Software Maintenance Plan Maintenance of Corporations Canada's applications.	SBTMS Corporations Canada	\$1.5M	\$7.5M	2014-15 to 2018-19	MOU
Service Level Agreement with CIO – Corporations Canada and NUANS program CIO provides Corporations Canada a variety of delivery and operations services, including business and workplace solutions.	SBTMS Corporations Canada	CC: \$530,000 ⁸ NUANS: \$235,000	CC: \$2.7M NUANS: \$1.2M	2014-15 to 2018-19	SLA
MOU with Public Prosecution Service of Canada (PPSC) Public Prosecution Service of Canada (PPSC) services related to enforcement of the <i>Bankruptcy and Insolvency Act</i> .	SBTMS OSB	The cost is determined by the volume and complexity of files which changes from year to year. For information purposes, the average cost over the past five years was \$862K annually.		2014-15 to 2018-19	MOU
MOU with Department of Justice, Legal Services Letter of Understanding (LOU) with IC's Legislative Services (ICLS) to apply the MOU between the Department of Justice and IC, with certain exceptions as detailed in the LOU.	SBTMS OSB	The cost is determined only on a case by case basis. Past example may not be representative of future needs. For information purposes, the last five year average was 822K\$ annually.		2014-15 to 2018-19	LOU

⁸ Activity costs are broken down into yearly program service charges for Corporations Canada and the NUANS program (separate costing is provided). The costs for CC and NUANS reflect the 2013-14 SLA. Costing for 2014-15 is TBD.

Program

Spectrum Telecommunications and the Digital Economy

Projects > \$1 Million – Active

Name / Description	Sector	2014–15 Planned Cost ⁹	Total Project Cost (Planned) ⁷	Duration (FY to FY)	Stage ¹⁰			Project Health		PCRA
					Current	At end of 2014–15	At end of 2015–16	Cost	Schedule	Score
<u>Spectrum Applications Modernization-Commercial Software Implementation:</u> The SAM-CSI project was created to replace aging IT applications so as to ensure the integrity of key functions in the Spectrum Management Program.	SITT	\$10.4M	\$44.6M	2007-08 to 2015–16	4		Post Launch			3
<u>Health and Safety:</u> The project includes various capital infrastructure investments on the Communications Research Centre Canada (CRC) Campus.	SITT – CRC	\$4.8M	\$18.4M	2012–13 to 2015–16	4					N/A

⁹ All project information is as reported in the Industry Canada Departmental Project Portfolio Management Application (DPPM) as at April 16, 2014.

¹⁰ See Annex 1 for details on the Department's Stage-Gate process for project management.

Assets > \$500K

Name / Description	Lead Sector	2014-15 Planned Cost	Total Cost (Planned)	Duration	Procurement Strategy
<p>CRC Fleet Acquisition and Replacement Vehicles used by SITT to support operations and maintenance at the Communication Research Centre's Shirley's Bay Campus are reaching the end of their life-cycle and are scheduled to be replaced.</p>	SITT CRC	\$130,000	\$650,000	2014-15 to 2018-19	PWGSC Call-up Against Standing Offer
<p>Machinery and Equipment SITT's Communications Research Centre requires specialized scientific equipment to conduct advanced telecommunications research of strategic importance to the Department and other clients. The CRC is currently undergoing a realignment of research programs, therefore, the acquisition of scientific equipment may change from current plans.</p>	SITT CRC	\$1.6M	\$7.1M	2014-15 to 2018-19	Open Bidding (GETS)
<p>Research Software Renewal Renewal of CRC software products relevant to telecommunications research.</p>	SITT CRC	\$589,000	\$1.7M	2014-15 to 2016-17	PWGSC Call-up Against Standing Offer Sole Source
<p>Machinery and Equipment (Spectrum Management Program) Specialized equipment used by SITT to monitor and analyse the Radiotelecommunications spectrum is reaching the end of its life-cycle and is scheduled to be replaced with current technology.</p>	SITT	\$1.1M	\$5.7M	2014-15 to 2018-19	To be determined
<p>Fleet Acquisition and Replacement (Spectrum Management Program) Vehicles customized with highly specialized equipment used by SITT to support spectrum management are reaching the end of their life-cycle and are scheduled to be replaced.</p>	SITT	\$120,000	\$600,000	2014-15 to 2018-19	Other

Services > \$500K

Name / Description	Lead Sector	2014–15 Planned Cost	Total Cost (Planned)	Duration	Procurement Strategy
Spam Reporting Centre Contract (SITT) Establishes and oversees implementation of a multi-year administrative arrangement to implement the Spam Reporting Centre. Helps fulfil new program requirements under Bill C28: Anti-Spam legislation	SITT	\$700,000	\$3.5M	2014–15 to 2018–19	Administrative Arrangement
Provision of Spectrum Auction Services for the 700 and 2500 MHz Bands – Power Auctions Contract #3510134¹¹ Required in order to ensure that the auctions are run using an up-to-date auction format with unique programming based on considerations of the specifics of these auctions and the Canadian context.	SITT	\$660,767	\$1.1M	2014–15 to 2015–16	Competitive Process

Program

Science, Technology and Innovation Capacity

Services > \$500K

Name / Description	Lead Sector	2014–15 Planned Cost	Total Cost (Planned)	Duration	Procurement Strategy
Services for State of the Nation Reports The projected costs consist of contracts for services related to the development, production and launch of STIC's bi-annual State of the Nation report.	SIS	\$113,500	\$527,100	2014–15 to 2018–19	Competitive process by IC

¹¹ A two-phase contract was issued to Power Auctions (PA) in December 2010, for auction design and advice, and development, implementation and operation of the 700 and 2500 MHz auctions. The total contract value is \$2,697,400.

- \$944,031.95 was spent in previous fiscal years
- \$638,390.99 is planned for fiscal 2013–14
- \$660,767 is forecasted to be spent in fiscal 2014–15
- \$454,210 is forecasted to be spent in fiscal 2015–16

Program

Small Business Research, Financing and Services

Projects > \$1 Million – Proposed

Name / Description	Sector	2014–15 ROM Planned Cost ¹²	Total Planned Investment Cost ³	Duration (FY to FY)	Stage ¹³			Project Health		PCRA
					Current	At end of 2014–15	At end of 2015–16	Cost	Schedule	Score
<p><u>e-Service to Business - Operationalize and Enhance the Pilot:</u> Building on the success of the e-Service to Business Pilot, this project will result in the transformation from a small scale pilot to a full production release with enhanced and expanded services.</p>	SBTMS	\$900,000	\$1,800,000	2014–15 to 2016–17	2					In development

Services > \$500K

Name / Description	Lead Sector	2014–15 Planned Cost	Total Cost (Planned)	Duration	Procurement Strategy
<p>CBN Core Library Collection Purchase of licensed databases and print publications for the core library collection of CBN service centres located across Canada.</p>	SBTMS	\$350,000	\$1.75M	2014–15 to 2018–19	Traditional Non-Competitive Open Bidding
<p>Survey of Compliance Costs (Statistics Canada) Survey of Compliance Costs is undertaken by Statistics Canada to measure the compliance costs imposed on small businesses and track changes of these costs over time.</p>	SBTMS	TBD	TBD	2014–15 to 2015–16 2017–19 to 2018–18	LOA with Statistics Canada

¹² All project information is as reported in the Industry Canada Departmental Project Portfolio Management Application (DPPM) as at April 16, 2014



¹³ See Annex 1 for details on the Department's Stage-Gate process for project management.

Name / Description	Lead Sector	2014-15 Planned Cost	Total Cost (Planned)	Duration	Procurement Strategy
Public Prosecution Services Statutory prosecution services from the Public Prosecution Services of Canada (PPSC) for files that have been referred following RCMP investigation of alleged offences committed against the Canada Small Business Financing Program (CSBFP).	SBTMS	\$250,000	\$1.25M	2014-15 to 2018-19	N/A PPSC submits invoices for files prosecuted
Professional IT Services for BizPaL Services of two business information architects to conduct the evolution of BizPaL's information architecture (how data is structured, stored and retrieved) to improve the client experience.	SBTMS	\$188,333	\$564,999	2014-15 to 2016-17	Call up against TBIPS
CSBFP Internal & External Applications: CIO Annual Maintenance Services Agreement Annual CIO services agreement for maintenance of the CSBFP's specific applications (e.g. internal app, external app, authentication, reporting, and database).	SBTMS	\$200,000	\$1M	2014-15 to 2018-19	SLA with CIO
Survey on Financing and Growth of SMEs Survey is undertaken by Statistic Canada to collect data to support public policy development.	SBTMS	\$767,000	\$1.4M	2014-15 to 2015-16	LOA with Statistics Canada

Program

Internal Services

Projects > \$1 Million – Proposed

Name / Description	Sector	2014-15 ROM Planned Cost ¹⁴	Total Planned Investment Cost ¹⁰	Duration (FY to FY)	Stage ¹⁵			Project Health		PCRA
					Current	At end of 2014-15	At end of 2015-16	Cost	Schedule	Score
<u>Data Centre Consolidation:</u> Industry Canada applications will need to be	CIO	\$1,200,000	\$2,500,000	2013-14 to 2015-16	2		Post Launch			In development

¹⁴ All project information is as reported in the Industry Canada Departmental Project Portfolio Management Application (DPPM) as at April 14, 2014.

¹⁵ See Annex 2 for details on the Department's Stage-Gate process for project management.











Name / Description	Sector	2014-15 ROM Planned Cost ¹⁴	Total Planned Investment Cost ¹⁰	Duration (FY to FY)	Stage ¹⁵			Project Health		PCRA
					Current	At end of 2014-15	At end of 2015-16	Cost	Schedule	Score
reviewed, tested and remediated prior to migration.										
<u>GC HRMS version 9.x Upgrade:</u> The project to upgrade or convert to GC HRMS version 9.x will increase HR operational efficiency by leveraging new and enhanced functionality, and will align IC with and will contribute to broader Government's initiatives, policies and priorities.	CMS	\$0	\$2,500,000	2014-15 to 2016-17	2	2				In development



Projects > \$1 Million – Active

Name / Description	Sector	2014-15 Planned Cost ¹⁶	Total Project Cost ¹² (Planned)	Duration(FY to FY)	Stage ¹⁷			Project Health		PCRA
					Current	At end of 2014-15	At end of 2015-16	Cost	Schedule	Score
<u>Business Intelligence and Analytics:</u> Implementation of Business Intelligence and analytics capabilities to improve corporate-level decision making, largely supported by centrally managed corporate data enabled via a metadata and master data management framework.	CIO	\$985,000	\$5,575,000	2013-14 to 2017-18	3			○	○	

¹⁶ All project information is as reported in the Industry Canada Departmental Project Portfolio Management Application (DPPM) as at April 16, 2014.

¹⁷ See Annex 2 for details on the Department's Stage-Gate process for project management.

Name / Description	Sector	2014-15 Planned Cost ¹⁶	Total Project Cost ¹² (Planned)	Duration(FY to FY)	Stage ¹⁷			Project Health		PCRA
					Current	At end of 2014-15	At end of 2015-16	Cost	Schedule	Score
<u>GCDOCS Implementation:</u> Implementation of GCDOCS technology to support corporate governance and business processes for the consistent and effective management of unstructured information.	CIO	\$2,040,224	\$6,013,905	2012-13 to 2016-17	3					
<u>Email Transformation Initiative (ETI):</u> Project to work in coordination with Shared Services Canada (SSC) to implement the new common GoC email system at Industry Canada.	CIO	\$2,915,553	\$3,100,720	2013-14 to 2014-15	3	Post Launch	Post Launch			N/A (Overall PCRA being prepared by SSC)
<u>Web Renewal and Accessibility:</u> Will enhance the accessibility, usability and design of Industry Canada's Web presence, improving the client experience.	CMB	\$0	\$2,847,608	2011-12 to 2014-15	4	Post Launch	Post Launch			
<u>Web Interoperability:</u> Implementation of the TBS Standard on Web Interoperability.	CMB	\$900,000	\$2,684,500	2012-13 to 2015-16	4		Post Launch			1
<u>National Accommodation Strategy (NAS):</u> Covers moves, fit-up and lease management strategies required to meet space reductions arising from the government's review of departmental spending, and recent program realignments.	CMS	\$3,921,000	\$17,987,000	2012-13 to 2018-19	4					2

Name / Description	Sector	2014-15 Planned Cost ¹⁶	Total Project Cost ¹² (Planned)	Duration(FY to FY)	Stage ¹⁷			Project Health		PCRA
					Current	At end of 2014-15	At end of 2015-16	Cost	Schedule	Score
Desktop Software Renewal: Procurement, preparation and implementation of new desktop operating system and office productivity suite (Windows 7/MS Office 2010/IE9).	CIO	\$244,197	\$14,214,255	2012-13 to 2014-15	5	Post Launch	Post Launch			2

Assets > \$500K

Name / Description	Lead Sector	2014-15 Planned Cost	Total Cost (Planned)	Duration	Procurement Strategy
IFMS Licence and Program Office Fees Represents the annual licensing fees for the Department's Integrated Financial and Materiel System (IFMS), an application based on SAP ECC 6 that integrates financial information with materiel management and procurement. It also includes the IFMS Program Office fees that support the Government of Canada SAP cluster.	CMS	\$586,500	\$3.13M	2014-15 to 2018-19	Memorandum of Understanding with PWGSC

Services > \$500K

Name / Description	Lead Sector	2014-15 Planned Cost	Total Cost (Planned)	Duration	Procurement Strategy
Contract for Audit Services Services to conduct audits, or tasks related to audits.	AEB	\$307,000	\$1.5M	2014-15 to 2018-19	Open Bidding (GETS)
Contract for Evaluation Services Services to conduct evaluations, or tasks related to evaluations.	AEB	\$176,000	\$880,000	2014-15 to 2018-19	Open Bidding (GETS)
Security Services Covers annual contracts for commissioner services for Industry Canada offices.	CMS	\$1M	\$5M	2014-15 to 2018-19	Advance Contract Award Notice (ACAN)








Name / Description	Lead Sector	2014–15 Planned Cost	Total Cost (Planned)	Duration	Procurement Strategy
Employee Assistance Program Covers annual Interdepartmental Letter of Agreement (LOA) for the Employee Assistance Program for Industry Canada employees and family.	CMS	\$217,728 ¹⁸	\$1.08M	2014–15 to 2018–19	LOA

¹⁸ Varies annually based on FTE count.


ANNEX 3: CORPORATE RISK ACTION PLANS


Strategic Outcome 1: The Canadian Marketplace is Efficient and Competitive


Category: Program Design and Delivery Risks			
Risk Owners <ul style="list-style-type: none"> • ADM, Strategic Policy Sector (SPS) • ADM, Industry Sector (IS) • Commissioner of Competition, Competition Bureau • Senior ADM, Spectrum, Information Technologies and Telecommunications (SITT) 	Risk Rating		
	Impact	Likelihood	Overall
Risk Statement The Department's ability to deliver the consumers first agenda in telecommunications and competition may not meet stakeholder expectations.	3	1	Medium-Low
Impact Despite commitments in the 2013 Speech from the Throne, as well as the most recent federal budgets, there is a risk that the Department will not be perceived as providing sufficient support for, or having sufficient influence over the delivery of the consumers first agenda.			
Drivers Commitments made in the 2013 Speech from the Throne and Budget 2014.			
Mitigation Strategy The risks will be mitigated through a range of measures, including enhancing the legislative and policy frameworks related to telecommunications and competition, auctioning additional spectrum and improving broadband access, as well as conducting ongoing advocacy and stakeholder engagement on consumer issues and competition.			








2014–15 Action Plan	Key Milestones	Status ¹
Strategic Policy Sector		
Launch a new broadband program to improve services to the North and expand access at a minimum of five megabites per second to meet the growing needs of Canadians in rural and remote regions across Canada.	TB submission June 2014.	
Implement targeted improvements to key legislation, regulations and policies.	Amend the <i>Telecommunications Act</i> to reduce roaming costs and prevent wireless providers from charging other companies more than they charge their own customers for mobile services (Fall 2014).	
	End "pay to pay" policies, so customers won't pay extra to receive paper bills. <ul style="list-style-type: none"> • Next steps will depend on outcome of a CRTC decision, expected in Spring 2014 • Once CRTC decision is released, analysis of CRTC decision and advice to Minister on appropriate action 	
	Introduce legislation to prohibit unjustified cross-border price discrimination.	
Contribute to the modernization of consumer protections in e-commerce.	Coordinate Canada's positions in the revision of the OECD's 1999 Guidelines for Consumer Protection in the Context of Electronic Commerce to ensure it reflects Canada's interests.	
	Participate in discussions on potential next steps for the implementation of the ISO 10008 international standard for Business to Consumer Electronic Commerce into a National Standard of Canada.	
	Provide consumers, organizations and businesses with information and awareness tools related to Canada's Anti-Spam Legislation (CASL).	

¹ Status Legend

 In Progress:
Actions with an expected date of completion.

 Completed:
Actions that have been completed since the last CRP update.

 Ongoing:
Actions that will continue indefinitely.

2014–15 Action Plan	Key Milestones	Status ¹
Industry Sector		
Develop a "Made-in-Canada" consumer awareness campaign.	Establish a private sector steering committee to lead the development of the campaign.	
Competition Bureau		
Strengthen the Competition Bureau to ensure that Canadian consumers and businesses continue to prosper in a competitive and innovative marketplace.	Advocate on telecommunications/wireless issues, among other areas/industries.	
	Complete a market study on propane pricing.	
	Complete a market study on the beer industries in Ontario and Quebec.	
	Continue to support consumer-focussed matters.	
Implement targeted improvements to key legislation, regulations and policies.	Support the Government's intention to address unjustified cross-border price discrimination.	
SITT		
Prepare to auction spectrum in the 2500 MHz band to support Canadians' increasing demand for new wireless technologies and services.	<ul style="list-style-type: none"> • Publish responses to clarification questions by August 18, 2014 • Receive full pre-auction financial deposits by January 28, 2015 • Publish final list of qualified bidders by February 11, 2015 	

Category: Program Design and Delivery Risks			
Risk Owner ADM, Investment Review Sector (IRS)	Risk Rating		
	Impact	Likelihood	Overall
Risk Statement The requirements of the investment review process may impact Canada's reputation as being open for business.	3	2	Medium
Impact Levels of investment (capital and technology) required to support growth and innovation in the Canadian economy may not be maximized.			

Drivers




Potential investors may be influenced by intangible factors such as perception of investment openness. The profile of energy sector investment activity has been very high, and has received sustained public attention. A rejection under the *Act* of a transaction in the telecommunications sector was also high-profile. However, strict confidentiality provisions in the *Act* forestall detailed explanation of decisions under the *Act*. Thus, each decision, whether leading to investment or not, is subject to scrutiny that is more or less informed. Resulting opinions may not reflect the reality of the Canadian investment climate, and may be communicated to foreign investors interested in energy, telecommunications and other sectors of the economy.

Mitigation Strategy

Consistent application of the *Act* is the most important mitigation strategy, because stability, both real and perceived, is valued by the investment community. All approved investments or establishments are published. Detailed guidelines are also available online.

In May 2013, the operations of IRS were re-organized, and the division became responsible for policy development and outreach related to the *Act* as well as operations. This integrated function will enable the division to be more effective at outreach to key stakeholders (e.g., legal advisers).

The strategic investment activities of the department's Industry-Specific Policy and Analysis program, along with those of *Invest in Canada*, an element of the Canadian Trade Commissioner Service of DFATD, are also significant in mitigating this risk. IRS will work with DFATD, and areas of government with sector-specific expertise (e.g., NRCan with respect to energy) to help engage the investor community positively on these issues and to communicate in an informed manner that Canada welcomes foreign investment.

2014–15 Action Plan	Key Milestones	Status
Continue timely processing of foreign investment notifications and applications for review filed by foreign investors under the <i>Investment Canada Act</i> .	<i>Ongoing</i>	
Continue outreach activities with advisors for foreign investors to explain Canada's framework for promoting trade and investment, including the <i>Investment Canada Act</i> , while at the same time advancing Canada's interests.	<i>Ongoing</i>	
Regulatory changes that were previously announced with respect to the thresholds that will apply for the net benefit review under the <i>Investment Canada Act</i> .	Complete regulatory package with respect to enterprise value regulations and submit to Minister for approval and submission to the Privy Council Office and Treasury Board Secretariat in 2014.	






Category: Reputational and Stakeholder Expectations

Risk Owner


Senior ADM, Spectrum, Information Technologies and Telecommunications (SITT)

Risk Rating

Risk Statement	Impact	Likelihood	Overall
The Department's ability to manage the release of spectrum for mobile services may not keep pace with the rapidly-growing demand for new services.	2	2	Medium-Low
Impact			
This would result in Canada lagging in the mobile digital economy.			
Drivers			
<ul style="list-style-type: none"> • New wireless communications services are developing at an unprecedented rate and require large amounts of bandwidth • Transitioning existing users and applications can require years of lead time before spectrum can be repurposed 			
Mitigation Strategy			
In order to mitigate this risk, the Department will maintain a realistic multi-year spectrum release plan and review resourcing requirements to implement it.			



2014–15 Action Plan	Key Milestones	Status
Dedicate resources to the most pressing situations, ensuring that the critical files are moved forward.	Development of Canadian positions and contributions to negotiate spectrum allocations internationally leading up to and at the World Radiocommunication Conference 2015 (WRC 15).	
	Auction of the 700 MHz band was completed February 2014.	<input checked="" type="checkbox"/>
	Decisions on 2500 MHz auction format/licensing conditions were published in January 2014.	<input checked="" type="checkbox"/>
	Finalize preparations for the April 2015 2500 MHz auction by March 31, 2015.	
	Decisions concerning the renewal of 2300 MHz and 3500 MHz licences were published in November 2013; consultation on relicensing of available spectrum will be undertaken in 2014–15.	
	Consultations on licensing the AWS3 and AWS4 bands will be conducted in 2014–15.	
	Determine whether to proceed on repurposing the 600 MHz band for commercial mobile use.	


2014–15 Action Plan	Key Milestones	Status
Options that are transparent and within the Department's authority will be considered in order to expedite spectrum availability.	<p>IC is investigating additional backhaul bands, as well as technical and policy aspects related to backhaul in general, as a means of increasing flexibility, utilization and efficiency.</p> <p>The Consultation on Spectrum Utilization Policies and Technical Requirements Related to Backhaul Spectrum in Various Bands, Including Bands Shared With Satellite, Mobile and Other Services was published on December 21, 2012. Decisions are expected to be published in Summer 2014.</p> <p>IC has released a spectrum policy on the 28GHz band and is in the process of updating the Standard Radio System Plan for this band with the Radio Advisory Board of Canada. This Technical Standard was published in 2013.</p>	➡
	<p>The consultation on the 25 GHz band on sharing between terrestrial backhaul service providers and satellite Direct-To-Home service providers was published on September 16, 2013. Decisions are expected to be published in mid- 2014.</p>	➡
	<p>Decisions on 70, 80, and 90 GHz were completed and published on June 6, 2012.</p>	☑
	<p>The Standard Radio System Plan for these bands is being developed with the Radio Advisory Board of Canada. This Technical Standard is expected to be published in late-2014.</p>	➡
	<p>IC is considering providing access to television spectrum for white space wireless broadband systems. Decisions on the use of television white space, including the specific technical and operational measures required, were published on November 3, 2012.</p>	☑
	<p>IC will then develop the relevant Standard Radio System Plan, likely to be published in Fall 2014.</p>	➡
	<p>IC released a decision on the L-Band on December 1, 2012, that will permit companies like Bombardier to test new avionic technology. Aeronautical Mobile Telemetry is used in flight tests to certify aircrafts and helicopters to domestic and international (ICAO) standards and to ensure the safety and integrity of the aircrafts.</p>	☑

2014–15 Action Plan	Key Milestones	Status
	Work on development of Canadian positions under way in preparation to negotiate spectrum allocations internationally at the World Radiocommunication Conference 2015 (WRC 15).	


Category: Capital Infrastructure and Investments			
Risk Owner	Risk Rating		
Senior ADM, Spectrum, Information Technologies and Telecommunications (SITT)			
Risk Statement	Impact	Likelihood	Overall
There is a risk that, given the significant investment and complexity of a major project, the implementation of the Spectrum Application Modernization – Commercial Software Implementation (SAM-CSI) project will not perform in accordance with stated cost, schedule and scope constraints and/or meet the target business outcomes.	4	1	Medium
Impact			
The features, capabilities and functions of the legacy systems are becoming increasingly inadequate to meet new requirements and needs. This gap is reducing the department's ability to efficiently and effectively manage spectrum licensing.			
Drivers			
<ul style="list-style-type: none"> • Spectrum Management aging IT systems (used for licensing, technical analysis, and billing) is at risk • Knowledge of existing system will be lost due to upcoming retirements • The existing system does not meet new policy requirements efficiently 			
Mitigation Strategy			
Ensure the existing spectrum IT systems are supported and maintained adequately while a new system is being implemented. Ensure that the new system/software is implemented in manageable pieces through a number of small releases over a period of 5 years (i.e., replace 80% of the functionality of the existing system; no system will be more than 10 years old, and a process for continuous evergreening is in place).			
Note: The project consists of the replacement of outdated legacy applications that are currently fragile and represent business risk. The replacement of applications will be done in accordance with the project's stated cost, schedule, and scope constraints and further its targeted business outcomes.			



2014–15 Action Plan	Key Milestones	Status
Post Advance Contract Award Notification (ACAN) to	The ACAN was posted February 10, 2011. A first contract with LS telcom Limited for business and technical analysis activities	<input checked="" type="checkbox"/>

2014–15 Action Plan	Key Milestones	Status
acquire the new software.	was signed on August 17th, 2011. A second contract to cover all software licensing and ceiling prices for implementation activity was signed July 16, 2012.	
Utilize Commercial-off-the-Shelf solution with minimal customization to meet the long-term needs for upgrading the spectrum management system – Spectrum Application Modernization – Commercial Software Implementation (SAM-CSI).	<p>The Planning Phase known as – “Release Zero”, had three major deliverables:</p> <ul style="list-style-type: none"> • Proof-of-concept of key solution components (e.g., data migration, performance testing, etc.), (signed-off in September 2012) • End-to-end conceptual design specification resulting from eight comprehensive gap-fit analysis sessions completed between October 2011 and June 2012 • Substantive project plan and release schedule delivered July 31, 2012 	<input checked="" type="checkbox"/>
	<p>The Implementation Phase began in September 2012. The release plan has a Pilot Release of the microwave radiocommunication licensing service line (Point-to-Point) to be operationally ready by November 2013 and into production by spring 2014. There are three stages of deliverables leading up to the Pilot Release implementation; they are: design, build/test, and training. The design phase of the Pilot Release was completed in January 2013. The design of the Pilot's final product was signed off in February 2013. The next release of spectrum licensing, broadcasting and equipment certification service lines began in May 2013 for a November 2014 release. (All three releases of the Implementation Phase will be completed by March 2016.) An independent review of the Pilot Release began in July 2013 and concluded with favourable results in October 2013.</p>	
Receive Treasury Board Effective Project Approval (EPA).	The EPA for the SAM-CSI Implementation Phase was granted by TBS on May 31, 2012.	<input checked="" type="checkbox"/>
Maintain legacy while developing new solutions.	Maintain sufficient staff levels in order to ensure the on-going operation and progressive decommission of the existing legacy system throughout the project until March 2016. Limit new development in the legacy system during the project period to ensure that the scope of requirements is managed and staff are available to support project work.	

2014–15 Action Plan	Key Milestones	Status
Implement recommendations resulting from the independent reviewer's report from October 2013.	Ensure the project's contracted resources are extended through the go-live date for the pilot in May 2014 and at least until the completion of Release 1. Develop a detailed deployment plan and a detailed organizational readiness plan.	








Category: Capital Infrastructure and Investments			
Risk Owner Senior ADM, Spectrum, Information Technologies and Telecommunications (SITT)		Risk Rating	
Risk Statement	Impact	Likelihood	Overall
Aging buildings and related infrastructure/equipment at the CRC campus may create physical health and safety risks for employees, visitors and the environment.	3	3	Medium
Impact			
The health and well-being of employees and visitors would be negatively impacted through both short and long-term exposure to health risks.			
Drivers			
Continued budget reductions driven by cuts to address the deficit.			
Mitigation Strategy			
CRC has created a Health and Safety portfolio of Campus capital projects, directly aimed at reducing these risks. CRC is currently in year three of the four year portfolio of capital projects valued at \$18.4M. The CRC annual capital contribution for campus improvements will continue to be applied to the projects that represent the highest liability for the Department. The additional funding required has been planned and is being committed. Furthermore, CRC will continue to reduce the campus liability by reducing its footprint on campus.			

2014–15 Action Plan	Key Milestones	Status
Continue to implement any actions resulting from Budget 2012. Actions resulting in footprint reduction will help reduce the liability.	The CRC Health and Safety Investment Plan was internally funded and launched in June of 2012. The execution of this plan will continue to reduce these risks over the next two years. Execution of this plan is progressing and, so far, all project components are proceeding as planned.	


2014–15 Action Plan	Key Milestones	Status
	Changeover from centralized heating and elimination of the requirement for a central heating plant. Targeted completion date is March 2016.	
	Reduce the footprint of CRC buildings by over 6,000 m ² by March 2016.	


Strategic Outcome 2: Advancements in Science and Technology, Knowledge, and Innovation Strengthen the Canadian Economy


Category: Program Design and Delivery			
Risk Owner	Risk Rating		
<ul style="list-style-type: none"> • ADM, Science and Innovation Sector • ADM, Industry Sector 			
Risk Statement	Impact	Likelihood	Overall
In light of their inherent complexity and of evolving market conditions, disbursements under some of Industry Canada's programs to support R&D may be slower than anticipated and expected benefits may not be realized.	2	2	Medium-Low
Impact			
Reduces ability to meet outcomes and benefits of programs; limits the ability of Government to support R&D in a critical industry.			
Drivers			
<p>Many R&D projects managed by the Industrial Technologies Office (ITO) are inherently risky. Various factors influence the success of these projects:</p> <ul style="list-style-type: none"> • Continuing global economic fluctuations • Increasing capabilities of emerging economies • Tighter financial market conditions 			
Mitigation Strategy			
Strong governance, monitoring and oversight practices, robust risk management and performance measurement frameworks, evaluation and audit activities, effective communication with recipients, and program awareness through outreach activities, will help to mitigate the inherent risk of funding industrial R&D.			






2014–15 Action Plan	Key Milestones	Status ²
Conduct stakeholder consultations on the Technology Demonstration Program (TDP) to provide annual feedback on program design, delivery and results.	In the first quarter of 2014–15 an advisory committee will be created in consultation with stakeholders from the aerospace, space, defence, and security industries. Consultations will serve to obtain feedback on program design and operations.	
Raise program awareness and uptake by conducting outreach activities to provide general information on the Strategic Aerospace Defence Initiative (SADI) and the TDP, and provide information on the application processes.	Develop and implement the 2014–15 outreach plan and increase presence at various stakeholder events across the country.	
Ensure SADI and TDP recipients are well supported through regular communication and monitoring.	Work closely with recipients to address concerns and process in a timely fashion requests for amendments that will allow the recipient to successfully pursue and complete their R&D to mitigate the risk of results not being achieved.	
Maintain sound stewardship by utilizing control frameworks while conducting in-depth due diligence and management of the portfolio.	Maintain control frameworks including: application and amendment due diligence and approvals, compliance with departmental policies and authorities, claims management, and financial management, planning and reporting.	
	Continue regular meetings to discuss high-risk projects and ensure 2014–15's multi-year audit plan continues to impose more oversight on material high-risk projects.	
	Continue to provide quarterly reports to the Minister on project risk and mitigation measures.	
Propose and implement changes in response to recommendations made in <i>Beyond the Horizon: Canada's Interests and Future in Aerospace</i> .	As part of Economic Action Plan 2013 the Government announced the creation of a technology demonstration program. IC will implement the new Technology Demonstration Program to support large-scale aerospace technology demonstration projects conducted by groups of collaborators by completing two rounds of the program and announcing the successful projects by FY 2014–15. The program will improve Canadian competitiveness, integrate SMEs in the supply chain and be the basis for next generation manufacturing and service jobs in Canada. This program will	




² Status Legend

 In Progress:
Actions with an expected date of completion.

 Completed:
Actions that have been completed since the last CRP update.

 Ongoing:
Actions that will continue indefinitely.

2014–15 Action Plan	Key Milestones	Status ²
	satisfy a long-standing request of aerospace companies in Canada.	
	IC has reviewed the SADI program and announced changes in December 2013 to make it more efficient and effective. The changes respond to several industry concerns raised in <i>Beyond the Horizon: Canada's Interests and Future in Aerospace</i> and should improve demand for program support.	<input checked="" type="checkbox"/>
Implement recommendations from the 2012 Fall Report of the Auditor General of Canada, Chapter 6—Transfer Payments to the Aerospace Sector—Industry Canada.	The recommendations from the OAG audit have been implemented, including:	<input checked="" type="checkbox"/>
	Comprehensive reports are now completed and provided to the Executive Director after every site visit in order to ensure consistency of documentation.	
	All new SADI Contribution Agreements include project-specific objectives and anticipated outcomes and benefits. An updated Performance Measurement Strategy with additional metrics to report against each of the program's objectives was posted on the Department's web site in November 2012. In addition, Reports on Plans and Priorities include new program metrics for the three program objectives.	
	SADI Program Highlights reports for FY 2011–12 and for FY 2012–13 were developed and published; annually thereafter; to ensure that ITO meets its commitment to report publicly each year on benefits and results.	
	ITO has developed a guideline on risk-based monitoring and reporting that explains the approach and demonstrates that project management reflects project risk and size.	<input checked="" type="checkbox"/>
	A new claims standard was put in place at the end of December 2012 to improve the methodology used to measure and report the achievement of service standards.	<input checked="" type="checkbox"/>
Maintain sound stewardship by utilizing control frameworks while conducting in-depth due diligence and management of the portfolio.	Control frameworks include: application and amendment due diligence and approvals, compliance with departmental policies and authorities, claims management, and financial management, planning, and reporting.	
Consistent with IC's IRM Framework, take a standard, risk-based approach to monitoring and mitigation strategies.	High risk projects are discussed at quarterly Risk Management Committee (RMC) meetings and are subject to more audits than lower risk projects.	

2014–15 Action Plan	Key Milestones	Status ²
	ITO reports quarterly to the Minister and Deputy Minister regarding on-going monitoring and mitigation of project risks. The report is complemented by an updated ITO Integrated Risk Management approach. As well, Risk Management Committee meetings take place quarterly to coincide with the quarterly report to the Minister and Deputy Minister.	
Collect and report on performance information at the project, program and corporate levels.	ITO monitors and reports on performance at the corporate, program, and project levels on a quarterly basis to the Minister and Deputy Minister.	
Ensure program transparency by regularly publishing information to ITO's public-facing website.	ITO publishes program information on its website, including new SADI project announcements, repayment status reports (semi-annually), service standards (annually), and Program Highlights (annually).	

Strategic Outcome 3: Canadian Businesses and Communities are Competitive

Category: Reputational and Stakeholder Expectations			
Risk Owner	Risk Rating		
ADM, Industry Sector			
Risk Statement	Impact	Likelihood	Overall
There is a risk that Industry Canada's policy and programs levers may be insufficient on their own to influence the performance of Canada's manufacturing sector.	3	4	Medium-High
Impact			
The Industry sector mandate to promote a strong industrial base may not be met and that the manufacturing sector will decline.			
Drivers			
<p>Many factors contribute to the success of the manufacturing sector such as taxation, provincial and international trade barriers, government regulations, un-level playing field (foreign subsidies), exchange rates, etc. The Industry Sector helps Canadian industries improve their industrial competitiveness and capacity for innovation by developing and contributing to policy, legislation and regulations. IS also collaborates with the private sector on industry development, attracts investment and promotes Canadian expertise, and invests in private sector initiatives that are aimed at maximizing productivity and facilitating access to capital.</p> <p>However, many of the current cadre of IS analysts are specialists in particular fields of expertise. This limits the Sector's capacity to respond to shifting priorities within the manufacturing sector, and consequently also limits the Department's ability to support the sector's performance.</p>			

Mitigation Strategy

The Department will focus on developing a more flexible and adaptable cadre of departmental analysts, which will allow for faster deployment of expertise, improved responsiveness to shifting priorities and external shocks, and more effective implementation of new techniques for supporting Canadian manufacturing.

2014–15 Action Plan	Key Milestones	Status ³
The IS Training Champion will review and revise the list of internally offered courses in consultation with people at all levels of the organization to ensure the courses' value and relevance in helping employees fulfill their roles in support of industrial development.	Review and revise calendar of in-house training and development opportunities. <ul style="list-style-type: none"> • Spring 2014 	
	Offer in-house training tailored to the development of identified knowledge and skills across the career continuum.	
	Evaluate the effectiveness of new approaches by monitoring participant rates and participant satisfaction.	
	Refine training offerings as required.	
	Deploy trained staff on priority initiatives in support of the manufacturing sector.	

Internal Services

Category: Management Risks			
Risk Owner	Risk Rating		
Chief Financial Officer, Corporate Management Sector (CMS)			
Risk Statement	Impact	Likelihood	Overall
Ongoing operational uncertainty and financial pressures created by the Department's unique funding model could impact its ability to manage resources effectively in support of its core mandate activities.	5	4	Medium-High

³ Status Legend

In Progress:
Actions with an expected date of completion.

Completed:
Actions that have been completed since the last CRP update.

Ongoing:
Actions that will continue indefinitely.

Impact

The lack of control over full funding and timing of funds directly impacts the Department's ability to achieve its objectives and deliver on its mandate to Canadians.

Drivers


- Diminishing royalties from legacy contribution programs
- Operational budget freeze for 2014–2016 announced in Budget 2014
- New business imperatives requiring a permanent source of funds (e.g., Defense Procurement Strategy)
- Corporate projects that do not have clear multi-year source of funds (e.g., Government-wide IM/IT projects)

Mitigation Strategy


The Department continues to refine and strengthen its existing stewardship and oversight practices to monitor program funding and expenditures. This includes Industry Canada's system of internal controls over financial transactions and reporting and a monthly senior management review of plans and forecasts. Ongoing controls and accurate monitoring are particularly important to Industry Canada because of the Department's funding model, whereby a portion of the operating budget comes from royalty repayments from legacy contribution programs. Because these royalties fluctuate with the sales of aging product lines of individual companies and the overall health of the economy, the Department must be prepared to mitigate the impact of unpredictable changes to its funding level. Long-term financial affordability and a commitment to ensuring the Department's continued ability to deliver its mandate and its core activities have been a key focus of all financial decisions.

2014–15 Action Plan	Key Milestones	Status ⁴
Maximize the department's carry-forward to fund corporate projects until their completion. This requires careful monitoring of expenditure forecasts.	Report monthly to Management Committee.	
Continue dialogue with Central Agencies for a reliable approach to funding the department, given its funding model.	Obtain approval by the Minister of Finance.	
Complete negotiations concerning repayments under the C-Series program, to support a more robust royalty stream in future years.	Reach agreement by June 2014.	




⁴ Status Legend





 In Progress:
Actions with an expected date of completion.

Completed:
Actions that have been completed since the last CRP update.

 Ongoing:
Actions that will continue indefinitely.

Category: Human Resources Management			
Risk Owner	Risk Rating		
Chief Financial Officer, Corporate Management Sector (CMS)			
Risk Statement	Impact	Likelihood	Overall
Continued change in the Public Service and the department may affect employee morale and engagement, leading to decreased productivity and initiative.	3	3	Medium
Impact			
A decrease in employee morale and engagement leading to decreased productivity and initiative directly impacts the Department's ability to achieve its objectives and deliver on its mandate to Canadians.			
Drivers			
<ul style="list-style-type: none"> Operational budget freeze for 2014–2016 and residual effects from the implementation of Deficit Reduction Action Plan (DRAP) Upcoming collective bargaining negotiations Implementation of new technologies Implementation of the Directive on Performance Management Recommendations from BluePrint 2020 and AvenirICFutures 			
Mitigation Strategy			
To mitigate this risk, IC has adopted a number of measures that take into account the current context and Government priorities. These include the implementation of department-wide people management strategies, processes, and tools to manage the change, including encouraging dialogue between management and employees, significant investment in training of managers regarding the Performance Management Directive, and the provision of information and tools for all employees. A communications approach will be deployed to connect employees' work with IC corporate priorities/activities, and to engage them in shaping the future.			

2014–15 Action Plan	Key Milestones	Status
Continue to invest in implementing the Directive on Performance Management. Provide training to support managers and employees in the transition to the new performance program and to manage the change.	Develop and disseminate further tools to support management-employee conversations.	
	Establish Sector Level Review Panels.	
	Regular official communication with employees.	

2014–15 Action Plan	Key Milestones	Status
	Conflict Management training sessions are offered to managers and employees on topics related to: change and transition; dealing with resistance and feedback; and, minding difficult conversations (the neuroscience behind difficult conversations).	
Develop an integrated strategy for corporate communications.	For Management Committee consideration in May.	
Follow up on the BluePrint 2020 and Avenir/CFuture initiatives through communications and continued analysis and dialogue.	Communicate achievements through year-long implementation of the above communications strategy.	
	Ensure each proposal is assessed and considered for implementation (short, medium or long-term).	
Communicate successes to employees in advance of the 2014 Public Service Employee Survey (PSES).	Establish a pre- and post-PSES launch communications as part of the integrated communications strategy above.	

Category: Program Design and Delivery Risks			
Risk Owner	Risk Rating		
Chief Information Officer, Chief Information Office Sector (CIO)			
Risk Statement	Impact	Likelihood	Overall
The Department's internal practices may impact its ability to meet government-wide enterprise IT targets.	2	2	Medium-Low
Impact			
There is a risk that the Department may not be able to fully address the challenges associated with balancing business-specific, Industry Canada common and Government of Canada enterprise IT requirements.			
Drivers			
<ul style="list-style-type: none"> • Strong direction at the Government of Canada (GC) level on transformation and consolidation has led to a substantial increase in new demands as a result of SSC and TBS-led initiatives <ul style="list-style-type: none"> ◦ Many large projects with externally-driven timelines that will affect all sectors/business units (e.g. Email transformation) • Multiple IC-driven business and IT transformation initiatives are also underway (e.g. SITT, OSB, CIPO) • Capacity to take on this work is limited in both CIO and sectors/business units • Because resources are limited, some work will need to be deferred based on assessment of overall priorities • Depending on the initiatives that are deferred, the Department may not be seen as fully supportive of the GC transformation agenda or may not been seen as responsive to business/program needs 			

Mitigation Strategy

Existing IC governance processes will be used to direct departmental IT investments and activities to areas that best align with the business priorities of the department and the Government of Canada. The 2014/15 Departmental Project Investment Planning process will guide project prioritization and investment decisions.

2014–15 Action Plan	Key Milestones	Status
Develop 2014–2019 Departmental Project Investment Plan.	Project Investment Plan presented to the IC Investment Board, March 2014. This is an annual activity.	
Update Department's IT Strategy in alignment with other GC and IC strategic initiatives (e.g. Workplace 2.0).	Draft strategy presented December 2013.	
	Annual update to Department's IT Strategy.	
Develop new IC IT Plan as defined by TB, commencing for 2014–15.	2014–15 Industry Canada Information Technology Plan, Q1 2014–15.	

Category: Program Delivery

Risk Owners⁵

- Chief Information Officer, Chief Information Office Sector (CIO)
- Chief Financial Officer, Corporate Management Sector (CMS)
- Shared risk for all Sector Heads

Risk Rating

Risk Statement

Inadequate capacity to manage departmental information may lead to the unauthorised release of sensitive information and damage the Department's reputation and credibility.

Impact

4

Likelihood

3

Overall

Medium-High

Impact

Unauthorised release of sensitive information could cause public embarrassment to the Department and Minister, erode public confidence in the government, and lead to complaints or legal action against the Crown.






⁵ The risk is shared between CIO, responsible for the IT Security and IM action plan, and CMS, responsible for the action plan addressing personal security and security culture.














Drivers








- The Department holds large amounts of sensitive information, including: Cabinet confidences, information on Canadian businesses and their strategies, data in insolvency filings, 3rd party financial information, and documents associated with federal-provincial relations that are attractive to foreign governments, media, and outside groups
- Increase in sophisticated Federal Government-level attacks (e.g. Advanced Persistent Treats (APT)), and internal (Industry Canada) security and data breaches
- Increase in sensitive information being transferred between the Department and users by electronic means
- Limited employee awareness to recognize proper IM and security processes relative to handling, transmitting, storing, and destroying protected & classified information
- Numerous office locations scattered across the NCR and regional districts makes it difficult to ensure a consistent level of security and ensure an adequate level of training
- The IT network and the aging IT security infrastructure only support communication and storage of Protected A, or Protected B information with the use of encryption

Mitigation Strategy

To mitigate this risk, IC has adopted a two-pronged strategy, maximizing the impact of the departmental security program, and leveraging major IT investments (such as email transformation, and GCDocs) to improve information management awareness and practices across the department.



2014–15 Action Plan	Key Milestones	Status
Corporate Management Sector (CMS)		
<p>Strengthen departmental security governance structures to align with TBS, <i>Policy on Government Security (PGS)</i> requirements:</p> <ul style="list-style-type: none"> • Revise Management Committee terms of reference to enhance management oversight responsibilities relevant to the departmental Security Program • Establish Departmental Security Working Group (DSWG) to oversee the development, implementation, monitoring of departmental security controls used to mitigate security risks • Undertake an organizational review of the Security Services Directorate in support of delivering the departmental Security Program mandate 	<p>Semi-annually, members of the DSWG provide an update to information pertaining to the security controls their area of management has in place, and has planned for, aligned with the requirements of the TBS Directive on Departmental Security Management (DDSM).</p>	
	<p>DSWG meetings are held as required, unless there is a requirement for more frequent meetings.</p>	
	<p>Implementation of organization structure.</p>	
	<p>Create/Review Security Services work descriptions.</p> <ul style="list-style-type: none"> • Consultation with employees • Submit to management for approval • Submit to the classifications division of the Human Resources Branch 	
<p>Develop and implement a project plan to support the establishment of departmental Security</p>	<p>Human Rights Counsel reviewing document to address concerns raised by the unions.</p>	

Administrative Investigation procedures and supporting products and tools.	Finalize procedures and for approval and implementation.	
	Implement procedures and train staff accordingly.	
Procurement of a Canadian Top Secret Network (CTSN) for the secure transmission and analysis of Top Secret and sensitive intelligence.	Procure and install equipment. Targeted completion of Q1 2014–15.	
	Train IC employees on CTSN.	
<p>Enhance security awareness across the Department by renewing the Industry Canada Security Awareness Program:</p> <ul style="list-style-type: none"> • Implementation of mandatory security briefing for new employees in 2014/15 • Develop action plan based on recommendation made in section 3C of the IM/IT Audit 2013–14 to develop protocols to monitor compliance levels of IC employees with respect to the identification and marking of sensitive information and that safeguarding measures are considered at all times during the lifecycle of the information 	General Security Awareness Sessions continue to be delivered on an as required basis.	
	Customized awareness products and sessions are developed and provided as required.	
	Develop an action plan for the delivery of security awareness during fiscal year 2014–15.	
	Provide guidance to Sectors as to the safeguarding of electronic and paper information. Develop generic English and French emails to be sent to IC employees two months after attending a security awareness session.	
	Develop reminder to all IC employees to follow security protocols as part of their daily work. These reminders will be sent out semi-annually.	
Chief Information Office (CIO) Sector		
Implement a formal Certification and Accreditation Process within IC.	CIO is establishing a new IT Security Risk Management Framework (ITSRMF), which encompasses the Certification and Accreditation (C&A) process.	
	Final draft presented to management for approval in Fall 2013. Once approved, next steps are to implement the ITSRMF within appropriate CIO change and/or project processes by Q4 2014–15.	
<p>Enhance IC's Active Defense Capabilities (Prevention, Detection, Response and Recovery):</p> <ul style="list-style-type: none"> • Develop a project plan to improve the IT Security Awareness Program • Improve Vulnerability Management • Increase capability to detect potential security incidents in a timely manner to minimize damage 	IT Security shall participate, in collaboration with CMS, the Industry Canada Security Awareness Week in February 2014.	
	CIO performed a review of its Awareness Program. The Awareness Program is being documented and will be ready for review June 2014.	
	Vulnerability assessment improvement roadmap is planned for	

and reduce recovery time and costs	completion in Q2 2014.	
	IT Security and SSC are engaged in operational level activities such as ongoing collaboration and monitoring of services delivered by SSC to ensure continuity of existing capabilities.	
Launch a GCDOCS project to implement a common tool for all employees to store, share, find and control access to documents they need.	Key milestones for 2014–15 include the completion of all projects planning documentation (Gate 3 approval) and the launch of the subsequent project execution work (Stage 4). Key deliverables include the GCDOCS project plan, deployment schedule, change management and communication strategy, training plan, and organizational support models. The development of a migration plan, information architecture and information assets inventory, which begun in 2013–14, will be completed in 2014–15.	
<p>Implement activities to support long term engagement and adoption of updated IM tools, standards and practices:</p> <ul style="list-style-type: none"> Enhance management and oversight of corporate information holdings Identify/confirm IM functional specialists/IM leads in Business Units Provide regular IM awareness and training opportunities Perform discovery and clean-up activities of existing unstructured information repositories in support of Email Transformation Initiative (ETI) and GCDOCS Develop a clean-up plan that limits departmental liability and minimizes duplication of effort and impact on Bus 	Provide guidance to Sectors to carry out IM readiness and clean-up activities to support the implementation of ETI (Fall 2014), elimination of Personal storage files (Fall 2016) and implementation of GCDOCS (Fall 2014 to Spring 2016).	
	Deliver ATIP/IM/LKC sessions as well as recordkeeping workshops customized to sector needs and challenges on a regular basis.	
	Sectors to formally identify IM functional specialists/ IM leads. To be completed in Q1 2014–15.	
	Implementation of a departmental recordkeeping performance measurement framework to begin in Q1 2014–15.	
	Sector IM Action Plans for 2014–15 are in place. To be completed in Q1 2014–15.	

Category: Reputational and Stakeholder Expectations			
Risk Statement	Risk Rating		
	Impact	Likelihood	Overall
<p>Risk Owner Chief Information Officer, Chief Information Office Sector (CIO)</p> <p>The Department may not be able to capitalize on the opportunities provided by Big Data in a timely manner.</p>	2	2	Medium-Low

Impact
<p>Industry Canada program and service areas would be unable to leverage practical and actionable business insights and benefits from Big Data, resulting in lost opportunities to:</p> <ul style="list-style-type: none"> • Support timely, fact-based decision-making • Leverage Department resources optimally • Discover key information needed to improve business performance and gain analytical perspective on future policy and program direction • Improve productivity of people and processes
Drivers
<ul style="list-style-type: none"> • Common data currently exists across the Department, including PERSON, COMPANY and GEOGRAPHIC LOCATION, but it is not centrally managed or maintained • At this time, the Department has business-line specific data governance which makes it difficult to share information across the Department
Mitigation Strategy
<p>CIO is currently leading a multi-year project, Business Intelligence and Analytics, which will contribute to the development of foundational elements required for future Big Data initiatives at Industry Canada. In future, leadership will be required from IC business units and information owners to leverage this infrastructure and continue the implementation of Big Data within the Department. This project will improve corporate-level decision making, supported by centrally managed corporate data, enabled by a metadata and master data management framework.</p> <p>The Department is leading the Service to Business initiative which includes the adoption of the Business Number (BN) as a common business identifier. The BN has an associated standard set of informational attributes about a business, which can be leveraged as part of the Department's common data.</p>

2014–15 Action Plan	Key Milestones	Status
Seek funding for initial steps of the Business Intelligence Roadmap within the Business Intelligence and Analytics project.	Launch project 2013–14.	<input checked="" type="checkbox"/>
	Create Business Intelligence Roadmap, in Q4 2013–14. The Business Intelligence Roadmap will define the current state, future state, identified gaps and roadmap for addressing the gaps over the next four to five years. As well, key milestones for 2014–15 will be defined.	
	Project Completion: Q4, 2017–18.	

ANNEX 4: INDUSTRY CANADA GOVERNANCE FRAMEWORK

Introduction

Governance relates to “the policies, procedures and structures used to direct an organization’s activities to provide reasonable assurance that objectives are met and that operations are carried out in an ethical and accountable manner” ([Policy on Internal Audit](#)).

Industry Canada’s Governance Model

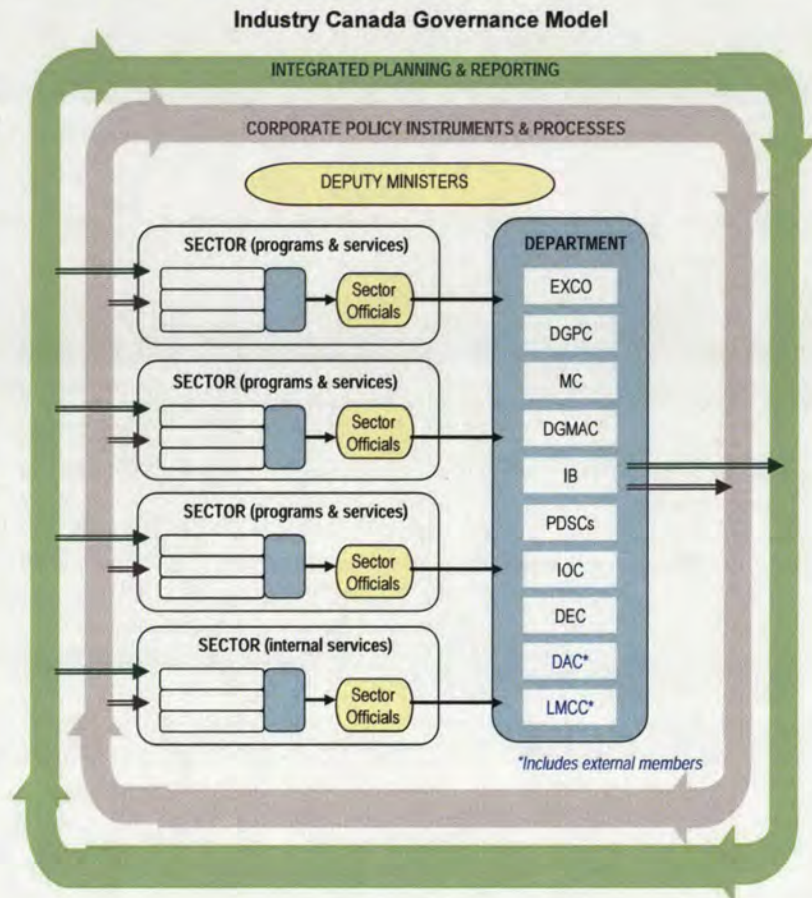
Industry Canada has adopted an integrated approach to governance in which departmental priorities, resources, and activities are aligned and both individual and collective responsibilities and accountabilities are reflected, as shown in the diagram below.

The model to the right illustrates the interdependency of the various elements of corporate functions. Industry Canada’s corporate priorities, policy instruments, and processes are established primarily through departmental committees, four of which have a decision-making function, as well as the integrated business planning cycle. These two processes inform sector-specific governance structures and processes, which are designed to support the mandate and responsibilities of each sector. Sectors, in turn, feed into the committees through the senior departmental officials who exercise their roles and responsibilities by participating in both sector-specific and corporate governance mechanisms.

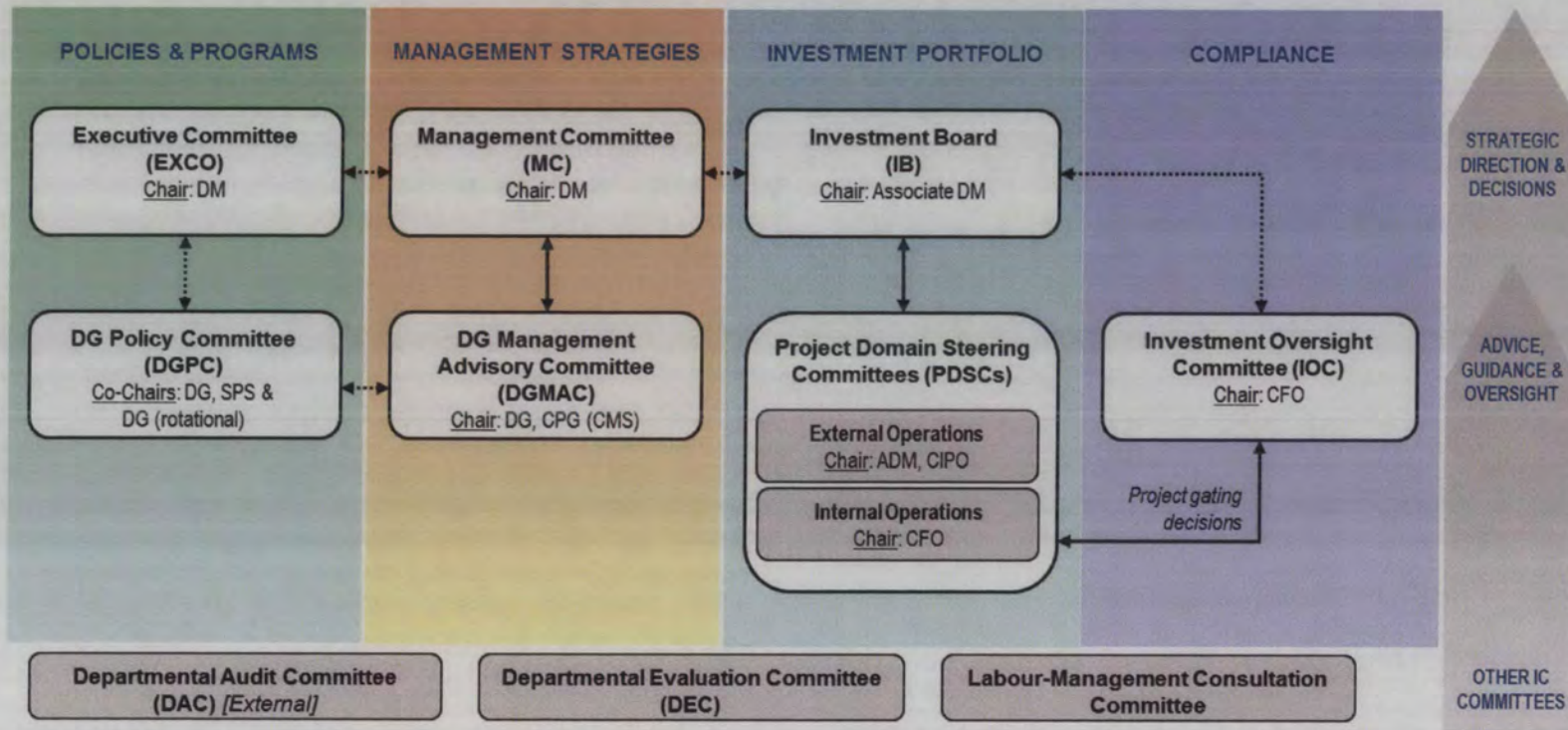
Departmental Committees

Departmental committees serve as the mechanism through which collective decision making is exercised at Industry Canada. In September 2013, the Department launched a new departmental committee structure (see diagram below). This action was taken in order to refocus senior committees on strengthening policy and management excellence, rather than managing transactions.

The following diagram depicts the senior governance committees, their areas of oversight, and how they interrelate with one another.



Industry Canada Senior Committees



The structure enables the Department's two senior committees—Executive Committee (EXCO) and Management Committee (MC)—to provide collective direction on strategic policy, programs, human resources, and other corporate issues early in the process. It also ensures that Director General committees can support collective decision making and make appropriate linkages between issues and initiatives of importance to the Department.

Executive Committee (EXCO)		Chair: Deputy Minister
Members:	Sector Heads	Executive Committee is the senior committee responsible for the external operations of the Department. The committee provides direction on and endorses proposed strategies, frameworks, plans, activities and other initiatives that support Industry Canada's public policies, programs and services.
Meets:	3–4 times per month	

Management Committee (MC)		Chair: Deputy Minister
Members:	Sector Heads	Management Committee is the senior committee responsible for the internal operations, administration and provision of services to the Department. The committee provides direction and approves measures, including strategies, frameworks, policy instruments, plans and other initiatives, relative to management functions.
Meets:	Monthly	

Investment Board (IB)		Chair: Associate Deputy Minister
Members:	Selected Sector Heads	The Investment Board is the senior committee responsible for managing Industry Canada's portfolio of projects and major acquisitions. The board sets the Department's investment priorities, principles and criteria; makes decisions on which proposed investments (projects, acquisitions) should be included in the investment plan; and tracks the performance of these investments.
Meets:	Quarterly	

Director General Policy Committee (DGPC)		Co-Chairs: Director General, Strategic Policy Sector & Director General (rotational)
Members:	Directors General, Policy Directorates	The Director General Policy Committee is responsible for informing Executive Committee policy discussions and for supporting sound decision making. The committee provides advice on Industry Canada's public policies, programs and services, including the Department's policy agenda and items for Executive Committee.
Meets:	Bi-weekly	

Director General Management Advisory Committee (DGMAC)**Chair:** Director General,
Corporate Management Sector**Members:** Directors General,
All Sectors**Meets:** Monthly

DGMAC is responsible for reviewing and providing recommendations on corporate strategies, policies, plans and initiatives for management functions. The committee also tracks the implementation of approved management strategies, policies, plans and initiatives, and reports to Management Committee on their progress and impact.

Project Domain Steering Committee— Internal Operations (PDSC-IO)**Chair:** Chief Financial Officer**Project Domain Steering Committee— External Operations (PDSC-EO)****Chair:** Chief Executive Officer,
Canadian Intellectual Property Office**Members:** Selected Assistant
Deputy Ministers and
Directors General**Meet:** Monthly

There are two Project Domain Steering Committees (PDSCs) at Industry Canada:

- The **PDSC for internal operations** oversees projects affecting the Department's corporate activities (e.g., finance, human resources, information, technology, facilities, assets, security).
- The **PDSC for external operations** oversees projects affecting the Department's business activities (e.g., programs, service to the public, Industry Canada website).

The PDSCs are collectively responsible for managing Industry Canada's project portfolio. This means they oversee the implementation of individual projects within their domain once these projects have been approved by the Investment Board.

The committees fulfil the role of Project Steering Committees by providing direct operational oversight of projects over \$250,000 during the stage-gate process.

Investment Oversight Committee (IOC)**Chair:** Chief Financial Officer**Members:** Selected Sector Heads**Meets:** Bi-weekly

The Investment Oversight Committee promotes sound stewardship of Industry Canada's resources by ensuring that grants and contributions, major procurement activities and projects conform to government requirements (legislation, policy) and departmental processes, as well as support the Department's priorities and objectives.

Departmental Audit Committee (DAC)		Chair: External Appointment
Members:	External Appointments	<p>The DAC provides objective advice and recommendations to the Deputy Minister 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.</p> <p>The DAC's knowledge of the Department's priorities and context, and its access to departmental managers, enable it to provide appropriate advice to the Deputy Minister and contribute toward the improvement of management at Industry Canada.</p>
Meets:	3-4 times per year	

Departmental Evaluation Committee (DEC)		Chair: Associate Deputy Minister
Members:	Selected Executives	<p>The Departmental Evaluation Committee's primary role is to provide advice and counsel to assist the Deputy Minister in discharging his responsibilities related to the evaluation function. In this capacity, the committee reviews and recommends approval of the annual departmental evaluation plan, evaluation reports, the implementation status of management action plans in response to evaluation recommendations, and the annual departmental State of Performance Measurement report.</p>
Meets:	Minimum 3 times per year	

There are two **Labour Management Consultation Committees (LMCC)**.

National Labour Management Consultation Committee (NLMCC)		Co-Chairs: Deputy Minister & a labour representative (as determined by the bargaining agents)
Members:	Equal representation from management and labour	<p>The National Labour Management Consultation Committee (NLMCC) provides a forum through which Industry Canada and the bargaining agents representing IC employees work together to build a collaborative relationship and promote the value of effective labour-management consultation.</p>
Meets:	Minimum once per year	

Human Resources Sub-Committee		Co-Chairs: Director General, CMS-HRB & a labour representative from the NLMCC
Members:	Equal representation from management and labour	<p>The HR Sub-Committee provides on-going support to the NLMCC by helping it to carry out work of joint interest related to workplace improvements and human resources management issues at Industry Canada.</p> <p>The HR Sub-Committee reports to the NLMCC on its deliberations and findings, and provides recommendations to the NLMCC, as appropriate, on specific activities.</p>
Meets:	Minimum 3 times per year	

Next Steps

During 2014–2015, the Department will expand this document into a comprehensive governance framework that will describe the roles and responsibilities, structures, and procedures necessary to support oversight and accountability in the Department. This framework will continue to be part of the Corporate Plan and will be a key component of the Investment Plan that is scheduled to be submitted to TBS in fall 2015.

It will provide an overview of Industry Canada's governance model and illustrate:

- how the system is structured;
- how it supports decision making; and
- how it accommodates both individual and collective responsibilities for sound management of the Department's affairs.

It will also provide additional detail on the governance of corporate management and oversight services, including investment planning, project management, risk management, and performance and reporting.

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Industry Canada corporate plan

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